



 STAGWELL

November 01, 2023

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# Stagwell Pre-Read

 Kellanova



Kellanova

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# Stagwell Overview

 STAGWELL



## **A Technology-Based Marketing Services Company**

that can transform marketing through our unique combination of creativity & digital services.

We solve problems met by modern marketers: organized around Data & Insights, Enabled by Technology.

We create culture-driving brand design.

We deliver un-ignorable brand experiences.

# Stagwell At A Glance

## Our Network Stats

Year Transformed  
**2021**

Global HQ  
**NY**

Number of Agencies  
**72**

Number of Team Members  
**14,000+**

Countries We Operate In  
**34+**

Engineers  
**1,250+**

Global Affiliates  
**70+**

Clients We Partner With  
**4,000+**

## Partnering with the World's Most Ambitious Brands

Google

Johnson + Johnson

P&G



NETFLIX



amazon

DIAGEO



∞ Meta



JPMORGAN  
CHASE & CO.

Coca-Cola

# Global Connectivity

Ability to execute around the world

**NORTH AMERICA**

- Canada
- USA
- Mexico

**ASIA PACIFIC**

- Indonesia
- Malaysia
- Thailand
- Australia
- China
- Hong Kong
- India
- Japan
- Philippines
- Singapore
- Taiwan
- South Korea

**EUROPE**

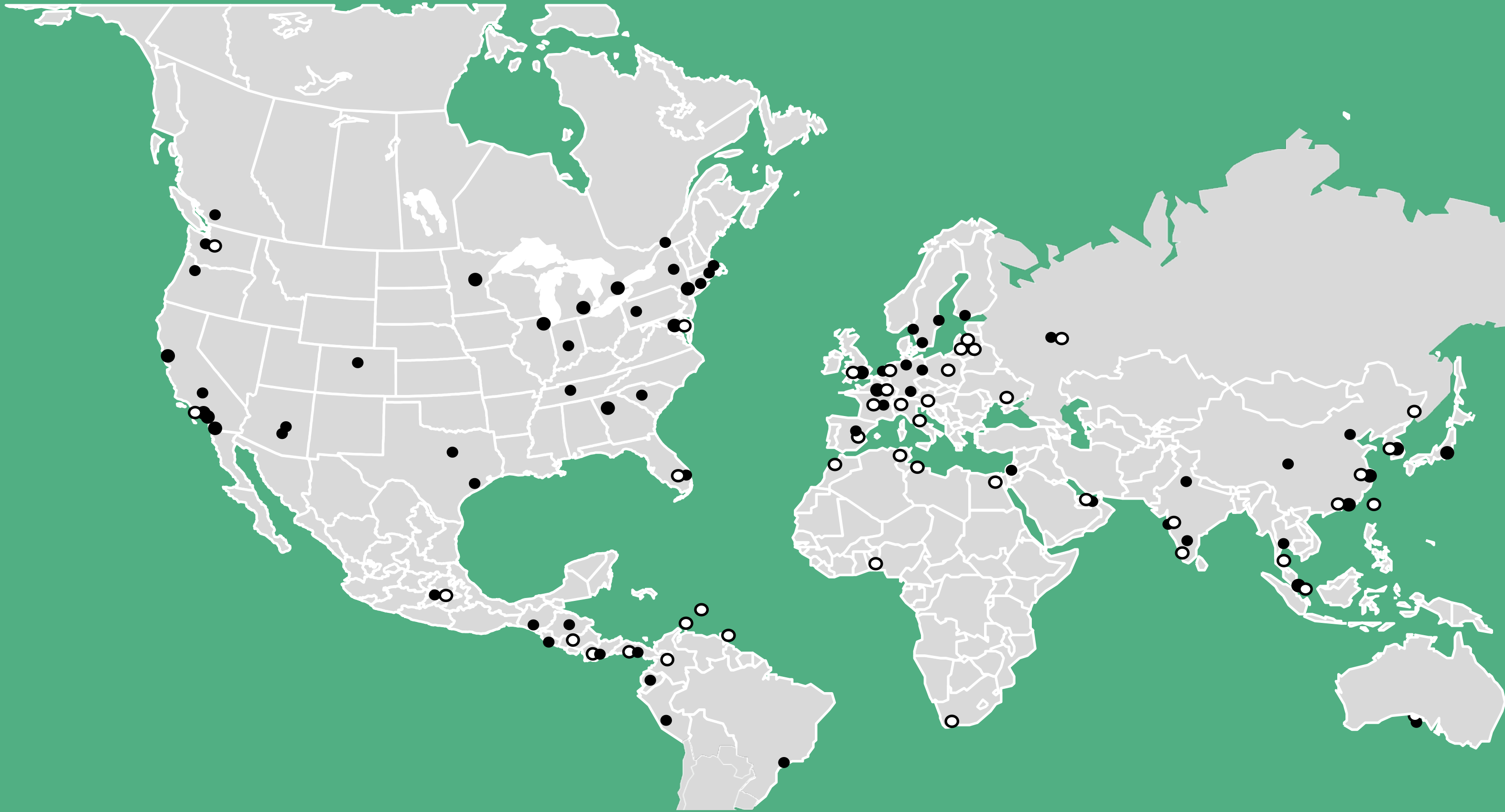
- Austria
- Belgium
- Bulgaria
- Italy
- Latvia
- Lithuania
- Romania
- Slovak Republic
- Slovenia
- Switzerland

