From testing to learning

How Diageo used **consumer feedback** to expand in **Africa**

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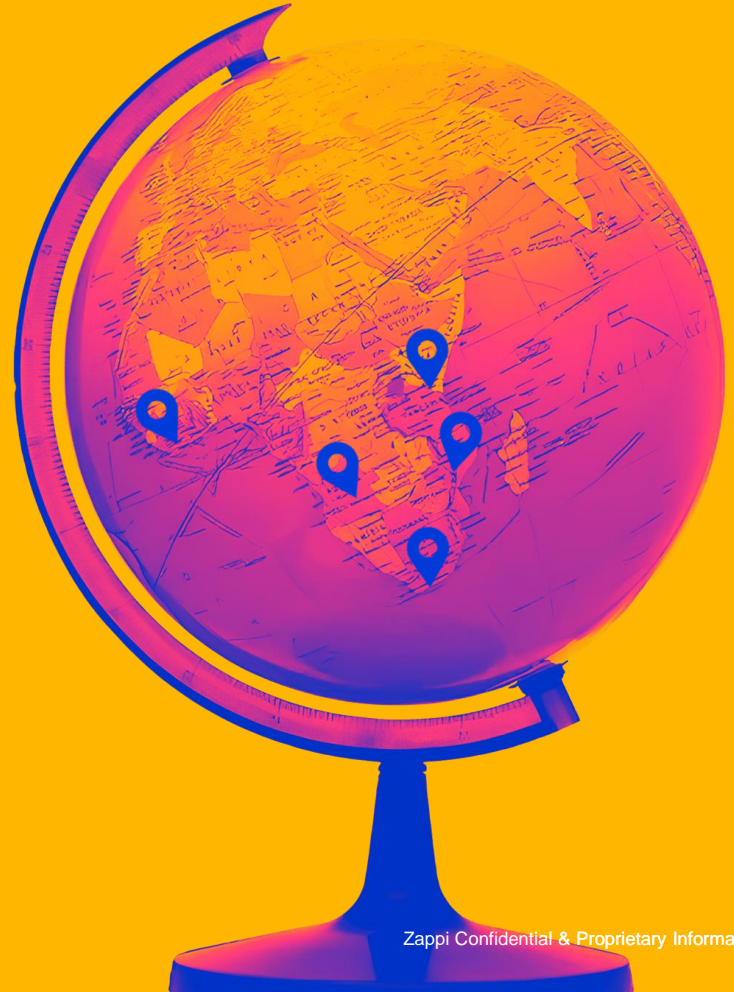
Your speakers

Nicole Teh

Strategic
Accounts Director

zappi

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Head of Innovation
Planning and Insight -
Africa

DIAGEO

Our partnership

DIAGEO

A global leader in beverage alcohol with products sold in more than 180 countries.

zappi

An agile market research platform bringing global brands connected consumer insights.

Partnered since 2022

Used across Africa and Europe

- 20+ markets
- 10+ Products used
- 500+ Concepts tested
- 40+ Audiences created
- 8 norms built

Growing influence

- Expected to have 1/3 of the World's population aged 15-24 by 2050

- Rapidly growing influence on pop culture trends

- The most rapidly urbanizing continent in the world

Africa represents the future and an incredible commercial opportunity

Source: *The New York Times*

Diageo's vision for innovation insights in Africa

Create innovation **that consumers will fall in love with**

Africa innovation planning process

An iterative, consumer-centric process that enables teams to co-create with consumers throughout the innovation process

Opportunity / Issue Identification	Opportunity Creation	Launch Success
Surfacing the unknown	**Iterative learning**	**Learn fast and adapt**

EMPATHISE & OBSERVE — INTERPRET — CLEARLY DEFINED OPPORTUNITY — IDEATE — CONCEPT — TEST & LEARN — LAUNCH — CODIFY

Africa innovation planning process

An iterative, consumer-centric process that enables teams to co-create with consumers throughout the innovation process

