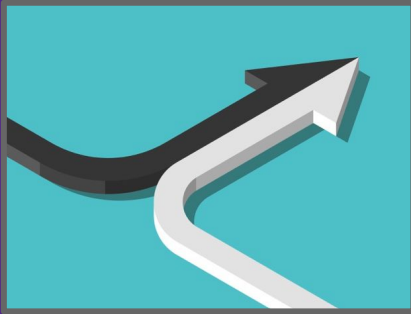


# **Educating Your Marketing Team: Bridging Research and Industry Insights to Drive Strategic Success**

**Kathy L. Gross, PhD, PAS, Dipl ACAN**  
Adjunct Professor, Kansas State University  
Worldwide Director R&D, Hill's Pet Nutrition, Inc (retired)



# Advantages of Integrating R&D and Marketing Strategy?



- ★ Enhance customer engagement
- ★ More effective marketing campaigns
- ★ Customer-centric product development
- ★ Faster time-to-market
- ★ Bigger competitive advantage
- ★ Business case for R&D investments

***Bottomline:  
Improves Business Performance***

# Marketing “Pull”



**Extruded Horse Feed  
Hay Cubes  
Flavored Treats**



**Push  
vs  
Pull**

## Marketing “Pull”



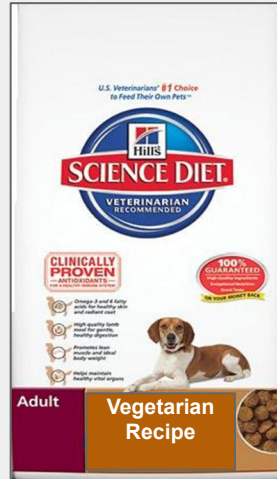
**Extruded Horse Feed  
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## Technology “Push”

**Pet owner awareness of  
commonly fed meats,  
(beef or chicken)  
related to food allergies**

**“Meat-less” dog food  
solves the problem**



**Push  
vs  
Pull**

## Marketing “Pull”



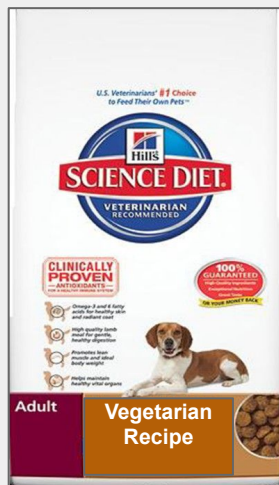
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## Integrated Research & Marketing

**Science Diet  
Perfect**

**Digestion**  
Gut microbiome  
enhancing technology  
for healthy digestion

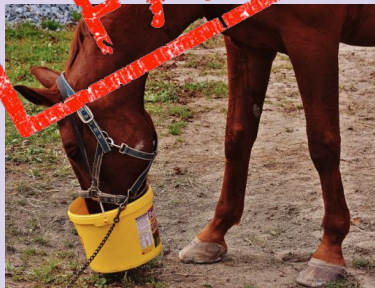


**PERFECT  
POOP  
IN 7 DAYS**



**Push  
vs  
Pull**

## Marketing “Pull”



Extruded Horse Feed  
Hay Cubes  
Flavored Treats



## Technology “Push”

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## Integrated Research & Marketing



