

# Why Consumers Break Up With Snacks — How AI Interviews Unlock The Insights

Get to the “why” behind brand-lapsing through illustrative consumer narratives

## Quirks Chicago

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# Problem Definition

## The Leaky Bucket

Every brand loses customers



## Evening Out Effects

Recruiting new buyers is undone by the loss of existing buyers



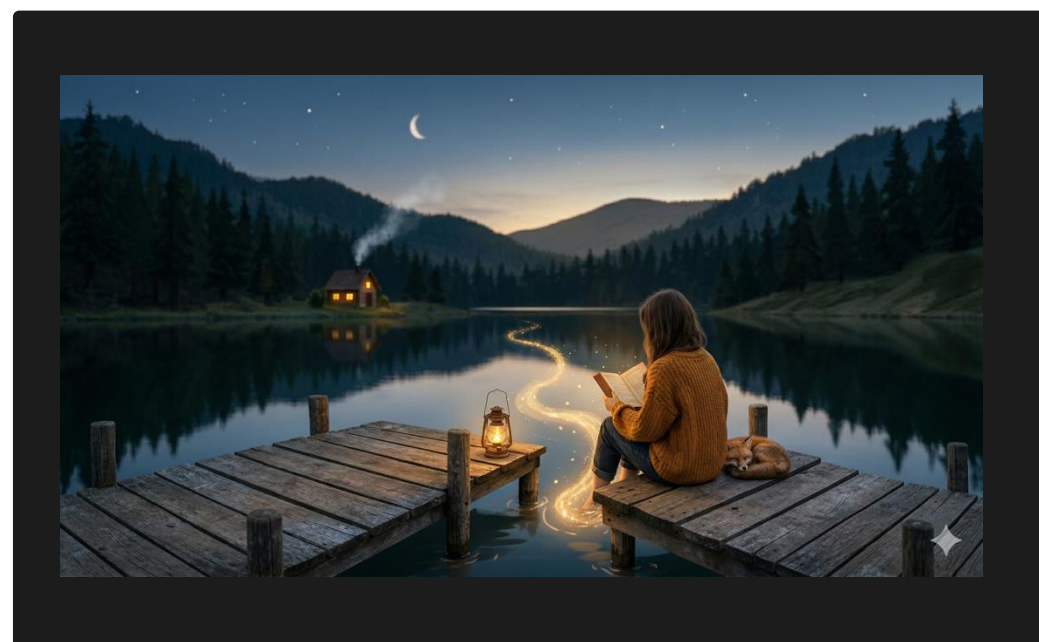
The leverage is in keeping and returning buyers.  
How might we recapture our lost brand buyers?

# Information Needs



## Churn

Need to understand why loyal buyers walk away, where they turn instead and what it takes to bring them back



## Anecdotal Evidence

Data sources and numbers do not speak to people - they do not generate a story or bring the problem to life and stay at a higher level



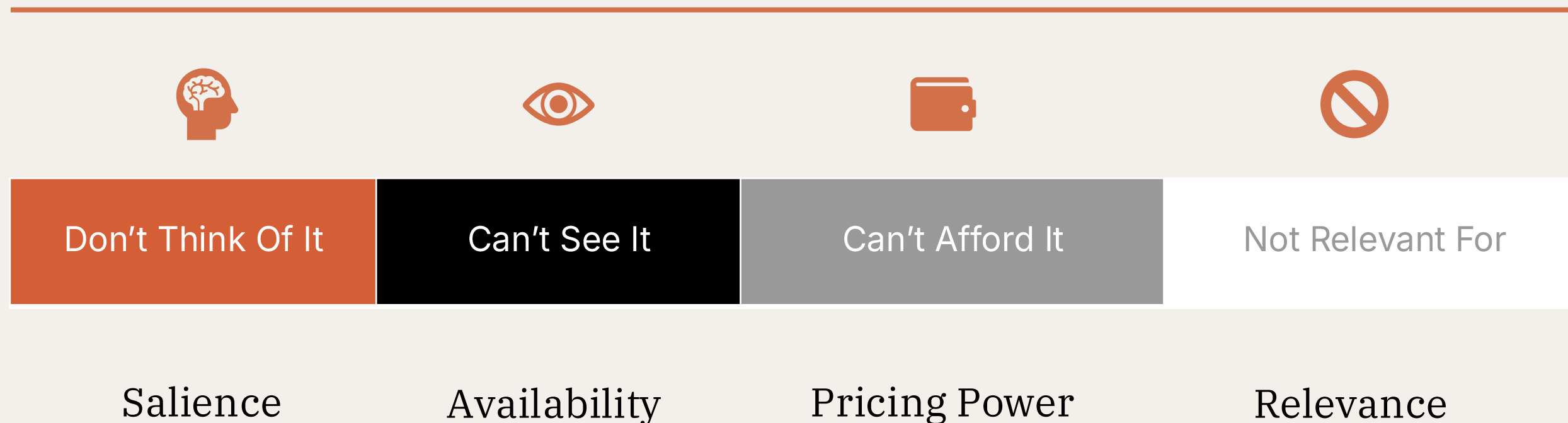
## Research Questions

**WHO** are our lapsed brand buyers?  
**WHERE** are they going to?  
**WHY** are they no longer buying our brands?  
**WHAT** actions should we take to win them back?

