

PLENARY SESSION

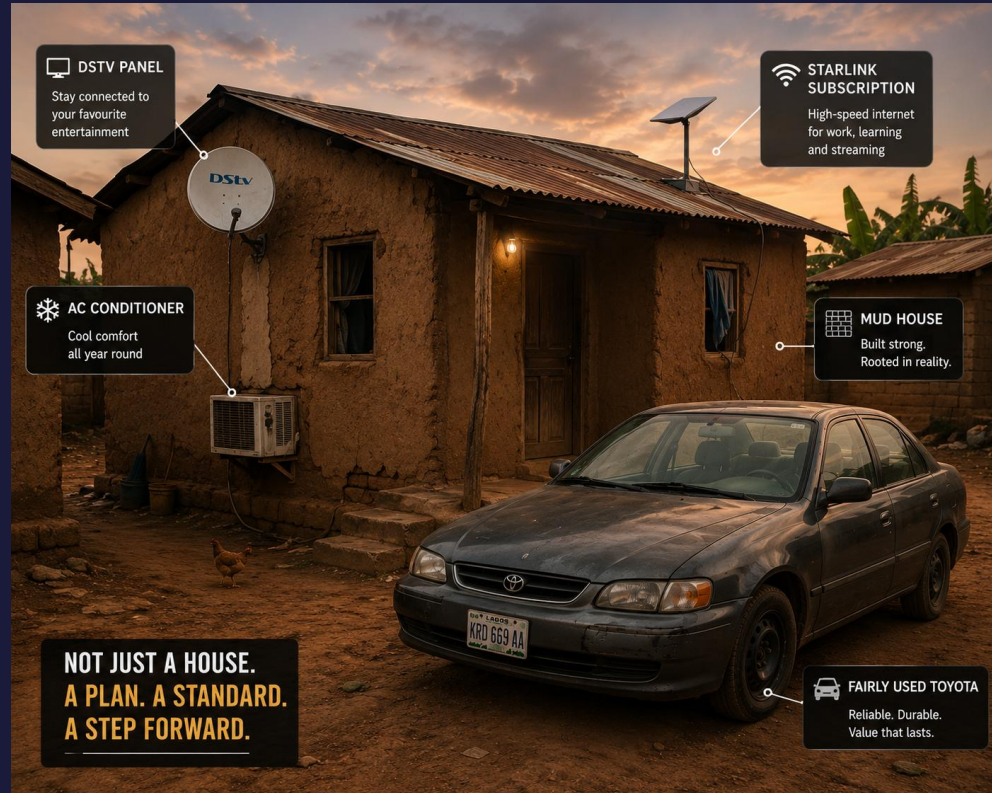
From Insight to Impact

How consumer intelligence is driving business growth

Nigerian Market Research Association | Annual Conference 2026

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ASPIRATIONS, MOTIVATIONS AND NEEDS



A reality in paradox



Soft Life, Hard Wallet



Comedy as Truth telling



Distrust demands transparency

Much of what shapes African consumers and travels across borders.

- **Mobile-first behaviour, youthful populations, an informal economy that drives real distribution, a currency pressure.**

This forms tension points that plays out everyday in the life of a consumer

Aspiration is outrunning purchasing power



Soft Life, Hard Wallet

Consumers want the experience, but not necessarily the full price tag.



Today's Picture

- Defragmentation i.e. Sachet Economy
- Affordability & Accessibility

So What?

