



Pernod Ricard

# Marketing in the digital age

Consumer Centricity powered by Digital



25 June 2019





## Eric BENOIST

Global Marketing & Commercial Director

*Eric Benoist is an ESCP Europe graduate in Marketing, and gained his initial experience in Marketing with Bahlsen France (1986-1988) and Henkel France (1988-1993). He joined the Group as Brand Manager, non-alcoholic beverages at the Headquarters in Paris in 1993, where he became Marketing Manager, Spirits, in 1994. He was appointed Marketing Director of Pernod Ricard Asia in 1997, and Managing Director, Pernod Ricard Japan in 2000, Marketing Director of Martell Mumm Perrier-Jouët (MMPJ) from 2003 to 2009, Eric then became Marketing Director of Chivas Brothers Ltd in 2009, a position he held until 2015 when he took the responsibility of CEO of Pernod Ricard Poland and Central Europe. He was appointed to his current role in July 2018.*



## Pierre-Yves CALLOC'H

Digital Global Acceleration Director

*Pierre-Yves Calloc'h, a graduate from the Ecole Polytechnique in Paris, started his career within the Group in 2003 as IT Director for Ricard SA. He moved to Sydney in 2006 as Chief Information Officer of Pernod Ricard Pacific and in 2009, he was appointed Organisation and Information Systems Director of Pernod Ricard Europe. In 2011, Pierre-Yves was appointed Managing Director of Pernod Ricard Colombia. He joined Pernod Ricard Headquarters in 2017 and has held his current role since.*



## Florence RAINSARD

Consumer Insights Director

*Florence Rainsard graduated from Université Paris Nanterre with a degree in Law. She started her career at TNS Sofres in 1994, where she was promoted to Director of Research in 2001. From 2003 to 2006, she was Director of Fast Moving Consumer Goods (FMCG) clients at BVA Group. She joined Pernod Ricard Headquarters in 2006 as Consumer Insights & Marketing Manager and has held her current role since 2015.*

# Agenda

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**01.** Sharper consumer insights

**02.** Maximised digital consumer engagement

**03.** Data-based planning and ROI measurement

01.

# Agenda

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## 01. Sharper consumer insights

A deep consumer understanding  
to design strong brand strategies

## 02. Maximised digital consumer engagement

## 03. Data-based planning and ROI measurement

# Consumer Centricity is at the heart of our FY19-21 Transform and Accelerate strategic plan



## CONSUMER CENTRIC



### 4 ESSENTIALS

-  OPERATIONAL EXCELLENCE
-  TALENT DEVELOPMENT
-  SUSTAINABILITY & RESPONSIBILITY
-  ROUTE TO MARKET / CONSUMER

### 4 ACCELERATORS

-  PORTFOLIO MANAGEMENT
-  PREMIUMISATION AND LUXURY
-  INNOVATION
-  DIGITAL ACCELERATION

# On-going and active listening of our Consumers

## Consumers talk a lot

- On Social Networks, Blogs, Reviews, etc....
- On all topics, talking about WHEN, HOW, WHERE and with WHOM they consume our products

## We need to listen to their own words

- Their words but also the images and videos they post
- A huge volume of available data
- In real time



**ENABLED BY THE  
DIGITALISATION OF OUR  
INSIGHTS TOOLS**



THAT'S WHY, AT PERNOD RICARD,  
WE DEVELOPED A  
BREAKTHROUGH TOOL  
TO GET A DEEP UNDERSTANDING  
OF OUR CONSUMERS, IN REAL  
TIME, LEVERAGING DIGITAL  
SOURCES OF DATA AND DATA  
SCIENCE (AI)





# A proprietary and innovative measurement ecosystem to track the performance of our brands and their key activations

Integrating multiple data sources



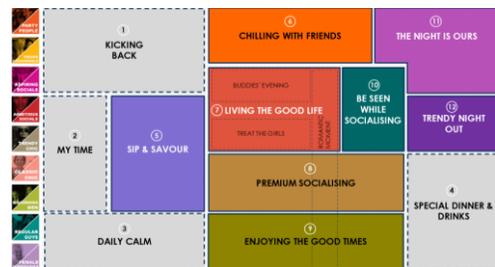
Quantitative Study



Social Listening

Covering the consumer reality

By moments of Convivialité



NOTE: Remarks (Moment Builder) Evening and Beach the G&G AOCs are similar sub-AOCs that sit within the Living the Good Life AOC - they're included in some reports from sub-AOCs reported out from the Living the Good Life AOC.

Truly listening to consumers

Summer evenings, fun on the beach, relaxing

The taste, parties, hanging out with friends, the beach

Summer fun, happy, party with friends and family, bbq

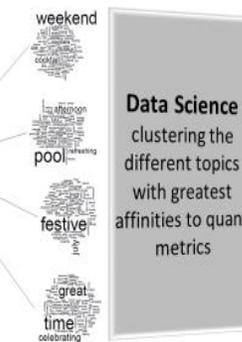
I love Malibu! The fruity tropical flavors are so good, it's usually my drink of choice

Malibu always brings me back to the Bahamas to remember vacations and sand and surf,



Using Artificial Intelligence

Please describe your last drinking occasion.



