



Navigating a Digital Transformation in Supply Chain at Mars

*Inspire moments
of everyday
happiness*

Kristen Daihes
Global VP of Supply Chain
Mars Snacking

- Delivering sustained impact requires a **holistic change framework**
- Examples of **pragmatic use cases** in Mars Snacking
- **Key learnings** and **enabling capabilities**

Key Session Shares

MARS

Snacking



53
FACTORIES



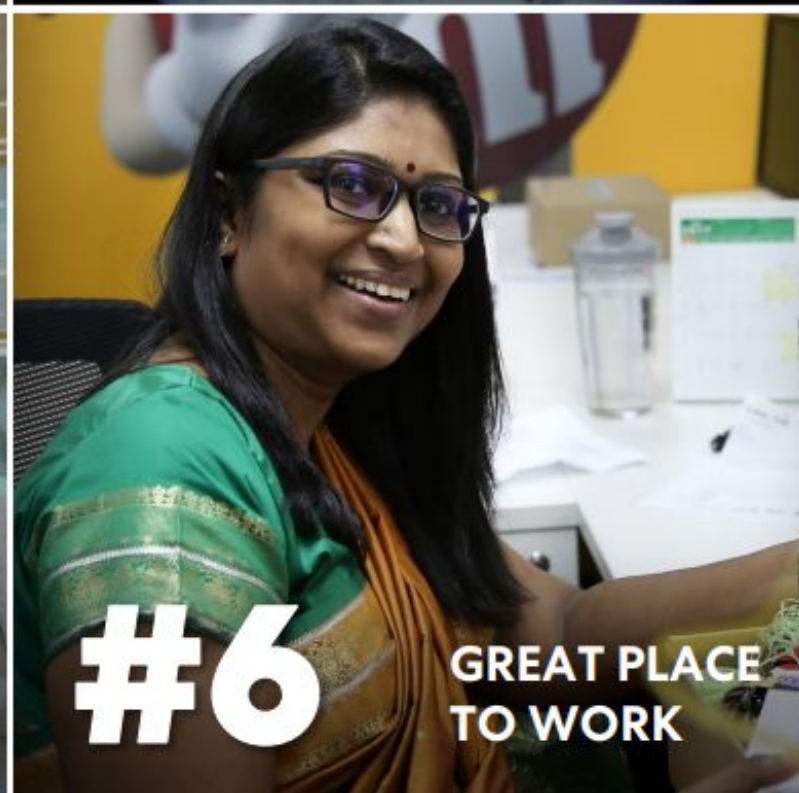
180
COUNTRIES



5 BILLION
DOLLAR
BRANDS



34K ASSOCIATES
WORLDWIDE



#6 GREAT PLACE
TO WORK

VISION

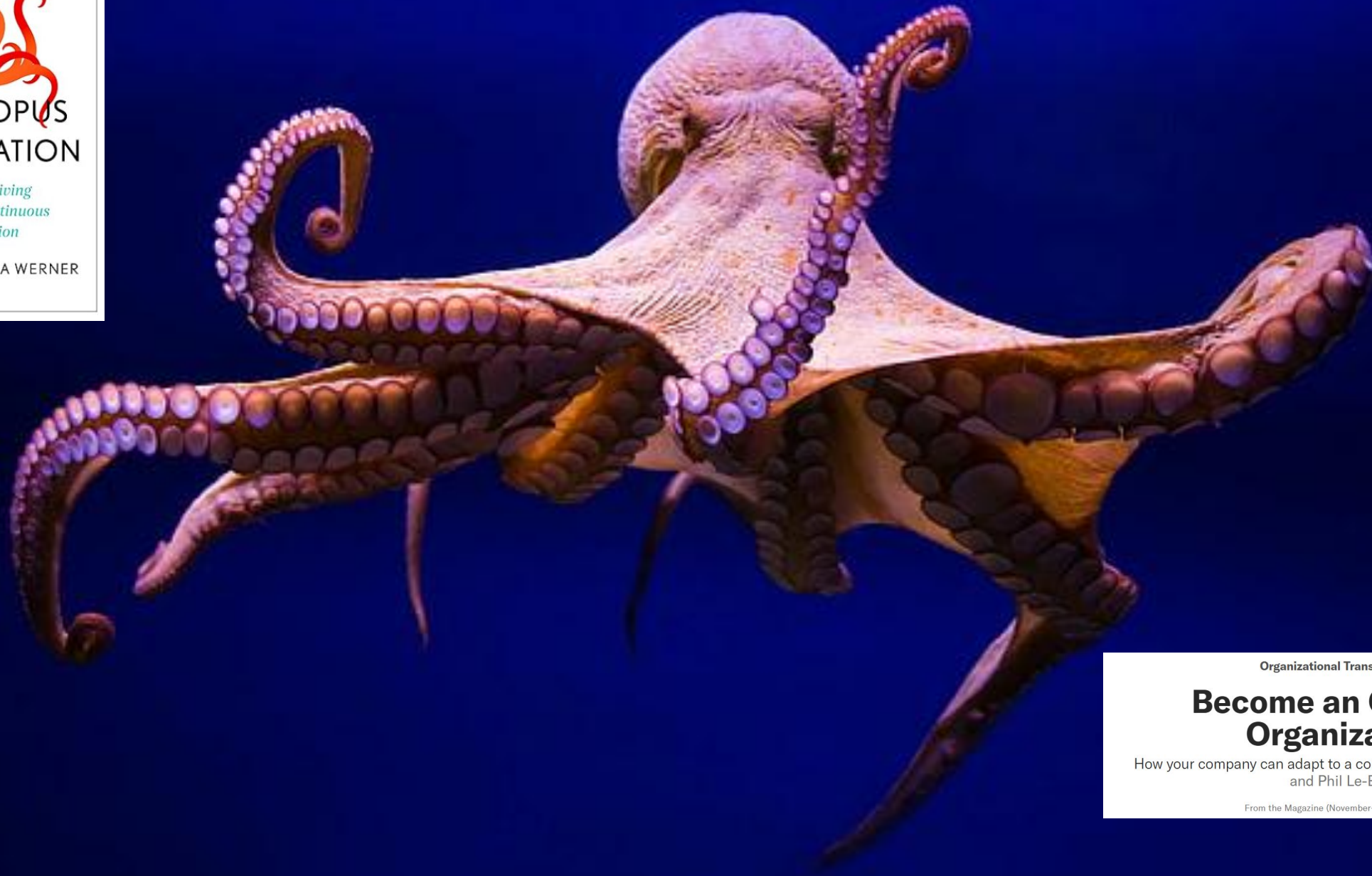
Delivering **leading edge**
AI-enabled digital solutions that
Associates use across the enterprise to
deliver value while **making work**
