

**KIRKLAND**  
*Signature*

ITEM # ART. 107979

M&M'S HERSHEY'S 100 GRAND

# All Chocolate

# 150 PIECES

**HERSHEY'S**  
THE HERSHEY COMPANY

*Mars*

*Mars*

*Mars*

*Ferrara*  
CANDY COMPANY

*Mars*

*Mars*

**HERSHEY'S**  
THE HERSHEY COMPANY

**HERSHEY'S**  
THE HERSHEY COMPANY

**HERSHEY'S**  
THE HERSHEY COMPANY



Mars

Mars

Skittles

Starburst

PERFETTI

van Melle

FUNHOUSE TREATS

ASSORTED CANDIES  
ASSORTIMENT DE FRIANDISES

200  
CANDIES  
BONBONS

Everlasting  
OBSTOPPER

Swedish  
Fish

Nerds  
tiny, tangy crunchy candy

SOUR  
PATCH  
Kids

AIR WEEDS

SweetARTS

WONKA

Ferrara  
CANDY COMPANY

Mondelez  
International

WONKA

Mondelez  
International



# UTAH SYMPHONY

**THIERRY FISCHER, MUSIC DIRECTOR**

Hi Glenn & Michael,

I was in your EMBA Class of 2017 when we did some ZMET research for the Utah Symphony, and first off wanted to thank you both for an amazing class. I feel like I use things I learned from it almost daily in leading the marketing here.

A national arts advisory organization caught wind of some of the advertising we were doing and how different it was from what other arts organizations are doing, especially the strong focus on customer values rather than hard, feature-based sells for concerts. They wanted to chat about the strategy & I shared the ZMET research we did. They ended up putting together a case study that is being shared nationally with the industry through webinars.

Anyway, we've had some great results from the research we did in this class (I'd call it transformational), and I thought you'd enjoy seeing "the rest of the story." I attached our case study.

Thanks again - you're both amazing. I'm so glad I had the chance to learn from you during the EMBA program.

Jon

# Case Study: Shared Value Identification

---

## **Situation:**

To connect with audience values, Utah Symphony wanted to shift from "programming dominant" marketing messages towards advertising messages with stronger ties to the audience's deeper emotional connections to the symphony, which are needed to create memorable campaigns and effective advertising outreach.

## **Action:**

To gain a better understanding of its audience members' emotional connections to the organization, Utah Symphony interviewed some of its most engaged customers. To elicit authentic understanding of what audience members value about the symphony, Utah Symphony used an interviewing technique in which customers bring in a series of photos that represent the symphony to them and discuss the meaning of the photos through a series of probing questions. Through this process the organization was able to surface audience members' deeper feelings about the art form. The symphony analyzed the results of the interviews to define audience members' higher order values and now uses the values to guide their marketing strategy.

## **Results:**

After shifting to values-based marketing in 2018, Utah Symphony saw an increase ticket sales, revenue, and reactivated buyers. Additionally, the research and values mapping shifted how the organization talks internally about its patrons and the role the symphony plays in their lives and also frames their decision-making related to the patron experience.

# A Marketing Journey

## Program-Based Marketing (Pre-2018)

- *Focus:* Programmatic details
- *Origin of Campaign:* Long-standing approach to promote upcoming concerts
- *Outcome:* Not memorable; not often sourced as how attendees heard about a concert



## Values-Based Marketing (Launched in 2018)

- *Focus:* Brand resonance through shared values
- *Origin of Campaign:* Audience interviews completed with the intention of understanding audience members' deeper connections to the organization and art form.

### Campaign #1: Symphony Rockstars



*Outcome:* Highly memorable, one year after the campaign audience members were still bringing it up proactively; appealed to a broad range of segments

### Campaign #2: Unexpected Listeners



*Outcome:* TBD, launched in Fall 2020

# Identify Customers' Deeper Feelings About the Art Form

## Pre-Interview Request

*Identify a set of 10 images that represent that the symphony to you, but do not include any pictures of the symphony, musicians, or instruments.*



This form of interviewing is known as the [Zaltman Metaphor Elicitation Technique](#) (ZMET).

## Components of Interview

### **Storytelling**

Ask interviewee to explain how each picture represents their thoughts and feelings about the symphony.

### **Missing Pictures**

Ask interviewees if there were ideas or feelings they wanted to express but could not find an appropriate representative image.

### **Triad Task**

Select three pictures at random. Ask interviewee to explain how two of the pictures are similar but different from the third.

### **Sensory Metaphors**

Ask interviewees to express their ideas using various sensory images. For instance, ask what is (and what is not) the color, smell, or touch of the symphony.

### **Additional Probing Techniques**

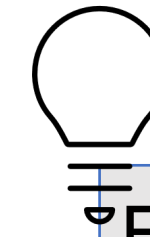
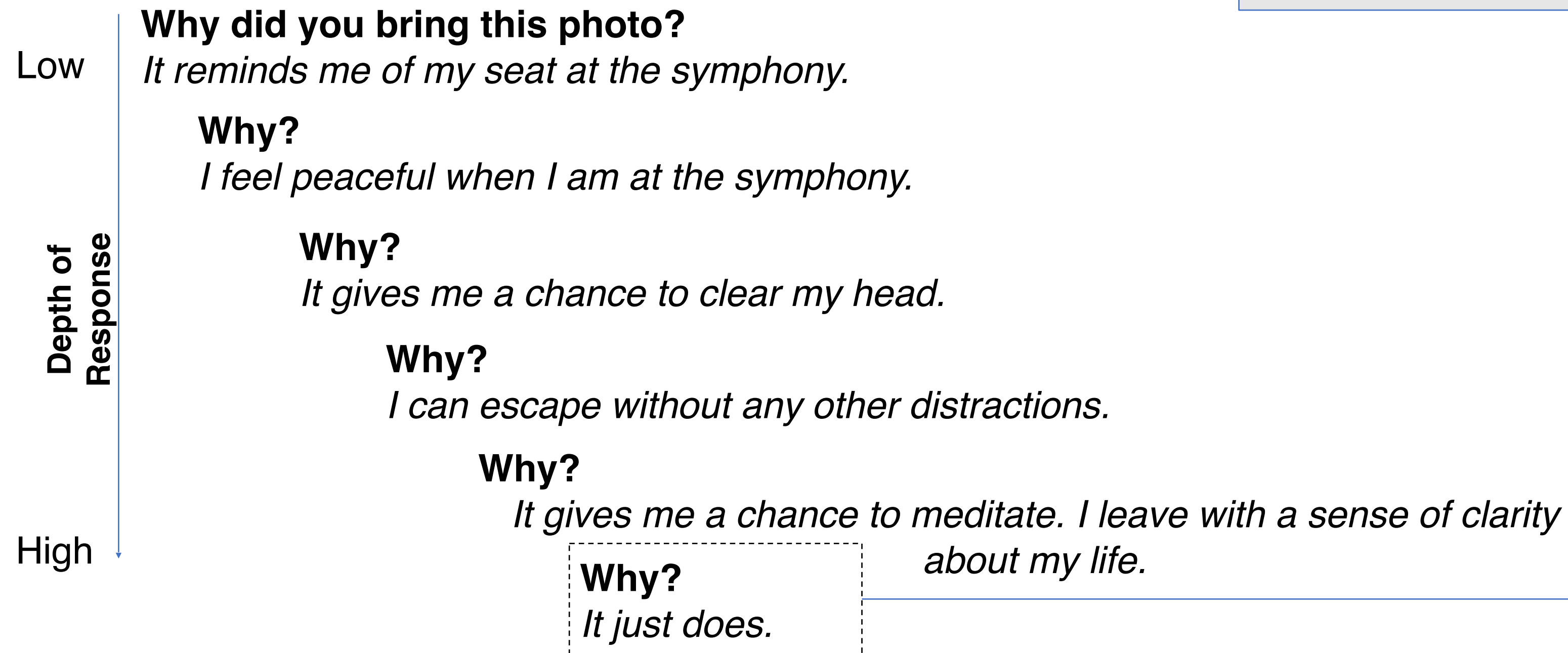
To encourage interviewees to elaborate on their thoughts more fully, continue probing on pictures. For example, ask them to tell you what else might be in a picture if the frame was extended.

## Outcome

- A deep understanding of customers' conscious and unconscious feelings about the art form and the mental models that guide customers' feelings about it
- An ability to communicate more effectively to customers through resonant marketing messages

# A Simplified Interview Approach: Why, Why, Why

## Interviewing Technique: Why, Why, Why



For organizations not ready to embark on the comprehensive ZMET interviewing strategy, there are simplified interviewing styles, such as continually asking “why?”, that uncover a much deeper understanding of customers’ connection to the organization compared to traditional satisfaction surveys or focus group discussions.

Continue asking “Why?” until the respondent no longer has an answer. This indicates you’ve reached the core of their feelings.



# Analyze Customer Feedback to Identify Customer Values

## Analysis of Audience Interviews

“I feel at peace when I am sitting in my seat.”

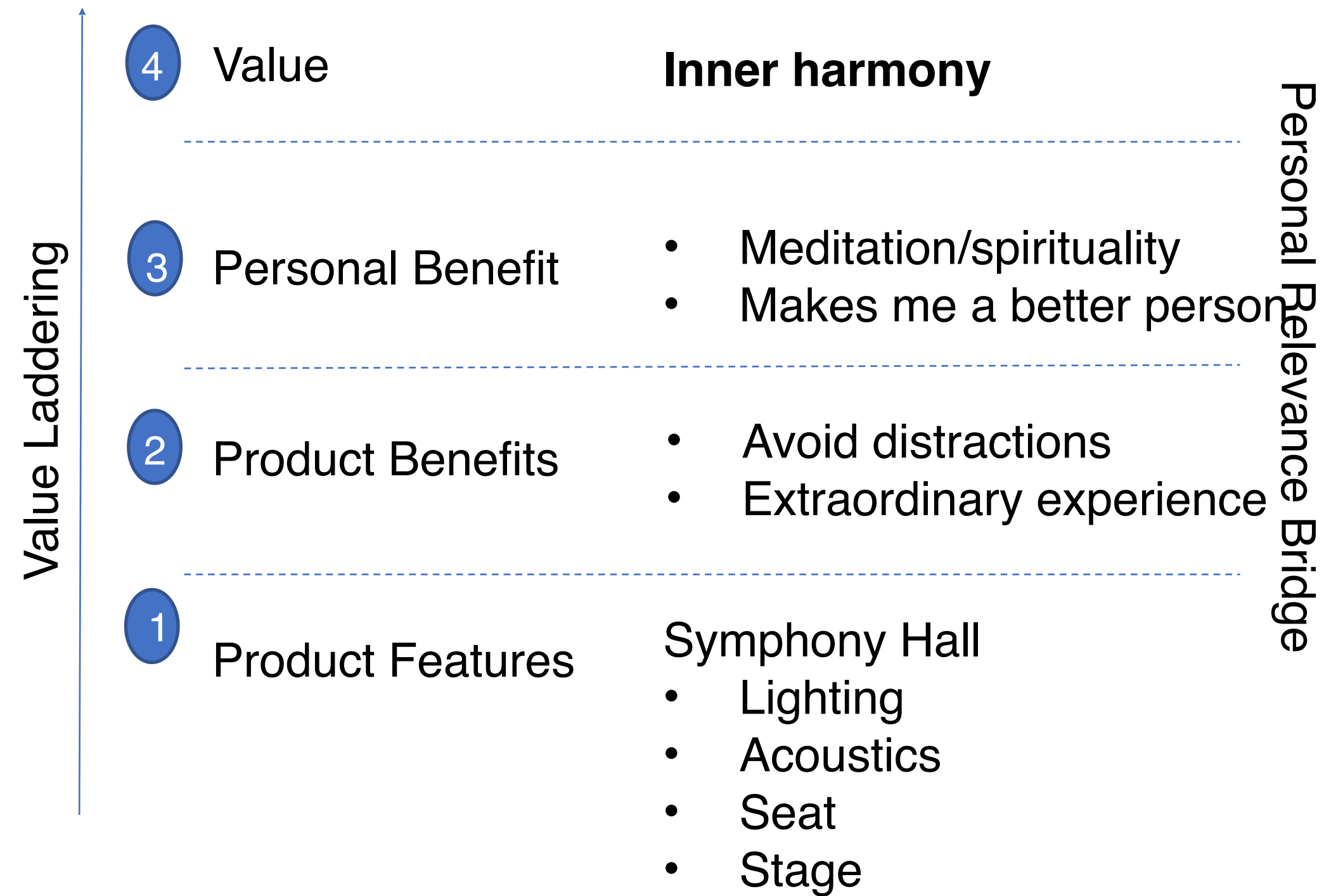
“It gives me a chance to quiet my thoughts.”

“It feels like I’m being transported to somewhere else when I’m inside the hall— like I’m in a different world.”

“The hall is so majestic – incredible acoustics and beautiful architecture.”



## Connects Features to Personal Benefits & Values



**Personal benefits** are higher order benefits that are deeper than serving a functional purpose. They assist in meeting emotional needs.

**Product benefits** are functional benefits from product features.

**Personal Relevance Bridge** shows how product benefits lead to emotional connections for the consumer.

**Metaphor Capture:** In addition to the value laddering, ZMET also suggests capturing all the metaphors (e.g., reminds me of the sun shining on my face) used by interviewees to help guide the visual representation of the values in marketing campaigns.

# Use Values to Design Emotionally Resonant Marketing

## Examples of Utah Symphony's Values-Led Marketing Campaigns

Value: Accomplishment



Value: Beautiful World



Value: Inner Harmony



**Why it works:**

*Signals how the symphony supports learning and personal development through challenging and complex performances.*

*Signals how the symphony creates the opportunity to experience culture and history and provides an extraordinary experience.*

*Signals how the symphony provides an opportunity to avoid distractions and connect with your spirituality.*

# Results

---

## Impact of Values-Based Marketing

*Changes between 2017-2018 and 2018-2019*

7% increase in Utah Symphony's  
Masterworks Series ticket sales

16% increase in Utah Symphony's  
Masterworks Series revenue

18% increase in reactivated ticket  
buyers

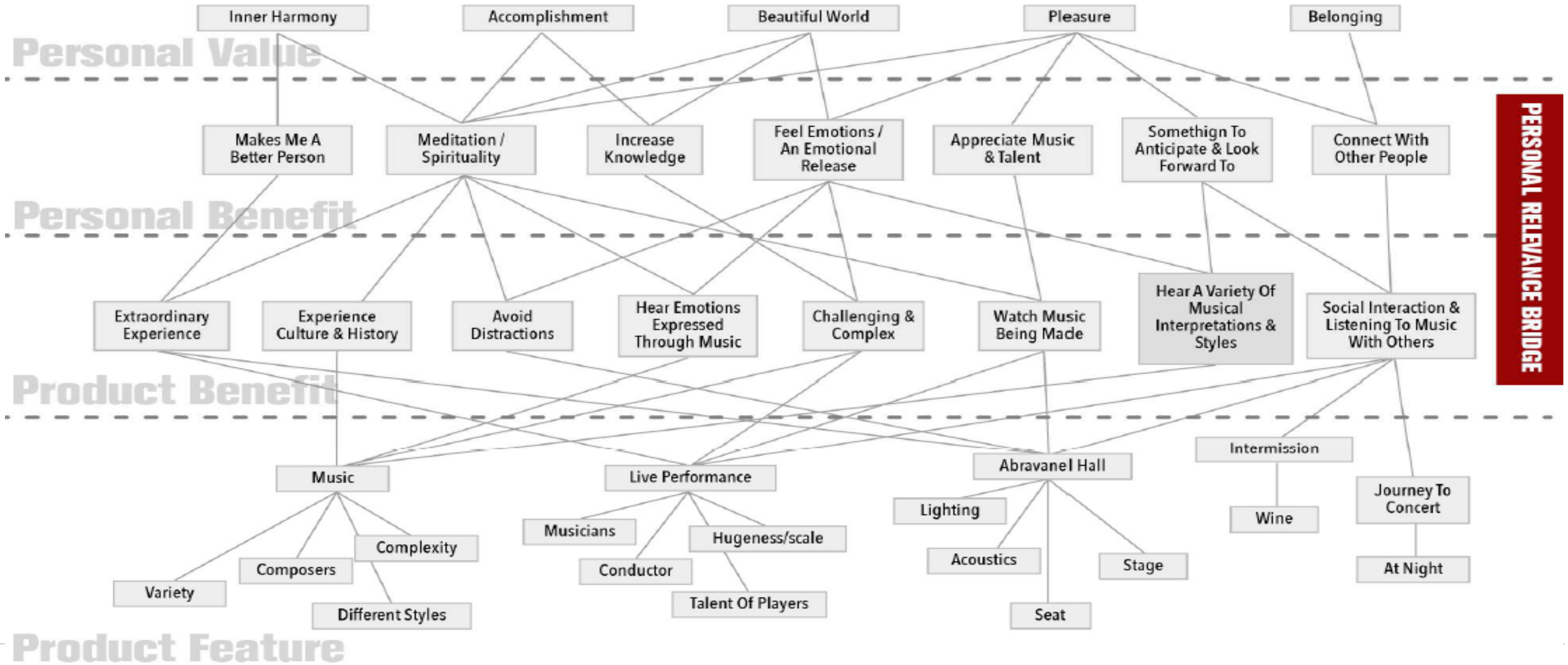
“The research and **values mapping has shifted how we talk internally about our patrons** and the role the symphony plays in their lives. It has helped frame decision making related to the patron experience.