Data Science clustering the different topics with greatest affinities to quant metrics

# Social listening enabled by AI, allowing to quantify a huge volume of unstructured data: a revolution in the world of market research



#fridaynight 🥰

#mojito 👍

#cocktail 🍸

#friends&drinks 🍸

#familytime 👍

#sunshine 😎

#withmylover 😍

#beers 🍺

#selfies 🔥

#topBBQ 👍

25% High quality product

8% Cool smooth taste

5% A drink to party

10% A drink for lovers

9% My favourite strong drink

...

# An example from China



## WHISKY HAS STRONG MOMENTUM IN CHINA

especially amongst Younger LDA+ population. It is growing in volume, considered as much as Cognac and is a fairly popular topic on Social media



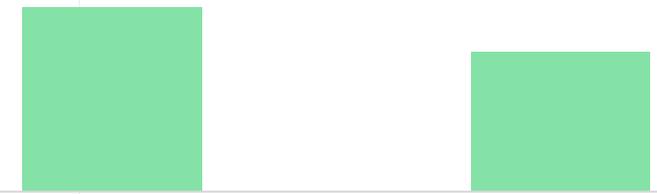
## FAMILY KTV, A SWEET SPOT FOR CHIVAS IN CHINA

Consumed either in Relax Moments or Night Out, Chivas is also a Trendy brand and **the most associated brand to Family KTV**. A very interesting sweet spot, setting Chivas apart from its direct Whisky competitors and Cognac brands.



## A DRINK FOR FAMILY KTV

(Quantitative Image Association - Indexed)



Chivas

Competitor 1

# An example from China



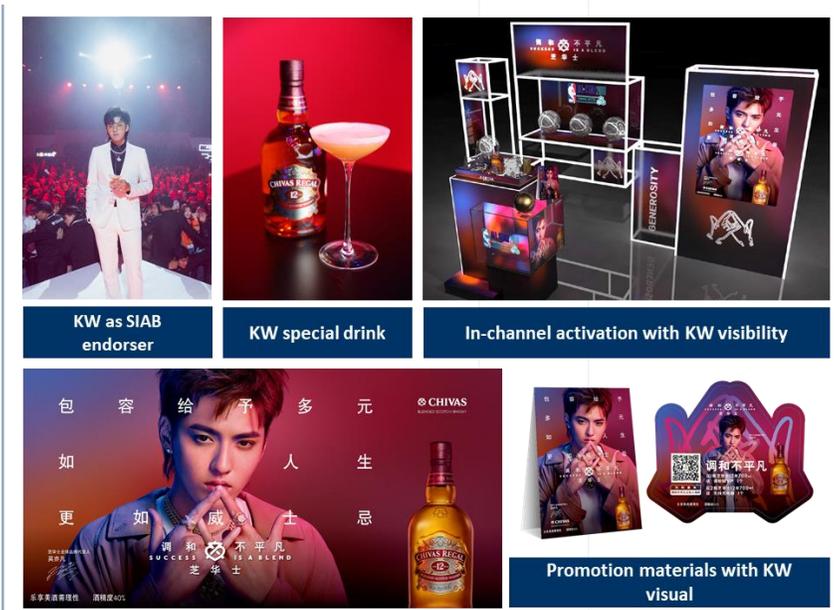
## FAMILY KTV, A SWEET SPOT FOR CHIVAS IN CHINA

Chivas Family KTV activations have generated tremendous consumer engagement on social and made Chivas **No.1 Spirits brands in social buzz ranking.**



Chivas developed activations to **target this special moment** and **stay connected with its younger LDA+ target**

Kris Wu endorsing **SUCCESS IS A BLEND** campaign building brand impact in Family KTV