- Competition replicate the same
- Declining Purchasing Power

Reconciling the role of brand building (for long term) and sales activation (for the immediate)

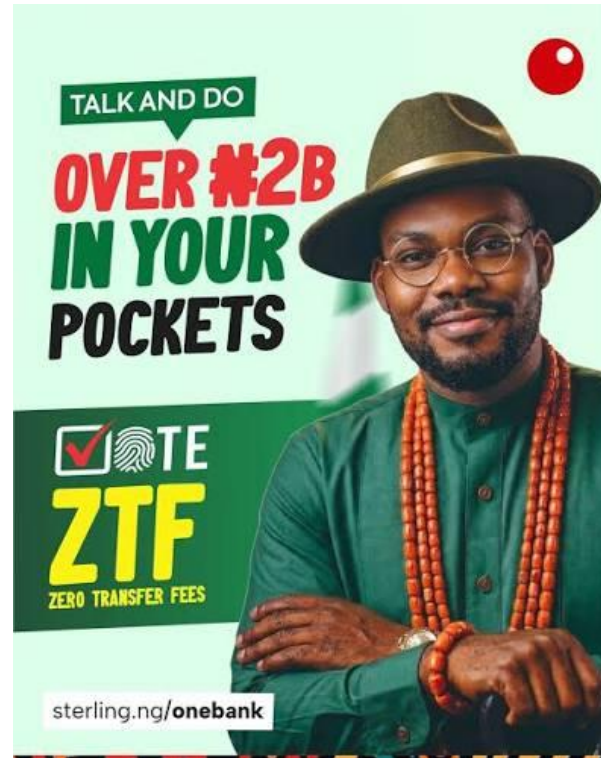
Seeking affordable luxury of life within a pressured budget

A reality decoded with a sense of humour



Comedy as Truth-Telling

Humour here isn't just entertainment ; it's how people express their **feelings**, gain **social currency** and as a **coping mechanism** all at once.



- Humour is a universal language and a social survival tool across many African cultures but also underleveraged.
- According to Kantar says only **1 in 3 ads** tested in our Nigeria attempt to make the audience smile, let alone laugh, a significant opportunity if utilized creatively.

Brands that borrow this irreverent register connect and those that stay corporate serious as seen as tone-deaf.

From fuel queues, FX rates and outages into shareable commentary

Distrust become the default, but transparency can differentiate



Distrust demands transparency

Years of institutional gaps have made low trust the baseline. But instead of resignation, Nigerian consumers now actively demand brands account for themselves publicly ; and reward the ones who do.



MTN Nigeria's "Data on Trial"

- Facing years of complaints that data bundles vanish too fast, MTN staged a mock public trial in Lagos ; CEO Karl Toriola on the stand, independent auditors from KPMG presenting findings, regulators (NCC, FCCPC) observing, and consumers and journalists in the room.
- The logic: vague corporate statements no longer rebuild trust ; being publicly examined does.

The brands winning today are not the ones with the fewest problems but bold yet vulnerable enough to earn their trust

THE ROLE OF INSIGHT

Shaping Business Growth

From "interesting to know" to decision fuel.

Blur the divides, identify opportunities and codify growth

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The brands winning today aren't the ones with the fewest problems — they're the ones willing to be questioned in public.



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Insight's job is to activate growth, not just inform plans



Revenue

Don't just describe the market.

Insight should point & guide to **source of growth**
- where the next naira of growth comes from



Penetration

The 5Ws and 1Hs

which occasions,
which channels are still
unclaimed ;
and why.