For example, when we launched our UNWOUND casual concert series, there were many conversations about what should and should not change with the concert experience as we tried to build new audiences. **As the “features” of a concert changed, we made sure that there were still strong ties up to the personal values of the audience.**”

- Head of Marketing, Utah Symphony

# Artifact: Utah Symphony's Complete Values Map

## Utah Symphony's Values Map



# Tool: Guidance for Choosing Audience Interviewees

## Utah Symphony's Selection Process to Identify Audience Interviewees

Sources of Input:



Box Office



Social Media  
Manager

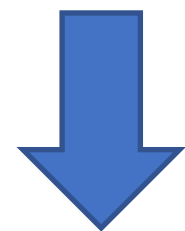


Philanthropy

*(Letter sent by head of marketing to other departments)*

Please help the marketing department identify “Those Who Love Utah Symphony Most”. Consider the following criteria when making your suggestions.

- ✓ Highest levels of attendance
- ✓ Longest tenured subscribers
- ✓ Most generous donors
- ✓ High levels of engagement on social posts



Pool of  
“Loyalists” to  
Interview

## Choosing the Segment of Audience Members to Interview



### **Option 1: Most Engaged/Loyal Audience Members**

- Selecting highly loyal and engaged audience members enables organizations to understand the deeper emotional connections audience members have to the art form and use that understanding to appeal to others in the same way.

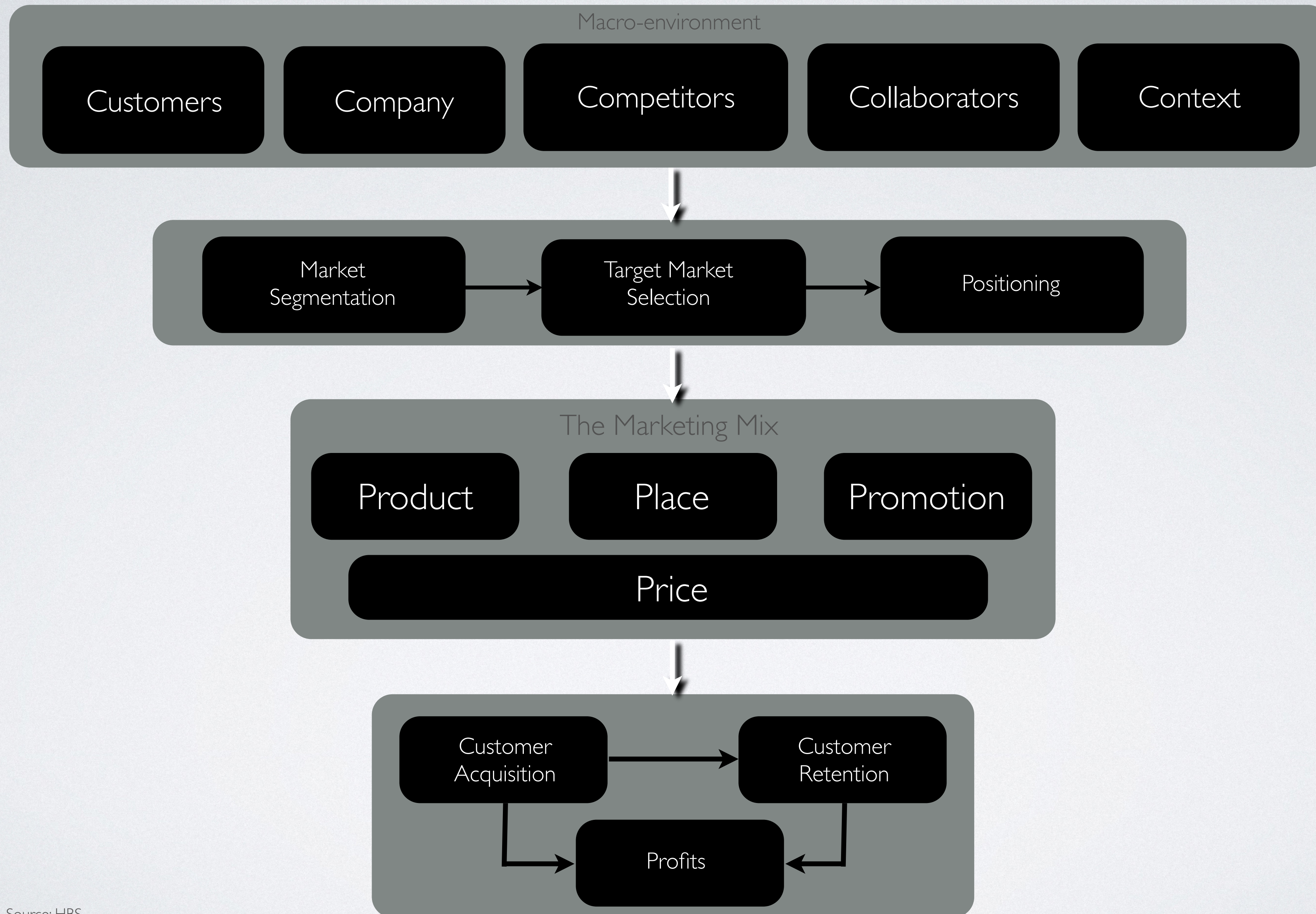
### **Option 2: Most Engaged Audience Members *within a Motivational Segment***

- If organizations are looking to appeal more to a specific motivational segment, they should identify their most passionate audience members within that segment to understand what they uniquely value about their experience with the organization.

WHAT DEEP METAPHORS IN THIS AD?



# The Marketing Strategy Process



# LADDERING (MEANS-END ANALYSIS)

Building the link between reason and emotion



# OVERVIEW: VALUE ANALYSIS

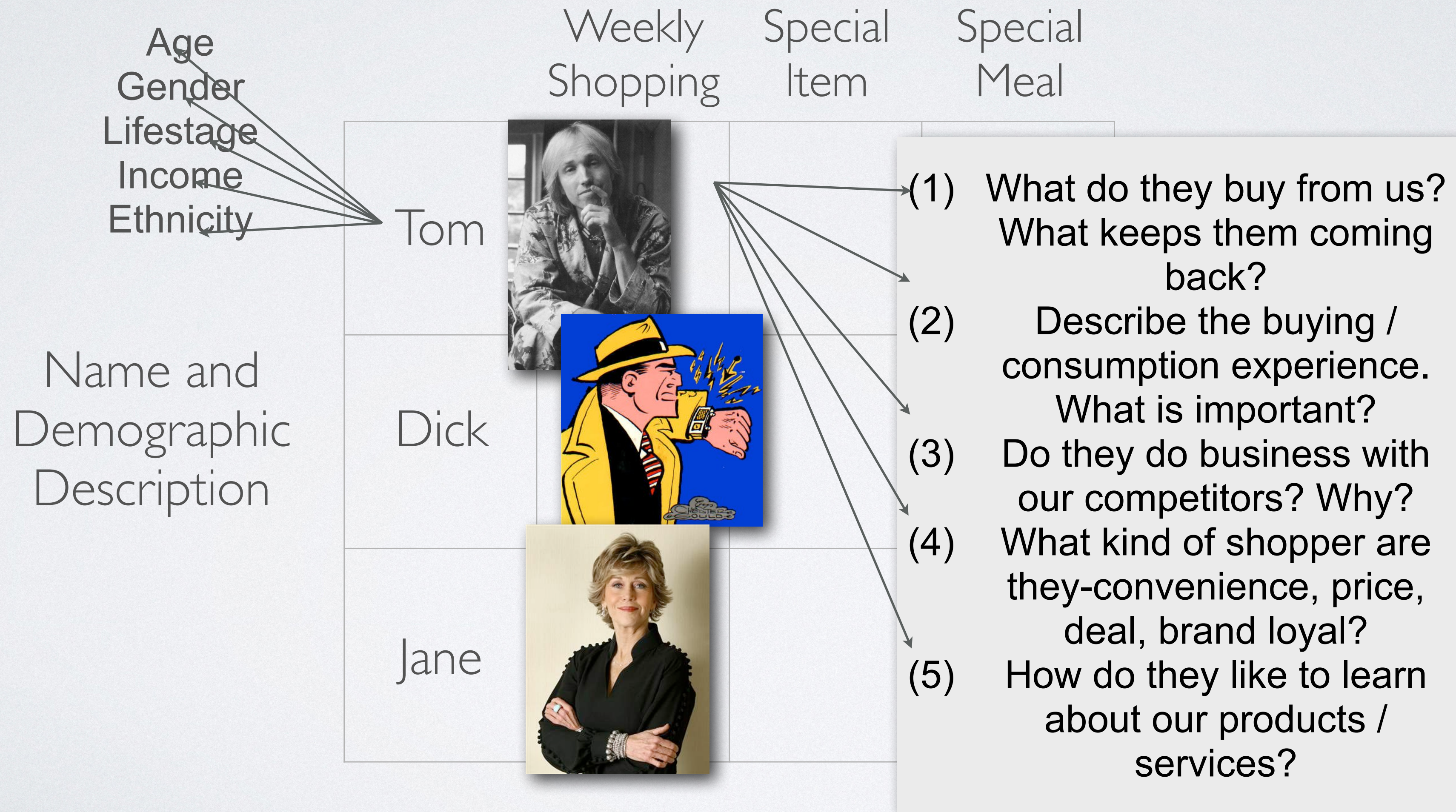
1. Select one company, business, product or service to study
2. Seek out salespeople and frontline workers to identify ideal customer segments (Love Group aka Brand Champions)
3. Contact 6-10 ideal customers to learn more about their buying / consumption experience
4. Use ZMET to gather imagery, verbiage, surface metaphors, and key deep metaphors associated with the product and/or service
5. Use Laddering to get an in-depth perspective on needs and how they connect with the heart

# 2024 EMBA Value Analysis Project Choices

Team 1	Angel Studios		
Team 2	SWIG		
Team 3	Traeger Grills		
Team 4	Costco		
Team 5	EFY		
Team 6	Tesla		
Team 7	BYU Football		
Team 8	Stage Combat		
Team 9	Disney		

# WHO'S YOUR LOVE GROUP?

## Harmon's Grocery Store: Buying or Usage Occasion



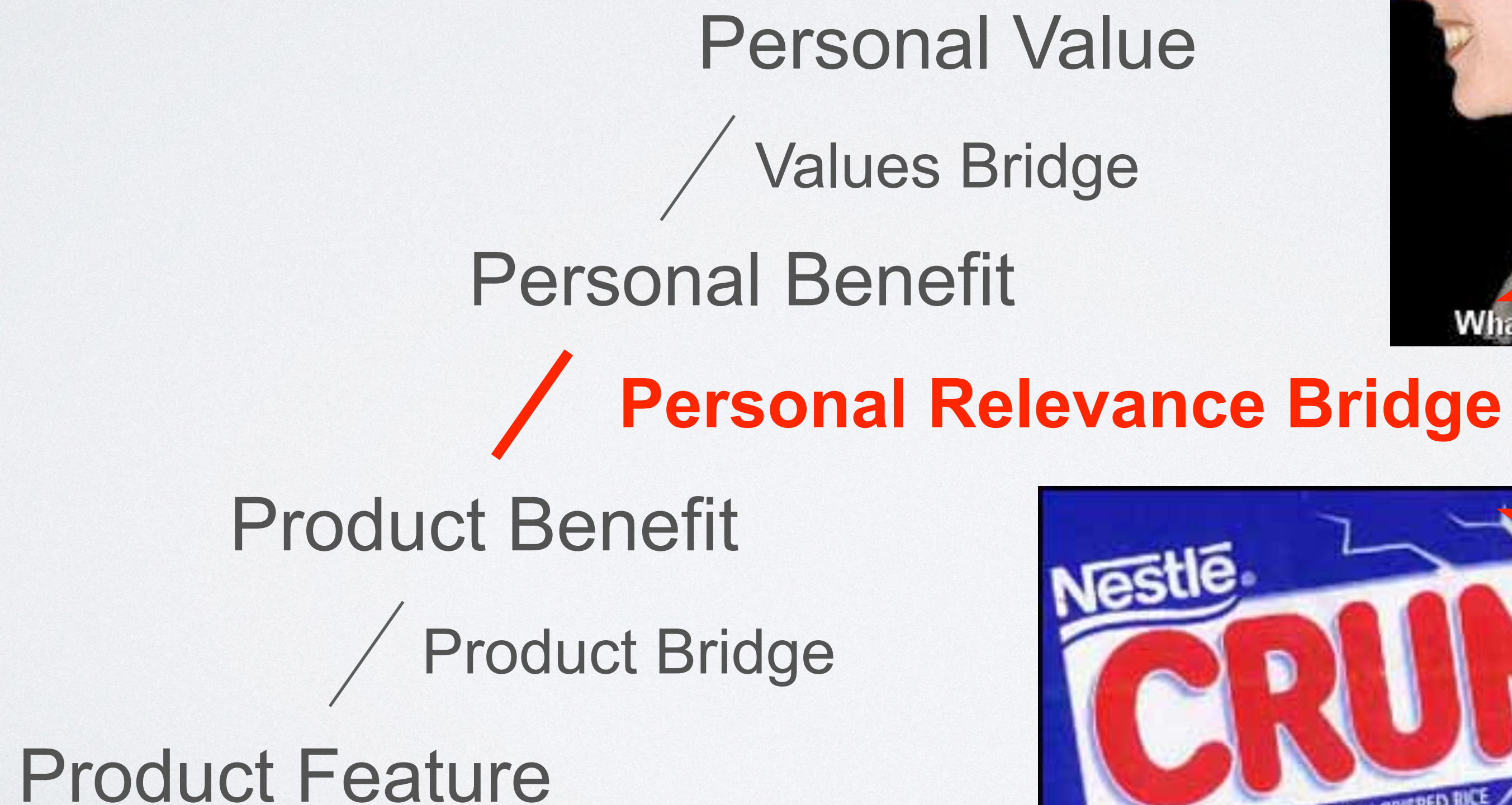
# OBTAINING PROFILES



1. What do they buy from us? What keeps them coming back?
2. Describe the buying / consumption experience. What is important?
3. Do they do business with our competitors? Why?
4. What kind of shopper are they- convenience, price, deal, brand loyal?
5. How do they like to learn about our products / services?

# DIGGING DEEP INTO BEST CUSTOMERS

Laddering Assumptions...



# BUYING CULTURE

Socioeconomic Class

Social Norms

Reference Groups

Culture... work  
with it not against  
it

Marketing  
Tactics



Laddering &  
ZMET captures  
the buying  
culture...

