The Appinio Growth Engine 

Rigorous, rapid research. Refreshingly human.

WHERE WE ARE

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

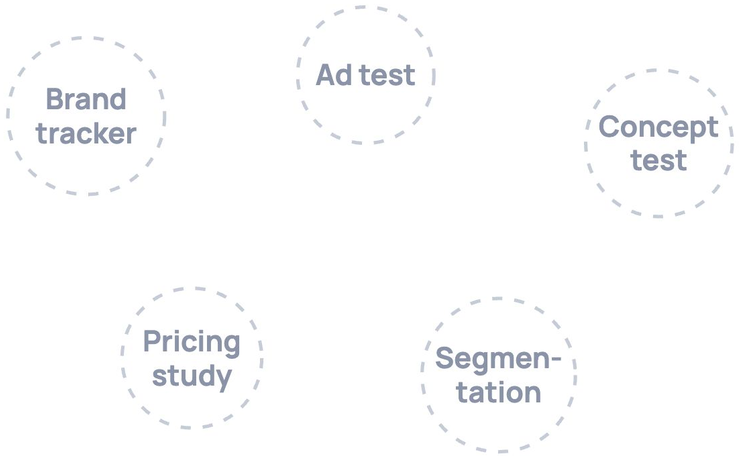
THE AMBITION

The Goal: From ad-hoc project to insights program

Today

Loose projects

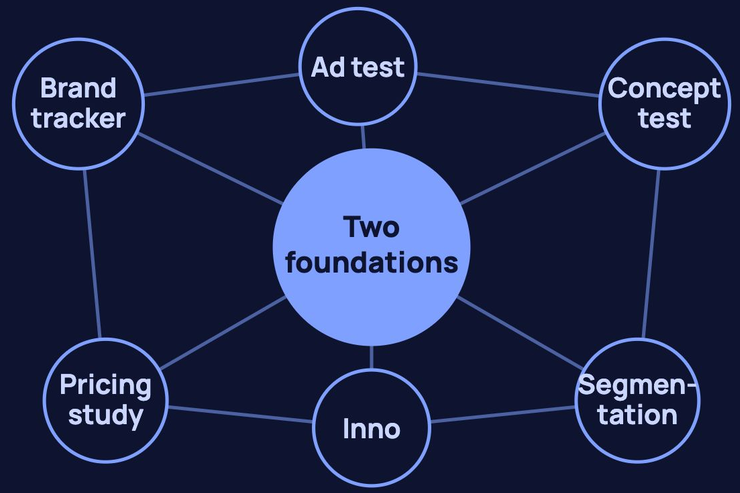
A series of unplanned one-off studies that run side by side and know nothing of one another.



Tomorrow

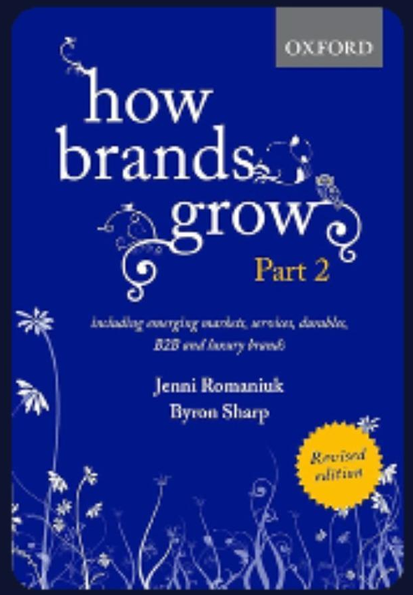
Connected system

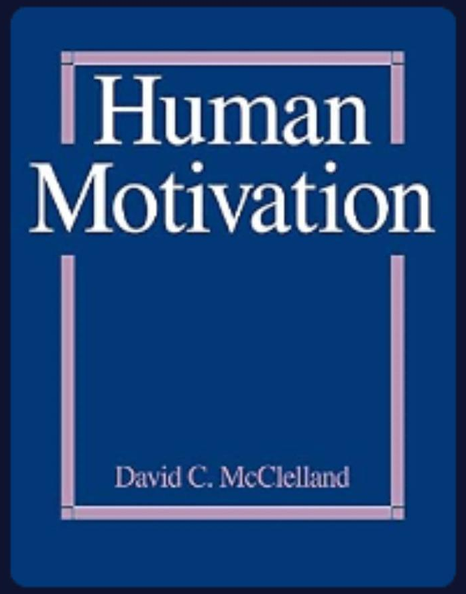
Two strategic foundations that every tactical project plugs into, and that grows with each study.

