



THE J.M. SMUCKER Co.

Achieving the Winning Aspiration of Thought Partnership

Mobilizing for the new reality of insights

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QUIRKS New York
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Nearly 20 years of experience in consumer & market insights.

- Across a range of industries (CPG, Real Estate, Automotive, Technology)
- Range of company sizes
- Range of company maturity

Passions:

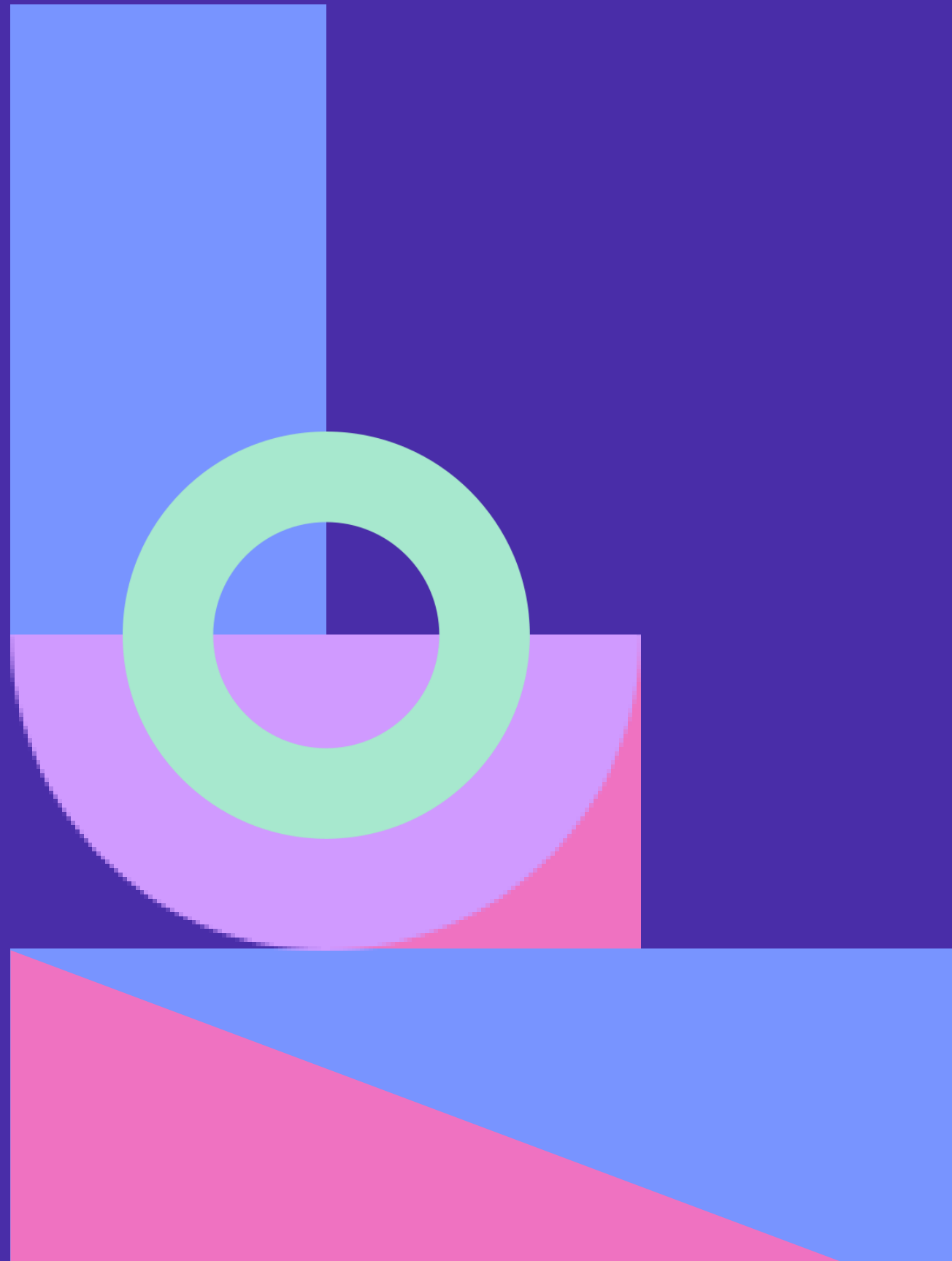
- Organizational planning
- Process Improvement
- Project Management

