



*Kellogg's*

White Paper and  
Case Study

# The Variable Path to Purchase

StiboSystems

We've heard it all before, the digital consumer, the connected consumer and the informed consumer. Call it what you will, but the fact of the matter is that consumers have access to rich resources and information at the swipe of their fingertips. Therefore, shopping patterns of consumers have evolved greatly from the traditional linear path of making a quick trip to the corner store to a much more variable path that involves the process of researching, socializing and shopping across multiple channels.

A consumer's path to purchase may start in many places, but mostly they want to understand more about what they are eating and whether the food on their kitchen table is sustainably sourced. Ultimately, they want to know that they are making healthy decisions for themselves and their families.

Aligning path to purchase with the buying behavior of a consumer prior to purchase, during purchase and post purchase is a holistic process. This three-phase approach provides a more complete view from which organizations can drive horizontal integration, tightly align sales and marketing, and close out capability gaps that could be exposed to the competition.

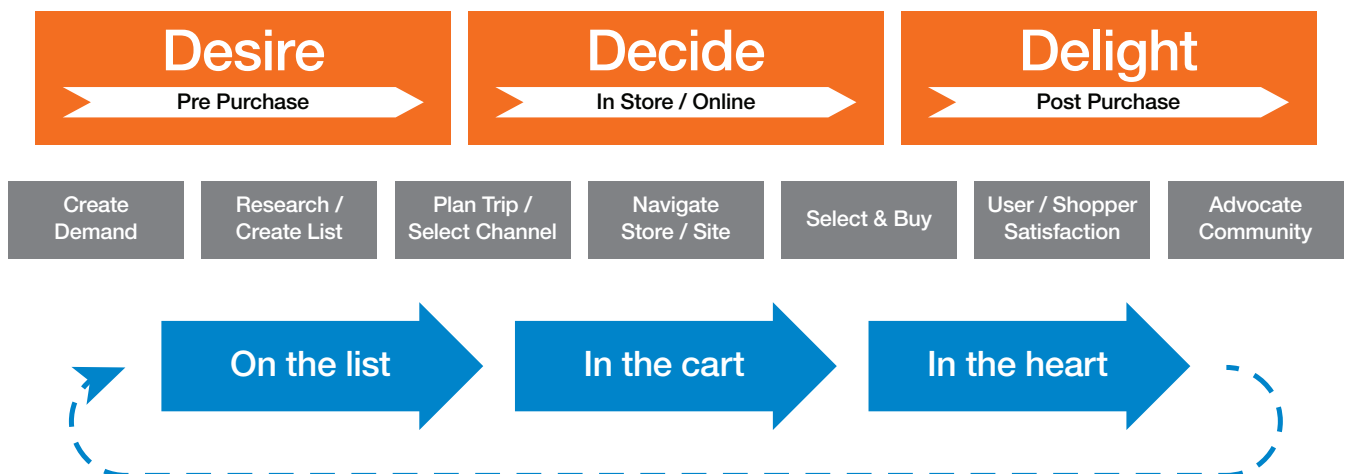
### Three-phase alignment approach:

**Desire:** the pre-purchase phase is when brand interest is established and the initial planning of a shopping trip begins with the development of a list and online research for nutrition and product information prior to visiting a store.

**Decide:** the purchase phase is when behaviors, such as selecting the retail destination, navigating the store or website and comparing brands, happen. Value judgments occur, brands are selected and others are rejected.

**Delight:** the post-purchase phase is the most critical. Value judgments are made on both the shopping experience and on how well brands delivered on their promise. When brands deliver on their promise, they build brand loyalty and advocacy.

**Buying behavior** is the common currency that fuels  
*Path to Purchase* across all phases and all constituencies.





These phases help organizations better align and integrate existing capabilities and inform the development of new ones. Having a common view of the market across the path to purchase unlocks the power needed to compete and win in a dynamic and fluid market. It drives the need for more accurate, reliable and consistent nutrition and product information to provide consumers with a seamless experience from store, to mobile, to website. In order to achieve this, organizations need a common foundation that helps them look at the marketplace through the same lens.