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But the research environment was static…
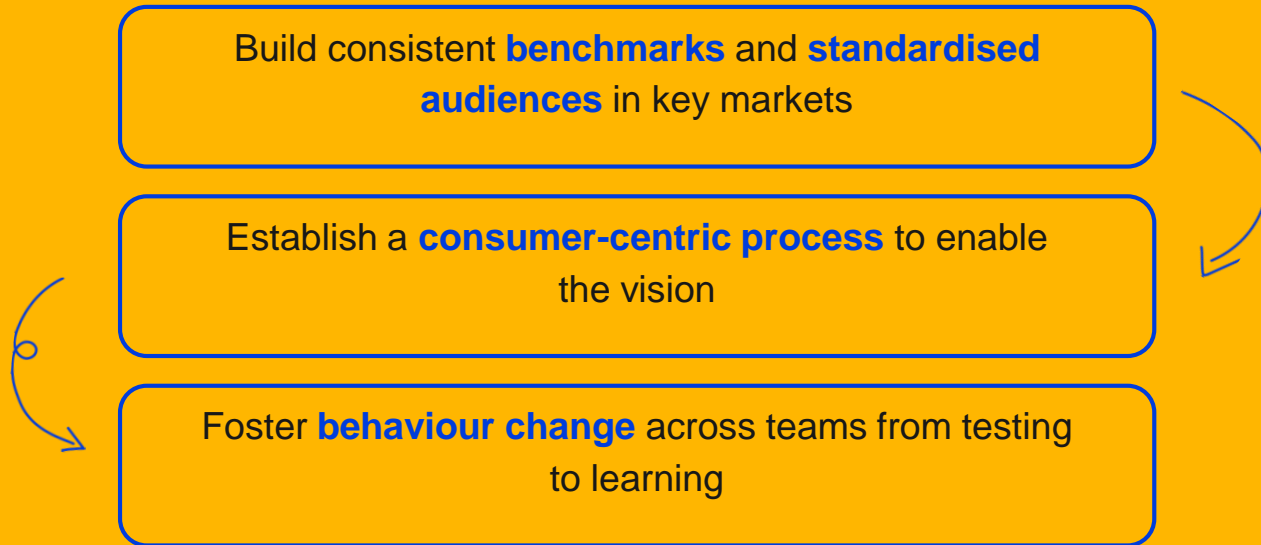
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UNDERSTANDING AFRICA

Challenges

Research was:

- Predominantly **face-to-face** with inconsistent online panels

- **Time-consuming** and **costly**, limiting potential for iterative feedback

- **Validation-centric**, happening at the beginning and end of the innovation process

These factors meant that teams spoke to consumers less, and limited creativity.

How we did it:

Build consistent **benchmarks** and **standardised audiences** in key markets

Establish a **consumer-centric process** to enable the vision

Foster **behaviour change** across teams from testing to learning

STEP 1
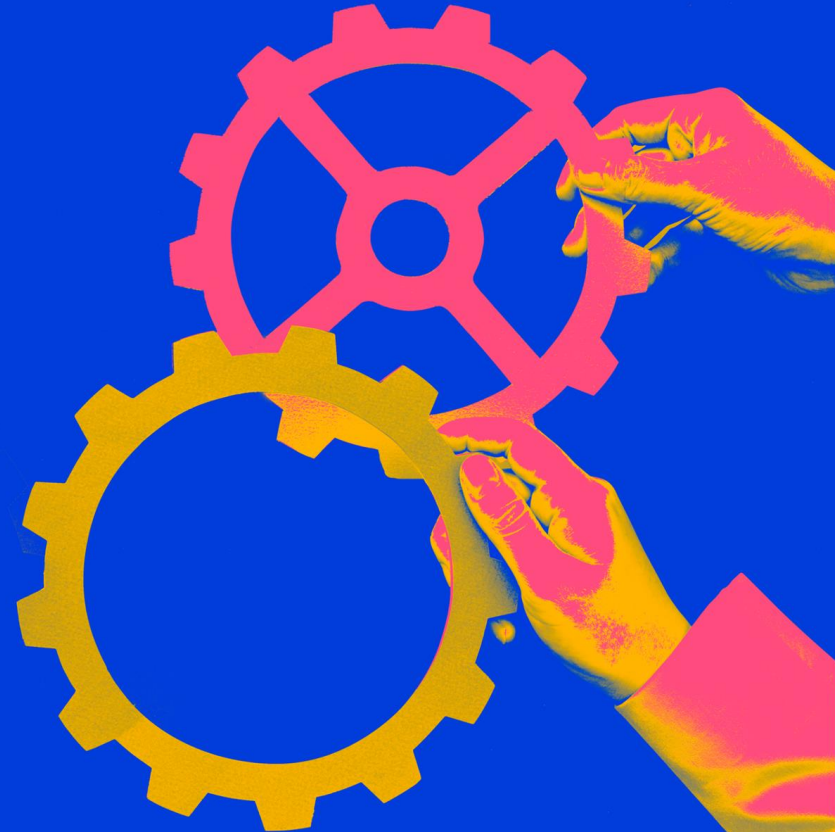
Build consistent benchmarks and standardised audiences in key markets
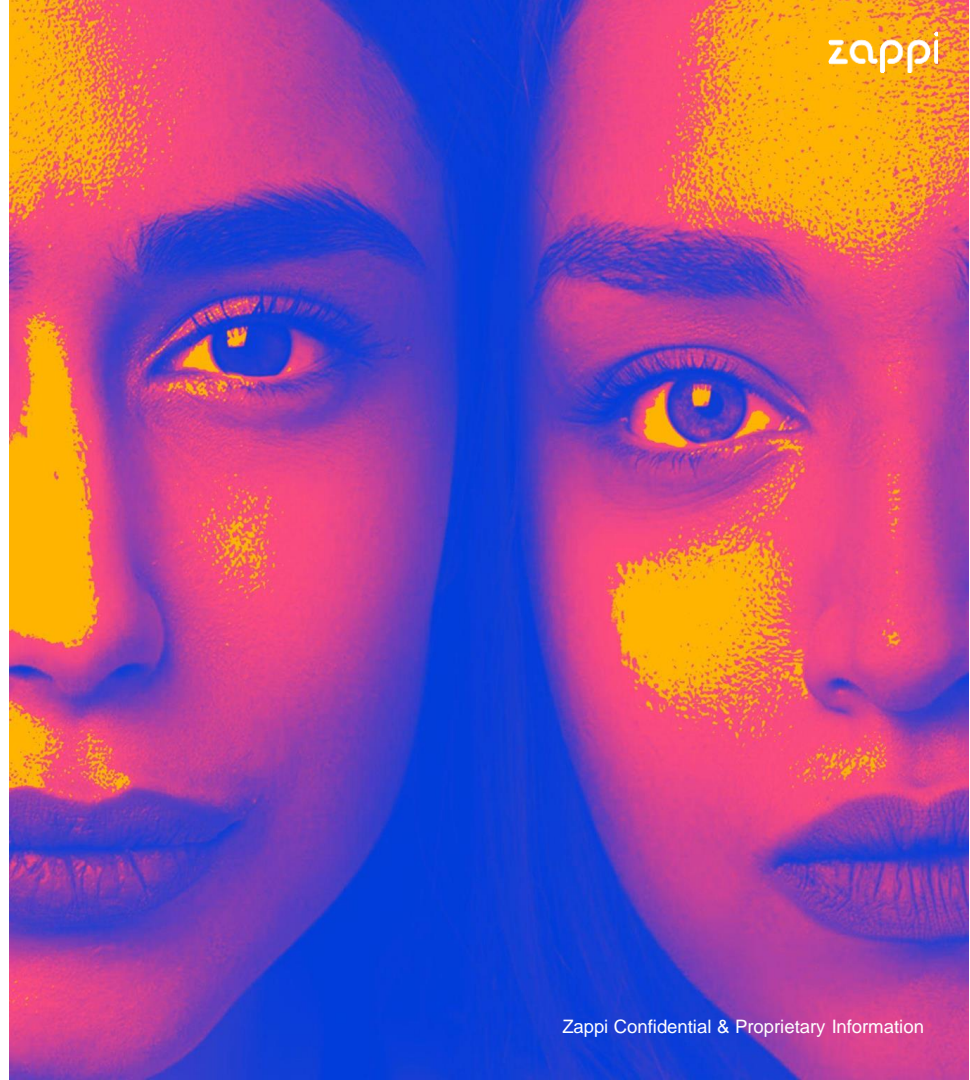
Laying down strong foundation …

- Diageo benchmarks in 7 markets
  - On-continent: South Africa, Nigeria, Kenya
  - Off-continent: Italy, Spain, UK, USA
- Over 250+ Concepts Tested
- 3 categories available - Spirits, ready-to-drink, beer
- Over 20,000 category buyer interviews completed per market

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Establish a consumer-centric innovation process

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From: limited opportunities to gather consumers' feedback

Opportunity / Issue Identification	Opportunity Creation	Launch Success
Surfacing the unknown	**Iterative learning**	**Learn fast and adapt**