# DIGGING DEEP

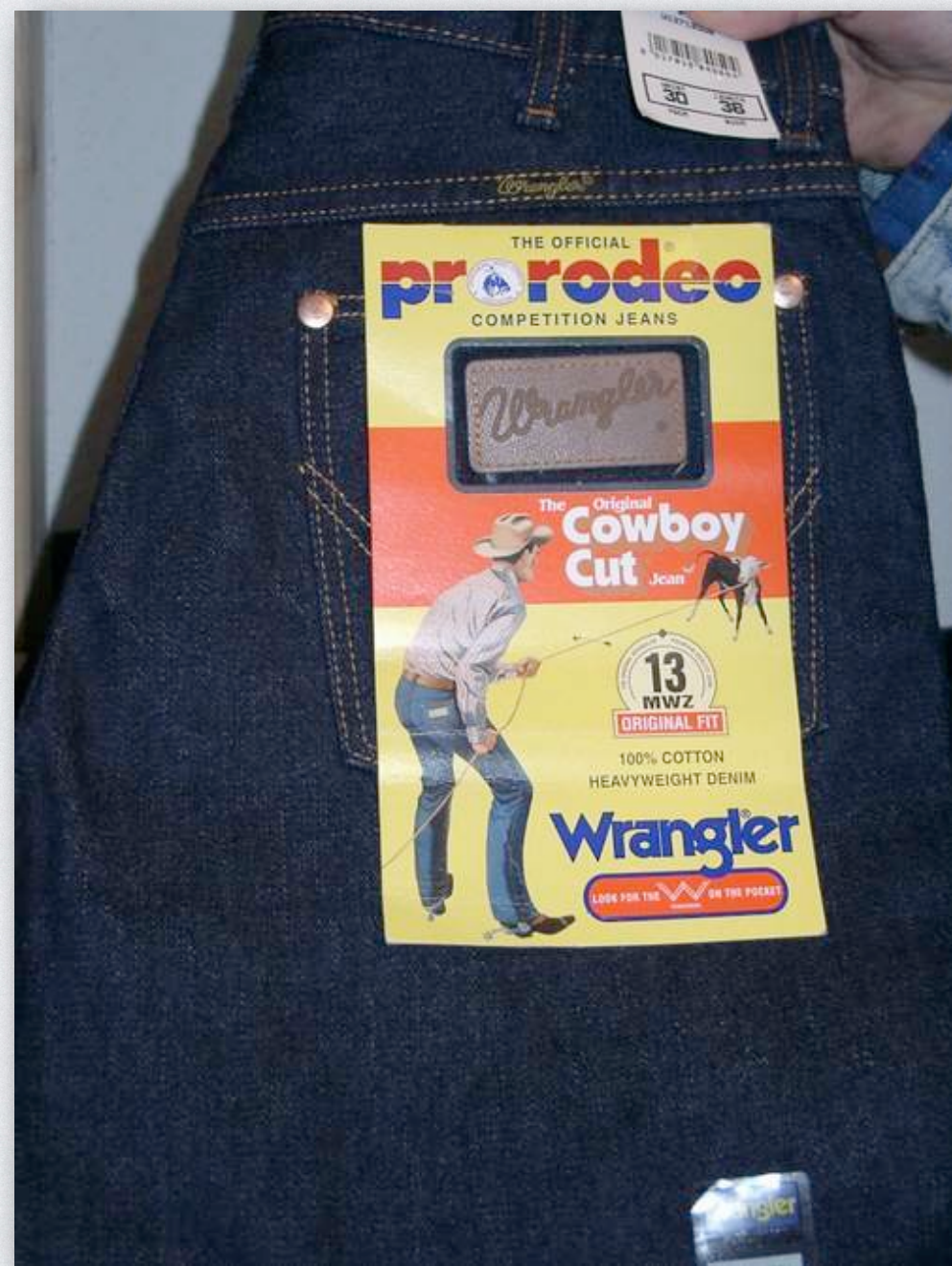
## Laddering Process...

1. Pick a usage occasion
2. Elicit product benefits
3. Identify most important product benefits and personal benefits
4. Pyramid down to the product attributes
5. Uncover feelings, emotions, moods, evaluations [FEME]
6. Link FEME with personal values



# PICK USAGE OCCASION

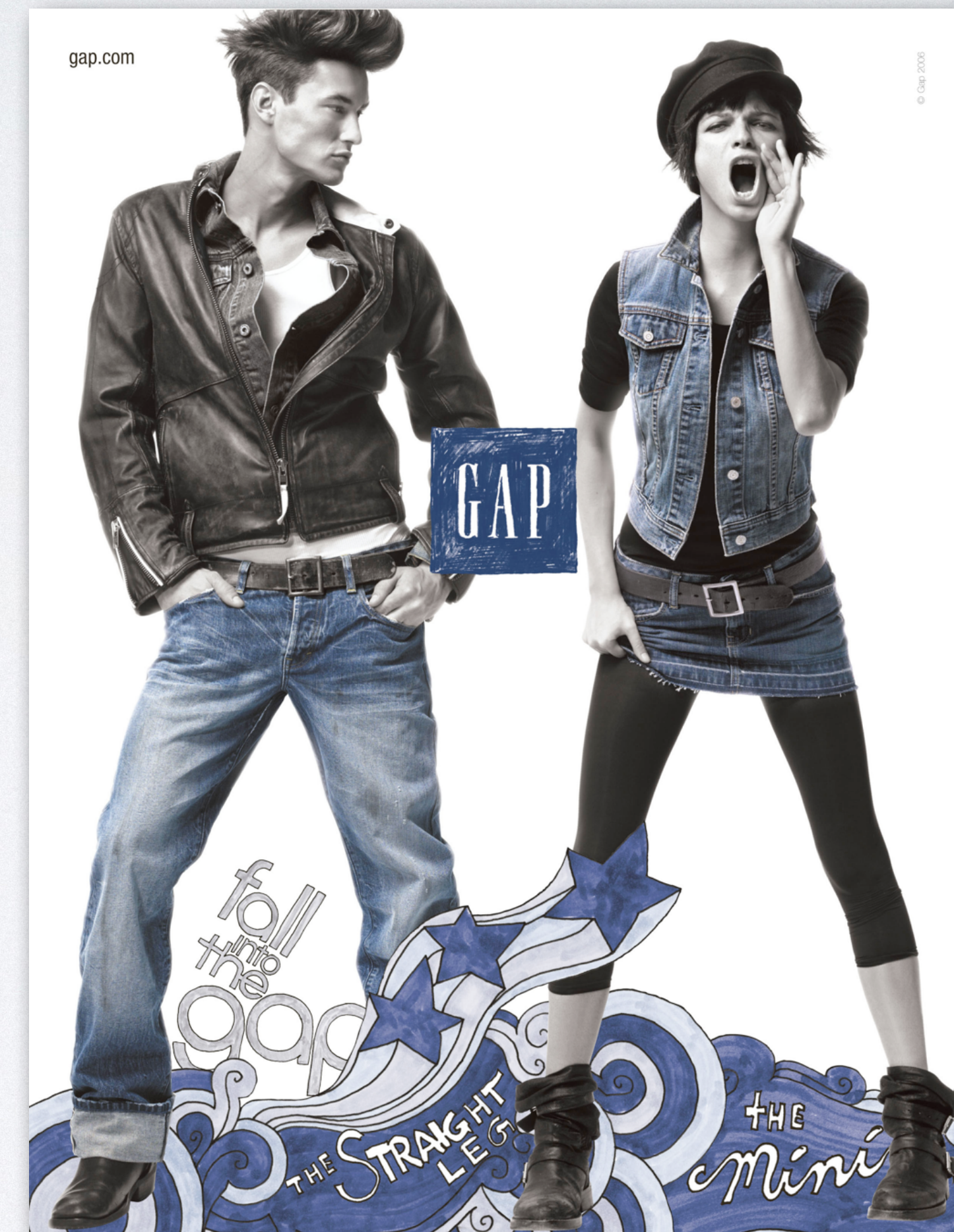
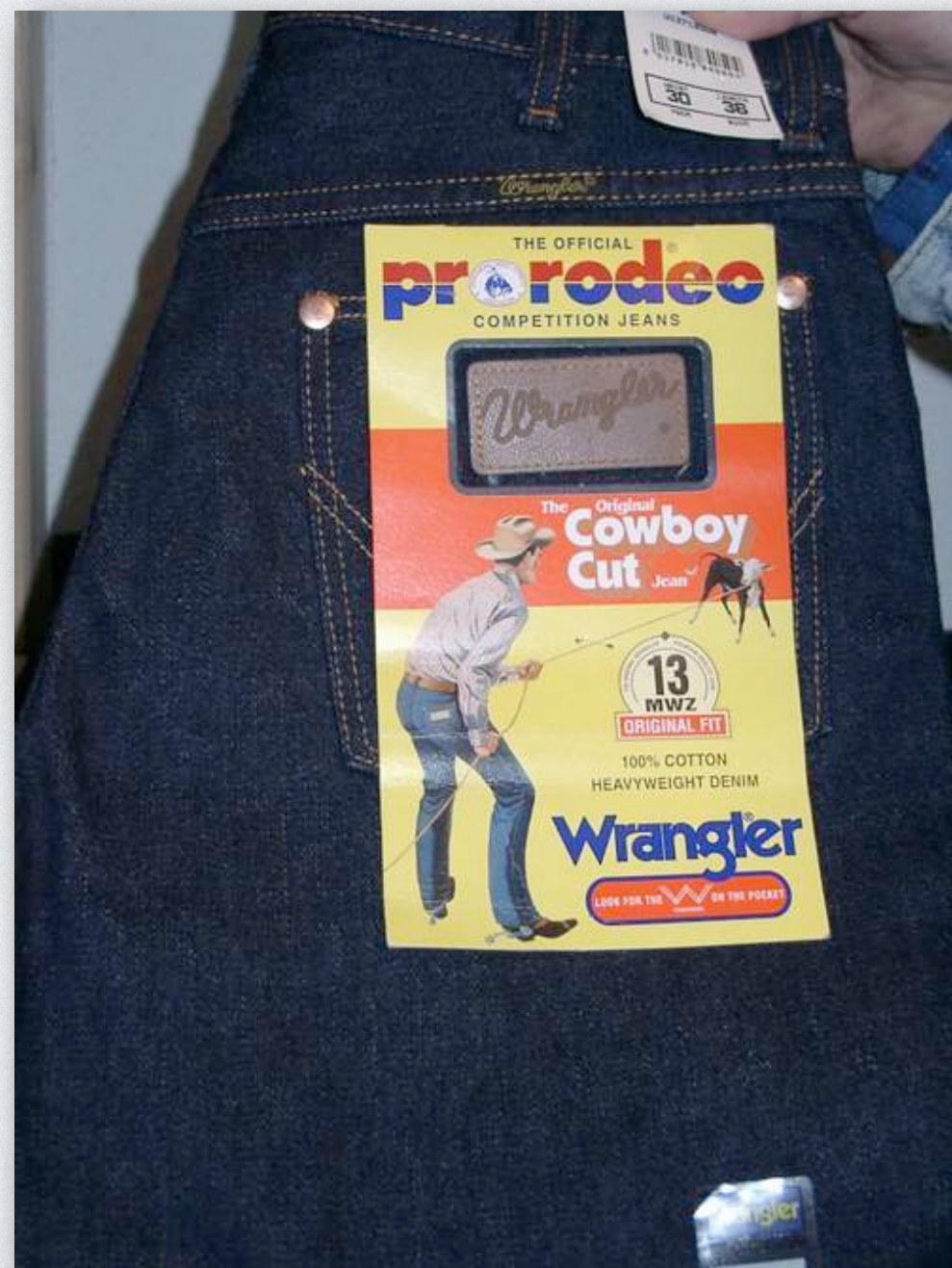
New jeans for school...





# ELICIT PRODUCT ATTRIBUTES

When buying new jeans for school, which brand of jeans do you purchase most often...what are some reasons for that?



# IDENTIFY KEY BENEFITS

Of all the reasons you've mentioned which is the most important when purchasing new jeans for school?

1 The Fit



2 Grew up wearing them

3 My friends wear them

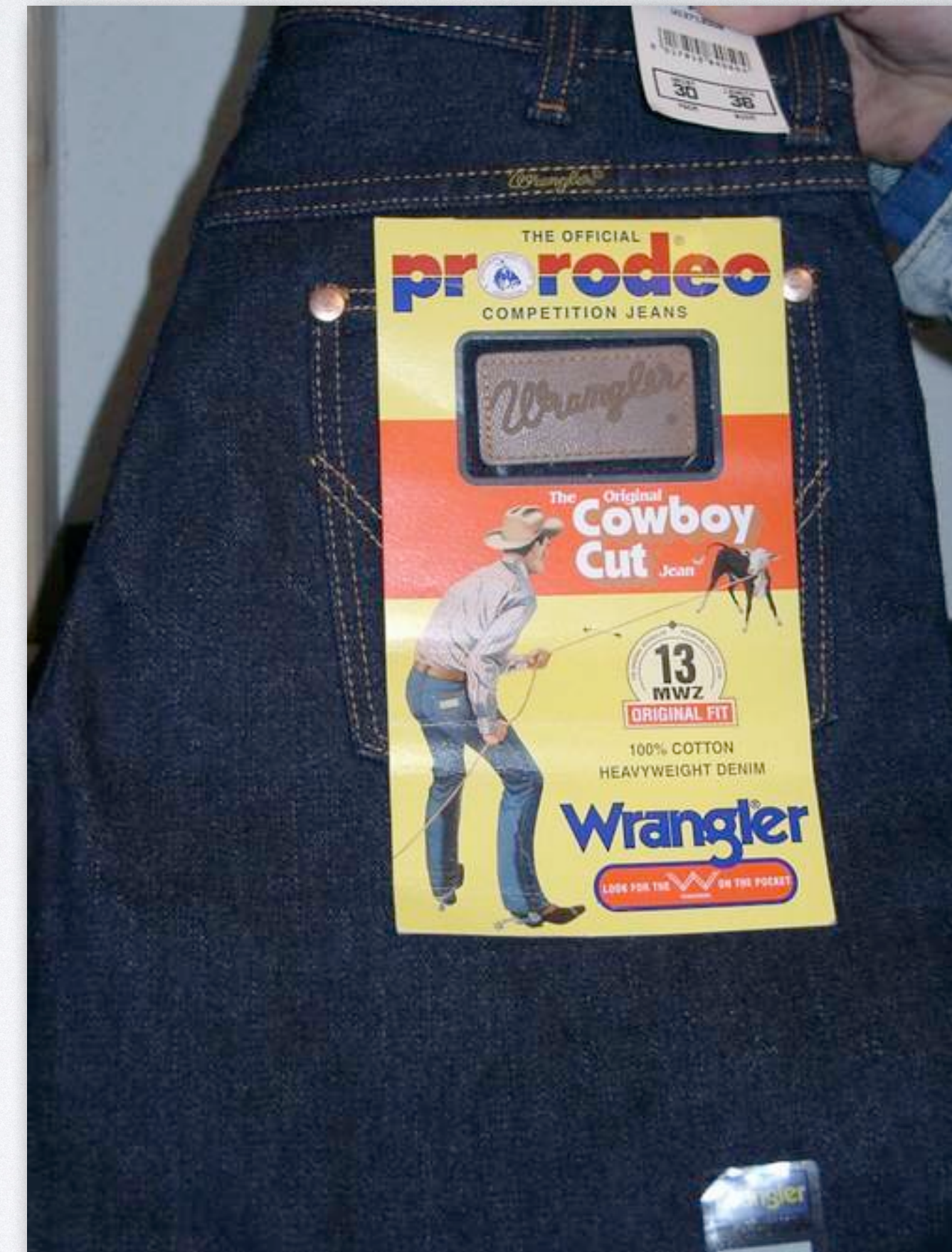




# PYRAMID KEY BENEFITS

Please describe the fit for me. What is it about Wrangler jeans that creates the fit you want?

Identify important tangible product features/attributes!



# Link “UP” to Higher Order Benefits

When buying new jeans for school you’ve said that the fit is very important. You described this fit as.... What does that do for you? What is the benefit for you?