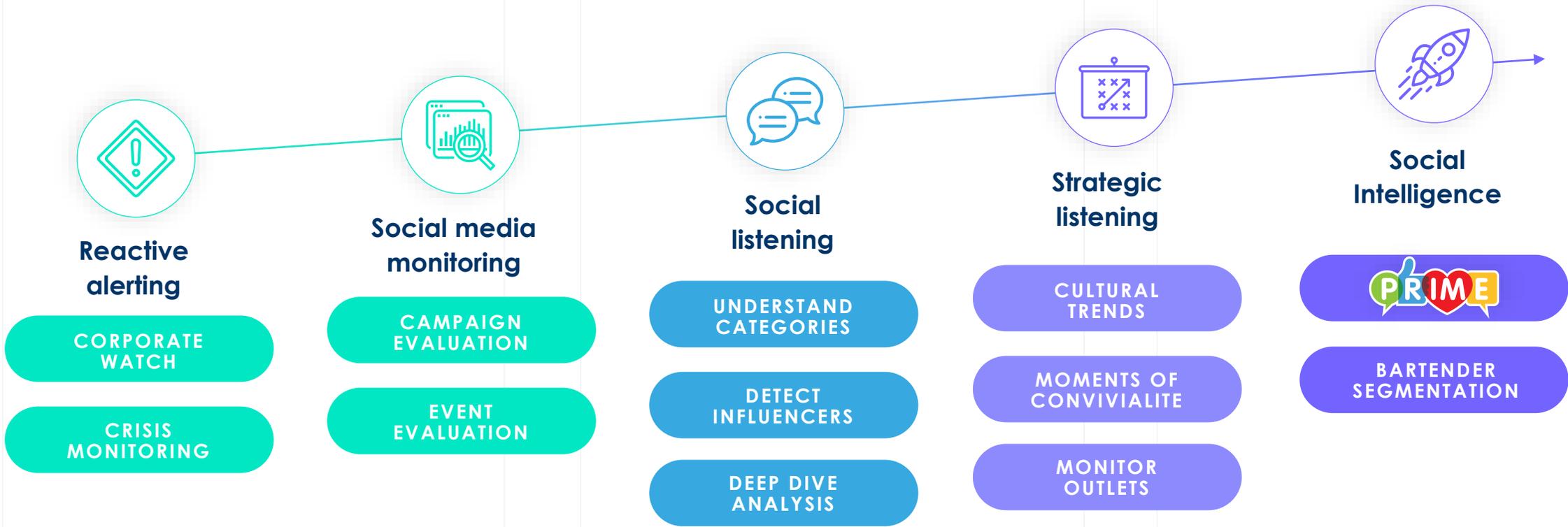


# Significant Uplift in engagement

# Beyond **PRIME**, social listening is becoming more and more strategic for Pernod Ricard

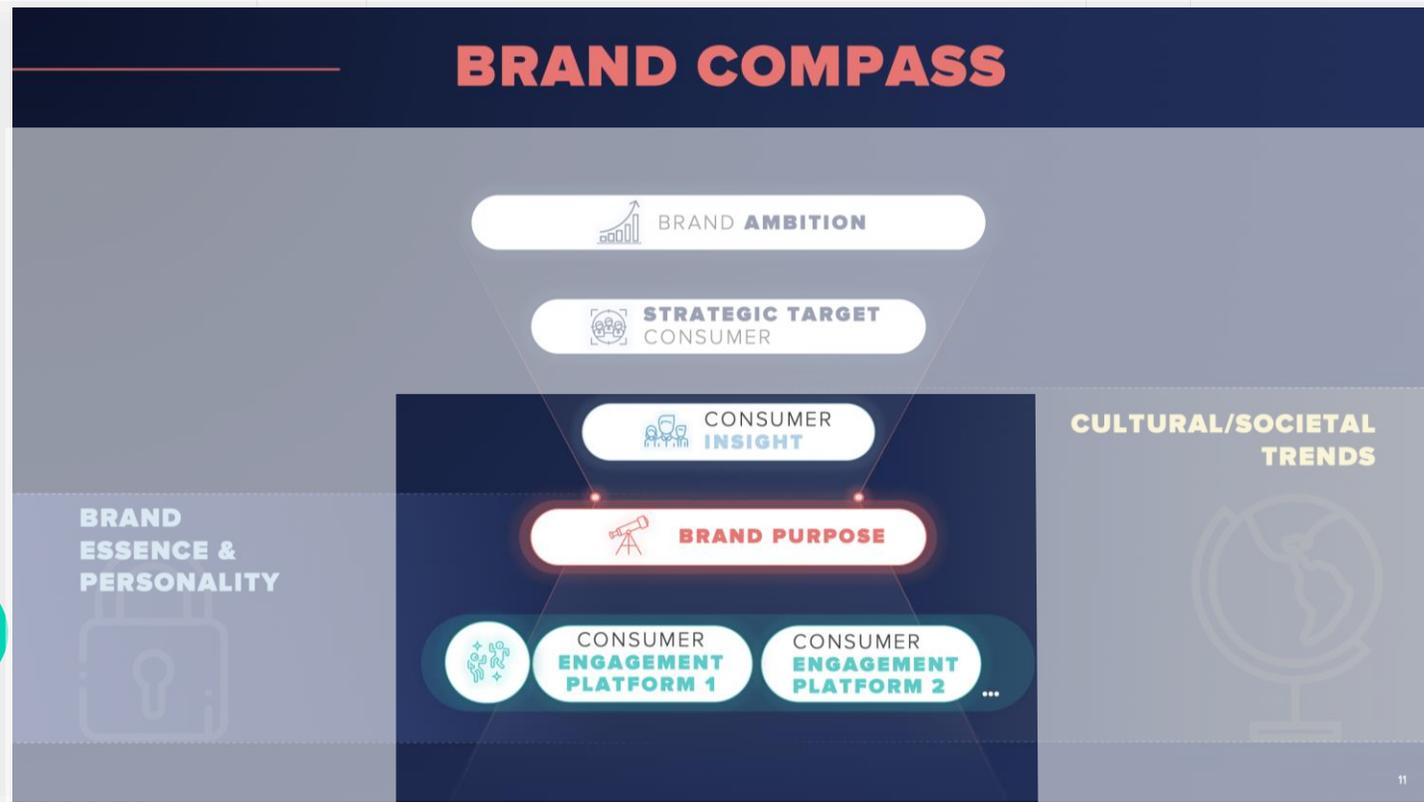
## A best in class technology

## Used for all core business questions



# Our sharp insights are today at the heart of our brand strategies leading to....

SHARPER  
BRAND  
PURPOSES



STRONGER  
CONSUMER  
ENGAGEMENT  
PLATFORMS

# A deep insight identified from social listening, at the source of Brand purpose



## #BECAUSESUMMER

RESULTING IN STRONGER ENGAGEMENT PLATFORMS BOTH ON-LINE AND OFF-LINE



### 1

DIGITAL & INFLUENCER CONTENT TO INSPIRE SUMMER FUN



### 2

FUN & INSPIRING SUMMER EXPERIENCES



### 3

LAST THREE FEET PROGRAMMES & TOOLS (ON & OFF-TRADE) THAT EMBODY SUMMER



# Agenda

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**01.** Sharper consumer insights