EMPATHISE & OBSERVE · INTERPRET · CLEARLY DEFINED OPPORTUNITY

IDEATE · CONCEPT · TEST & LEARN

LAUNCH · CODIFY

Qual Focus groups	Late-stage validation	Post launch reviews
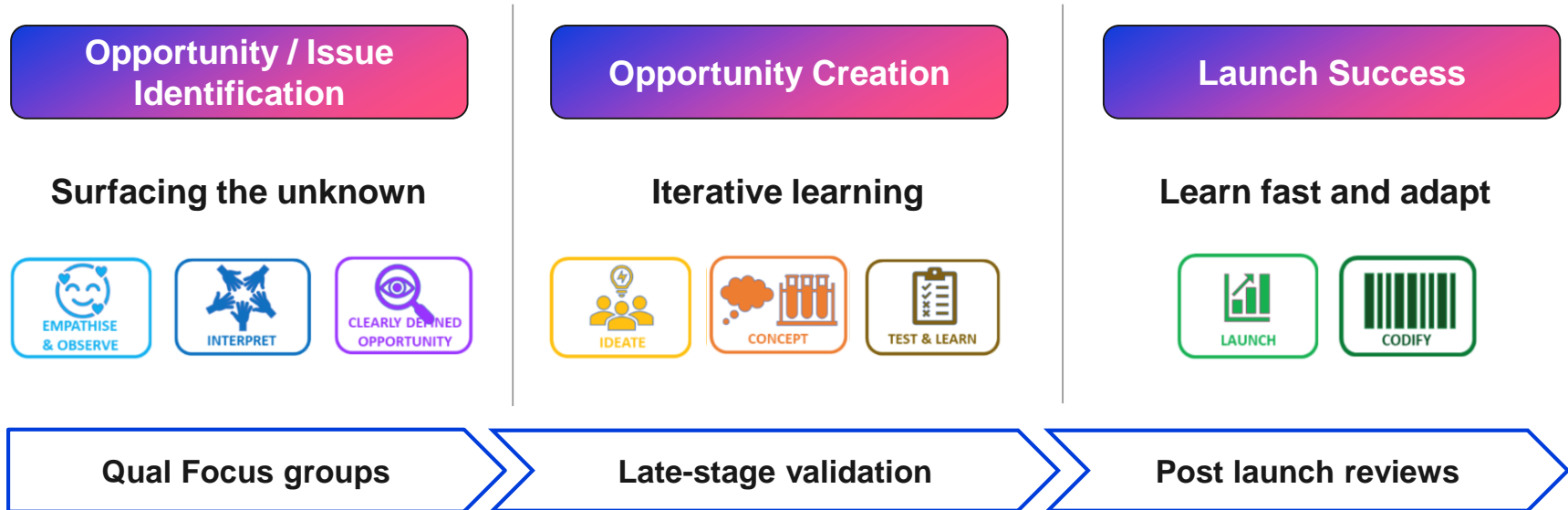
To: consumer feedback gathered iteratively in every stage

