How Tech-Driven Research Changed Deliveroo's Insights Strategy

Quirks - London

February 2020

Savanta:

Savanta is the new name in research and insight.

We inform and inspire better decision making.

Market research
is an exciting adventure

Offering the chance
for discovery

Everyone loves a good insight

Does anyone here have an insight they'd like to share?

An Insight:

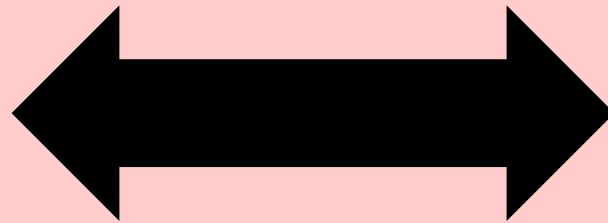An enlightening, alternative explanation justifying a different approach

Our *insights* are too often only about the island (of research data)

Goal:
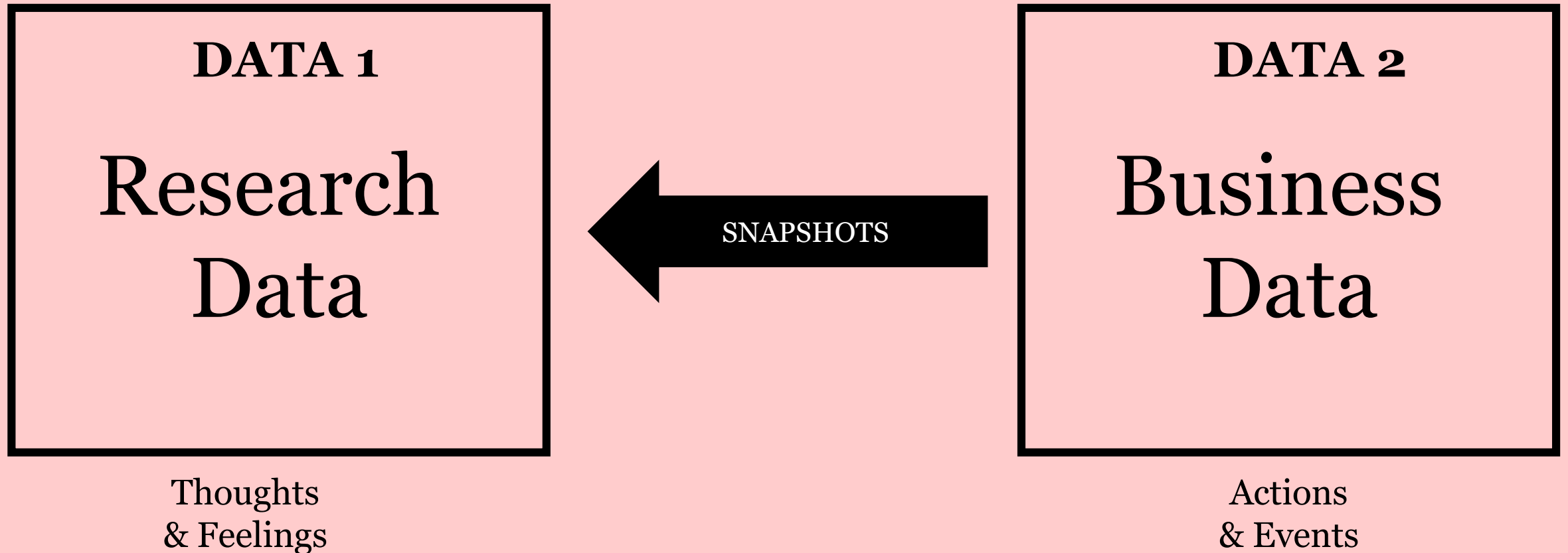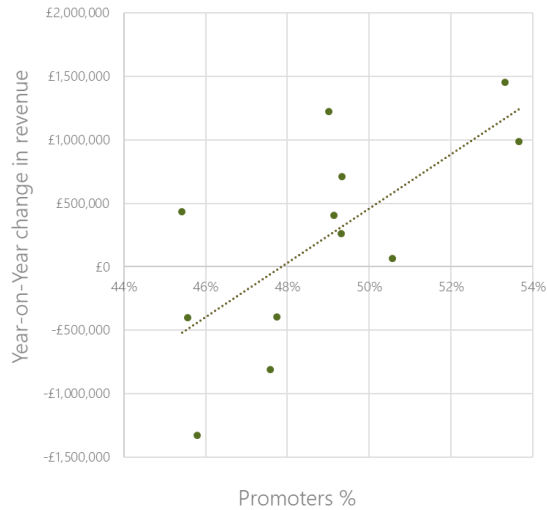# Connecting the island to the mainland