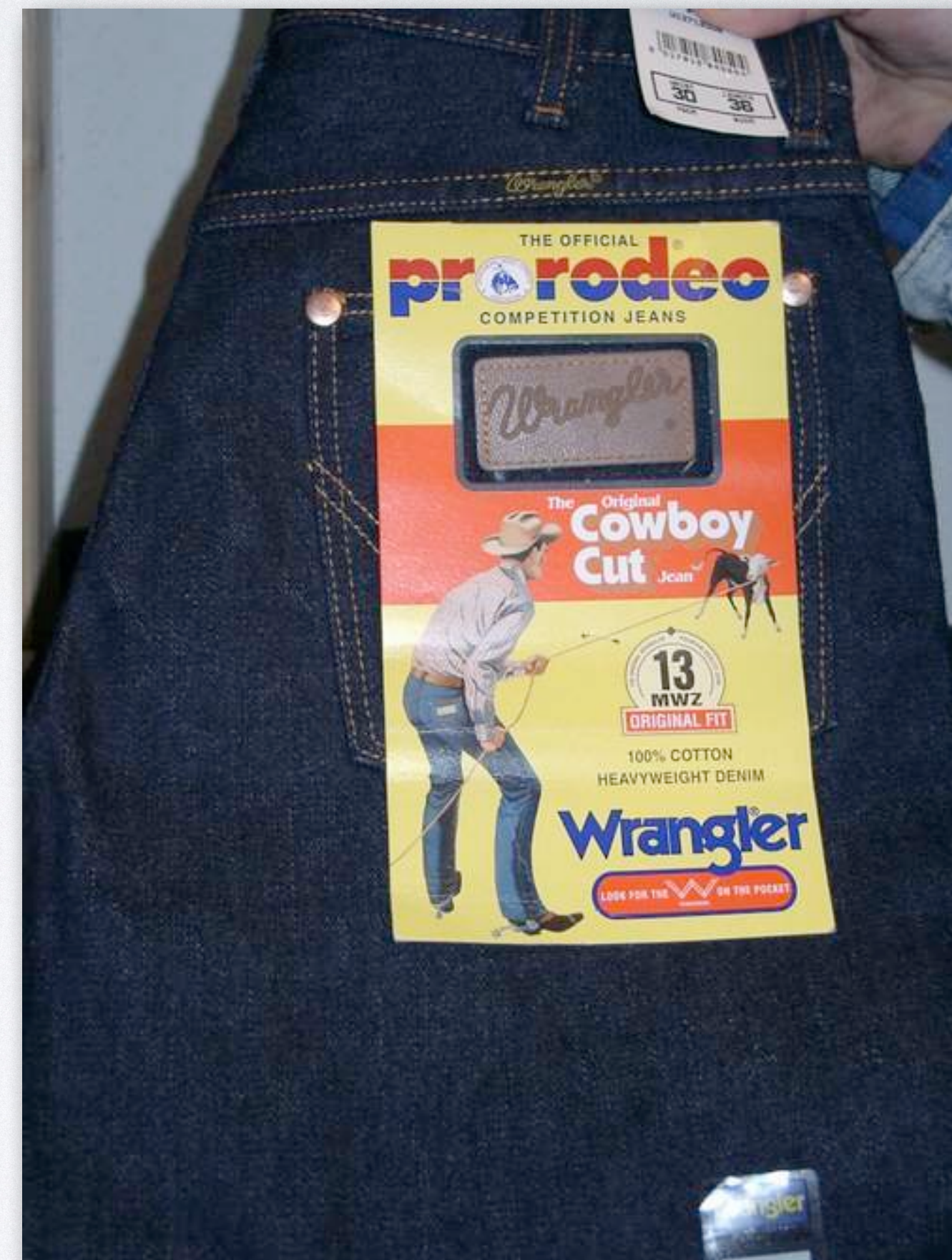
Move up the ladder from the to higher order product and personal benefits!



# UNCOVER FEME

When buying new jeans for school you've said that the fit is very important because... How is that relevant? On a personal level, what does that mean to you?

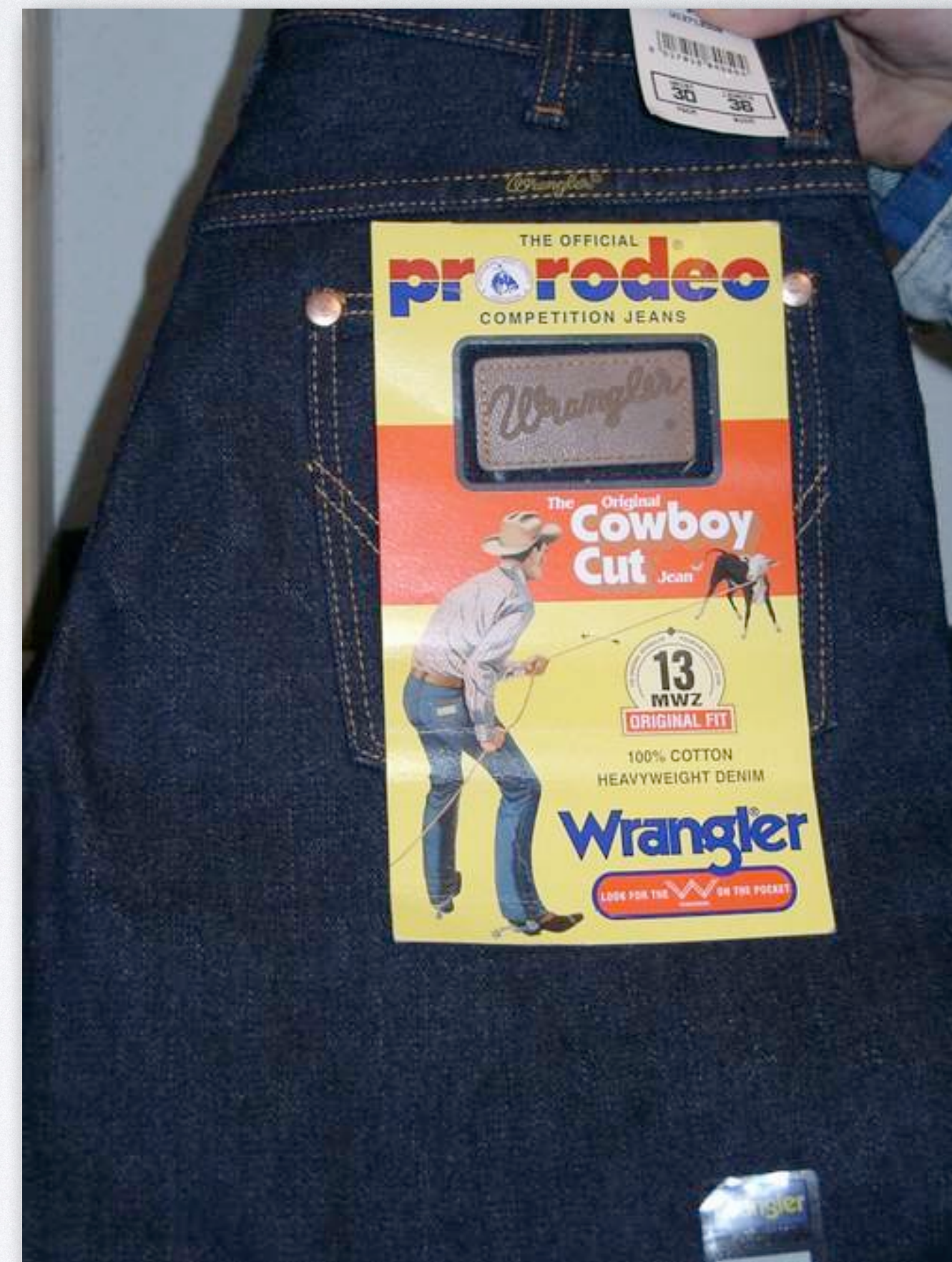
Move from product benefits to feelings, emotions, moods, evaluations!



# LINK FEME WITH PERSONAL VALUES

Let me remind you of what you have said up to now. When buying new jeans for school you've said that the fit is very important because... and this is relevant to you because... Now please look over these cards and pick out the concept that best fits with what you have told me. How does this concept fit?

Complete the ladder with  
a card sort activity!



# PERSONAL VALUES

- Accomplishment
- Active Life
- Belonging
- Beautiful World
- Comfortable Life
- Efficiency
- Equality
- Family Love
- Family Security
- Financial Security
- Freedom
- Future Generations
- Good Mom/Dad
- Happiness/Joy/Pleasure
- Individualism
- Inner Harmony
- Healthy/Long Life
- Mature Love
- Patriotism
- Personal Responsibility
- Personal Security
- Progress
- Salvation
- Self-Respect
- Self-Satisfaction
- Social Recognition
- True Friendship
- Wisdom
- World Peace
- Youthfulness



# PERSONAL VALUE CARDS

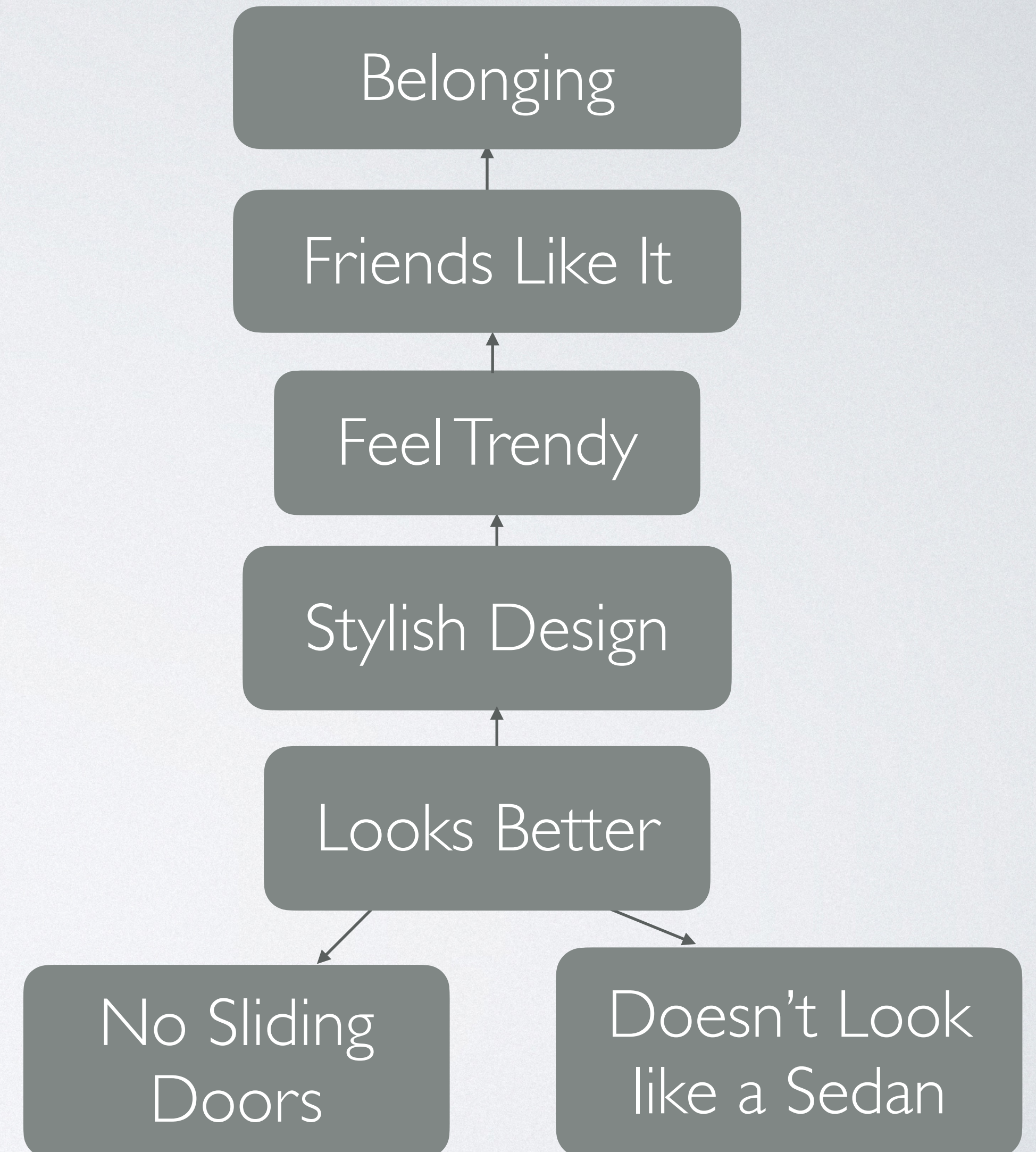
Put each value on a 3x5 card

Accomplishment

You have the sense of making a lasting contribution

# ANOTHER EXAMPLE: SUVs

Interviewer	What is the primary reason you drive an SUV instead of a mini-van?
Respondent	An SUV just looks better than a boring mini-van.
Interviewer	What is it about an SUV that makes it "look better?"
Respondent	A mini-van looks like a sedan, and it has those ugly sliding doors.
Interviewer	Why is it important to not have sliding doors?
Respondent	Because I want to drive a vehicle with a more stylish design like an SUV.
Interviewer	Why is it important to you that your vehicle have a stylish design?
Respondent	Because it makes me feel trendy and more cutting-edge to drive it.
Interviewer	Okay, so the stylish design of your SUV makes you feel trendy. In the end, why does feeling trendy matter to you?
Respondent	It makes me feel good! My friends like what I bought and I think I'm trendy because I drive it instead of a mini-van.
Interviewer	Just to make sure I understand you--you drive an SUV because it doesn't have sliding doors, making you feel like you are driving a stylish vehicle. Since it has a stylish design, you feel like you are trendy driving it. Feeling trendy makes you feel good because your friends like what you bought. Is that correct?
Respondent	Yes
Interviewer	Okay thank you so much for sharing your thoughts and feelings with me! Would you please look over these cards and pick out the concept that best fits with what you have told me. How does this concept fit?
Respondent	Belonging
Interviewer	Great, why is that?
Respondent	Because I feel like I am part of a group of friends who like things that I like and who don't like things I don't like.



# LADDERING

- UP: Ladder “up” from key concepts:
  - “Why is \_\_\_\_\_ something that is important to you?”
  - “What does \_\_\_\_\_ give you (do for you)?”
  - “How does \_\_\_\_\_ help you?”
  - “How is \_\_\_\_\_ relevant to you?”
- DOWN: Ladder downward (pyramiding down) from key concepts, by asking:
  - “What is it about the brand that makes it that way?”
  - “What is it about \_\_\_\_\_ that gives you this \_\_\_\_\_?”
  - “What types of things, events, or actions lead to \_\_\_\_\_?”
  - “What gives you this? How do you get to \_\_\_\_\_?”

# YOUR TURN

- What was it about the BYU Marriott EMBA (the most important attribute of the program) that influenced your decision to come to the Marriott School for your EMBA?