easier , powered by **simplified**
processes and **trustworthy data**



THE OCTOPUS ORGANIZATION

*A Guide to Thriving
in a World of Continuous
Transformation*

PHIL LE-BRUN • JANA WERNER



Organizational Transformation

Become an Octopus Organization

How your company can adapt to a complex world. by Jana Werner and Phil Le-Brun

From the Magazine (November–December 2025)

Embrace a **Holistic** Change Framework



Key Insight

Customer centricity with a “Go & See” approach

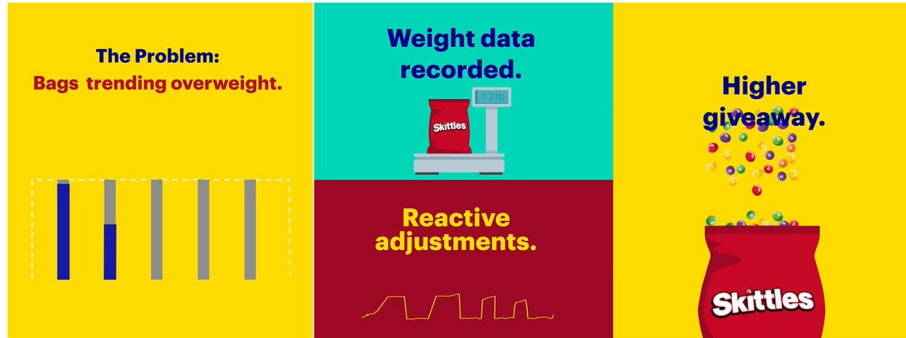




Mfg. Digital Twin

Product Giveaway Use Case

The Problem we wanted to solve = PRODUCT GIVEAWAY



How might we eliminate Skittles giveaway in the packaging lines by leveraging digital capabilities ?