Thoughts & Feelings ⟷ Actions & Events

We've tried importing client business data but it's hard-won, slow and fragile

DATA 1

Research Data

Thoughts & Feelings

← SNAPSHOTS

DATA 2

Business Data

Actions & Events

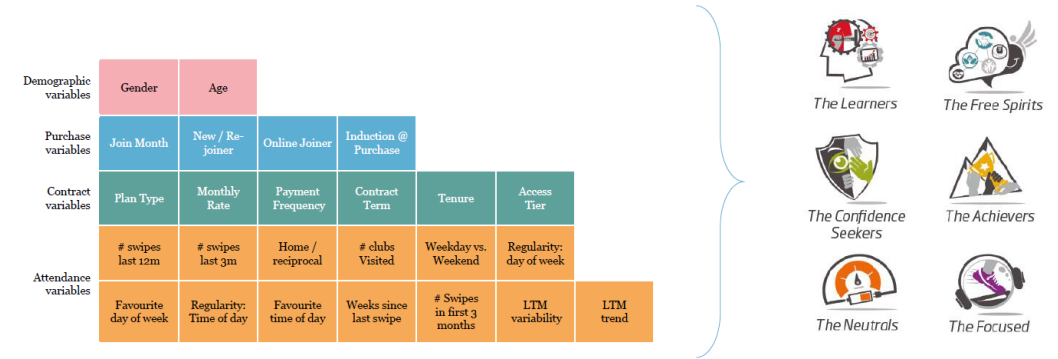**Statistics (E.g. slices of sales data and survey data)**

NPS is correlated with Y-o-Y change in revenue with a Pearson coefficient of +0.70, which is very high.

What does this mean?

A 1 percentage point increase in the proportion of promoters would result in an increase of £2.6 million in revenue per year

Customer Lifetime value by attitudinal segment

The final model simultaneously ran 26 fields of data to predict a member's segment.

Mapping customer spend data to survey data

Base: CRM Sample (1166) Total (2088)

Bringing to life segments made in the CRM (RFM)

The "Modern Man" CRM segment is most likely to perceive <card brand> as "fun"

1. Modern Man — 1.12
2. Young Cupids — 1.05
3. Chardonnay — 1.00
4. Calendar Girls — 0.99
5. Auntie Jess — 0.93
6. Kristal — 0.92

The wrong way round?

Sending data

Client

Market Research Agency

Receiving data

Savanta:

We're inviting people to the island

We should be taking the island to them

Our insight:

Clients can often extract more value from market research than market researchers.

The different approach: Disintermediation

ONE DATASET

Research Data → API → Client data warehouse

Disintermediation:
(Or "Piping")

- Sending research data directly to clients (e.g. via an API)
- High frequency (e.g. daily)
- Playing no role in analysis or interpretation
- Enabling clients to blend research and business data at their end, on their terms
- Blending with: Sales data, employee data, product data, location data, etc.
- Often having no view of the end results or insights
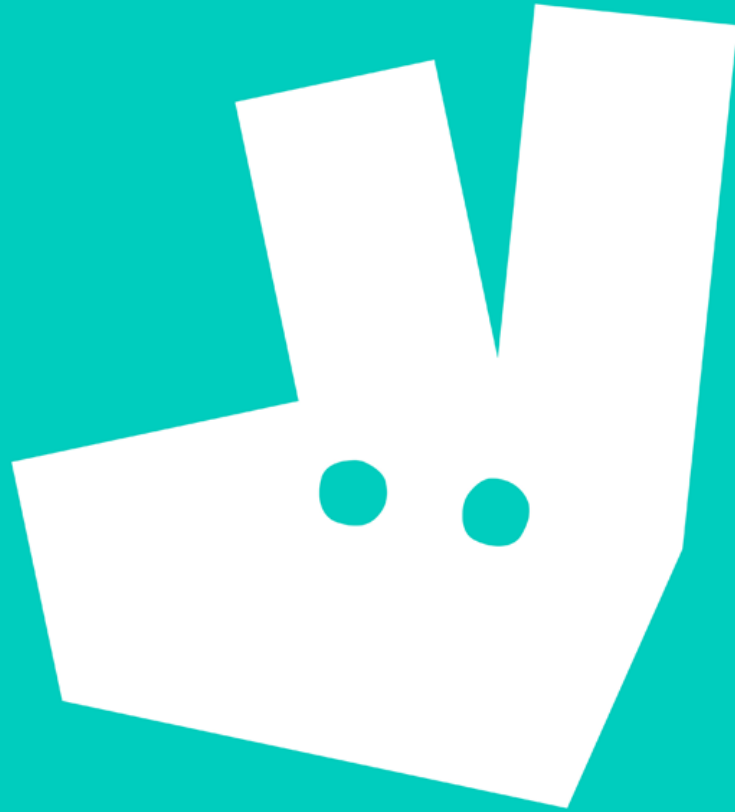
In changing times...

