

# Gathering Consumer Insight

for your Healthy Food &  
Drink Product  
Development

 **Interreg**  
Atlantic Area  
European Regional Development Fund



 **A H F E S**

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# Understanding Your Customers is Critical to your Product and Marketing Decisions

## The 5 W'S

Who, what, why, where & when?  
Make sure you have all the facts.

## Get Their Attention

Understand how and where  
to present products to the  
buying public.

## The Fixer

Consumer insights can help try  
to find a problem that the  
company can solve.

## Business Deveopment

Market research is critical to  
Business development.  
Up to date and accurate research  
can help you to plan the growth of  
your business activities  
effectively.

## Keep Their Attention

Consumer insights provide  
understanding that leads to  
targeted marketing on a  
more direct and personal  
level.

## Strategies

Businesses must gather consumer  
insights to implement effective  
consumer marketing & product  
development strategies

# What is Important To Know About My Customers ?



## Who Are They ?

**Who** is your ideal customer ?  
**Who** is currently buying from you ?  
**Where** are they buying ?  
**When** do they buy ?



## Motivations

**What** does your ideal customer really want?  
**What** do they struggle with?  
**Why** do people buy from you?  
**What** value or need does it fulfil?



## Perceptions

**What** do customers make of your product?  
**What** benefits do your customers perceive in your products ?



## Opportunities

**Why** are some people not buying from us?  
**Who** could buy from you in the future?  
**Where** would they buy ?

## What Questions Does This Help Me Answer ?



### Brand Values

**What** would make a perfect brand?  
**What** single aspect about your brand makes it stand out and makes customers trust you?



### Brand Vision

**What** is the vision for the brand?  
**What** is the way to ensure you reach that vision?



### Reaching the Customer

**Where** should you be selling your products ?  
**What** is the right price to charge?  
**What** is the best way to communicate with the kind of people you are trying to reach?  
**What** should you communicate ?

