From Mumbai To Milwaukee:
How The Consumer Defines Your Success

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October 27, 2010

Society of Sensory Professional Conference
Napa Valley, CA
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!
Kraft Foods Consumer Science 2010
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/Immersions
  - 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
• 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