



Optimizing the OMNI in Omnichannel

Quirk's Brooklyn

March 22, 2017

MARS
petcare

●
SKIM



MARS in a MOMENT



Part of Mars Inc.'s Iconic Brands

Our brands offer quality and value to consumers around the world, and our portfolio includes some of the world's best loved brands



Mars Petcare in the US

-  Employs over **3,500+** Associates
-  More than **20** office and manufacturing locations
-  Acquired **P&G** Pet Care Brand Portfolio in **2014**
-  Globally headquartered in **Brussels, Belgium**
-  NA HQ/Global Innovation Center in **Tennessee**

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petcare



NATURA PET



»EUKANUBA




SKIM

A Closer Look at the Innovation Center

Facility Highlights:

- Broke ground in **2012** and opened in **October 2014**
- Site will house up to **180 dogs and 120 cats** – many of which will be adopted from area shelters and rescue organizations
- Serves as **global center of excellence** – studying pet nutrition needs & innovating new diets
- **LEED Gold Certified**



We are **THE** decision behavior experts



At SKIM, we take
a consultative
partnership
approach with
our clients...

Decision Behavior Experts: SKIM's roots are in modeling decision behaviors and we are passionate about uncovering and understanding what drives people's choices. SKIM has strong experience and is a strategic partner to leading companies in this area of research.

Proven Expertise: SKIM's competitive edge is our expertise in choice modeling and our proven ability to model complex choice behavior effectively and efficiently.

Proud to partner with many of the world's leading companies and brands

Primary supplier for message and concept testing for **AT&T Mobility**

Preferred supplier for choice-based conjoint pricing research to **P&G**

Preferred supplier to **Unilever** for portfolio optimization, LOT and claims studies

Partner to **McKinsey** and **BCG** for building advanced conjoint based forecast models



