

Heavenly Tea – Consumer Survey Report

Study Group 14

October 18th, 2020

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1. INTRODUCTION

In order to support Heavenly Tea expanding its product portfolio from loose leaf and bagged hot tea products into bottled and/or canned ice teas, we must gain insights about the existing product landscape as well as the existing consumer segments and their wants and needs. Before new products will be designed and a market entry strategy will be formulated, it is important to understand the market and its gaps and potentials. Most importantly, we want to find answers to the following questions about the iced tea market:

- a. **What segments are out there?**
- b. **What do the different segments want in a product?**
- c. **How do consumers view the product landscape?**

We attempt to explore exactly those questions by means of a customer survey. While this survey will be conducted in the UK with a diverse set of participants, the respondents are not required to know Heavenly Tea or their existing products.

The structure of the survey will follow a funnel format in which the introductory questions will be rather general and will become more detailed over the course of the questionnaire. We will start by asking about the respondents' demographics, followed by their general drinking¹ behaviours as well as opinions and preferences of tea and iced tea to understand the existing segments. Moreover, we ask about familiarity and evaluation of existing iced tea brands in order to gain insights about the competition, market structure and product landscape by means of a factor analysis and perceptual map. Eventually, we will go into the specifics of the relevant product and Heavenly Tea's brand as we make use of a Conjoint analysis to suggest potential iced teas with different product characteristics combinations and inquire about the respondents' knowledge of and opinion on Heavenly Tea.

2. CONSUMER SURVEY

To understand consumers and the iced tea market better, we developed a survey as described above.

We use screenshots of our first draft in the explanations below. This version can be accessed here:

https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV_78SF13PFmOZQ0sZ

Thanks for helping us at Heavenly Teal

We're a beverage company looking to learn more about your preferences when it comes to delicious and refreshing beverages.

We're conducting research on the different types of beverages you consume and what you're looking for when you buy them. We'd love to hear from you about characteristics you want and need the most from your new favourite drink. Your answers will help us create a new product that matches our consumers wishes and will be ready for you to purchase in no time.

At the end of the survey, you can provide us with your email address and we'll send our new products to you as soon as they are ready to be tested!

For the following questions, please assume answers for yourself (one person) only (e.g. don't include the answers of people you live with or you buy groceries for).

The survey should only take around 10 minutes, and your responses are completely anonymous.

We really appreciate your input.

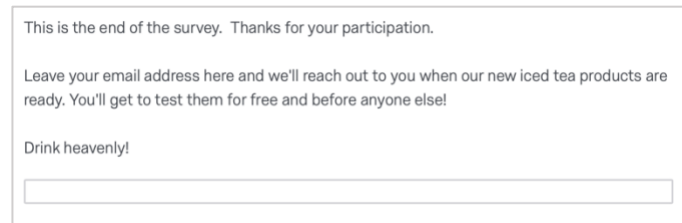
Thank you and drink heavenly!

Survey start page

¹ Throughout this paper and the survey, "drinking" does not refer to alcohol.

The survey starts with questions on the respondent's general information and demographics, continues with questions on their behaviours, wants and needs regarding drinks, followed by questions on existing brands and products in the market and concludes with a Conjoint analysis to better understand consumer preferences and attitudes as well as a few last questions about Heavenly Tea to assess its brand value.

At the end of the survey, consumers are able to provide their email address so that Heavenly Tea can send them their new iced tea products once these are ready to be tested. We use this both as an incentive for consumers to finish the survey as well as to already gain new participants for Heavenly Tea's next product testing survey.



This is the end of the survey. Thanks for your participation.

Leave your email address here and we'll reach out to you when our new iced tea products are ready. You'll get to test them for free and before anyone else!

Drink heavenly!

Survey final page

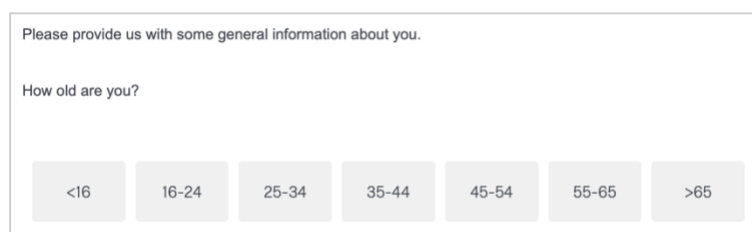
While we describe and explain the reasoning behind all questions below, we also indicate what we hope or expect to learn from the answers and how we would analyse and interpret them.

2.1 General information & demographics

While we assume our customers, and therefore our survey respondents, to be from the UK, we, firstly, want to gain some general insights about their age, gender as well as job and living situation. This will help us to, later on, create customer profiles based on not only consumers' drinks preferences but also, for example, generations or level of income. These dimensions are highly relevant for clustering and, eventually, targeting consumer groups to maximize the probability of convincing them to buy the new products.

In a more extensive survey, we would use these demographics questions to further inquire about regional characteristics such as exact nationality and UK postcode. While a respondent's postcode can help identify geographical differences within the UK, respondents nationality may give insights on typical eating and drinking habits of the respondents. For example, British people typically drink a lot of tea and may, therefore, be especially interest in iced tea – or perhaps definitely not interested in iced tea.

We will use the insights of questions 1-6 for segmentation as they will help us to find information on the existing segments (**Question a**).

