

# Taste the Data Multiflavored Insights All In One Package

Presented by



# Today's Speakers

## MARS



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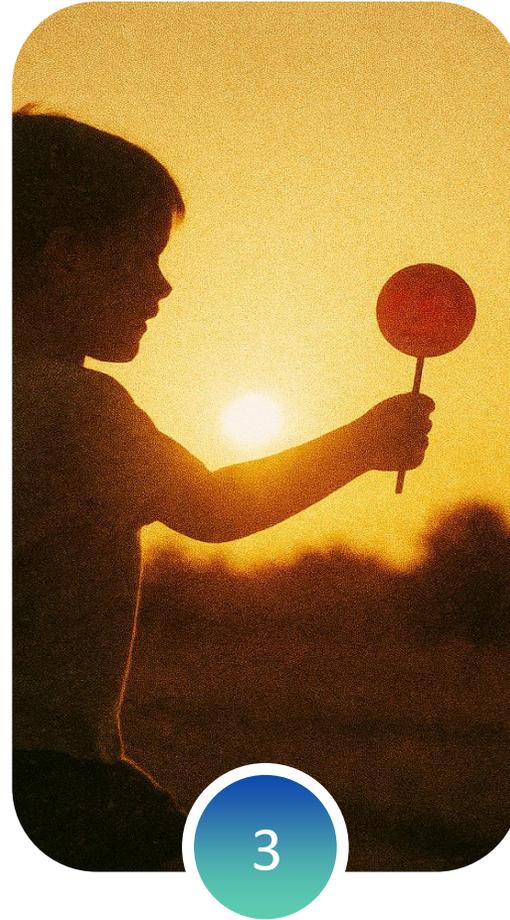
# Fruity candy is changing. “Trends” are hot.



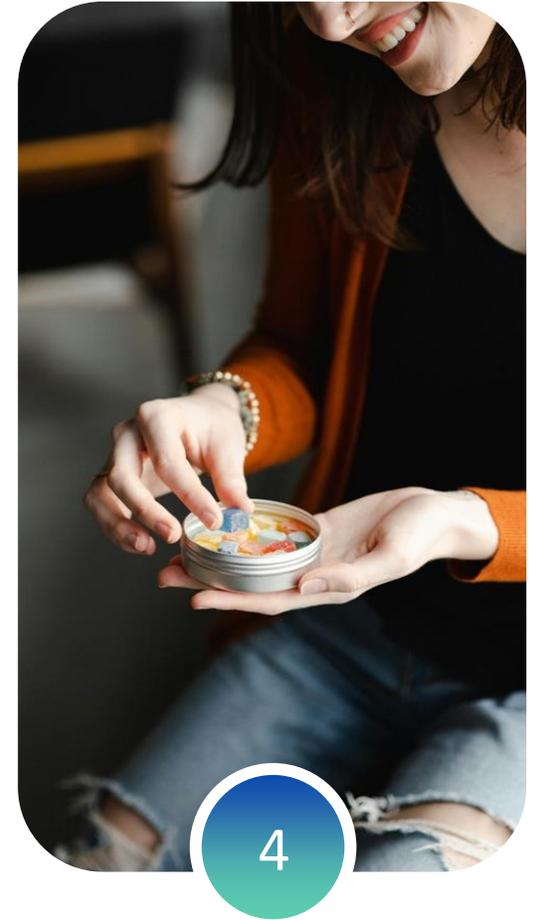
Candy for Adults -  
Flavor Sophistication



Better for You Candy  
(or at least people say  
that’s what they want)



Nostalgia



Focus on Texture

# Massive innovation opportunity – but where do we focus? And how do we engage?



# Challenge #1

This is a fun category – we really want to tap into young consumers, but....



How do we talk to younger audiences and engage them in their own way?



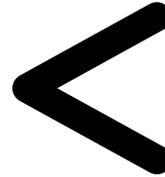
How we engage people with a System 1 approach to get their fast reaction?



How do we make CERTAIN that we're talking to the **right consumers** given high risk of fraud with this difficult to reach audience?

# Challenge #2

We really want to convey the emotional benefits – and imagery is a lot more powerful than words



Words Alone + Top 2 Box Scores miss everything we are trying to capture

Our stimuli needs to convey the *feeling* associated with each need.