About Me



The J.M. Smucker Company

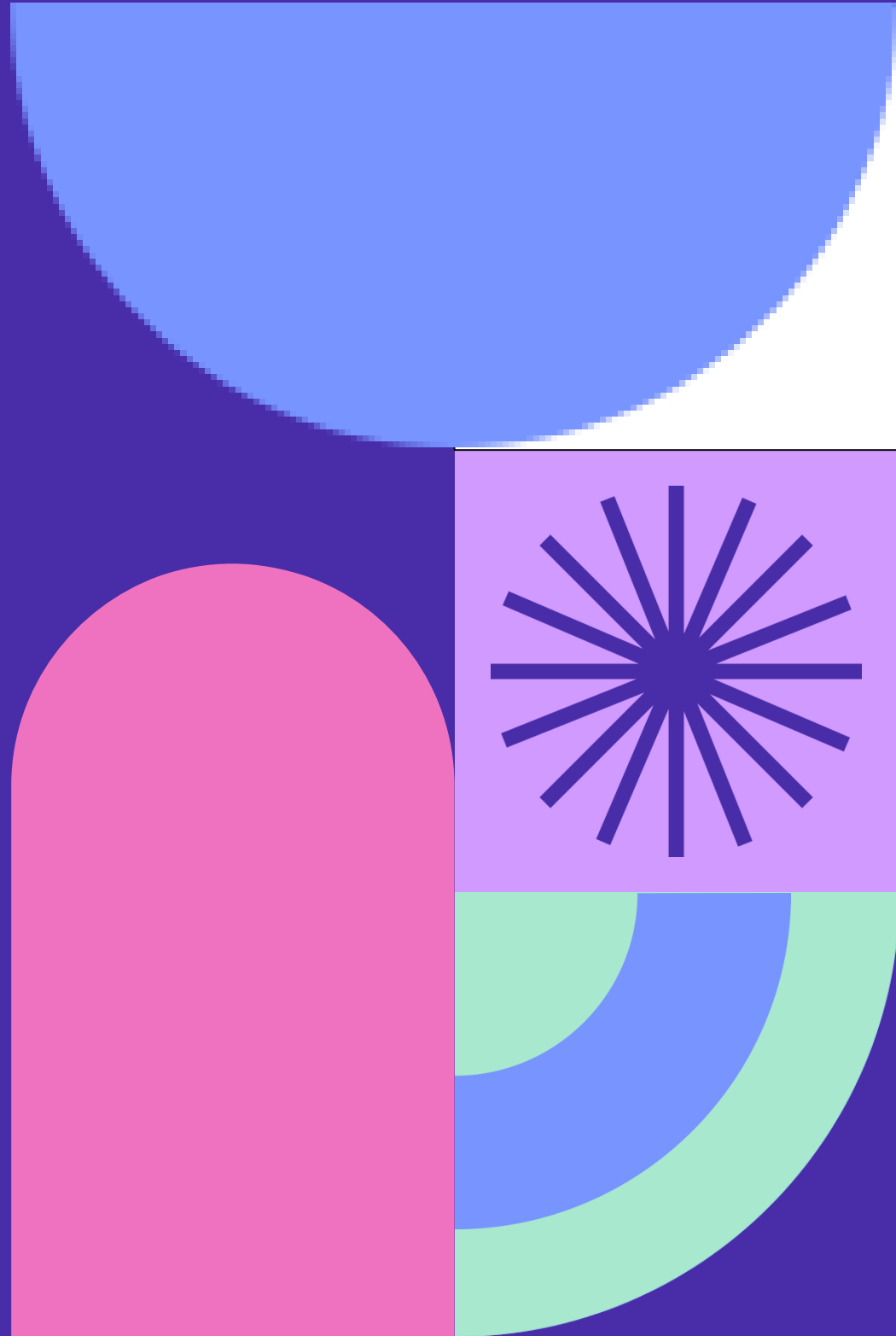




What is a winning aspiration?

"A Winning Aspiration defines the purpose of your enterprise, its guiding mission and aspiration, in strategic terms."