**LATIN AMERICA**

- Aruba
- Curacao
- Nicaragua
- Panama
- Venezuela
- Colombia
- Costa Rica
- Brazil
- Ecuador
- Guatemala
- Honduras
- Peru
- Argentina
- Bolivia
- Dominican Republic
- Jamaica
- Uruguay

**MIDDLE EAST & AFRICA**

- Algeria
- Bahrain
- Jordan
- Kuwait
- Lebanon
- Morocco
- Nigeria
- Oman
- Saudi Arabia
- South Africa
- Tunisia
- Egypt
- United Arab Emirates

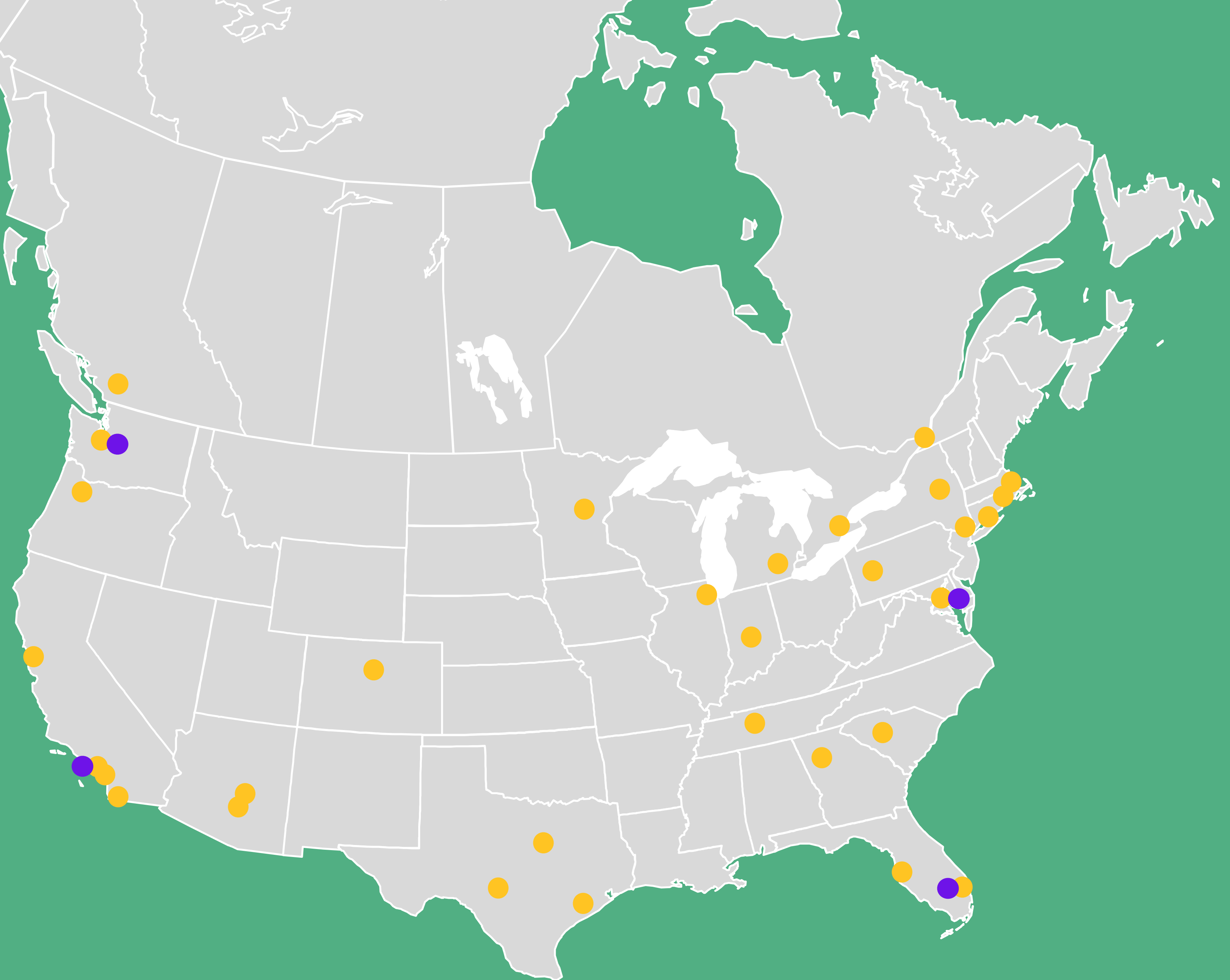


**USA**

- Portland
- Seattle
- San Francisco
- Los Angeles
- San Diego
- Tempe
- Phoenix
- Denver
- Austin
- Dallas
- Houston
- Minneapolis
- Chicago
- Indianapolis
- Nashville
- Atlanta
- Tampa
- Miami
- Boston
- New York City
- Philadelphia
- Detroit
- Providence
- Columbia
- Albany
- Anaheim

**Canada**

- Vancouver
- Toronto
- Montreal



# Integrated Platform

For the Modern Marketer

## Insights

Rigorous consumer research, measurement and tracking around the world, around the clock