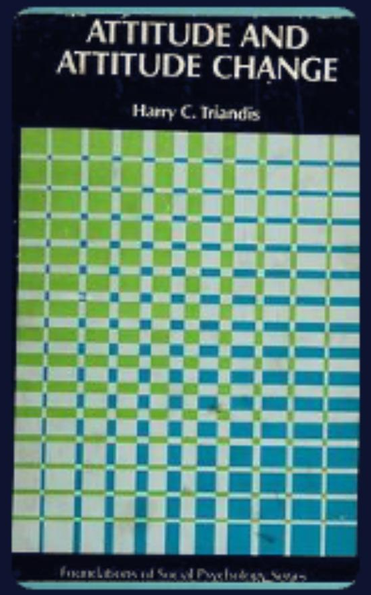


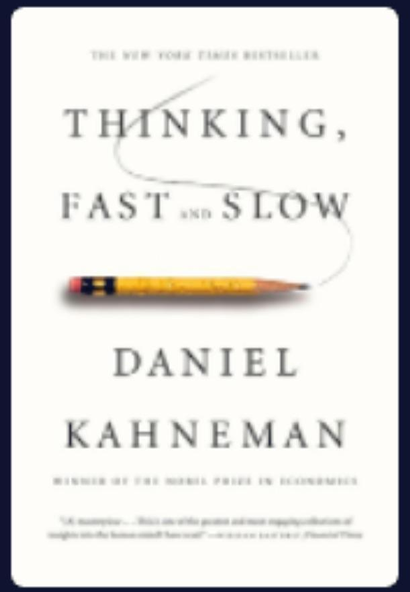
With every piece of research, we get smarter.

