

# Getting the Most Juice Out of Empathy Work

*Kelli Davis / Head of Insights  
Juice+ Sector / PEPSICO*

*Rob Volpe / CEO  
Empathy Activist / Ignite 360*

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# Introducing Kelli and Rob



## Kelli Davis

Head of Insights, Juice + PepsiCo

- More than 20 years of experience in Insights & Strategy
- Prior time at General Mills
- Focused on bringing the consumer “voice” that guides strategic and tactical direction necessary to drive growth
- Based in Chicago



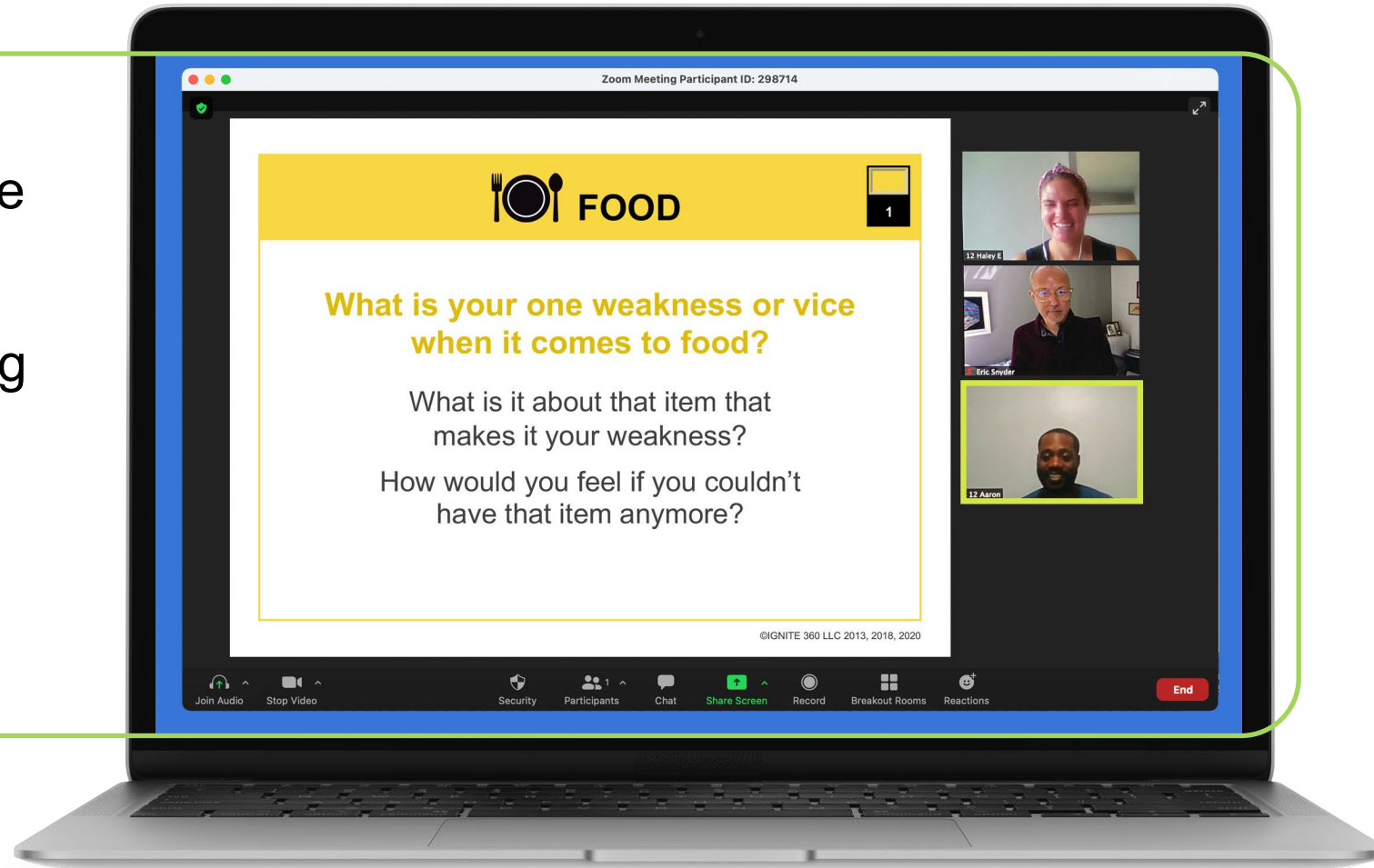
## Rob Volpe

CEO, Empathy Activist Ignite 360

- Astute observer of human behavior
- Master storyteller
- 1<sup>st</sup> book on empathy building “Tell me more about that” publishes 2/22/22
- Based in SF