Science Diet  
Perfect

Gut microbiome  
enhancing technology  
for healthy digestion



Push  
vs  
Pull



# Both Research & Marketing Functions Bring Valuable Information to Product Marketing & Innovation



**Innovation & competitive edge**

**Market demands & consumer preferences**

# How do Nutrition Scientists Partner Successfully with Marketers?





# AGENDA

- Understanding Marketing Objectives



- Developing Impactful Claims



- Aligning Research to Support Claims



- Leveraging Research Collaborations



# STEP 1:

## Understand Marketing Objectives

**Market Share**

**Brand Awareness**

**Margin**

**Sales Volume**



**Customer Acquisition**

**Sales Revenue**

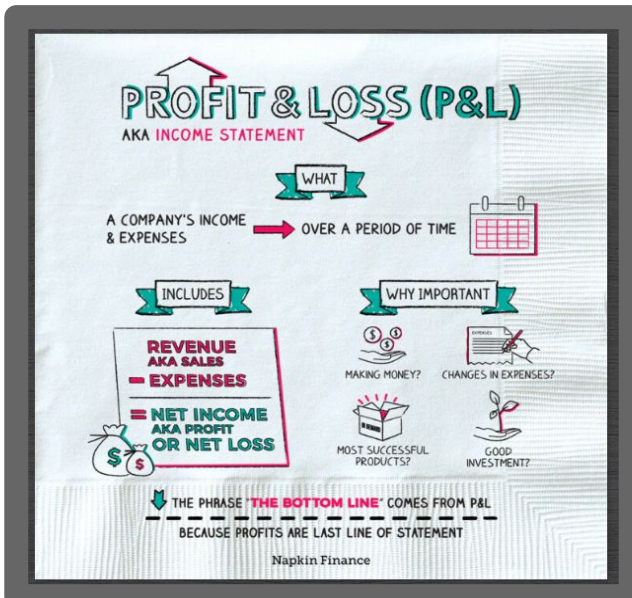
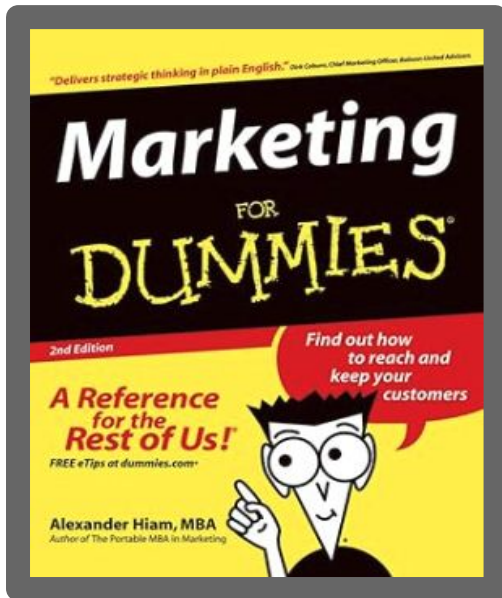
## STEP 1:

# Understand Marketing Objectives



*Meet regularly with marketing colleagues to discuss marketing objectives and learn marketing and business “language”.*

# Enjoy a Growth Mindset for Life-long Learning



Formal training (MBA, Master's Ag Business, etc)

Company training courses

Company quarterly/annual reports

Conferences, seminars, webinars

Networking / Mentoring

## STEP 2:

## Develop Impactful Claims

### Relevant to Target Audience

Believable

Differentiated

Compliant

Substantiated



Motivating



## STEP 2:

### Develop Impactful Claims



*Learn about types of claims, legal and regulatory requirements, usage rules, & know your consumer!*

# Value Expertise of Other Functions in Claims Development



## STEP 3:

# Research Supports Credible and Impactful Claims



“Over 70% of dogs lost weight within 10 weeks when fed this nutrition”

### Effectiveness of a New Weight Management Food to Achieve Weight Loss and Maintenance in Client-owned Obese Dogs

Undine Christmann, DVM, PhD, DACVIM\*

Iveta Bečvářová, DVM, MS, DACVN

Stephen Werre, PhD

Hein P. Meyer, DVM, PhD, DECVM

*From the Department of Population Health Sciences (Christmann) and the Laboratory for Study Design and Statistical Analysis (Werre), Virginia-Maryland College of Veterinary Medicine, Duck Pond Drive, Phase II, Blacksburg, VA 24061, USA; and Hill's Pet Nutrition – Europe, Middle East & Russia, Rohanské nábřeží 678/23, Karlin, Prague 8, 186 00, Czech Republic (Bečvářová, Meyer).*

*The authors thank all participating veterinarians, dog owners and veterinary affairs and territory managers of Hill's Pet Nutrition Europe for their contributions to this study.*

*Address correspondence to Dr. Christmann at [undine.christmann@jmu.net](mailto:undine.christmann@jmu.net)*

*\* Dr. Christmann's new address is: Lincoln Memorial University College of Veterinary Medicine, DeBusk Veterinary Teaching Center, 203 DeBusk Farm Lane, Ewing, VA 24248*

