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WINNING BACK THE NEXT GENERATION OF SHOPPERS:

Innovating to drive growth



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Yoplait



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The Challenge

Products don't fail overnight They slowly become less relevant

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The problem is not always
product performance

The problem is that
people's routines change

This creates a gradual loss
of relevance



We keep asking how to
improve the product.

**We should be asking
whether it still fits the
moment.**

The category is losing relevance in key moments

Kids yoghurt remains trusted, familiar, and widely used by families.

Consumption is weakening in fast, on-the-go moments

A gap between needs and current formats



Growth depends on identifying where the category no longer fits and redefining its role.

Where we saw an opportunity to better meet consumer needs

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VS



An opportunity to better combine convenience and health within our portfolio



Formats require preparation or static consumption



Not suited for on-the-go moments



Parents want both convenience and health



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The Strategic Direction



Rethinking the role of the product

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Move from at-home consumption to on-the-go relevance

Fruit pouches and snack formats already solved convenience

They offer portability, ease of use, and relevance

Our portfolio was lagging on the on-the-go occasion



An increasing need to strengthen convenient, on-the-go formats within our portfolio

So where does growth come from?

Shift Demand

- Move existing buyers into a new format

Create Demand

- Unlock new occasions and re-engage lapsed



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Testing for the real world

Understanding real behaviour

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Realistic shelf environment

40+ SKUs in a competitive context

Behavioural measurement

Eye tracking – what gets seen
Simulated purchase – what gets chosen

Beyond opinions

Capturing actual decision-making



Growth comes from two sources

Category buyers

Can we unlock new usage occasions?

Category lapsed

Can we re-engage lost consumers?

Target audience

Parents of children aged 2-8

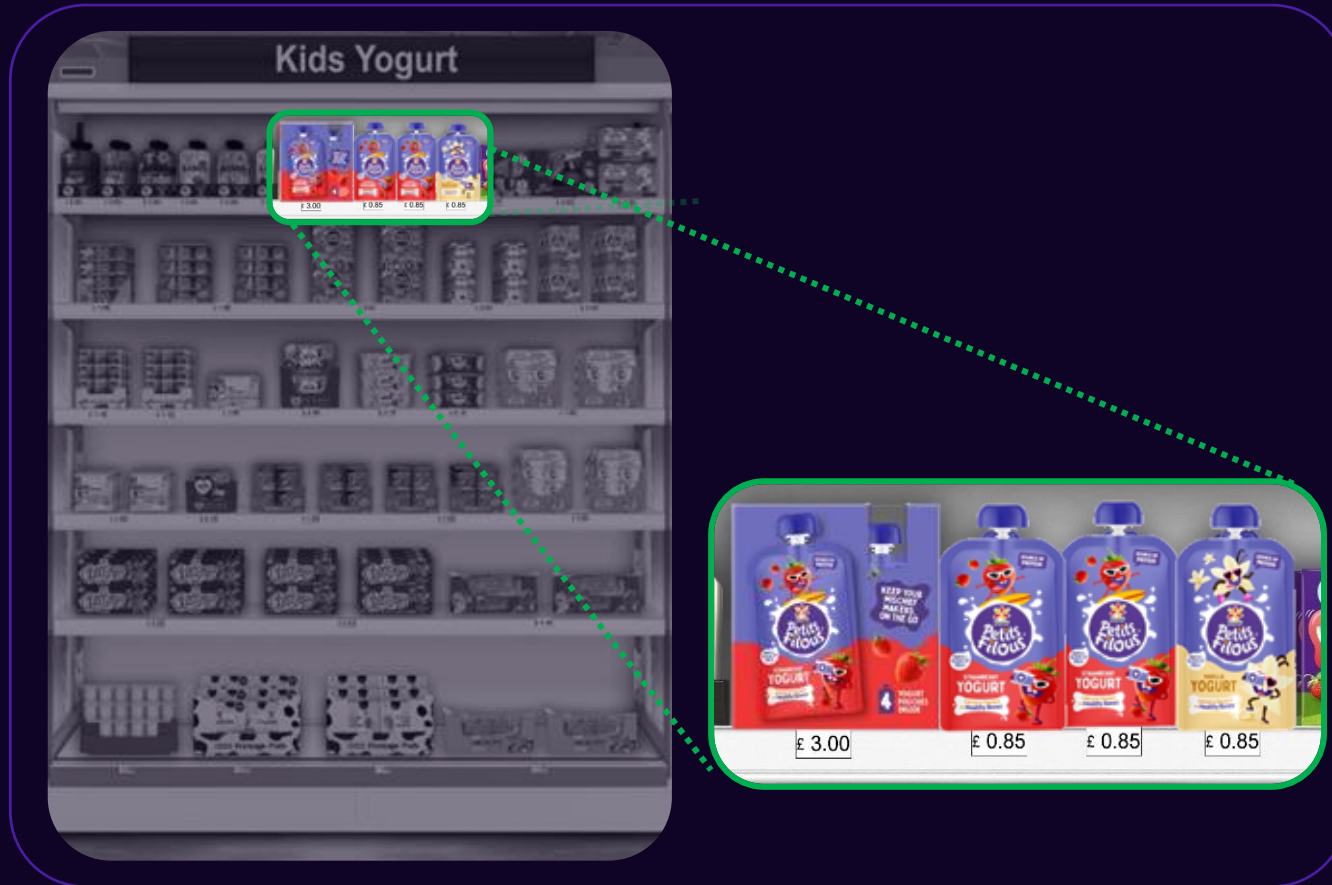
Tested pack designs for Petit Filous pouches