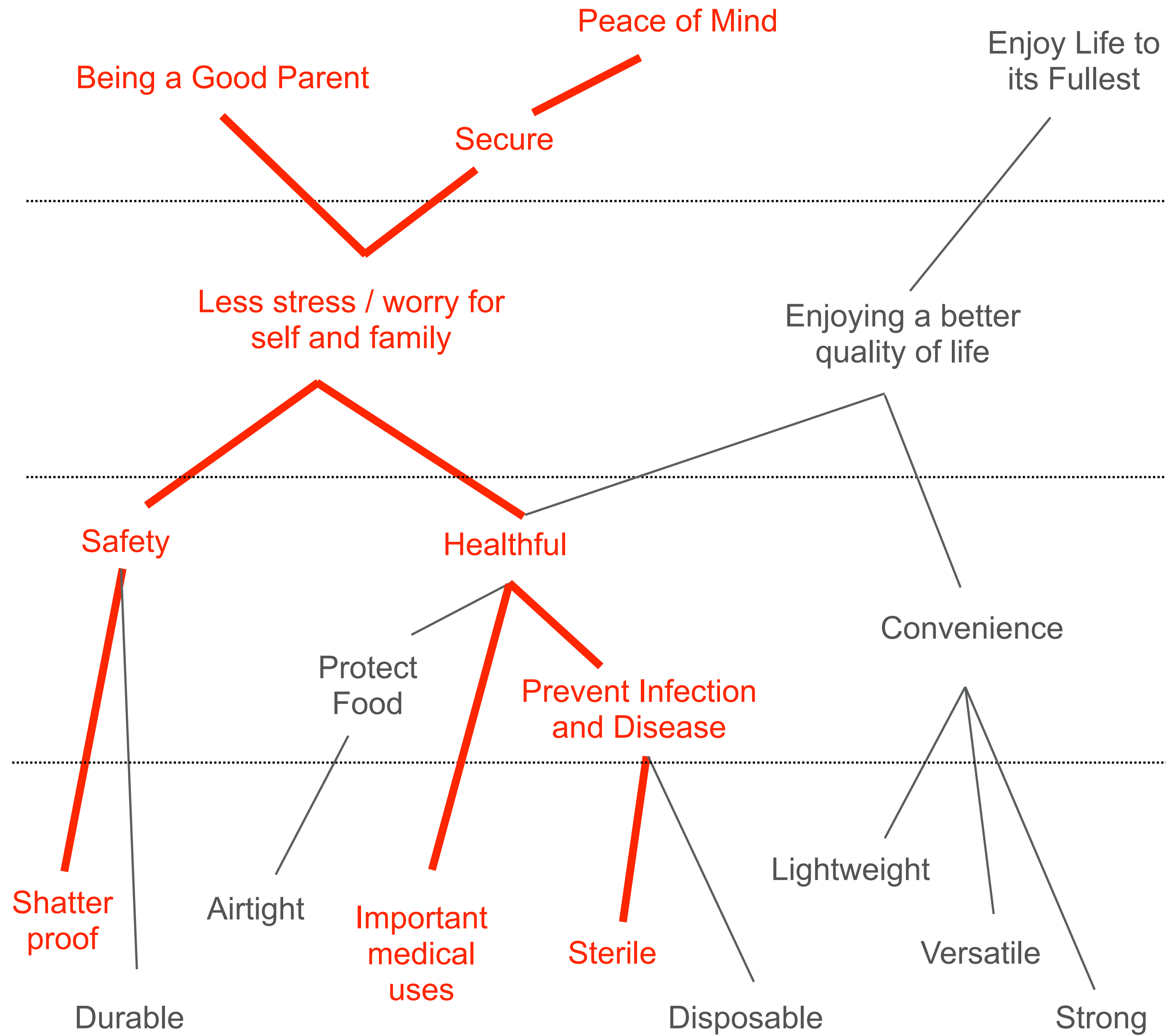
Enter one BYU EMBA means-end chain from your colleague.  
Product Attribute--Product Benefit--Personal Benefit--Value.  
For example: "Church school -- great network -- personal world-wide connectedness -- social recognition"



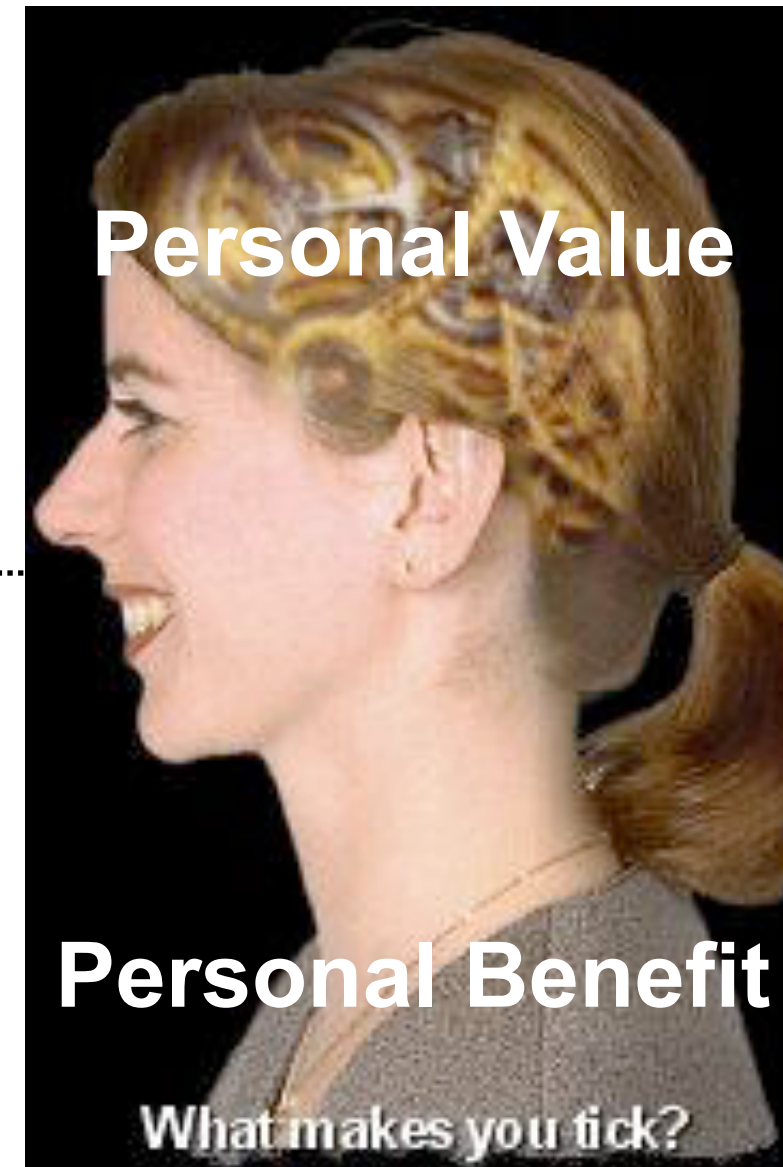
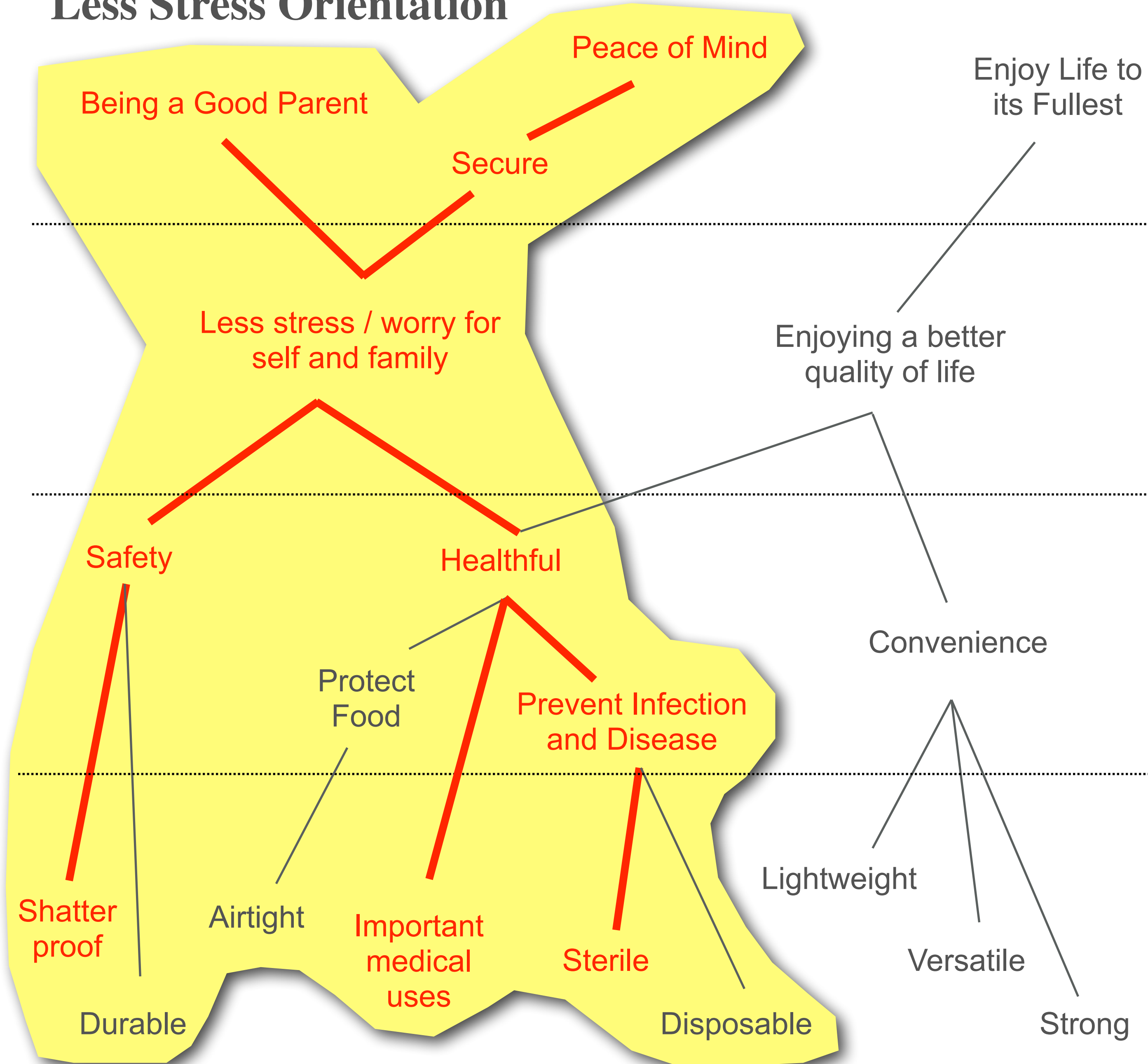
Nobody has responded yet.

Hang tight! Responses are coming in.

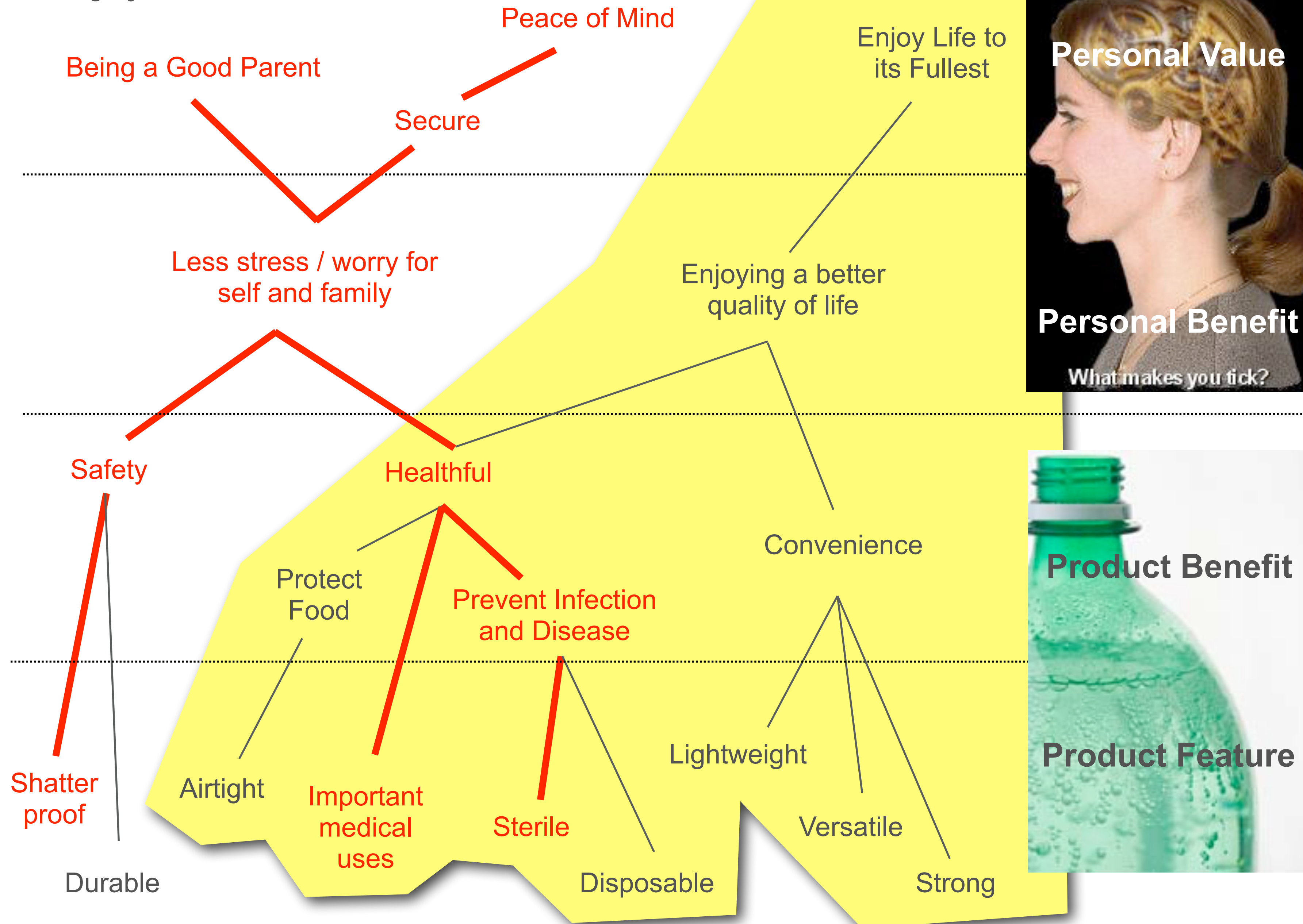
# Hot Means-End Chains



# Less Stress Orientation



# Enjoy Life Orientation





# OVERVIEW: VALUE ANALYSIS

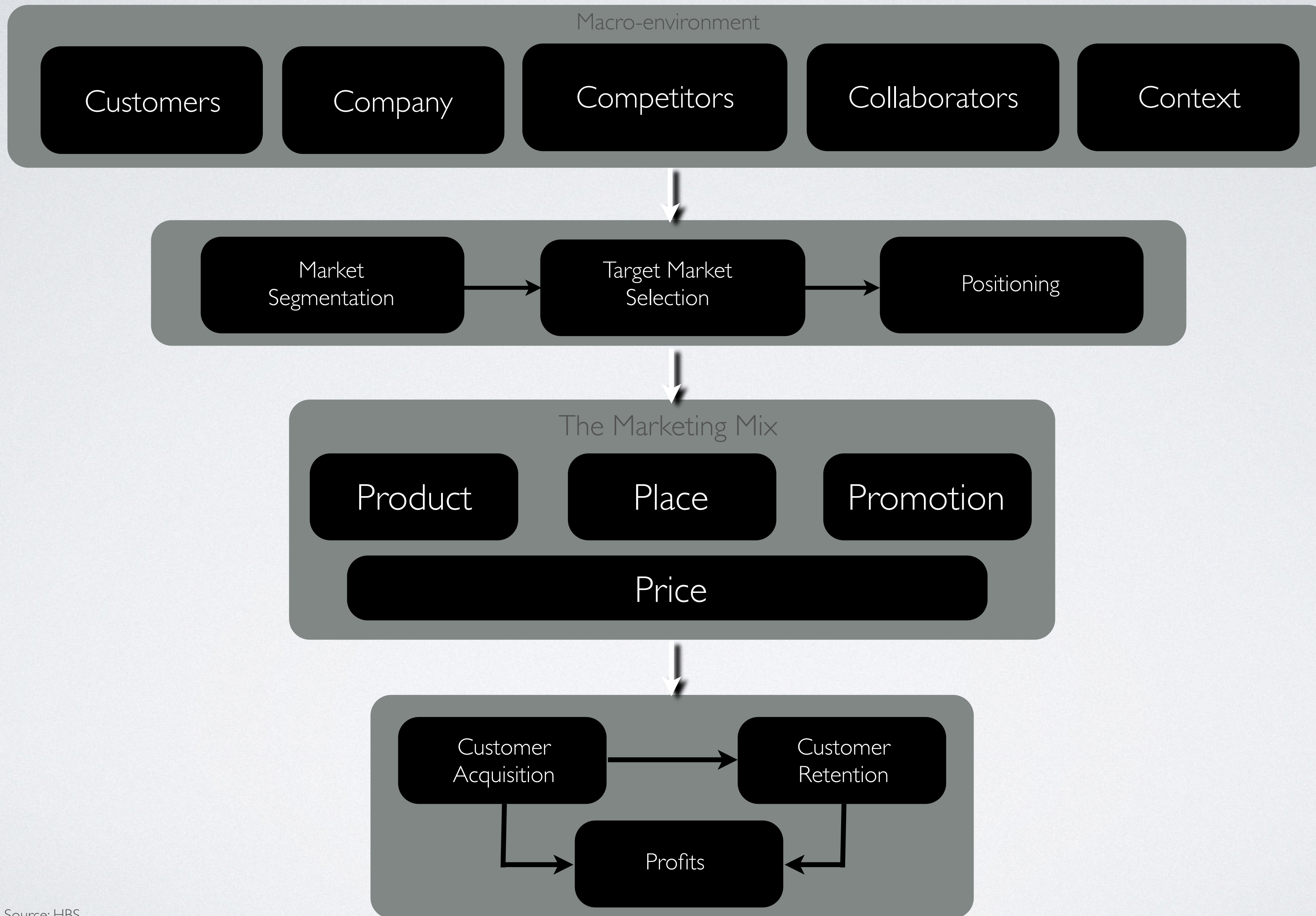
1. Select one company, business, product or service to study
2. Seek out salespeople and frontline workers to identify ideal customer segments (Love Group aka Brand Champions)
3. Contact 6-10 ideal customers to learn more about their buying / consumption experience
4. Use ZMET to gather imagery, verbiage, surface metaphors, and key deep metaphors associated with the product and/or service
5. Use Laddering to get an in-depth perspective on needs and how they connect with the heart

# ON A PERSONAL NOTE...

2 Nephi 9:51

- Wherefore, do not spend money for that which is of no worth, nor your labor for that which cannot satisfy.