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

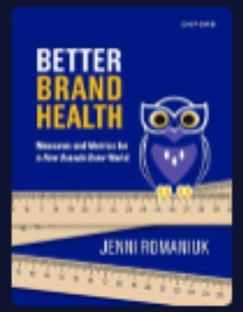


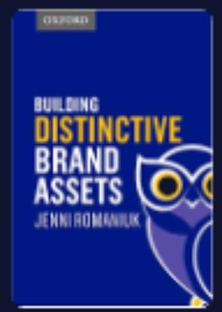


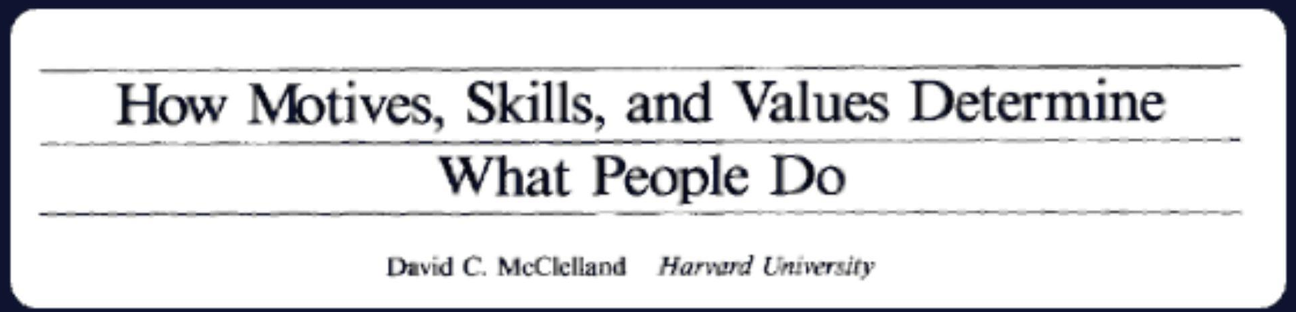














CHAPTER 02

...and built the Appinio Growth Engine

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

02

THE FRAMEWORK AT A GLANCE

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

THE WHAT

CEPs & Mental Availability

THE WHO

Psychographic Positioning

THE EXECUTION

Validate everything you build

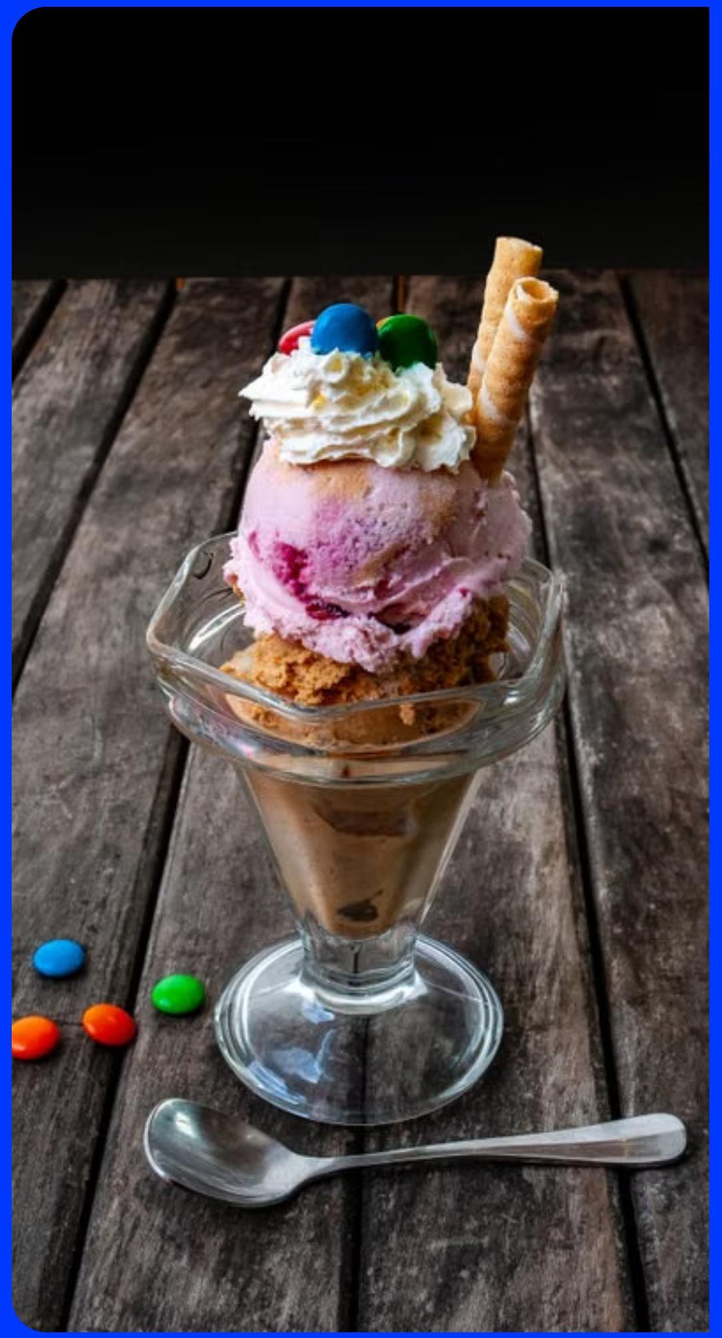
- Ad Testing
- Concept Testing
- Pricing Research
- Packaging
- Innovation

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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

FOUNDATION 1 · THE WHAT

Category Entry Points & Mental Availability



THE GROWTH LOGIC

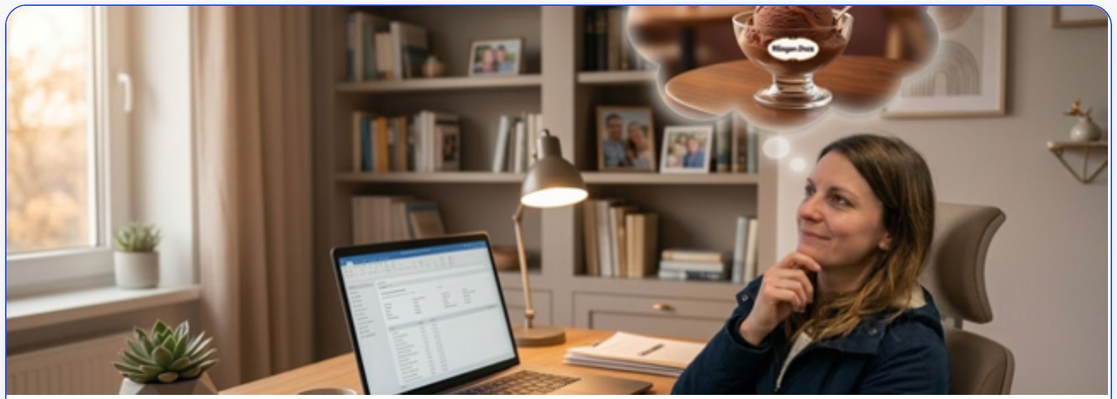
Brand growth fundamentally depends on two factors



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**).