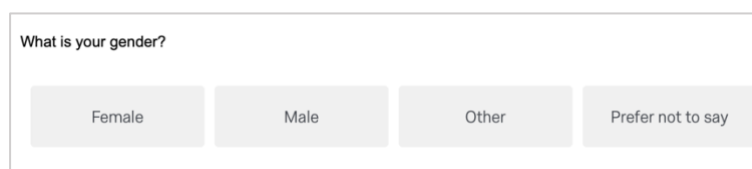


Please provide us with some general information about you.

How old are you?

<16 16-24 25-34 35-44 45-54 55-65 >65

Question 1



What is your gender?

Female Male Other Prefer not to say

Question 2

What is your highest level of education?

None	High school	Bachelors	Masters	Postgraduate
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Question 3

What is your monthly income level?

<£1000	£1,000-£2,000	£2,000-£5,000	£5,000-£10,000	>£10,000
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Question 4

What job sector do you work in?

Education	Sport
Healthcare	Law enforcement and security
Energy	Accountancy, banking and finance
Public services	Engineering and manufacturing
Marketing	Other
Leisure	

Question 5

How big is your household?

Question 6

2.2 Consumer behaviours, wants and needs

The following nine questions serve to inquire about existing consumption behaviours as well as consumers' opinions and what they value most. We ask these questions in order to assess what products and what product attributes consumers like, what they find more or less important and what other factors are relevant influences on their purchasing behaviour.

While those questions that refer to existing preferences and behaviours (questions 7, 8, 11, 13, 14), will help us to define existing consumer segments and their characteristics (**Question a**), those questions asking for opinions or to rate importance and agreement (questions 9, 10, 15) enable us to better understand what these existing segments want in a product (**Question b**).

As we first start with general questions on drinks and purchase behaviour (Questions and, only then, move to more specific questions on tea and iced tea, we allow the survey participants to slowly become more familiar with the topic and the questions while, at the same time, avoiding answers that are immediately biased towards iced tea.

In order to gain an encompassing view on what consumer segments exist and what their wants and needs are, we designed those questions to follow the 4 P's. Nevertheless, we focus our questions on the Product-, Price-, and Place dimensions as the Promotion dimension will only become relevant at a later point of the product development process once actual consumer segments are identified.

Lastly, we add a disclaimer in front of the next questions in order to make sure that our answers relate to one person only – not, for example, an entire family or household.

“For the following questions, please remember to assume answers for yourself (one person) only (e.g. don't include the answers of people you live with or you buy groceries for).”

Question 7

Question 7 is a very general question on drink consumption behaviour and the available products in the market. The answers will show us whether a consumer already drinks a lot of tea and/or iced tea or not, as well as what other drinks they consume regularly. This will, early on, help us to categorize the consumer as a tea or non-tea drinker and someone that already consumes a lot of iced tea or someone that would still need to be convinced to buy iced tea. The answers will put a relevant perspective on the answers of all consequent questions.

Next, we would like to learn more about your beverage preferences.

What kinds of beverages do you usually consume and how often?

For the following questions, please remember to assume answers for yourself (one person) only (e.g. don't include the answers of people you live with or you buy groceries for).

	Never (0)	Once a year (1)	Once every couple of months (2)	Monthly (3)	Weekly (4)	Daily (5)
Water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flavoured water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coffee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Juices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Smoothies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Iced tea	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energy drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sports drinks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protein shakes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Milk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plant-based milk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kombucha	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alcoholic beverages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 8

Question 8 is another very general question on drink consumption behaviour. It elaborates on question 7 and helps us understand if there are any seasonal differences in drinking behaviour. It is especially relevant for us to be aware of seasonal patterns and when during the year consumers usually drink iced tea (soft drinks) in order to adjust our product, product launch and product promotions according to this. We grouped the beverage types from Question 7 for an easier and quicker decision process.

In which seasons do you normally consume these types of beverages? (Several answers possible, if you never consumer them, don't tick anything)

	Spring	Summer	Fall	Winter
Hot drinks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Soft drinks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fruit drinks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dairy, milk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 9 & 10

These next two questions are designed to give us deeper insights on the consumers' sources of value. As survey participants are asked to rate the importance of certain features of brands and the drinks they consume, we can learn more about the product and brand features that are relevant to consumers. After segmenting consumers, these answers will be crucial to understand what specific wants, needs and values as well as what sources of value are important to the individual segments.

While we will analyse the specific desires asked in the two questions, we assign different sources of value to each answer choice for a more general analysis. Overall, we consider Economic value, Functional value, Experiential/Emotional/Symbolic value and Social value. The answer choices are clustered in the table below.

Depending on the ratings the survey participants give, we can understand which sources of value are especially relevant or irrelevant to individual consumers as well as consumer segments.