~ AG Lafely & Roger Martin, *Playing to Win; How Strategy Really Works*



The Imperative

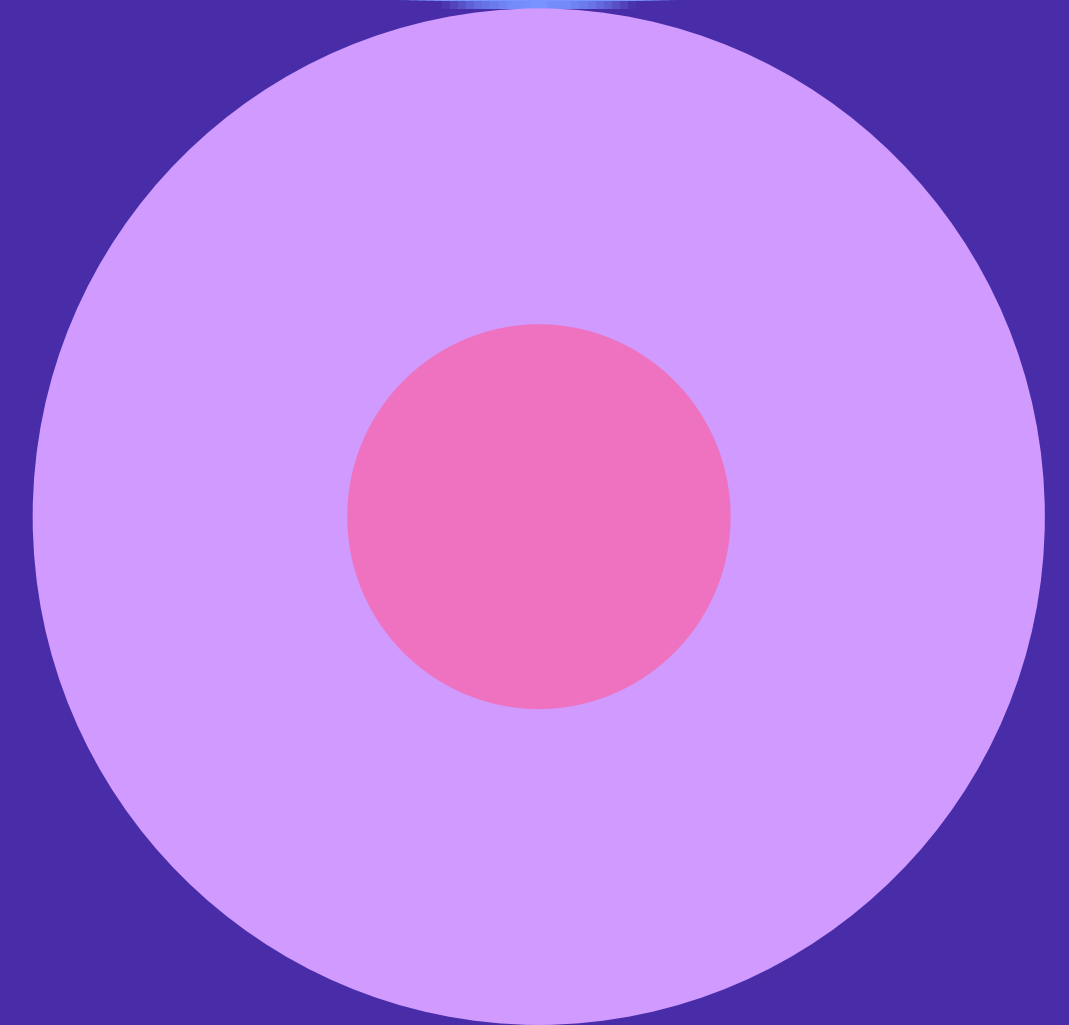
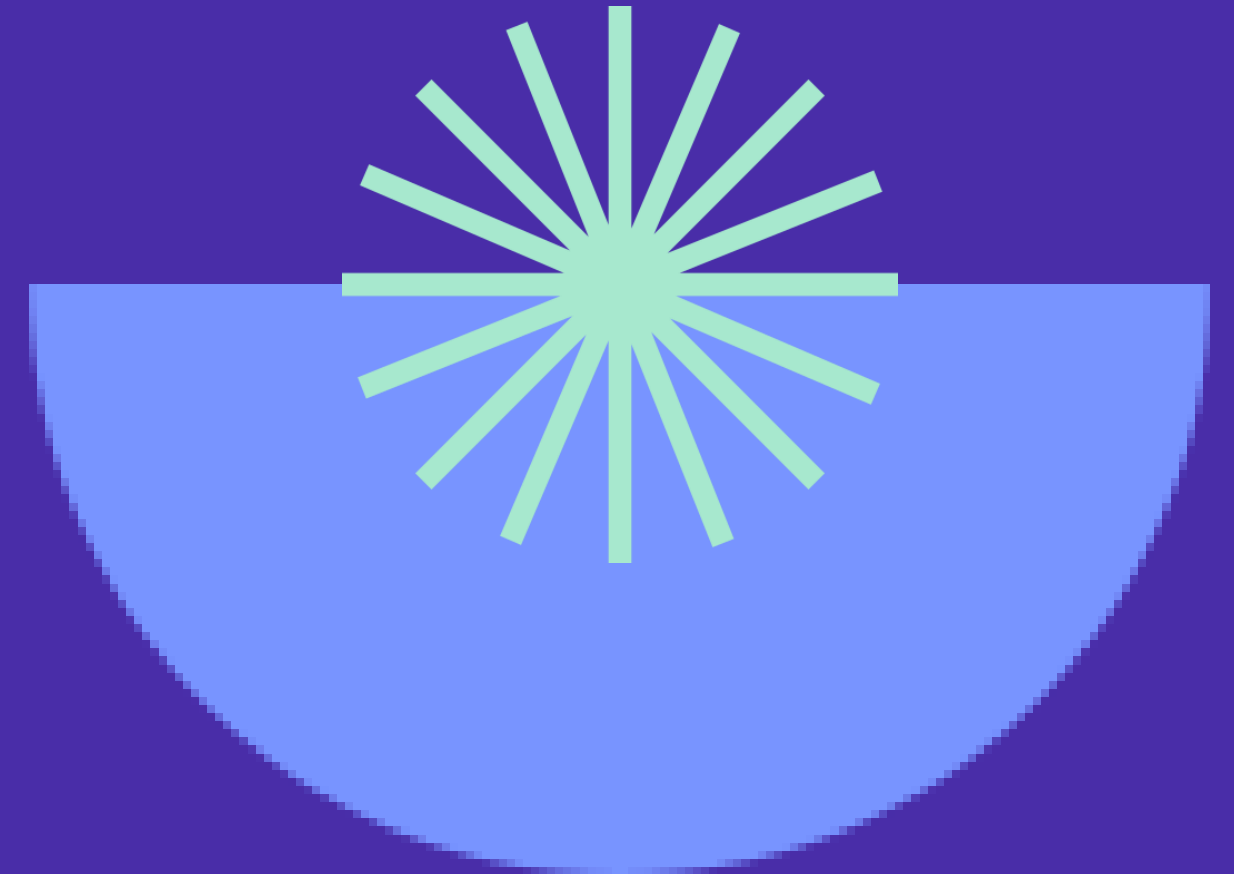
Achieve relevancy in an ever-evolving marketplace with:

- Hindsight that informs
- Insight that illuminates
- Foresight that lights the path

What is your team's winning aspiration?

How's it going?

What barriers have you encountered?



Set the Winning Aspiration in the Market Context.

Drive clarity on what will be the key market factors 18–36 months out.

Economic

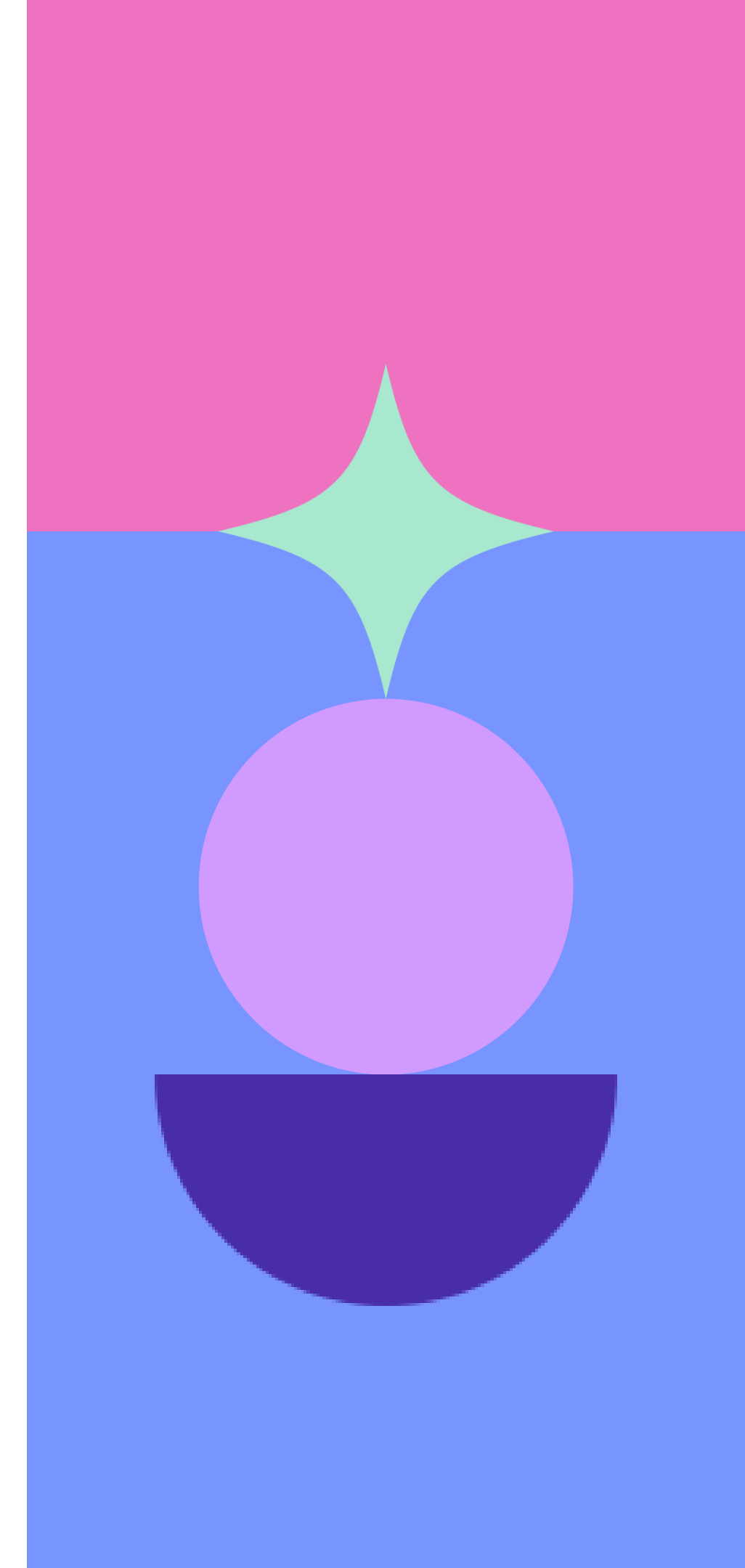
What are the alternative market scenarios that will impact category and business growth?

