



Research report

Co-creation & immersion

09.04.2012 to 19.04.2012

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A. Executive summary

For A La Turca a co-creation an immersion study has been done in order to find deeper consumer insights with regard to the tea time occasion. This report describes the research process and the outcomes. Three solution spaces have been defined in this research, being 'my personal touch', 'graceful offerings' and 'faithful support'. These solution spaces tie up all the way to the brand essence of A La Turca; "your joy is my life purpose". At the bottom of the pyramid there are the product attributes; guidelines for developing products fitting the defined categories.

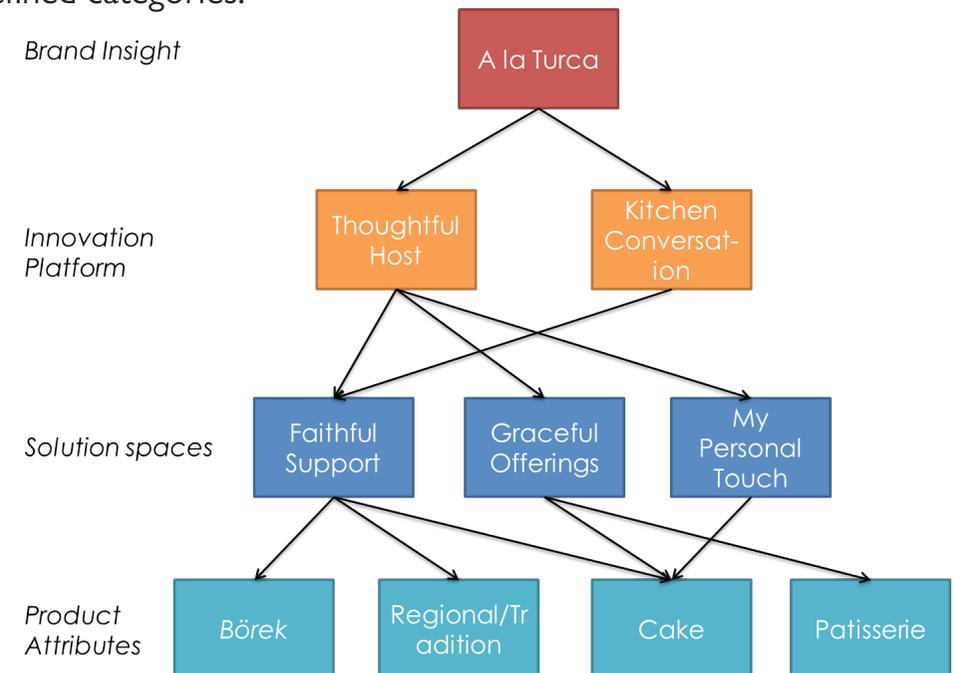


Figure A.1 - The research pyramid

Besides these results there are also learnings about the developed stimuli, being culturally relevant snacks for on the Turkish market, about product categories and about the mind of consumers (in the so called mind maps).

Introducing the research, the report and the team

B. Introduction

1. The research

PepsiCo has identified opportunities for local brands within the Turkish market. With their A La Turca snack products they are going to try to enter this market.

In order to understand their target consumers, Turkish housewives between 25-40, and their targeted occasion, being afternoon tea time parties, PepsiCo has launched a large research study. This research has been ongoing since september 2011 while changing perspective from a broader understanding of the consumers and the occasion to gathering deeper insights on a product specific level.

2. The report

This report will explain the last part of the research study, being co-creation. In chapter C, research structure, an overview will be given of research as a whole. The set up and the methodology used during the co-creation studies are explained in chapter D. In Chapter E, Analysis, an explanation will be given about the way the data from the study was transformed into results. The results section, chapter F, shows an overview of the materials collected during the study. What these results mean and how they can be used will be explained in the conclusions part of the report, chapter G. The conclusions will explain what the bottom two levels of the pyramid, being solution spaces and product attributes mean and how they can be used and applied. This report will also cover further insights gathered in the study, framed in the stimuli evaluation and the consumer insights mindmaps.

All the results and back up documents will be added in the Appendix; chapter H.

3. The team

This research has been performed by a research team, being;

- PepsiCo Turkey - initiators, contractors & contributors to the research.



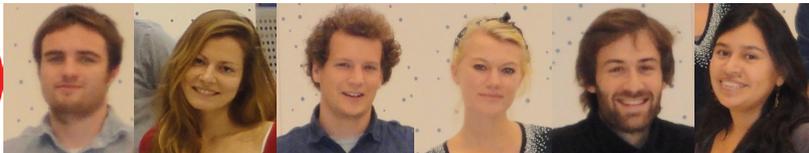
- Euan Fraser - Design researcher Stockholm interactive institute - Developing set-up & methodology, session leader, research leader



- Deger Oz..... - Phd researcher at TU Delft - developing setup & methodology, session leader, research leader



- Babelfish design team - A team of 6 MSc students from the TU Delft studying product design - Contributing to setup & methodology, creation of the sensitizing booklets, session assistants, result analysis, reporting



- TNS - A research agency who were leading the expo. They also selected the participants for the research.

During the research the team was often visited by different PepsiCo employees, who could experience the immersion & the research first hand.

[Image of the dinner with PepsiCo, Babelfish & Euan & Deger]

Picture B.1 - The whole research team together during dinner

The overall research from the start to the end and the fit of the co-creation study in the whole.

C. Research Structure

The co-creation and immersion research has been part of ongoing research concerning the A La Turca brand. This section proposes an overview of the overall research to provide a better understanding of the recent co-creation research.

1. Creation of the platforms

In order to include the wishes and needs of the Turkish population in their product portfolio, a deeper understanding of the users was needed. During early research it became clear that Turkish housewives between 25 and 40 years old are an interesting target group. Especially the afternoon tea occasion in which they perform became a potential event for PepsiCo Turkey.

As a result, PepsiCo Turkey started a research in September 2011 to collect consumer insights about the tea occasion. This qualitative data has produced a number of platforms

After revisions by PepsiCo a decision was made to work on the platform “Your joy is my life purpose” platform. **A BETTER EXPLANATION WHY THIS PLATFORM WAS CHOSEN?!** Within this platform two design platforms have been identified; Kitchen conversation & Thoughtful host. **For more information about these platforms, we refer to those research reports.**

2. Current situation

At the moment, PepsiCo is focussing on products for the Kitchen conversation. The launch of the first products is due in September 2012. In order to further develop products and directions for Thoughtful host and to gain even more insights about Kitchen conversation, a co-creation and immersion was planned. The Babelfish team was part of this research. See figure C.1

