Chobani®

Chobani

Insights & Analytics

Building an Internal Agency Within

July 2022

Building An Internal Agency Within

Topics

- Team Structure & Areas of Focus
- Team Purpose & Responsibilities
- Innovation
  - 5 Cs of Innovation
  - Chobani Innovation Process
- Process Showcase
  - DIY + Partner Support
  - Marrying Quant & Qual Approaches
- Key Learnings
- Q & A

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Insights & Analytics Team Structure

A small but mighty team spanning 3 key verticals

Team of **7**

1
Amazing Team Leader

Platform & Innovation	Shopper & Pricing	Marketing & Media Measurement
3 team members	**2** team members	**1** team member
Trend Tracking	Custom Shopper Studies	Social Listening
Idea Screening	Foundational Category Research	Brand Tracking
Category Discovery	Sales Thought Leadership	Campaign Analysis
Concepts/Positioning Testing	Decision Tree Development	Shopper Analysis
Packaging Testing	Category Forecasting	Commercial Mix Model
Flavor & Claims Prioritization	Consumption & Pricing Analysis	
Platform Road Mapping		
New Item Volume Estimates		

Innovation & Platform: Vertical Purpose

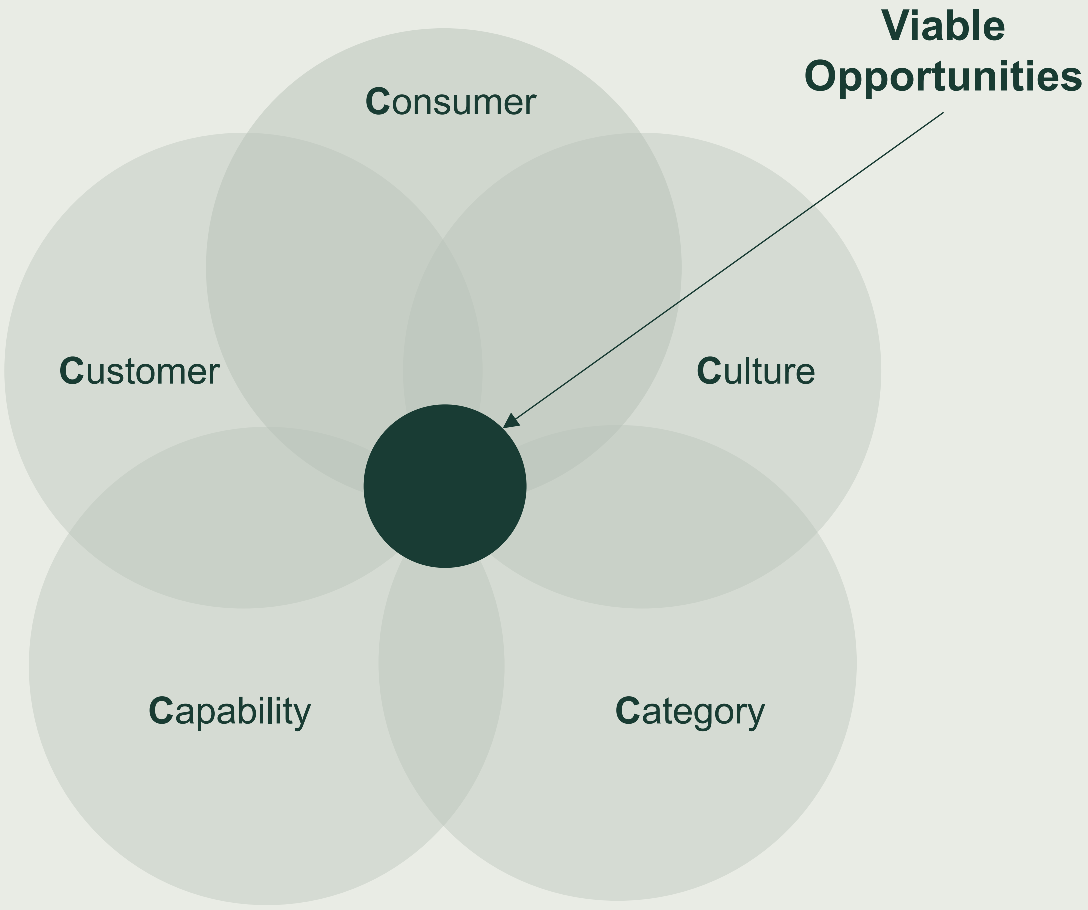
Primary Focus

Consumer understanding – the macro Cultural trends impacting their lives and identifying behaviors, needs, and desires as it pertains to our current and future portfolio – platforms and suite of product offerings.

Secondary Focus

Always considering and keeping our current and potential Categories, Chobani's Capabilities, and our Customers at the forefront our our recommendations to ensure true commercial success.

The 5 Cs of Innovation



Innovation & Platform: **Responsibilities**

New Categories	**New Platforms & Products**	**Platform Expansion**	**Performance Expectations**	**Thought Leadership**
Core dynamics & Opportunity Identification	From ideas to execution	Expanding platforms with purpose and clear intent	Volume estimates to inform steady state of new item launches	Macro cultural trends impacting consumer behaviors
Landscape Assessments	**Ideation**		**Innovation**	**Hot Topics**
White Spaces	**Concept Development**		**Line Extensions**	**Quarterly Trends**
Innovation Models	**Positioning**		**Rotating Seasonals**	
Platform Table Stakes →	**Road Mapping** *Staged Launch Plans* →	*Platform Growth Strategy*		
	Packaging *Structure & Design*			