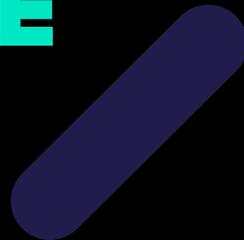
**02. Maximised digital consumer engagement**

21<sup>st</sup> century content production  
More efficient media buying  
Tailored e-CRM

**03.** Data-based planning and ROI measurement



**HUMAN  
ATTENTION  
IS NOT  
WHAT IT  
USED TO BE**



# « One to many » has become « many to one »

There are new ad formats available every day, **tailored to the moment of consumption**



<p>»»»»</p> <p><b>ON-THE-GO</b></p> <p>SHORT, SNACKABLE CONTENT</p>	<p>Photo</p>	<p>Cinemagraph, GIF</p>	<p>Slideshow</p>	<p>1-6 sec Video</p>	<p>360 Photo</p>		
<p></p> <p><b>LEAN FORWARD</b></p> <p>INTERACTIVE, LONGISH CONTENT</p>	<p>6-15 sec Video</p>	<p>Canvas</p>	<p>IG Stories</p>	<p>360 Video</p>	<p>IG Panogram</p>	<p>Video/Photo Carousel</p>	<p>Collections</p>
<p></p> <p><b>LEAN BACK</b></p> <p>LONGER, MORE IMMERSIVE CONTENT</p>	<p>15 sec + video</p>	<p>15 sec + video</p>	<p>Live Streaming</p>	<p>Audience Network</p>	<p>In-stream Video</p>		

**CREATIVE PRODUCTION NEEDS TO BE OPTIMISED TO TARGET THE AUDIENCES WITH THE RIGHT CONTENT AT THE RIGHT COST**



MOTION DESIGN



COPYWRITING



VIDEO/PHOTO  
PRODUCTION



BLUE STUDIO  
by Pernod Ricard



WEB CREATION

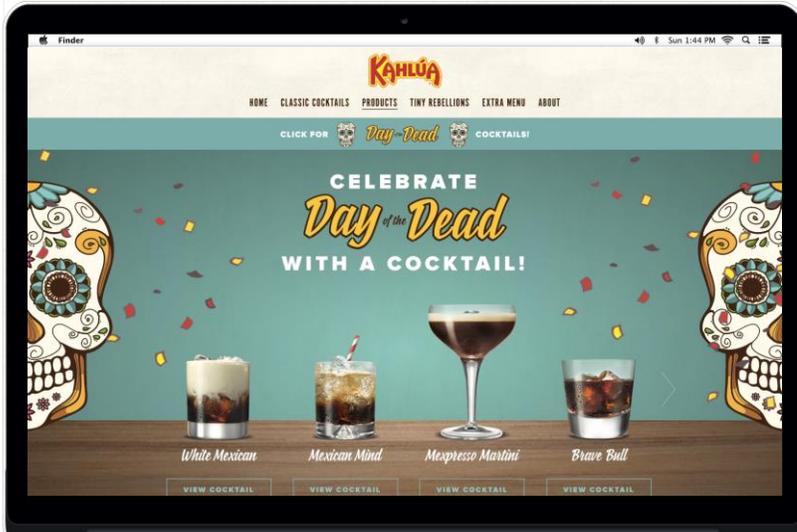
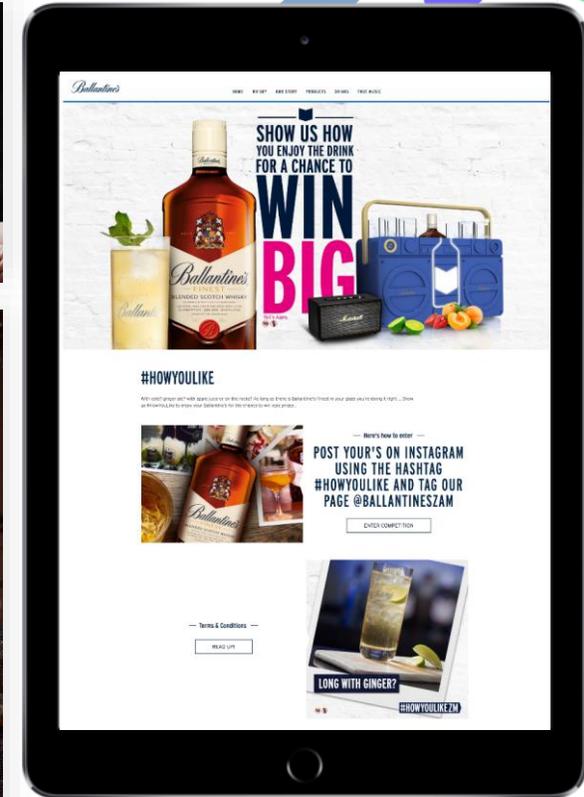