# Challenge #3

We wanted to get to the WHY underneath the scores

A quick quant read didn't answer our questions.



Getting the **WHY** usually meant doing a second study, with more cost, more time, and data that wasn't even connected to the quant data.



# Enter Jobs to be Done

JTBD is a framework that is used to understand why people “hire” products, services, or solutions in their lives.

“What can I sell you?”



“A new candy with three different flavors in one!”

*Shift the focus*



“What are you trying to achieve?”

(And what’s stopping you?)



“I want a candy or a treat that -----  
-----, but most candies -----  
-----”

# How Jobs to Be Done Works



“I want a candy or a treat that unfolds in layers and keeps my senses engaged, but most candies are plain.”



Focus on **underlying goals** or tasks  
(functional, emotional, social)



Evaluate Jobs on **MULTIPLE dimensions**  
(importance, satisfaction)



Uncover **unmet needs** (define innovation opportunities)

# “Traditional” Jobs or Needs Testing (MaxDiff)

Which of these needs is most and least important?

MOST LEAST

Help me decide when to save and when it's OK to splurge a little

Help me look over my statements and make check all the charges

Find a bank with the highest interest rate on savings

Give me an option to buy now and pay later in installments

*Example of a standard MaxDiff interface*

- Biased toward **functional needs** (70% of people take surveys on mobile where emotional graphics just don't fit)
- **Only ONE objective** (e.g., “importance”) – but we need multiple dimensions to prioritize jobs
- **Long, tedious, and fatiguing** – leaving little time and attention for richer learning

And the result?

**One-dimensional functional importance without any qualitative depth**



# So how do we address these challenges and test Jobs / Needs efficiently?



**1** Move past one-dimensional understanding



**2** Give the **EMOTIONAL** jobs a fair chance to win



**3** Understand the **REAL WHY** behind the importance of needs

# What We REALLY Want in an Innovation Solution

## 1) Move Past One-Dimensional Understanding

It's about MORE than Importance:

- ✓ Passion (System 1 decisions)
- ✓ UNMET Needs
- ✓ Brand Permission
- ✓ Business Value (frequency, profitability, etc.)

“Candies with minimal ingredients are IMPORTANT to me.”

**But I already have a ton of options to choose from!**



# What We REALLY Want in an Innovation Solution

## 2) Give the EMOTIONAL jobs a fair chance to win

Up to 85% of decisions are processed emotionally – but MaxDiff is hyper-rational...



MaxDiff is **not** “revealed preference” *from actual choices*.

It’s just *derived utilities* from *stated rational choices* – not real behavior.

## 3) Understand the REAL WHY

Those top 3 jobs...

- **WHY** do people care?
- **HOW** are they trying to solve them today?
- **WHAT** is preventing them from achieving them?



### Top Job Rank Rationale (% Freq Mentioned)

Desire for Flavor Variety	52%
Healthy Ingredients	45%
Personal Preference	20%
Lack of Available Solutions	17%



We want to **hear it** in their **own voices**.

We want to **quantify** the answers.

We want to verify we're talking to **REAL people**.