# Today's Presentation

- The Empathy Crisis and Impact on the Workplace
- How Pepsico's Juice + team approaches empathy building
- Results from their program
- Recommendations to build your own program





# The Empathy Crisis is Real

- Ability to have **cognitive empathy** (“see the perspective of others”) **declined 40%** by 2009 (U of MI study)
- Partisanship, bubbles, social media, busy lives all keep people from **engaging their empathy muscles**
- Creates challenges in corporations as business teams may not be **representative of their consumer in demos as well as behavior**
- To better inform decision making across functions, **building connections to the consumer** (empathy) becomes key to keep the relationships real.
- *“Marketing is becoming more data-informed. But I’m a little worried that, with a performance marketing mindset, our relationship with consumers might become more transactional.”*  
Greg Lyons, Pepsico CMO, Forbes June 4, 2020



“

*It's about data, but also empathy. Now there's so much more data than we've ever had before. So it's a real balance today of understanding the consumer both with your heart, which you still need to do, but also leveraging all of this incredible data.*

—Greg Lyons, PepsiCo CMO, April 2018

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## The Challenge

- Why Global Insights decided to bring this initiative forward.
- Global Insights launched Human Eyes initiative in 2019 to build more empathy with consumers to balance the growing use of data.
- How do you create an empathy program that has impact as well as empathy building?

# Focus is a Key for Success Building a Program

Six considerations the Juice+ team used to build an impactful program.

1

How is consumer empathy currently showing up in the org?  
Leveraging intuition or still 'throwing darts'?

3

What is your learning objective?

5

How can the team capture and apply their learning into their day-to-day work?

2

What is your empathy objective?

4

What are key questions that guided activities could answer?

6

Practical considerations: available team time, # of team members, duration of program, budget

# Get Creative, Customize the Plan to Fit the Needs of the Team

## Part 1 (Summer 2020) Provide the Skills

**All 4 teams started with Empathy Camp,** learning and practicing the 5 Steps to Empathy together

**Same teams continued with 1:1 Lifeology™** game play to apply the 5 Steps to interaction with real consumers (custom questions per brand team)

## Part 2 (Fall 2020) Engage in the Business Questions

**Custom activities** designed to answer business questions:

Activities for the team mirroring consumers + video 1:1 calls

- Innundation / Naked
- Share the Moments / Tropicana
- Drink Juice Like Me / Dole
- Confessions of Love Videos / Izze

## Part 3 (Fall 2020) Making it Stick

Facilitated **Debrief and Application Session**

PPT Report (based on team debriefs)

# How To Keep the Team Engaged

- **Support from the top**  
make it a company priority and it will be a priority, emails of encouragement or reminders of importance help
- **Engage on relevant business questions,**  
not just general “get to know you”
- **Manage the amount of time required**  
shorter consumer interactions
- **Demystify the process**  
coaching and explain how to talk to people
- **Encourage the fun!**  
It's talking to consumers







## How Did Juice+ Apply Insights Out Of Empathy?

- Debrief Application Workshops focused on learning and how to apply it moving forward
- Insights leads refer back to empathy work and the consumer in subsequent meetings, workstreams
- Intuition gained led to faster decision making
- Insights gleaned helped:
  - refine/enhance brand positioning's,
  - sharpen innovation concepts headed into testing,
  - tightened ways in on brand strategy

# Recommendations for Your Program

1

Solve your business objectives within broader empathy objectives

2

Build a foundation of skills to make the subsequent parts go smoothly

3

Keep the team engaged, but not over-burdened – it should be fun!

4

Don't let a consumer interaction go to waste – debrief and discuss application, turn it into a report

5

Refer back to those consumers in subsequent meetings



# Questions?

Thank you  
for joining us!