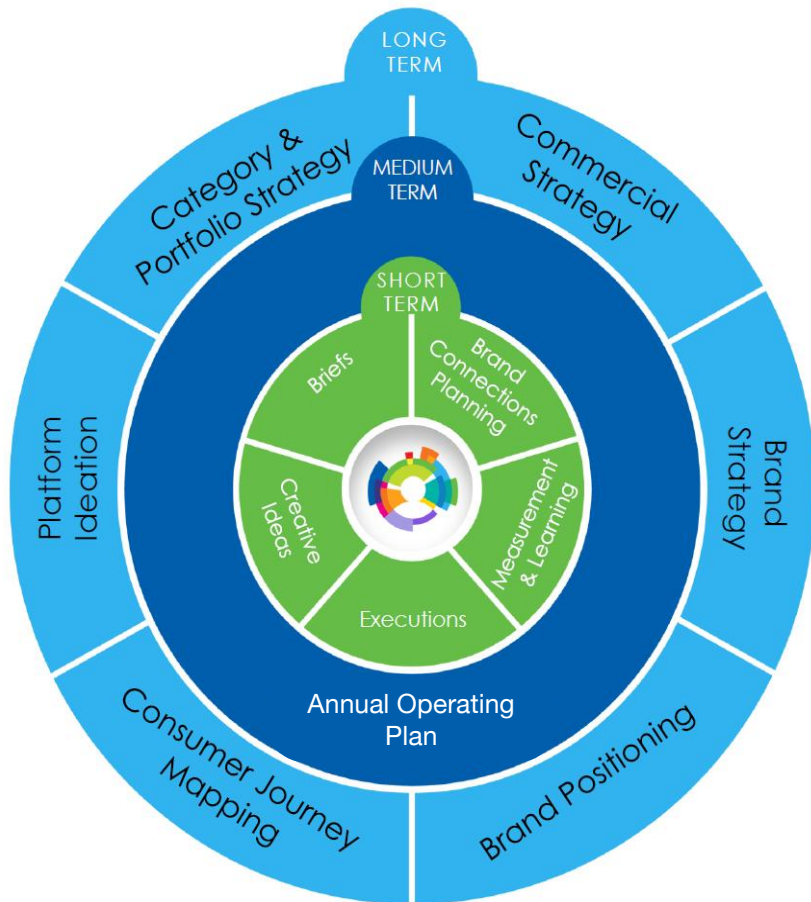
Brand Equity

How can a brand be
meaningfully different and
salient?

How do a brand balance its
brand premium vs pricing
power

A consumer first thinking, helping to identify growth opportunities and drive decision making