Value Source	Economic	Functional Value	Experiential, Emotional, Symbolic	Social
Question 9	<ul style="list-style-type: none"> I don't usually want to spend a lot of money on drinks 	<ul style="list-style-type: none"> I want my drink to still my thirst I want my drink to taste good I want to feel good, awake and/or more energized after the drink I want my drink to be healthy and support my healthy diet 	<ul style="list-style-type: none"> I want to feel good, awake and/or more energized after the drink I want my drink to suit my mood (e.g. wine for dinner, tea in the afternoon) I like specific drinks as part of my lifestyle and routine (e.g. coffee in the morning, wine in the evening) 	<ul style="list-style-type: none"> I like to talk about my drink and recommend it to others
Question 10	<ul style="list-style-type: none"> Price 	<ul style="list-style-type: none"> Quality Habit of always using this brand 	<ul style="list-style-type: none"> Popular/well-known brand Sustainable/fair brand Habit of always using this brand 	<ul style="list-style-type: none"> Celebrity endorsed brand Everyone else uses this brand

Table 1: Sources of value for survey questions 9 and 10

Please rate the importance of the following qualities of beverages that you consume regularly.

Not important 0 1 2 3 4 Highly important 5

I want my drink to still my thirst.

I want my drink to taste good.

I want to feel good, awake and/or more energized after the drink.

I want my drink to suit my mood (e.g. wine for dinner, tea in the afternoon).

I don't usually want to spend a lot of money on drinks.

Question 9

Please rate the importance of the following qualities of brands whose beverages you consume regularly.

Not important 0 1 2 3 4 Highly important 5

Price

Quality

Popular/well-known brand

Sustainable/fair brand

Celebrity endorsed brand

Habit of always using this brand

Everyone else uses this brand

Question 10

Question 11

Question 11 is a very general question on drink purchasing behaviour. Although it would be necessary to do another, individual and more in-depth survey on pricing expectations and the influence of price on purchasing behaviour once Heavenly Tea's new iced tea is created, we want to gain some first insights on the consumers' overall willingness to pay for non-alcoholic drinks.

Indicating a range of weekly spending on non-alcoholic drinks will allow us to add another dimension to our segmentation and further differentiate consumer segments and their existing habits. The answers to this question and how they relate to separate consumer groups can be related to the product and brand characteristics that consumers desire. Perhaps there are segments spending a lot of money on drinks and, thus, demand high quality products; maybe we also find consumer groups that don't usually spend a lot of money on non-alcoholic drinks and are either happy with mediocre quality or actually still expect top quality.

How much money do you usually spend on non-alcoholic drinks per week?

Please remember to assume answers for yourself (one person) only!

<£5	£5-£10	£10-£50	£50-£100	>£100
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Question 12

While Question 11 related to the Price dimension of the 4 Ps, this question will further investigate the Place dimension by asking another general question on drink purchasing behaviour. Understanding which buying channels certain consumers use and how frequently they use them, we can further advance our consumer segmentation with this dimension.

While it will be interesting to see the importance of online channels, the individual importance/frequency of certain channels indicates important characteristics of consumers' buying behaviour and habits. While people regularly buying in the supermarket (and spending relatively more money on drinks as indicated in Question 11) may be more likely to repeat purchases and buy in bulk, consumers buying drinks from, for example, vending machines, cafés or gas stations may be more likely to make one-time, single bottle purchases. Furthermore, selling drinks to restaurants, cafés, bars, etc. is a whole different B2B dynamic that would have to be further investigated with a more in-depth B2B survey and other analysis tools if necessary.

Please indicate where and how often you buy beverages.

	Never (0)	Once a year (1)	Once every couple of months (2)	Monthly (3)	Weekly (4)	Daily (5)
Supermarkets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corner shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vending machines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gas stations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cafés, coffee shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand's own online store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Online supermarkets and food stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other online stores (e.g. Amazon)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 13

We, now, stop asking questions about drinks in general and begin to go more into detail about tea. Here, we start with a general question on tea consumption behaviour. From Question 7, we already know if a consumer drinks a lot of tea or not. Question 13 will now give us further insights about the existing preferences of those consumers that consume tea regularly. This can, in turn, help us to segment customers according to their existing tea preferences. Further, it will also be relevant to find out what preferences consumers have that don't usually drink tea as that could be a relevant factor influencing the flavours that Heavenly Tea will produce for their new iced teas.

In a more extensive survey, we would ask about more specific flavours and about which flavours of iced tea (compared to tea) are preferred. We cut these questions here for time sake but will cover the iced tea flavours in the Conjoint analysis in 2.4.

If you drink (hot) tea, how do you feel about these tea flavours?

Items	Love these!
Green tea	
Black tea	
Herbal tea	
Fruit tea	
White tea	
Matcha	
Spiced tea (e.g Chai)	
Other (please specify)	

Neutral

Don't like these!

If you drink (hot) tea, how do you feel about these tea flavours?

Items	Love these!
Other (please specify)	

Love these!
1 Fruit tea
2 Matcha

Neutral
1 White tea
2 Black tea
3 Spiced tea (e.g Chai)

Don't like these!
1 Herbal tea
2 Green tea

Question 14 & 15

Finally, we ask specific questions on iced tea preferences. While question 14 refers to the consumers' evaluation of existing iced teas, question 15 uses the same dimensions but asks consumers to indicate how important all of these characteristics actually are to them. The answers will give us insights on how consumers assess the existing features of iced tea (**Question a**) as well as what their desired features are (**Question b**).

Analysing the survey results per segment, we can identify which segments' wants and needs in iced tea already are satisfied by existing products. If the answers (within a segment) largely diverge, Heavenly Tea can use this as a gap in a market to fill with their new products.