	Marketing Messaging			

Innovation & Platform: **Process**

Align
Category / Product Green Light

Align
Key Audiences / Product Feasibilities

Align
Benefit / Claims / Flavors / Structure

Ideate

Cloud meets Garden
Expos, Leadership Perspectives, Brand Perceptions Ideation, Idea Screeners

Discover

Discover new category dynamics & identify platform and product opportunities

Syndicated & Secondary research

Immerse

Immerse ourselves in the consumers' real world & unearth actionable insights

Qual & Quant research

Develop

Develop concepts & test to understand what resonates with target audiences

Qual & Quant research

Refine

Refine leveraging key insights & finalize position to be validated

Qual & Quant research

Inform

Inform food and marketing briefs – communicate who/what/why

A DIY Process with Critical Partner Support

Ideate	Discover	Immerse	Develop	Refine
aha	NielsenIQ	incling	nielsen	qualtrics XM
qualtrics XM	Numerator	aha	BASES Optimizer	dynata
dynata	MINTEL	Pollfish	qualtrics XM	canvs
canvs	MORNING CONSULT		dynata	Digsite
	tastewise		aha	
			zappi	

Process Showcase: Marrying Quant & Qual

Ideate › Discover › Immerse › Develop › Refine

Brand Perceptions

Partnered Execution

Recruitment

Digital Focus Group Platform

Objective: Understand how consumers view the Chobani brand, platforms, new items. Identify opportunities & where we have a right to play.

Metho: 12 Focus Groups: 3 X 4 Region Key Regions (~50 consumers)
Chobani Yogurt / Chobani Cross-Category / Note engaged but Open

Inputs: Master Brand Pillars & Elements / Portfolio Architecture

Stakeholders: Leadership / Corp. Comms. / NPD / Marketing

Timing: ~12 Weeks from kick-off to report finalization

Key Learnings:

- Shift from "Yogurt Company" to "Dairy Company"
- Need for more marketing & portfolio wide campaigns
- Philanthropic areas to focus on / Stories to celebrate
- Chobani Food Equity & Categories to pursue

Process Showcase: Marrying Quant & Qual

Ideate › Discover › Immerse › Develop › Refine

Brand Perceptions

aha

Partnered Execution

Recruitment

Digital Focus Group Platform

Where They Would Like Us to Play Next: ***Unaided***

Many categories consumers desired from Chobani are currently being considered for future pipeline plans. Some communicated we should consider growing more slowly to not loose trust with consumers.