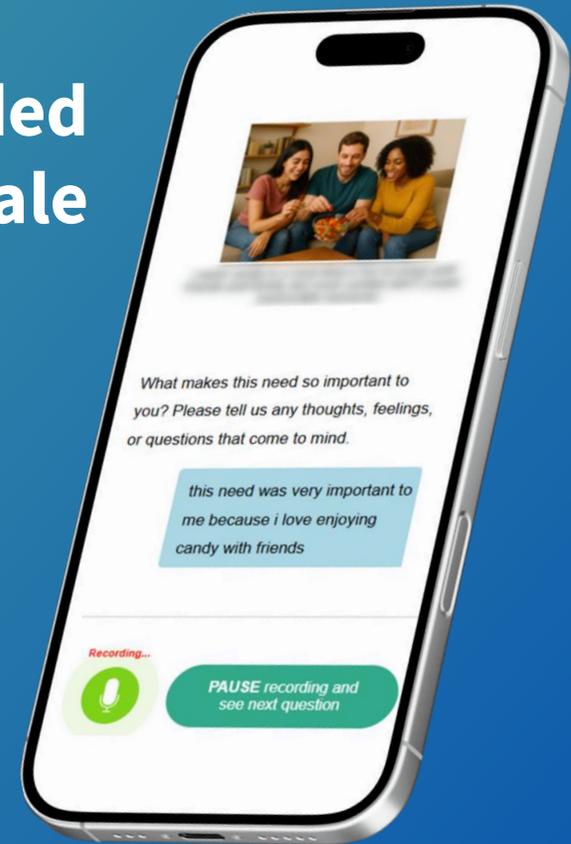
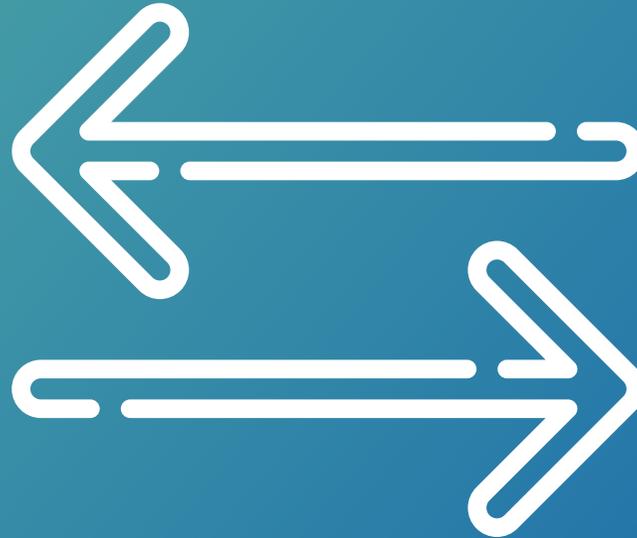
# Now HOW do we fit all of this into one phase?

This project required a 2 – 3 week turnaround. How did we do it?



Cognitively  
Optimized Quant

AI-Guided  
Qual at Scale

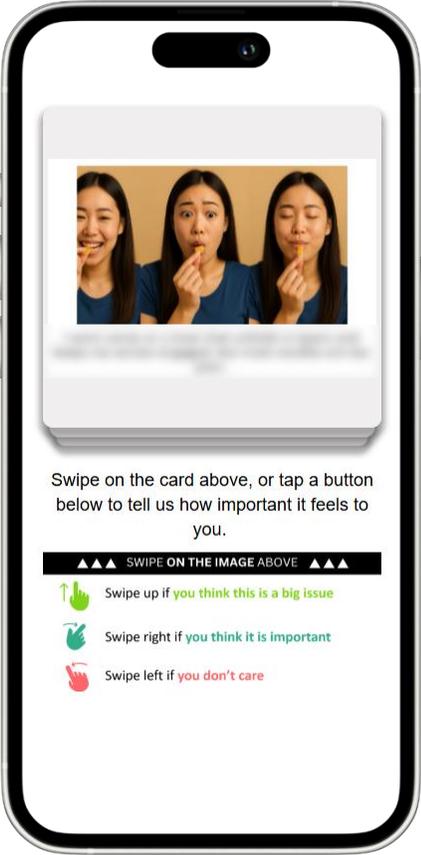


Seamlessly in the same study.

# The Quant Piece: “Cognitive Questions”

*Key Metric: Importance*

**Gut-Response  
3-Way Swipe**

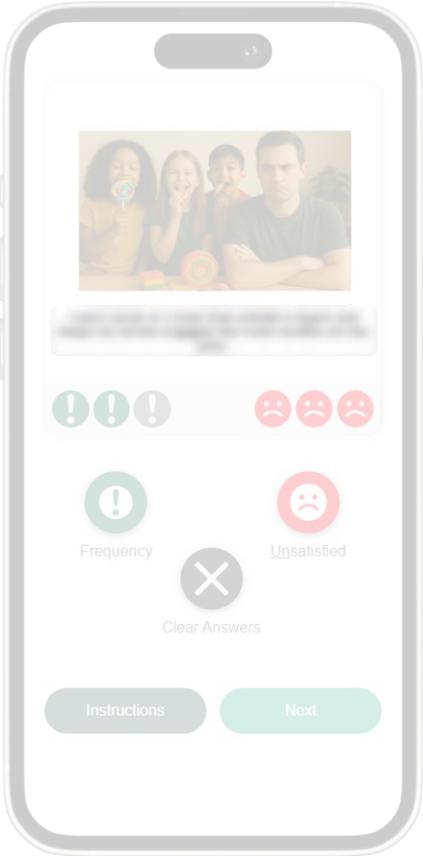


**Mobile-Friendly  
Image Rank**



*Additional Metrics*

**TAP Each Metric  
MULTIPLE TIMES**



Swiping is a dopamine releasing activity.