Source: Ehrenberg-Bass Institute / Byron Sharp, “How Brands Grow"

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	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

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.

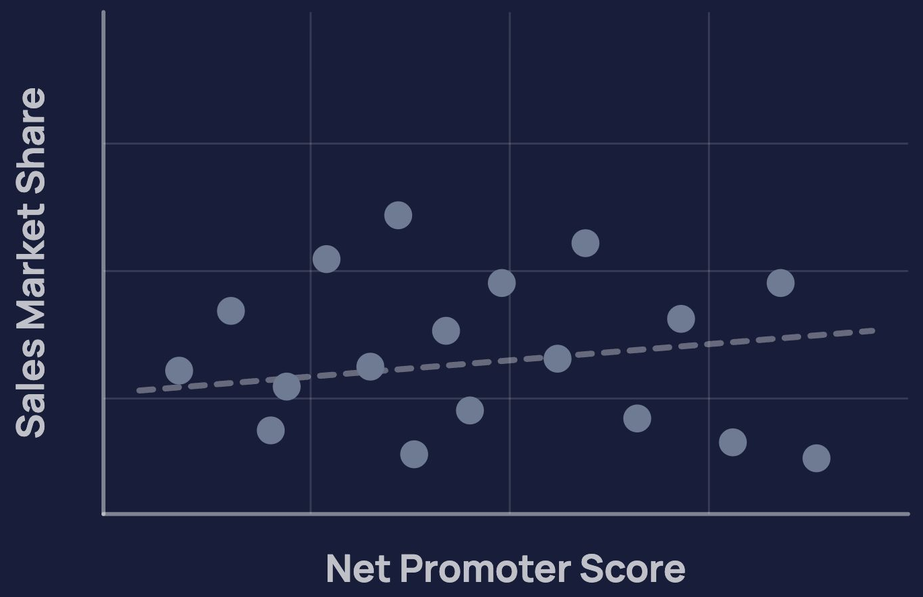
WHY MEMORY, NOT SENTIMENT

Mental Market Share predicts Sales Market Share

NPS ↔ SALES

How customers feel

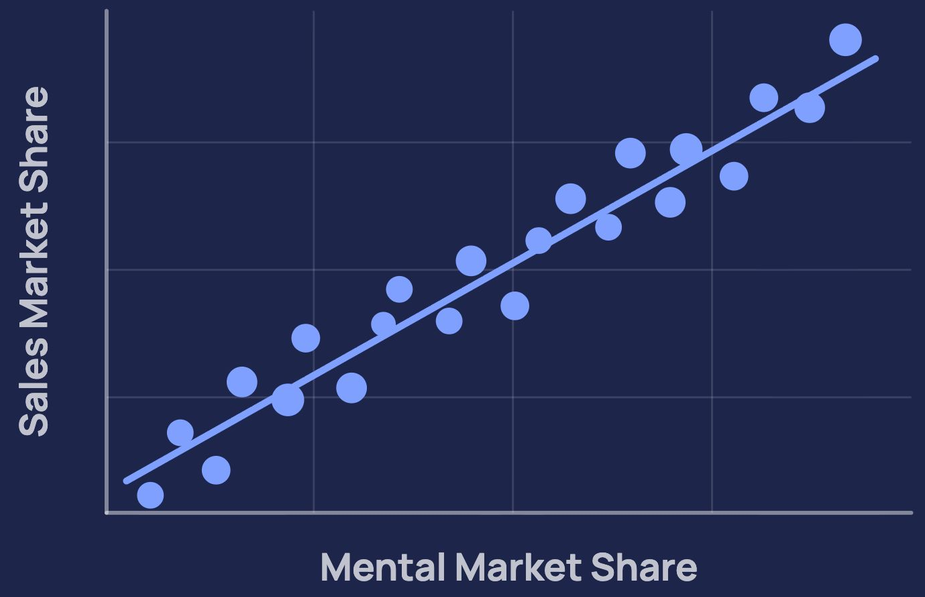
R^2 **0.3**



MMS ↔ SALES

How available the brand is in memory

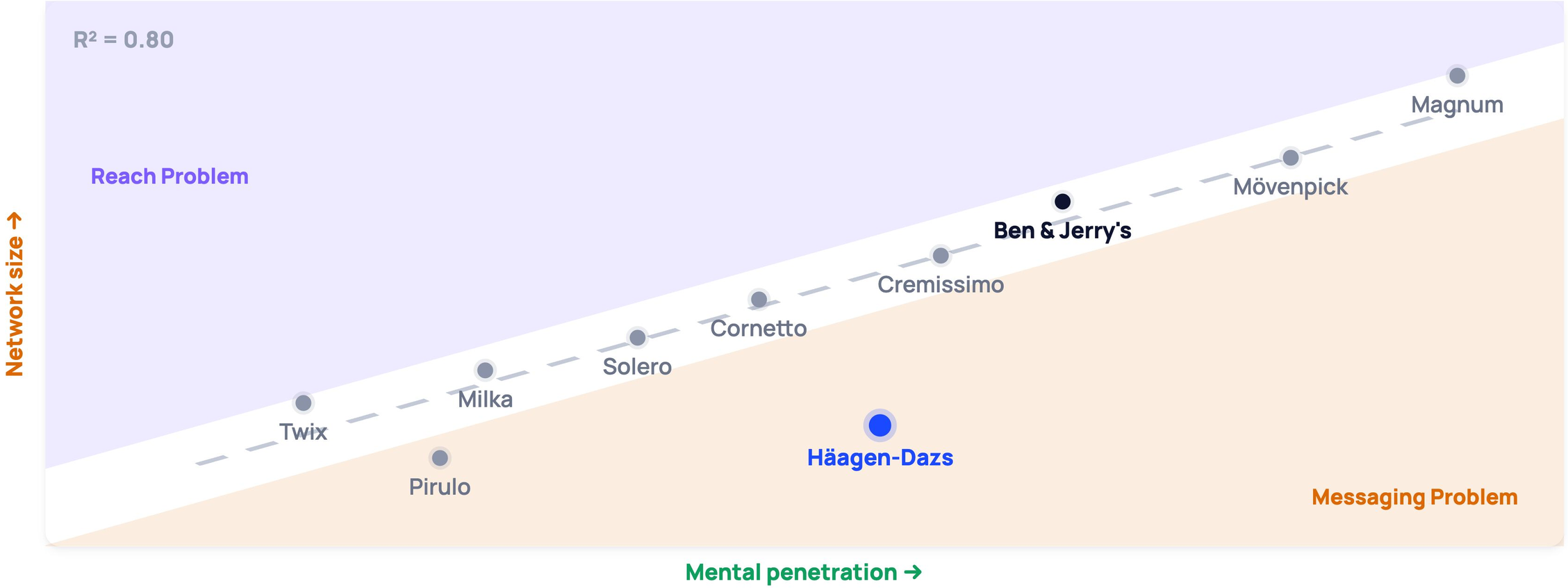
R^2 **0.9**



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