# Conceptual Set-Up

## Mars Penetration Barrier Framework

Understand in which areas our brands are not getting it right for consumers, by means of analysing 4 Penetration Barrier buckets



# Methodology & Approach



## Lapsed Buyers

**312** respondents

 US **63%** (197)  
 DE **37%** (115)

Lapsed 6+ months · Two-market study

### 1 AI-Moderated Interviews

Conversational AI interviews with lapsed buyers exploring purchase drivers, barriers, and brand perceptions

**~22 min** avg. duration



### 2 Multi-Layer Analysis

Question-level coding, thematic analysis, and interactive talk-to-your-data exploration

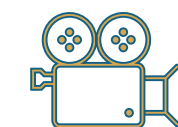
**3 layers** of analysis



### 3 Report & Video Reels

Auto-generated reports with key findings, participant video highlights, and quote reels

**Stakeholder-ready** output



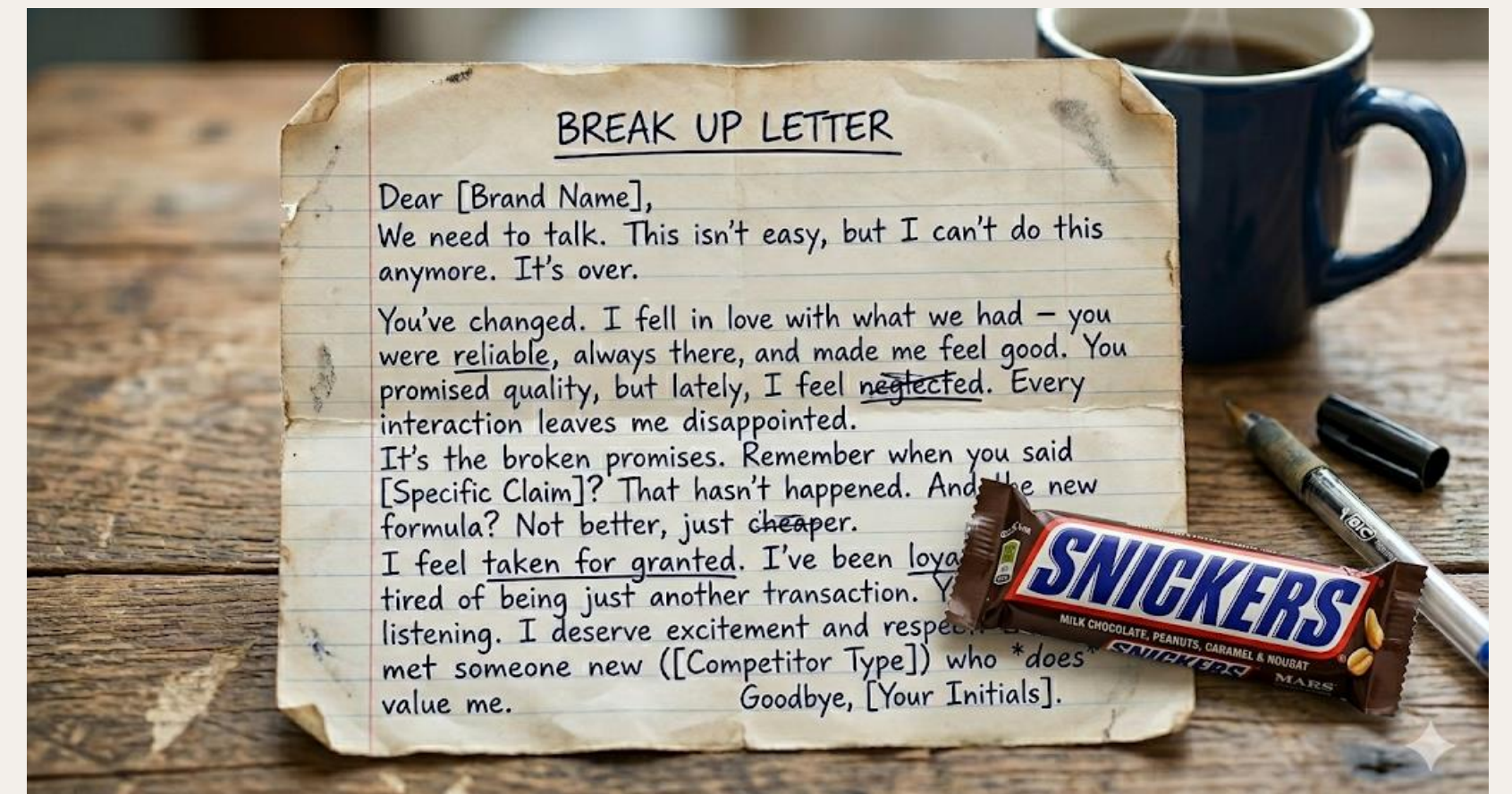
# Use Creativity in AI-moderation

Approach AI moderation as a natural conversation

Use of creative questioning techniques reveals rich and emotional content

## Write a 'break up letter'

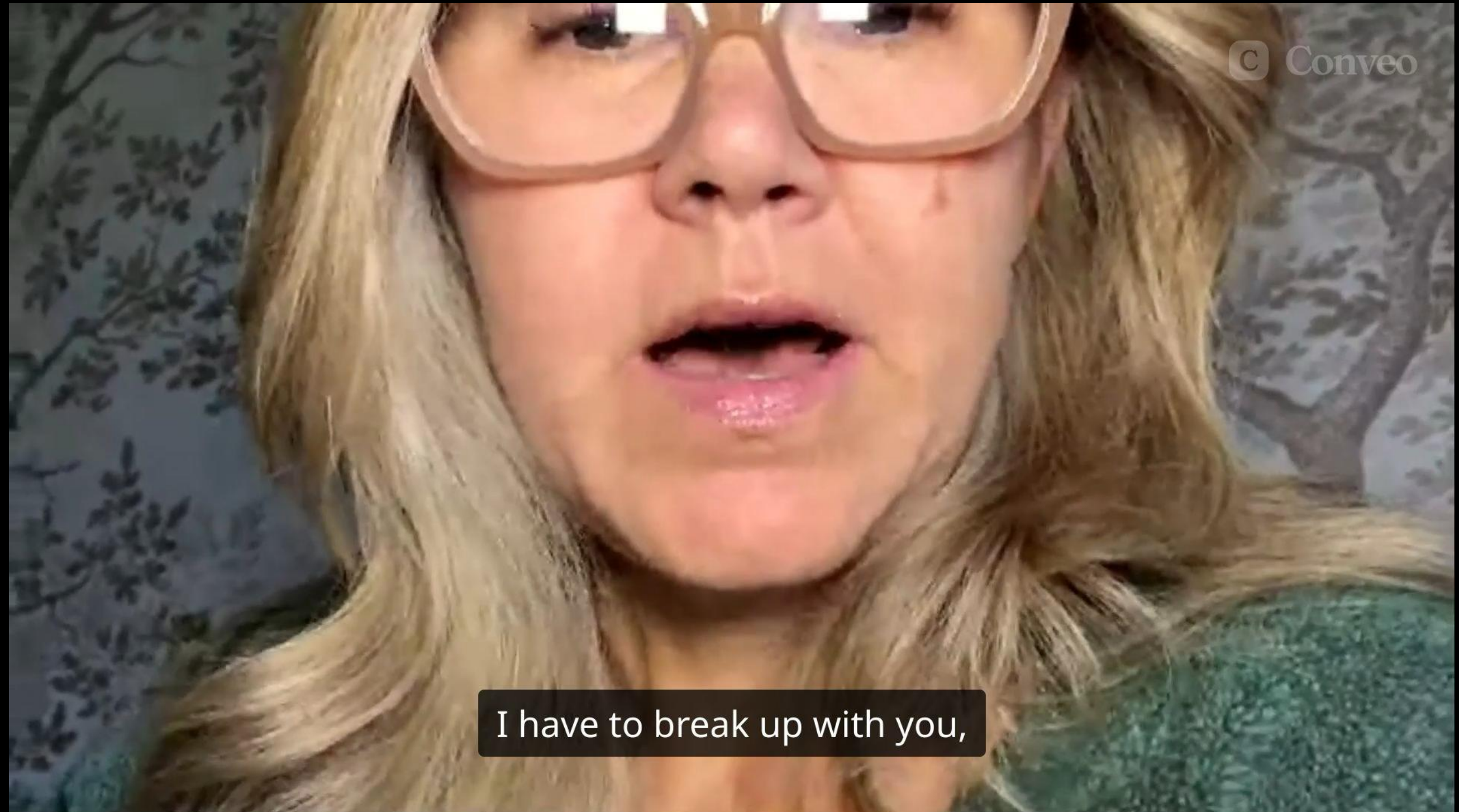
"Imagine you are writing a break-up letter to Snickers. What are the kind of reasons you would give to Snickers for the break-up?"



BREAKING UP

# In their own words

Consumer  
Voices



# Use Creativity in AI-moderation

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## Personification

"If the brand was a person or celebrity, who would it be and why?"