Consumer Behavior

How have consumers and shoppers adapted behaviors? Which are expected to stick?

Competition/ Innovation

What is the positioning strategy of key competitors? How will commercial and product innovation impact the category?.





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The JMS CO:LAB

Winning Aspiration.

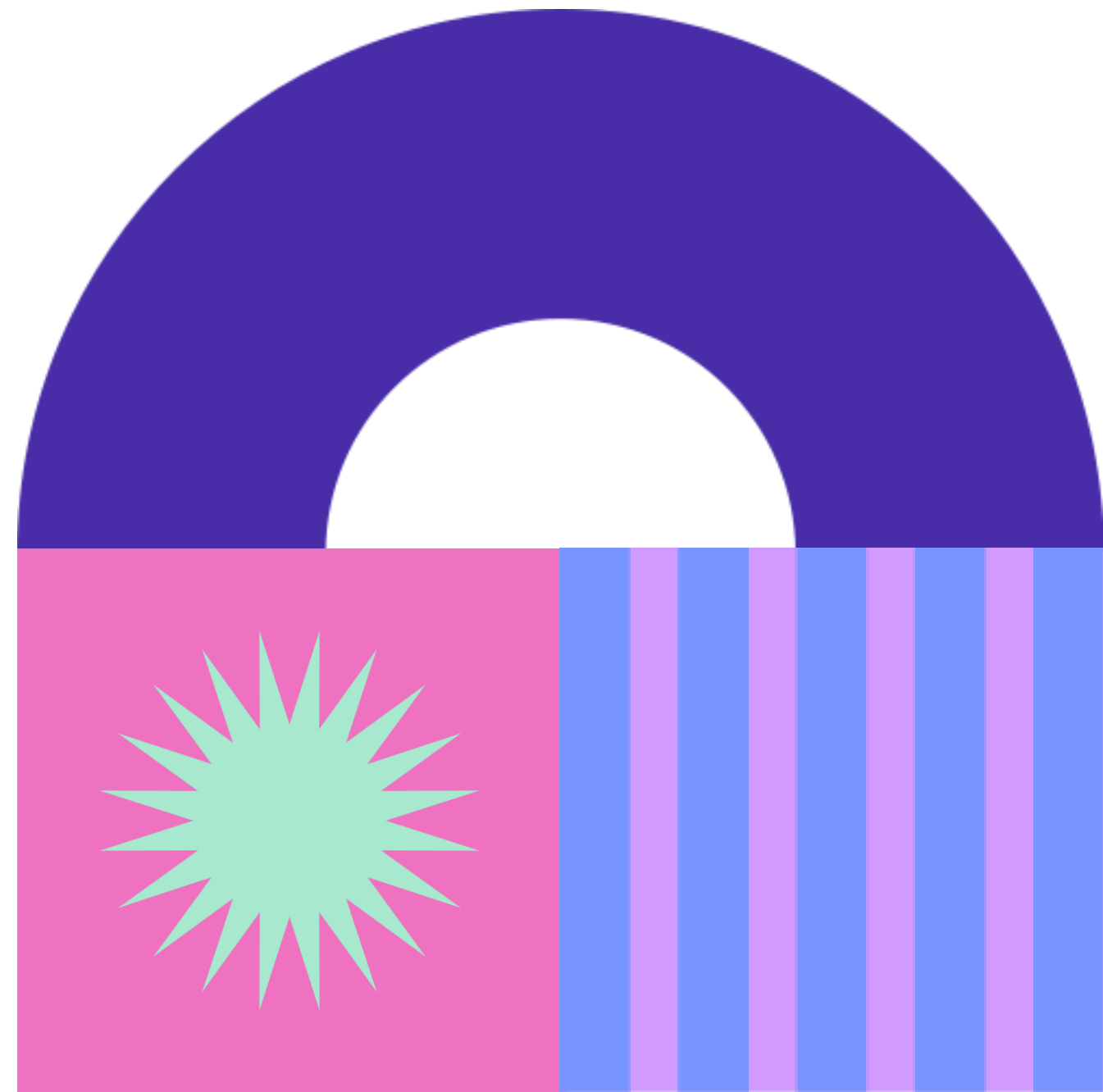
“We are the catalyst to deep consumer understanding, passion, intuition and ultimately serve as an expert for our brands over time. ”

- Human centered
- Data analytics
- Single source of truth

Play out the aspiration in context of the culture.