ARTISTIC DIRECTION

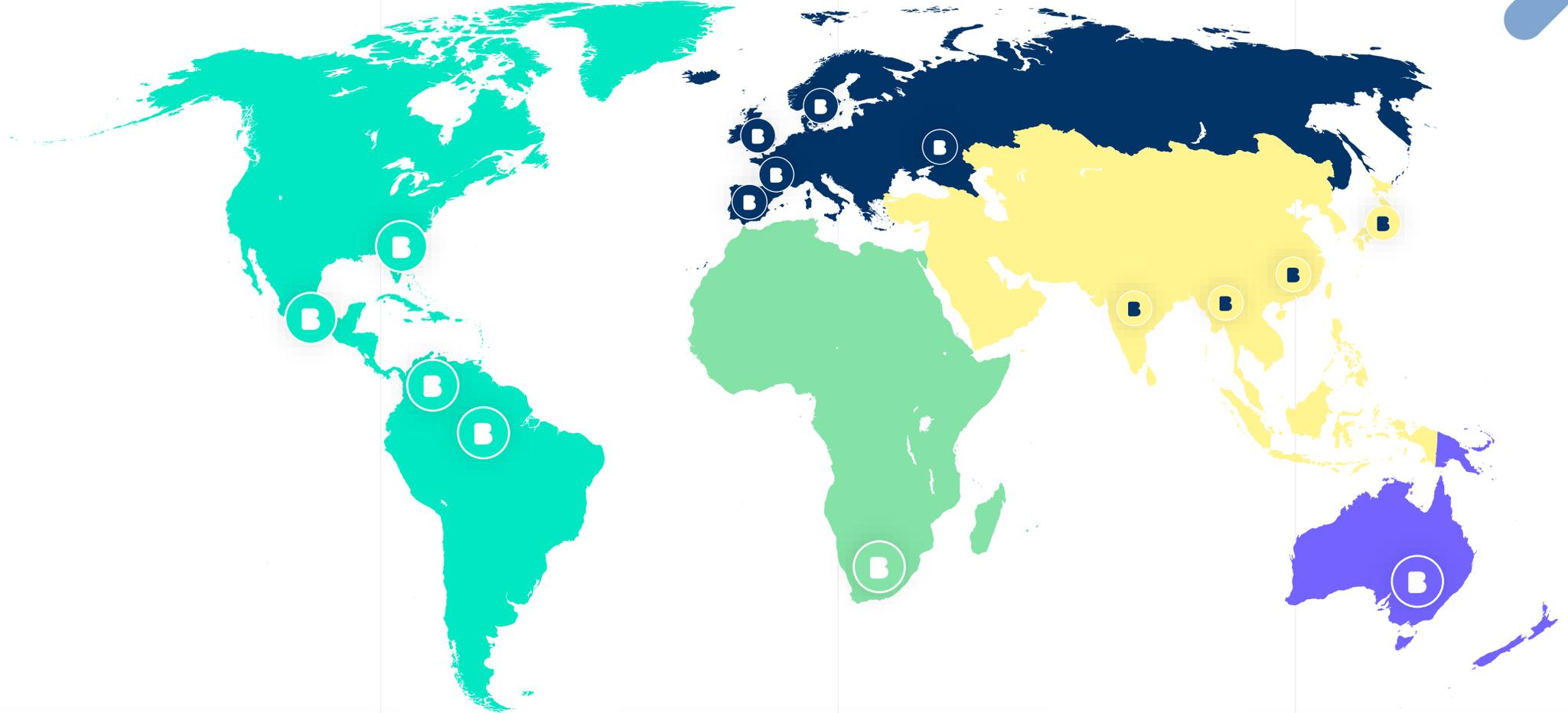


SOCIAL MEDIA

# Wide range of assets produced internally



# 19 studios across brands & markets, balancing global consistency and local cultural relevance



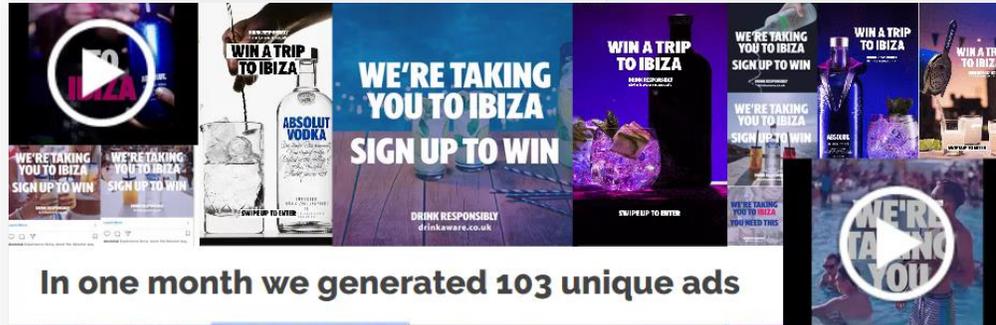
**20 TO 30% SAVINGS VS. TRADITIONAL AGENCIES**

**HIGHER REACTIVITY BETTER QUALITY**

**BUILDING STRONG CAPABILITIES**

# Content generated through data and AI

With AI tools we can adapt creatives on the go without the need of extra production