9 Total Key Categories
for Consideration

3 Key Categories
with multiple ways in

Process Showcase: Marrying Quant & Qual

Ideate Discover Immerse Develop Refine

Idea Screener

qualtrics XM
dynata
canvs

Internal Execution

Objective: Assess the potential of a range of innovations that Chobani could potentially pursue in the near future

Metho: Survey – key metrics: Branded PI / Rank
Unbranded PI / Preference / Sourcing Index / Incrementality (switcher, expansion, new to category) / Need-Want / Relevance-Uniqueness / Advantage / Brand Fit / Brand Impact / Credibility / Likes & Dislikes

Inputs: 45 Cross-Category Ideas

Stakeholders: Leadership / NPD

Timing: ~14 Weeks from Idea generation to results share-out

Key Learnings:

– Prospective platforms = greatest potential (enter new categories)
– Existing platforms show promise (caution in “over-innovating”)
– Consumers desire Chobani to play in dessert and drinks

Process Showcase: Marrying Quant & Qual

Ideate ❯ Discover ❯ Immerse ❯ Develop ❯ Refine

Idea Screener

qualtrics XM

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canvs

Internal Execution

Current Chobani platform

Prospective Chobani platform

Stronger purchase intent under Chobani branding

Weaker purchase intent under Chobani branding

Process Showcase: Marrying Quant & Qual

Ideate › **Discover** › Immerse › Develop › Refine

Category Discovery

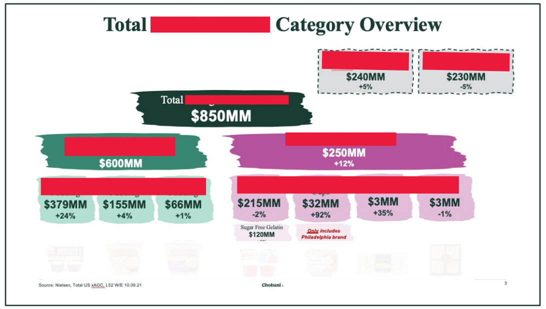
NielsenIQ
Numerator
MINTEL
tastewise

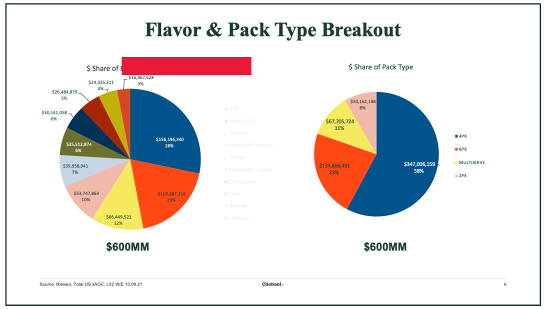
Internal Execution

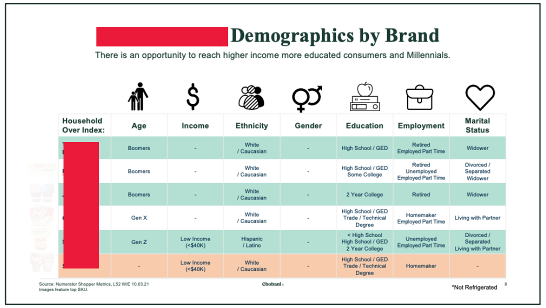
Timing:
4 weeks

Key Learnings:

- $ size
- composition
- key competitors
- consumer/shopper
- flavors
- formats/sizes
- seasonality
- retail set
- competitive brand positioning
- landscape & opportunity







Proces e: Marrying Quant & Qual

Discover or Ideate?
–Eric

Ideate › **Discover** › Immerse › Develop › Refine

Idea Screener

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Process Showcase: Marrying Quant & Qual