# Supporting Metrics: Apply Behavioral Techniques

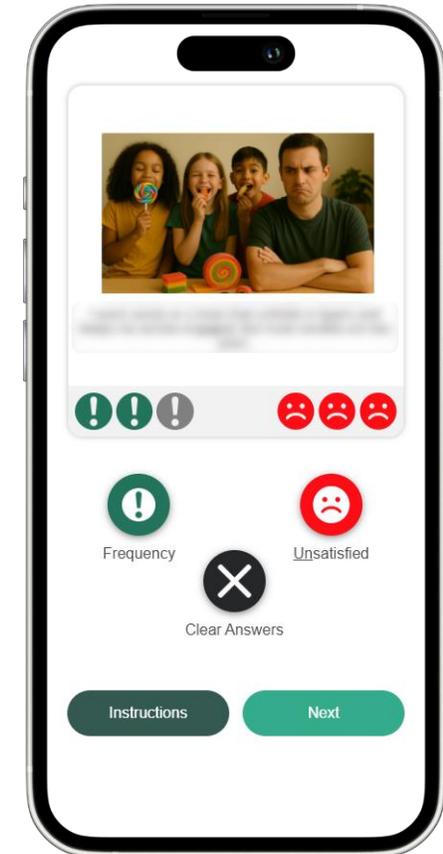
- ✓ Change the task (increase independence)
- ✓ Use cognitive techniques like 'Skin In The Game' – higher scores require more effort



## Benefits

- ✓ 36% to 55% better differentiation than Likert scales
- ✓ 96% uncorrelated with Importance (9X lower than Likert scales)