**KEY WORDS:** overweight/obesity, diet, weight loss, weight management, nutrigenomics

(MCS), and feeding practices. Quality of life assessment by owners included dog's level of energy, happiness, appetite, begging behavior, flatulence, stool volume and fecal

### Evaluation of a Weight Management Food Designed to Increase Basal Metabolism in a Home Setting

Todd L Towell DVM, MS, DACVIM<sup>1</sup>

S Dru Forrester DVM, MS, DACVIM<sup>1</sup>

Susan Cross MBA<sup>1</sup>

Geoff Tolsdorf MBA<sup>1</sup>

Sharon Bernat<sup>2</sup>

Steve Roth<sup>3</sup>

<sup>1</sup>Hill's Pet Nutrition, Inc., Topeka, Kansas

<sup>2</sup>Taylor Nelson Sofres, Atlanta, Georgia

<sup>3</sup>Steve Roth & Company, Ltd., New York, New York

**KEY WORDS:** Basal Metabolism, weight, dog, food

#### ABSTRACT

Decreasing calorie intake is the principle

period. While 96% of dogs and 81% of cats lost weight by the end of the study, only 77% of dog owners and 52% of cat owners perceived that weight loss occurred in their pets. A survey of participating owners found

# Claims Determine the Type of Research Needed



## Market (Customer) Research

- Uses Quantitative or Qualitative methods
- Pet owner perceptions
- Veterinarian wants & needs
- Ethnographies (observation)
- Competitor landscape
- Market conditions & trends
- Product concepts & prototypes
- Pricing
- Messaging & claims



## Animal (Consumer) Research

- Broaden knowledge
- Develop & validate methods
- Pilot studies – proof of concept
- Prototypes testing
- Patent research
- MOA
- Animal safety
- Tolerance
- Efficacy
- Post market surveillance - AE

## Two Broad Types of Research

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Market Research

Animal Research

## STEP 3:

Research  
Supports  
Credible and  
Impactful  
Claims



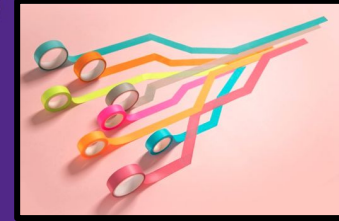
*Align your research with marketing needs, communication timing, and overall business priorities*



**What is highest  
business priority  
for my research?**

**DO** - Prioritize  
resources to highest  
impact projects

***DON'T*** - Chase  
personal interests or  
nice-to-know  
research projects



**Aligned  
Research**

**What is highest business priority for my research?**

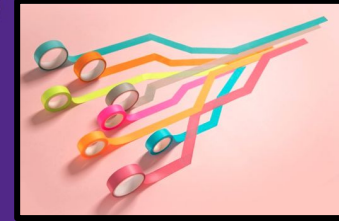
**DO** - Prioritize resources to highest impact projects

***DON'T*** - Chase personal interests or nice-to-know research projects

**When will my research results have the greatest impact?**

**DO** - Plan project details with realistic timelines to hit key marketing dates

***DON'T*** - Agree to unrealistic timelines & too little resources



**Aligned Research**

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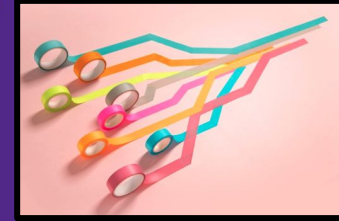
**DO** - Plan project details with realistic timelines to hit key marketing dates

***DON'T*** - Agree to unrealistic timelines & too little resources

**If successful, will my research support impactful claims?**

**DO** - Carefully design research with 'end in mind' & use 'what if' scenarios

***DON'T*** - Conduct 'fishing expeditions' with hopes of finding positive results



**Aligned Research**

## STEP 4:

# Leverage Research Collaborations



**Internal  
Company  
Research**



**Academic  
Partner  
Research**



**Third  
Party  
Research  
(CRO &  
Publications)**

## STEP 4:

# Leverage Research Collaborations



*Align your research with marketing needs, communication timing, and overall business priorities*

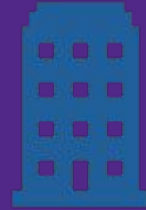


## Pros

- ★ Leverages internal knowledge
- ★ Maintain confidentiality
- ★ Efficient - cost, time
- ★ Faster implementation
- ★ Builds internal capabilities
- ★ Aligned with priorities

## Cons

- ❑ Lack of external perspective
- ❑ Confirmation bias due to previous information
- ❑ May lack credibility
- ❑ Limited expertise



# Internal Company Research





# Internal Company Research

## *Understand Internal Processes:*

Learn how your company reviews, approves, conducts and uses research.