AI automatically creates assets based on the best performing ads



Dynamic creative updating location automatically in a video



51%\*

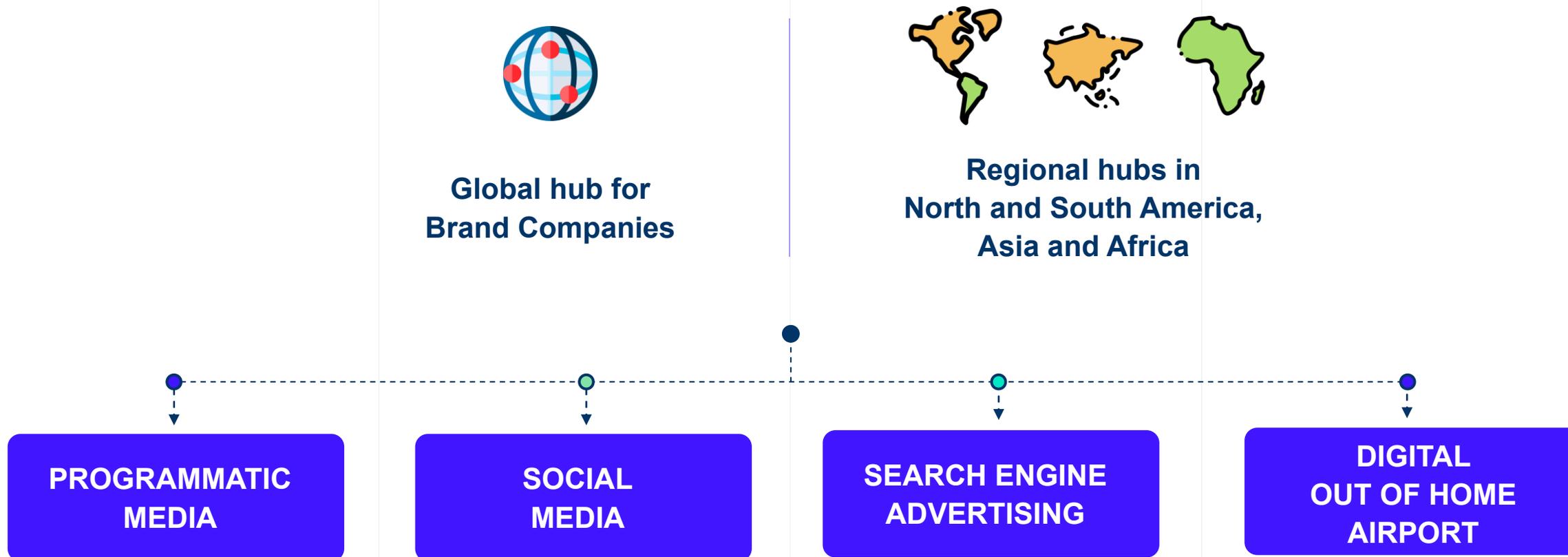
Improvement in engagement

35%\*

Improvement in brand recall

\* Figures based on pilot campaign

# An organisation to internalise media buying concentrating expertise in 5 hubs



# OPTIA our proprietary Artificial Intelligence tool applied to Media



**1,9 billion lines of data  
from 28 countries**



**Artificial Intelligence  
engine**



**An optimisation tool for marketers taking into  
account all past campaigns**

## Automated recommendations on



**Audience**



**Platform**



**Location**



**Format type**



**Website type**



**Time of the day**

**EFFICIENCY LEVER UP TO 26%**

# Executing effective CRM for closer consumer relationships

BUILD A **DIRECT, VALUABLE** AND **LONG-LASTING RELATIONSHIP**  
WITH **OVER 10 MILLION** KEY CONSUMERS IN OUR DATABASE



**Leads**

## WHO INTERACT

Consumers who react to brand communication by opening email, clicking on brand content, participating to events



**Consumers**

## WHO BUY & CONSUME

Consumers who buy our products or/and go to brand events and tasting sessions



**Lovers**

## WHO SHARE AND TALK ABOUT BRANDS

Consumers who share our events and recommend our brands

# Personalisation at scale

Detailed consumer profiles and rich data allows us to tailor and personalise content.

<b>Title / Gender</b>	<b>Ms (F)</b>
<b>First Name / Last Name</b>	<b>Joanna Doe</b>
<b>Date Of Birth</b>	<b>01/03/1990</b>
<b>Country</b>	<b>AU</b>
<b>State</b>	<b>New South Wales</b>
<b>City</b>	<b>Killara</b>
<b>Post code</b>	<b>2071</b>
<b>Email Address</b>	<b>TRUE</b>
<b>Mobile</b>	<b>TRUE</b>
<b>Lead Brand</b>	<b>Jacob's Creek</b>

<b>Red</b>	<b>X</b>
<b>White</b>	<b>X</b>
<b>Sparkling</b>	<b>X</b>
<b>Rose</b>	<b>X</b>

<b>&lt;5.00</b>	<b>X</b>
<b>5.00 - 10.00</b>	<b>X</b>
<b>10.00 - 15.00</b>	<b>X</b>
<b>15.00 - 20.00</b>	<b>-</b>
<b>20.00 - 25.00</b>	<b>-</b>
<b>25.00+</b>	<b>-</b>
<b>50.00+</b>	<b>-</b>