# The Marketing Strategy Process



# ZMET & LADDERING REVISITED

Building the link between reason and emotion

A couple of weeks ago, my wife and I had gotten into an argument that I just couldn't figure out how to resolve. We had reached a point where almost anything I said triggered negative emotions. It was clear to me that I wasn't in my wife's "love group," but I struggled to pinpoint the root of the problem so we could address it.

The following day at work, as I was conducting user research for a new tech product my team is launching, an idea struck me. I realized I could apply the skills I'd acquired as a marketer, researcher, and Product Manager to understand a different target audience: my wife. My thoughts drifted to the ZMET interviews I had conducted during Professor Christensen's marketing class in my MBA program. Both in school and in the industry, I had utilized the ZMET technique to identify higher-order needs and desires that drive consumer behavior, starting from the more apparent surface needs and desires. I decided to apply this method to our relationship.

I grabbed a stack of "Post-It notes and jotted down all the minor surface arguments we had been having. I reflected on what might be driving each argument or thought, noted that on another sticky, and continued this process until I identified what seemed to be the root feeling or need behind the disagreement.

This exercise was eye-opening. It reminded me of the stark difference between what we often say and what we genuinely want or need.

I presented my findings to my wife using the sticky notes, and she generously allowed me to guide her through the pyramid of insights I had gathered. She also shared her perspective on the accuracy of my interpretations.

This approach fostered a constructive conversation about our fundamental needs, moving us away from superficial disagreements.

For instance, we traced the statement, "you didn't plan much for my birthday" (a glaring oversight on my part), through a sequence of emotions and perceptions:

- "You don't care about me."
- "Lack of planning makes me feel unloved, unappreciated, and concerned about our future."
- This culminated in: "I want to feel secure," and "Planning together assures me of your love and commitment."

Feeling truly heard, my wife's emotions were acknowledged. I gained a deeper understanding of her sentiments, and together, we formulated a plan to move forward.

While this wasn't a textbook application of ZMET, it was a transformative experience for both of us. I'm profoundly grateful to have been introduced to this methodology almost a decade ago.

Thank you once more for this invaluable lesson and for all the other incredible insights you imparted to us.

Warm regards,



9:24 ↗

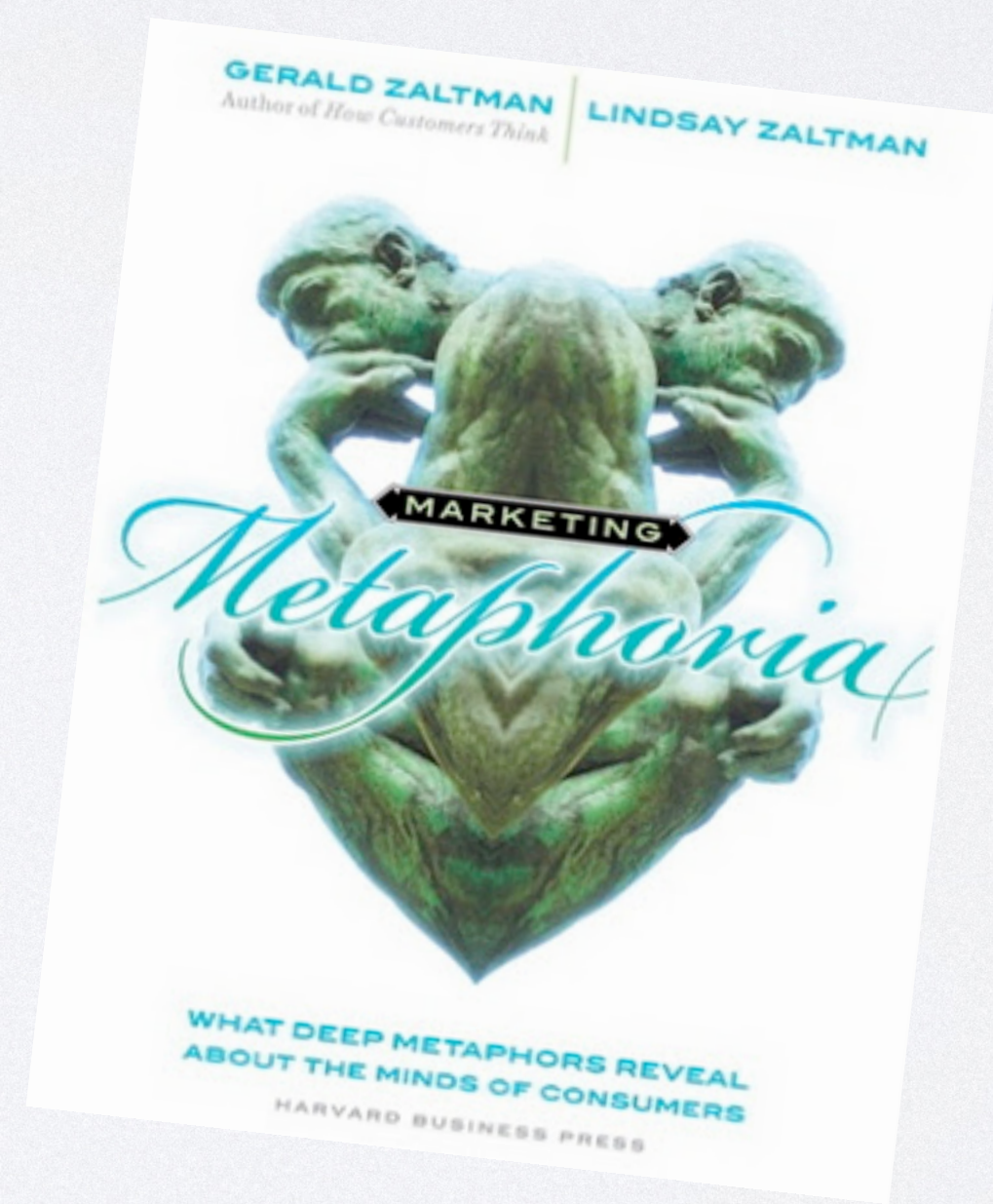
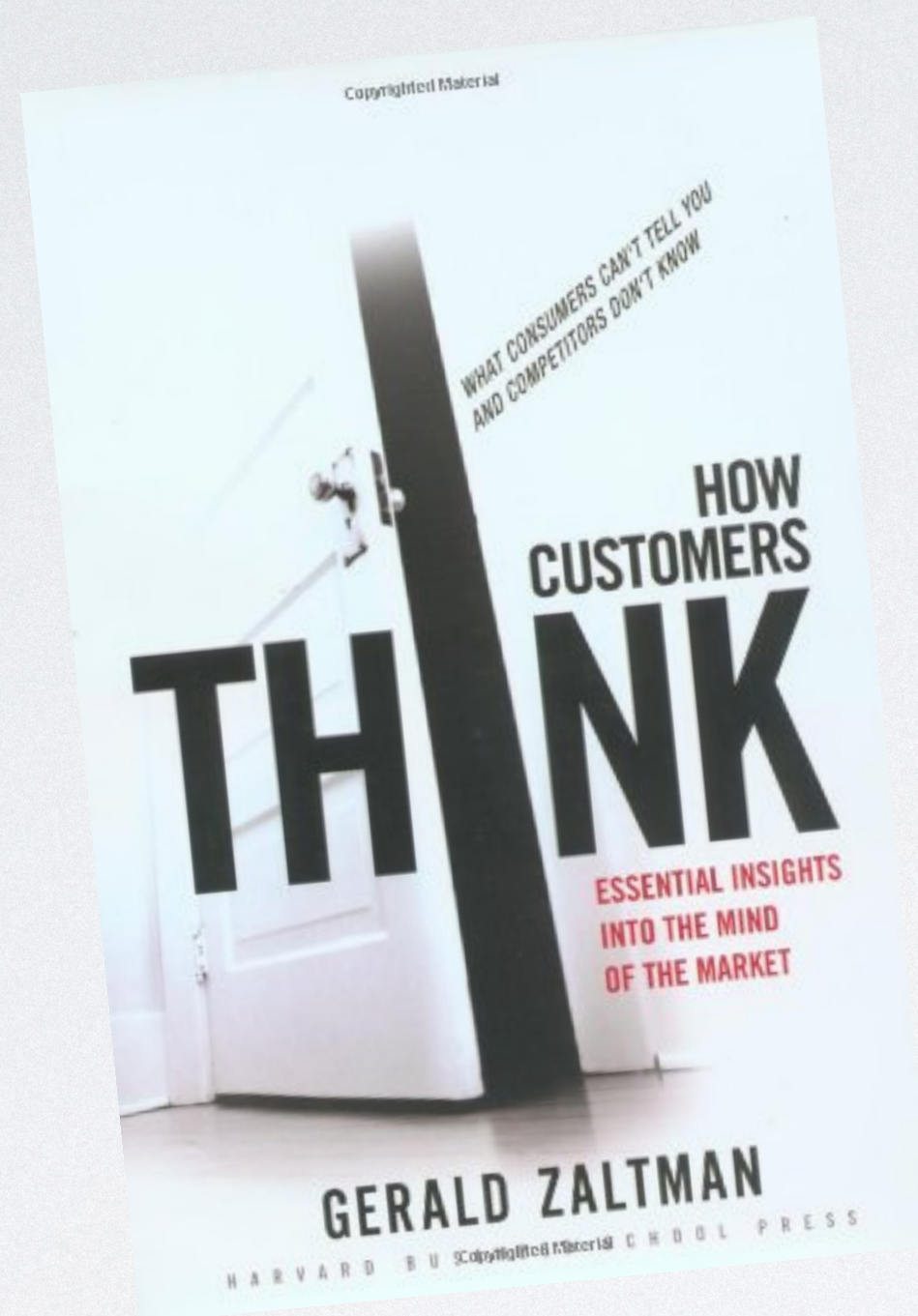


Jennia >

Sat, Mar 9, 9:30 AM

Glenn, I just need to tell you how much I use the laddering framework you taught us as I work on positioning. I've used it every time I need to position a product, and it is so helpful! I've taught a lots of others how to use this framework as well. Thank you so much for teaching this! Positioning can be nebulous and this really helps make it more tangible.

# BUILDING YOUR BUSINESS LIBRARY





METAPHORIC THINKING



# METAPHORIC THOUGHT

EXTRAPOLATING FROM THE KNOWN TO THE UNKNOWN



# Metaphor is how our minds create ... and express meaning

## Ideas are plants

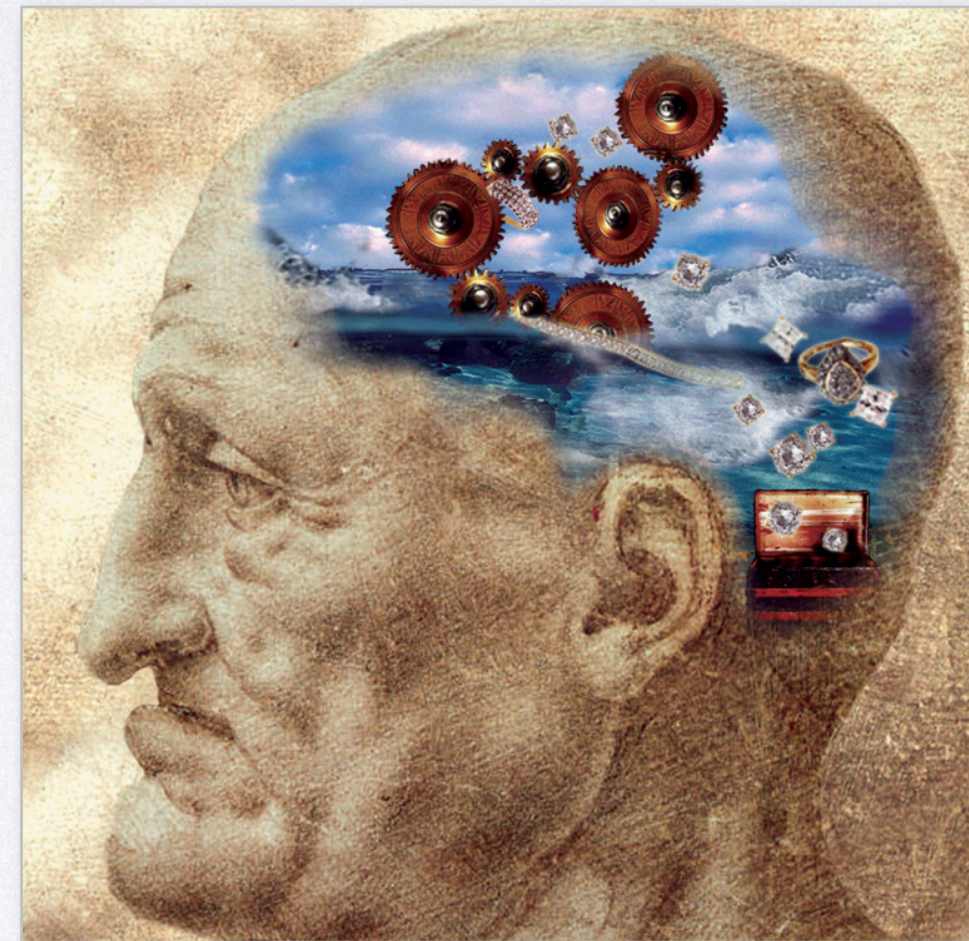
- You have a **fertile** imagination
- That's a **budding** theory
- Let me **plant a seed** of an idea

## Emotional states are containers

- **in** a bad mood
- wallowing **in** self-pity
- snap **out** of it

## Arguments are battles

- The claim is **indefensible**
- I **shot down** the argument
- Her criticism is **on target**



## Life is a gamble

- I'll take my **chances**
- The **odds** are against me
- I've got **an ace** up my sleeve
- It is not **in the cards** for you

## Vitality is a fluid

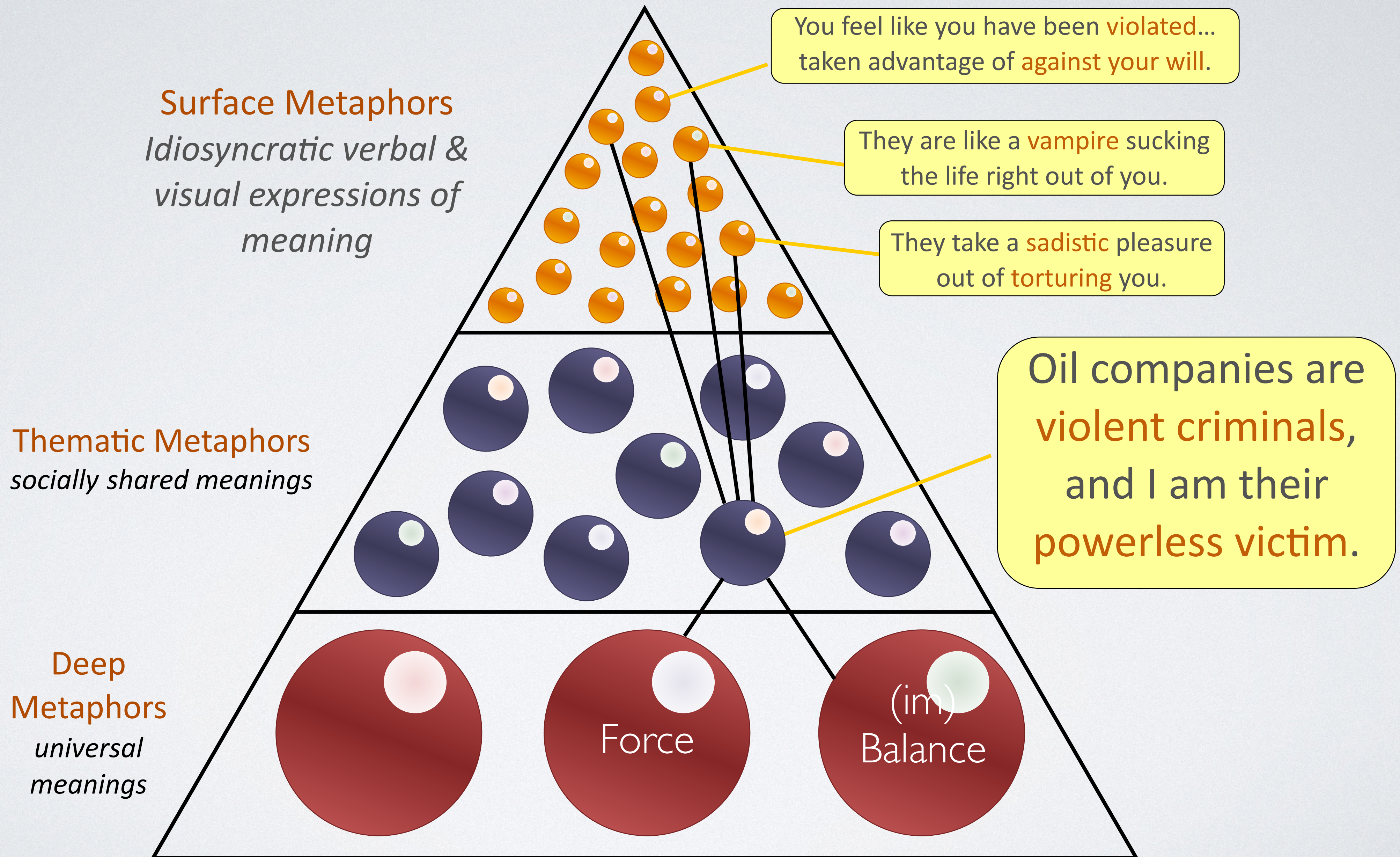
- **brimming** with energy
- **overflowing** with life
- I am **drained**

IF WE PAY CLOSE ATTENTION TO THE METAPHORS  
PEOPLE USE IN ORDINARY CONVERSATION WE CAN  
GLEAM THE UNSPOKEN MEANINGS THAT  
STRUCTURE THEIR THINKING.

