Research & Foresight Portfolio - Florencia Davidzon

Human Insights for Evolving Worlds

This portfolio presents selected research, foresight, ethnography, and UX strategy work across LATAM and the U.S. Hispanic region. It includes multi-market studies, innovation frameworks, user journeys, and cultural insights developed for major clients. Each case demonstrates methodological rigor, strategic translation, and the ability to turn human behavior into actionable direction.

Enjoy!

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SKY – Reframing the Pay TV Experience (Mexico, 2024)

Challenge:

SKY needed a deeper understanding of its current and potential customers in order to reposition the brand in an increasingly competitive entertainment landscape. The goal was to unlock a differentiated value proposition grounded in real usage and perceptions, and find ways to win back churners, strengthen loyalty among current users, and attract new audiences.

Role:

Research Director — client management, facilitation, online focus groups moderation, analysis, reporting, strategy, presentations, and vendor´s relationship (recruitments, video recording and transfers, management client in another link and take Q&A with a vendor assistant)

Methodology:

12 online focus groups, exploratory sessions, co-creation, journey mapping.

Key Insights:

•Former subscribers were difficult to win back without a visible, credible change in service quality and technology; rebuilding trust required both product upgrades and clear acknowledgment of past failures.

•The greatest growth opportunity was not only in sports fans but in broadening the content offer and experience for audiences seeking more diverse, multicultural, and differentiated programming from free-to-air TV.

•Users wanted a more social and interactive viewing experience, closer to the dynamics of social media and live commentary, opening space for new concepts such as in-platform interaction and gamified viewing.

Impact:

• Helped define a new strategic positioning that combined technology upgrades with an expanded content and experience offer.

• Identified opportunities to build a 'social TV' ecosystem, inspiring SKY to explore new interaction features around live events and shared viewing.

• Provided segment-based journeys and profiles that guided roadmap decisions for service improvements and innovation.

BBVA – Sustainable Bank & Solar Panel Product Development (Mexico 2024)

Challenge:

BBVA wanted to design a financial product that would make home solar panels accessible to Mexican households, combining sustainability goals with a viable credit offer. The bank needed to understand motivations, barriers, and knowledge gaps around sustainability and home energy, while also testing an early product and app prototype.

Role:

Research Director in charge of research design, client management, moderation, analysis, reporting, and integration of findings into product, marketing, and operations discussions.

Methodology:

Online 1-1 exploratory sessions; journey mapping for different user profiles; prototype and usability testing for the financial product and app.

Key Insights:

• Sustainability was aspirational but distant; language, metrics, and impact were opaque, making it hard to see personal relevance.

• People struggled to understand and track electricity usage and bills, limiting their ability to evaluate potential savings.

• Participants preferred BBVA to act as a trusted financial enabler while choosing their own installation vendors.

• Collective impact (neighborhood, city, country) was a strong motivator when made visible.

Impact:

• Refined the value proposition and product design, shifting toward a combined sustainability + leadership positioning.

• Restructured key elements of the program and app, including how impact is communicated and tracked over time.

• Informed cross-functional work streams by answering specific product, marketing, and operational questions.

Coca-Cola – Rethinking Food and Liquid Food (USA, 2012)

Challenge:
Coca-Cola wanted to explore disruptive opportunities in 'liquid food'—moving beyond beverages into more substantial, meal-like products (not juices or milk).

Role:
Research Director and visual ethnographer, working with Latin American migrants in the U.S. as a diverse and innovation-prone context.

Methodology:
In-home ethnographic interviews with video; observation of on-the-go eating and drinking occasions; store visits; concept testing for different ideas.

Key Insights:
• Eating was experienced as social, sensory, and ritualized; replacing meals with liquid products triggered strong rejection.

• Products evoking baby food or hospital nutrition were rejected and associated with illness or weakness.

• Opportunities lay in positioning liquid products closer to snacks or energy-boosting options rather than full meals.

• Fruit-based liquids were quickly categorized as juices, requiring new language and framing.

Impact:
• Provided rich video insight materials and user profiles informing R&D explorations.

• Helped abandon unviable 'liquid meal' ideas and focus on more acceptable snack-like propositions.

• Inspired naming and positioning routes that avoided medical or infant associations.