Please rate to what extent you agree with the following statements on the qualities of a typical iced tea.

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Highly agree (5)
It stills my thirst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It tastes great	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It gives me energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It puts me in a good mood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It keeps me healthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is convenient/easy to buy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It can be easily preserved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 14

Please rate the importance of the following qualities that make a great iced tea.

	Not important (1)	Slightly important (2)	Somewhat important (3)	Important (4)	Highly important (5)
It stills my thirst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It tastes great	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It gives me energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It puts me in a good mood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It keeps me healthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is convenient/easy to buy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It can be easily preserved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 15

Results analysis

Questions 7-15 support Heavenly Tea in answering **question a**, what segments exist out there, and **question b**, what the different segments want in a product. To answer questions a and b we will consider all questions from 1-15 as well as potentially the results from the Conjoint analysis.

For questions 1-15 in specific, we plan to take both a qualitative and quantitative data analysis approach to uncover the segments that exist in the market, to understand their desires and values and, consequently, to separate the heterogeneous survey participants into meaningful segments with similar needs and preferences. In the following, we outline how we seek to evaluate, interpret and analyse the data collected thus far.

Qualitative approach

First of all, we suggest analysing the collected survey data in a qualitative manner, aiming to create meaningful customer profiles on the basis of the questions with rather qualitative answers. In order to do so and bring a first level of structure into the received data, we assign our questions and their answers to four segmentation dimensions; namely, *demographics*, *psychographics*, *benefits sought* and *behavioural*. In a more extensive survey, we would include a *geographic* dimension which specifies the countries, regions, cities or climates the respondents are from. We neglect this dimension here as we focus on the UK as a whole without making further regional distinctions.

Below, we list which questions will give us insights into which segmentation dimension:

Dimension	Insights	Survey questions
Demographics	<ul style="list-style-type: none">▪ Age▪ Gender▪ Income▪ Education▪ Work▪ Household size	<ul style="list-style-type: none">▪ Questions 1-6
Psychographics	<ul style="list-style-type: none">▪ Lifestyle▪ Interests▪ Opinions▪ Preferences	<ul style="list-style-type: none">▪ Questions 9 + 10▪ Questions 13-15
Benefits sought	<ul style="list-style-type: none">▪ Thirst satisfaction▪ Good taste▪ Convenience▪ Good value▪ Good feeling/energy▪ Status/affiliation	<ul style="list-style-type: none">▪ Questions 9 + 10▪ Question 15
Behavioural	<ul style="list-style-type: none">▪ Consumption behaviour/patterns▪ Purchasing behaviour/patterns▪ Habits▪ Buying channels	<ul style="list-style-type: none">▪ Questions 7 + 8▪ Questions 9 + 10▪ Question 11▪ Question 12

Table 2: Segmentation dimensions and assigned questions

These dimensions will enable us to segment consumers and identify typical customer profiles that will guide Heavenly Tea's decisions on their product expansion. Along these described lines, we can assign consumers to groups of customers that share a similar lifestyle, preferences and opinions, seek similar benefits from the product, show similar behaviours and habits and/or are part of similar demographics.

While thorough customer profiling will create specific personas with detailed characteristics, we list some high-level potential outcomes here to better outline what insights Heavenly Tea can expect from such an analysis.

An example customer profile may be (A) a young- to middle-aged parent that buys iced tea in bulk at the supermarket every week for himself/herself and his/her children, is focused on healthy ingredients and a sustainable brand and is okay to spend a premium price on this. Another example may be a working business man/woman that grabs an iced tea every couple of days in a kiosk, vending machine or, for example, at a gas station, is focused on a fresh taste, convenience and possibly a low price rather than the brand name. Lastly, a typical customer may be a stylish and hipster teenager or young adult that likes to buy smoothies and juices from independent shops and cafés but would also be interested in buying iced tea that has a young image and a popular brand.

Customer profile	(A)	(B)	(C)	(D)
Gender	70% female	40% female	55% female	...
Age	25-44	35-54	16-24	...
Income class	Middle	High	Low	...
Consumption behaviour	Regularly, shares with family	Irregular, on the go, spontaneous	Irregular, outside of home	...
Purchasing behaviour	Weekly, supermarket, bulk purchases	Irregular, vending machine/kiosk/etc., individual purchases	Irregular, independent shops, cafés, restaurants	...
Values	Healthy ingredients	Convenience, fresh taste	Special flavours, stylish design	...
Brand expectation	Sustainable, fun	None	Popular, young	...

Table 3: Examples of potential customer profiles

After a detailed description of the customer profiles according to the survey results, Heavenly Tea may focus on a few specific criteria that they want to base their segments on. While these criteria must be identifiable (clear/easy to assign), substantial (important enough), stable (consistent over time), differentiable (different between segments) and actionable (useful to guide business decisions), Heavenly Tea could, as an example and depending on the specific survey outcomes, focus on the importance of the price of the iced tea, if it is made with healthy ingredients and if special flavours are offered, if it's widely available and convenient to buy as well as the importance of a meaningful brand image.

Specifying the importance of such attributes per consumer group clearly shows the different wants and needs of the established segments and helps Heavenly Tea to better target and address potential customers.