MPEN × NETWORK SIZE

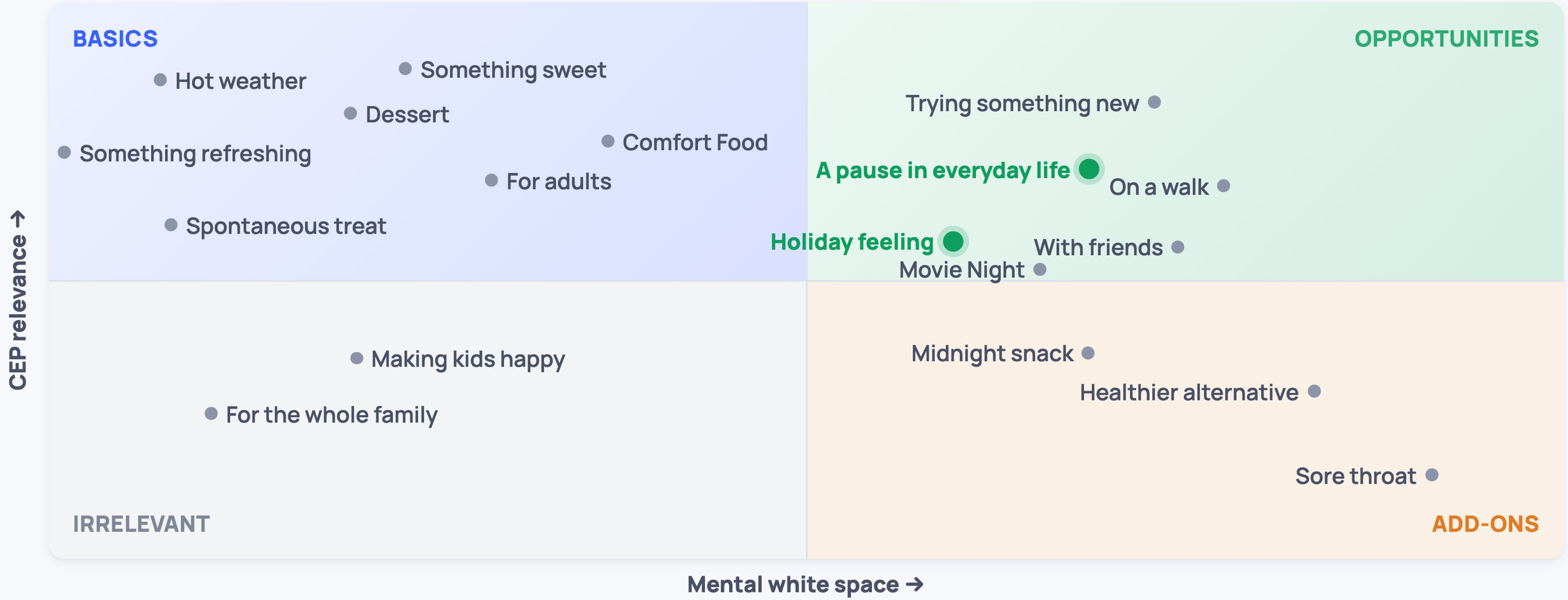
We sit clearly below the trend line: working on network size is our lever



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"**.

FROM ANALYSIS TO ACTIVATION

A CEP can be activated in 5+ ways

Innovation

New products

e.g. an on-the-go format for “on a walk”

Messaging

Brand-CEP link in ads

e.g. a “taking a break” campaign

Portfolio

New formats & flavors

e.g. “Sicilian Lemon” for vacation feeling

Channel

Be where it happens

e.g. sold in travel agencies

Packaging

Win at shelf

e.g. a lemon-tree edition pack