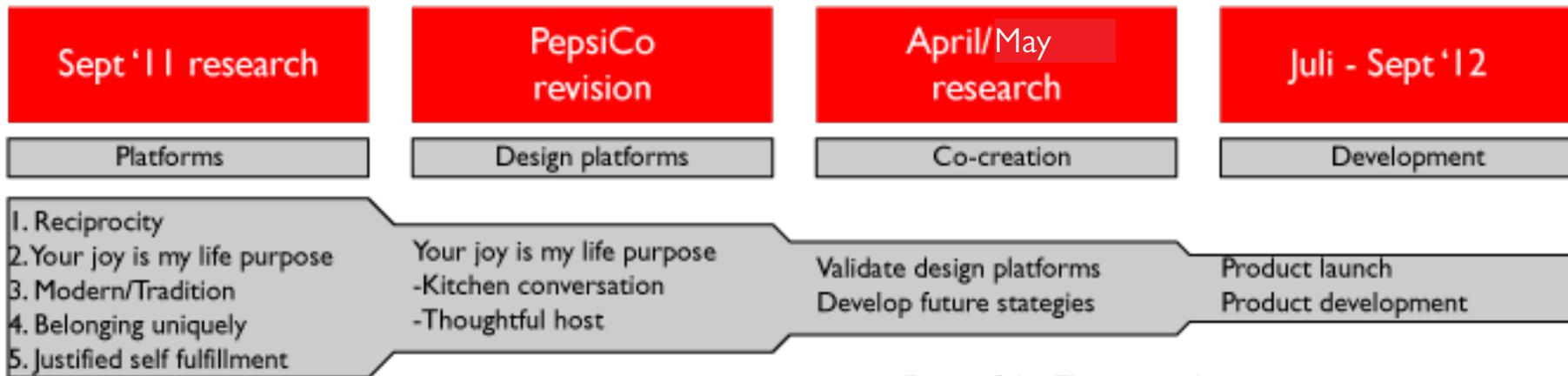


Figure C.1 - The research process over time

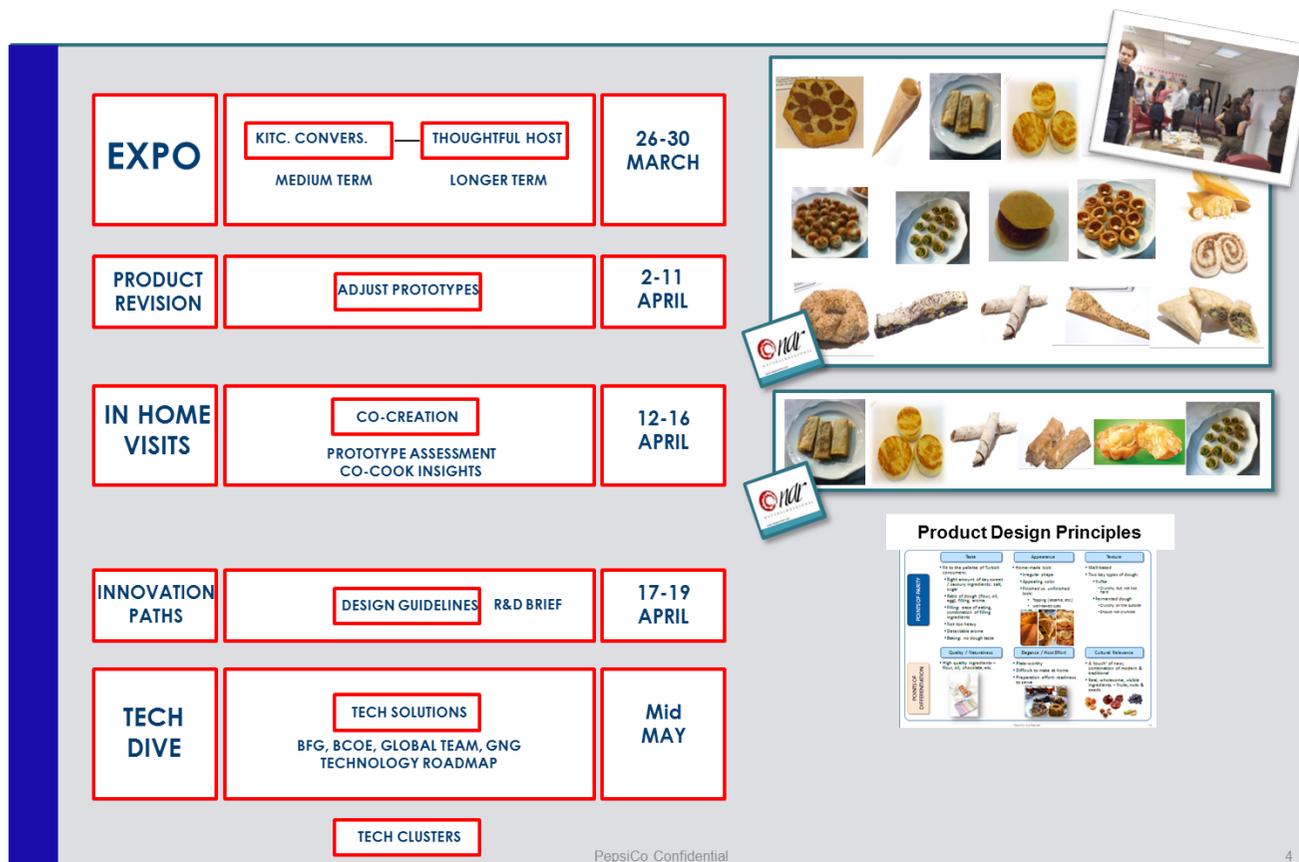


Figure C.2 - The time track of the expo, the co-creation and the immersion studies - PepsiCo slide

Figure C.2 explains the different research activities for the co-creation and immersion study, which started on the 26th of March with a three day expo. In the TNS research facility 36 ladies gave their opinion about 18 different stimuli (snacks). The aim was not to test the products, but to gain insights on which products (categories) were appropriate according to the participants.

From the 36 ladies from the expo, 6 were selected for a co-creation session. Between the expo and the co-creation session, the stimuli were evaluated. Six (new) stimuli were selected and developed during this product revision for the immersion studies.

From the 12th of April the six ladies were visited in their homes, doing various co-creation exercises. After the exercises, a tea time immersion took place, observing the participants interacting with their baked products and the brought stimuli during their tea time.

The gathered data was analyzed by the research team. The outcomes of the co-creation and immersion research are framed in the pyramid figure, see figure C.3

The brand insight is built upon the chosen platform, Your joy is my life purpose. The two innovation platforms are one level deeper. The bottom two levels of the pyramid, being Solution spaces and Product attributes, were developed during the co-creation research study. They will be further explained in the conclusions section of this report.

Mid May the PepsiCo R&D team will look into the technical feasibility of the outcomes of the research. The Babelfish team will work on product/packaging/shelving design until the end of June.

Brand Insight

Brand		
Key Insight	Your joy is my Life purpose I want to show love to my friends and family. When I pick up cues that show me they feel valued and know that I care, I feel fulfilled.	
Innovation Platforms	Product Platform #1: Kitchen Conversation	Product Platform #2: Thoughtful Host
Solution	The warmth of heartfelt conversations Give her products that can act as an unobtrusive, comfortable background for conversation.	The art of graceful hosting Support her with tools to put a smile on the face of her guests. Be a canvas for creativity.

Your joy is my Life purpose
I want to show love to my friends and family.
When I pick up cues that show me they feel valued and know that I care, I feel fulfilled

Innovation Platform

Thoughtful Host

Kitchen Conversation



Solution Spaces

Sincere Support

Graceful Offerings

My Personal Touch

Product Attributes

Börek

Regional/
Tradition

Cake

Patisserie

Figure C.3 - Another overview of the research pyramid - a slide from PepsiCo presentation to R&D



How the research has been prepared and carried out

D. Set up & methodology

This research was carefully prepared by the research team. This section of the research explains the different research activities and why they were done in a particular way.

1. Sensitizing booklets

For both the expo and the co-creation studies an sensitizing booklet was made. One week before the visit the participants were asked to fill out a sensitizing workbook, to get familiar with the topics of the research and to trigger them to start thinking about what the tea time means to them. This also helped the researchers to gain initial information and information about the participants to be visited.

Figure D.1 Sensitizing booklet example

1. Expo

The first part of this research was the expo. During three days six sessions were held in the TNS facility in Istanbul with 6 groups of 6 participants representing the A La Turca target consumers (Turkish housewives). The groups of six were divided into two groups; one group of three friends and another group of three friends. In these sessions the participants were asked about their experiences regarding the Gün (planned tea time) occasion.

The sessions started with an introduction from the research leader to set the women at ease and to explain what the research entailed.

After the introduction the stimuli (snack products) were introduced

and discussed. First impressions were noted and with various ladder-ing exercises the initial opinions and preferences towards these stimuli were evaluated.

The last part of the research consisted of an extensive evaluation of all the stimuli one by one regarding, taste, texture, visuality, cultural relevance, fit with the occasion and host effort

Figure D2. Participants discussing about stimuli during the expo

The outcomes of the expo research served as input for the co-creation and immersion research. From the 36 housewives six were screened to be visited at their homes. From the 18 different developed stimuli, six were chosen to be used during the co-creation studies.