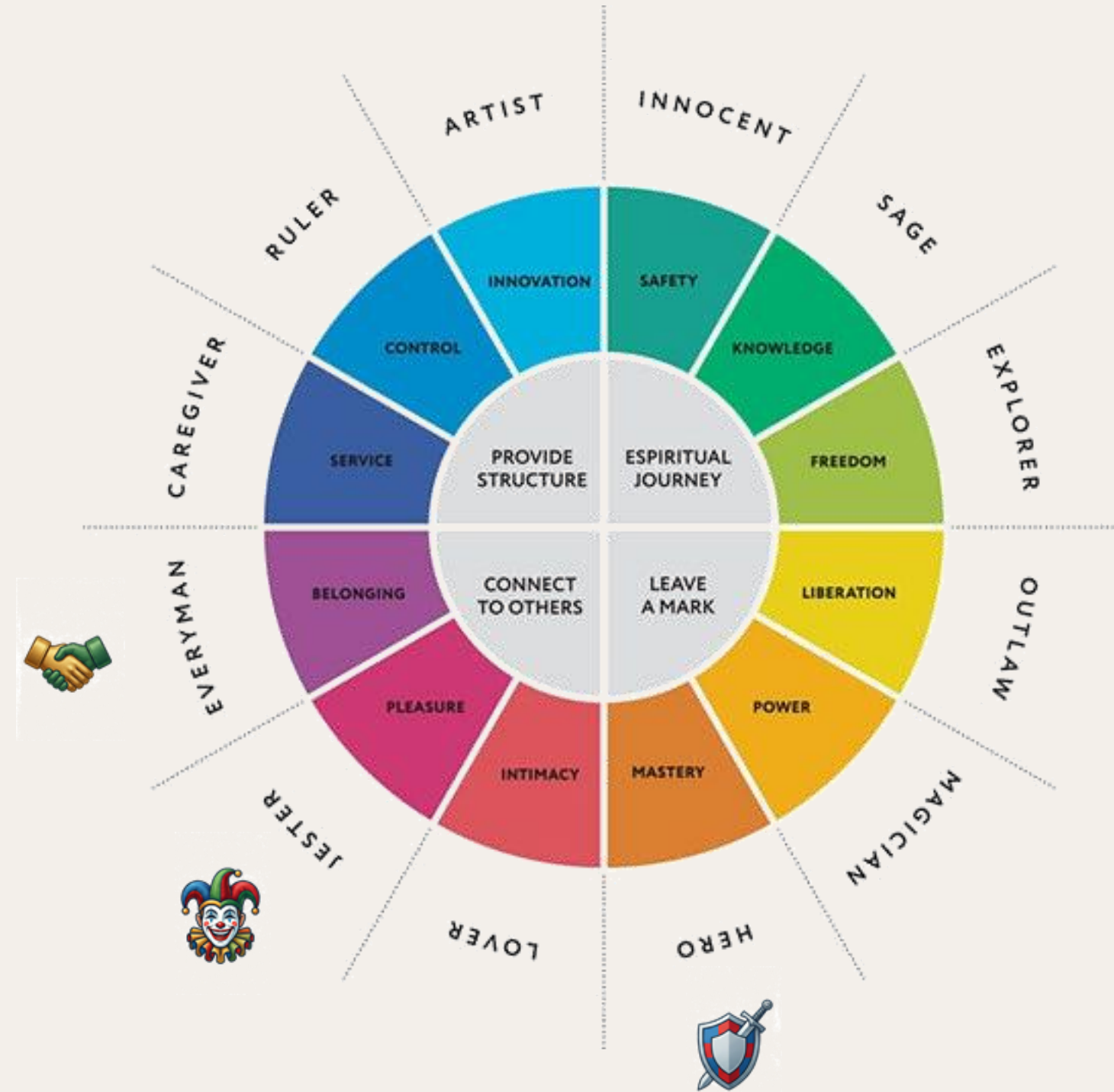


# Bottom-up AI coding into Brand Archetypes

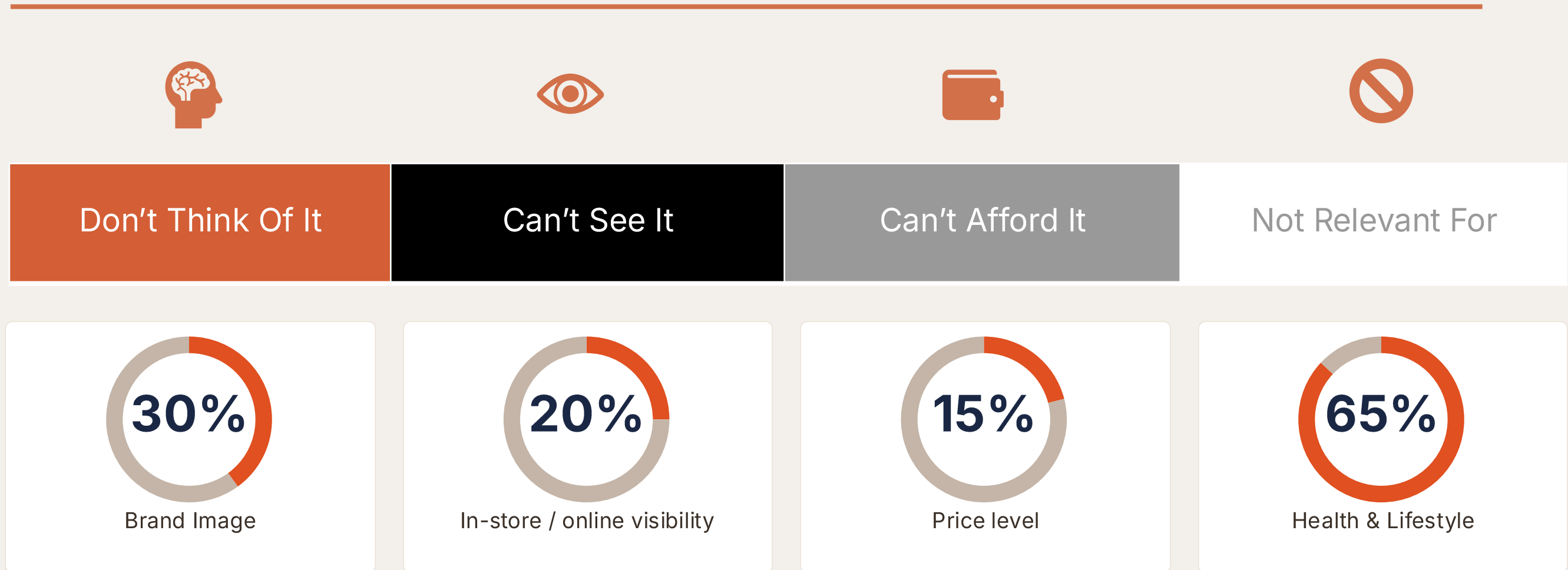


## ARCHETYPE OVERINDEX

Consumers associate Snickers with strength, courage, and mastery. The iconic tagline reinforces this Hero identity.