<b>New Venues</b>	<b>6</b>
<b>Friends Over</b>	<b>5</b>
<b>Family Table</b>	<b>4</b>
<b>Aisle Confusion</b>	<b>2</b>
<b>Quality vs Average</b>	<b>5</b>
<b>Wine With Food</b>	<b>2</b>
<b>Wine Snobbery</b>	<b>3</b>
<b>Wine Advisor</b>	<b>6</b>

**SEGMENT (65% probability)** **Confident Connectors**



<b>Mr (M)</b>
<b>John Doe</b>
<b>15/06/1983</b>
<b>AU</b>
<b>New South Wales</b>
<b>Mosman</b>
<b>2088</b>
<b>TRUE</b>
<b>TRUE</b>
<b>TRUE</b>
<b>Jacob's Creek</b>

<b>Red</b>	<b>X</b>
<b>White</b>	<b>X</b>
<b>Sparkling</b>	<b>-</b>
<b>Rose</b>	<b>X</b>

<b>&lt;5.00</b>	<b>-</b>
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<b>25.00+</b>	<b>X</b>
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<b>Wine Snobbery</b>	<b>5</b>
<b>Wine Advisor</b>	<b>5</b>

**SEGMENT (65% probability)** **Confident Connectors**



<b>Mr (M)</b>
<b>Chris Smith</b>
<b>25/01/1975</b>
<b>AU</b>
<b>New South Wales</b>
<b>Neutral Bay</b>
<b>2089</b>
<b>TRUE</b>
<b>TRUE</b>
<b>TRUE</b>
<b>Jacob's Creek</b>

<b>Red</b>	<b>X</b>
<b>White</b>	<b>X</b>
<b>Sparkling</b>	<b>X</b>
<b>Rose</b>	<b>X</b>

<b>&lt;5.00</b>	<b>-</b>
<b>5.00 - 10.00</b>	<b>-</b>
<b>10.00 - 15.00</b>	<b>-</b>
<b>15.00 - 20.00</b>	<b>-</b>
<b>20.00 - 25.00</b>	<b>X</b>
<b>25.00+</b>	<b>X</b>
<b>50.00+</b>	<b>-</b>

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<b>Family Table</b>	<b>4</b>
<b>Aisle Confusion</b>	<b>4</b>
<b>Quality vs Average</b>	<b>5</b>
<b>Wine With Food</b>	<b>4</b>
<b>Wine Snobbery</b>	<b>6</b>
<b>Wine Advisor</b>	<b>5</b>

**SEGMENT (65% probability)** **Down to Earthier**



<b>Ms (F)</b>
<b>Sarah Smith</b>
<b>11/09/1960</b>
<b>AU</b>
<b>South Australia</b>
<b>Adelaide</b>
<b>5000</b>
<b>TRUE</b>
<b>TRUE</b>
<b>TRUE</b>
<b>Jacob's Creek</b>

<b>Red</b>	<b>X</b>
<b>White</b>	<b>X</b>
<b>Sparkling</b>	<b>X</b>
<b>Rose</b>	<b>X</b>

<b>&lt;5.00</b>	<b>-</b>
<b>5.00 - 10.00</b>	<b>-</b>
<b>10.00 - 15.00</b>	<b>-</b>
<b>15.00 - 20.00</b>	<b>-</b>
<b>20.00 - 25.00</b>	<b>-</b>
<b>25.00+</b>	<b>X</b>
<b>50.00+</b>	<b>X</b>

<b>New Venues</b>	<b>7</b>
<b>Friends Over</b>	<b>5</b>
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<b>Aisle Confusion</b>	<b>4</b>
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<b>Wine With Food</b>	<b>5</b>
<b>Wine Snobbery</b>	<b>5</b>
<b>Wine Advisor</b>	<b>5</b>

**SEGMENT (65% probability)** **Confident Connectors**



\*Example data, real data protected in line with GDPR guidelines

# Agenda

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**01.** Data based consumer insights