For a more detailed description about the expo, the methodology and the results, the expo report can be read. [\(EXPO REPORT.PDF OR WHAT IS IT CALLED?\)](#)

2. Co-creation and Immersion setting

For the co-creation and immersion the participants were visited at their homes, in a familiar & trusted environment. During the visit one moderator would work with the participants in order to gain trust from them and to build a bond. The moderator asked all the questions and guided the participants through the research work flow. The moderator was assisted by one JMP team member and a PepsiCo team member, asking additional questions, taking notes and making pictures. A translator was present to translate from Turkish to English and backwards. During the lunchbreak the assisting team (JMP/Pep-

siCo/Translator) would leave and a new assisting team would come for the afternoon session. In the afternoon the participant invited some of her friends at her house to have a tea party.

Researchers: Lead Researcher
 JMP Team Member (a)
 PepsiCo (a)
 Interpreter (a)

Participants: Tea party Host
 + 1 Close friend.

Visiting the ladies in their homes also meant that they were able to show more about themselves and to express themselves a lot better. Showing pictures, introducing the family, looking in their kitchen, etc. made this research a lot more personal. The co-creation exercises were designed to be personal and to serve as conversation starters. This way the research team was able to really empathize with the participants and to understand them and their world better.

[\[Picture of all the team members??\]](#)

3. Co-creation workflow

The flow of activities for the co-creation study was prepared with time estimates about the length of the different exercises. A working document was used by the session leaders, showing the time indications and a linear description of the different exercises.

A summary of the time schedule, the exercises and their meaning is given on the next page.

10:00 am: Co-creation Session Kick off

Basic introduction, introducing the research, giving an overview of the activities during the day. Emphasize that the participants are experts of their own experiences and that there are no wrong answers. Explain that the results of the study will be treated confidential.

10:05 Warm-up

Refer to the sensitizing booklet to start talking about afternoon tea habits. Probe for different experiences the participants had during tea time occasions.

10:15 am: Card sorting exercise

Give the participants 9 different cards with tea time dilemma's found during earlier phases of the research study. Ask the ladies which of these dilemma's apply to them.

Figure D.3 The cards used for the sorting exercise.

10:30 am: Ingredients selection

Bring out the brought ingredients by the research team and discuss them. Ask the participants which ingredients they (don't) like and why

(not). Finally ask them if they would like to use some of the ingredients to bake with.

11:00 Co-creation baking

The participants will start preparing for their afternoon tea time occasion. The researchers observe, listen to the interactions and ask questions. They probe with many questions about kitchen experiences. The participant will explain what is important for her in the kitchen/while cooking.

12:30 pm: Break

Research team leaves the house for 30 minutes. The JMP team member, a PepsiCo Employee, and Interpreter swap over. The session leader stays.

01:00 pm: Immersion Kick-off

Finish the baking and preparing for the afternoon tea occasion and start the afternoon activities. Introduce the brought PepsiCo prototypes and ask them to offer those as well.

01:05 pm: Presentation exercise

Learn about criteria for presentation and plate-worthiness by seeing if/how/why the participants choose to present the food prototypes, their own recipes and/or other brands (that they indicated they use in the sensitizing exercise). Leave the products on the table to see whether they get accepted into the occasion.

01:30 pm: Packaging exercise

The session leader and a researcher show some prepared blank packages and they ask the participant to select a product (home made or brought) that they would like to pack. Use the blanco as a conversation starter and ask the lady to come up with anything she would like for a package. Focus on the values behind the decisions and why they are important.

02:00 pm: Tea Party

Activity: Researchers observe the dynamic and activities of the tea party, probing for more detail in our areas of interest (Dilemmas), and more specifically on the prototypes taste/texture/form etc.

03:30 pm: Mindmapping exercise

Ask the participants to put a plate with a dish on a sheet of paper. Ask them for each balloon what emotions they experience while interacting with the product.

Figure D.4 - The mindmapping sheet.

03:45 pm: Drivers of change for the tea party

Ask participants about their memories of the tea occasion (how did

your grandmother/mother use to have a tea occasion?) and their future vision of the tea occasion (How do you think your daughter would have her tea occasion?).

04:00 pm Close

Go back to the office and evaluate.

How the collected data was used during the study.

E. Analysis

During the co-creation study a so called ‘war room’ (see picture) in the PepsiCo office was used to do analysis on the wall. For 9 days the research team was working in this room. After each in home visit the team(s) would come back to the room to collect and process all the insights and to share them with the rest of the research team.

1. Templates

For each of the exercises done during the study an empty template was prepared. These templates gave a framework for the way to summarize the insights gathered during different exercises of the study. The filled out templates would then be printed and put on the walls to visualize and memorize the information.

Figure E.1 - An empty template giving a framework to collect the insights during different exercises.

2. The walls

All the walls in the room were used to store information visually. By using a wall the content on it was dynamic and visual. Through out the room different walls were used for different exercises and topics. There was one wall where the end of the day evaluations were put. This wall later developed into the solution spaces. The other walls were used for the product evaluations, the results from the exersizes and future ideas. [PICTURES OF THE DIFFERENT WALLS]

Figure E.2 - Picture of the different walls in the ‘war room’.

3. Evaluation sessions

After each in home visit the research team would come together to evaluate the day. Via printed pictures on a wall the researchers walked through the in-home visit(s), discussing the outcome of the exercises and collecting all the most valuable consumer insights. Using post-it notes the whole research team commented on issues they thought relevant. The post-it would go next to the picture it comments about.

Figure E.3 The evaluation wall using pictures and post-it's.

4. Participant stories

During the evaluation sessions the researchers discussed what were the most important insights to be taken away from an in-home visit. Most of the times a number of illustrating powerful stories would stand out from a session. These stories were captured in the so called participant story cards.

5. Clustering

By collecting all the participant stories and all the post-it's from the evaluation session and putting them close to similar stories/post-its, unerlying topics were identified. These underlying topics were given a name capturing the content of the post-its & stories. Information from the different exercises also fed into the clusters. The clusters of topics served as input for developing the solution spaces.

6. Stimuli evaluation

For each stimuli presented during the in home immersion, an empty template was made, to evaluate the initial responses on the products. The template notes down the likes & dislikes about a product on a product level and on a social level. It also shows the fit with the occasion, the dilemma's it solves and remarks made about the product.

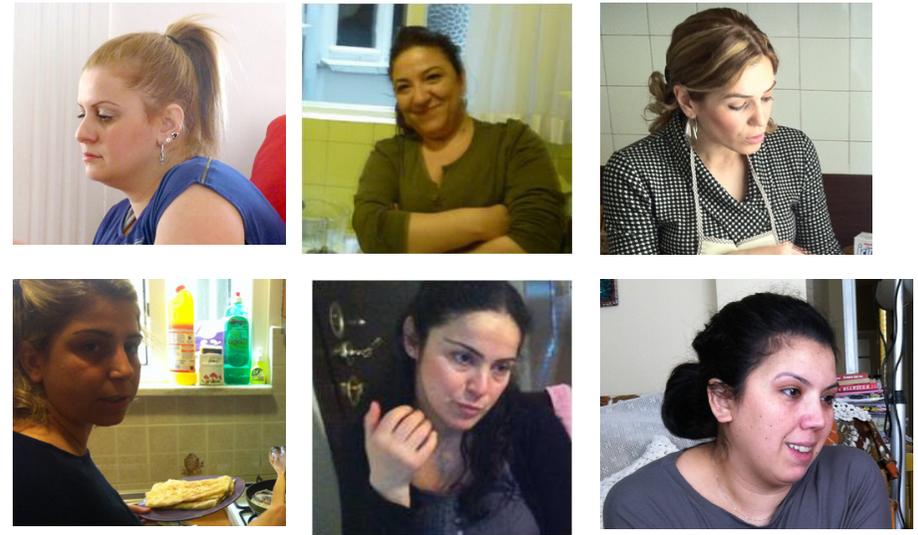
Figure E.4 An empty stimuli evaluation sheet

For each product there would also be a list with product specific questions to be answered. These questions were questions formulated by the PepsiCo team. Some of the stimuli represented particular fields of interest for them. For example, they tested a bazlama, which stands for the traditional/regional food category, because bazlama is perceived differently in different regions of Turkey.