MARS WRIGLEY



Translating Digital Insights into Value Creation



Build the MVP with Scale in Mind

**Standardize
to drive
speed in scaling**



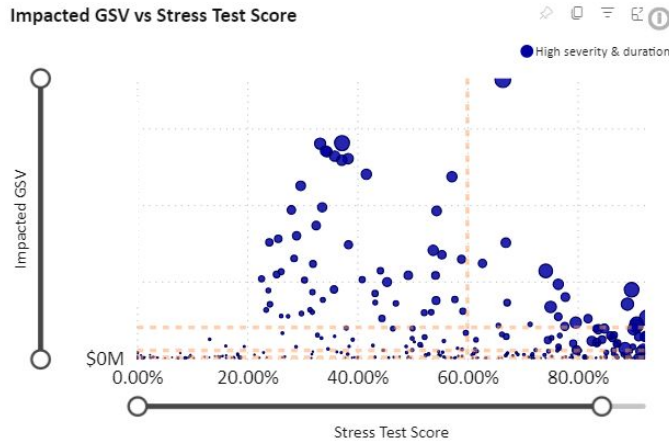
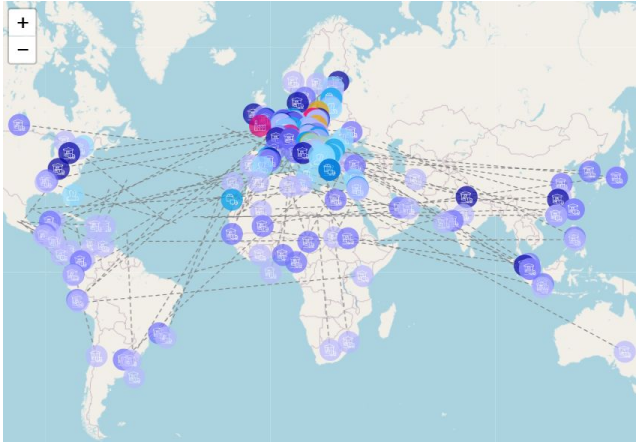
The Brain
Azure model

**Customization for
integration and local
consumption needs**



E2E Resilience Digital Twin & Stress Testing

Reducing the impact of disruptions with digital twin and predictive analytics



NEW CAPABILITIES

- Unparalleled visibility **linking GSV to material movements** from farm to customer
- **Rapid scenario & impact modelling** to identify vulnerabilities with our suppliers and internal network

BETTER OUTCOMES

Savings & incident mitigation

Significant
Value
Leadership

Broad coverage

N-tier mapping
of supply base

Risk mitigation
actions identified

Measure
sustained
impact, not
activity

FROM:

Volume of Activity



unique users

views

insights



TO:

Quality of Impact



Embedded in process

Used when relevant to inform better
decisioning with impact

(visibility for what?)

- Increasing earnings
- Decreasing spot buys
- Reducing mfg. line disruption



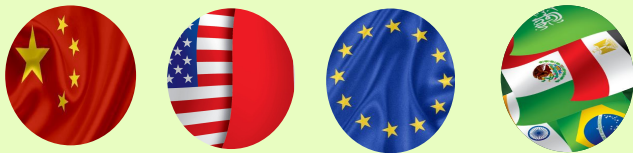
SCDA Product Spotlight

“DYNA” enables Dynamic Safety Stock

Cracking Global & Cross-Segment Scaling!

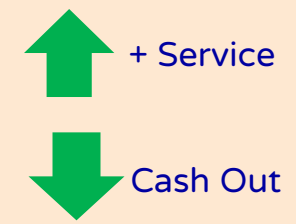
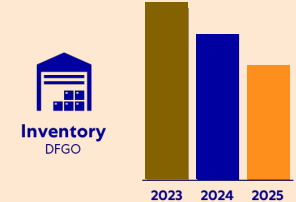
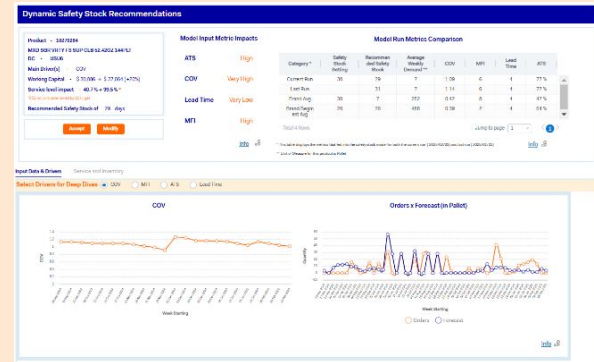


- Live now in every region
- Scaling into our insurgent brands
- Cross-segment scaling in some markets



Significant FG Cash Out already delivered

- **AI enabled** to dynamically optimize inventory and service trade-off's
- Leverages **Decision Intelligence** to track process and policy adherence
- Digital traceability of value impact



Now extending to Raws & Packs

Debunking Terminology: Backlog

Feature
backlog is a
good thing

FACTS

VS

MYTHS

Here at Mars, sometimes we hear “Backlog” and think we have list of things we want to do but can’t get done because of resource constraints.