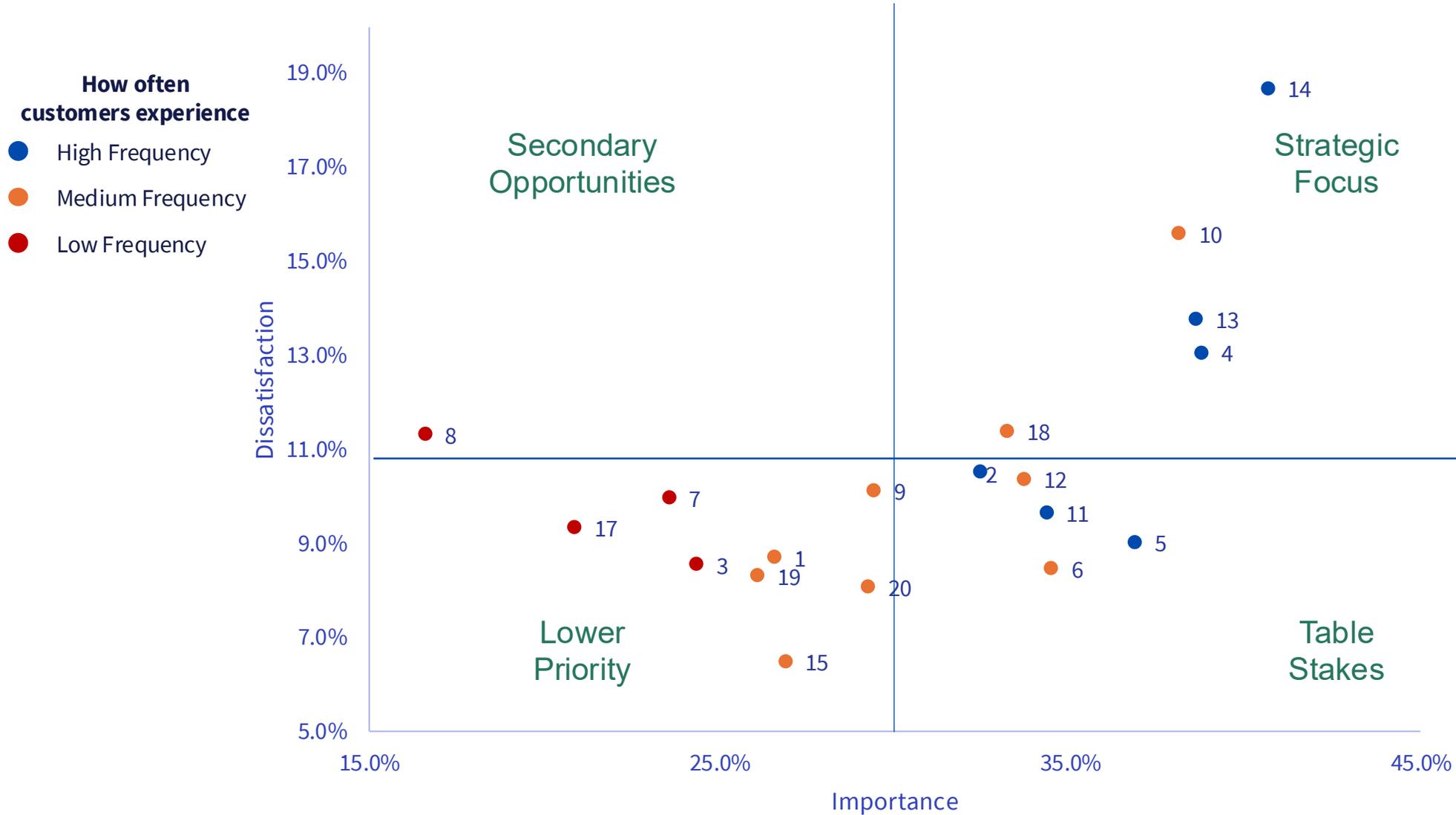
**TAP Each Metric  
MULTIPLE TIMES**



# Combining the Data: Quadrant Analysis



# More Than Importance



Jobs in this quadrant represent **high dissatisfaction and high importance** – these jobs are ripe for innovation.

Several are also high frequency

Though important, these jobs are largely solved – keep it up and offer incremental updates!

Base: GoodComplete=632

QID133 (Q14 JTBD Swipe)-Swipe on the card above, or tap a button below to tell us how important it feels to you

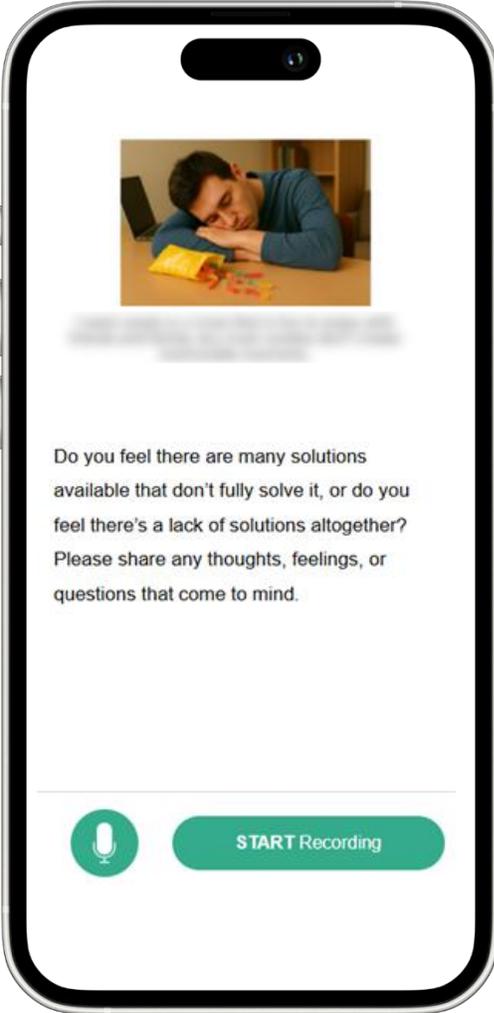
# The Qual Piece: AI-Guided Voice, Text, Video

## Most Important Need Voice Open-End



The smartphone screen displays a survey question. At the top, there is a blurred image of three people sitting around a table with candy. Below the image, the text reads: "What makes this need so important to you? Please tell us any thoughts, feelings, or questions that come to mind." A light blue text box contains the response: "this need was very important to me because i love enjoying candy with friends". At the bottom, there is a "Recording..." indicator, a microphone icon, and a green button labeled "PAUSE recording and see next question".