The stimuli were evaluated at the end of the day during the evaluation sessions. The remarks were send to the chef and the next day the chef would bring new and revised stimuli samples. This approach allowed for more experimentation with the stimuli during the study, but made it harder to evaluate the products individually. In section G.5 & G.6 the conclusions about the performance of the stimuli will be presented.

The outcomes of the in-home visits

F. Results



Picture F.1 - A portrait photo of all the participants of the research

During the Co-creation study six ladies in total participated for a whole morning and afternoon. They told everything they know about their way of experiencing an afternoon tea party and they even gave the research team further insights in their way of backing, their vision on packaging and the way they think about the future of the tea time.

I. Consumer insights

Most importantly this research generated a lot of insights in the target consumers. Understanding the way they cook, the way they use ingredients, the way they present and they way they host can be very valuable for future product development. The best way to understand the consumers is to visit them by yourself. This research has given the babelfish design team and some members of the PepsiCo R&D team the opportunity to experience a real tea time occasion first hand.

The most illustrating and powerful stories from those in home visits are captured in the participant stories. In total there are???? participant stories, to be found in Appendix, H.3

2. Exercises

For each exercise a template was filled out by a researcher, resulting in;

- 5 Meaningful dilemma
- 6 Participant profiles
- 6 Ingredient selection maps
- 12 Baking stories
- 6 Ideal plate presentations
- Packaging
- Emotional mind maps
- Drivers of change

All the results of the sheets can be found in the Appendix; Chapter H.4 - H.11

3. Product insights

During the co-creation study different stimuli were tested during a real life tea occasion. All the ladies present at the tea time parties

gave their opinions and feedback about these products. The feedback would be taken into account during the evaluation sessions. The remarks would be communicated to a chef and the next morning the stimuli were already revised. This way of working gave a lot of insights on a product level.

E.G. The cake during the expo didn't perform well. They decided to bring it to the co creation anyways, but with a new appearance and slightly different texture and ingredients. The performance of this product totally changed and the ladies started loving this product.

Figure F.2 - The different cake prototypes during the study

[Picture of the different cake prototypes?]

4. Product attributes insights

During the study it became clear that certain stimuli matched with other stimuli for particular reasons. It seemed that they could form groups as well. Figure F.3 shows the different stimuli that were used during the expo as well as during the co-creation. The ones with a red circle represent co-creation stimuli, the black ones represent expo stimuli. The categories have been defined in cooperation with PepsiCo, since these categories also represent PepsiCo's product directions.

The five main categories are; Börek, Traditional/Regional, Cake, Pa-tissery (sweet and/or savoury) and canvas for creativity.

Category summary

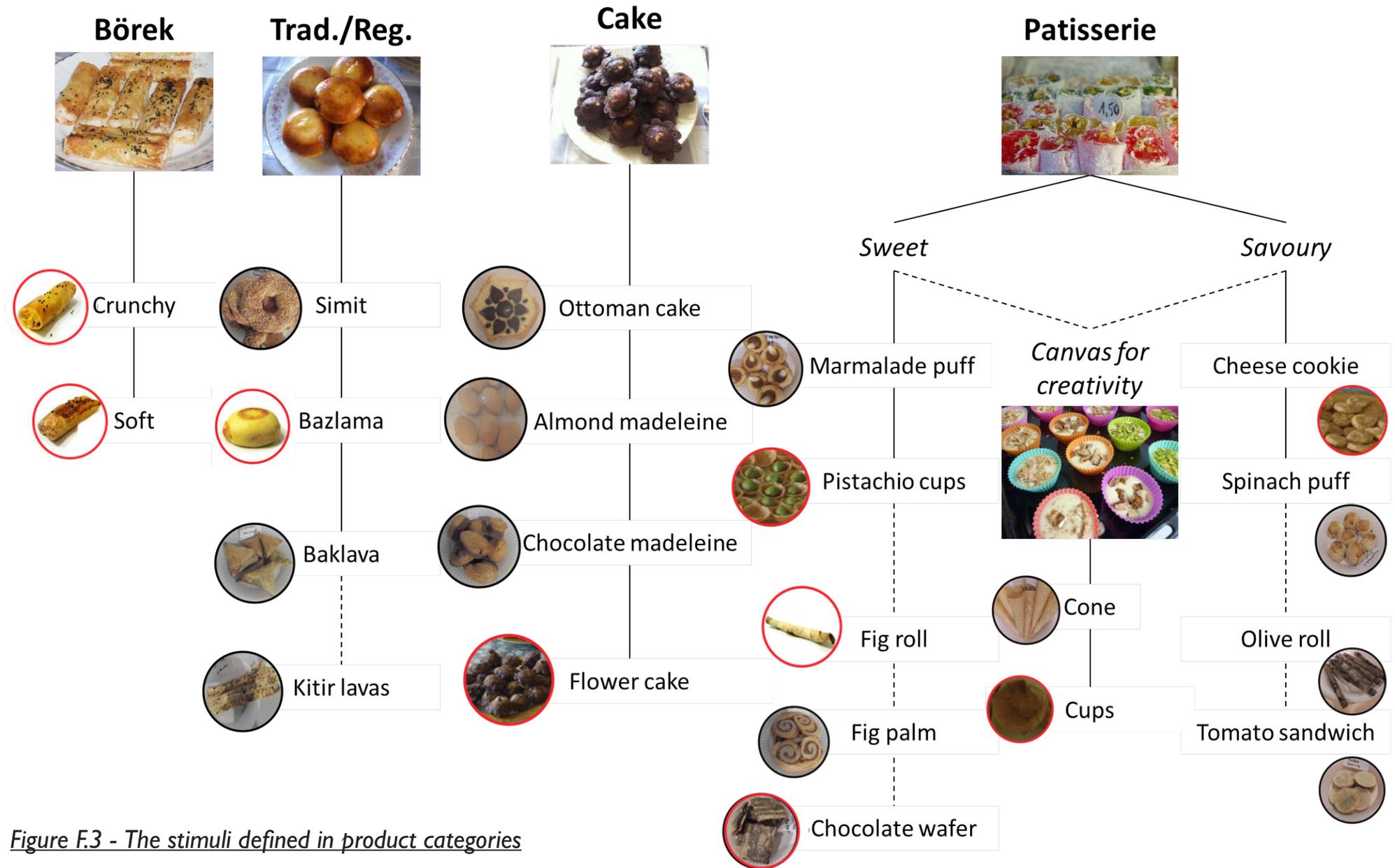


Figure F.3 - The stimuli defined in product categories

The most important outcomes of the research

1. Solution spaces
2. Sincere support
3. My personal touch
4. Graceful offerings
5. Stimuli evaluation
6. Product attributes
7. Consumer insight mindmaps

G. Conclusions

The conclusions of this research involve different levels of the pyramid. First the meaning of a solution space will be explained. Secondly, all three solution spaces will be explained.

On a lower level of the pyramid, the stimuli will be evaluated and the guidelines for the product attributes will be explained. The guidelines consist of points of parity and points of differentiation

Finally the consumer insight mindmaps for reoccurring topics during this research will be presented.

1. Solution spaces

The solution spaces are conceptual spaces with different design principles. They describe the way users should interact differently with products and the market positioning within a solution space. All three solution spaces fit the thoughtful host platform and the 'faithful support' solution space also fits for the kitchen conversation. The solution spaces form a bridge between the innovation platforms and the product attributes.