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Visibility does not guarantee choice

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Strong color blocking

Drew high initial attention on shelf

Eye tracking confirmed

More gaze, especially in first seconds

Purchase did not follow

Conversion lagged behind visibility



Being seen creates **opportunity**.
It does not define the **outcome**.



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What drives
choice



What drives choice

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Visibility	Giggles	Greek Style
Petit Filous	<div style="width: 100%; height: 15px; background-color: green;"></div>	<div style="width: 100%; height: 15px; background-color: green;"></div>
Descriptor	<div style="width: 100%; height: 15px; background-color: green;"></div>	<div style="width: 100%; height: 15px; background-color: green;"></div>
Fruit Characters	<div style="width: 100%; height: 15px; background-color: green;"></div>	<div style="width: 100%; height: 15px; background-color: green;"></div>
Quantity	<div style="width: 25%; height: 15px; background-color: yellow;"></div>	<div style="width: 100%; height: 15px; background-color: green;"></div>
Health	<div style="width: 100%; height: 15px; background-color: green;"></div>	<div style="width: 100%; height: 15px; background-color: green;"></div>

Health Signals Drive Trust

Clear health cues build trust quickly, helping parents understand the product at a glance.

Hierarchy Drives Conversion

Clear structure guides attention and makes key information easier to find and process.

Emotion supports engagement

Playful elements attract attention and they work best when combined with clarity.

The Winning Route Combines *Health, Clarity, and Value*

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Why this route performed best

Health cues and naming created instant interpretation.

Clear quantity and structure increased confidence in purchase.

Aligned with on-the-go and snack usage moments.



This is not just a better design. **It is a format and message that expands the role of the product.**



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The outcome



This is not cannibalization, it's category expansion

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**The pouch format does not
replace existing products**

It serves a different role within
the portfolio

**New usage occasions
unlocked**

Snacking, school, on-the-go
consumption

Result:

Additional value created, not
just redistributed



**Growth comes from
expanding when the
product is used, not
just what is chosen.**

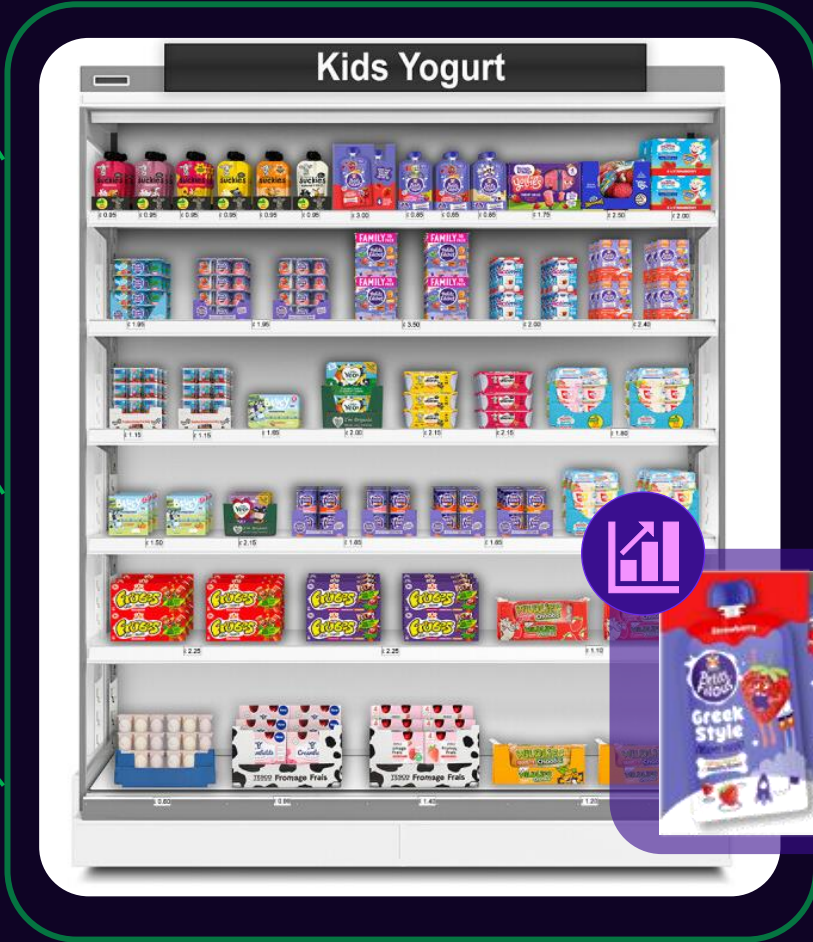
A stronger growth story for Petits Filous as well as retailers



Convenience + health in one solution

Not just another SKU, but a new role in the category

Supports category growth, not internal competition



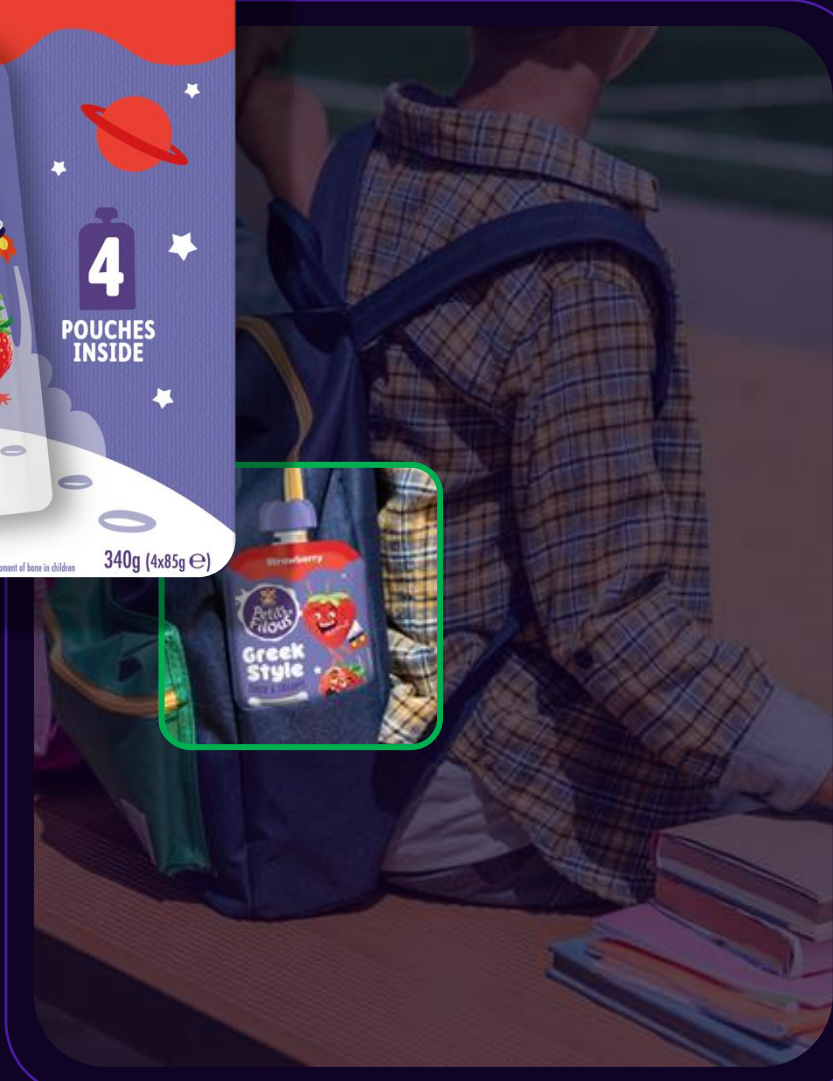
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Easier to win distribution when the innovation grows the category



Growth comes from fit



Innovation succeeds when it fits real life, not just the shelf!



