

Context

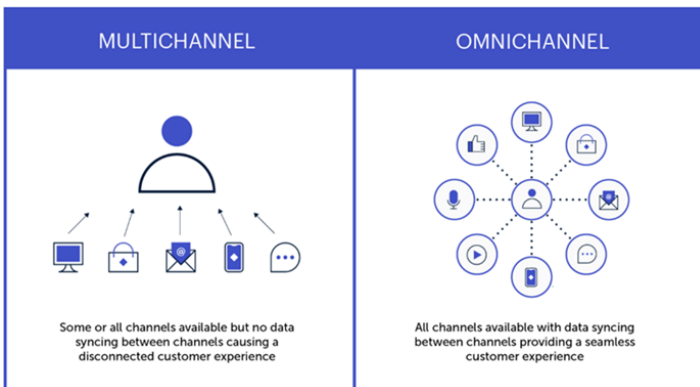
The world of shopping & retail has been going “Omni” for almost a decade now & in the post-pandemic world, the trend has only accelerated.

So, what’s Omni?

- Brand lens: The ability to create interest & engagement leading to product purchase across all consumer touchpoints seamlessly.
- Shopper/consumer lens: The ability to browse & research products in a channel, experience & try in another & finally buy in a third while enjoying a seamless shopping experience.

Winning in Omni is critical to establish long-term productive relationships with consumers & sustain profitable growth yet winning in Omni can be challenging.

Omni can be hard to crack....



- Many global businesses find Omni unwieldy simply because it requires organizations to work across established silos. Omni also needs Consumer 1st design thinking:
 - Offline & online teams to collaborate & think as one.
 - The sales & marketing teams in collaboration with analytics, data science, logistics & others to start adopting “consumer 1st design thinking”.
 - A data analytics & data science backbone that enables the “Consumer 1st design thinking”.
 - Online experts to think offline & the other way around.
 - On & off communication, products, portfolios, promotions, pricing & other critical shopability vectors to be thought through in a holistic manner.

- Gold standard: Seamless delivery of a holistic shopping experience whenever & wherever the shopper chooses to shop.

Hence, the Omni playbook will address key questions around strategy – Where to Play, How to win, What to execute - & Capabilities to build. A combination of Capabilities + strategy is critical to “Unlock the full value of Omni”.

Problem statement

What needs to be true for Mars PN to win big in the Omni business with traditional & Speciality pet players in the immediate to 3-year perspective?

Approach, steps, timelines



Stage	What	How	Outcome	Time ~1 Qtr
1	Discovery	<ul style="list-style-type: none"> • Multi-variate understanding & articulation of “where are we today” <ol style="list-style-type: none"> Inside < > Out: connect with leaders of major Omni businesses in key markets to get an overview of where the team is, what’s working/not, opportunities more. External dipstick with key omni customers to understand their view of where things are, what’s working & areas of opportunity. 	<ul style="list-style-type: none"> • Understanding of the state of the business from both internal & external views & contextualized opportunity 	3-4 Wks
2	The Straw man	<ul style="list-style-type: none"> • A skeleton playbook calling out key themes around the main pillars of work based on the discovery <ol style="list-style-type: none"> Where to play (W2P) – Key markets, retailers, categories, subcategories & more How to win (H2W)– work needed on communication, sales tools, selling plans, concept sell, supply chain, analytics & data science & more What to execute (W2E) – Prioritized road map & game plan for key markets & retailers. Capabilities to build (C2B) – A view of core capabilities that will enable the strategies to be executed with speed & quality 	<ul style="list-style-type: none"> • Version “zero” of the playbook covering key work pillars & themes. • Choice board outlines directions & options 	3-4 Wks
3	Playbook Version -1.0	<ul style="list-style-type: none"> • Strawman playbook will go through deliberations with key project team members for completeness, clarity, executability & overall alignment • V1 of the playbook with details around <ol style="list-style-type: none"> W2P, H2W & W2E specifics for top 5 Omni customers An overview that will apply to all others. 	<ul style="list-style-type: none"> • V1 playbook with inputs, build from various stake holders & covering key action areas 	2-3 Wks
4	The Road Map V- 2.0	<ul style="list-style-type: none"> • V1 playbook will also go through deliberations with key project team members for completeness, clarity, executability & overall alignment • A road map prioritizing actions based on impact X degree of difficulty will also be built. 	<ul style="list-style-type: none"> • More clarified version of V1 playbook including execution road map. 	2-3 Wks
5	Final Playbook & next steps	<ul style="list-style-type: none"> • Final playbook & discussions on next steps 	<ul style="list-style-type: none"> • Final Playbook 	1-2 Wks

Work process, speed & Costs ...

Having personally led & landed multiple projects of this nature, across countries, categories & companies, I will partner with the core Mars PN project team to share my experience & expertise. I will hand hold the project in collaboration with the core team, set the right strategic direction, project prioritization, wider organizational engagement & alignment thru key project dates, gates & deliverables. This will result in various parts & pieces of the project coming together into a well-laid-out & actionable strategic game plan.

The two key determinants of project speed & quality are (i) the Core project team's – composition, capability & capacity (ii) the availability & quality of data, and the speed at which the analytics team can turn around project needs.

The typical strategic advisory fee for a project of this nature spanning 12 to 16 Weeks is around \$50K + taxes, paid in INR. Travel (business class), boarding (5* hotels) & other expenses as needed are extra. Given that this is our 1st project together, I will be happy to stay flexible.

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