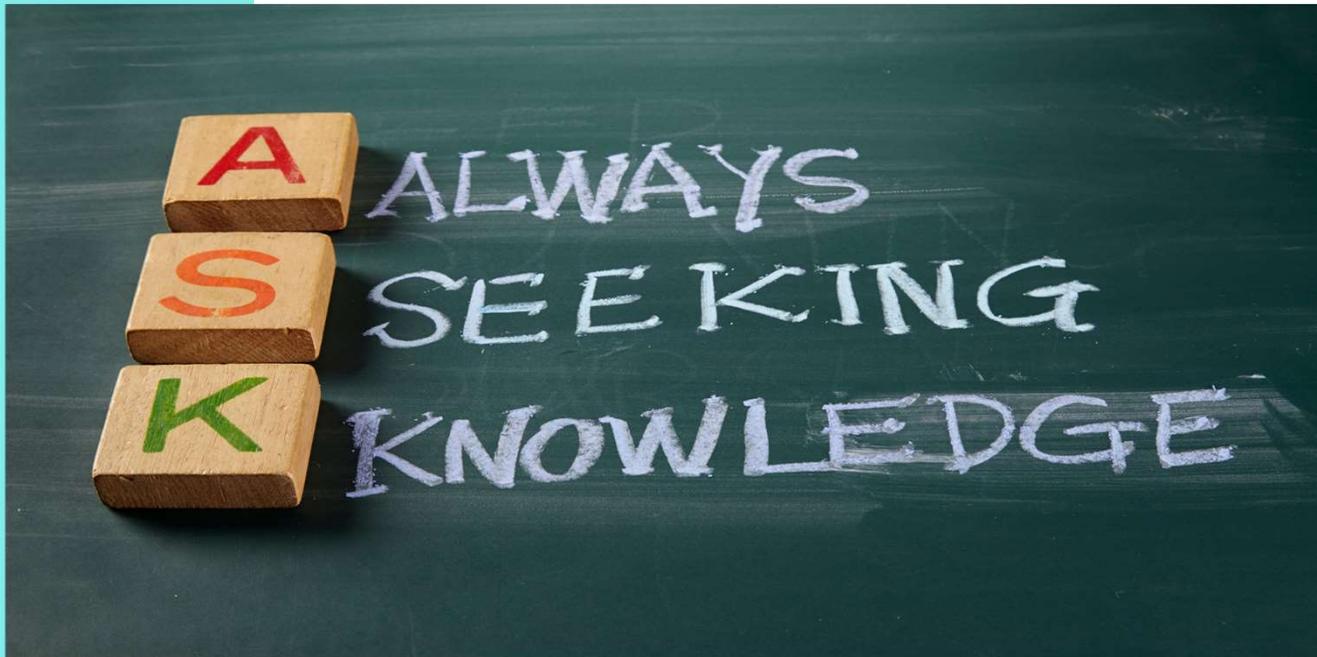


### Future Actions

**What** improvements could be made to your products have a wider reach?  
**What** improvements would improve the customer experience?  
**What** should / could you branch out into to avoid stagnation or imitation by competitors?

## Consumer Research Techniques ....

Don't tell consumers what you have,  
ask them what they want !





## Consumer Research Options

- You will want to gather 2 type of consumer insight, both of which help you to make informed decisions



### QUALITATIVE

#### Views, Opinions, Emotions

Explores the behaviours and attitudes of consumers that can be observed but not measured and seeks to understand the 'how' and 'why' of the informant's viewpoint from their own perspective. It relies upon interpreting language rather than numbers.

Your methods might be in-depth unstructured interviews, focus groups, accompanied shopping or an "open text" option within an online survey.

### QUANTITATIVE

#### Statistics, Numbers, Calculations

Once you have uncovered a range of views, behaviours or issues within your consumer research, you will want to know if these are widespread within your target customers and if meeting these needs will bring you enough sales for a viable business.

Quantifying how widely held and the strength of consumers views could be done using Likert scales and voting options in surveys and social media polls.



Qualitative research reveals consumers thoughts, opinions & challenges to you whilst Quantitative research can show you how widely these apply within the consumer base



## Consumer Research Techniques

**Let's look at two helpful techniques to think about consumers and their relationships with your brand & products**

- **Your Value Proposition** – by exploring customer “Gains” and Pains” and the “Jobs To Be Done” in the market segment that you are targeting, you can understand what might motivate customers to buy your product
- **Customer Personas** – creating a pen portrait of a particular section of your target customers acts as a “touchstone” and helps you focus your resources towards what really matters to those customers, the deal clinchers and not just what might be “nice to have” but not drive sales.

## Value Proposition : What Are Customer Pains, Gains & Jobs ?

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- **Customer Jobs** – these are the functional, social and emotional tasks that customers are trying to perform, problems they are trying to solve and needs they wish to satisfy when choosing a product in your market segment.
- **Customer Gains** – here you will explore what are the benefits which the customer expects and needs from the type of products you are researching
- What would delight those customers and what things might increase the likelihood of them buying your product ?
- And equally what are the negative experiences or emotions and risks that the customer experiences in the process of getting the job done with this type of product ? These are the **Customer Pains**.

## Building Your Customer Insight

What are your customers **trying to get done in their lives**, in respect of healthy food or drink products ?

What needs are they seeking to satisfy ?

These will not only be **Functional** e.g. eat healthily, make a packed lunch each day, avoid illness or boost their sleep

But also **Social** – this is how they would like others to see them and the outward face they show to the world e.g. responsible parent, making good lifestyle choices

And **Emotional** – their private, inner life – like making risk free choices, having peace of mind they are eating well or wanting to help protect the environment

## Some Possible “Customer Jobs” questions you could ask

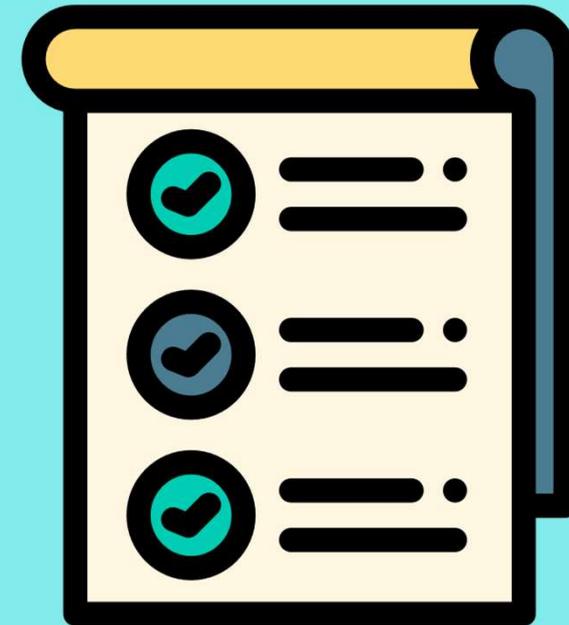
How does your customer want to feel in regards to their diet ?  
What does your customer need to do to feel this way?  
What things couldn't they live without to meet their health & wellbeing aspirations ?  
What are the stepping stones that could help your customer achieve this key job?