Sanofi – Futures of Health & Innovation Pipelines (Mexico, 2017)

Challenge:
Sanofi wanted to imagine the future of health in Mexico across several verticals and design innovation pipelines that could regenerate the company's brand promise while coexisting with its traditional portfolio.

Role:
Research Director responsible for in-home ethnographies, pharmacy visits, analysis, and co-creation of future scenarios and innovation concepts.

Methodology:
In-home ethnographic interviews and accompanied pharmacy visits; mapping of routines, self-medication practices, and attitudes to conventional and alternative remedies; collaborative synthesis with trend and innovation teams.

Key Insights:
• There was a growing coexistence between OTC medicines and natural or alternative products that Sanofi was not fully leveraging.

Impact:
• New ingredients and natural components could be integrated into existing brands, while some needs required new brand platforms.

• Global health trends needed careful localization to match local habits, environmental conditions, and city-specific problems.

• Delivered a structured innovation pipeline for current and future categories.

• Generated future scenarios and concept territories that guided R&D and marketing decisions.

• Reframed innovation around lived experience and context-specific needs.

AT&T – Connectivity, Inequality & Network Planning (Mexico, 2019)

Challenge:
AT&T wanted to plan its antenna network more strategically while challenging the incumbent's claim of universal coverage, with a focus on how connectivity gaps affected low-income and marginalized communities.

Role:
Research Director responsible for ethnographic design, fieldwork in low-connectivity areas, analysis, and translation of findings for international stakeholders.

Methodology:
In-home ethnographic interviews with video in marginal neighborhoods; exploration of family communication patterns, technology use, and brand perceptions.

Key Insights:
• Connectivity and mobile phones were experienced as basic needs, comparable to water or food; lack of signal deepened inequalities.

• Mobile access functioned as a safety tool in a violent and fragmented city, providing connection and emergency support.

• Connectivity enabled participation in the broader social and political conversation, turning coverage into an equity issue.

Impact:
• A video presentation pitch that move key decision management to re think their investment strategy in infrastructure.

Uber – Understanding Drivers' Journeys & Financial Needs (Mexico, 2017)

Challenge:

Uber wanted to understand drivers' experiences and financial realities to evaluate new services, including credit or car-financing options, and to reduce trip cancellations.

Role:

Research Director in charge of research design, ethnographic fieldwork, analysis, and strategic conversations with cross-country teams.

Methodology:

In-depth interviews at facilities; ethnographic ride-alongs where drivers picked up real passengers while narrating their decisions and experiences.

Key Insights:

• Many drivers saw Uber as a temporary or emergency income source, making them hesitant to take on long-term debt.

• Profitability had decreased; drivers needed to work long hours, shaping their openness to new offers.

• Geolocation mismatches between pick-up points and actual customer locations led to frequent cancellations and frustration.

Impact:

• Informed redesign of communication and potential financial products grounded in drivers' constraints.

• Highlighted UX and communication fixes to reduce cancellations and improve coordination.

• Provided driver segmentation by motivation and relationship with the platform.

Nadro – Digital Transformation of Pharmaceutical Distribution (Mexico, 2018)

Challenge:
Nadro wanted to advance its digital transformation while competing with a major rival. Orders arrived through multiple channels with different levels of efficiency. The company needed a holistic diagnosis of internal processes and client experience to prioritize technology investments and redesign services.

Role:
Research Director leading research design, interviews across the organization and with clients, integration with business and logistics audits, and opportunity framing for digital transformation.

Methodology:
In-depth interviews with internal stakeholders; shadowing and journey rides with sales and delivery staff; interviews with pharmacies, wholesalers, and hospitals; journey mapping and profiling; synthesis workshops.

Key Insights:
• There were significant gaps between internal perceptions and clients' real experiences at different touchpoints.

• Clients valued both technological efficiency and human contact; small pharmacies relied strongly on relationships and advice.

• Price inconsistencies created mistrust but also an opportunity to establish clearer pricing guidelines and differentiation.

• E-commerce and software channels were underused due to UX issues and needed redesign.

Impact:
• Delivered a detailed map of flows, experiences, and pain points across channels and segments.

• Aligned stakeholders around a shared view of the current state and future opportunities through workshops.

• Outlined concrete paths for re-engineering processes, training staff, and redefining value propositions.