## Brand Design

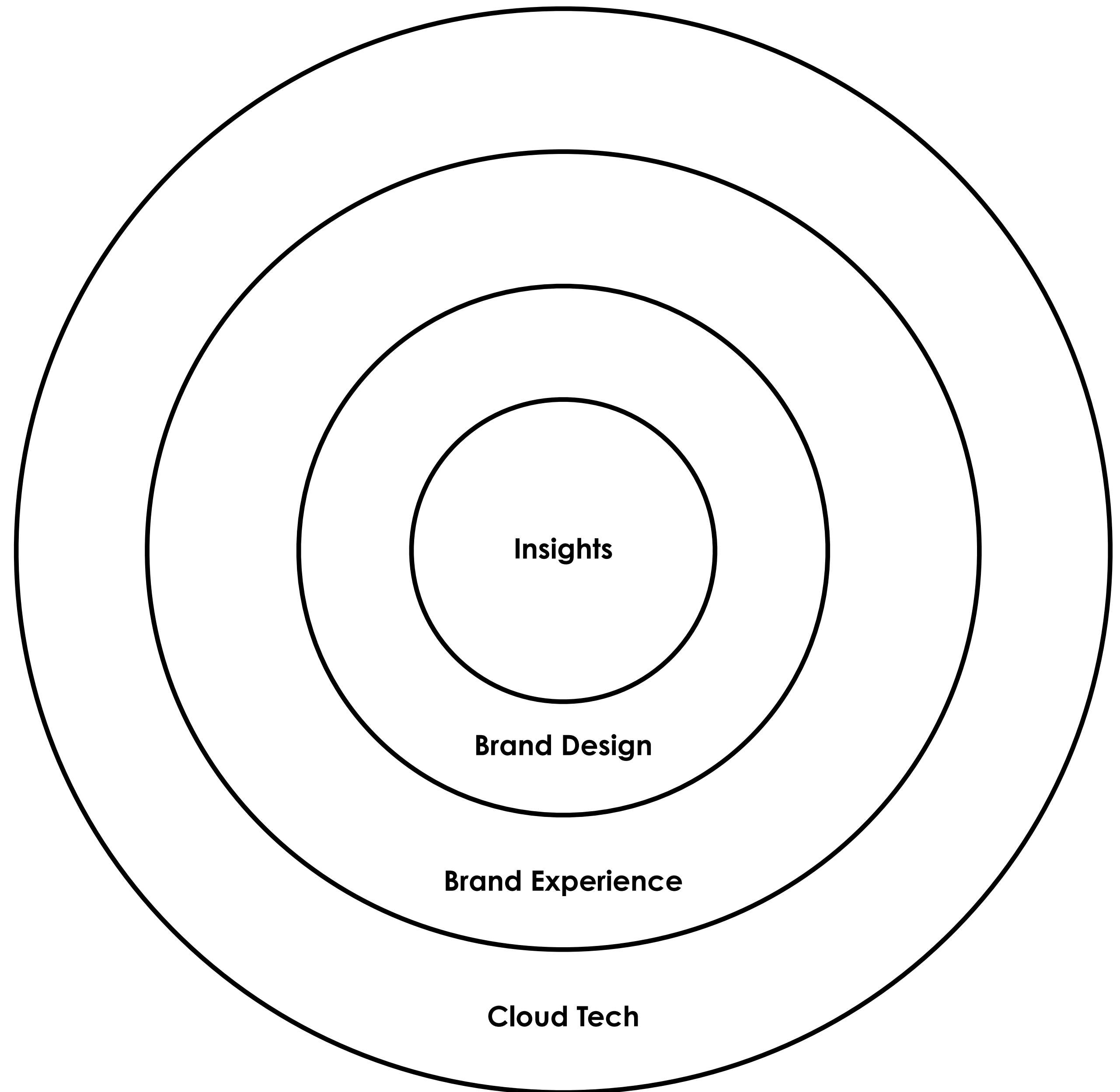
Insight-driven creativity, designing a brand's essence and expressing its purpose, products, and proposition to the world

## Brand Experience

Platform, Paid, Owned, and Earned design and activation mapped to a measurable connected consumer journey

## Cloud Tech

Our fortifying tools, operating systems, and enablers that bring smarter ways of working to clients and our agencies



Kellanova

The old agency model is broken.  
**We were designed to fix it.**

 STAGWELL





Kellanova

**We are the network built to navigate a modern marketing landscape with leaders looking to reinvent their brands for a new world.**

Because brands are now defined by what they do, not what they say, they must create and spark brand experiences both individually and universally.

Personal experiences.  
Relevant experiences.  
Useful experiences.  
Shareable experiences.