Ponder...

- What **barriers** exist today toward having the organization buy-in to the aspiration?
- What is the required **socialization plan** to enroll organizational stakeholders?
- Who are the **opinion leaders** in the organization?
- What were the **past failures** and associated baggage?



Internal

- What are the required talent and skills?
- Who are the appropriate cross-functional partners to which my aspiration must align and connect?
- What organizational structure are required to achieve our aspiration?

External

- Who are those vendors with the agility and innovation to meet our needs?
- Where are the recruiting pipelines that will yield the diversity we need to be successful?
- What are the emerging capability sets in the industry and practice?
- Who are the analogous Insight organizations that we can learn from?



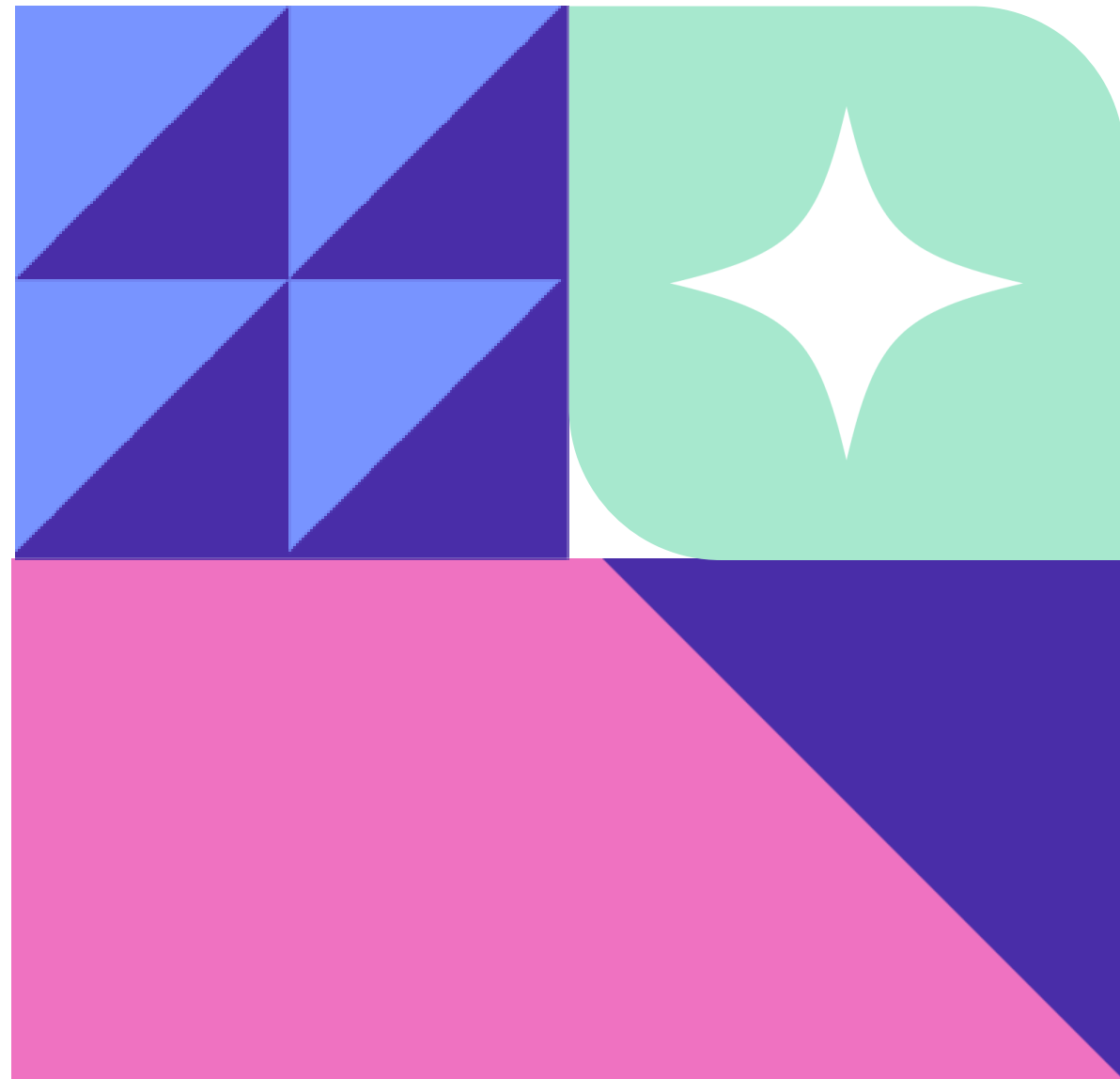
Charting the organizational learning plan.

- Outline WINNING capability sets
- Perform a capabilities inventory
- Identify capability gaps
- Align to gap closing approach



Assess the capability gap.

Total Team= 15	Priority/ Impact	Early Passionate	Proficient	Intermediate	Advanced
Demand Space Identification	Mid	8	5		2
Opportunity Sizing	Mid	3	5	7	
Storytelling	Hi	4	8		3



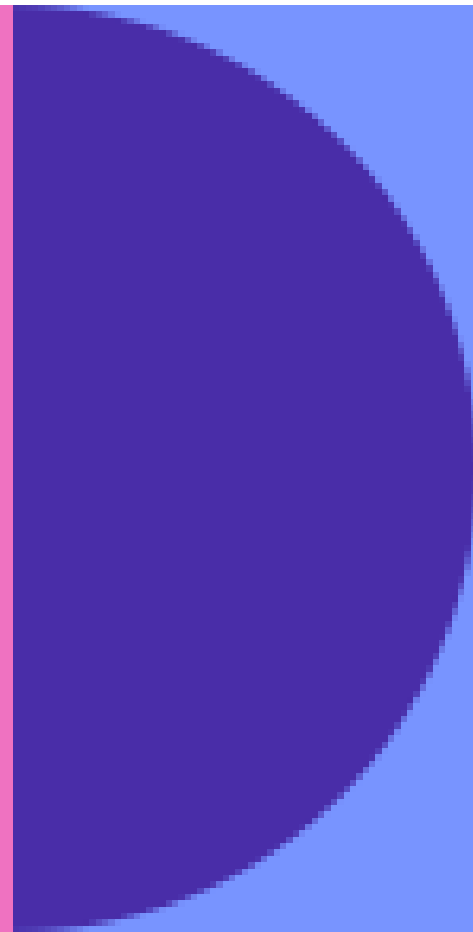
Translate the capability gap into a team learning plan.