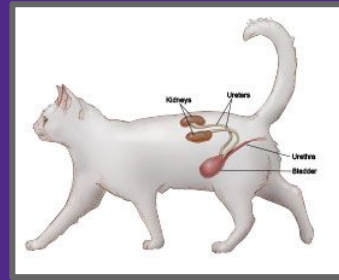
## *Engage with Stakeholders:*

Build relationships with marketing, product teams, laboratory services, animal technicians etc. to aid success.

**Marketing Goal:** Competitive differentiation

**Claims:** Hill's therapeutic cat food product maintains lean muscle

**Research approach:** *Internal Research*: Feed Hill's colony cats that have kidney disease Hill's food and competitor foods and measure food intake, body weight, body composition, & markers of disease progress.

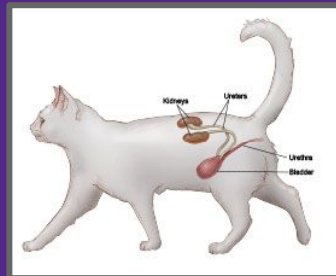


**Theory  
to  
Practice**

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**Claims:** Hill's therapeutic cat food product maintains lean muscle

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## Theory to Practice

- ❖ Pitch research idea to supervisor to gain approval and budget
- ❖ Follow internal processes-study design & protocol approvals
- ❖ Align with colony veterinarians on cat selection
- ❖ Align with product development to procure products for study
- ❖ Align with marketing on use of study & timing
- ❖ Conduct & summarize study
- ❖ Present results internally & externally
- ❖ Publish study results



OPEN ACCESS

PAPER

**Cats with IRIS stage 1 and 2 chronic kidney disease maintain body weight and lean muscle mass when fed food having increased caloric density, and enhanced concentrations of carnitine and essential amino acids**

Jean A Hall,<sup>1</sup> Dale A Fritsch,<sup>2</sup> Dennis E Jewell,<sup>2</sup> Patricia A Burris,<sup>2</sup> Kathy L Gross<sup>3</sup>

# Internal Company Research



*Develop skills to effectively  
communicate research to  
non-scientists.*





## Academic Partner Research

### Pros

- ★ Leverages external expertise
- ★ Access to specialized capabilities
- ★ Generally considered unbiased/neutral
- ★ Enhanced project focus

### Cons

- ❑ Reveal confidential or sensitive information
- ❑ Some bureaucracy
- ❑ Speed, especially if student research
- ❑ Risk of non-completion
- ❑ Limited control of final results interpretation





# Academic Partner Research

## ***Confirm Confidentiality Processes:***

Learn expectations on protecting company confidential information

## ***Learn Company Contracting Processes:***

Who, what and how of legal and finance for external contracts





# Academic Partner Research

## ***Confirm Confidentiality Processes:***

Learn expectations on protecting company confidential information

## ***Learn Company Contracting Processes:***

Who, what and how of legal and finance for external contracts



## ***Select the Best Academic Partner(s):***

Find the right experts and collaborate to create a win-win research protocol

## ***Agreements Before the Research Starts:***

Mutual agreement on expectations for study reviews & publications

**Marketing Goal:** Increase market share of gastrointestinal products

**Claims:** Prebiotic fiber increases desirable gut microflora

**Research approach:** *Academic Partner Research:* Develop data on a variety of fiber sources demonstrating beneficial fermentation and enhanced desirable bacteria.



**Theory  
to  
Practice**

**Marketing Goal:** Increase market share of gastrointestinal products

**Claims:** Prebiotic fiber increases desirable gut microflora

**Research approach:** **Academic Partner Research:** Develop data on a variety of fiber sources demonstrating beneficial fermentation and enhanced desirable bacteria.