at&t



P&G



Bayer



Spotify



ESTÉE LAUDER



Logitech

MARS petcare

BCG

THE BOSTON CONSULTING GROUP



intuit

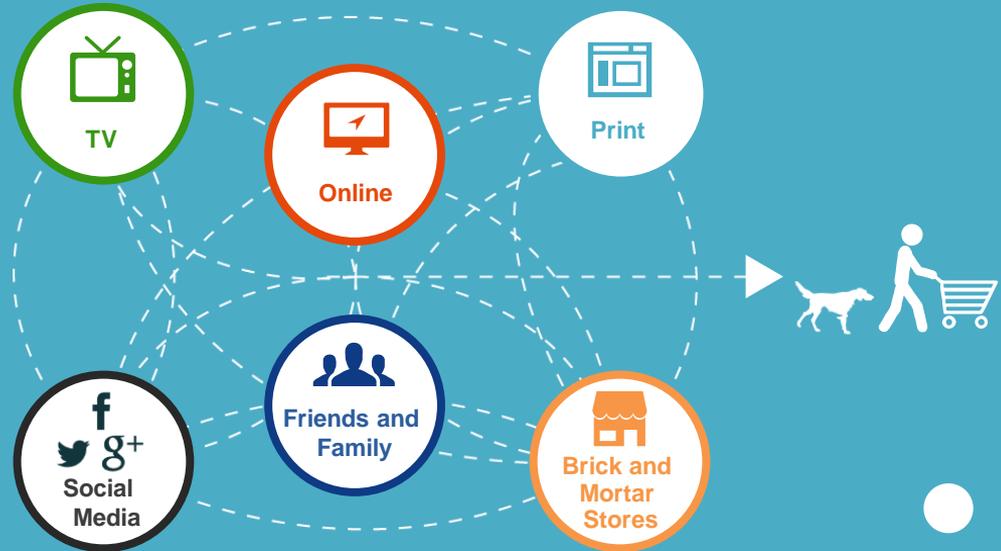
Mondelēz International

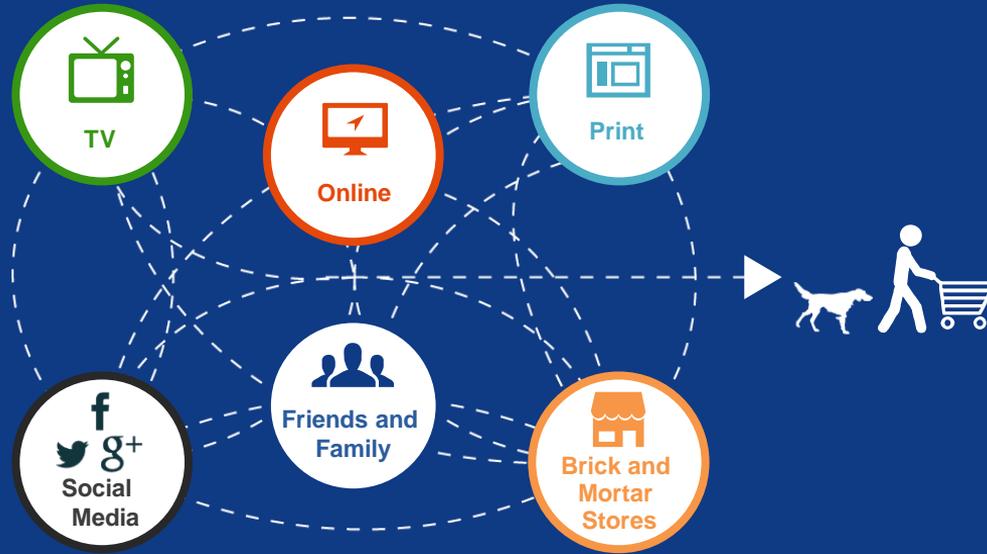
McKinsey&Company

The Omnichannel Ecosystem



- Who are the shoppers?
- How and why are they engaging in multiple channels?





Intro to Case Study



Situation



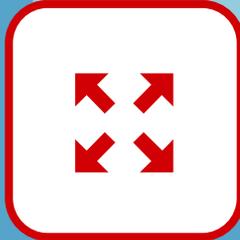
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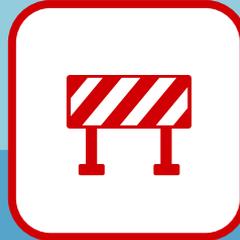
Slow
online
momentum



Out-dated
foundational
research



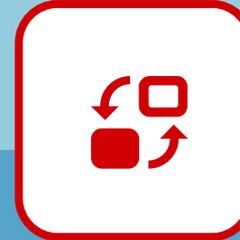
Profile Omni
shopper



Triggers &
Barriers



Role of
touchpoints



Online vs
Offline?



Routine vs
Disruptive

Background and Methodology

Blended Methodology



4 Steps - Optimizing the OMNI in Omnichannel



1

Understand the channels

2

Map the journeys

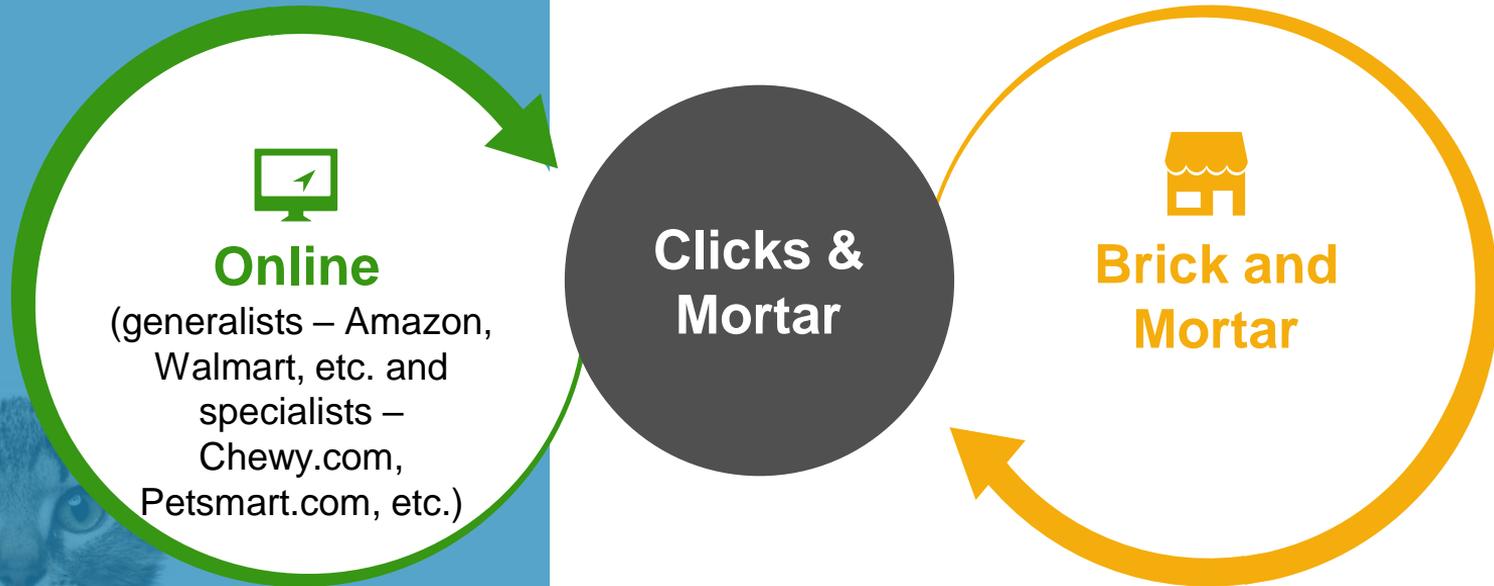
3

Identify channel interactions, touchpoints, and opportunities

4

Socialize and Activate

Understanding the Interaction of Channels



Mapping the Journeys

We mapped routine and disruptive (switcher) journeys for:

6

PRODUCT TYPES

3

BRAND TIERS

2

RETAILER PLATFORM

Dozens of journeys and combinations!!!

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Critical components of mapping the Journeys

1



Sub-category X

- Male
- 28 years old
- \$55,000 Annually
- Mid West

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2

JOURNEY TRIGGERS	PRE-PURCHASE (ATTRACT)	PURCHASE (CONVERT)	POST-PURCHASE (RETAIN)
<ul style="list-style-type: none"> Internal Collaboration Amazon In Store Website Search 	<ul style="list-style-type: none"> Website In Store Amazon Friends and Family Search 	<ul style="list-style-type: none"> Amazon In Store Internal Collaboration Website Search 	<ul style="list-style-type: none"> Website Internal Collaboration In Store Amazon Catalog

TYPICAL JOURNEY & EXPERIENCE



ACTIVITY ASSESSMENT

LESS HELPFUL	MORE HELPFUL	LESS HELPFUL
<ul style="list-style-type: none"> Manufacture Website Amazon 	<ul style="list-style-type: none"> In Store Website Search 	<ul style="list-style-type: none"> Catalog Friends and Family

TOP TIPPING POINTS

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ATTRACT

OPPORTUNITIES

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CONVERT

OPPORTUNITIES

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RETAIN

OPPORTUNITIES

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4

Identify Channel Interactions, Touchpoints, and Opportunities

Channel Interactions

Opportunities



Touchpoints



Socialize and Activate



Cohesive multi-functional cross-departmental strategy



Inform retail-specific strategies to strengthen partnerships



Test and learn!



Stakeholder Involvement & Review Process



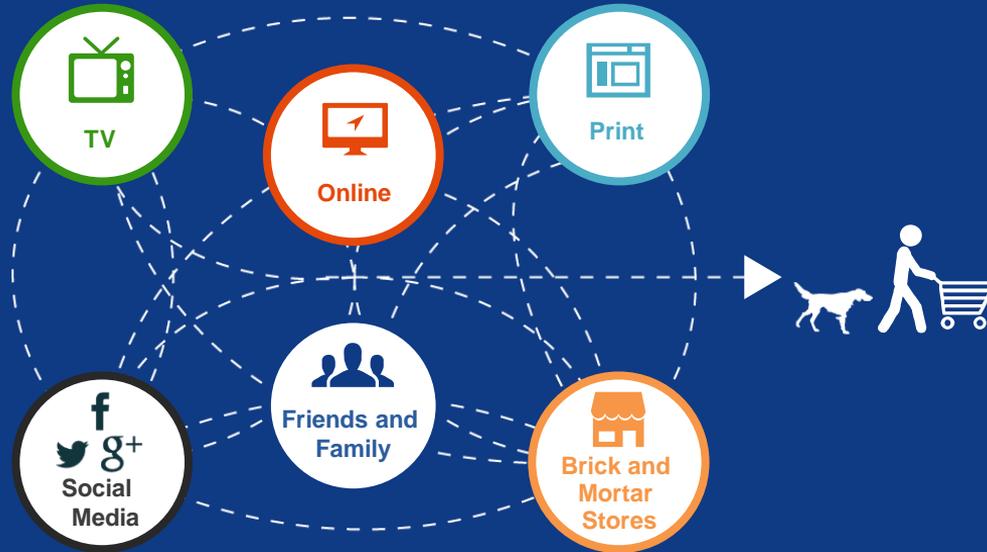
Key Learnings



Early and regular stakeholder involvement and buy-in ensured actionable insights for every internal team.



Cross-channel insights significantly strengthened partnerships with ALL retailers – eCommerce and Brick and Mortar.



Understanding the role of search and importance of social proved/disproved internal hypotheses to provide focus for internal discussions.



Consistent visual cues across channels are required. Online channels need to highlight hero images, not just pack pictures.



Optimizing the OMNI in Omnichannel

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