

## Heinz: The road to consumer insights

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*Good insights lead to the discovery of something that is not yet obvious. A good insight should be recognizable and real and allow us to translate it into actionable business opportunities. Recently, InSites Consulting accompanied Heinz in an insightment project. In order to fill the innovation funnel, Heinz is looking for insights on ketchup and cold sauce usage.*

### Multimedia ethnography

The core of this insightment process was multimedia ethnography. During this ethnography project, four different groups of consumers were recruited: Heinz Ketchup users, consumers who use ketchup but not Heinz, people who use other cold sauces and people who typically use ketchup out of home but did not buy it for in-home consumption.

All participants were asked to report on personal and family usage of ketchup and cold sauces: participants photographed their cold sauce consumption moments for 3 weeks. On an interactive blog, people described the context of each picture and reflected on drivers for consuming this particular cold sauce. In order to reveal consumers' latent motivations, we conducted activation and deprivation exercises. During activation, people were asked to start using ketchup more often. During deprivation periods, we requested participants not to consume any ketchup for a couple of days and to report the moments when they missed it. In order to stimulate the connection between Heinz' marketers and consumers, daily updates of 'consumer news' were sent to the Heinz team via different (private) social media. In the consumer news, we shared the most striking consumer news concurrent with the ethnographic field. An example can be found below:



The image shows a screenshot of a consumer news post from Heinz. At the top is the Heinz logo with 'ESTD 1869' below it. Below the logo is a photograph of a plate of meat with ketchup. Underneath the photo is the text: 'Meat with some spicy ketchup. My son likes spicy food, but i had to cook the meat in a 'neutral' way because we had a visitor. That's why he added the ketchup.' Below this is the text: 'Uploaded by: Marga, 2 children, Heinz TK user'. At the bottom is a link: 'For more consumer news and reactions: <http://heinzconsumernews.eu/>'.

Subsequently, we also conducted discussions with some participants in the ethnography to come to a more in-depth understanding of latent needs. All data from the ethnography and interviews were collected in an interactive tool which allowed the Heinz team to access the consumer stories in an intuitive way. We also compiled a movie with the main results from the study in order to make our research more impactful.

## Crowd interpretation

The results from the ethnographic part were analyzed with the aid of crowd interpretation: the analysis of research data by a group of research participants and clients in order to obtain richer, more accurate interpretation of data that leads to insights. Crowd interpretation is a powerful mechanism: it helps to shed a new light on the data. It delivers complementary insights that are of a similar quality to the ones derived from researchers. Crowd interpretation is done through an online game, where consumer crowds and clients interpret the research data. In the first two rounds they are asked to assess three levels of Insighting:

1. **Observer:** people give a detailed description of the research data. This layer is added because it helps to discover new facts in the data. Especially in the case of visual material, different people tend to pay attention to different details of the pictures.
2. **Interpreter:** a more in-depth level of adding value to the Insighting process is achieved by pointing out new interpretations of the facts.
3. **Insighting:** the most profound level of crowd interpretation requires not only new interpretations of the facts; it also combines those interpretations into real insights.

In the last round, people who generated the research data, rated the interpretations and insights from the crowd. In total, we extracted 40 insights from the data. Eight insights (20%) came uniquely from the crowd interpretation. Crowd interpretation does not only help to find better insights. It also makes the insighting project more visible for Heinz. Marketers and researchers at Heinz were excited about the game. It stimulated their thinking as it tested their expertise in consumer know-how, and also tapped into their inherent competitiveness as the game virus hit. Mariken Kimmels, Heinz Marketing Director Continental Europe, described it in her e-mail to the whole team as follows:

*Dear all,*

*I really encourage all of you to spend this hour as it is not only a crucial part of the process to get your thoughts and thinking on this but it is also a fun learning experience for yourself. I just finished it myself and considered it time well spent despite my busy schedule.*

*Maybe this is another incentive: I guess none of you want me to win this game....:-)*

## Conclusion

The multimedia ethnography that InSites Consulting made in cooperation with Heinz, illustrates a new process of capturing insights. Observing consumers in their day to day usage of products, allows us to better connect to our target group. The crowd interpretation teaches us that by looking at research data from multiple perspectives, one can discover additional and high quality insights. This case also shows how researchers need to take a new role in the future. The research profession will evolve towards an aggregator and infotainer. As aggregator, we will still need to group and report the different insights. We will bring all pieces of information together and we will be a connector between marketers and consumers bringing consumer's opinions into the boardroom. As infotainers, it will be our job to bring the results to life within our client's companies and the process of gaining insights appealing to research participants. With crowd interpretation as well as consumer news and the interactive stories tool, we believe we have fulfilled this role in the Heinz project. After all, our industry is about creating impactful research, isn't it?