Benefits/Segments	(A)	(B)	(C)	(D)
Price	Important	Not important	Very important	...
Availability	Very important	Important	Important	...
Convenience	Not important	Very important	Not important	...
Flavours	Not important	Not important	Very important	...
Ingredients	Very important	Not important	Important	...
Brand	Important	Not important	Very important	...

Table 4: Example of potential customer segments

Generating such customer profiles gives us insights into who Heavenly Tea's potential customers are; what their days look like, what preferences, values, wants and needs are and how as well as what kind

of iced tea may fit into their lifestyle. These results are important for Heavenly Tea to better understand which market segments they can cater to and how they should approach them.

Of course, there are many more possible segments than described here and only an actual survey can reveal which segments exist in the market and what they value.

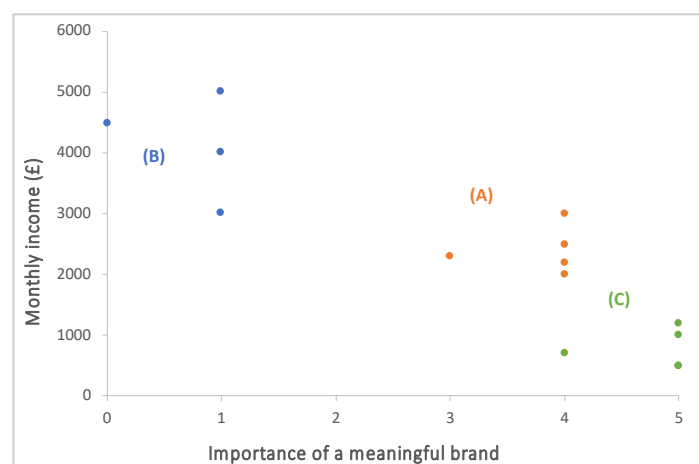
Quantitative approach

As an alternative or additional approach to uncovering and understanding consumer segments, Heavenly Tea could make use of a cluster analysis to gain insights from the survey participants' answers. A cluster analysis is a multivariate technique in which, here, consumers will be grouped into clusters based on certain characteristics. As cluster analyses are better suited for continuous variables, we cannot include all questions in this analysis since several of our questions are of a qualitative nature.

Most fundamentally, we could pick any two characteristics that should be used as the basis for the clustering. The answer values of these attributes must, then, be standardized and the desired number of resulting clusters n must be determined. Next, a clustering algorithm will run, generating n random points as the cluster centroids (the middle of the cluster) and assigning all other observation points to the nearest cluster centroid. The algorithm will then re-compute the cluster centroids and re-assign the remaining observations multiple times until the algorithm stabilizes specific, final clusters.

In our survey, questions 7, 9, 10 and 11 along with demographic data on income (question 3) and age (question 1) may be suitable for a cluster analysis. While question 11 reveals differences in how much money consumers spend on drinks, question 7 quantifies the frequency in which the consumer consumes certain drinks. Questions 9 and 10 yield an importance rating of specific product and brand attributes. Considering the cluster analysis steps described above, it would be possible to plot any two of these attributes and find certain clusters.

Potential analyses could include plotting income or weekly spend on drinks versus the importance of a meaningful (popular or sustainable brand). Moreover, another cluster analysis could plot the frequency of iced tea consumption with the quality of the product and its taste.



Graph 1: Example of potential cluster analysis results

This analysis in itself can give Heavenly Tea important insights on how different consumer characteristics correlate with each other and which unique combination of these attributes determines a specific consumer group. In combination with the previous, qualitative approach to segmentation, cluster analyses may help to assign rather ambiguous data points to a specific cluster and, overall, will enable Heavenly Tea to generate insightful customer profiles that reveal what customer segments exist in the market and what they want, need and value.

Finally, the answers to **questions a and b** as well as the insights on consumer segments that these specific survey questions hold will be complemented by our insights of the Conjoint analysis in 2.4.

The results from those questions may also be incorporated in the here described analysis approaches for an even more comprehensive picture of the consumer segments.

2.3 Competition & product landscape

The next part of the survey is designed to provide insights on how consumers view the existing product landscape, answering question c. In order to do so, we identified iced tea brands and products that are available in the UK; these are preliminary suggestions and may be altered by Heavenly Tea depending on their specific questions or competitors any time.

With question 16, we aim to find out which brands consumers are aware of as well as, in more detail, which consumers are aware of which brands. The consequent question asks the consumer to rate the brands they know according to some defined – but again adjustable – characteristics. Question 17 will only ask about the brands that the consumer indicated to know in Question 16. In combination, these two questions will not only tell us which brands are better or less known but also indicate consumers' opinions on and feelings towards the brands they do know. We will be able to yield valuable insights about Heavenly Tea's future competitors, the existing product landscape and consumers' evaluations of both.

When designing the answer choices for question 17, we intentionally include a few repetitive answers to double-check the respondent's opinion. For example, if a participant agrees that a specific brand offers a fair price, it is unlikely that they completely disagree that the brand offers good value. Similarly, if a respondent completely agrees that a brand is popular, it likely that he/she would also agree that that brand's products are for everyone. When someone gives contradictory answers, it is important to double-check this respondent's overall answers and to consider removing this observation as he/she could just be randomly ticking boxes.

Question 16

We would now like to learn more about the iced tea brand that you know and how you feel about them.

Please tick all brands that you know and/or have consumed before.