## Theory to Practice

- ❖ Identify key Academic Partners with expertise (UKy & U. Reading)
- ❖ Follow internal processes-confidentiality, intellectual property
- ❖ Align external partners on research design & publication plans
- ❖ Sign contracts, confirm budgets and timelines
- ❖ Align with researchers on study check-in frequency
- ❖ Align on study results interpretation
- ❖ Present results internally & externally
- ❖ Publish study results

### BASIC NUTRITIONAL INVESTIGATION

#### Influence of Fiber Fermentability on Nutrient Digestion in the Dog

Jennifer Silvio, MS, David L. Harmon, PhD, Kathy L. Gross, PhD, and Kyle R. McLeod, PhD  
From the Department of Animal Sciences, University of Kentucky, Lexington, Kentucky;  
Hill's Pet Nutrition, Topeka, Kansas; and the USDA, ARS, Beltsville, Maryland, USA

Eight mature dogs (17.2 ± 0.2 kg) surgically fitted with ileal T-cannulas were used in a replicated 4 × 4 Latin-square-design experiment to evaluate nutrient disappearance at the terminal ileum and through the digestive tract. Two fiber types, cellulose, a crystalline, slowly fermented fiber, and pectin, a soluble, rapidly fermented fiber, were fed in different increments, and the effects on nutrient availability were assessed. Treatments included 1) 100% cellulose, 2) 60% cellulose and 33% pectin, 3) 60% pectin and 33% cellulose, and 4) 100% pectin. Fiber was added as 10% of diet dry matter (DM). Dogs were fed as 100% of ME for maintenance and offered at 0730 and 1730 h. All periods were 21 d, which included 3 d of diet transition and 7 d of adaptation. Daily DM intake was 210 ± 5 g. Total tract and large-intestine DM digestibility increased linearly ( $P < 0.01$ ) with increased pectin. These changes in DM digestion were largely the result of changes in fiber digestion. Fermentation of total dietary fiber in the large intestine went from less than zero to 39% of ileal flow (linear,  $P < 0.01$ ). Total-tract crude-protein digestibility decreased linearly ( $P < 0.01$ ) with increased pectin. This study demonstrated that fiber fermentability decreased DM and protein digestibility. The lower digestibility was a result of greater fermentation of DM and protein in the large intestine.

International Journal of Probiotics and Prebiotics Vol. 6, No. 1, pp. 57-64, 2011  
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USE OF STATIC BATCH CULTURE SYSTEMS TO INVESTIGATE  
THE FERMENTATION EFFECTS OF SELECTED OLIGOSACCHARIDES  
AND FIBRES BY THE CANINE FAECAL MICROBIOTA

VL Inness<sup>1</sup>, C Khoo<sup>1</sup>, KL Gross<sup>1</sup>, I Hoyle<sup>1</sup>, GR Gibson<sup>1</sup> and AL McCartney<sup>1</sup>

<sup>1</sup>Food Microbial Sciences Unit, Department of Food and Nutritional Sciences, The University of Reading, PO Box 226, Whiteknights, Reading RG6 6AP, UK; and <sup>2</sup>Hill's Science and Technology Center, Topeka, KS, USA

# Academic Partner Research



*Attend scientific and industry conferences, seminars, webinar to identify potential academic partners*