Are there different contexts, situations or mindsets that your customers might be in?  
How do their activities and goals change depending on these differences?

What functional problems are your customers trying to solve?  
Are there problems that you think customers have, that they may not even be aware of?

What emotional needs are your customers trying to satisfy?  
What jobs would give the user a strong sense of self-satisfaction if they completed them successfully?

How does your customer want to be perceived by others?  
What can your customer do to help themselves be perceived this way?  
Can you track your customer's interaction with the product throughout its usage – from researching, to buying, to using and eating?



## Building Your Customer Insight

What would **customers like to happen & what benefits** would they like to enjoy ?

There will be things that are a **pre-requisite** – like the product will transport without spilling – or things that might **go beyond their expectations** – like the inside of the cardboard sleeve has a QR code linking to a mindfulness thought for the day

So finding out **exactly what they would put value on**, what they like & dislike in your products or ones like yours is key.

What do they think is a **successful** product – or one that **fails to deliver** ?

How do they **feel using your products** ?

What do they feel that **other people are thinking** when they are using them ?

Keep asking why until you unpeel the onion !

In this way you could **figure out meaningful ways to boost that emotional connection** with your brand or range – these things set you apart from your competitors and build brand loyalty

## Some Possible “Customer Gains” questions you could ask

What would make your customers happy with this type of product ?  
What performance and quality levels do they expect?  
Are there aspects they wish for more or less of?  
Are there savings of time, money or effort they would value?  
How do current products delight your customers?  
Which specific features do they enjoy?  
What would make your customers’ jobs or lives easier?  
Are there barriers to them purchasing ?  
What positive social consequences do your customers desire?  
What makes them look good?  
What increases their sense of self worth or their status?  
What are customers looking for most?  
Which health attributes are important to them ?  
What do they aspire to achieve ?  
What would be a big relief to them?  
What makes a good recipe or pack design ?  
What would be their perfect product ?  
How do your customers measure success and failure?  
How do they value for money ?  
What would increase your customers’ likelihood of buying ?  
Do they desire lower cost, less effort, more health benefits or better quality?



# Building Your Customer Insight

What **obstacles & risks** do they face ?

What **bad outcomes** are they experiencing ?

Again these will be **Functional** – like the taste & smell of the product or its portion size

**Social** – will they look bad eating that in front of the whole office or their children ?

**Emotional** – will they feel bad buying something that's overpackaged ?

Or is seen as self-indulgent ?

**Frustrations** – the product is too big or makes their breath smell awful

**Obstacles** – Can they buy it easily, will it keep out of the fridge

**Risks** – expensive & they might not like that flavour ?

Can you try to quantify these things – for example just how expensive is it before it becomes an unacceptable risk ?

## Some Possible “Customer Pains” questions you could ask

What are the main difficulties and challenges your customers encounter in adopting a healthy diet ?

Do they understand how diet & health are related ?

Do they have difficulties meeting health or wellbeing aims ?

How does cost affect your customers choices ?

What health issues are their big concerns, and worries?

What common mistakes do your customers make?

Are they using food or drinks the wrong way to meet their goals ?

What are their frustrations or annoyances?

How are current products under performing for your customers?

Which features are they missing?

Are there aspects that annoy them or shortfalls they notice?

What negative social consequences do your customers encounter or fear?

What risks do your customers perceive in consuming or not consuming these types of products ?

Are they afraid of illness, social impacts or side effects ?

What barriers are keeping your customers from buying these products or other obstacles preventing adoption?



