

ACCELERATING OMNI CATEGORY LEADERSHIP CAPABILITIES

MARS PETCARE

MARS



AUDREY DAFFY

Global Category Manager
Mars Pet Nutrition



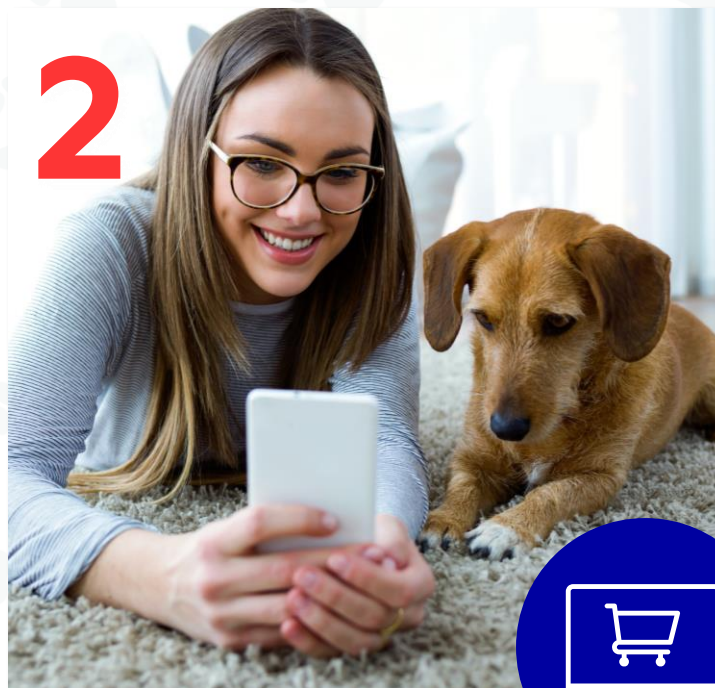
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Mars Pet Nutrition

Objectives for the Next 15 Minutes



**Category
Management
in an Omni World**



**Digital
Captaincies**



**Key
Learnings**

Category management continues to focus on the Shopper

CONSUMER-ERA (1987 – 2010)

RETAIL CATEGORY MANAGEMENT

- Data Based Language
- Category Role
- ECR



SHOPPER-ERA (2010 – 2020)

OMNI CATEGORY MANAGEMENT

- Shopper Journey
- Shopping Missions
- Category Visions/
Motivations



CONSUMER & SHOPPER INTEGRATION

INTEGRATED SHOPPER MANAGEMENT

- Win the Shopper
- Changing Retail
- Seamless Shopper
Engagement (across all
formats and media)





Category Management is facing significant disruption

SHOPPERS | RETAILERS | SUPPLIERS

BUT the foundational goal of category management hasn't changed.

We still need **profitable growth**.

We will only be successful in driving growth when we optimize the balance of benefits for retailer and manufacturer with the additional costs of omni-commerce.

**TODAY &
THE FUTURE**

We must achieve sustainable shopper behavior change to drive profitable sales growth.

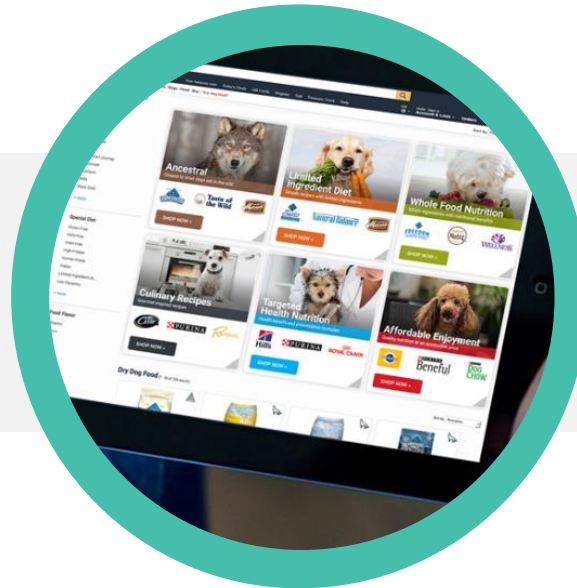
Our Global Category Vision continues to be our starting point



Grounded in Category Vision, we orchestrate shopper behaviour change across all channels with focus on a seamless E2e experience