Ideate › Discover › **Immerse** › Develop › Refine

Behaviors & Desires

aha

Partnered Execution

Recruitment
Programming
Platform License

Objective: Understand how consumers view the space, what consumption look like, brand perceptions, and desires for a new entrant

Metho: Digital Community
week of daily activities & survey, 2 Groups: Category Engaged / Lapsed Users (~200 per)

Inputs: 5 Day Activity Guide (Key Business Qs) / 2 Concepts

Stakeholders: NPD

Timing: 4 Weeks

Key Learnings:

- Validated Chobani acceptance in space by category users
- Table Stakes = great texture / Barriers = “overly processed” offerings
- Food implications / tactics to bring lapsed users back to category
- Classic flavors with a Twist (elevated) most desired

Process Showcase: Marrying Quant & Qual

Ideate › Discover › **Immerse** › Develop › Refine

Behaviors & Desires

aha

Partnered Execution

Recruitment

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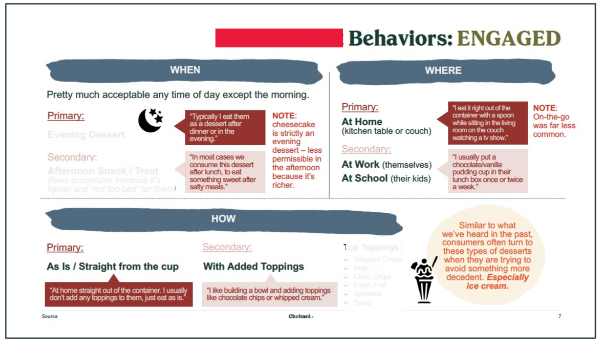
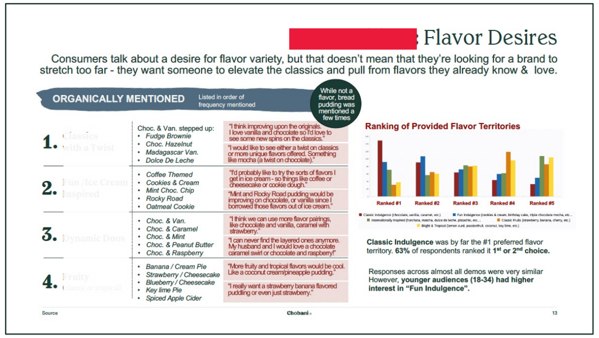
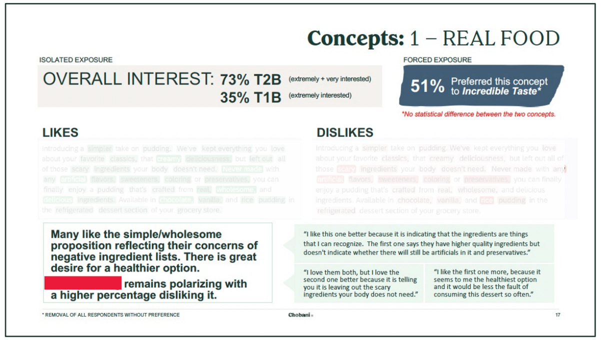
Platform License







Process Showcase: Marrying Quant & Qual

Ideate ❯ Discover ❯ Immerse ❯ **Develop** ❯ Refine

Concept Optimization

nielsen

BASES Optimizer

Vendor Execution

Recruitment

Programming

Platform License

Objective:	Identify the optimal concept to launch
Metho:	BASES Optimizer: ID all possible ideas (5,289 combinations), consumers select preferences, algorithm identifies top 25, measurement & ranking
Inputs:	*All potential concept variants:* Food Bases / Inclusions / Textures / Flavor Profiles / Pack Structures / Claims
Stakeholders:	NPD / R&D
Timing:	8 Weeks
Key Learnings:	– Prioritization of 2 lead concepts with broad reach – Strengths & Weaknesses of all concepts – Target Market for all concepts – Existing packaging structures not ideal for concepts