BanCoppel – Desinging a B2B offer for Small Businesses (Mexico, 2029)

Challenge:
BanCoppel, historically perceived as a low-income consumer retail brand, wanted to reposition itself as a financial partner for small and medium enterprises (SMEs). The challenge was to build a robust understanding of SME realities across regions and sectors, segment the market, and design a simple, credible financial offer in a competitive context.

Role:
Research Director responsible for qualitative fieldwork, integration of quantitative data, final segmentation, and strategic recommendations.

Methodology:
In-depth interviews with SME owners across the country; journey mapping and profile definition; analysis of a large national SME survey to complement a partially completed panel.

Key Insights:
• SME owners dream big but receive very little support; they need partners who understand their day-to-day constraints.

• Many entrepreneurs admired Coppel's growth story, creating emotional resonance despite a low-income retail image.

• The market lacked simple, accessible, and tailored financial tools; existing offers treated SMEs as if they were large corporations.

Impact:
• Created SME segmentation by sector, size, and motivation, providing a foundation for differentiated products and services.

• Developed a tiered offer strategy leveraging BanCoppel's existing relationships while expanding toward new segments.

• Identified opportunities beyond credit—such as advisory and support programs—that could strengthen loyalty.

UADE UNIVERSITY – Human-Centered Futures & Narrative Development.

Challenge:
UADE invited me to design and lead a forward-looking theoretical–practical class to help students understand and apply prospective thinking to real socio-cultural tensions. The aim was to introduce human-centered foresight tools—scenario logic, signals analysis, and narrative design—to explore uncertainties shaped by the pandemic and imagine alternative futures grounded in lived realities.

Role:
Instructor and Futures Facilitator — responsible for curriculum design, teaching, guiding students through scenario construction exercises, and developing a narrative prototype (Éxodo) to demonstrate how storytelling can expose the ethical risks embedded in seemingly "desirable" futures.

Approach:
This was not research, but a futures + narrative lab built around:

• Foundations of foresight and human-centered scenario building

• Mapping pandemic-driven signals of change (mobility, intimacy, inequality, community imaginaries)

• Identifying drivers, tensions, and vulnerabilities

• Translating scenario assumptions into narrative situations and character-based worlds

• Group work: from signals → scenarios → narrative fragments

• Live critique and refinement of the internal consistency of each scenario

During the pandemic, many students gravitated toward a highly idealized "preferred future": leaving the city, forming intentional communities, and reinventing life through rural or semi-rural collectivities. These imaginaries often blended utopian community narratives with speculative real estate dynamics, rarely considering their ethical or socio-economic blind spots.

Within that context, I wrote Éxodo — a narrative embedded within that scenario, conceived as a parodic, ironic, and critical counter-story. Its purpose was to reveal the risks, contradictions, and power asymmetries within these idealized communal futures and to challenge the assumption that they are inherently "better." Éxodo is now forthcoming for publication, extending its role beyond the classroom as a narrative exploration of future imaginaries shaped by crisis.

Key Insights:

• Scenario work becomes richer when participants confront the emotional and ideological assumptions behind their "preferred futures."

• Narrative prototypes expose contradictions and unintended consequences invisible in analytical scenario matrices.

• Pandemic-era desires for escape and reinvention often reproduce inequalities rather than resolving them.

• Fiction is a powerful foresight tool for illuminating blind spots and interrogating collective projections.

Impact:

• Introduced UADE students to a critical, human-centered futures practice that bridges analytical foresight with narrative world-building.

• Enabled students to produce scenarios that were more coherent, inclusive, and ethically grounded.

• Demonstrated the strategic role of narrative prototypes in futures work, influencing how organizations and individuals evaluate long-term desirability.

Video Evidence:

https://www.youtube.com/watch?v=s1hpNcT_Yok

Bio

Florencia Davidzon is a senior qualitative researcher and strategist specializing in ethnography, human-centered design, and behavioral insight across Latin America and the U.S. Hispanic region. With more than 15 years of experience leading complex multi-market studies, she brings methodological rigor, cultural fluency, and strategic clarity to organizations seeking to design products, services, and experiences that align with real human needs.

Some Video Evidence:

https://www.youtube.com/watch?v=73ZP8RgX98Q

https://vimeo.com/20387695

https://vimeo.com/34233936