## Most Dissatisfied Need Voice Open-End



The smartphone screen displays a survey question. At the top, there is a blurred image of a man resting his head on a table with a bag of candy. Below the image, the text reads: "Do you feel there are many solutions available that don't fully solve it, or do you feel there's a lack of solutions altogether? Please share any thoughts, feelings, or questions that come to mind." At the bottom, there is a microphone icon and a green button labeled "START Recording".

# We gathered thousands of voice responses on what makes candy jobs important

NOTE: This is blinded data

**Job #15**  
**Top Rank Rationale**  
[0:58]

I ranked satisfying a sweet craving as the most important job because that's usually the main reason I buy or eat candy. Most of the time it happens after a meal or later in the evening when I just want something sweet to finish things off. I'm not necessarily hungry at that point, but I feel like the meal isn't complete without something sweet, and candy is an easy way to get that without having a full dessert.



Candy works well for this because it's easy to portion and there are a lot of options depending on what I'm in the mood for. Sometimes I just want a small piece of chocolate, and other times something fruity or chewy. Being able to have just a little bit makes it the most convenient way for me to satisfy that craving.

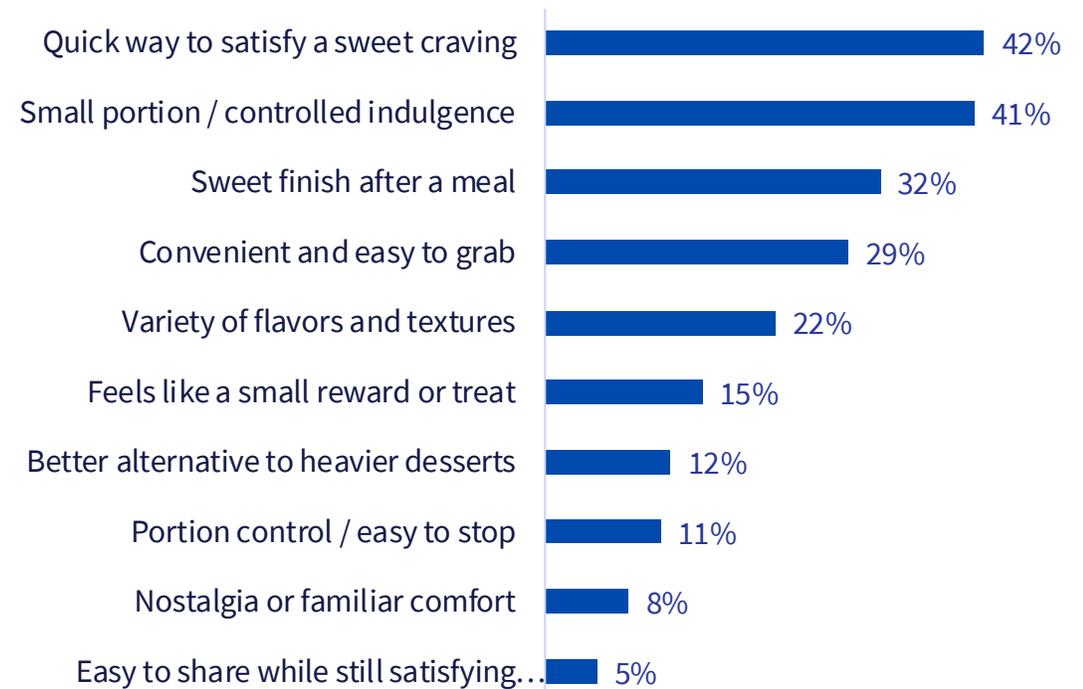
**Job #7**  
**Top Rank Rationale**  
[1:02]

I ranked satisfying a sweet craving as most important because that's when candy fits into my routine the most. It's usually when I want a quick treat but don't want something heavy like cake or ice cream. Candy gives me that sweet taste I'm looking for without feeling like I'm overdoing it or turning it into a full dessert.