**It requires Data + Tech + Creativity working in harmony with an inherent Inclusive-first approach.**

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# Written Prompt Responses

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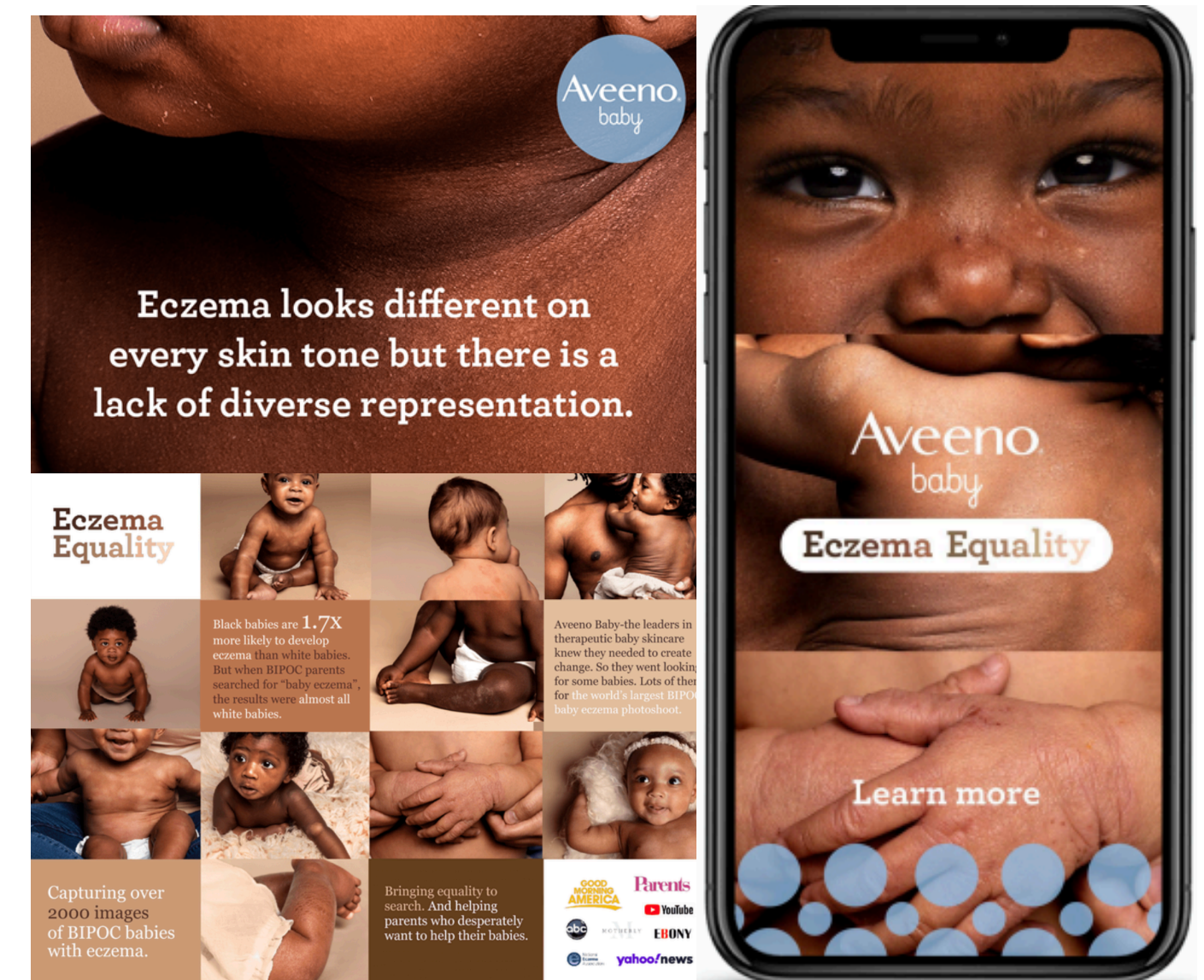
## Can you share case studies and certifications related to the multicultural agency option?

Leading Multicultural for the Kellanova IAT will be Code and Theory's dedicated Inclusive Marketing and Design Practice. This team has pioneered the industry's first "Inclusive Language" Guide and Certification, a comprehensive resource that explores origins of commonly used language, underlying biases in the language describing identity and ways to drive equity through our words and work. We will speak more to this in our meeting tomorrow.

This practice has been instrumental in all work we deliver on behalf of our clients, none more impactful than our partnership with Kenvue and the Aveeno Baby Brand. Please see case study below:

### Aveeno Baby – Inclusive Skincare

Working closely as an IAT, we developed a communications strategy and campaign to help fill the gap regarding the unique healthcare challenges in the Black and Hispanic communities. Our research uncovered a representation gap in online research with pages of white babies and almost none of Black babies with eczema, even though Black babies are 1.7x more likely to develop the skin condition. We created #EczemaEquality with 1,800 images showing what eczema looks like on a wider array of skin tones. We then used the power of the story to get these images featured on mainstream news sites like Good Morning America and ABC, as well as family-specific outlets like parenting.com. This effort corrected search result inequality, by ensuring a diverse set of faces ranks highly in Google Images search results.



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## What is the planning and engagement process to work with roster of creative agencies?

We will speak to this in our meeting tomorrow. Fundamentally, our flexible system allows for each brand to work with any of the creative agencies within our portfolio, following a codified process led by the IAT. Kellanova benefits from individualized attention, backed by a coordinated collective effort.

Every brand in the Kellanova portfolio gets its own dedicated team, which understands its nuances, goals, and market challenges. Brands will be carefully paired with the appropriate lead creative agency team. The first consideration for pairings is based upon a values alignment. When teams have similar values, ambition and communication will be clearer between the teams which will lead to high-quality delivery. Additional considerations will include more logistical details such as delivery needs, timing, budget, and performance needs. Each Kellanova brand will be managed with equal energy, strategy, thought-leadership, creativity, and priority. Shared services/Enterprise capabilities will support them covering the needs for full-funnel media (strategy, planning, and buying), experiential, shopper, and multicultural marketing.

While some agency holdco's may bring talent from across their network together to form a new, owned solution for Kellanova, that approach deprives each brand within the portfolio a differentiated point of view and approach. By structuring the partnership in a way that each brand within the portfolio gets devoted support, we can create a tailored strategy that fits their unique identity and needs. This ensures that while they benefit from the collective expertise and resources of the IAT, they are never confined to a one-size-fits-all approach. Our model encourages collaboration and cross-pollination of ideas among agencies. Instead of competition, we foster an environment where every agency feels empowered to contribute its unique strengths and perspectives. This ecosystem ensures that Kellanova benefits from a broad spectrum of expertise without getting lost in the bureaucratic maze that traditional agency holding companies often become. This is all bolstered by an expert layer of shared services and scaled on the cutting-edge Stagwell technical platform providing Kellanova a cohesive vision paired with masterful execution under one umbrella group.