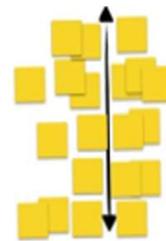
## Ranking Jobs, Pains & Gains

Not all jobs, pains & gains will be equally important so having a way of ranking them is also key

You will never be able to address absolutely every customer need, desire or issue

So try to focus on the things that you believe are most important to your product and brand

Important



Insignificant

Extreme

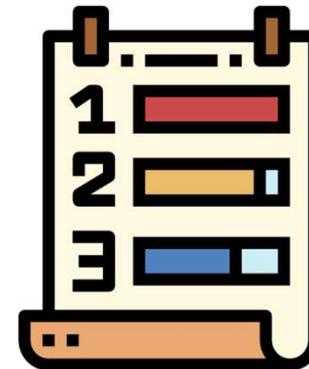


Moderate

Essential



Nice To Have



## Capturing Customer Jobs, Pains & Gains – Some Tips !



### DO's

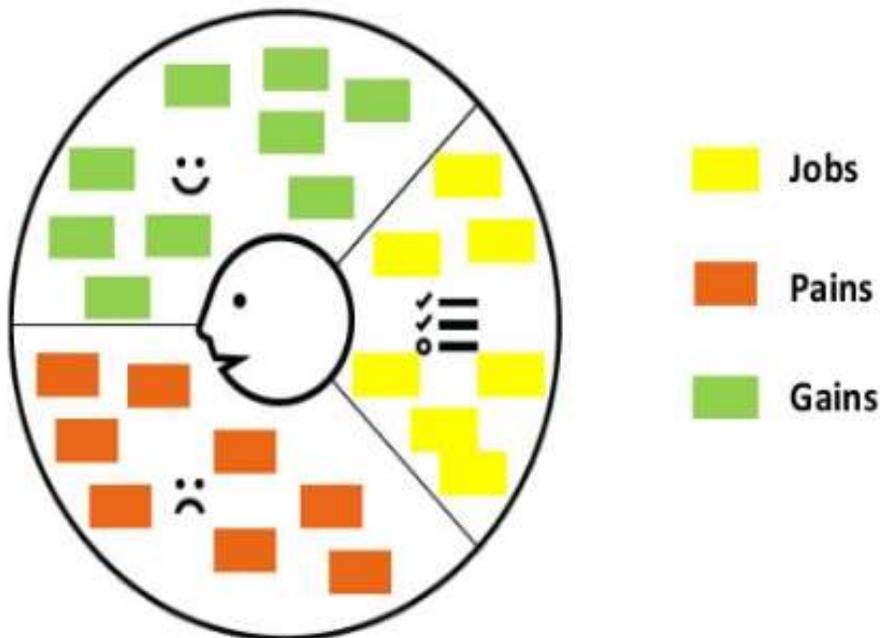
- ✓ Repeat for each different customer segment
- ✓ Keep these customer segments separate
- ✓ Focus on the key important points
- ✓ Be thorough, don't skip through the pains & gains



### DONT's

- ☹ Don't mix up jobs with pains & gains
- ☹ Don't be vague – try to quantify and be specific
- ☹ Don't forget that social & emotional factors are just as important as the functional ones
- ☹ Don't start with preconceived ideas and then try to find pains & gains to justify these !

## Value Proposition : Mapping Customer Pains, Gains & Jobs



Explore these Gains, Pains & Jobs by asking consumers about their thoughts & experiences with your type of products.

Be aware that sometimes you will have the “read between the lines” and interpret what they are saying as they may not feel it is socially acceptable to hold certain views, may be unaware of their own subconscious influences – or may just not have thought about these products in the depth that you do !

Mapping responses on a grid helps you sort your information into themes

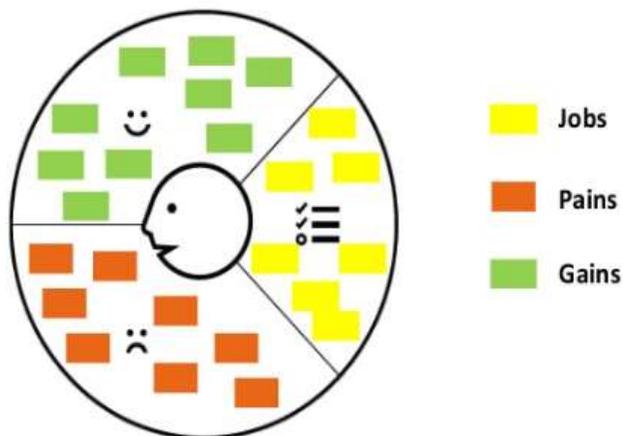
## Building Customer Personas

**You can use your customer insight to build customer personas for each of your target consumer groups ....**

Let's pretend we are a completely fictional company called *NAMASTE NATURAL NUTRITION* to explore an example.