Metaphor elicitation: Find images to express your thoughts and feelings about buying gasoline today



# Three levels of metaphor can express three levels of meaning









# THE NEED: RESTORE MEANING TO THE DEL MONTE BRAND

- US brand volume **falling 5%** per year
- **Declining perceptions** of quality and nutritional value
- Purchase decisions increasingly based on **price**
- **No advertising** for years

A collection of fresh vegetables including carrots, mushrooms, tomatoes, and onions on a dark surface. The vegetables are arranged in a natural, slightly overlapping manner, with some in sharp focus and others blurred in the background. The lighting is soft, highlighting the textures and colors of the produce.

# THE METAPHOR ELICITATION TASK

We asked buyers of canned fruit and/or canned vegetables to collect 5 or 7 pictures that expressed...

“your thoughts and feelings about Del Monte and the role of Del Monte products in your life.”

What is the pattern?



# OTHER EXPRESSIONS OF THE NATURE DEEP METAPHOR



“When I see a Mason jar, I’m thinking of **people going out in the garden** and **getting something fresh** without artificial flavors or colors...that’s what I envision. When it’s **homegrown**, it embodies all those things.

“**Back to the earth** and **planting** and **eating things grown from the earth** instead of processed.

## The Brand Meaning Structure

- purity
- untainted
- minimal processing
- fresh from garden
- simplicity of living



The Garden – thematic metaphor – a magical place



NATURE -- deep metaphor





# The Del Monte brand: **Bursting with life**



A vertical advertisement for Del Monte Diced Tomatoes. At the top, a green tomato vine with several leaves extends horizontally. Below it, a single, vibrant red tomato is shown. At the bottom, a can of Del Monte Diced Tomatoes is displayed, with the label clearly showing the brand name and product type. The background is a soft, light green gradient.

Grown in America. Picked and packed at the peak of ripeness. Same essential nutrients as fresh.

***Bursting with Life™***

© Del Monte Foods. All Rights Reserved.



A vertical advertisement for Del Monte Sliced Peaches. At the top, a peach branch with several green leaves extends horizontally. Below it, a single, ripe peach is shown. At the bottom, a can of Del Monte Sliced Peaches is displayed, with the label clearly showing the brand name and product type. The background is a soft, light green gradient.

Grown in America. Picked and packed at the peak of ripeness. Same essential nutrients as fresh.

***Bursting with Life™***

© Del Monte Foods. All Rights Reserved.





Del Monte

The Add Some Garden Contest

✓ Liked



**Del Monte**  
Quality

# ADD SOME GARDEN™ CONTEST

At Del Monte, we believe you can always make a good meal great by adding a little creativity and some garden quality ingredients.

What favorite dish would you add green beans to for a garden-inspired twist?

*Tell us and you could win over \$10,000 in incredible prizes just for sharing!*

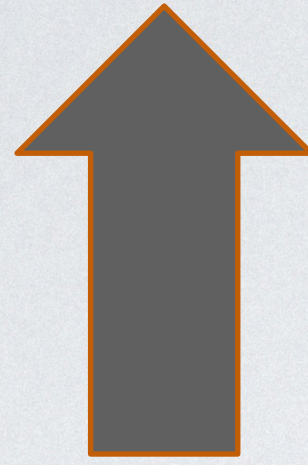
**LIKE TO ENTER**

*Bev adds green beans to her Rustic Beef Stew*

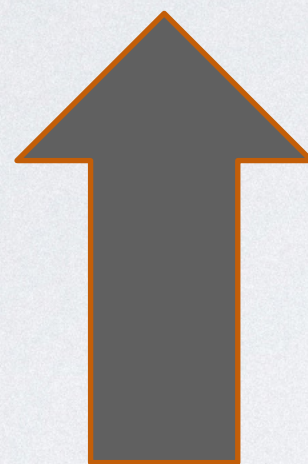
[How it works](#) [Privacy Policy](#) [Prize Details](#) [Rules & Regs](#) [DelMonte.com](#) [Help](#)



## Results of the new Del Monte brand meaning



Base brand volume **increased 8%** in the first six months of the **campaign**  
(following on a 5% decline in the previous year).



Brand equity metrics skyrocketed, **far exceeding the +20% goal.**







Del Monte

GARDEN QUALITY

TM

1911



2013



2003





New Look!  
same great  
taste



*Golden Sweet*  
**Whole Kernel  
Corn**



Grown  
IN THE  
U.S.A.

NET WT 15.25 OZ (432g)



Dear [participant name],

I am very pleased you will be participating in our research project. This letter contains important instructions to prepare you for your interview.

**The Goal**

The goal of the interview will be to understand your thoughts and feelings about [brand/product].

**What You Need To Do**

- ◆ Think about how you feel about [brand/product]. What thoughts and feelings come to mind? It might be helpful to take a minute and write down your different thoughts and feelings about [brand/product].
- ◆ Find 5 – 7 pictures that express those different thoughts and feelings you have about [brand/product]. These pictures may come from the internet, newspapers, magazines, a photo album, etc.
- ◆ The pictures you select need only have meaning to you. For example, in another project about financial planning, someone brought in a picture of a traffic jam to show the frustration she felt about financial planning, and another person brought in a picture of a trophy to represent his goals for financial planning. Again, the pictures should represent how you think and feel about [brand/product].
- ◆ Bring the pictures with you when you come to the interview.
- ◆ Please try not to discuss this project with anyone until after your interview. We will call you soon to answer any questions you may have and to confirm your appointment.

**When and Where You Should Go For Your Interview**

Your interview will take about an hour or so. We will meet at \_\_\_\_\_ on \_\_\_\_\_.

**If You Have Questions**

If you have any questions, or are unable to attend the interview, please call me directly at [contact phone #] as soon as possible. I am looking forward to meeting you.

Thank you,

PARTICIPANT ID # \_\_\_\_\_

## THOUGHTS AND FEELINGS ABOUT MOUNTAIN BIKING

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_

Participant: \_\_\_\_\_

Location: \_\_\_\_\_

### INTRODUCTION (5 min)

- Check that the recorder is functioning properly (including batteries and microphone).
- Introduce self, make small talk to establish rapport.
- Briefly outline the interview process.

We are interested in your thoughts and feelings. There are no right or wrong answers to any of my questions. My job is to be sure I understand your thoughts and feelings, so I will ask some questions to make sure I know what you mean." You may want to offer additional encouragement by saying something like, "Some of my questions may seem repetitive, some may even seem silly, but please bear with me."

- Explain confidentiality--your name is never associated with your comments. Explain participant's right to retain all data if uncomfortable.
- Obtain permission to record. Turn on recorder.
- Verify participant understanding of the assignment. "Before we begin, could you tell me what you understood your assignment to be as you set about gathering pictures?"

[The quote from the participant letter is: "We are interested in learning about your overall thoughts and feelings about mountain biking. Some of your pictures might reflect your general feelings about mountain biking. Other pictures might reflect your thoughts and feelings about mountain bikes and their components. When you think of mountain biking, what thoughts and feelings come to mind?").]

- "How many pictures did you bring?" (If more than 7, reduce to 5-7. Are some of these similar? Perhaps we could choose just one picture to represent that idea.)
- Lets look at the pictures you can decide on the order.

# Another Example: Nestle Crunch Bar

Let context emerge  
from image



Buying or Usage Occasion

Reward Yourself   Pick-Me-Up   Treat for Kids

## Photo Therapy

Tom



- (1) What question is the picture asking?
- (2) What secret is the picture holding?
- (3) How does the picture need to change to create a different thought?
- (4) If you could expand the frame of this picture, what else would come in that would help me understand your thoughts and feelings about eating a Nestle Crunch Bar?
- (5) If this picture were a frame in a cartoon, what would be the before picture and what would be the after picture that would help me understand your thoughts and feelings about eating a Nestle Crunch Bar?

- (1) Bring in 5-7 pictures that express your thoughts and feelings about eating a Nestle Crunch Bar.
- (2) Tell me about this picture. How does it describe your thoughts and feelings about eating a Nestle Crunch Bar?
- (3) What is the one main idea you want me to take away from this picture?
- (4) If we were to give this picture a one or two word title that summarizes how expresses your thoughts and feelings about eating a Nestle Crunch Bar, what would the title be?

# Another Example: Nestle Crunch Bar

Buying or Usage Occasion

Reward Pick-Me- Treat for  
Yourself Up Kids

## Other Senses

- (1) What is the sound of eating a Nestle Crunch Bar? What is NOT the sound of eating a Nestle Crunch Bar?
- (2) What is the touch or texture of eating a Nestle Crunch Bar? What is NOT the touch of eating a Nestle Crunch Bar?.
- (3) What is the smell of eating a Nestle Crunch Bar? What is NOT the smell of eating a Nestle Crunch Bar?
- (4) What is the taste of eating a Nestle Crunch Bar? What is NOT the taste of eating a Nestle Crunch Bar?

## Photo Therapy

- (1) What question is the picture asking?
- (2) What secret is the picture holding?
- (3) How does the picture need to change to create a different thought?
- (4) If you could expand the frame of this picture, what else would come in that would help me understand your thoughts and feelings about eating a Nestle Crunch Bar?
- (5) If this picture were a frame in a cartoon, what would be the before picture and what would be the after picture that would help me understand your thoughts and feelings about eating a Nestle Crunch Bar?

Jane



# BEST PRACTICES

1. Identify 3-4 representative respondents for each Love Group segment
2. Have each respondent bring in 5-7 pictures that express their thoughts and feelings about [Nestle Crunch Bar]
3. Identify main ideas and ladder the most important ideas
4. Identify what [Nestle Crunch] does best and ladder that product feature
5. Use photo therapy to identify additional main ideas and ladder those ideas. Be sure to pyramid down and ladder up to FEME and terminal values.

# MAIN IDEA - REWARDING FLAVOR



The sound of a forest in autumn, the multitude of leaves. Every square inch is different both on the ground and on a Nestle Crunch Bar. Flavor wise that's what one expects from it ...one expects to walk into the light - be rewarded.

What is the main idea you want me to take away from this picture? ...rewarding flavor

# MAIN IDEA - REWARDING FLAVOR



/  
Rewarding Flavor



# PYRAMID “REWARDING FLAVOR”

Please describe the rewarding flavor of Nestle Crunch. What is it about the Nestle Crunch that gives it a rewarding flavor?

- ✘ Every square inch is different
- ✘ Crunchy pop mixed with smooth melt-in-your-mouth chocolate
- ✘ Just the right blend between milky sweetness and the sharp bite of cacao





# LINK DISTINCTIONS WITH BENEFITS

You've described the rewarding flavor of Nestle Crunch as having the right balance between sweet and bite, crunchy pop mixed with melt-in-your-mouth chocolate.

How is the rewarding flavor of Nestle Crunch relevant to you?  
What does having this mean to you when snacking?



# ADD PERSONAL VALUES

Let me remind you of what you have said up to now. When snacking with Nestle Crunch you've said that every square inch being different is important because... and this is relevant to you because... Now please look over these cards and pick out the idea that best fits with what you have told me. How does this idea fit?

Comfortable Life - It fits because with an escape now and then I can make my life more relaxed and turn out exactly as planned.



# Means-End Chain - Important Functional and Emotional Outcomes

**Personal Values**

Comfortable Life

**Personal Benefits**

Escape to a comfortable place

**Product Benefits**

Rewarding Flavor

**Product Features**

Every Square Inch Different

Crunchy Pop

Smooth melt-in-your-mouth chocolate

Right bend between milky sweetness and sharp bite of cacao



# OVERVIEW: VALUE ANALYSIS RESEARCH

1. Select one company, business, product or service to study
2. Seek out salespeople and frontline workers to identify ideal customer segments (Love Group)
3. Contact 6-10 ideal customers to learn more about their buying / consumption experience
4. Use ZMET to gather imagery, verbiage, surface metaphors, and key deep metaphors associated with the product and/or service
5. Use Laddering to get an in-depth perspective on needs and how they connect with the heart

# ON A PERSONAL NOTE...

2 Nephi 9:51

- Wherefore, do not spend money for that which is of no worth, nor your labor for that which cannot satisfy.



# UTAH SYMPHONY

**THIERRY FISCHER, MUSIC DIRECTOR**

Hi Glenn & Michael,

I was in your EMBA Class of 2017 when we did some ZMET research for the Utah Symphony, and first off wanted to thank you both for an amazing class. I feel like I use things I learned from it almost daily in leading the marketing here.

A national arts advisory organization caught wind of some of the advertising we were doing and how different it was from what other arts organizations are doing, especially the strong focus on customer values rather than hard, feature-based sells for concerts. They wanted to chat about the strategy & I shared the ZMET research we did. They ended up putting together a case study that is being shared nationally with the industry through webinars.

Anyway, we've had some great results from the research we did in this class (I'd call it transformational), and I thought you'd enjoy seeing "the rest of the story." I attached our case study.

Thanks again - you're both amazing. I'm so glad I had the chance to learn from you during the EMBA program.

Jon

# Case Study: Shared Value Identification

---

## **Situation:**

To connect with audience values, Utah Symphony wanted to shift from "programming dominant" marketing messages towards advertising messages with stronger ties to the audience's deeper emotional connections to the symphony, which are needed to create memorable campaigns and effective advertising outreach.

## **Action:**

To gain a better understanding of its audience members' emotional connections to the organization, Utah Symphony interviewed some of its most engaged customers. To elicit authentic understanding of what audience members value about the symphony, Utah Symphony used an interviewing technique in which customers bring in a series of photos that represent the symphony to them and discuss the meaning of the photos through a series of probing questions. Through this process the organization was able to surface audience members' deeper feelings about the art form. The symphony analyzed the results of the interviews to define audience members' higher order values and now uses the values to guide their marketing strategy.

## **Results:**

After shifting to values-based marketing in 2018, Utah Symphony saw an increase ticket sales, revenue, and reactivated buyers. Additionally, the research and values mapping shifted how the organization talks internally about its patrons and the role the symphony plays in their lives and also frames their decision-making related to the patron experience.