In the past, these capabilities have been built within individual silos, each a separate building block that doesn't always fully connect across functions. This is problematic for many reasons, and organizations cannot fully leverage knowledge and expertise across business units in order to communicate information and a seamless message to consumers.

## Managing the Information Supply Chain

Organizations are increasingly realizing that point solutions, such as Product Lifecycle Management (PLM), cannot adequately address their underlying master data problem. It is not that these enterprise systems are incapable of managing nutrition and product information; it is simply that in most organizations the information is not consolidated and concise. Each system points to a different product record within its database. Each of these duplicated product records evolve independently, leading to discrepancies that can cause confusion, errors, logistical problems, compliance issues, fines and a whole host of costly problems.

Companies must look for a system that can specifically manage the complex problem of acquiring, managing, publishing and sharing all product, customer, supplier, asset and location data within the enterprise, across the supply chain and at every stage of a product's lifecycle.

A master data management (MDM) solution enables organizations to streamline the process of collecting all information from appropriate departments, centrally cleanse and manage that information and feed it to other business systems. This enables companies to publish more accurate information to all of their online and offline channels faster and more reliably to help guide consumers on their path to purchase, while giving business users the accurate information they need when they need it.

## Retail Partner Collaboration

Retailers acquiring nutrition and product information from manufacturers, is always challenging. Delivering that information quickly and accurately to multiple business systems is essential to remaining competitive in today's environment. This on-boarding process is often cumbersome, error-prone, time consuming and results in incomplete and inconsistent information.

The cost for retailers to efficiently manage hundreds of manufacturers and tens of thousands of SKUs is staggering. Food and beverage manufacturers can reduce costs and inconsistencies by streamlining the on-boarding process with a master data management solution.

Manufacturers can create and publish e-catalogs, support legacy data standards and introduce new industry standards when requested by syndicating information to third-party data aggregators, like GDSN, and retailer-specific attributes direct to their retail customers.

Improving collaboration with retailers and enhancing supply chain visibility are key drivers for improving product quality, and it is an important aspect of transitioning an organization to omni-channel excellence.

## The Empowered Consumer

Retaining and adding customers may be key to driving revenue growth, but it is also one of the biggest challenges that food and beverage executives face today. Other challenges include recognizing and responding to customer needs and trends, competition and synchronizing information across all sales channels, for example, regional websites, regional packaging and labeling, and to all retail customers.

To overcome these challenges, greater insight into consumer demand, buying habits, product sources, and nutrition and product information are required. Gaining customer loyalty starts with giving consumers greater visibility into product origin and ingredients. Having a comprehensive strategy for nutrition and ingredient product management can help move an organization toward achieving omni-channel success.

Omni-channel success consists of an organization with technology to optimize the product lifecycle, provide customer transparency and unify the brand's channels into a single identity. By linking product, supplier and customer information through an integrated process, organizations can gain the insight they need to make better decisions and take faster action to drive customer loyalty.

## Summary

Alignment of the buying habits of consumers and path to purchase come together when nutrition and product information are accurate, up-to-date and synchronized across all online and offline channels, regions and channel partners.

Consumers can easily access correct nutrition and product information to create their shopping lists, they can easily compare brands and make a purchase with confidence, and when brands deliver on their promise, consumers purchase those same products again.

**“To win in the dynamic and fluid market in which we compete, having a single trusted view of nutrition and product information across the enterprise and all consumer-facing channels starts the path to purchase journey of getting on the list, in the cart and in the hearts of consumers.”**

- Paul Iagnocco,  
Global Digital Enablement & Operations,  
The Kellogg Company



# The Kellogg Company: Empowering Consumers' Path to Purchase Journey with Reliable Information

## Background

More than 100 years ago, The Kellogg Company changed breakfast forever when W.K. Kellogg introduced Kellogg's Corn Flakes. Today, they continue to be a leader in the food industry in 180 countries across the world.