Based on the information gathered, the team at Namaste Natural Nutrition have mapped the information gained from asking their research questions and built a grid of findings ....

## Step into your customer shoes



Delving into the customer thoughts and views on products in the category – and also including foods that are used to substitute for the target products

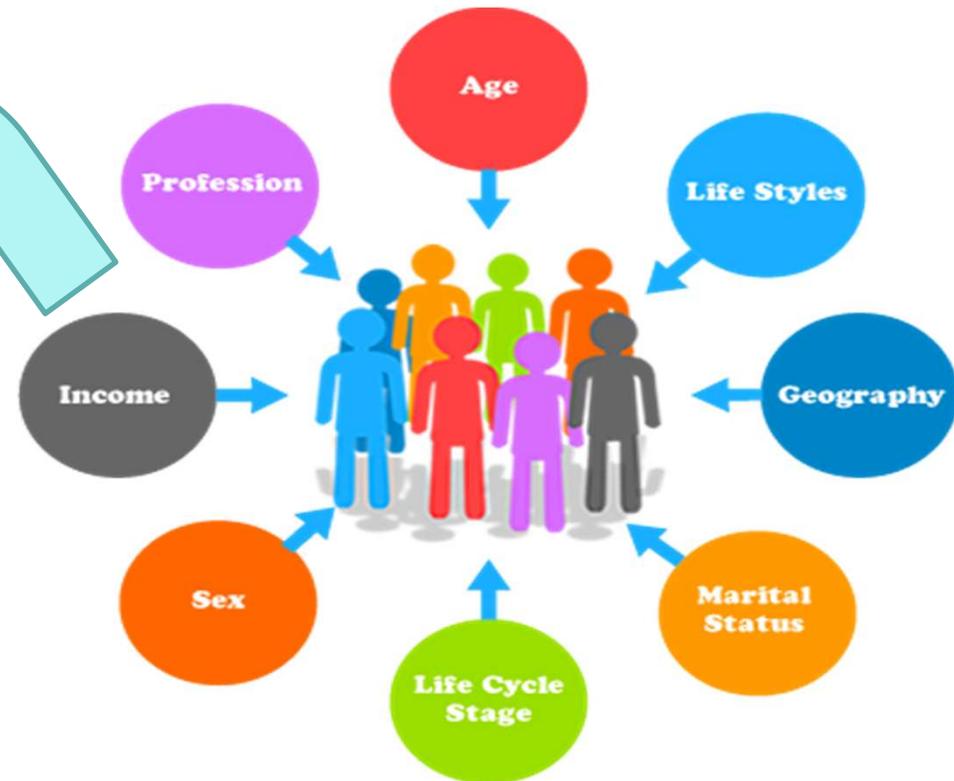
Example for Fictitious Business – Namaste Natural Nutrition

Customer Goals	Customer Gains	Customer Pains	How your business / product can help?
Healthy tasty ideas lunch she wants to eat – but some variety through the week	Gain 1 Inspiration so she doesn't have to struggle to find lunch box ideas every day	Pain Point 1 Frustrated trying to find tasty & healthy lunch box items	Your Solution #1 A range of 6 lunch snacks in individually portioned pots
Nothing too pungent or messy to eat as she has to meet people all day	Gain #2 Portion sizes enough to be filling but not looking or feeling extravagant	Pain point #2 No fridge available at work &	Your solution #2 Products are ambient with 3 months life
Wants her colleagues to see her as a health conscious, self controlled person	Gain #3 Ingredients are natural and the product is only moderately processed	Pain point #3 Wants to keep lunch calorie intake controlled & not snack in the afternoon	Your solution #3 Products are inspired by Ayurvedic principles and use natural herbs, spices, grains & pulses
Likes to see herself as environmentally aware & responsible	Gain #4 Packaging is recyclable but keeps the product fresh in her bag until lunchtime	Pain point #4 Wants lunches to cost less than £3 per day	Your solution #4 The pots are PP in a card sleeve so fully recyclable and cost £2.99 each