Our service to the Kellanova portfolio is not just about providing a solution; it's about pioneering a new approach to brand growth and representation. We believe in the power of diversity, individuality, and collaboration, and our IAT structure for Kellanova is a testament to that belief.

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## How does C&T intend to leverage data for generating insights?

At Code and Theory, leveraging data for insights is a structured and proactive process. The journey begins with our Data, Analytics, Research, and Testing (DART) team, which immerses itself in all accounts, campaigns, and reporting right from the outset. Concurrently, our Data Engineering team ensures the robustness and reliability of data pipelines and platforms.

**Alignment on Objectives and Tools:** Initially, our DART team engages with Kellanova to align on objectives, KPIs, and address any data integrity concerns. This phase also includes a thorough review of the current AdTech/MarTech tools to ensure accurate data integration.

**Real-Time Data Monitoring and Analysis:** We believe insights should be timely and actionable. Hence, we set up real-time dashboards for both brand-level and company-level reporting, supplemented with robust alerting mechanisms for key business triggers. This enables a rapid identification and communication of potential insights.

**Creation of Actionable Playbooks:** Insights are translated into "playbooks" that guide real-time optimizations for ongoing brand work and individual campaigns. This approach ensures that learning and optimization are continuous processes, maximizing the impact and efficiency of campaign spend.

**Normalization and Operationalization of Data:** Our Data Engineering team excels in setting up, managing, and scaling internal data operations. This includes normalizing data for ease-of-use and operationalizing tools which, in turn, enhances the clarity and accessibility of insights.

**Marketing Strategies Optimization:** By effectively leveraging data, we optimize marketing strategies, identify effective channels, and fine-tune campaigns to engage the right consumer segments. The ultimate goal is to drive conversions/sales, and every data-driven insight serves this overarching objective.

In essence, Code and Theory adopts a meticulous and collaborative approach to data, ensuring it's not just collected, but leveraged in a manner that is insightful, actionable, and directly aligned with Kellanova's strategic objectives.

# Could you provide details about the content and production plan?

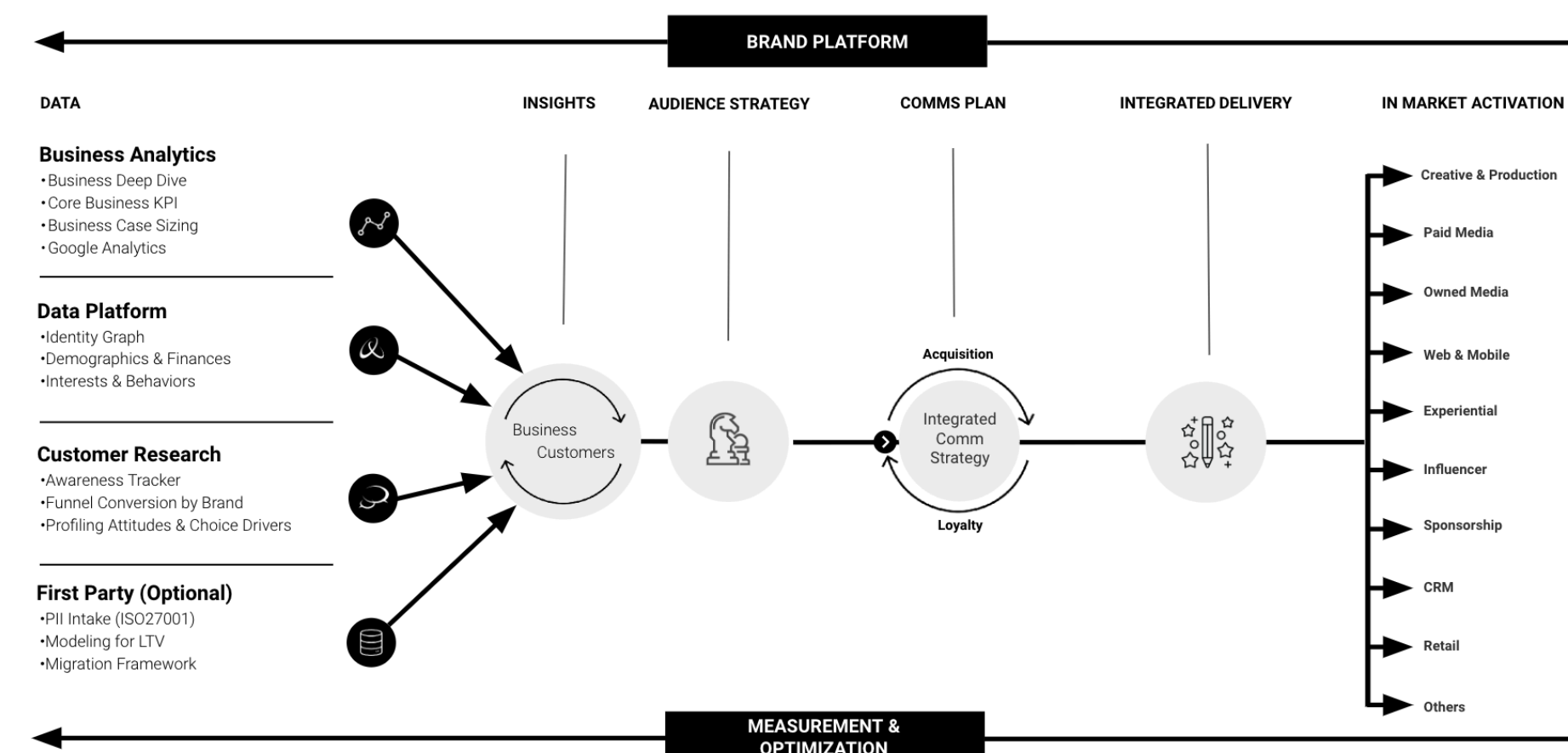
Our IAT is structured in a way that will allow us to iterate holistically, across disciplines and with all relevant partners to define:

- Audience Needs — What audiences need, what content they consume and how they behave in digital channels
- Business & Brand Strategy — What stories the brand can and should authentically tell, and those that will help us achieve business outcomes
- Context & Platform — The places where content must live; the role and purpose of content and stories throughout the customer journey, carefully orchestrated across new and existing technologies

We start from a foundation of data and insights to develop a deep understanding of our target’s behaviors and needs. Building off of those learnings, we craft content and campaigns that align with business objectives and translate our insights into action. With our strategy in place, we move into creative development, identifying content and activation/experience concepts that will enhance the relationship with our target audience. Whatever we ultimately implement, we do so with an eye for continual improvement—building in repeatable processes that include executing, testing and optimization.

From brief through deployment, our IAT (creative to media to shopper) is in lock-step throughout the content and campaign production process.

## INTEGRATED APPROACH



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## Can you elaborate on the process for creating breakthrough creative?

We look forward to sharing this in detail on Thursday within the Tillamook Case Study.

We think everything should break through. It should feel real, relevant and worth the time to engage, consider and share. We believe that even the simplest work can be indelible.

Our work begins by considering every instance of a brand in the world: the full ecosystem of a brand's touch points. We expand it, tailor it and create new connections. It ensures our process begins with an inclusive outlook, taking into account the myriad ways people learn and gain personal understanding.

Our creative teams are strategic by design and we collectively seek to produce work that feels generous, not gratuitous. We understand that consumers have fundamentally non-linear journeys, and we actually collaborate in a way that reflects that reality. Being “digital-first” means that we possess a deep understanding of human behavior. How we move through the world, how behaviors shift and the human needs that technology constantly evolves to meet. To know these truths, we work in fully integrated teams. Tech, design, copy, strategy, experience, motion, production. We thrive in concert, making work that is unclassifiable.

We are fully committed and equipped to deliver global campaigns, dynamic activations, creative storytelling, 3D and motion design, branding and identity, product design and much more—all with data, research analytics and technology thrumming at the core. We bring genuine passion, flawless execution and talent scouted and united from across the globe to every project, large or small.

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## Could you clarify how the central role of media will function within the proposed structure and syncing with creative?

The central role of media within our proposed structure is orchestrated to function as a catalyst that harmonizes our creative, media, and shopper marketing endeavors. At its core, it's about initiating a performance-driven approach which, when synchronized with creative efforts, results in a rich, engaging, and resonant consumer experience.

- **Performance & Audience First Media Approach:** Rooted in a performance and audience first ethos, our media practice ensures that creative efforts not only captivate but drive measurable actions across digital and in-store platforms. Beginning with performance-centric media planning, we lay a solid groundwork for creative strategies to flourish and expand, facilitating wider reach while zeroing in on impactful, growth-driven change.
- **Data-Driven Insights for Synchronized Execution:** Utilizing advanced analytics tools like Culture Cipher, STAGE, and Mimconnect, we convert raw data into actionable insights. This data-centric approach cultivates a unified understanding among creative, media, and client teams, smoothing the transition from insight to creative execution. This ensures right content alignment with right intent, optimally placed across media channels for enhanced engagement and performance.
- **Integrated Alignment Through IAT Model:** Our Integrated Agency Team model nurtures seamless teamwork between creative and media factions. It ensures our creative storytelling and media strategies are harmoniously aligned, delivering campaigns that are contextually relevant and engaging, amplifying the resonance of our efforts.
- **Dynamic Audience Engagement:** Aligning creative initiatives with media's central role, we go beyond mere content placement to curate a dynamic, immersive experience for audiences. This synergy navigates the complex consumer journey precisely, optimizing every touchpoint for relevance, engagement, and impact, fostering a deeper connection with Kellanova's brand portfolio.
- **Modern, Scalable, and Transparent Approach:** Catering to modern consumers' demand for transparency, scalability, and personalized interactions, our approach ensures Kellanova's brand resonates personally while driving brand growth in a measurable, scalable, and transparent fashion.

Through this holistic and synergistic approach, we aim to drive a strong, consistent brand narrative across all consumer touchpoints. This not only establishes a robust brand presence but creates a ripple effect of engagement, fostering a community of loyal and engaged customers for Kellanova.



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## How would you increase creative output at scale and across the globe?

When launching Bonvoy for Marriott, we did 480 adaptations to 20 assets across 17 languages in 2 weeks (an 18% cost reduction). All of this while ensuring every piece of content was not only appropriate for the market, but rooted in local culture. Last year for Reckitt we delivered 26,000 assets, onboarded 45 markets in 3 months and achieved a 50% reduction of duplication. For Pepsico, we delivered 14,000 assets across 12 brands, increasing speed to market 2X with a cost savings of 40%.