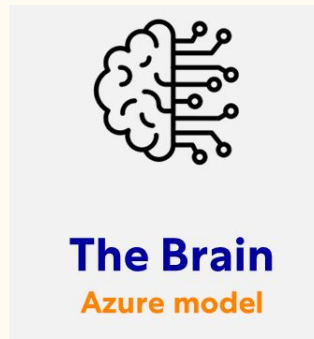
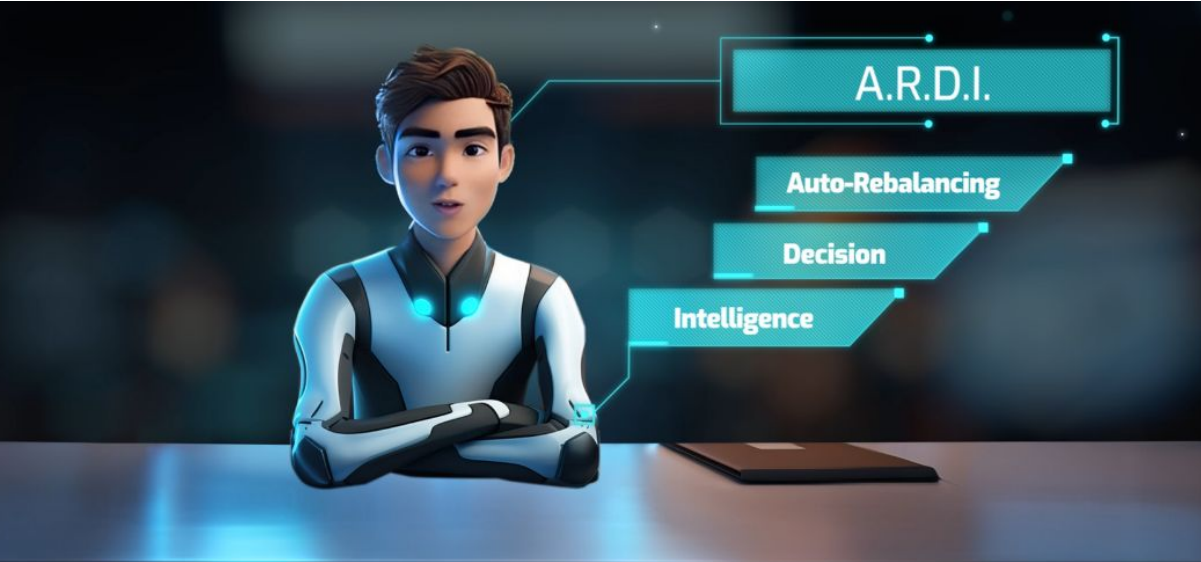
In SCDA – we celebrate a Backlog.

It's the lifeblood of product development, representing all the needs and wants of our users, in service of the Product Vision. Without a Backlog, it means your users don't want anything, and you don't have a Product!

A cleaned and prioritized Backlog is a 'to-do list' of user needs and wants. A backlog is a marker of progress, clarity, and alignment of agenda sequence in the Product world.

Machine Learning & AI with ARDI

The first Decision Intelligence App live in Mars Inc.



MARS
Snacking

BETTER OUTCOMES

FASTER decision-making

2 min □ 37 seconds

EXPLOITING automation

Auto-writeback of transactions into ERP

IMPROVED decisions

Unplanned spend down > 50%

POSITIVE IMPACT

Reduction in Logistics Cost & Waste

Sales enablement

Carbon emission reduction

People hours out

Pragmatism in tackling gnarly problems

AI Fairy Dust



Magic Platforms



The magic is not in the tech, it's in reimagining how work gets done

- **Invest in your people.** Be clear on the capabilities you want to build for competitive advantage.
- **Stretch in possibility.** Leverage tech as an enabler while reimagining how work gets done.
- **Embrace your inner octopus.** Upskill your talent to adapt and build the muscle to navigate through uncertainty with digital as an enabler.





THANK YOU

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