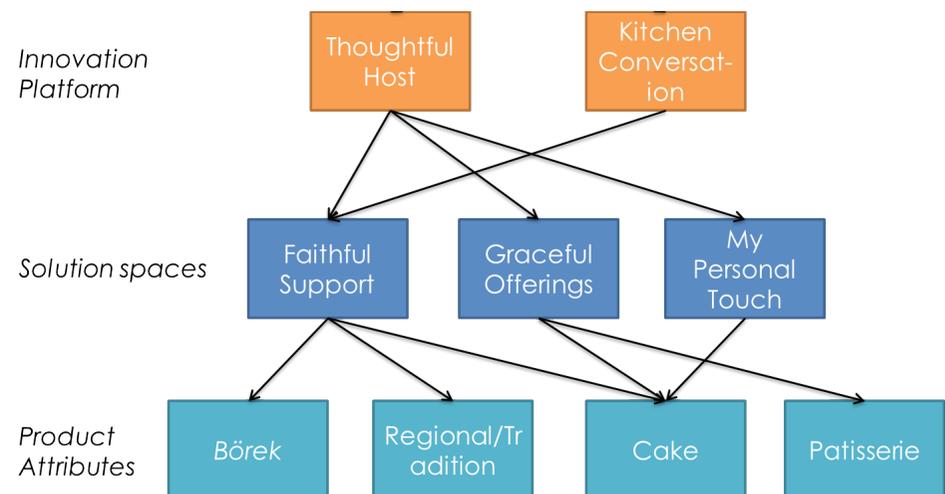
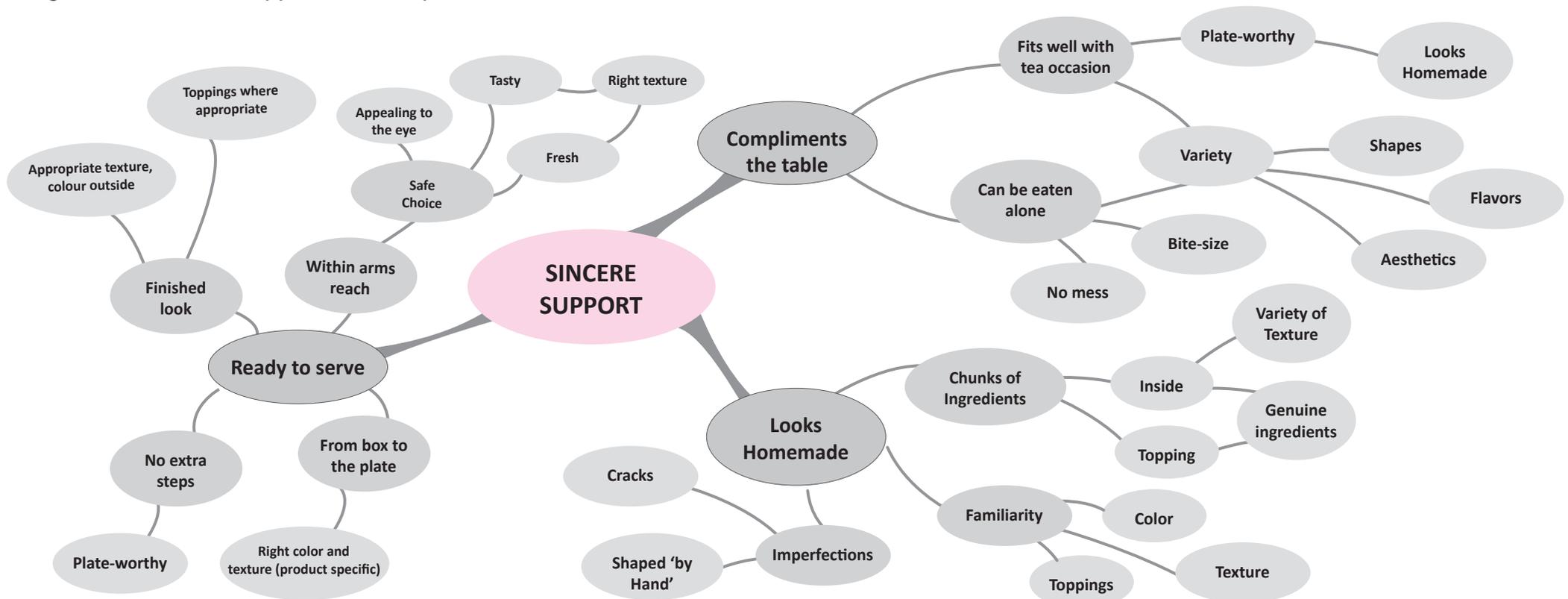


Figure G.1 - The research pyramid

Figure G.2 - Sincere support mind map



2. Sincere support

Sincere Support platform can be applied to both design directions “Thoughtful Host” and “Kitchen Conversation”. It was understood that the nature of some products can fit in both situations although the role of the product in each of them is different.

For kitchen conversation “sincere support” is a product which is table worthy, the host always feels confident offering this product as it is, no changes are needed, from the package to the plate, to the table. However for “Thoughtful Host” the role of this product although having the same characteristics is very different. The product is understood as something worth to serve directly but the aim is to save time to the host in order to put attention on their killer recipes.

Different features were recognized as essential in order to

make a product sincerely supportive. Those features are: Ready to serve, Home-made appearance and compliments de table.

Ready to serve refers to a product which needs no pre-preparation to be served on the table. It can go directly from the package. The product needs to have a finished appearance in order to fulfill this aspect, toppings or how the outsider color has to be, every product has different appearance expectations. Ready to serve is important due to the fact time is getting an issue for the ladies, and they are supposed to be always ready and to offer a nice variety of products which requires full dedication.

Home-made appearance refers of how the product has to look. There are different aspects which make a product looking home-made or not. It has to be also mentioned that the home-made

Figure G.3 - Sincere support definition card



Sincere Support

Finished products that provide a canvas for conversation and/or compliment homemade dishes by increasing variety

Product Characteristics:

Ready to Serve

- From box to plate (finished look)
- Can be eaten alone
- No extra steps needed
- Safe choice within arms reach

Looks Homemade

- Imperfections in shape
- Chunks of ingredients and toppings
- Familiarity

Compliments the Table

- Fits seamlessly onto tea table
- Provides extra variety (color, flavor, shape)