Age	
Life Stage	
Gender	
Interests & activities	
Work Status/ Income Level	
Where & when they shop	
Where they find out about new products	
Would they be the purchaser or influencer	
Social media usage	

## Customer Demographics

Asking some basic demographics and personal information helps create the pen portrait of their lives ... and gives clues on how to reach people like them



## Customer Personas

Using our fictitious company as an example we can start to define a typical customer ...

Then capture this on a one page “Persona”

These are also known as Pen Portraits or Customer Avatars

You will want to develop a Persona Page for each of your target customer groups



## Customer Personas can focus your mind as you develop your product strategies

### Demographics

Female  
50's  
Married  
No kids at home  
Suburban dweller

Wellbeing  
Wendy



### Lifestyle

Working  
Busy social life  
Likes travel, nature, gardening  
Appreciates good food

### Jobs , Pains & Gains

Wants to maintain a healthy weight  
Not sporty but wants to be flexible & fit  
Relies on packed lunches but no fridge available  
Wants to be seen eating natural healthy foods

### Reaching Wellbeing Wendy

Shops in an upmarket supermarket or local Farmer's Markets & Online  
Reads mid-market women's magazines  
Uses Facebook & Instagram  
Does Yoga & Pilates classes on YouTube

*Example Customer Persona for Fictitious Business – Namaste Natural Nutrition*

## Using Customer Personas – Some Tips !



### DO's

- ✓ **Be methodical** about this part of the process as well – it might be quite challenging to beliefs you had about your business or brand !
- ✓ Repeat for each different customer segment
- ✓ Rank & prioritise your products & services, pain relievers & gain deliverers
- ✓ Develop your offer to deliver what the consumer will value



### DONT's

- ☹ Don't group different customer segments together – try to be specific
- ☹ Don't muddle product features with pain relievers & gain givers
- ☹ Don't add unnecessary features that your research didn't reveal would be valued
- ☹ Don't try to do everything !

## Bringing It All Together

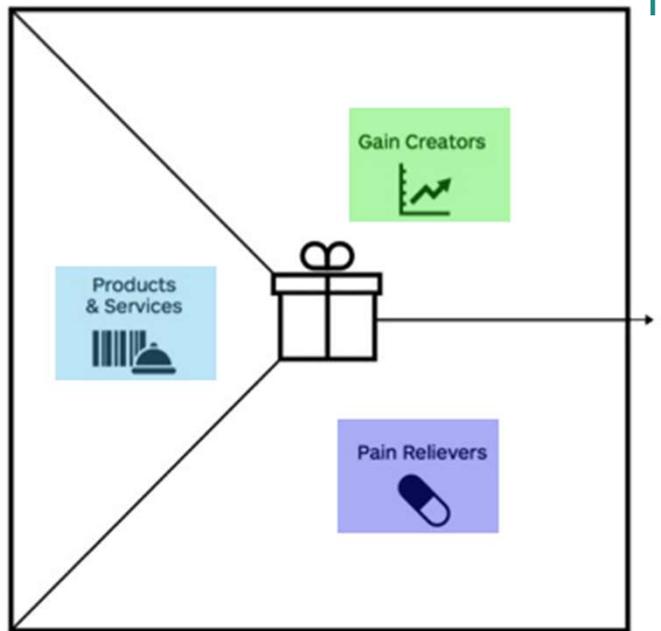
Now you have built your value proposition and created customer personas from your insight, you can begin to bring all this together to make your brand, product and marketing strategy decisions.