# A Marketing Journey

## Program-Based Marketing (Pre-2018)

- *Focus:* Programmatic details
- *Origin of Campaign:* Long-standing approach to promote upcoming concerts
- *Outcome:* Not memorable; not often sourced as how attendees heard about a concert



## Values-Based Marketing (Launched in 2018)

- *Focus:* Brand resonance through shared values
- *Origin of Campaign:* Audience interviews completed with the intention of understanding audience members' deeper connections to the organization and art form.

### Campaign #1: Symphony Rockstars



*Outcome:* Highly memorable, one year after the campaign audience members were still bringing it up proactively; appealed to a broad range of segments

### Campaign #2: Unexpected Listeners



*Outcome:* TBD, launched in Fall 2020

# Identify Customers' Deeper Feelings About the Art Form

## Pre-Interview Request

*Identify a set of 10 images that represent that the symphony to you, but do not include any pictures of the symphony, musicians, or instruments.*



This form of interviewing is known as the [Zaltman Metaphor Elicitation Technique](#) (ZMET).

## Components of Interview

### **Storytelling**

Ask interviewee to explain how each picture represents their thoughts and feelings about the symphony.

### **Missing Pictures**

Ask interviewees if there were ideas or feelings they wanted to express but could not find an appropriate representative image.

### **Triad Task**

Select three pictures at random. Ask interviewee to explain how two of the pictures are similar but different from the third.

### **Sensory Metaphors**

Ask interviewees to express their ideas using various sensory images. For instance, ask what is (and what is not) the color, smell, or touch of the symphony.

### **Additional Probing Techniques**

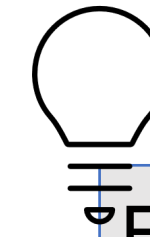
To encourage interviewees to elaborate on their thoughts more fully, continue probing on pictures. For example, ask them to tell you what else might be in a picture if the frame was extended.

## Outcome

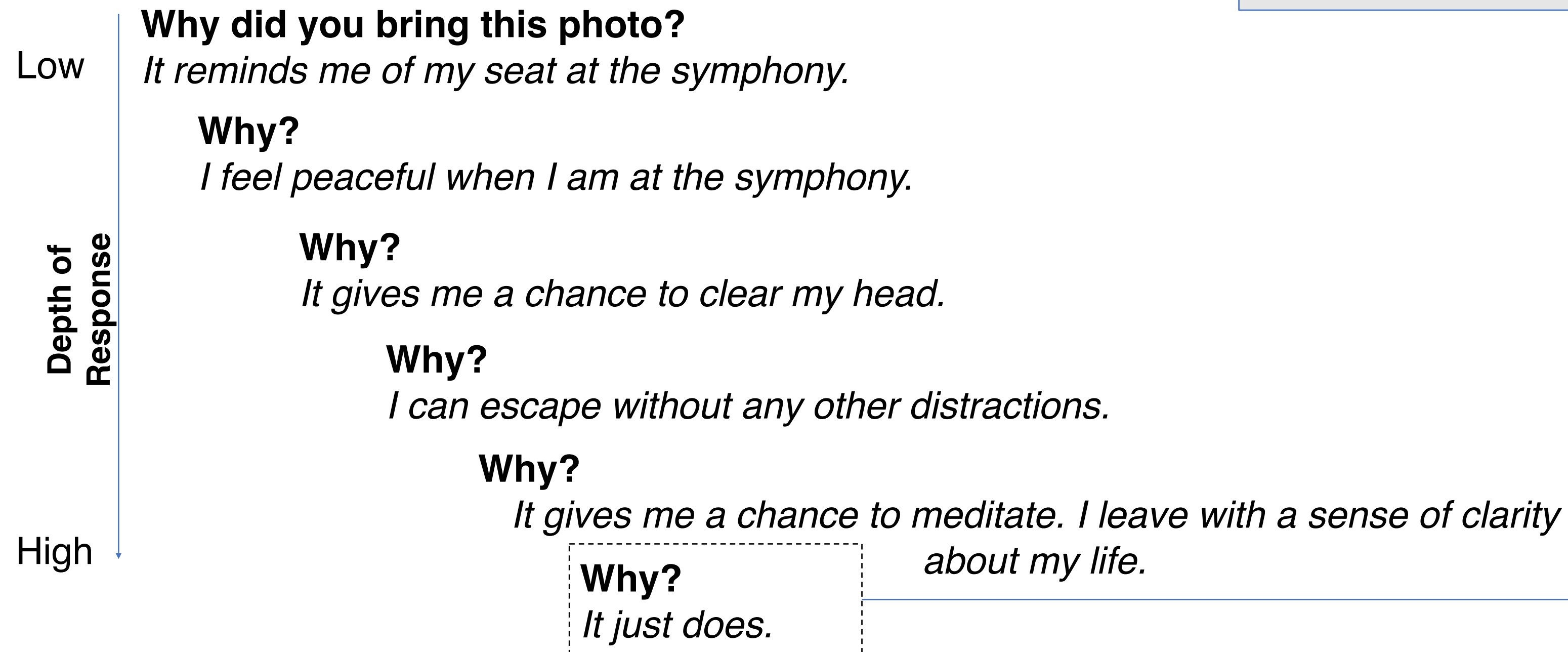
- A deep understanding of customers' conscious and unconscious feelings about the art form and the mental models that guide customers' feelings about it
- An ability to communicate more effectively to customers through resonant marketing messages

# A Simplified Interview Approach: Why, Why, Why

## Interviewing Technique: Why, Why, Why



For organizations not ready to embark on the comprehensive ZMET interviewing strategy, there are simplified interviewing styles, such as continually asking “why?”, that uncover a much deeper understanding of customers’ connection to the organization compared to traditional satisfaction surveys or focus group discussions.



Continue asking “Why?” until the respondent no longer has an answer. This indicates you’ve reached the core of their feelings.

# Analyze Customer Feedback to Identify Customer Values

## Analysis of Audience Interviews

“I feel at peace when I am sitting in my seat.”

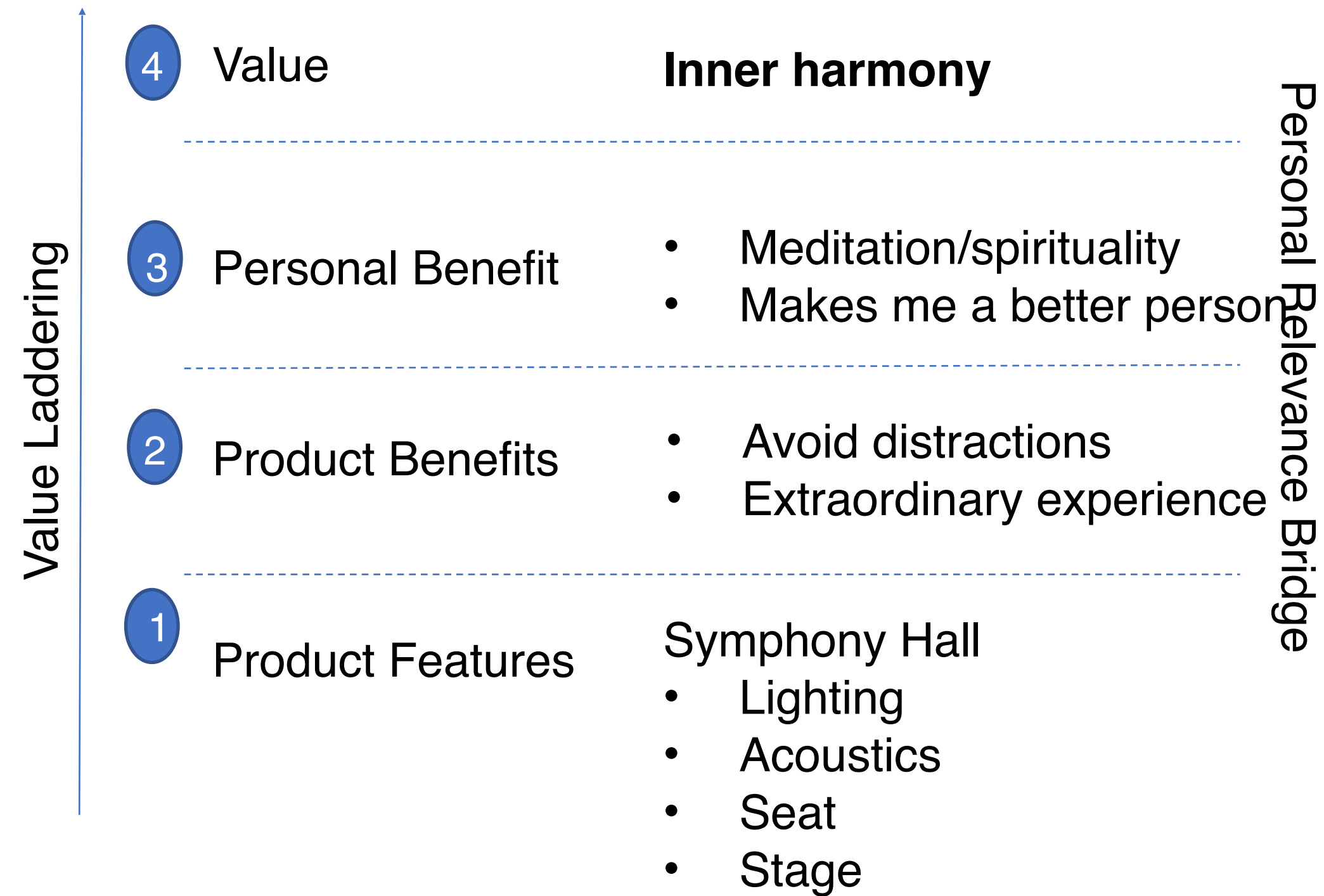
“It gives me a chance to quiet my thoughts.”

“It feels like I’m being transported to somewhere else when I’m inside the hall— like I’m in a different world.”

“The hall is so majestic – incredible acoustics and beautiful architecture.”



## Connects Features to Personal Benefits & Values



**Personal benefits** are higher order benefits that are deeper than serving a functional purpose. They assist in meeting emotional needs.

**Product benefits** are functional benefits from product features.

**Personal Relevance Bridge** shows how product benefits lead to emotional connections for the consumer.

**Metaphor Capture:** In addition to the value laddering, ZMET also suggests capturing all the metaphors (e.g., reminds me of the sun shining on my face) used by interviewees to help guide the visual representation of the values in marketing campaigns.

# Use Values to Design Emotionally Resonant Marketing

## Examples of Utah Symphony's Values-Led Marketing Campaigns

Value: Accomplishment



*Signals how the symphony supports learning and personal development through challenging and complex performances.*

Value: Beautiful World



*Signals how the symphony creates the opportunity to experience culture and history and provides an extraordinary experience.*

Value: Inner Harmony



*Signals how the symphony provides an opportunity to avoid distractions and connect with your spirituality.*

**Why it works:**

# Results

---

## Impact of Values-Based Marketing

*Changes between 2017-2018 and 2018-2019*

7% increase in Utah Symphony's  
Masterworks Series ticket sales

16% increase in Utah Symphony's  
Masterworks Series revenue

18% increase in reactivated ticket  
buyers

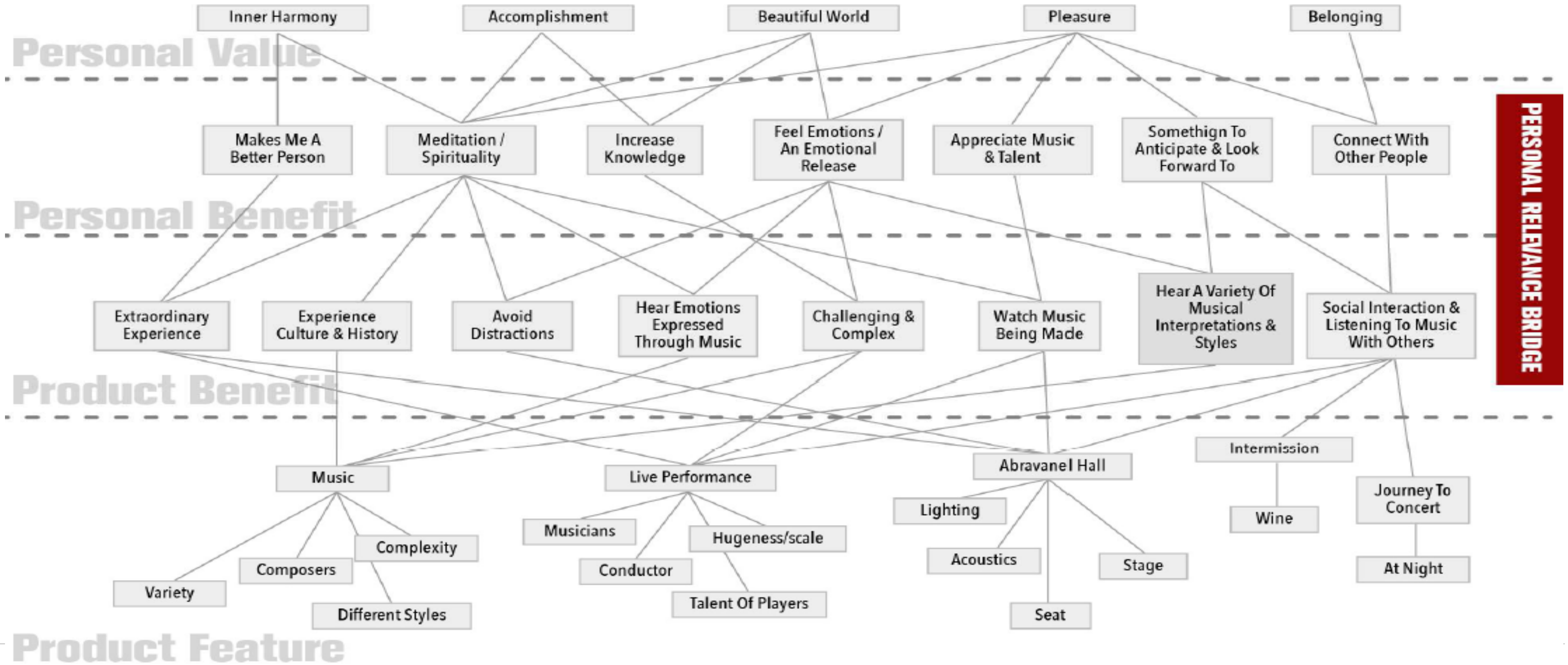
“The research and **values mapping has shifted how we talk internally about our patrons** and the role the symphony plays in their lives. It has helped frame decision making related to the patron experience.

For example, when we launched our UNWOUND casual concert series, there were many conversations about what should and should not change with the concert experience as we tried to build new audiences. **As the “features” of a concert changed, we made sure that there were still strong ties up to the personal values of the audience.**”

- Head of Marketing, Utah Symphony

# Artifact: Utah Symphony's Complete Values Map

## Utah Symphony's Values Map



# Tool: Guidance for Choosing Audience Interviewees

## Utah Symphony's Selection Process to Identify Audience Interviewees

Sources of Input:



Box Office



Social Media  
Manager

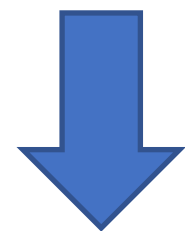


Philanthropy

*(Letter sent by head of marketing to other departments)*

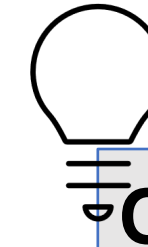
Please help the marketing department identify “Those Who Love Utah Symphony Most”. Consider the following criteria when making your suggestions.

- ✓ Highest levels of attendance
- ✓ Longest tenured subscribers
- ✓ Most generous donors
- ✓ High levels of engagement on social posts



Pool of  
“Loyalists” to  
Interview

## Choosing the Segment of Audience Members to Interview



### **Option 1: Most Engaged/Loyal Audience Members**

- Selecting highly loyal and engaged audience members enables organizations to understand the deeper emotional connections audience members have to the art form and use that understanding to appeal to others in the same way.

### **Option 2: Most Engaged Audience Members *within a Motivational Segment***

- If organizations are looking to appeal more to a specific motivational segment, they should identify their most passionate audience members within that segment to understand what they uniquely value about their experience with the organization.