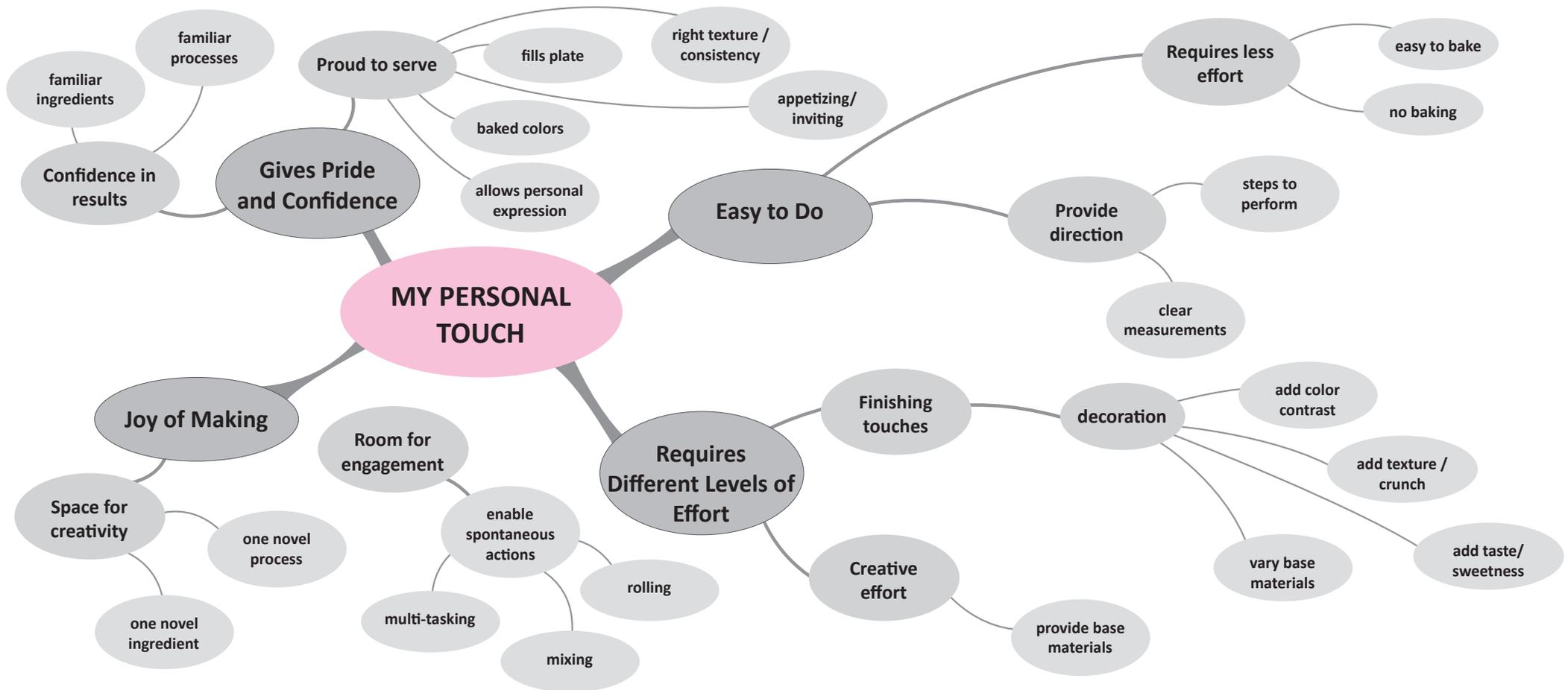
Kitchen Conversation: Anxiety to fail as a Host vs Being comfortable
Thoughtful Host: Serving homemade food vs offering variety and choice

appearance is specially valued for savory products while for sweet ones patisserie aspect is the main aim. Imperfections is a big thing within this home-made look, if the products presents non symmetry shapes, having the shape of a hand is always good or presenting some cracks. Familiarity and the role of chunks are also key aspects in this home-made appearance. Familiarity changes considerably with every product, the shape, color, toppings may differ consistently from what is perceived familiar in one product or another. Chunks have different meaning when they are located outside or inside, outside works more kind of a topping, like giving a hint of what the product contains inside while inside plays more a surprise role, if the user perceives that the taste is going to be pistachio finding chunks of pistachio inside presents a small and appreciated surprise.

The last group of features is about “Compliments the table”. Here is where the nature of the product fits perfectly with the plat-

form of “Kitchen Conversation” and Thoughtful Host”. The product is understood to be able to be eaten alone which would fit with “Kitchen Conversation” or seen as a nice compliments referring to “Thoughtful Host”. For the fact that can be eaten alone if the products makes no mess and it is graceful to be eaten has more chances to fit into this occasion while as a compliment the appearance again plays an essential role.

Figure G.4 - My personal touch mind map



3. My personal touch

“My personal touch” is a creation area with a clear focus on the platform of “Thoughtful Host”. It can be explained in 4 main clusters: Joy of Making, Requires Different Levels of Effort, Easy to Do and Gives Pride and Confidence.

The Joy of Making understands all those steps or ingredients that the ladies enjoy when preparing all the products. It was appreciated during the visits that they also put some creativity and aesthetics even when preparing and they do this for themselves, no one else sees that. Also there some steps like rolling the bürek which were located a joyful moments of the preparation. It is important to know

what parts or actions of the process they enjoy and support it. Joy of Making tries to motivate or enhance those moments that are joyful for preparing through providing products which can trigger and support their creativity.

Requires different levels of effort is mainly focused on different efforts or actions that the ladies do in order to add this personal touch to their products. Here there two main possible products those which provide a neutral base on which their creativity can be added or to facilitate them products which offer different chances to be more creative, in other words providing them “white canvas” or “oil colors”.

Figure G.5 - My personal touch meaningful participant story



Fulfilling life goals: my dream bakery

Emel (37), Parents, Husband, Son (5)

“My biggest dream is to open my own bakery with my cousin”.

Emel is very fond of baking and pays a lot of attention to new recipes for cookies and pastries. In her activity she strives for excellence, as she believes everyone should know how to do something at their best. Her frustrated goal of becoming a designer flourishes in this activity, and nourishes a new life goal for her. Among her life goals, she finally managed to drive a car, and is very proud of it. She is still struggling with the goal of losing weight, but is working on it by making lighter dishes (the light mantı). She didn't dare to pursue her bakery dream as she was afraid of the economic crisis, but pursues her passion with professional care for her guests.



Değer, Emilia, Bülent, Marc

Easy to do tries to adapt the tea occasion to the present. The ladies complain that they do not have as much time as their mothers used to. This is the reason why bake bases or yufka dough are nowadays purchased when before they were home-made. It is clearly appreciable that their complaints are not about that they want to finish doing that what they want is to keep on having this occasion but some help is needed. “Easy to do” feature will provide products which a friendly to use and at the same time make creative and quality products.

“Giving Pride and confidence” is a mix of making something with which the lady feels confident to make and at the same time is not seen as something easy or completely common which also provides her with pride. Confidence has to do with what they know and familiar about ingredients and steps when cooking while pride is more related with final result in colors and taste. It is very important

Figure G.6 - My personal touch definition card



My Personal Touch

Providing products that allow for varying degrees of personalization and creativity

Product Characteristics:

Joy of Making

- Provides space for creativity and personalization
- Leaves room for enjoyable engagement