Total Team= 15	Priority/ Impact	Deficiency	Learning Plan
Demand Space Identification	Mid	Hi	- Ongoing shadowing and peer coaching
Opportunity Sizing	Mid	Mid	- Partner with vendor XYZ to define a common opportunity sizing methodology and train team. Deliver by 12/31/21.
Storytelling	Hi	Mid/Hi	- FY22 Q4 Intro to Storytelling Training - Required storytelling assessment prior to broad organizational share-out

Don't cascade the vision in a vacuum.

There is ambiguity in who "owns" insights.

In reality, WE all do... it is an integrated effort.





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CO:LAB Integrated Intelligence

- Market understanding
- Marketing and Brand-centric
- Analysis & Insights
- Enterprise tool roll-out

Integrated Analytics

- In-depth retailer understanding
- Sales and Category-centric
- Analysis & Insights
- Enterprise tool roll-out

Connecting the Dots

- Outline the distinct areas of ownership and key collaboration points
- Institute a pathway for formal communication of roadmaps and project priority
- Identify places for potential ambiguity and proactively address
- Develop communication plan to drive clarity with key partners
- Monitor and adapt the working relationship and organizational understanding



What may be neat in theory can quickly become messy.

Get clarity on the following:

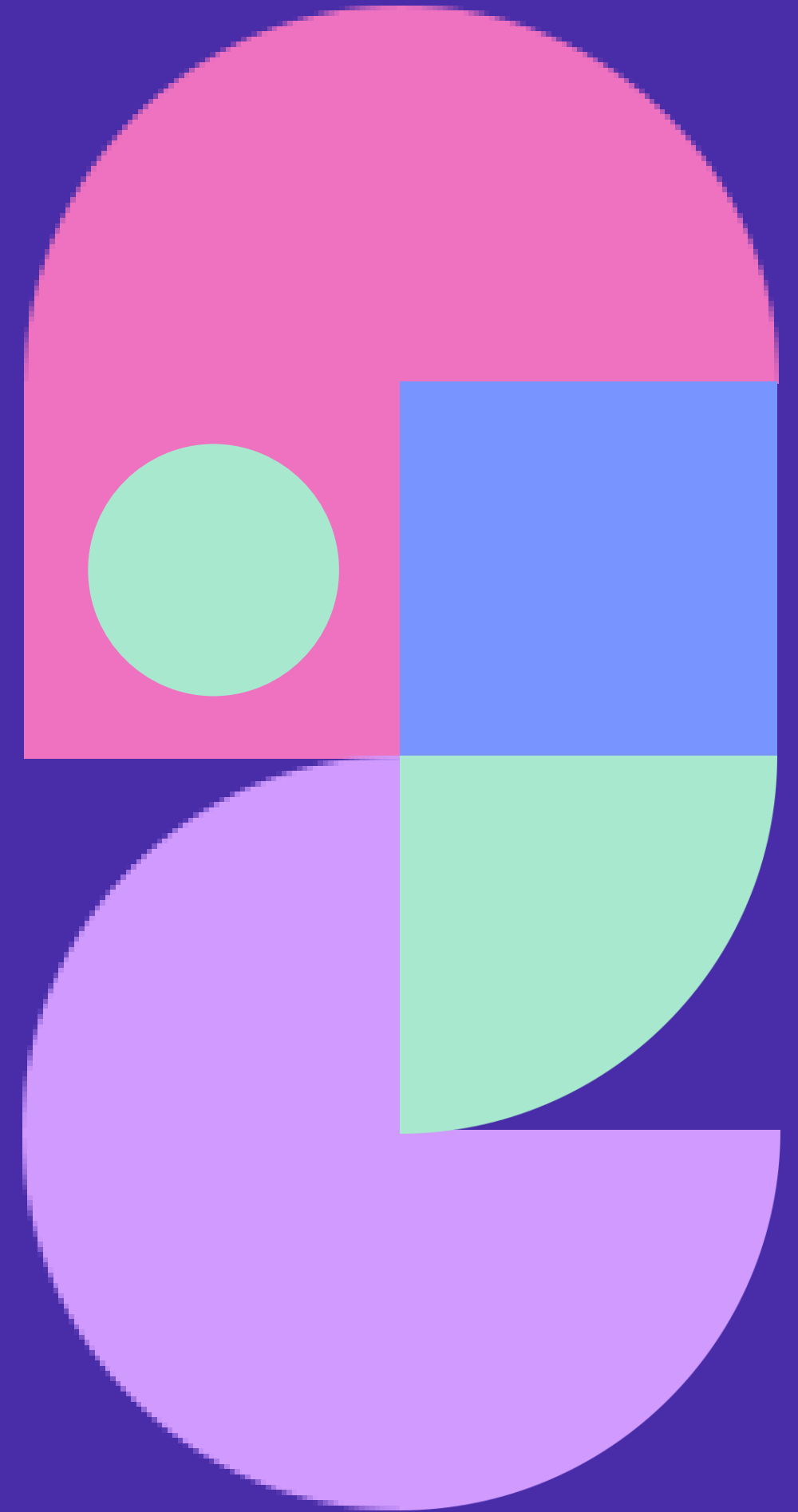
- Who owns which elements of consumer understanding?
- What is the relationship between marketing and sales understanding? What are the nuances that exist?
- What are the key seams that drive integrated knowledge creation?

Outline a clear roadmap to the vision.

