

From Mumbai To Milwaukee: How The Consumer Defines Your Success

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Consumers Today

- Consumers today are more diverse in demographics, values, beliefs, and attitudes.
- Customer and Supplier base is also becoming more global and diverse.
- The world is becoming smaller as consumers assimilate into different countries and/or adapt to new cultures and environments.
- Companies need to think globally and determine the optimal strategy to defend and/or grow their brands.
 - Think Global – Act Global
 - Think Global – Act Local

Kraft Foods 2010

A global snacks powerhouse and unrivaled portfolio of brands people love



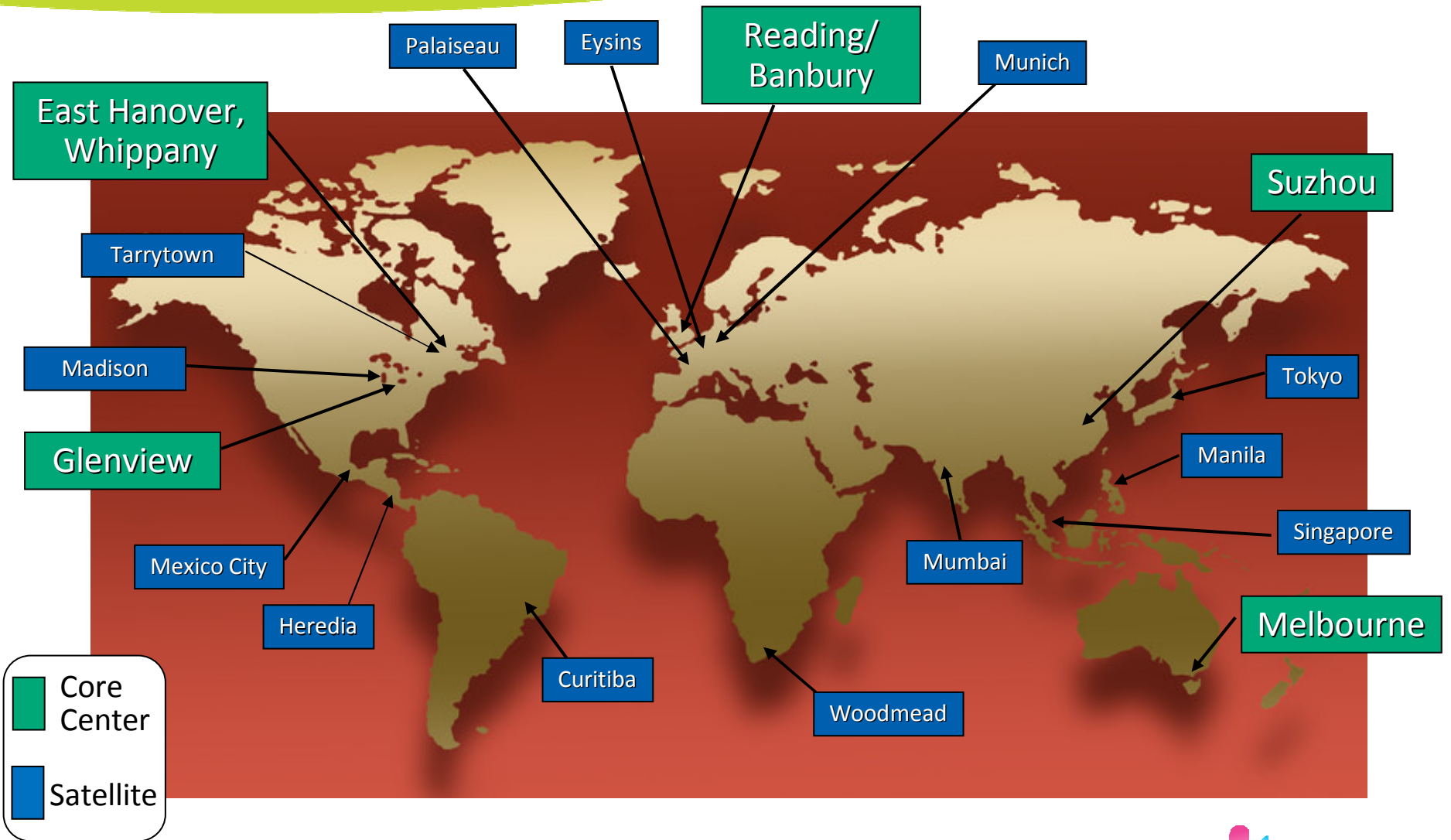
Kraft Foods Consumer Science

- Experience and expertise which spans across the globe and touches consumers in over 160 countries!
- Expectations are that we will support all types of research programs with a diverse set of skills across the organization.
- Through teamwork and in collaboration with our research partners we will deliver exceptional results.
- The goal of the team is to leverage our talents to drive marketplace performance.
- Our aspiration is to delight all of our consumers every day by ensuring delicious and differentiated products!