Research risks becoming
(even more) isolated

Doesn't this threaten the role of the traditional researcher?

YES, AND IMAGINE A WORLD WHERE THERE WERE NO HYPOTHETICAL SITUATIONS

JASPER FFORDE

What Deliveroo needed

Consumer perception metrics as business KPIs

Consumer perception metrics as tools for decision making

Updated everyday on a global basis

Open access to data for all employees across the brand
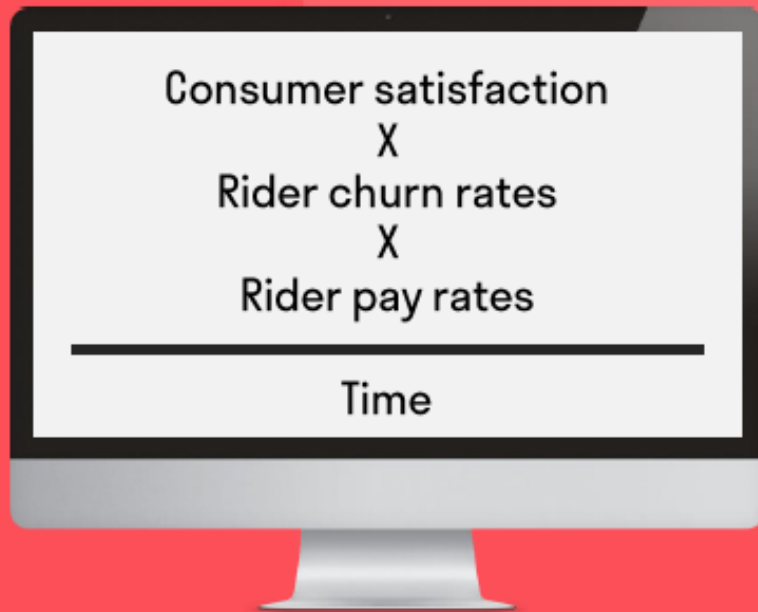
What Savanta *did*

- **Brand tracker in all markets**

- **Daily data collection**

- **Automated data cleaning and weighting**

- **Setting up API to pass data to Deliveroo**
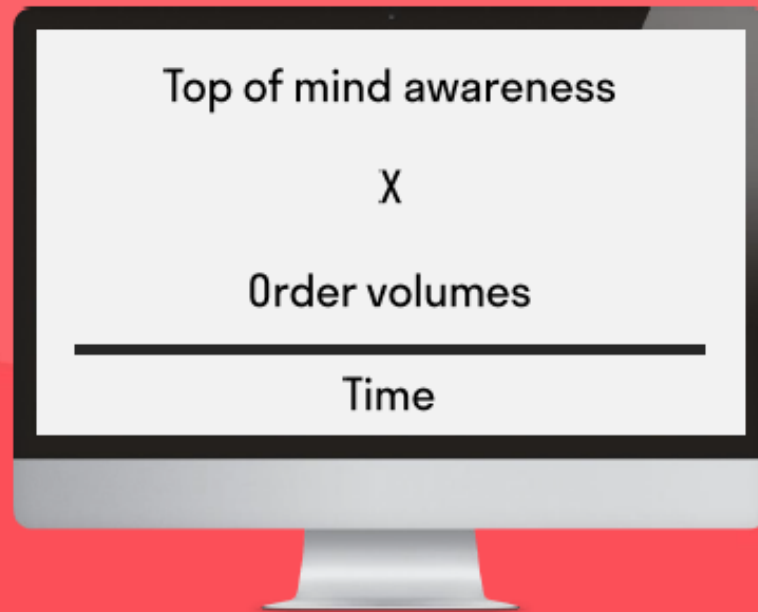
What *Deliveroo* did