Along with our roster of creative agencies, we will leverage include Locaria, Stagwell's content production/multilingual agency. Operating under one P&L, we tap into our nearshore production hubs in The Americas (Mexico City), EMEA (London, Kyiv and Cairo) and APAC (Kuala Lumpur) to adapt and version content with speed, scale and savings. We use AI-enabled editorial tools and our flexible global talent pool to provide true 24/7 delivery across any market and any language.

Additionally, we have a proprietary tech solution for delivery that brings efficiency to the operation and drastically reduces costs for our client partners. The Virtual Brand Center replaces low-value talent with a simple, elegant, modern solution that empowers our team and yours. Working with your existing digital asset management (DAM) tools, data sets, and workflow/governance systems, we customize this proven platform to enable Kellanova stakeholders and agency partners (inside and outside of Stagwell) to share content, data and learnings across borders, connecting local markets to their region, to global, and to each other.

Here's what our Brand Platforms have done for other client partners who were also looking to increase and scale their creative output:

- Unified workflow/content requests/governance
- Developed self-service systems for marketers to quickly get what they need, customized for their markets
- Reduced complexity, handoffs, and talent redundancy
- Integrated local/regional/global data dashboards to track most effective content for greater adoption and optimization

Our efficient and effective approach means Kellanova will get more, for less, faster.

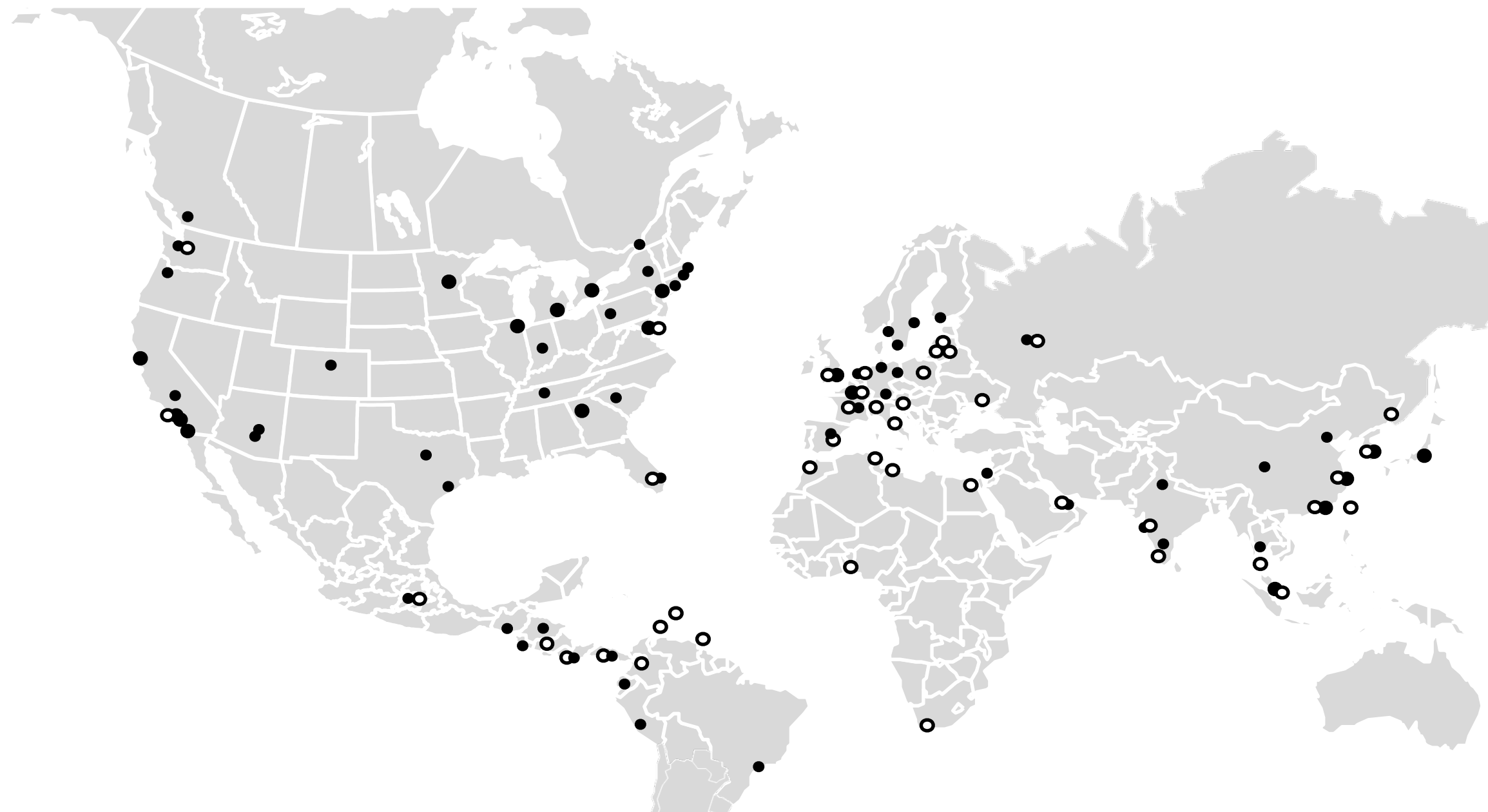
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**Please describe  
your footprint and  
presence in CAN and  
within Kellanova markets.**

We have a significant network presence across Canada, with agencies in Vancouver, Toronto, and Montreal. Our partners at Assembly, Forsman Bodenfors, Anomaly, Doner, and IAT leaders Code and Theory all have a presence in Canada

The Stagwell global network includes over 70 multidisciplinary agencies with 14,000 employees working across 45 countries and 92 cities. With an additional trusted network of affiliates, we have a presence in over 65 countries around the world, and the ability to cover many more markets through our transcreation expertise. We work in a regional hub model which gives us centers of excellence in many of Kellanova's key markets, and we have agency locations in all other markets identified in the RFI as well.