It's a journey

OUTPUT → OUTCOMES → IMPACT

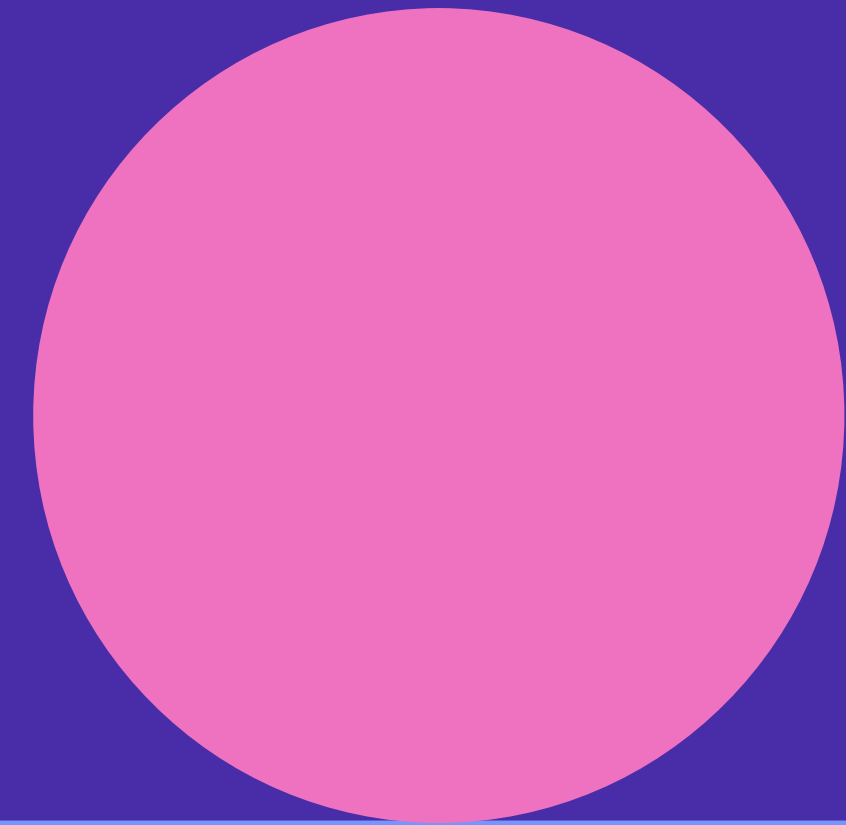
Identify the specific actions/output that will slowly produce the shifts in mindset toward delivering impact for the team and organization.



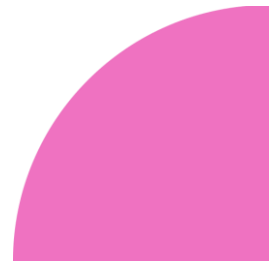


Be Agile and Willing to Adjust.

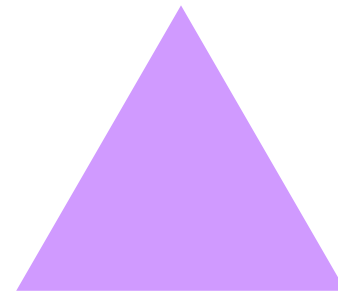
Continuously monitor outcomes versus the original assumptions as the organizational and market realities evolve.



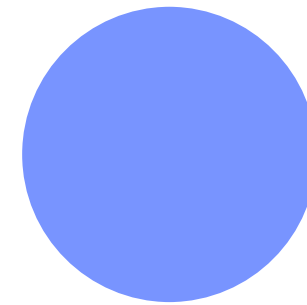
Partner differently to accelerate the time to achievement.



**Identify your core
partners and their
capabilities.**



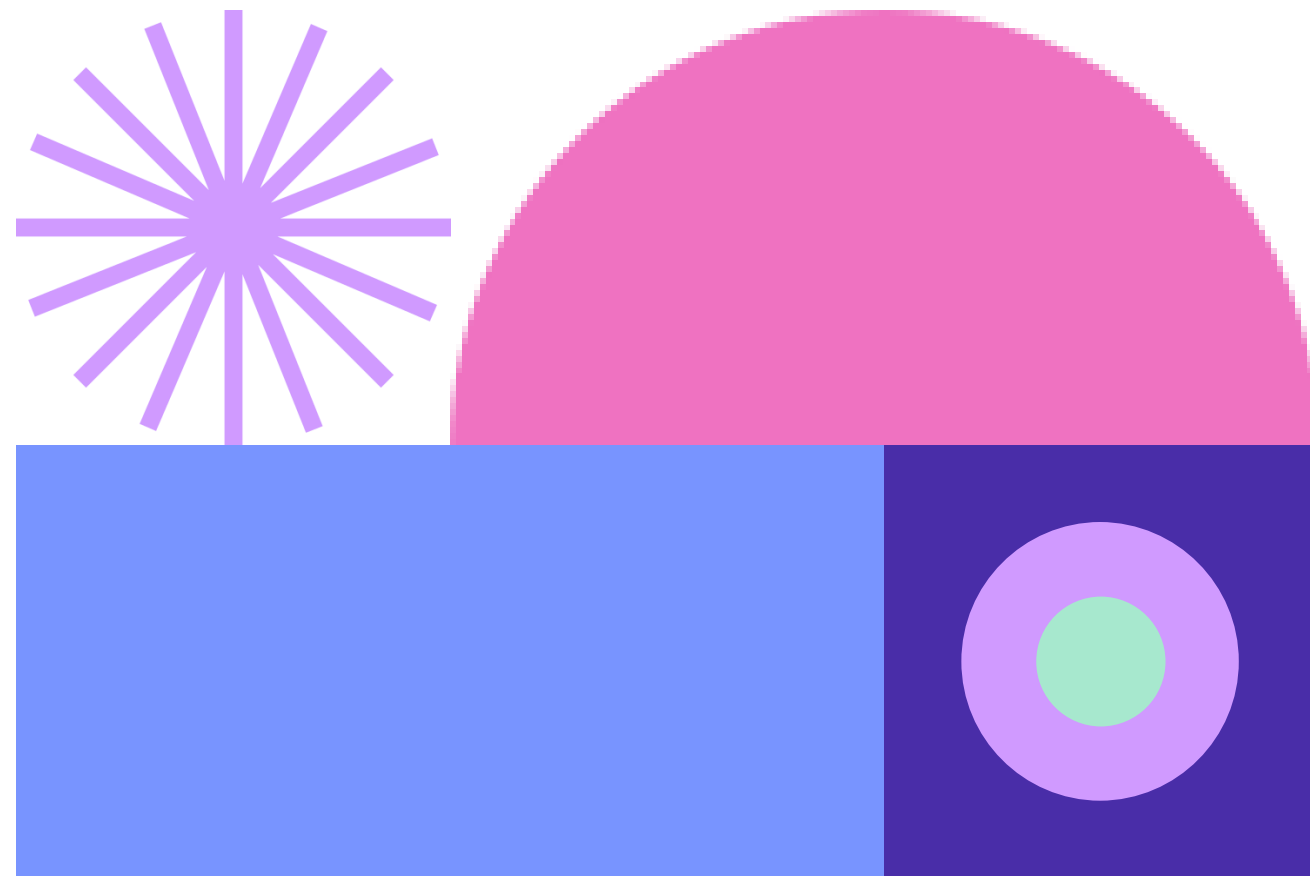
**Explore new
capabilities and
vendors.**



