



Founded at Harvard, we provide world-class research that drives some of the biggest brands today. **We specialize in accessing the authentic voice of the consumer** and delivering clarity to brands on their unique value proposition and positioning through our work with Deep Metaphors™.



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Driving Brand Equity

A look inside our research with Frito-Lay that examined the minds and emotions of American snackers.

Missing Meaning

When the Lay's brand faced the **challenge of creating a powerful connection with their brand beyond product attributes**, we leverage our expertise in mind science to understand the **deeper, emotional frames** of Lay's consumers. The goal was to explore and understand a connection with the brand that was **far deeper than the beloved product attributes**:



light



airy



crispy

The Opportunity

Lay's consumers' emotional reaction has become a significant part of the **brand's equity**



The Methodology

ZMET®

Our **patented and pioneered** methodology, the Zaltman Metaphor Elicitation Technique (ZMET), allows us to **go beyond the surface and illuminate the full complexity of the human mind**. As the **industry leader in behavioral science**, we leveraged our ZMET technique to **deeply understand the unconscious beliefs and behaviors that impact decision-making**.

In-Depth Interviews



We talked to men and women across the United States to understand the **emotional territory** of loyal consumers and their **experience with the brand at each touchpoint**.



“At Frito-Lay, we have really bought into the idea that **everything is emotional**. We've worked with the Zaltman Metaphor Elicitation Technique (ZMET) to **understand how engaging our emotional center [affects behavior]**. Because of the way our brains work, sometimes we're not able to say rationally what we think about something. We found that specifically, 'Light', 'airy', and 'crispy' for Lay's means it helps people feel release. [Consumers] literally talk about 'floating away' when they eat a Lay's because it's so light, airy and crispy.”



Mike Quintana - Director Strategy and Insights Global Brands at PepsiCo - Frito Lay

Looking Beyond

In the **\$31 Billion category**, Frito-Lay can now **leverage its understanding of the key emotional drivers** and by **looking beyond their core loyal customers and extending their market share**.



Frito-Lay is the **market share leader** in potato chip vendors