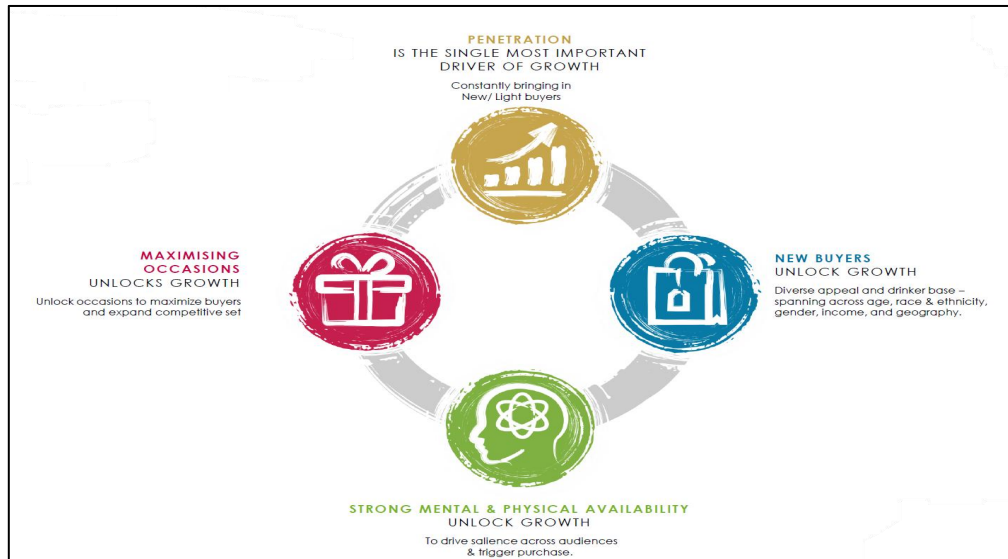
Marketing : Strategic Planning



Long Term	Medium Term (1 year)	Short Term (Within AOP)
Category & Portfolio Strategy - Identify GN Big bets and codify opportunity choices for our portfolio play - codified value pools for our portfolio Commercial Strategy - Identify and codify GN commercial play; - Led by commercial team and reviewed min. Annually. Consumer Journey Mapping - Identifying their end-to-end experience; populated with touchpoints – when / where / how they connect with our brands. Brand Strategy & Positioning - A blueprint of key brand strategic play and positioning (brand wheel) - Usually refreshed when there is a need to reposition our brands Platform Ideation - Identify /Review/Refresh the cultural platforms to embed our brands in culture	Annual Operating Plan - Yearly Brand Review/Reset: - A Portfolio Plan to leverage identified brand opportunities/challenges to deliver yearly ambitions Connection Briefs: Omni-channel brand plans - Decoding brand opportunities and challenges into omni-channel plans to connect with consumers in service of brand and business ambition Brand Plans - Overlaying our AOP (business and brand objectives), and marrying the consumer connections mapping with our global and local brand objectives, brand behaviours and growth drivers Executions: Brand Activity - Clear execution in line with signed off brand activity plans to deliver AOP objectives Activity Monitoring and Evaluation - Measurement & Learning - Periodic brand reviews (Quarterly/ Monthly review sessions)	

Consumer Planning is at the centre of our growth philosophy

GROWTH PRINCIPLES



PEOPLE CENTRIC INSIGHT – 5Is

5Is FRAMEWORK

The 5Is framework ensures that we use both rigour and curiosity to build powerful insights which we can act upon to unlock growth. There are 5 stages to work through within the framework:



ISSUE

Issue: clarifies the issue we are trying to solve for – this may be a brand opportunity or a brand challenge.



INFORMATION

Information: harnesses all credible and relevant information to address the issue.



INSIGHT

Insight: develops powerfully written insights that, when actioned against, will unlock growth. They are expressed using the 3 core ingredients for a great insight: the context; the want; the why relevant.



IMPLICATIONS

Implications: identifies strategies and plans that will drive growth as a result of the insight.



IMPLEMENTATION

Implementation: determines the activities that the consumer / shopper will see as a result of the plans.

CONNECTED AVAILABILITY - PHYGITAL

MENTAL & PHYSICAL AVAILABILITY

Brands compete for both mental and physical availability; success comes from achieving both mental availability and physical availability in an integrated way.

Physical availability is the result of:

1. Drive the right portfolio
2. Grow distribution
3. Increase rate of sale (shopper marketing principles)



PHYSICAL AVAILABILITY
Making the brand as easy to see and buy for as many consumers as possible, and across as many potential buying situations as possible.

Mental availability is the result of:

1. Looking distinctive (KBAs)
2. Building deep and extensive brand associations
3. Being present in people's lives (culture and media)



MENTAL AVAILABILITY
The propensity of the brand to be noticed and/or thought of on the buying situation.

CONSUMER CHOICE : OCCASIONS

Our understanding of Socializing and Occasions is through the Consumer Choice Framework

It is a Consumer Scope motivation framework that maps category and consumer opportunity spaces through the interaction between the w's: motivations (why), people (who), & occasions (when, where)



Current framework

Mapped into 5 occasion territories and 13 spaces

Occasion Territories

- FAMILIAR MOMENTS TO UNWIND & CHILL OUT
- CASUAL MOMENTS TO CONNECT WITH OTHERS
- MOMENTS TO SAVOUR & APPRECIATE
- LIVELY URBAN MOMENTS
- SPECIAL MOMENTS TO CELEBRATE & IMPRESS

A Next Gen Thinking on the way in futureproofing current CCF to capture evolving state of socialization – Post F25