We will take a look at this now, but don't forget you can also take a look at our other training modules which cover

Using Market Insight  
Defining Your Brand Values  
Creative Ideation and Selecting Your Sparkle Ideas

As well as more ideas for  
Tailoring Your Products for Markets

# Know Where You Bring Value



**Value Proposition**

Now cross check what your business, brand and product can offer against the insight you have gathered

What does your offer give the customer

- **Functionally**
- **Socially**
- **Emotionally**

How will buying your product resolve their pains and deliver gains that they truly value?  
These are your **Gain Creators and Pain Relievers.**

This process starts to define what is called your **Value Proposition.**

## Finding Your “Fit”

Your products are most likely to success & sell well if **your value proposition “FITS” your customers needs**

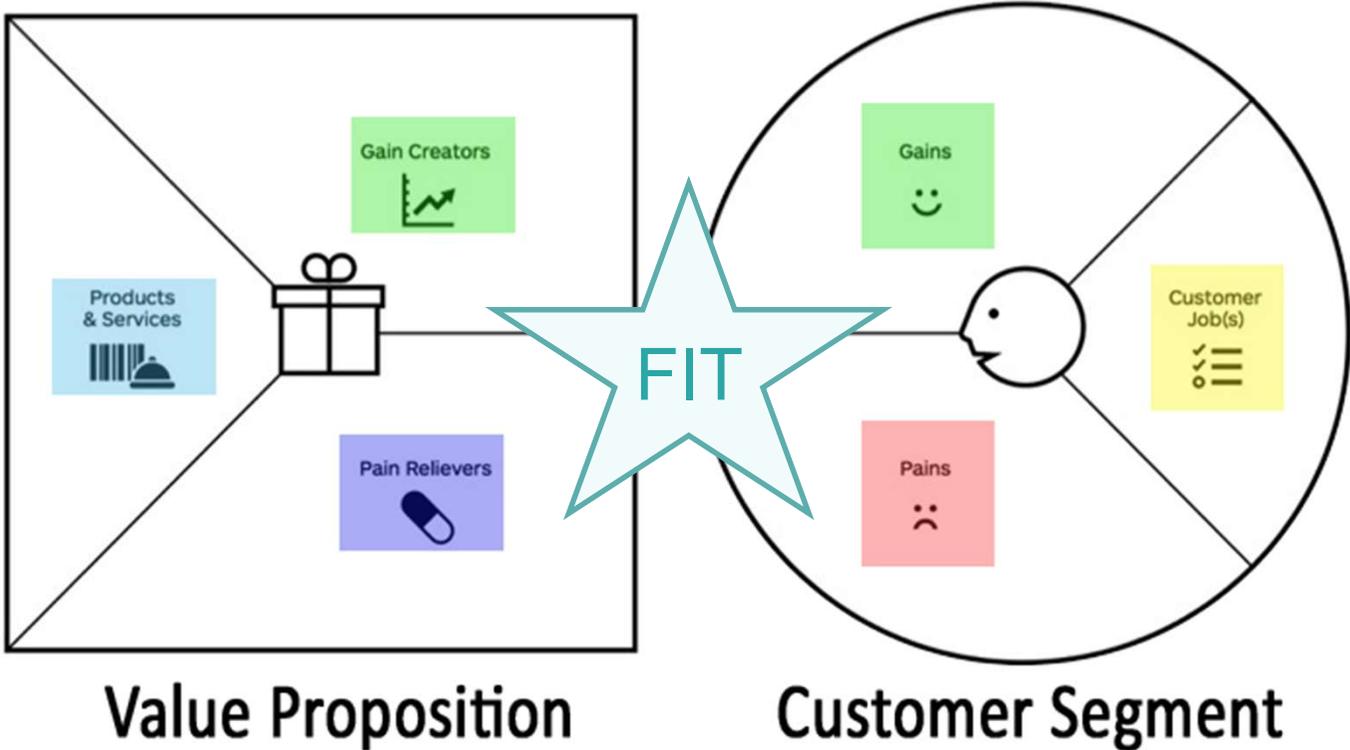
Your **“fit”** comes when you can **tick off** your Pain Relievers and Gain Deliverers against the Pains & Gains your research revealed for that customer segment

If you have features that **don’t match a pain or gain** – question are you offering something which is potentially a cost to you – but which the customer doesn’t really value ?