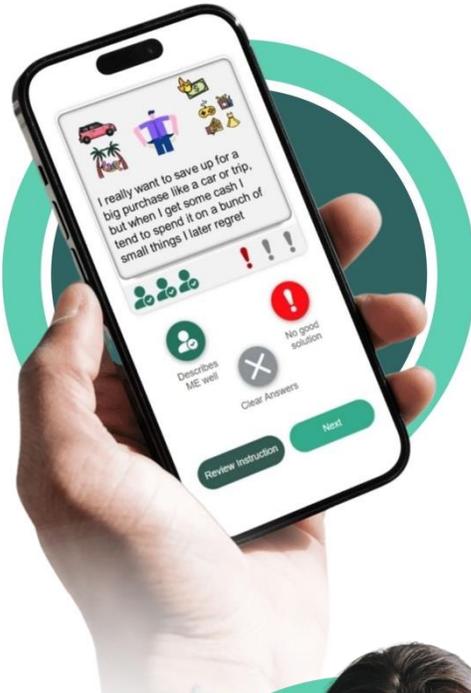


Another reason this job matters to me is the variety. Different candies give different types of sweetness and textures, so I can choose what I feel like in the moment. Because of that, candy feels like the easiest and most reliable way to handle that sweet craving when it comes up.

## Top 10 Most Frequently Mentioned Themes for Job #15



# Technical Advantages



**55% INCREASE**  
Increase in differentiation  
(signal to noise)

**30% MORE**  
More questions in the same  
time with less fatigue



- ✓ **Single Phase**
- ✓ **2.5 Weeks**
- ✓ **In Budget**
- ✓ **Fraud/Bot Proof**



**800% MORE**  
More content from open-ends

**90% MORE**  
Identify more themes – and more  
**NUANCED** themes – with voice  
open ends and AI-guided probes



# What This Meant for Our Teams at Mars



Get a **complete picture** of which jobs to pursue and which worth exploring further, with the ability to keep mining the data with AI powered analysis dashboard



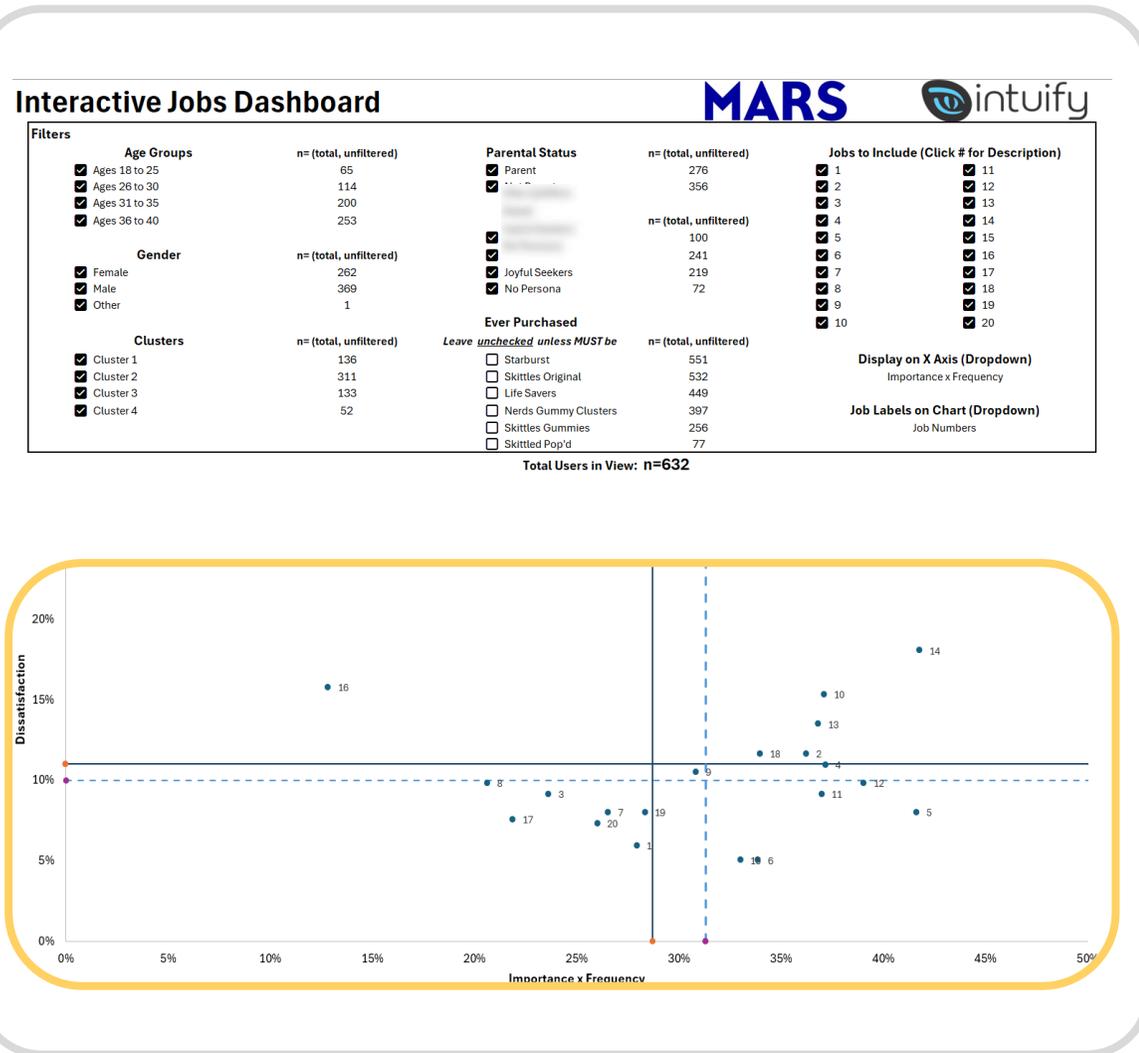
Because of the voice open-ends, the team was also able to **hear actual customers** and easily share highlight reels with stakeholders.