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Over 100+ colleagues in 20 countries



Our Global Team

- **Core Centers**

- Aligned to our major categories and direct the category agenda for the business
 - Establish resource/project assignments based on the global category roadmap
 - Ensure the quality and integrity of the research for the category
 - Provide the global linkage for project and program learnings
 - Create roadmaps for program development in the satellites

- **Satellites**

- Aligned to our major geographic business units
 - Provide project leadership for local programs/projects
 - Provide project leadership for some regional programs/projects
 - Provide project support for global projects/programs as needed

What We Deliver To Kraft Foods

- Knowledge, understanding and insights of our consumers, our products/packages, our competitor's products and the marketplace that allow for:
 - Improved decision making through the use of valid, reliable data
 - First mover advantage in the marketplace
 - Technology development with clear consumer benefit
 - Cost effective and efficient development processes
 - Increased success in market as the right product is developed/launched the first time

Industry Challenges for Sensory/Consumer Science

- **How should you support your organization and what are the expectations?**
 - Innovations
 - New Product Development/Line Extensions
 - Quality Improvements/Cost Reductions
 - Quality Control/Manufacturing
- **What skills are required to deliver the expectations of your company?**
 - Analytical Skills – Discrimination/Descriptive
 - Qualitative Skills – Focus Groups/Immersion
 - Quantitative Skills – Central Location/Home Use
 - Leadership Skills – Strategy/Risk Management
 - Managerial Skills – People/Programs
 - Communication Skills – Verbal/Written
 - Data Skills – Analysis/Interpretation
- **How will you measure your success?**
 - Internal Processes/Metrics
 - External Business Results
- **What resources are available to help you achieve success?**
 - Internal – People/Dollars/Time
 - External – ‘Qualified’ Third Party Organizations/Dollars/Time



Additional Organizational Challenges For Global Companies

- **Working across different languages**
 - Verbal communications can be difficult for team members
- **Working across different time zones**
 - The more countries involved the more difficult to find acceptable time for meetings
- **Not all countries have the quality standards of outside services**
 - Consultants
 - Ingredient/Flavor Suppliers
 - Testing Agencies
- **Consumer attitudes toward product testing can influence results**
 - Some cultures have difficulty providing critical feedback
- **Shipping products with limited quality tolerance and/or regulatory restrictions**
 - Products may not arrive to destination in acceptable condition or not allowed through customs
- **Stakeholder management**
 - Who are the key decision makers in each country
 - Do all key stakeholders share the same objectives, timing and success criteria for the research

How To Achieve Consumer Success In A Global Marketplace

- Three Success Factors:
 - Leadership
 - Resources
 - Processes

How To Achieve Consumer Success In A Global Marketplace

- Leadership

- Static organizations can not survive in today's environment
- Good Leaders establish and drive a strategic vision
 - Inspire faith and commitment for new directions
 - Paint an honest picture of the present and a compelling vision of where they want to go
- Leaders must learn to manage themselves the way they would manage people. Catch yourself being effective daily
- Eliminate any projects that are not adding value to free you to do the things that must be done to serve your customers
- Become a strong 'Risk Manager'
- Take initiative to develop a good working relationship with Marketing Research colleagues

How To Achieve Consumer Success In A Global Marketplace

- Resources

- Develop talent across the scientific discipline
 - Short Courses are not a replacement for formal education & training
- Establish optimal skill level and facilities for the function based on business requirements
 - What will you do in-house
 - What will you go outside for
- Consider segmenting the teams if talent stretches across geographies and expectations differ by location. For example:
 - Approved – Fully Trained and Skilled
 - Restricted – Trained and Skilled in Selected Areas
 - Conditional – Some Training But Significant Oversight Required
- Establish budgets for project support, training & development, and travel

How To Achieve Consumer Success In A Global Marketplace

• Processes

- Be A Business Partner Not Service Provider
 - It is 'your' project not a developer's project
 - Hold yourself accountable for the success of the project
 - Own the categories you work on
- It is more than - 'A Taste Test'
- Add value beyond the data – 'What's The Story'
- Make choices as to where you are most impactful to the organization
- Define critical information required to make a decision, rarely will you have everything you want or need
- Harmonization of Methods not Processes
 - Your partners rarely stay in the same role or product categories for long periods of time
- Set Strategy to create the roadmap for the team

Setting Strategy

- Functional level strategic planning is critical to the success of your organization.
- Setting Strategy
 - Determine mission and vision
 - In-line with your company
 - Assess your organization and it's environment
 - Analysis of current position, identifying areas of strength, weakness, opportunity and threats. Examine current clients, services, and competition. Examine trends in sensory/consumer science and adjacent disciplines
 - Set specific strategy or direction
 - Be selective, forward thinking
 - Determine goals and objectives to accomplish those strategies
 - Year 1, Year 2, etc
 - Develop implementation plans
 - Clear deliverables and timing

THANK YOU

QUESTIONS



kraft foods

make today delicious