# Penetration Barriers



Order of importance correct – actual statistics changed for confidentiality

# Main Reasons for Snickers Shift

## Shift Toward Health & Wellness

The most prevalent reason — consumers cite sugar, excessive calories, and a desire for products with greater nutritional value.

## Personal Change, Not Brand Fault

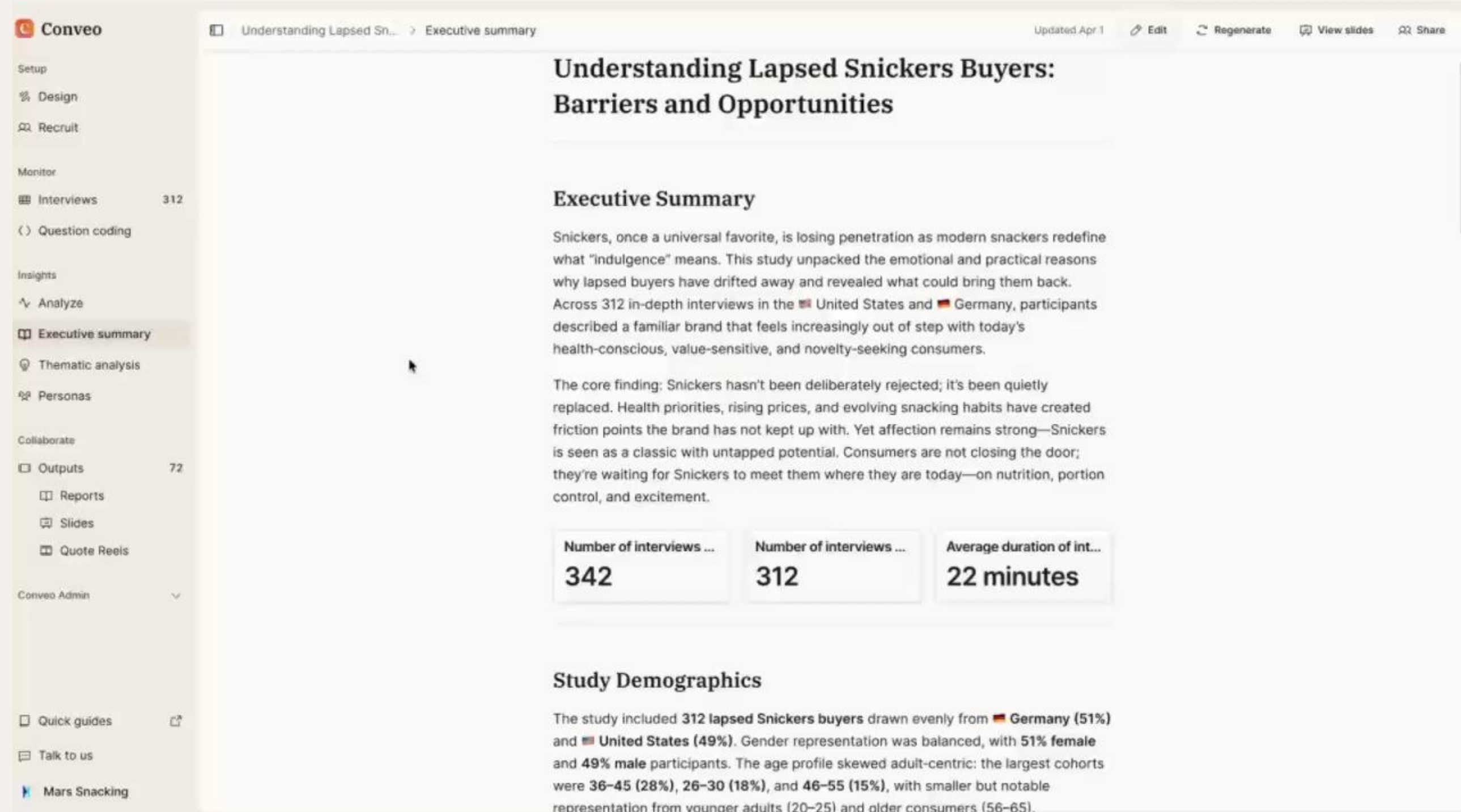
Many respondents expressed “it’s not you, it’s me,” indicating the break up is due to changes in their own lifestyle or habits — not dissatisfaction with Snickers itself.

**What are the ways to get to deep understanding?**



# Multi-level Analysis

Get in the deeper **“why”** with question analysis, themes, video quotes & filtering as well accessing transcripts



**Conveo** | Understanding Lapsed Sn... > Executive summary | Updated Apr 1 | Edit | Regenerate | View slides | Share

## Understanding Lapsed Snickers Buyers: Barriers and Opportunities

### Executive Summary

Snickers, once a universal favorite, is losing penetration as modern snackers redefine what “indulgence” means. This study unpacked the emotional and practical reasons why lapsed buyers have drifted away and revealed what could bring them back. Across 312 in-depth interviews in the 🇺🇸 United States and 🇩🇪 Germany, participants described a familiar brand that feels increasingly out of step with today’s health-conscious, value-sensitive, and novelty-seeking consumers.