Process Showcase: Marrying Quant & Qual

Ideate ❯ Discover ❯ Immerse ❯ **Develop** ❯ Refine

Concept Optimization

nielsen

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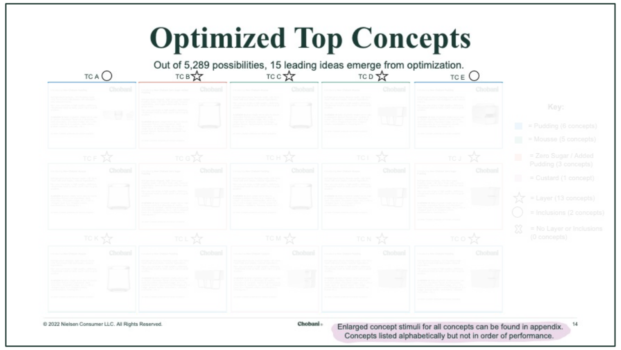

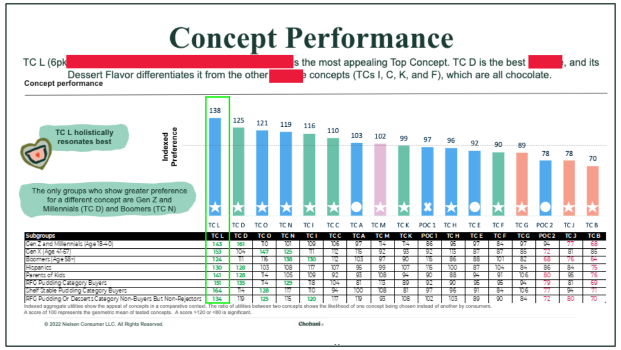

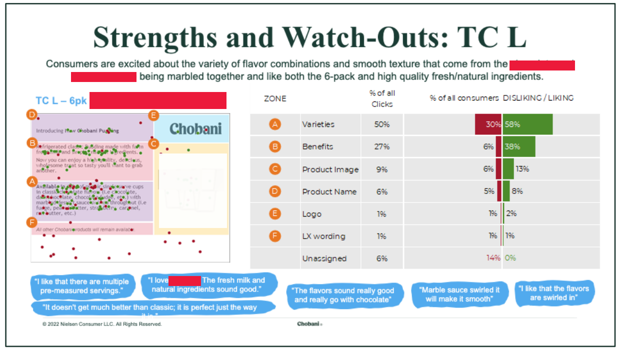

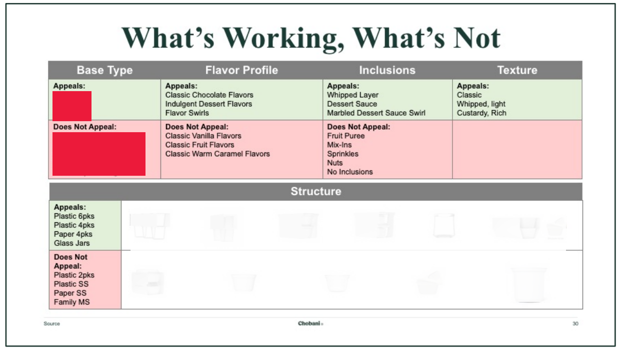

Process Showcase: Marrying Quant & Qual

Ideate › Discover › Immerse › Develop › **Refine**

In-home Usage Test

Digsite

Partnered Execution

Recruitment

Programming

Platform License

WIP

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Key Learnings: Our Innovation Process

1. Not Just Researchers but PROJECT MANAGERS & STRATEGISTS

2. Be PROUD of TEAM SKILLS, but willing to LEARN from VENDORS

3. COLLABORATION, collaboration, collaboration

4. EMBRACE RESTRAINTS (business & capabilities realities)

5. Be the DRIVING FORCE (put pen to paper)

6. Data VISUALIZATION is critical

7. Design different reports for DIFFERENT AUDIENCES

Q & A

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Thank You!

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Assistant Manager,
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