

Trend scanning and curation in the fast moving food market

CHALLENGE

With iconic global and local brands in over 150 markets around the world, Mondelez leads the future of snacking. Mondelez is an American multinational confectionery, food, holding, beverage and snack food company based in Chicago.

As part of an effort to strengthen Strategic Foresight capabilities and trend work Mondelez aimed at building a common trend framework and taxonomy. The framework was supposed to be applicable throughout the organization, localized to different regions, and across its entire product portfolio. Further, the envisioned framework was supposed to consist of Mega-, Macro-, and Microtrends with signals directly linked to these trends from various trend intelligence providers.

IMPACT

360° Scan

With a mixture of desk research, review of more than 50 up-to-date trend reports, and the analysis of original trend data from multiple proprietary sources a broad scan for relevant trends was performed.

Comprehensive framework with 150 trends on different levels

Rohrbeck Heger and Mondelez synthesized a comprehensive trend framework structured around 5 megatrends, 23 macrotrends and 123 trends. Trend profiles were authored for all trends and impact on industry and the organization were assessed.

Key Drivers of Change

Building on external and internal expert assessment, an iterative process lead to the identification of 10 key drivers of change for Mondelez. The drivers of change were further explored with regard to impact, uncertainty and timing.

Integration into Vision 2030

The trend framework and particularly the key drivers of change were integrated into the Vision 2030, the long term strategy of Mondelez that sets the strategic direction for the coming years.

APPROACH

Rohrbeck Heger and Mondelez iteratively developed the hierarchical framework with three levels based on original data, existing reports and frameworks from industry peers, intelligence providers, institutes, and academia.

To ensure comprehensiveness, accuracy, and relevance we scanned a wide range of sources and applied different perspectives: more than 200 external sources and 50 reports, original data from own sources and trend intelligence providers, digitally scrapped signals from multiple databased and information providers as well as Mondelez' existing knowledge and expertise. The result of the scanning process were trend profiles including a short description, facts and figures and an external assessment.

Based on the trend descriptions and external assessment, an internal impact assessment round with around 50 leaders from the organization led to the preliminary identification of key drivers of change for the coming decade. Applying Rohrbeck Heger's proprietary sequential workshop approach impact on the industry and the organization was derived.

In a final expert workshop all previous assessments were taken into consideration for defining a final set of 10 anticipated Key Drivers of Change for Mondelez in the decade to come.



BENEFITS

✓ Common Trend understanding

By bringing together leaders from all major areas of the organization for the assessments, a joint understanding and agreement of trends and key drivers of change was developed.

✓ Consolidation of existing material

By incorporating past trend work into the new Mondelez-owned framework, quick applicability and understanding was ensured.

✓ Triangulation of findings

By synthesizing trend findings based on external findings and reports, original data, internal opinions and existing material a comprehensive and stable framework resulted.

ABOUT THE CLIENT

Mondelez



Chicago, United States of America



> €20 billion



160 countries



80000 employees



For more information please contact:

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