The core finding: Snickers hasn’t been deliberately rejected; it’s been quietly replaced. Health priorities, rising prices, and evolving snacking habits have created friction points the brand has not kept up with. Yet affection remains strong—Snickers is seen as a classic with untapped potential. Consumers are not closing the door; they’re waiting for Snickers to meet them where they are today—on nutrition, portion control, and excitement.

Number of interviews ...	Number of interviews ...	Average duration of int...
<b>342</b>	<b>312</b>	<b>22 minutes</b>

### Study Demographics

The study included **312 lapsed Snickers buyers** drawn evenly from 🇩🇪 **Germany (51%)** and 🇺🇸 **United States (49%)**. Gender representation was balanced, with **51% female** and **49% male** participants. The age profile skewed adult-centric: the largest cohorts were **36–45 (28%)**, **26–30 (18%)**, and **46–55 (15%)**, with smaller but notable representation from younger adults (20–25) and older consumers (56–65).

# Co-creating with AI

▶ Can we use AI for insights as a decision sparring partner?



## Introducing SNICKERS Hi-Protein

With the macros you expect from a high-performance protein bar and the taste you love, SNICKERS Hi-Protein staves off hunger without sacrificing flavor. Enjoy the flavors you know and love from SNICKERS along with 20g protein for a completely satisfying experience. Perfect to carry you between meals or after a great workout.

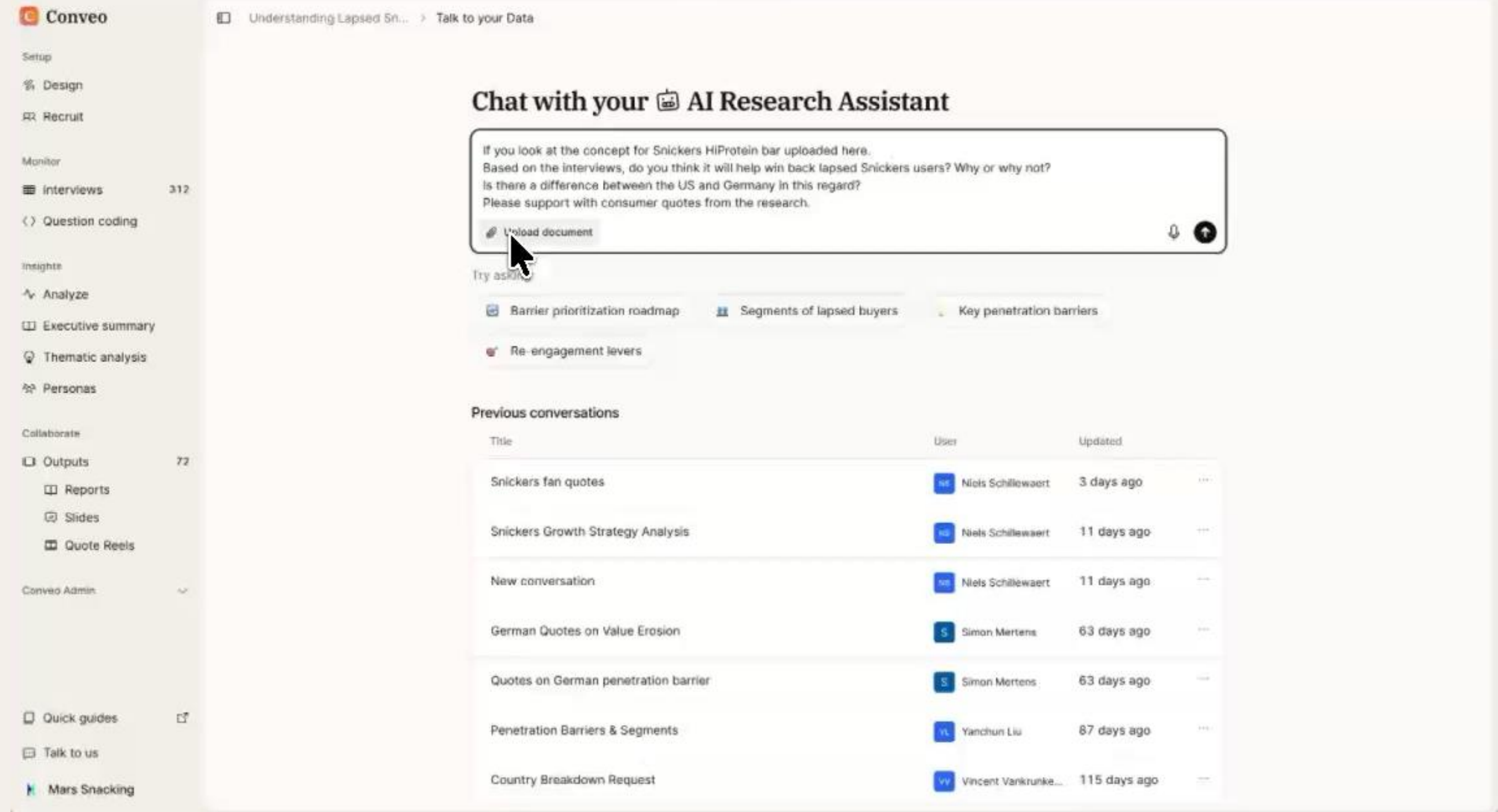
**Snickers Protein Bar: Fuel up with Epic Taste and 20g of Protein**

# Co-creating with AI

## Talk To Your Data

upload a new product idea and ask for feedback based on 300+ interviews

Speak 'prompt' for interactive insight generation and co-creation



**Chat with your AI Research Assistant**

If you look at the concept for Snickers HiProtein bar uploaded here. Based on the interviews, do you think it will help win back lapsed Snickers users? Why or why not? Is there a difference between the US and Germany in this regard? Please support with consumer quotes from the research.