The winning play

- Not just improving what already exists
- Identifying where the product no longer fits
- Behavior validates what truly works

A final look at the launch pack

PackSee.AI

PackSee.AI score



Designs that were dropped

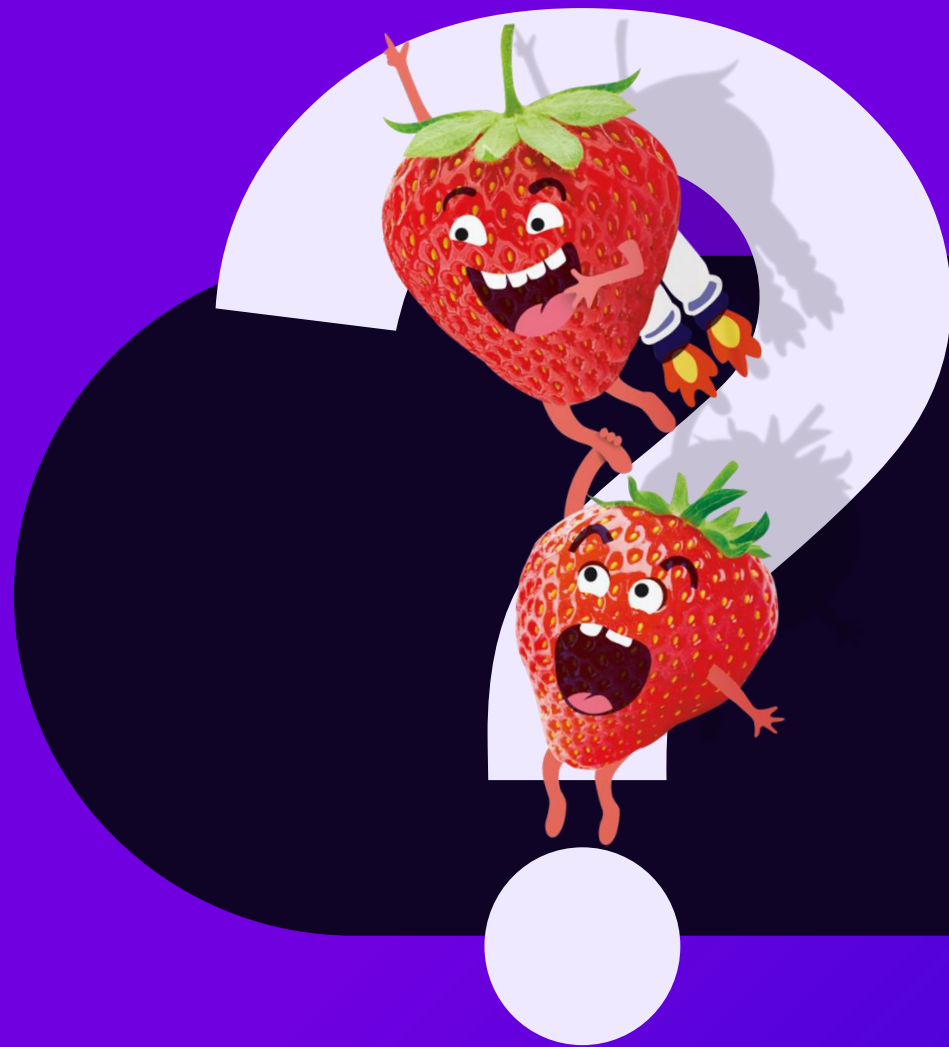
Performed well below the winning design

Winning design

Outperformed the other two especially in visibility, attention, and appeal

Final design

Improvement in attributes such as fun and playful, eye-catching, and easy to understand



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Q & A

Ask away!