

## Kellogg's New Intranet Portal Makes Collaboration "G-r-reat!"



By bringing deep business expertise and change management capabilities to the table, Infosys ensures program success.



“By helping us to both design our collaboration platform and facilitate the cultural changes required to maximize its impact and value, Infosys enabled Kellogg to achieve some of the most critical business objectives we’ve set in recent years. Today, we’re better equipped to foster global thinking, share best practices and connect our employees across our enterprise. We are exceptionally pleased with all aspects of this program, including the spirit of collaboration and cooperation that Infosys brought to our relationship throughout the entire initiative.”

Brian Rice, Senior Vice President and CIO, Kellogg Company

## How can a multi-brand, global company foster true enterprise collaboration?

That’s a critically important question for Kellogg Company. From the 1906 launch of its first product, Kellogg’s Toasted Corn Flakes, Kellogg has a long history of delighting consumers by serving up tasty, nutritious and innovative foods. But Kellogg is also a very different company than it was a century ago. Today, it is a multinational, publicly-traded company that employs over 30,000 people and serves markets in more than 180 countries. From grain to table, Kellogg today

manages dozens of brands and hundreds of products, along with a complex global supply and distribution chain. And in the current economic climate, Kellogg was further challenged to crunch its margins despite sluggish consumer spending and rising commodities costs.

Kellogg understood that deeper enterprise collaboration was the key to solving these business challenges. Kellogg employees must connect and share information across departmental, organizational and regional boundaries. So in 2010, the company decided to launch K Connect, an intranet portal that would help drive enterprise collaboration—and it partnered with

Infosys to manage the program and lead the organizational change that would ensure its success.

## Wanted: A Culture of Connectedness

The launch of K Connect—notes Linda Stephens who, as Kellogg’s Senior Director, Enterprise Portal and Collaboration, served as the project lead—coincided with a major initiative to refresh Kellogg’s consumer-facing brand. Kellogg’s new image, with its “Let’s Make Today Great” tagline and revamped webpage, emphasizes the company’s commitment to nourishing families.

"It's very people-oriented," Stephens notes. So is K Connect. "We envisioned K Connect as a way to engage our people internally and make it easier for them to work together," Stephens explains. As an enterprise portal, K Connect would also enable Kellogg to disseminate information to its employees quickly and consistently across all of its regions and lines of business.

However, Kellogg had a number of hurdles to overcome before a user-driven K Connect could become a reality. Each of the company's regions, lines of business and departments had its own communication tools, protocols and processes. In other words, the existing IT environment actually created barriers, perpetuating the very organizational siloes that Kellogg needed to bridge.

Enter Infosys, with its extensive experience in change management, user-experience design, training, and adoption. "We chose Infosys because of its strong technical and project management capabilities," Stephens says. "We also needed the organizational change management skills Infosys brings to each project."

## Recipe for Success

Infosys worked closely with Kellogg from the start, first identifying the business value that Kellogg aimed to realize from the program. Key priorities then included aligning the project with the business's needs and establishing new governance and retention schedules. Infosys developed and tested the portal—which it built on a Microsoft® SharePoint platform—performed the migration, and moved content from over 2000 legacy databases, websites and applications. It also retired a host of legacy applications, including older instances of SharePoint and SAP portals.



## The Secret Ingredient: Managing Change

While Infosys technical experts were busy building K Connect, its change management team defined a change management and training strategy. This two-year plan promoted adoption of the new portal, and facilitated behavioral and cultural changes within Kellogg. The success of this initiative was a result of key partnerships between Kellogg business units, their IT group, and Infosys.

The Infosys training program included "lunch and learn" sessions; formal classroom and walk-in training opportunities; email and intranet announcements; and video presentations broadcast across Kellogg's CCTV (close captioned television) network, and on-site educational sessions.

Thanks to these initiatives, when the new collaboration platform was up and running, Kellogg employees were excited and aware about the tool's capabilities, and ready to take full advantage of them. "Infosys knew what needed to be done to get our people engaged," Stephens says. "And the training Infosys provided was outstanding."

## Key Features of the K Connect Program

- Highly scalable solution, currently supporting 30,000 global employees
- Unified portal design
- Single URL and sign-on
- Persona-driven navigation and user interface
- Service isolation for partner employees
- Robust search capabilities
- Multilingual support
- Incorporates backup and disaster recovery functionality and processes

## Crunching the Numbers

- K Connect was rolled out across 5 regions, 17 countries in just 19 weeks
- Over 2000 legacy applications replaced by single collaboration portal
- Infosys led Global Change Management and in-person training in all 5 regions



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Brian Rice, Senior Vice President and CIO, Kellogg Company

## Everyone Sitting at the Same Table

Today, Kellogg’s collaboration platform contributes significantly to a number of the company’s broader strategic goals.

By replacing multiple legacy applications with a single, standardized platform, the management and administrative overhead associated with Kellogg’s corporate communications has been significantly reduced.

K Connect streamlines Kellogg’s ability to distribute communications across regions and businesses. This helps ensure all of Kellogg employees have a common understanding of the company’s business priorities and objectives.

But perhaps most importantly, K Connect helps Kellogg foster connectedness. Employees in regions that span the world feel less isolated from the company’s headquarters in Michigan, Brian Rice notes. “They are thrilled that they can find everything that’s happening, around the globe, in one place. It’s like the entire company now sits at the same table.”

K Connect also enables Kellogg to integrate people more quickly following corporate acquisitions. After completing its acquisition of Pringles, for example, “K Connect helped us bring them on immediately as part of the Kellogg family,”

Stephens recalls. “They didn’t even have our computers yet, but they had access to our internal resources and employee directories.

“Throughout the project, Kellogg and Infosys had the same goal,” Stephens concludes. “We worked well together and adapted to each other. It felt like a true partnership—we could not have done K Connect without the expertise that Infosys brought to the table.”

For more information, contact [askus@infosys.com](mailto:askus@infosys.com)



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