In-Store Execution



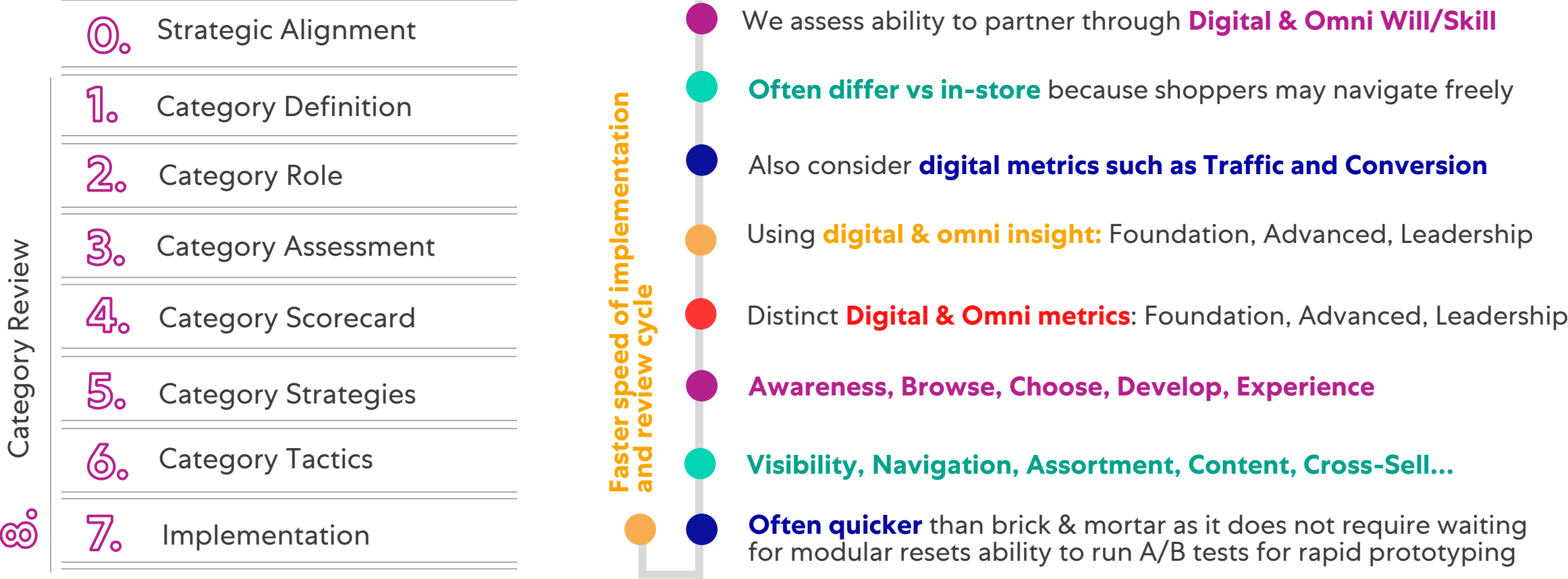
Digital Execution



Integrated Omni Execution

Our Category Management Framework Still Applies, but Must be Expanded & Integrated

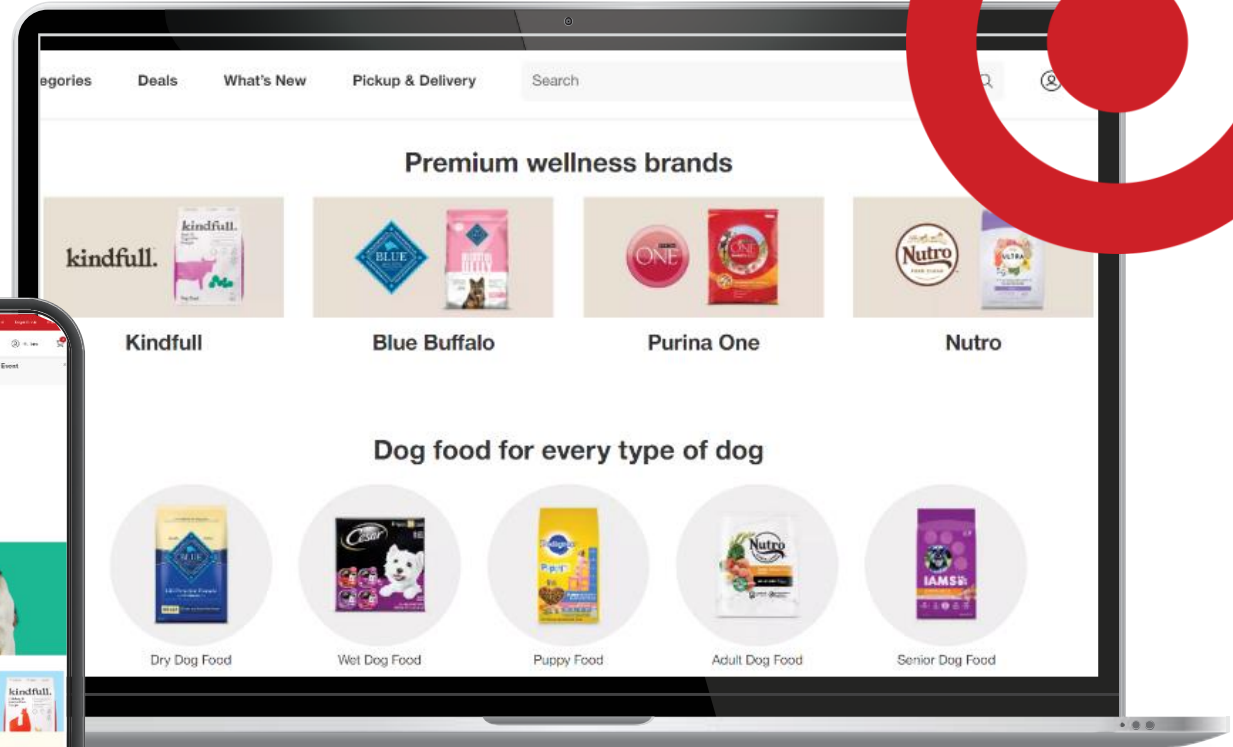
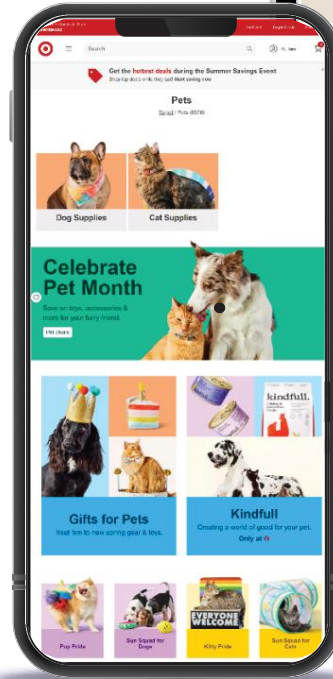
Encompassing More Variables To Manage Across More Extensive Retailer Ecosystems