For some, the name Kellogg's instantly has people thinking of Tony the Tiger, for others, morning rituals surface of a mother pouring a bowl of Rice Krispies for her children with sliced strawberries on top. Either way, Kellogg's has been a part of people's lives since their first bite of cereal to their later

years providing wholesome protein and fiber snacks and beverages to support healthy lifestyles.

The Kellogg Company is the leading food manufacturer of breakfast, convenience, frozen and snack foods. Headquartered in Battle Creek, Michigan, the company is known for creating moments of delight for people around the world with their well-loved brands, with the sole purpose of nourishing families so they can flourish and thrive.

## Challenge

Today, Kellogg manages more than 67 brands and over 586 products in their portfolio of offerings and has a global presence in manufacturing its products in 18 regions and selling them in 180 countries.

Recognizing the changes in shopper behaviors and their request for more nutrition information and labeling, the challenges with expanding food categories, coupled increasing food regulations, Kellogg needed to address how best maintain a single view of their brands and products across the enterprise, to retail customers and consumers all over the world.

**“Like most CPGs, finding a tool that simplifies the aggregation, reporting and delivery of multi-domain data is critical to getting the right information and the right format to both our consumers and customers. Stibo Systems’ STEP solution has done that for us.”**

- Paul Iagnocco,  
Global Digital Enablement & Operations,  
The Kellogg Company

### INDUSTRY

Food and Beverage Manufacturing

### CHALLENGES

- Managing a complex data set of 67 brands, 3500 SKUs, 4500 consumer recipes, and 9000 product images, that feed information to over 100 global websites
- Needed a single global view of their brand(s) across all channels and to all customers
- Complying with new EU1169 food labeling regulation and others
- Support for their call center regarding products and promotions

### BENEFITS

- Single version of the truth for all products globally, enabling compliance of EU1169 regulation
- Improved accuracy and validation of product and nutrition information
- Seamless brand experience online and offline
- Faster new product introduction and agility

### SOLUTION

In order for Kellogg to have their retail customers and consumers experience a unified brand across all regions/markets and be compliant with Europe’s new EU1169 regulation, the company started a marketing initiative that would tie the brand together from a product and global perspective to achieve a seamless brand experience.

That marketing initiative led Kellogg to implement Stibo Systems’ STEP master data management solution to create a single global trusted source for their product and nutrition information, consumer recipes, FAQs and promotions.

**Path to Purchase starts with reliable, accurate nutrition and product information**

**Providing a seamless experience from store, to mobile, to website**



## Results

Since the implementation of Stibo Systems' STEP master data management solution, Kellogg has been able to replace old legacy systems, homegrown solutions and countless spreadsheets. They are able to organize and have more control over their branding internationally, easily collaborate with advertising agencies, support their call center and improve visibility across all Kellogg brands.

In order to stay compliant with the new EU1169 regulation, STEP feeds over 100 Kellogg global websites in 21 languages, including their Family Rewards site, and retailer-specific feeds with product and nutrition information to support their retail customers with the most accurate and up-to-date information.

Kellogg leads the way in providing consumers with nutritional and allergen information of their products online and in-store by ingesting ERP product recipe data into STEP, and then calculating and outputting nutritional labels for use in the product lifecycle.

**“Consistency and the delivery of relevant content are critical to our consumers and customers in today’s marketplace. Leveraging STEP to power our brand Web sites, call centers and customer solutions is foundational to the success of The Kellogg Company.”**

- Paul Iagnocco,  
Global Digital Enablement & Operations,  
The Kellogg Company

## About Stibo Systems

Stibo Systems is the global leader in multidomain Master Data Management (MDM) solutions. Industry leaders rely on Stibo Systems to provide cross-channel consistency by linking product and customer data, suppliers and other organizational assets. This enables businesses to make more effective decisions, improve sales and build shareholder value. During the last 30 years, Stibo Systems has helped hundreds of companies to develop a trusted source of operational information. A privately held subsidiary of the Stibo A/S group, which was originally founded in 1794, Stibo Systems' corporate headquarters is located in Aarhus, Denmark.

For more information, visit [www.stibosystems.com](http://www.stibosystems.com).