Arizona	Sanpellegrino
Charitea	Snapple
Harry Brompton	Teapigs
Honest Tea	Twinings
Lipton	YumCha
Mangajo	Zevia
Pure Leaf	

Question 17

Please indicate how much you agree on the statements towards the following brand.

Teapigs offers...

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Highly agree (5)
a good value	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a good taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a fair price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a premium brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a trustworthy brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a fun brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a popular brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a sustainable product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a healthy product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a product for everyday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a product for everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a product for young people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Results analysis

Qualitative approach

A first and straight-forward way to analyse the results of these questions would be to summarize the respondents' opinions of the brands along the same dimensions as previously used for segmentation (price, availability, convenience, flavours, ingredients, brand).

First of all, this would give a clear and simple comparison of the brands and their strengths and weaknesses among each other. At the same time, these assessments could be directly compared to the identified customer segments in order to understand which segments are already served by the market and which segments still lack an appropriate offering. These dynamics, however, will become more

important in the targeting stage later on in the product development process. Nevertheless, understanding the product landscape and differences between market players will aid Heavenly Tea to find its place in the market.

For example, Lipton's strengths lie in the low price, the wide availability, convenience and popular brand while their flavours are very basic, and their ingredients are not particularly healthy. Depicting this example as (1) in the table below, we find that Lipton's offering best fits to customer segment (B), the busy business man/woman that spontaneously wants to grab a fresh iced tea from the corner store. In an actual analysis, we would, then, suggest Heavenly Tea does not pursue this customer segment as the current offerings already satisfy these customers and leave little potential for Heavenly Tea's new brand to be successful.

Benefits	Segments			Market players	
	(A)	(B)	(C)	(1)	(2)
Price	Important	Not important	Very important	strong	weak
Availability	Very important	Important	Important	strong	weak
Convenience	Not important	Very important	Not important	strong	weak
Flavours	Not important	Not important	Very important	weak	strong
Ingredients	Very important	Not important	Important	weak	strong
Brand	Important	Not important	Very important	strong	strong

Table 5: Example of potential customer segments compared with example evaluations of other iced tea brands

Perceptual Map

Another way to assess the product landscape is by means of a perceptual map. Heavenly Tea can, hereby, derive an idea of what picture consumers have of the existing product landscapes as well as what the competitive landscape looks like and what strengths and weaknesses each market player holds. Again, this type of analysis is useful to identify gaps in the market for which Heavenly Tea could create specific, new products to cater these underserved segments.

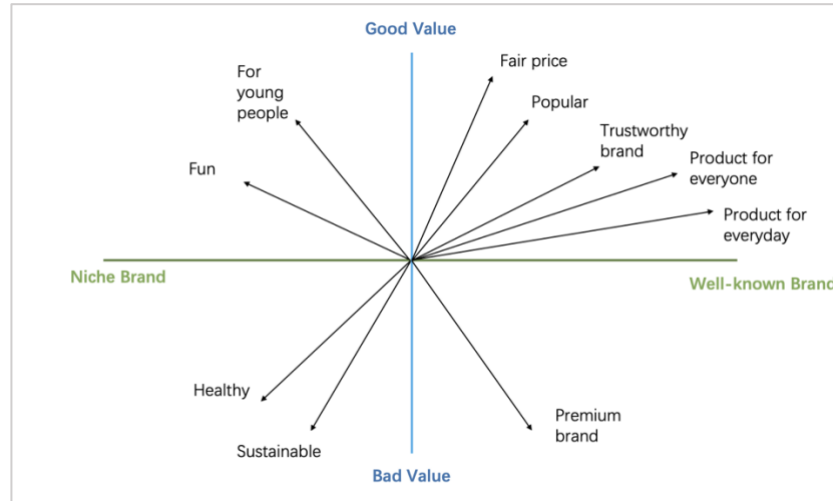
While question 16 serves to identify which brands a consumer knows and, thus, which brands can be evaluated in question 17, the numerical data needed for the analysis will be derived from the ratings per dimension per brand from question 17.

After retrieving the actual data, we would run a regression analysis on the average ratings per attribute per brand to relate the position on the perceptual map to the evaluated brand qualities and draw the attribute vectors based on their correlation coefficients. To be more precise, we would apply multidimensional scaling to visualize the inter-brand distance which reflects how different/dissimilar one brand is from the other within the regarded brand features. As part of this, we can make use of the Kolmogorov-Smirnov test to identify whether the differences are statistically significant or not.

While the vectors on the perceptual map show the individual attributes and how they relate to each other, the brands will be plotted as either simple dots or bubbles within the attribute dimensions. Using bubbles, we can add another dimension to the perceptual map as the size of the bubbles may represent, for example, popularity of the brand. Including data from question 16, we can make use of the count of ticks the survey participants make for each brand. The more people tick (= know) the brand, the more

popular it will be considered and, thus, the larger its bubble on the perceptual map. Alternatively, the brands' market share or sales can also serve as reference for bubble size.

Below, we draft an exemplary perceptual map which shows how the attributes from question 17 may relate; we disregard the brands' positions and the bubbles for now as we have no actual data yet. Since the perceptual map is relatively flexible, Heavenly Tea can always change the axes and re-create the map based on their focus areas as well as the actual survey results.