Customer Example – Digital Captaincy @ Target

DIGITAL STRATEGY => OMNI STRATEGY

- Digital Experiences (landing pages)
- Category taxonomy & filters
- Category variations and product title guidelines
- Assortment strategy
- Boosting strategy
- Guest experience & search results optimization
- Digital Store Walks
- Proactive thought leadership
- Reporting & competitive insights



**“You (Mars category team) bring the best industry and business insights in general”...
“and by far in Digital”.**

- Buyer Feedback

The Shopper Based Design (eSBD) process allows solutions to orchestrate Shopper behavior as pet parents navigate the category



OBJECTIVE

Orchestrating new behavior with shoppers at the point of conversion to deliver incremental revenue at full price for our retail partners.

Which Helps them...

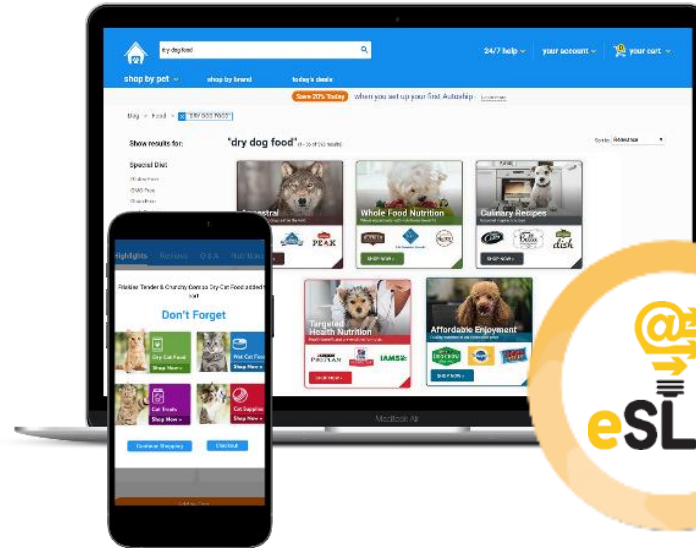
1. Notice more products
2. Purchase more premium products
3. Expand consideration set

Mars Approach To Creating A Seamless E2e Shopping Experience



2015

In-Store SBD



2018

Digital SBD



2020-2021

Click & Collect (Curbside and
In-Store Pick-Up) SBD

Key Learnings: Building Omni Category Leadership Capability is an Integrated Journey



ORGANIZATIONAL INTEGRATION

- Strategic alignment across functions, led from top
- Data & analytics tools to support Omni
- Training/skill building across the organization
- Partner customers expanded to include Omni

SHOPPER JOURNEY INSIGHTS

- Integrated team; expanded customers
- Research total shopper journey
- Solutions are category focused
- PDS expands to include page and eSBD (Shopper Based Design)

FOUNDATIONAL DIGITAL KNOWLEDGE

- Siloed team, pure play only
- Focused primarily on Mars portfolio
- Digital shelf fundamentals (PDS)