

**2022 Chief Marketing Officer Award
Winning Nomination**

**Martin Renaud
EVP & Chief Marketing and Sales Officer, Mondelēz International**

Martin Renaud joined Mondelēz International (MDLZ) at a pivotal moment in the company's young history, and since then, he has led the transformation of its marketing function into an insight-led, data-driven organization – harnessing its broad knowledge estate to invest in the right opportunities to maximize category & brand growth. The foundation of this transformation was putting consumer & shopper data at the heart of decision making for the commercial organization.

Martin started by expanding Demand Spaces (MDLZ's proprietary framework for mapping consumer needs & occasions) to cover over 85% of MDLZ revenue and actively championed it as the key tool for developing category & brand growth strategy, ensuring a truly consumer-centric approach to defining growth opportunities. In parallel, he sponsored the creation of FTR, MDLZ's always-on trend monitoring framework which collates and synthesizes over 2.5 million new data points every week and both informs long-term business strategy and fuels the company's short-term innovation pipeline.

Martin has also invested in embedding a data-driven approach to measuring performance, holding both internal teams and external partners accountable to meeting critical consumer/shopper KPIs, from penetration & equity outcomes to innovation & creative quality. Under Martin's leadership, the team has launched a number of critical tools, including Voltage (MDLZ's proprietary creative measurement ecosystem) and our annual Product Quality Benchmarking program. This has driven a significant step-up in MDLZ creative performance (over 50% of creative performed in top quartile vs normative database in 2021, an improvement of 20 points vs 3 years ago) and product renovation (>80% of MDLZ product markers now preferred vs their direct competitor, up significantly vs the start of the program).

Under Martin's leadership, MDLZ has also invested heavily in marketing mix modelling, enabling an always-on approach to measuring ROI. With expanded coverage, a mix of in-house and outsourced modelling and strong wiring between Insights & Analytics, Media & Marketing, the team has delivered a 25% improvement in working media ROI over the last 3 years, earning MDLZ top-tier status (based on Nielsen CPG benchmarks) and unlocking sustained media investment.

To enable insight-led, data-driven decision making, Martin has sponsored significant investments in infrastructure. This journey started by investing in insights & analytics resources across the commercial organization, as well as integrating market research and marketing teams more closely via direct reporting lines. Additionally, a new team of data science professionals was recruited to start in-housing previously outsourced models (including category forecasting, price elasticities, trade/promo analytics and innovation incrementality modelling), making them more impactful, relevant and flexible.

The second pillar of investment was in technology, which has enabled the digitization and democratization of data within the organization. Key initiatives include Vector (which enables agile, real-time analysis and optimization of paid digital media), MARCO (MDLZ's in-house business intelligence system, which integrates key data sources from retail sales to brand equity to provide a single source of truth on what's happening with our brands) and iQuest (a one-stop knowledge management system & search engine for the Insights & Analytics function, which houses over 90% of all qualitative & quantitative research conducted by MDLZ)

The culture that Martin has built recognizes that evidence-based marketing is not just about the numbers, but also hearing the heartbeat within the data stack. As such, he has also encouraged investment in creating deeper human connections. Under his leadership, the team have built a number of global, on-demand platforms that allow marketers, R&D and insights teams to connect directly to consumers & shoppers. He also oversaw the development of empathy@scale (MDLZ's proprietary approach to content personalization), which utilizes powerful persona-based human insights rather than simple demographics. This alone has unlocked a 30 point uplift in ROI vs non-personalized communications.

This real-time "humanization" of data was critical to the success MDLZ experienced through 2020 and 2021. With the people and infrastructure in place, MDLZ was able to quickly establish a COVID-19 task force to assess shifting consumer & shopper behavior and directly influence the organization's demand forecasts. This delivered a significant competitive advantage in the market at a time when anticipating the scale & shape of consumer demand was key to winning market share.

Martin is exceptionally committed to embracing research, insights, and data analytics to drive growth for the MDLZ portfolio of brands as demonstrated through tangible investments in I&A people, infrastructure and processes since his arrival in the company. Under the last three years of his leadership, these early investments have enabled the organization to put consumers at the center of all decision-

making and equipped teams across the business with the data and capabilities to do so in real time, resulting in an organization that has seen healthy top- and bottom-line growth during an extraordinary season of external uncertainty.

Martin's winning nomination was entered by Nick Graham of Mondelez International.