## Pros

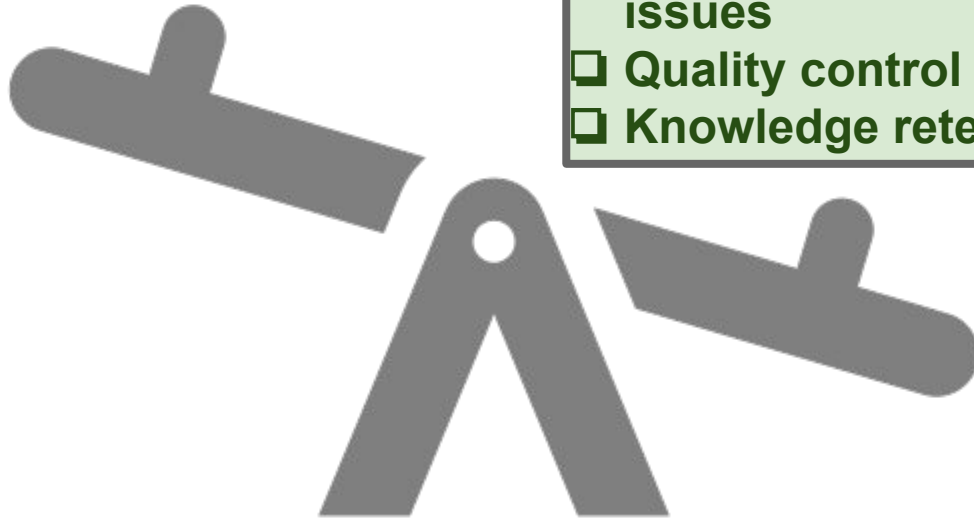
- ★ Leverages specialized processes/capabilities
- ★ Maintain confidentiality
- ★ Efficient - cost, time
- ★ Aligned with priorities
- ★ Flexibility
- ★ Enhanced project focus

## Cons

- ❑ Lack of external perspective
- ❑ Some bureaucracy
- ❑ Limited expertise
- ❑ Communication issues
- ❑ Quality control
- ❑ Knowledge retention



**Third  
Party  
Research  
(CRO &  
Publications)**





# Third Party Research

## ***Conduct Due Diligence on CRO's:***

**Ask for capability & process examples, get references & do site visits**



## ***Stay Current on Literature:***

**Critically review, connect results to company goals, synthesize into soundbites**



**Marketing Goal:** Build awareness of new therapeutic pet food

**Claims:** Clinically shown to firm loose stool in 24 hours

**Research approach:** *CRO Research*: Conduct clinical study in dogs with chronic diarrhea demonstrating improvement in a day.

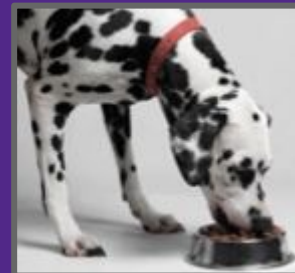


**Theory  
to  
Practice**

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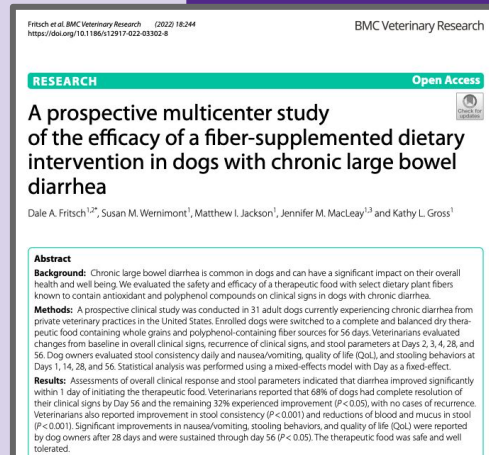
**Claims:** Clinically shown to firm loose stool in 24 hours

**Research approach:** **CRO Research:** Conduct clinical study in dogs with chronic diarrhea demonstrating improvement in a day.



# Theory to Practice

- ❖ Identify key CRO that has veterinary clinics with target canine patient caseloads
- ❖ Understand current standard of care for chronic diarrhea through specialist interviews and literature reviews
- ❖ Align with CRO on research design & timelines
- ❖ Sign contracts, confirm budgets and timelines
- ❖ Conduct in-study check-ins
- ❖ Align on study results interpretation
- ❖ Present results internally & externally
- ❖ Publish study results



# Third Party Research



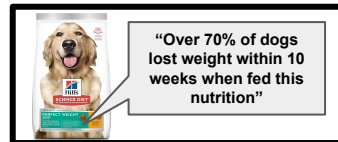
*Develop skills to translate research  
results into practical marketing  
claims and applications*