**Lean-in to
experimentation.
Either way we learn.**

Partner Cultivation

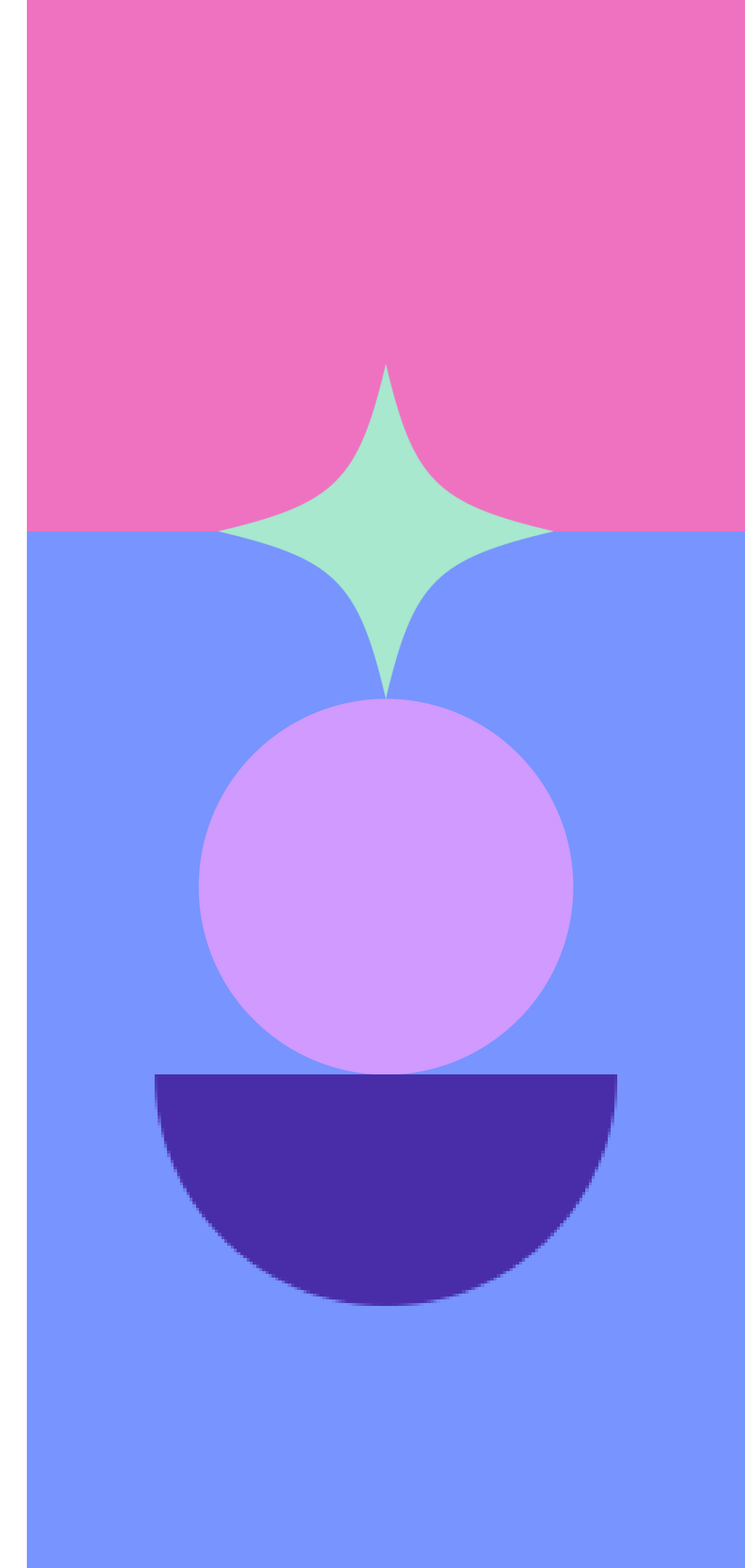
Nurture the relationships.



- Perform audit of current vendors and capability sets
- Identify internal capability owners to grow partner network
- Establish partnership goals and track progress
- Institute quarterly assessments and learning plan sharing

As you pursue your winning aspiration, remember:

- A vision cannot be achieved alone
- There will naturally be gaps in capability/resourcing. Identify and address them.
- Strong vendors can help with the transformation
- A strong plan should constantly evolve to address the organizational and market need



The background features a dark purple vertical bar on the left. Overlapping this bar are several curved shapes: a light purple semi-circle at the top, a dark purple semi-circle below it, and a pink vertical rectangle at the bottom. The pink rectangle contains a light green four-pointed star. To the right of the pink rectangle is a vertical bar with alternating horizontal stripes of light blue and dark purple. The main text is positioned on the white background to the right of these elements.

Thank you for listening!

Let's Discuss.

Let's Stay In Touch!



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