Opportunity / Issue Identification

Opportunity Creation

Launch Success

Surfacing the unknown

Iterative learning

Learn fast and adapt

EMPATHISE & OBSERVE INTERPRET CLEARLY DEFINED OPPORTUNITY

IDEATE CONCEPT TEST & LEARN

LAUNCH CODIFY

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| Discover | Profile | Prioritize | Optimize | Maximize | Launch & Monitor |
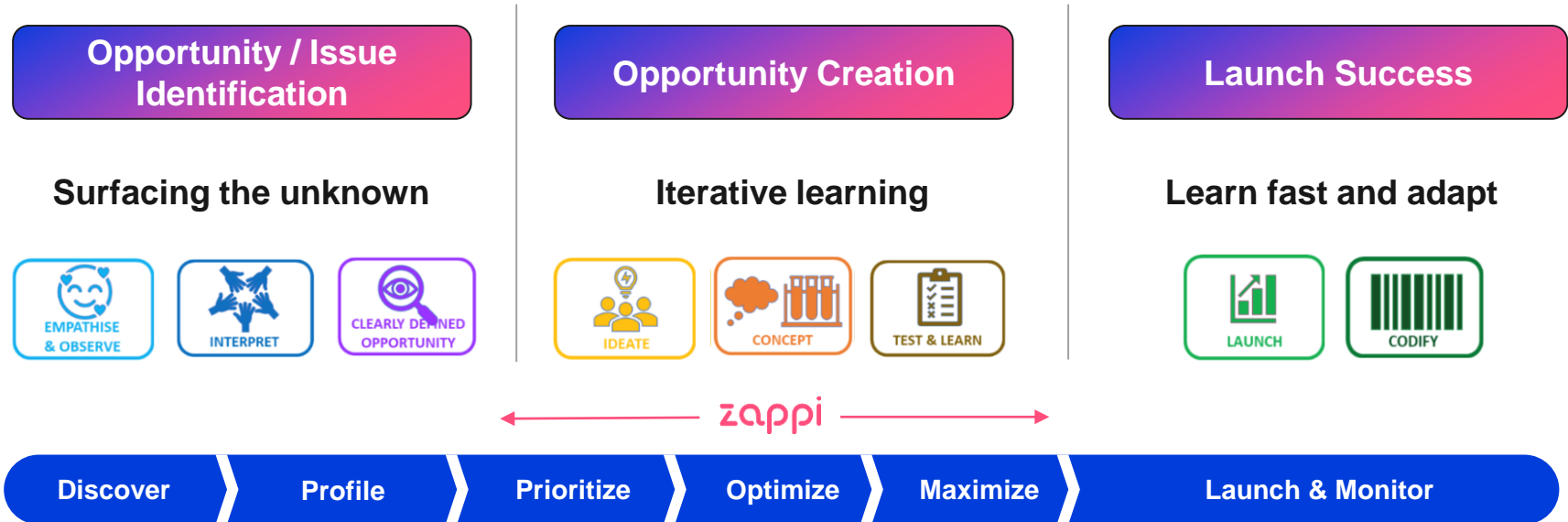
End-to-end concept optimization, mostly **ready to use**, or **quickly normed-up**

Zappi Innovation

| Prioritize		Optimize				
Relative	**Absolute**	**Bundle**	**Price**	**Pack**	**Name**	**Concept**
Which of my concepts or concept elements are most promising?	Which of my concepts are most promising, and are they strong enough to proceed?	Which combination of ideas, flavors, images etc give us the broadest reach?	How should I price my new or existing products for optimum commercial success?	Is my package appealing and does it communicate what I want to communicate? How can I improve it?	What are the best names for my new product, brand, sub-brand or variant?	How can I validate and optimize my concepts against benchmarks?
Screen It	Prioritize It	Optimize Reach	Optimize Price	Optimize Pack	Optimize Name	Activate It
Optimize Rank						

Ask Anything

STEP 3

Foster behaviour change across teams from testing to learning

BEHAVIOUR CHANGE

Shifting mindsets from testing to learning

- Empowering teams to co-create innovation with consumers the whole way through the journey

- Embracing crazy ideas – teams could feel brave in taking on feedback, without worrying about failure
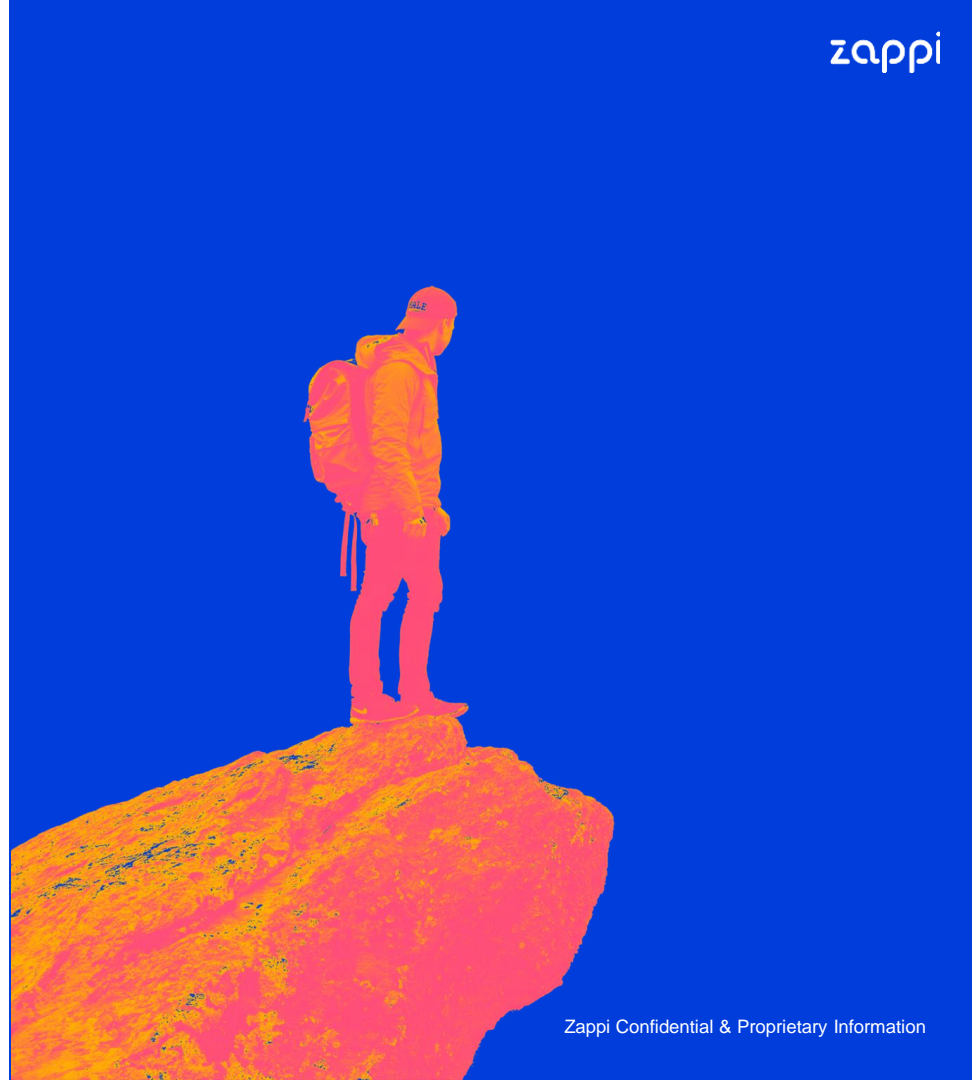
Connected insights framework