Upload document

Try asking:

- Barrier prioritization roadmap
- Segments of lapsed buyers
- Key penetration barriers
- Re-engagement levers

**Previous conversations**

Title	User	Updated
Snickers fan quotes	Niels Schillewaert	3 days ago
Snickers Growth Strategy Analysis	Niels Schillewaert	11 days ago
New conversation	Niels Schillewaert	11 days ago
German Quotes on Value Erosion	Simon Mertens	63 days ago
Quotes on German penetration barrier	Simon Mertens	63 days ago
Penetration Barriers & Segments	Yanchun Liu	87 days ago
Country Breakdown Request	Vincent Vankrunke...	115 days ago

# Business Impact at MARS

## Quantify Why at Scale

Go deeper with more consumers than ever before. Scale to quantitative sample sizes without losing the richness of qualitative depth.

## Real Human Voices

Authentic consumer voices boost the credibility and impact of insights across stakeholder teams.

## Talk To Your Data

Increases the shelf-life of research — stakeholders can query findings long after the study is complete.

## Action-Oriented Insights

Delivers action-oriented insights ready for regional impact planning and local market activation.

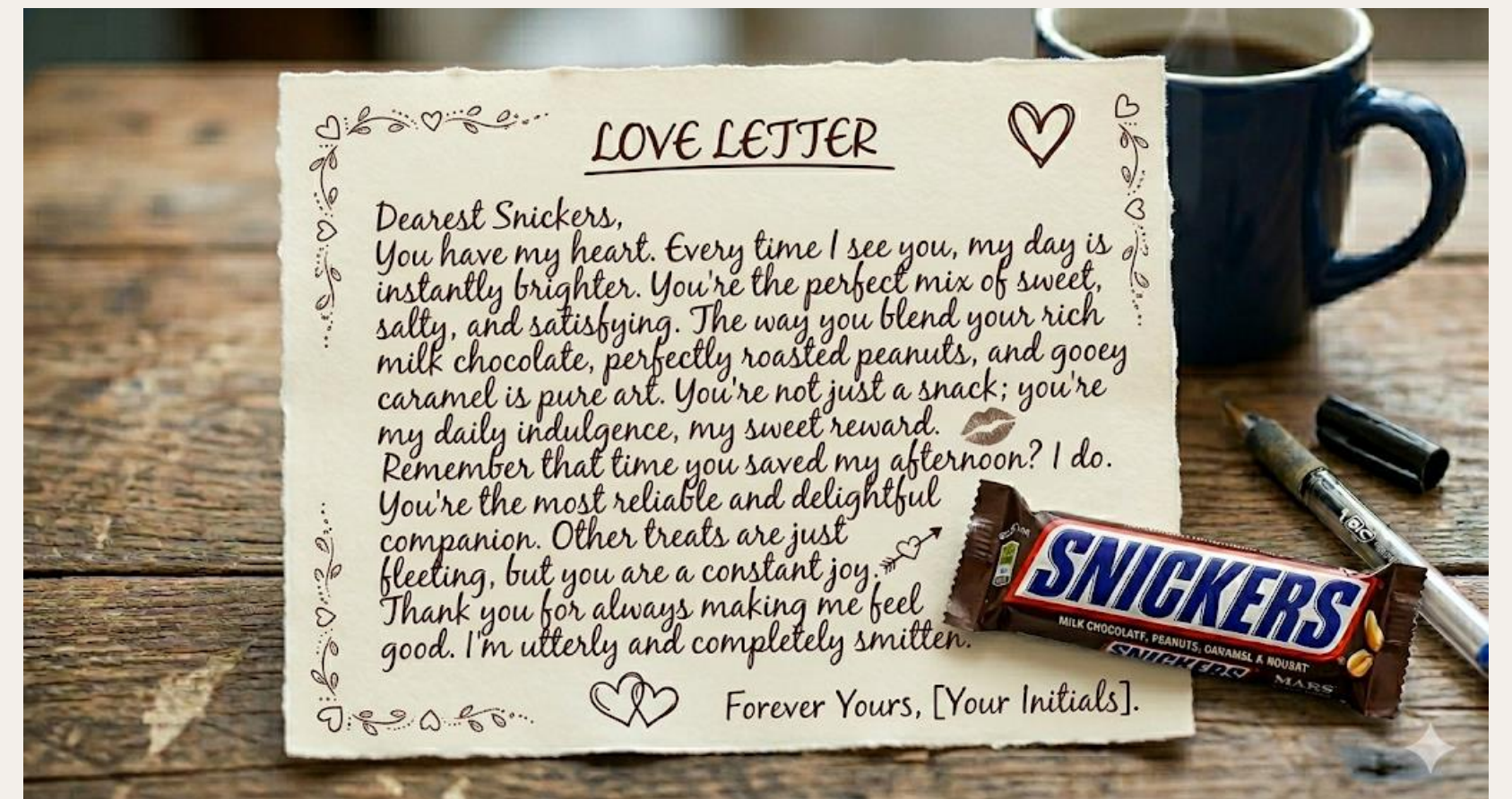
## Ending on a high note for Snickers!