Easy to Do

- Requires less effort
- Provides direction

Gives pride and confidence

- Proud to serve own creation
- Confidence in the results

Different levels of Effort

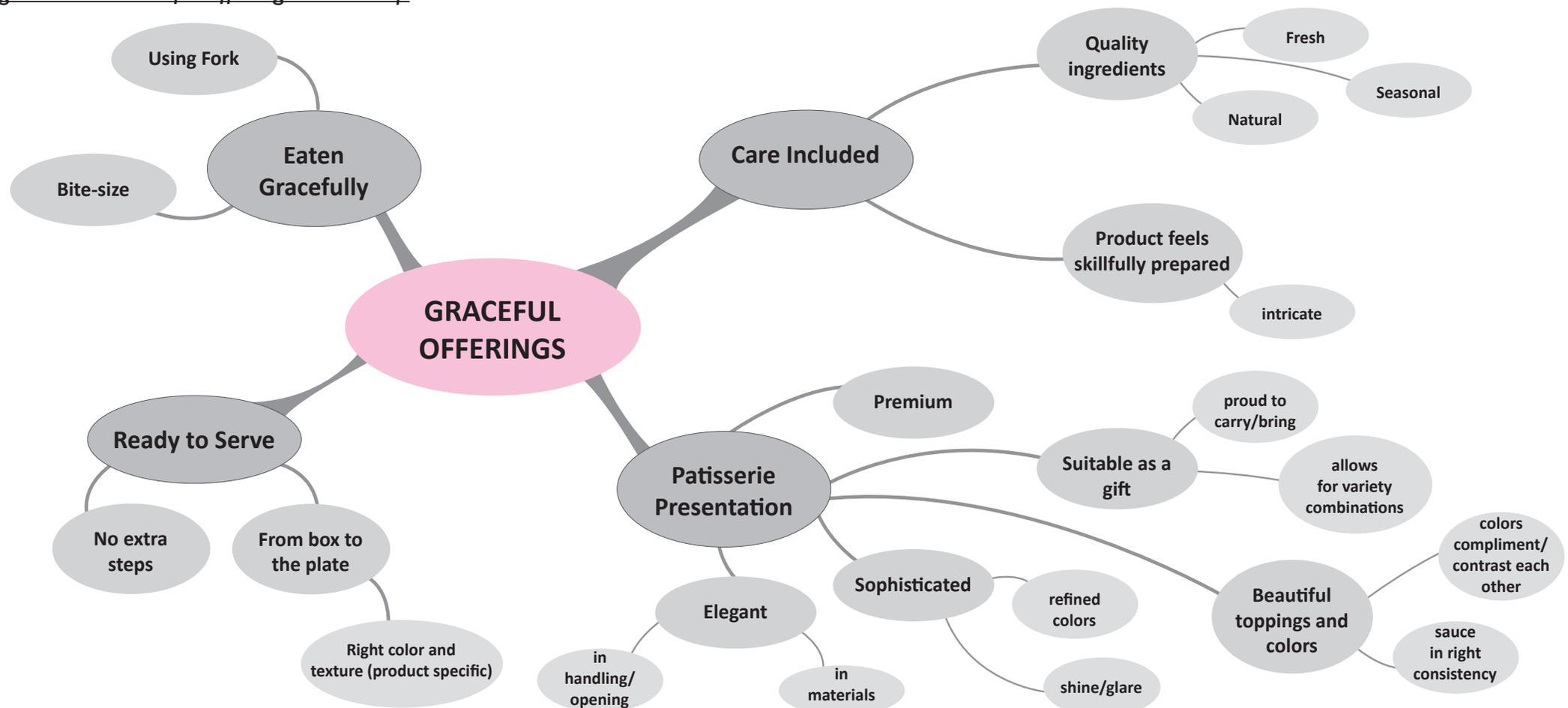
1. Finishing Touches: requires little effort to personalize
2. Creative Effort: requires higher level of effort and creativity to personalize

Thoughtful Host: Impressing my guests versus Belonging

Thoughtful Host: Trying new experiences versus Anxiety to fail

to provide a clear goal for them otherwise the joy of making will turn out to be anxiety.

Figure G.7 - Graceful offerings mind map



4. Graceful offerings

This platform focuses on the products which are worth to serve during the tea occasion. Considering that all housewives have their special recipes, those which they feel more proud of but at the same time they are also time-demanding. This platform tries to help them to have the time they need to focus on a few important things and then the variety can be complemented with those products are not maybe home-made but they are also liked because of their shapes, taste, appearance, freshness....

An interesting point of view regarding this platform is how the thoughtful host becomes a thoughtful guest when they are invited to

an occasion. In those situations sometimes knowing the host-effort behind every occasion they consider to bring something as a present. This present has to be also something worth to be on the table. They usually know quite well the taste and set up of the occasion host so whatever they bring is something that will fit the occasion.

There are different important points in this platform which defines what is considered as a graceful offering product. Considering the different opinions and experiences of the users, three big topics can be recognized in the platform of “Graceful Offerings”. The product expression, its quality and the variety offered.

Product expression is all about shapes and colors of the prod-

Figure G.8 - Graceful offerings meaningful participant story



Make it look home made

Nilay, 36

During the tea time she brought prototypes were quite hard to distinguish from the prepared dishes by Nilay. The **home made look** worked very well for this occasion.

When probing about the looks, they said that the flower cakes **look too perfect**, which means they must have been produced industrially. Adding more imperfections and cracks would even improve this more.

Because of a **small and not so good oven**, it is hard to get cakes to the right texture. A home made packed cake would be perfect for this reason!



Deger, Laetitia, Erik

uct. Color differs regarding sweet or savory. For sweet the aim is to have bright colors and a well-defined shape similar to the products which can be purchased at the patisserie. Patisseries are conceived as a place where products are of a high quality and fresh and therefore trying to make something similar contains the same valued features. However for savory products imperfection and house-made look are appreciated, in this category the toppings also become an important aspect about the product. Toppings can be used as a hint of what is inside of the product. As sweet products freshness also gets a relevant importance, his time everything from “the village” concept is understood as fresh.

Quality would be probably the most important feature the product needs to fulfill to be successful. There are different aspects which gives the product more chances to be good. The freshness, as well as for the product expression, is a key feature something

Figure G.8 - Graceful offerings definition card



Graceful Offerings

Well finished products with grace and care already included

Product Characteristics:

Care Included

- Quality ingredients
- Product feels skillfully prepared

Patisserie Presentation

- Premium
- Suitable for a gift
- Elegant
- Sophisticated
- Beautiful Toppings and variety of color

Ready to Serve

- From box to plate (finished look)
- No extra steps needed

Eaten Gracefully

- To be eaten using a fork,
- or Bite-size

Thoughtful Host: Serving homemade food versus offering variety and choice

which is fresh has way more chances to be appreciated and liked than something less fresh. However quality goes far beyond taste and freshness although they are important something with a high quality has to show care from the host through products which shows love and creativity. Small details as if the product can be eaten with the fork or being graceful to eat make a difference within the quality dimension.

Finally variety also is understood as something relevant during the tea occasion and regarding the platform of graceful offerings. Variety means that they not only have products which are visually appealing and tasteful but also the range from which the guest can choose. Variety is usually incremented through packed products and regarding the importance or relationship of the guests the nature and quantity of those packed products differs. As less confidence the host has with guests less and more high quality products are offered

on the table.

5. Stimuli evaluation

During the expo and the co creation studies different stimuli have been used. The table in figure G.xxxxx shows all the different stimuli.

On the top row, on the left are the best performing products (subjective assesment by the research team) and on the right are the worst performing products. The ones with a red circle were used at the co-creation study, the ones with a black circle were used during the expo.

The stimuli have been assesed on 5 different points. On a product level; Taste, Texture, Visuality. These are all product essentials. On a context level you can see that they are assesed on two differentiating factors; one being proud to serve, the other one being modern & traditional twist.

Some conclusions you can draw from this table is that the product factors are leading; taste, texture and visuality should all be well balanced and worked out. Taste is a leading factor in this. By making a product which you are proud to serve and by making a modern product with a traditional twist, PepsiCo can differentiate themselves on the market.

All the stimuli have also given individual product learnings, since they have been developing during the study. These individual learnings will not be discussed in this report, but they are embedded in the minds of the PepsiCo team and the chefs.

		1	2	3	4	5	6
		 Ottoman cake Ottoman cake	 Flower cakes	 Fistik Muska Muska	 Filled pistachio cups	 Kurutulmus domatesli simit Simit	 Chocolate Wafer
							
		 Positive					
		 Negative					
		 Middle					
Product	Taste						
	Texture						
	Visuality						
Context	Proud to serve						
	Modern & traditional twist						

7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
✓	✓	✓	~	~	✓	~	~	✓	~	~	~	~	✗	✗
✓	✓	✓	✓	~	✗	✓	✗	✓	~	✓	✗	✓	✓	✗
✓	~	✓	✓	✓	~	✓	✓	✓	~	✗	✗	✗	✗	✗
✓	~	✓	~	~	~	~	✓	~	~	✗	~	~	✗	✗
✓	✗	✓	✗	✗	✓	✓	✓	✓	✓	✗	✗	✓	✗	✗

Figure G.9 - Stimuli evaluation table

6. Product attributes



Cake category

Parity with category

Sizes

- Single servings
- Multipack (6/8 individual packed cakes)
- Single whole cake

Ingredients

- Identifiable tastes
- Good sweetness balance

Texture

- Well baked
- Soft texture (fluffy)
- Not too heavy
- Multitewture
 - soft
 - Crusty outside
 - Soft throughout (brownie)

Appearance

- “out of the mould”**
- Basic shapes (square, round...)
- Baked appearance (ideals)
 - Golden for white cake

Differentiation with category

Appearance

- Clear ingredient cues
- Elegance
- Innovative looks
- Proud to serve
- Home made looks (slight mperfections...)
- Toppings (concepts)

Inclusions

- Indulgent inclusions
 - Chocolate drops, fruits, nuts...
- Multisensorial experien
Not too dry/humid

Finishing touches

- Room for personalisation
- Toppings (cpnce^ts)

Base cake is plain, no inclusions

Figure G.10 - An example of the product attribute sheets

7. Consumer insight mindmaps

During the process of turning ingredients into a final dish, the housewives make several key decisions which help her to get the best result as possible. These decisions relate with the choice of ingredients, the baking time, type of preparation and so on. These are the key points during baking since they can make or break the dish. It is important to understand how this selection process works and which considerations are made.