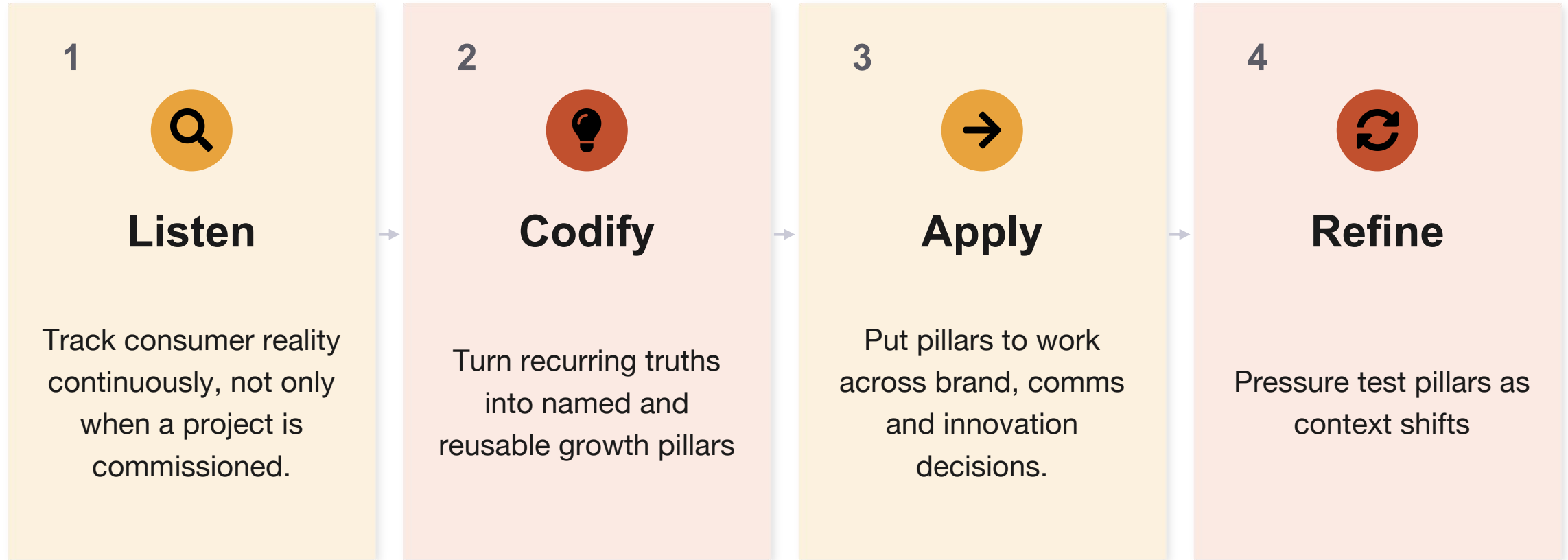
- We have learnt that occasions are:
- More fluid and dynamic (aspiration to socialize in unique and dynamic ways)
 - More experience led (growing beyond just catching up)
 - More homebound.
 - More balanced "being turned to what makes them happy, how to protect their well being"



We are bringing Motivation to the forefront for a deeper understanding of its influence on the occasions. Enables us to start with the WHY before we uncover the WHAT

We should codify the pattern, not start from zero every time.

One-off insights can be misleading and biased, Codified growth pillars helps provide context and clarity



Insight partners must move from a data deliverer to growth partners

FROM

Delivers a deck at project close

Measures recall and awareness

Engaged project by project

Reports what already happened

TO

Embeds inside the growth conversation

Measures business impact

Engaged as a continuous partner

Anticipates what's coming next

THE FUTURE OF INSIGHT

In the age of AI



What AI commoditizes

- Processing data at scale and instantly
- Detecting sentiment spikes and patterns
- Surfacing what's trending, right now
- Speed of analysis



What it can't touch yet

- Why a joke defuses a billing crisis here
- Reading culturally-specific nuance
- Earned trust and judgment under ambiguity
- Knowing which signal actually matters

Becoming the trusted insight advisor

For insight people, client-side and agency-side alike



Build cultural fluency AI can't fake

Live inside the culture, wear the consumer's hat
Context is the differentiator, not data access.



Recommend decisions, not just report findings

Bring a point of view.
Insight without contextualized recommendations is half the job.



Pair AI speed with human judgment

Let AI find the pattern fast; your job is deciding which pattern matters.



Earn the seat by being early, not just accurate

Trusted advisors are the ones who saw it coming , not the ones who confirmed it after.



You'll never reach perfection
because there're always
room for improvement.

Hlovate

quotefancy



Thank you