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."



“Bring the holiday home."



“This is what the top feels like."



“Your moment. Your world."

THE OPEN QUESTION

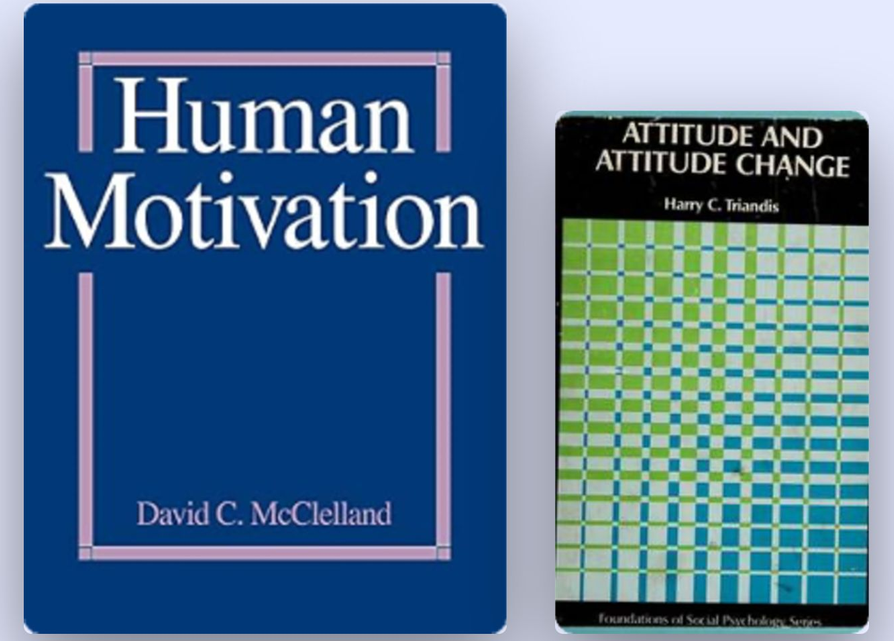
But which route should it be?

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

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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.

MOTIVES · AFTER MCCLELLAND

“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.

Source: David McClelland, Human Motivation

ATTITUDES · AFTER TRIANDIS

“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.