Graph 2: Example of potential perceptual map

2.4 Consumer preferences

To elaborate on the insights we gain on consumer segments desires and preferences in part 2.2, we add a conjoint analysis to the Heavenly Tea survey. Further understanding the relative importance of different product attributes to consumers will, again, support us in answering **question b**. Here, and as in the previous two questions, we focus our investigation on iced tea products only.

Implementing a Conjoint analysis allows us to discover consumers' holistic judgements of our products as we make them choose between example products with different attributes to understand how the respondents' choices change with the changes in product features. Combining different specifications of attributes to generate different product profiles and allowing consumers to make a choice several times will allow us to quantify how important each attribute is to an individual consumer as well as our previously defined consumer segments.

With the enhanced segmentation results, we can better support Heavenly Tea in product line optimization and brand positioning. Furthermore, as the concepts of a healthy lifestyle and eco-friendliness gain more and more popularity, we can dynamically change the included attributes and their levels and update the survey in real time in order to better design the product and adapt it to changing trends.

Choice-based Conjoint

We adopt a Choice-based Conjoint instead of a Normal Conjoint to better imitate the thought process that consumers face when evaluating trade-offs in real-life purchasing decisions.

Here, a range of 8-15 choice tasks within a survey are suggested in case respondents become less patient and cannot reliably answer later questions. As we plan our survey to be conducted online, we can increase the sample size and, thus, decrease the total number of choice tasks to 6-10. This will keep the participants engaged and the time of the survey limited.

Within the artificial product profiles, we aim the total number of attributes that are regarded and interchanged to be around 6 so that succinct product models for respondents to choose from can be generated. We suggest using 6 attributes, but the final number is subject to the degree of sensitivity that Heavenly Tea demands. This is also true for the individual attribute levels which should generally not have more than 5 specifications.

As we limit the survey to around 10 minutes, the respondents have to make quick and reliable choices. This is why we actively cut down attributes to the most crucial ones that are clear and easy to understand. Similar to the previous segmentation dimensions, we, now, include packaging, price, brands, availability, flavours and nutrition as relevant features for the Conjoint analysis. These play critical roles in determining product design, product line optimization, brand positioning and segmentation. The levels are representative and up-to-date, generated from careful research on existing brands in the UK beverages market to guarantee that respondents are familiar with them and, thus, able to make immediate and representative choices.

In the following, we specify and explain the selected attributes and levels that will be combined to different exemplary iced tea products and included in the Conjoint choices.

A. Packaging (picture)

- Bottle, minimal design
 - Bottle, colourful design
 - Can, minimal design
 - Can, colourful design
- These choice options will reveal if consumers prefer iced tea from bottles or from cans as well as what design and according brand image they desire. The preferred attributes will aid Heavenly Tea in product design, product line optimization and segmentation.

B. Price







- Low
 - Medium
 - High
- Inquiring on price will give us insights into how important price is relative to the other product features to each consumer segment and what consumers' willingness to pay for each of the exemplary product combinations is. While this will provide us some initial guidance for optimal pricing and whether to adopt a market skimming or penetration strategy, a more in-depth pricing survey with actual price values (not just "low" and "high" levels) will be necessary to determine final pricing of the new products.

C. Brand

- Well-known/established brand
 - Unknown/niche brand
 - Sustainable/fair/responsible brand
- The analysis of this attribute will allow us to determine the importance of brand equity. It will reveal how relevant a known brand name is and/or if consumers derive value from a brand that prides itself with its sustainability or social responsibility measures. The results will guide Heavenly Tea in whether to use their existing parent brand for their new product or to create a new brand separately from the parent one.

D. Availability

- Everywhere
- Supermarkets
- Corner shops, gas stations, vending machines
- Cafés, Delis
- Online stores

 <p>Price: High Brand: Sustainable/fair/responsible Availability: Online stores Flavours: Only special flavours Ingredients: Unsweetend (A)</p>	 <p>Price: Medium Brand: Well-known/established Availability: Corner shop, gas stations, vending machines Flavours: Only basic flavours Ingredients: Sweetened (B)</p>	 <p>Price: Medium Brand: Well-known/established Availability: Supermarkets Flavours: Only basic flavours Ingredients: Nothin unusual (C)</p>	<p>I would purchase none of these options.</p> <p>(D)</p>
 <p>Price: High Brand: Unknown/niche Availability: Cafés, Delis Flavours: Mix of basic and special flavours Ingredients: Unsweetend (A)</p>	 <p>Price: High Brand: Well-known/established Availability: Everywhere Flavours: Only basic flavours Ingredients: Nothing unusual (B)</p>	 <p>Price: Medium Brand: Unknown/niche Availability: Supermarkets Flavours: Only basic flavours Ingredients: Unsweetend (C)</p>	<p>I would purchase none of these options.</p> <p>(D)</p>

Graph 3: Example of two potential Conjoint choice tasks

While a choice-based Conjoint in which consumers can actually choose a product to buy generally creates more accurate results and insights than the ranking systems of a normal Conjoint. Nevertheless, this makes the choice-based Conjoint more complex so that quick and simple calculations are not enough to thoroughly analyse the data. We recommend Heavenly Tea make use of advanced statistical methods such as (multinomial) logistic regression and maximum likelihood estimation.