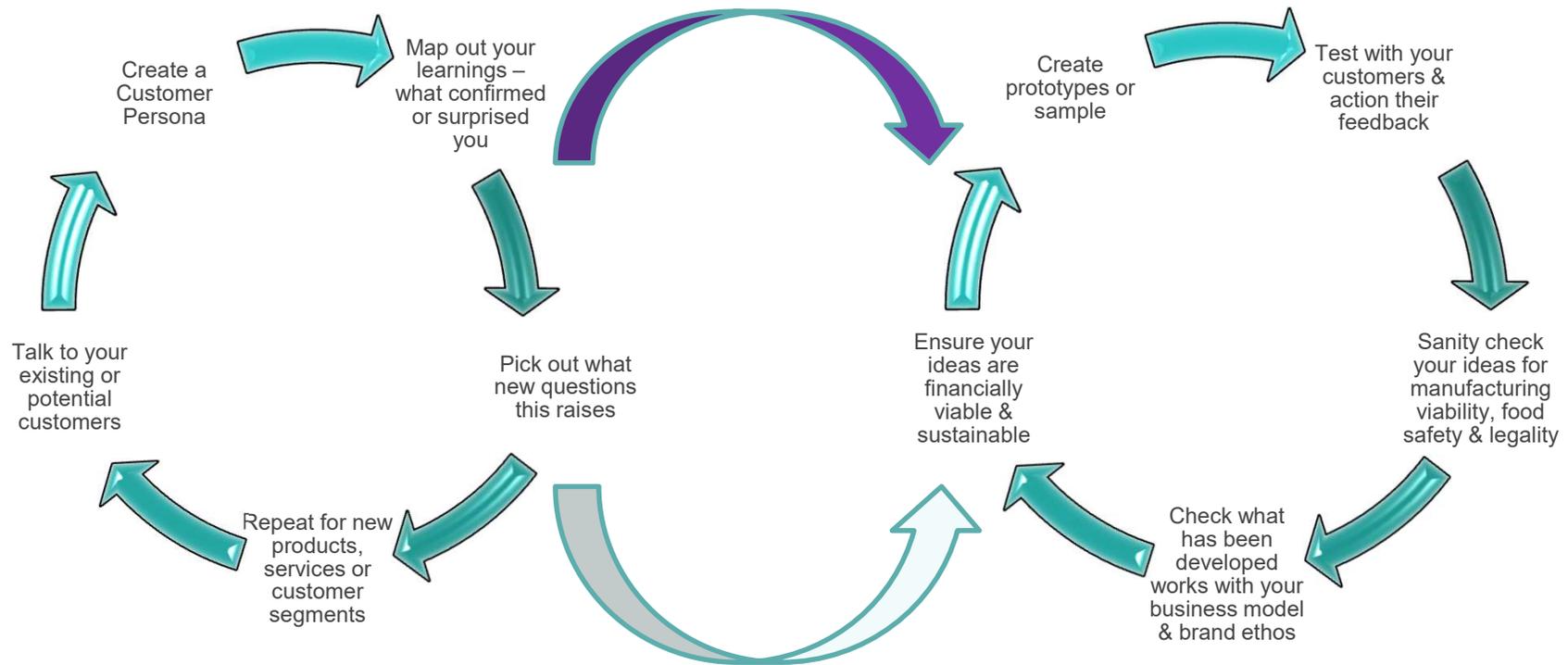
You will want to do this exercise for each distinct customer type or segment

The following diagram illustrates the process

# Finding Your "Fit"



# An Ongoing Process



**This process is worth repeating frequently before you invest time, energy & money into new products  
It may not guarantee success – but it certainly improves your chances !**



We hope that you have found this training module a useful and helpful support to your healthy food and drink innovation.

This training module is one of a number of training opportunities, organised into themed training programmes to support SME's (small & medium sized enterprises) in the participating regions of Wales, Northern Ireland, Ireland, Spain, Portugal and France to successfully bring new and reformulated healthy food and drink products to market.

The training was created by the partners within the AHFES project which is a quadruple helix Atlantic area healthy food eco-system for the growth of SME's funded by the European Union under the Interreg Atlantic Area Funding Programme.

This programme promotes transnational cooperation among 36 Atlantic regions of 5 European countries and co-finances cooperation projects in the fields of Innovation & Competitiveness, Resource Efficiency, Territorial Risks Management, Biodiversity and Natural & Cultural Assets.

For more information about other training available [please click here](#).



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