**Generate more meaningful propositions** for further iteration, anchored in prioritized jobs.

# Multiplying the Value: Insights That Live On

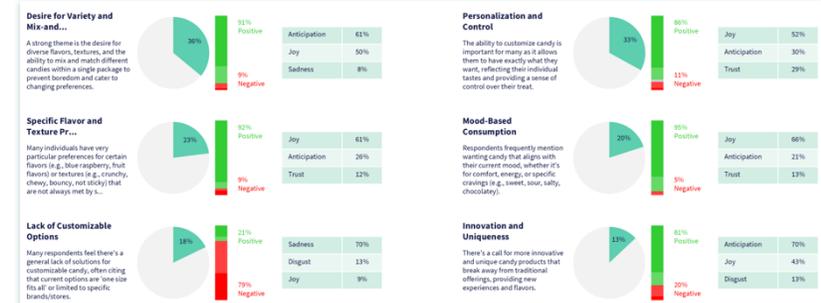
## Interactive Dashboard for Ongoing Analysis



## Open End Playground Powered by AI

### Theme Analysis: <Blinded>

- Discover, analyze and quantify themes – even run crosstabs on them
- Measure sentiment and specific emotions
- Build highlight reels automatically that explain themes



intuify 2025-10-01 23:02 00:02:400 - 00:37:950 - What makes this need so important to me is a lot of times I do cak es or, a cake decorator, and sometimes little candies are what ins pired my ideas to make eye catching desserts. Candies inspire my cake designs because sometimes they are what top it off or finish i t, make it pop, make it eye catching, and it makes me very happy. Whenever I finally bring an idea together and the candy makes it p op, that's awesome.

Excerpt	Date / Time	Start Time	End Time	Text	Actions
audio	2025-10-01 23:02	00:02:400	00:37:950	What makes this need so important to me is a lot of times I do cak es or, a cake decorator, and sometimes little candies are what ins pired my ideas to make eye catching desserts. Candies inspire my cake designs because sometimes they are what top it off or finish i t, make it pop, make it eye catching, and it makes me very happy. Whenever I finally bring an idea together and the candy makes it p op, that's awesome.	
audio	2025-10-01 23:03	00:01:920	00:15:300	I feel like there's so few candies out there that really let you do thi s. Maybe fun dips that, you know, let you dip in a flavor powder or something like that, but most candies really are just wrapped in a package and you eat them.	
audio	2025-10-01 23:03	00:21:465	00:34:149	Well, if the fun sticks, the powder the blue powder gets all over, An d then you try to clean it up with your finger, and it's annoying. I ju st don't wanna do it.	

**Add Title Screen** ■ New Excerpt ■ Modified Transcription ■ Time Changed ■ Marked for Deletion

# Wrapping it Up: State of the Art Jobs To Be Done Methodology



Test Functional  
and Emotional  
jobs together

without disadvantaging  
emotional jobs



A true 360-degree view  
of every job (qual +  
quant + multi-metric)



Results that keep  
delivering value  
over time

# Questions?

(We know you have them...)



**Thank you!**  
**Any questions?**



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