In order to get a clear vision on the taken decisions, they are analysed and translated into eight consumer's insights mind maps. The mind maps contain the following topics: Baking process, ingredients, dough, freshness, patisserie, health beliefs, product attributes and pistachio. They give an insight in the mind-set of the housewives during the total procedure.

The analysis of the ingredients and baking activities, in combination with situation stories, formed the base of this study. Out of the templates and stories the most remarkable findings were collected on A3 papers. Each paper had its own topic which was not created on fore-hand but while going through the research data.

Afterwards, the different topics were reviewed in order to filter out the topics which appeared to be not as crucial as expected. Some topics were combined or connected to create a better overview and understanding. For example, the insights about toppings, inclusions and dough obtained from the research, were connected under a big topic called "Product attributes". This mind map provides a sight of the different attributes that composed home-made products as well as their functionality aspects explaining why these attributes are used in a certain way. The nature of the research also provided us with insights about what the definitions and beliefs of the housewives are about more abstract concepts such freshness or health.

In the end eight different topics were selected for the mind

maps, **figure... shows an overview of the topics.** Although some topics are independent overall they are all connected.

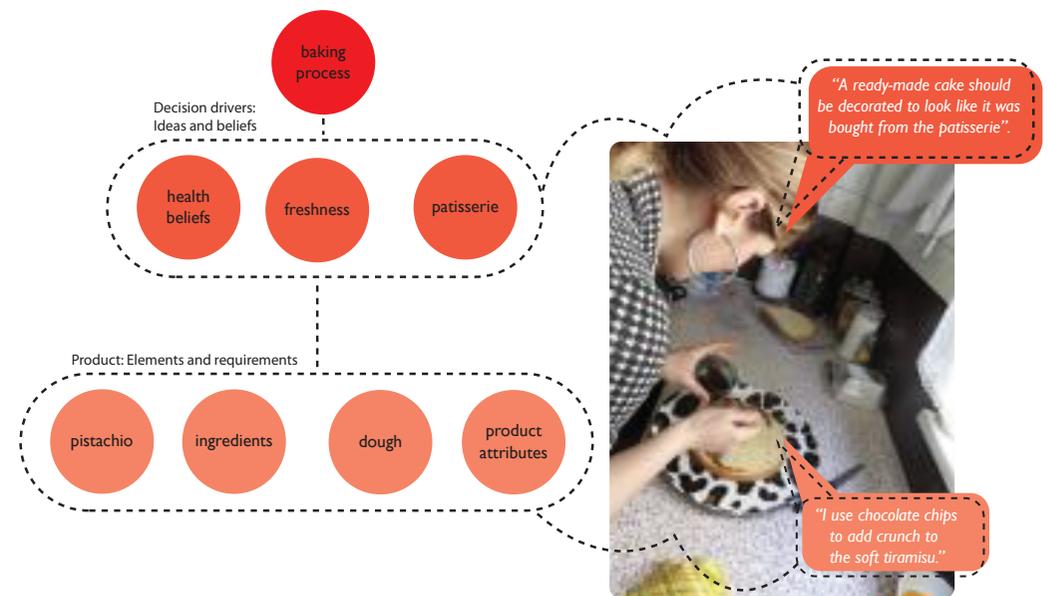


Figure G.10 - An overview of the consumer insight mindmap topics

After selecting the topics they were further elaborated to provide a glimpse into the reasoning of the housewives. The topics and the related issues were placed in such a way that a decision model (descriptive model) was created. **This can best be explained with an example which can be found in figure....** For the team these mind maps can be used as guideline for product generation and evaluation.

Although the mind maps are self explaining, we would like to declare the most important insights.

First of all the baking process itself. It appeared that the housewives apply two types of strategies; the strict process and the sensorial measure. The first means that every step in the baking process is done exactly as stated in the recipe; every amount is precisely measured and the different steps are carefully followed. This strategy is mostly used for products which can easily go wrong. This will include

What makes a homemade baked product?



Homemade products are generally composed by three different attributes:



What ingredient to choose for each attributes is decided based on the functional aspects of them. For example, an ingredient can be use as inclusion to:



In a cake, contrast in the inclusions can be created by combining soft banana sauce and chocolate chunks.



Figure G.11 - An example of how to read the mind map.

the fact that chemical reactions can appear while making a cream. The second strategy is the total opposite; here the woman mostly rely on her senses while making a dish. This is a result of experience and it is therefore logical that she use this technique for dishes

she made many times before; these are her safe recipes.

Mostly, the woman uses the strict process or sensorial measure, but when it comes to the use of the oven a remarkable detail is that she combines the two options. This because most of the women have troubles with their ovens, they are not big enough or they do not provide the correct warmth through the whole oven. As a result she does not completely trust her oven and she set the duration and heat like mentioned in the recipe. While at the same time she uses her eyes and nose to check if the dish is really finished.

The second topic is health beliefs. It appeared that the women have a lot of beliefs which are based on what they heard from their mother or friends. These beliefs are strong, but they cannot really explain the reason behind them. The subject which led to the most confusion and misunderstanding is oil. During the baking process sunflower, corn and olive oil are the most used oils but the when and why they are used was not clear at all. There were situations where a woman explained that she only used olive oil, but while showing the bottle there was a big corn on the label. So there is even a difference between what they think they are using and what they are actually using.

Next to health, there are also strong believes on freshness. There are different cues that can be used to indicate if a product is fresh or not. To decide if a product is really fresh these cues are mostly combined.

Related with the freshness is the patisserie. Products from the patisserie are automatically perceived as fresh since they are made on the day you actually buy them. But patisserie products are much more than fresh, they are the golden standard for sweet and savory products. The housewives all agree that the patisserie are the highest to reach and therefore they try to make their products look like they come from the patisserie.

The last four topics are related with product elements and requirements.

Opening with the most loved ingredient; pistachio. Since pistachio was mentioned so many times and for so many reasons, it was decided to give it its own topic. Pistachio is loved for its taste, color, texture and the fact that it is really a Turkish product. Also the fact that it is a premium product makes it extra special for the women to use it.

Looking at the ingredients, they can be divided into raw materials and packed readymades. The packed products are mostly bought to make the preparation for the tea occasion easier. Since making dough or cake is time consuming and they bring a risk of failure it is much safer to buy them readymade.

Dough is a topic in itself, since it is a tricky issue. Like mentioned before it is hard and time consuming to make it yourself and therefore easy to buy it readymade. But there are many types of readymade dough on the market, and it is not easy to find the perfect dough. This is also a matter of personal taste and it is therefore hard to have a type of dough that everyone likes.

At last, there are the product attributes. The tea time dishes are generally composed

by three different attributes. The attributes have different function aspects like flavor cue or decoration. Using all the attributes is not a guarantee of a great product, there is a delicate balance between them.

All the data used for the report

1. All category principles
2. Consumer insights mindmaps
3. Meaningful participant stories
4. Participant profiles
5. Meaningful dilemmas outcomes
6. Meaning of ingredients outcomes
7. Baking process
8. My ideal plate
9. Packaging exercise
10. Emotional mind-map
11. Drivers of change

H. Appendix