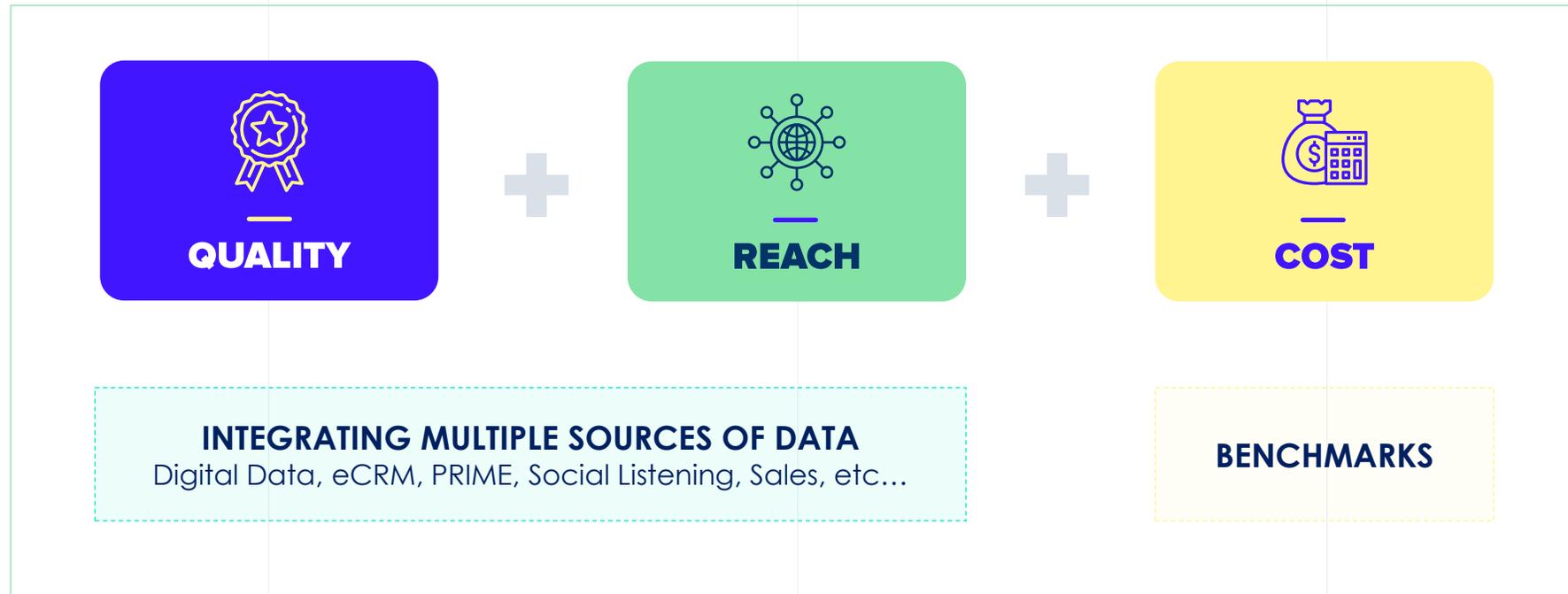
**02.** Maximised digital consumer engagement

**03. Data-based planning and ROI measurement**

03.

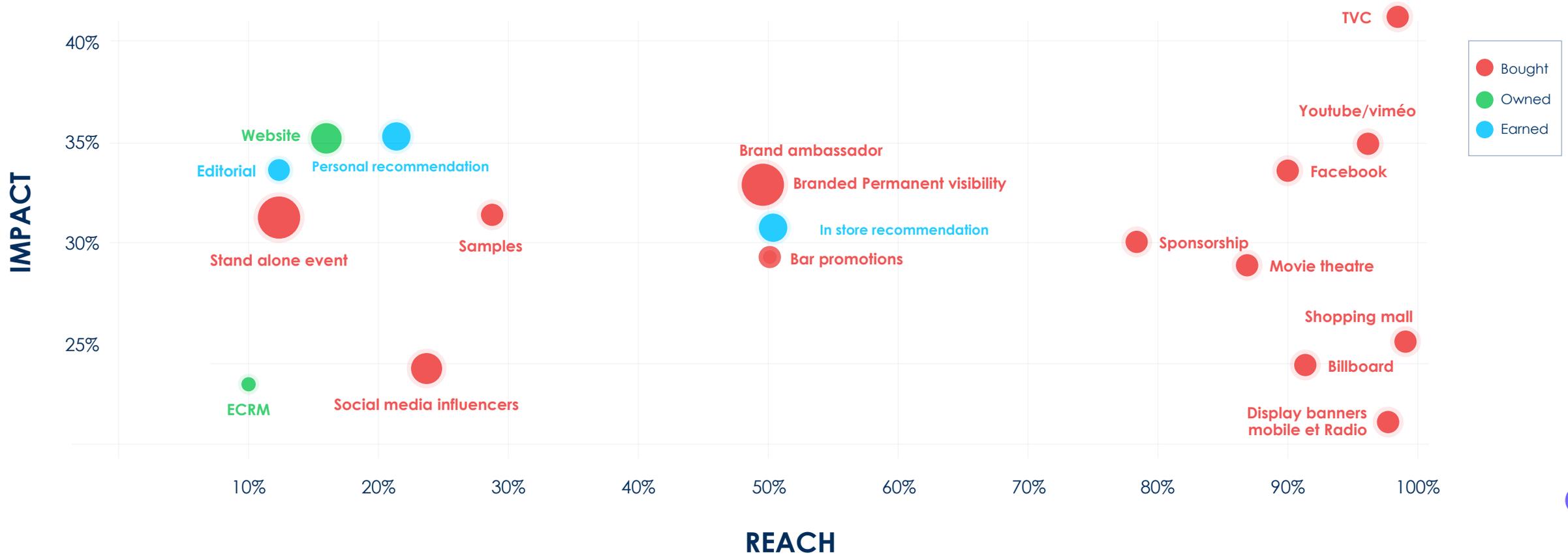
# Measuring ROI systematically to maximise and optimise A&P allocation

Precise evaluation criteria **depending on objectives**



# AI-powered marketing planning based on reach, impact and cost

## Touchpoint plot



\*Example chart

# Best in class digital capabilities & tools



**Sharper  
consumer  
understanding**



**Stronger brand purposes,  
targeted and efficient  
initiatives**



**Superior ROI**



**Underpinning the FY19-21 Transform & Accelerate strategic plan**