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|	LEVEL 1	LEVEL 2	LEVEL 3
Level of insights	**Disconnected**	**Fragmented**	**Connected**
PEOPLE	Individuals Reactive	A team Proactive	A function Collaborative and assertive
PROCESS	Ad hoc projects	Separate programs	Systematized
TECHNOLOGY	Seldom or never Decentralized	Often Shared	Always Centralized
DATA	Disconnected Point-in-time impact only	Siloed Partial access	Connected Democratized
CONSUMER	Consulted occasionally	Involved on a recurring basis	Integrated on an ongoing basis

LEARNINGS

Impact of Partnership

- From testing to learning

- Elevating the role of consumer insights within innovation

- Proactive business partnership

- Next Steps: Innovating with AI

Meet the people powering the future of insights
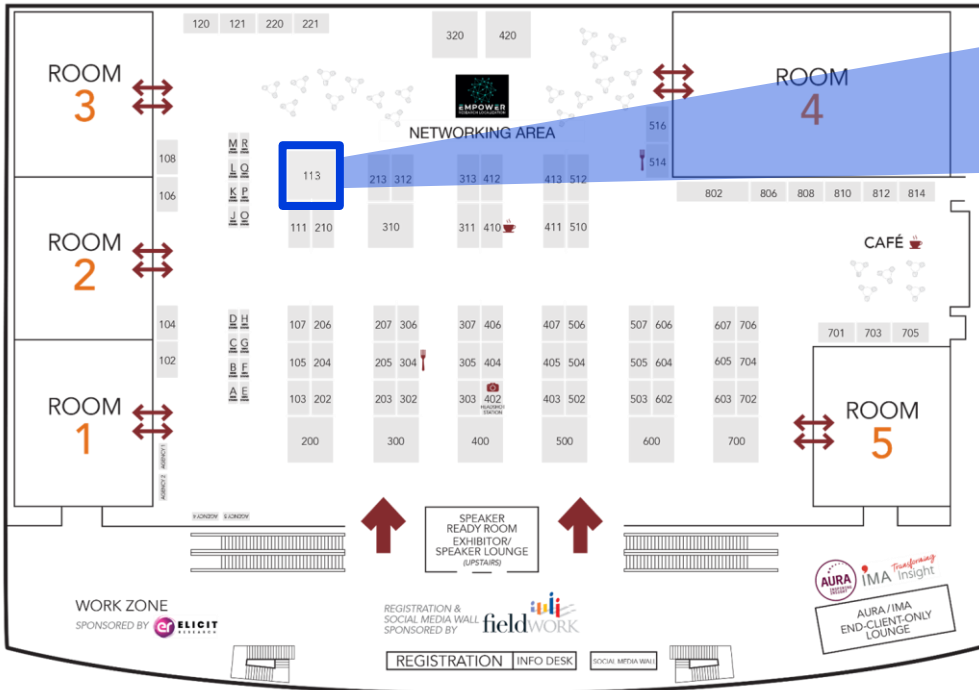
Come see us at booth 113

Questions?

Thank you

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