These and/or other algorithms will generate the part-worths of each attribute level; namely, the utility that the average consumer gains from a specific level of a specific attribute. While these can be derived over all consumers, it is also sensible to derive the part-worths per earlier identified segment to understand the importance of each attribute and level for each (relevant) consumer segment. There is software available that, by means of regression analyses, can analyse choice-based Conjoint results to evaluate how much value consumers place on which attribute to then correlate this data to specific consumer profiles.

Thoroughly analysing the Conjoint results will enable Heavenly Tea to find optimal product packages, determine product feature importance and derive the relative utility values of each attribute level. In combination with the insights of questions 1-15, these insights can be gained per individual (relevant) segment. Below, we show some example visualization of potential analysis outputs.



Graph 4+5: Example of potential Conjoint outputs, optimal feature package and feature importance

Attribute	Feature importance	Attribute level	Utility Value
Availability	36%	Everywhere	0.39
		Supermarkets	0.11
		Corner shops, gas stations, vending machines	0.09
		Cafés, Delis	-0.07
		Online stores	-0.18
Packaging	20%	Bottle, minimal design	0.15
		Bottle, colourful design	-0.32
		Can, minimal design	0.34
		Can, colourful design	-0.18
Price	15%	Low	0.17
		Medium	0.23
		High	-0.20
Brand	13%	Well-known/established brand	0.19
		Unknown/niche brand	-0.12
		Sustainable/fair/responsible	0.05
Flavours	10%	Only basic flavours	0.26
		Only special flavours	0.21
		Mix of basic and special flavours	-0.40
Ingredients	6%	Unsweetened	0.14
		Micro-elements/vitamins	0.01
		Nothing unusual	0.03
		Sweetened	-0.19

Table 6: Example of potential Conjoint outputs, utility analysis

2.5 Brand value

After the main part of the survey is done, we finish the questionnaire with a few questions on Heavenly Tea in particular. Understanding who of the respondents knows Heavenly Tea, if they like the brand and their existing products, if they would recommend it and lastly, if they would be interested in buying iced tea from Heavenly Tea will give us some general insight into our brand value and customers' brand loyalty. The results are additional support to answer **questions b** and **c**.

This series of questions is deliberately placed after the rest of the survey to avoid that the participants are biased in thinking of Heavenly Tea and their potential new iced tea brand throughout the process of the survey.

Question 29 enables us to derive an informal Net Promoter Score (NPS) for Heavenly Tea. NPS is a valuable metric to assess the brand value. If the results show that Heavenly Tea enjoys a high NPS and that previous Heavenly Tea customers regularly buy its products or are interested in buying their new iced tea, we can induce that a new iced tea product line may benefit from being launched under the parent brand name. The opposing results would indicate that Heavenly Tea should consider launching a new brand for its new iced tea products to start over and create a new, powerful brand image.

Heavenly Tea's brand value and how it will contribute to the iced tea launch should still be separately assessed in more detail to give more meaningful guidelines to the product creation. Altogether, this is still a good way to end the questionnaire, gain some quick and general knowledge of the consumers' brand awareness as well as slight indications on how to brand Heavenly Tea's new iced tea.

Lastly, we would like to know if you already know about our brand and, if so, what you think.

Do you know Heavenly tea?

Question 26

Have you bought tea from Heavenly Tea before?

Question 27

How often do you consume Heavenly Tea?

Question 28

On a scale from 0-10, how likely are you to recommend Heavenly Tea to your friends and family?

Question 29

Would you be interested in buying iced tea from Heavenly Tea?

Question 30

3. CONCLUSION & NEXT STEPS

In order to best prepare the new product development and launch, it is important to gather meaningful information on the 3Cs (Company, Customer, Competition). As Heavenly Tea will have best access to information about their company itself, this survey contributes immensely to the Customer and Competition dimensions.

While it is important to gain more and different information on customers and competition through further research and analysis, Heavenly Tea must, as a next step after this intensive data collection, focus on their targeting and positioning for the new products. The information that this survey will gather allows Heavenly Tea to reveal consumer segments, their desires and preferences as well as their view of the product landscape. After the segmentation, Heavenly Tea must evaluate the attractiveness of the identified segments (for example, along the lines of the 3Cs) and decide which segments to target and which to disregard (Targeting). Once the target segments are determined, Heavenly Tea must identify its current as well as desired position within these target segments by means of Positioning. Here, Heavenly Tea must identify relevant products and positioning strategies per segment. It can then develop a product development and communication concept based on the Marketing Mix (the 4Ps). After careful consideration of all aspects and further testing and research phases, Heavenly Tea can, eventually, develop its new iced tea products and bring them to market.

Depending on Heavenly Tea's existing brand image and customer segments, the newly identified and targeted consumer segments as well as the newly created iced teas, this product expansion may, for example, enable Heavenly Tea to

- better meet the needs of loyal customers that also want to enjoy Heavenly Tea and its signature flavours as refreshing iced teas during summer,

- service different, perhaps younger, consumer segments compared to an existing, potentially older customer base regularly drinking hot tea,
- price discriminate special flavours and nutritious ingredients compared to basic flavours with less expensive ingredients between segments with different willingness to pay,
- attract new customers that did not use to drink iced tea before but are convinced by its new products,
- alter its brand image by, potentially, changing from an “old and boring” tea brand to a “cool and fresh” iced tea brand.

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