Source: Harry Triandis, Theory of Interpersonal Behavior

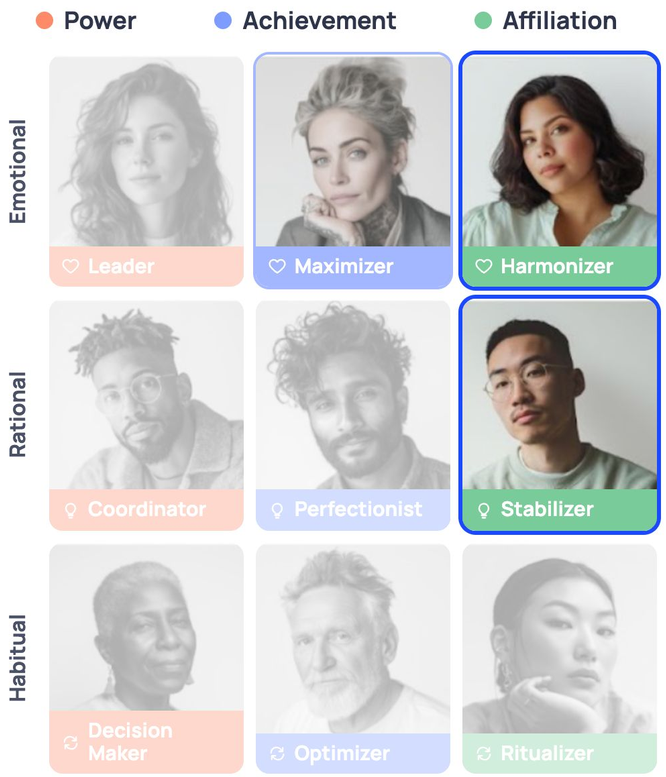
Motives and attitudes combine into nine archetypal drivers.

	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!"

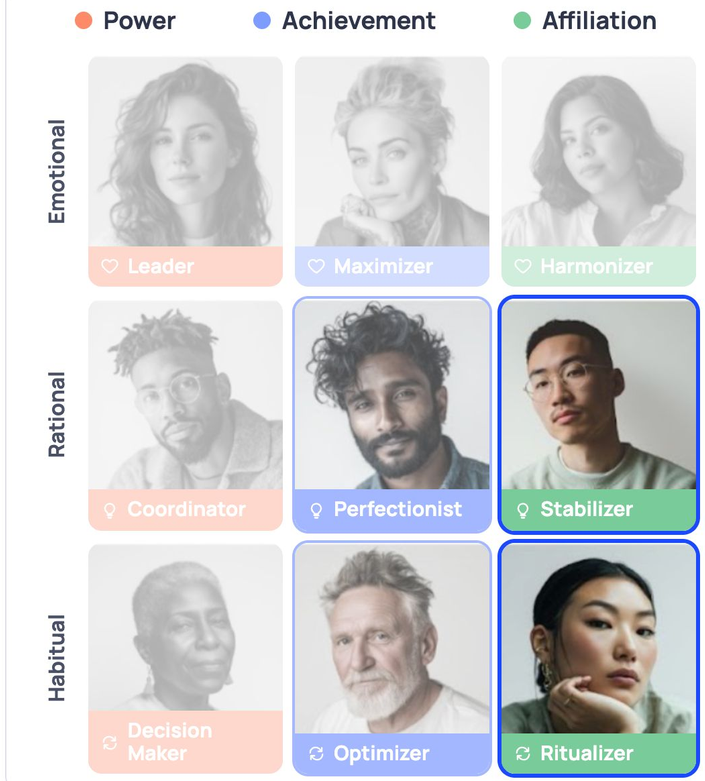
These driving patterns reveal the *why* behind the what