- **Pushed market research data as wide as finance data**

- **Train and build trust**

- **Focus on business questions and KPI movement**

- **Foster demanding partnership with Savanta**
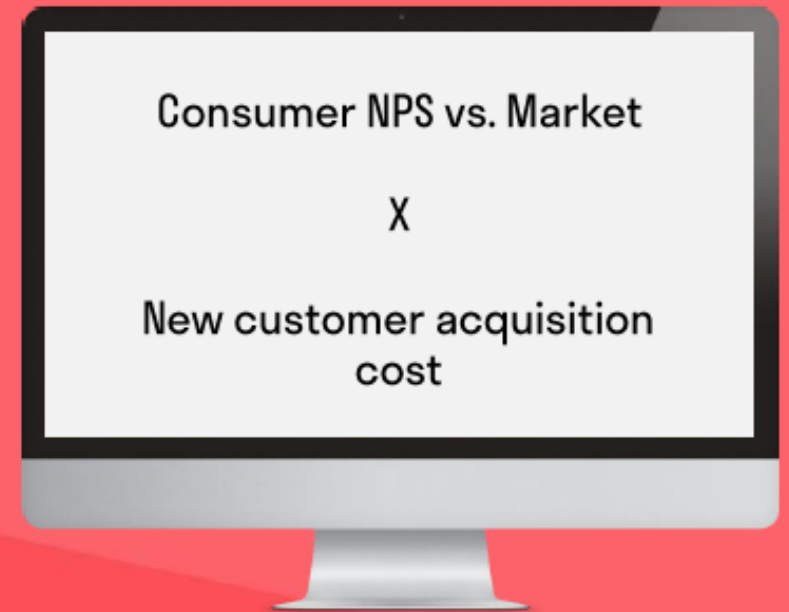
Big questions answered

Some examples....

Consumer satisfaction
X
Rider churn rates
X
Rider pay rates
_____
Time

Top of mind awareness

X

Order volumes
_____
Time

Consumer NPS vs. Market

X

New customer acquisition cost

Is it worth paying riders more to maintain custom satisfaction?

Where and when is ATL advertising working best to drive growth?

How do great experiences reduce the cost of growth?

Outcomes

Perception metrics clearly visible as business KPIs

Ability to link operational metrics and sales/volumes with consumer perceptions

Research data impacting more decisions than any insights professional can achieve alone

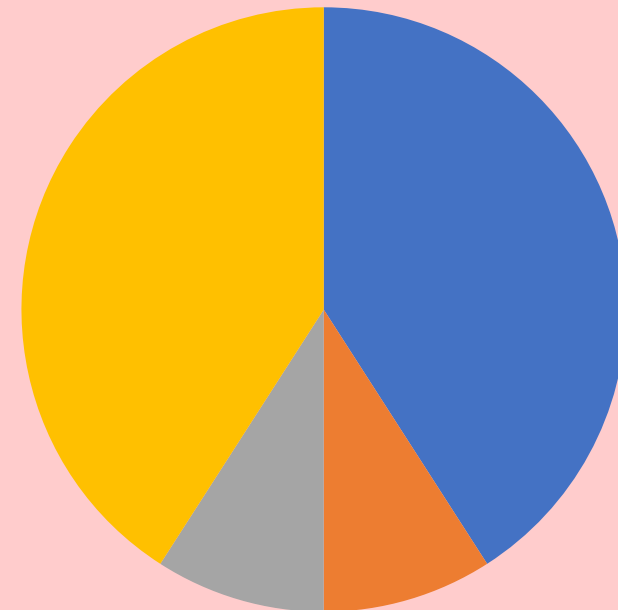Consumer metrics to build business cases for marketing investments