In many countries around the globe, Snickers is bringing **more new** consumers to the brand. Our next project with Conveo is to focus on the **WHY** behind the drivers instead of the barriers!

Guess what creative questioning technique we will use this time?

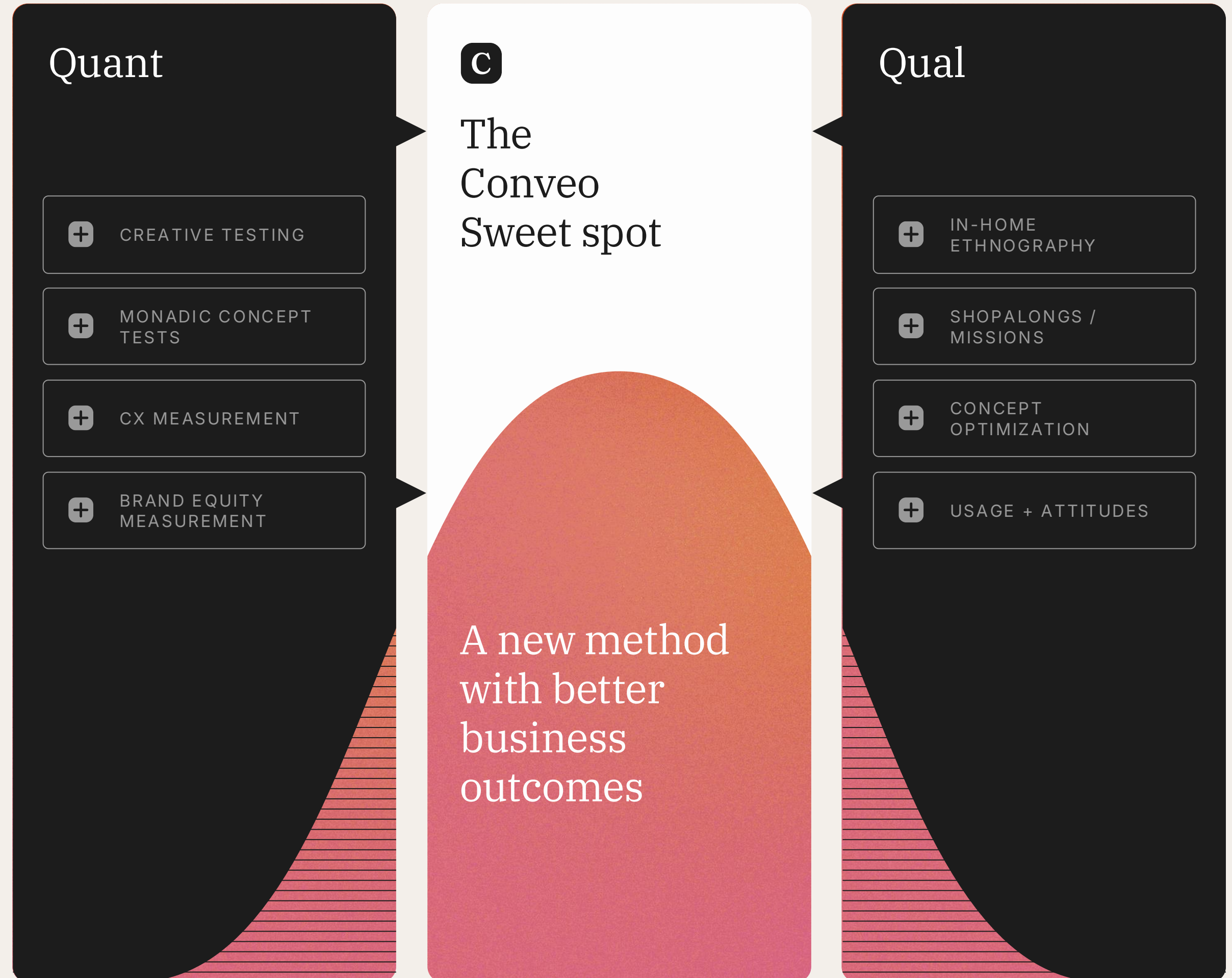
### Write a 'love letter'

"Imagine you are writing a love letter to Snickers. How would you express your love? What are the kind of compliments you would give to Snickers?"



# The best of quant and qual, in one method

Developed by industry  
leading researchers  
Conveo unlocks new  
categories of insight that  
weren't possible before



# Fully integrated in your workflow

Conveo gives you superpowers

## Smart study design

AI generates a full study design & draft topic guide

## Conversation by design

Human-like moderation delights people

## Understand 'why'

Combine transcript, question as well as thematic analysis

## Talk To Your Data

Speak 'prompt' for interactive insight generation and co-creation

## Multi-modal AI

Full non-verbal context on top of verbal content analysis

## Insight Activation

Automated reporting and video reel generation

# Thank you

Want to connect for a meeting or demo?

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