Example: Ice Cream Category

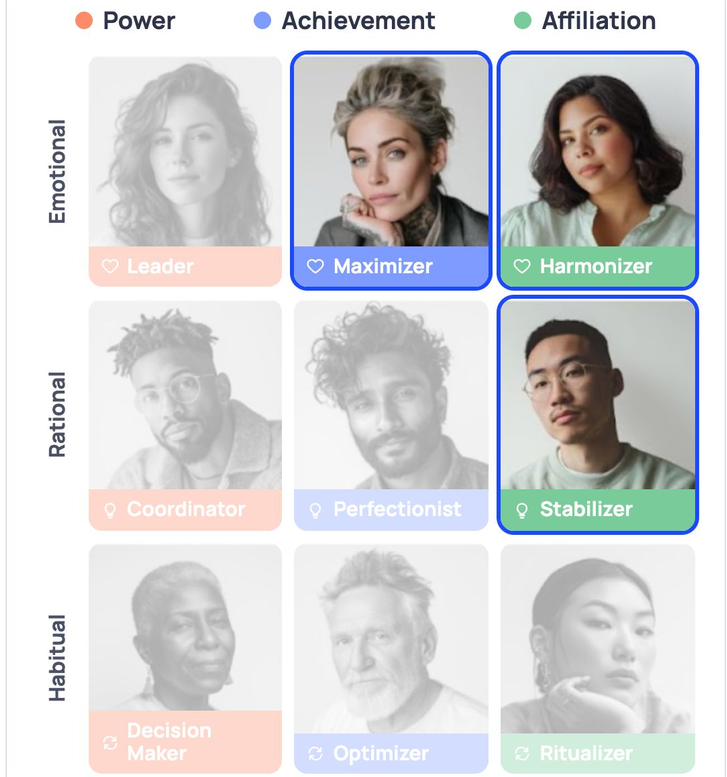
Psychographic Activation for Ice Cream Category



Psychographic Activation for Häagen-Dazs Brand



Growth Targets for Häagen-Dazs Brand



The category lives on affiliation · emotional; Häagen-Dazs skews rational and habitual today. Strong activation 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

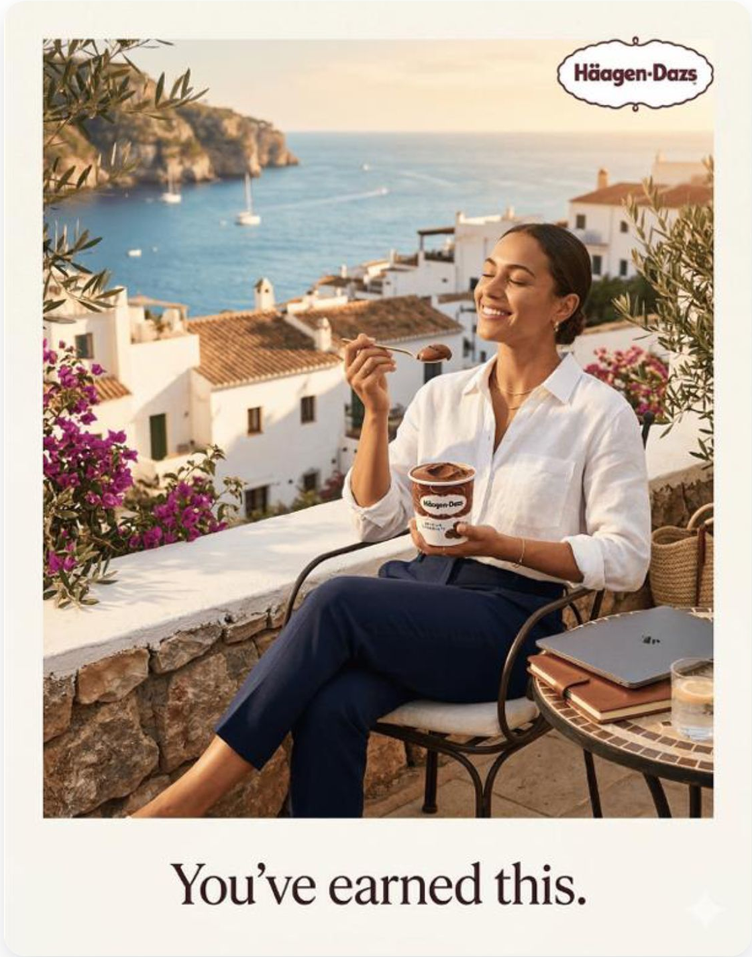
“The sweetest pause." - the strongest route for the short pause



- ✓ 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**

THE FRAMEWORK AT A GLANCE

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

THE WHAT

CEPs & Mental Availability

THE WHO

Psychographic Positioning

THE EXECUTION

Validate everything you build

- Ad Testing
- Concept Testing
- Pricing Research
- Packaging
- Innovation

THANK YOU — QUESTIONS WELCOME 🙂

Start with the foundation – and then build the engine step by step.

KEEP TALKING

Appinio Booth

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

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