# How do Nutrition Scientists Partner Successfully with Marketers?

- Understanding Marketing Objectives



- Developing Impactful Claims



- Aligning Research to Support Claims



- Leveraging Research Collaborations





## Themes

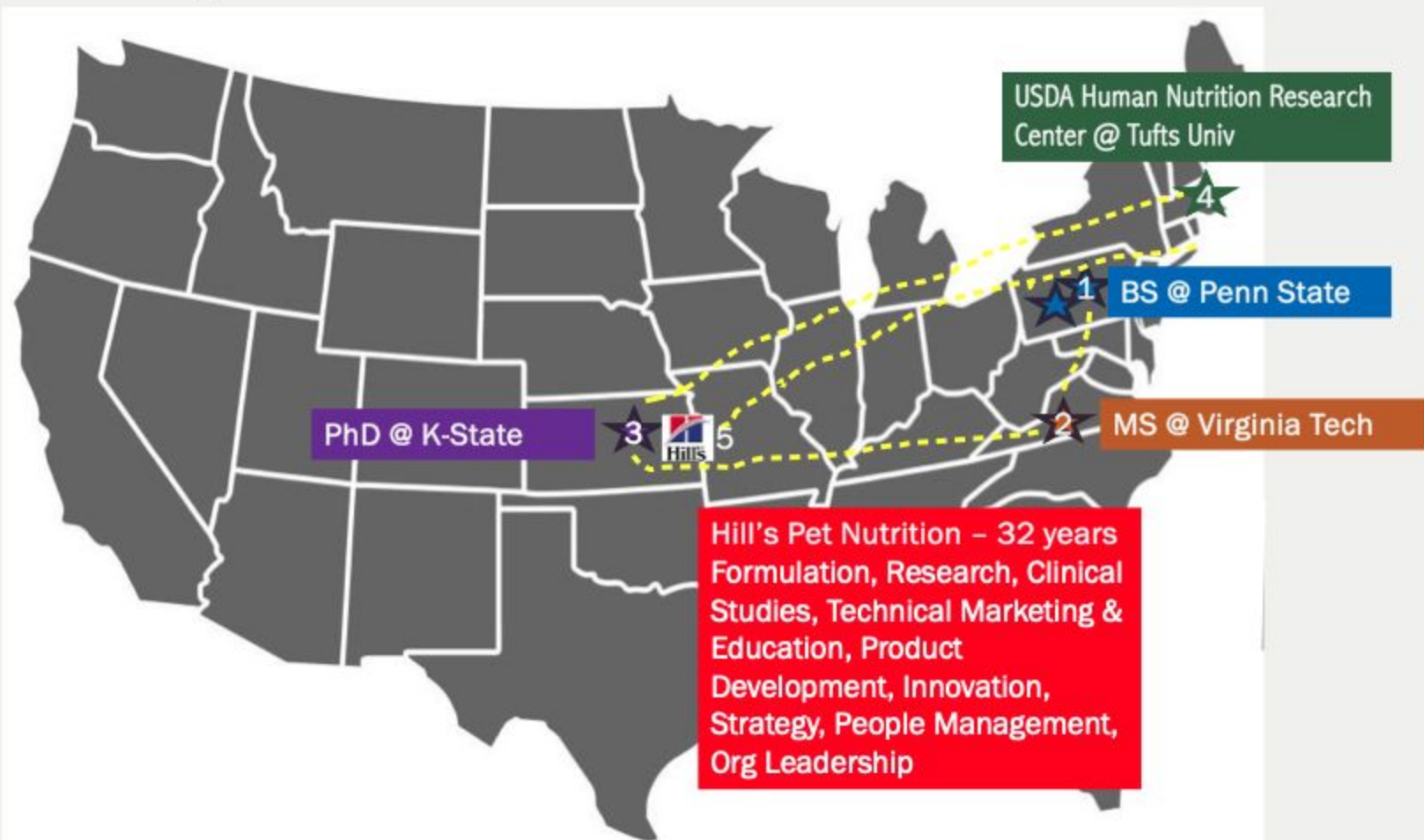


- Learn marketing's language
- Understand business speak
- Develop claims expertise
- Build knowledge of your consumer
- Stay current with new science & research
- Network inside & outside company
- Practice effective communication

Questions?



# My Journey





**I've designed & developed  
foods and(or) treats for  
cattle, sheep, rats, pigs, lions,  
primates, horses, cats, & dogs**



Most recent products



**4 yr old  
English Shepherd**

**2 yr old  
Long-haired Calico  
Tabby**

