



How Kellogg's Fosters Customer Loyalty and Retailer Relationships through its Website

The Challenge: Using the Website to Support Brand and Third Party Sales

The Kellogg Company is the world's leading producer of cereal and a leading producer of a variety of convenience foods, and many of its brands are household names. This 100-year-old company recognizes the importance of connecting with consumers and other audiences online through its more than 130 public websites.

For Paul Iagnocco, Kellogg's Director of E-Business, the challenge was understanding the impact of the web on brand loyalty and customer behaviors. He knew that he needed a scientific means to measure the value of the web and to gain deeper insights into who was coming to the websites and why. He wanted a reliable way

"We knew intuitively that our websites had enormous capacity to foster consumer relationships. What we didn't have was a way to measure their success in building relationships and influencing customer behaviors. Now we do, thanks to ForeSee Results and the ACSI methodology"

- Paul Iagnocco, Director of E-Business for Kellogg



to determine the effectiveness of the websites at fostering relationships with consumers. Paul turned to ForeSee Results and the methodology of the American Customer Satisfaction Index (ACSI) to measure customer satisfaction with three brand sites: Kelloggs.com, Keebler.com and MorningStarFarms.com.

Satisfaction Insight #1: Kelloggs.com: Multiple Audiences, Multiple Needs

As the site for the flagship Kellogg's brand, Kelloggs.com faced the challenge of serving a myriad of B2B and B2C audiences, such as

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consumers, suppliers, investors, job seekers and the media. However, the relatively low satisfaction scores indicated that the site wasn't serving any of these audience segments as well as it could.

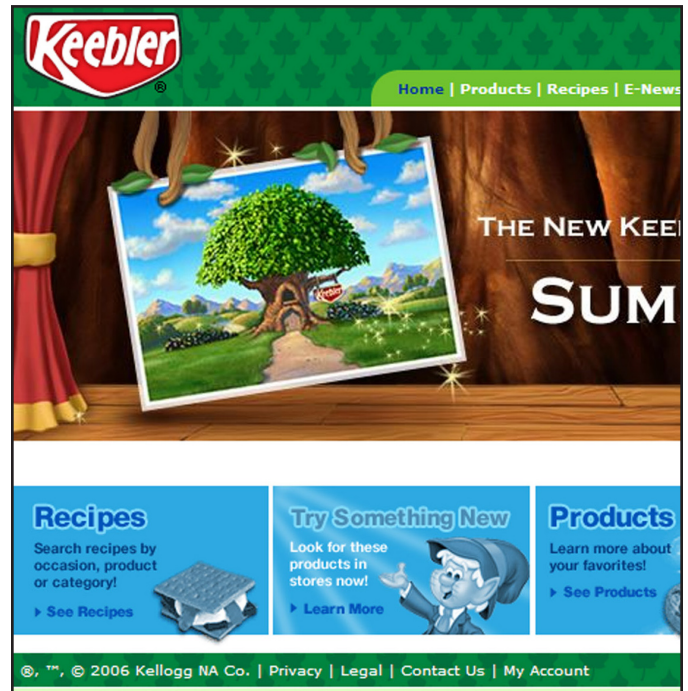
Customer satisfaction analytics showed that improvements to navigation and functionality would have the most impact on increasing site visitors' satisfaction, and in encouraging them to return to the site, tell others about it and buy from Kellogg's.

Kellogg's learned that the common header it used on the main Kellogg's site and all associated brand sites confused its site visitors, who sometimes weren't sure which site they were on. Also, most visitors came to the site looking for recipes, promotions and ingredients, but database fragmentation left search results incomplete.

To address the needs of its audiences, Kellogg's consolidated disparate databases into one so search and recipe results were more complete. The company also eliminated the common header function as the primary source of navigation and organized the information architecture around the three primary reasons consumers visit the site: promotions, products, nutrition and recipes. Furthermore, Kellogg's created a separate corporate site to serve non-consumer audiences.

Satisfaction Insight #2: **MorningStarFarms.com:** **Building an Online Community**

MorningStarFarms.com serves a targeted and enthusiastic group of consumers interested in this nutritionally-oriented brand as part of a healthy lifestyle. However, mediocre satisfaction scores showed Kellogg's that the site wasn't serving as an effective community-building vehicle.



Based on "voice of customer," Kellogg's decided not only to keep Keebler.com, but to enhance promotions designed to immerse customers deeper into the brand.

Analysis of customer feedback indicated site navigation as a key area of opportunity. Navigation was especially critical because the majority of people came to the site to locate product information and find recipes. Additional analysis and tracking of site visitor behavior online showed that people struggled because the site content was fragmented.

Kellogg's completely redesigned the site to make it more user-centric and focused on the theme of "see veggies differently." The new site graphics appeal to the healthy eating sensibilities of its core audience, and the content is more intuitively arranged. Kellogg's also developed new content to foster peer-to-peer community building, such as a recipe exchange and a "veggie creation" contest.



Satisfaction Insight #3:

Keebler.com:

Website Is Critical Promotions Channel

The Kellogg's marketing team was ready to shut down the Keebler.com website because they didn't initially see the ROI. Customer satisfaction analytics helped prove the value of the site. The data showed one-third of visitors to the site were consumers redeeming promotions. Kellogg's realized that the small size of snack packages left limited room for promotions, so the website was essential for implementing promotions that drove sales.

Based on "voice of customer," Kellogg's decided not only to maintain the Keebler.com site, but to improve it to better serve customers. The team made a number of customer-centric changes to the site, such as adding more up-to-date promotions and enhanced promotions designed to immerse consumers even further into the brand.

Results:

- Customer satisfaction with Kelloggs.com was 6% higher in August 2007 than it was in April 2006 before the changes.
- Satisfaction scores for Morningstarfarms.com shot upward by 11% with the redesign. Additionally, the percentage of repeat site visitors is on the rise, proof that the site is meeting its goal of building a community of like-minded consumers.
- Open-ended comments from the ForeSee Results survey tool have provided Kellogg's with insights into issues it wouldn't have otherwise been aware of, such as its customers' sentiments about the use of caged eggs as an ingredient in Morningstar Farms products.