What Savanta *learned*

Move the role of the researcher from *reporter* to *advisor*

% Effort: Traditional Trackers

% Effort: Disintermediated

- ■ Solution design
- ■ Data Processing
- ■ Reporting
- ■ Insight and strategy

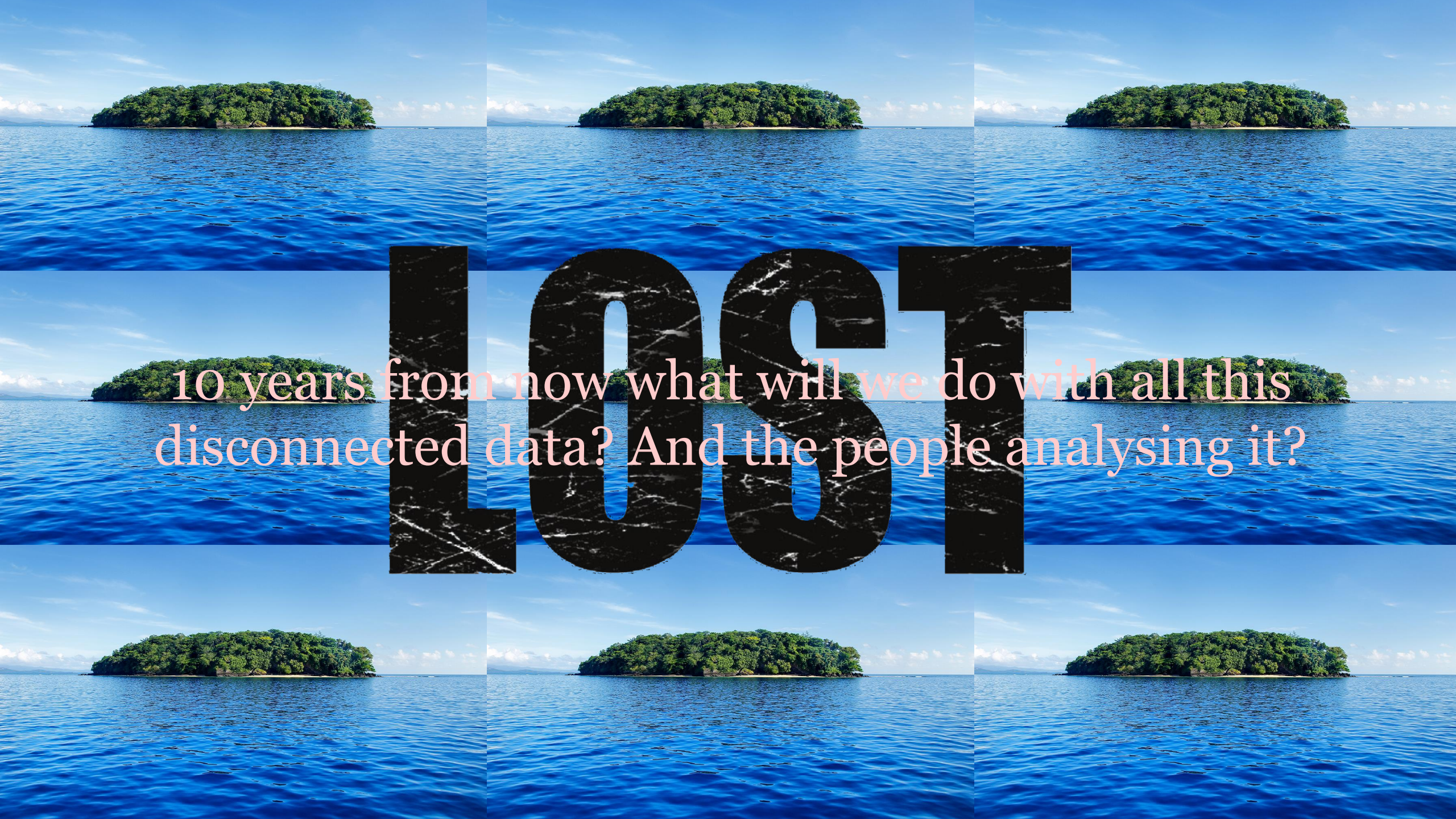**Plus:** Giving researchers a role in directing tech teams to build client solutions

Implications for
MRS members and insight professionals

Who here has advised a retail client about omnichannel?

Is disintermediation
the research industry's
omnichannel moment?

LOST

10 years from now what will we do with all this disconnected data? And the people analysing it?

We shouldn't stop at *only* survey data (what about weather, social, syndicated data?)

Summing up: Disintermediation

- BI / aggregation / in-housing: threats *and* opportunities

- Challenges island mentality yet offer a boat back

- New strategic roles are available *on the mainland*

- Disintermediation creates opportunities for clients to make better decisions

- It is a pipe if **you** make it *just a pipe*

Questions

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Thank you