Our LATAM hub is in Sao Paulo, our European hub is in London, our APAC hub is in Singapore, and our AMET hub is in Dubai. These hubs are home to our award-winning creative and media powerhouses included in the Kellanova IAT.



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## Can you provide insight of media clout, maintaining historical bases, and enabling/negotiating big partnerships (i.e. Super Bowl)?

In our opinion, clout is a different kind of media equation - one that's about outsmarting and outwitting our competition. And for us size matters — it's truly our advantage in the marketplace, and enables us to be a seamless extension of your team. We're not too big to break any Network or Publishers business models, but we're big enough to matter — we call that the Goldilocks position.

The reason we have been on a winning streak with media has more to do with how we align strategy with analytics to ensure everything we do is through the lens of data. Our use of data make our buys more impactful. Every buy we do is proudly transparent with our negotiations and rates. And every plan we create is will be bespoke to Kellanova — there are no deals that we set with a vendor that we are beholden to at an agency or holding company level, but rather every deal is customized to Kellanova based on your unique portfolio needs.

Our size, coupled with the way our collaborative team works, affords us the ability to be nimble across marketplaces and media channels, and that's why publishers and networks seek us out for deals. We have the ability to secure negotiations that larger holdco's can't necessarily get because they might have set rate cards or agency level commits for example or, they might not have their A team be able to spend the meaningful time needed to craft a plan from the ground up. Kellanova will be a big fish in the Stagwell pond — a first priority when we look to leverage our partnerships and relationships.

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## How will you address criteria of needing diverse supplier?

Stagwell is fully committed to prioritizing diversity in our supplier engagements, aligning with Kellanova's criteria of needing diverse suppliers. Despite not being certified as a diverse supplier due to our corporate structure, we have instituted firm internal quotas and proactive measures to ensure diverse supplier participation at every viable opportunity. Here's how we plan to address this requirement:

**Active Sourcing of Diverse Suppliers:** Through our partnership with Supplier.io, a recognized industry leader in supplier diversity solutions, we actively source and engage with small, women-owned, black-owned, veteran-owned, and LGBTQ-owned businesses across all operational verticals. Our initiative is robust, deliberate, and aimed at significantly enhancing our engagements with diverse suppliers.

**Transparent Progress Tracking:** We measure our progress in advancing supplier diversity on a quarterly basis, with a clear goal to more than double our share of diverse spend by 2025. This includes increasing our spend with our existing top 10 diverse suppliers and expanding the number of small and diverse suppliers we do business with.

**Inclusive Bidding Process:** For any subcontracted or production work, we ensure a priority inclusion of diverse suppliers in the bidding process, thus creating a fair and competitive environment that aligns with Kellanova's diversity criteria.

**Inclusive Design & Marketing Strategy Practice:** Led by Kirstyn Nimmo, this practice embodies our dedication to inclusivity, going beyond supplier diversity to foster an inclusive, anti-racist culture. Our "5% Shifts" initiative propels consistent incremental change, empowering our workforce to engage and thrive in a culture of inclusivity.

**Client-Centric Partnership:** We extend our inclusivity ethos to our client partnerships, helping evolve brands through our Inclusive Design & Marketing Strategy discipline. This holistic approach explores intersectionality, unlocking transformational value for brands, and ensuring that the inclusivity agenda is front and center in our collaborative engagements.

Our approach to meeting Kellanova's criteria for working with diverse suppliers is structured, proactive, and fully committed to not only meeting but exceeding the set expectations. Through these initiatives, we aim to deliver on Kellanova's diversity requirements while fostering a culture of inclusivity and continuous improvement in our supplier engagements and broader operational ethos.

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## How will your agencies integrate and leverage data to supercharge omni-channel and e-commerce?

We look forward to talking a bit more about this on Thursday.

Omni-channel and e-commerce planning and optimization requires unifying all your data into one place where you can observe the various impacts that tactical changes can make. Leveraging our Data Engineering team, and proprietary tools like STAGE, we can integrate data from various brand touch points (social media, websites, and physical stores) into a unified data platform to create a comprehensive understanding of customer interactions and preferences across all channels.

This data-driven approach allows for the seamless blending of online and offline experiences, enhancing customer engagement and satisfaction in the omni-channel journey. Furthermore, these insights would empower the e-commerce strategy, enabling improved targeting, conversion rates, and customer retention through a more tailored and responsive approach.

This data unification comes to life by creating cross-functional team data sharing processes through which a tactical business data dashboard can be created. Once these real-time dashboards are set up for individual brands and Kellanova-level, we develop custom ML models trained on key business triggers that allow us insights from federated data off platform through to conversion on site. When fully operational, we look to leverage these triggers to help dynamically update aspects of landing pages (images, copy, etc), optimize PDPs, and increase engagement and/or conversion rates for paid channels.

Kellanova

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We look forward to seeing  
you tomorrow!

**Thank you.**

 STAGWELL

