

Bas Bredenoord

**Director People & Organisation
International Travel Retail**

**Building a cross
cultural
mindset so
people and
business can
thrive**

The world
we want
tomorrow
starts with
how we do
business
today
MARS



The Five Principles

Quality Responsibility Mutuality Efficiency Freedom

125,000+ Associates

are united and guided by The Five Principles of Mars which span geographies, languages, cultures and generations.



1911

Frank C. Mars made the first Mars candies in his Tacoma, Wash., kitchen



80+
countries
in
operation



454 SITES

2,500+

VETERINARY HOSPITALS

FORTUNE



World's Best
Workplaces



Global HQ
in
McLean, Va.



Private,
family-owned
company



\$35B+

NET SALES



Billion Dollar Brands



MARS
Petcare

A Better
World For Pets

MARS WRIGLEY

better moments make
the world smile

MARS
Food

Better food today
A better world
tomorrow

MARS
Edge

Better Lives
Through Nutrition

Why I work for Mars?

**“To spark energy in others
so people can be at their
best and we have a
positive impact together”**

The perfect platform to bring my personal purpose to life



International Travel Retail

**Creating Better Moments
for Travellers**

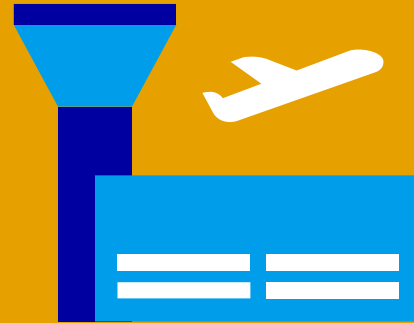
MARS WRIGLEY

Airport travel retail is where we play



1.8 BLN PAX

2018 international travelers



800

airports



5000

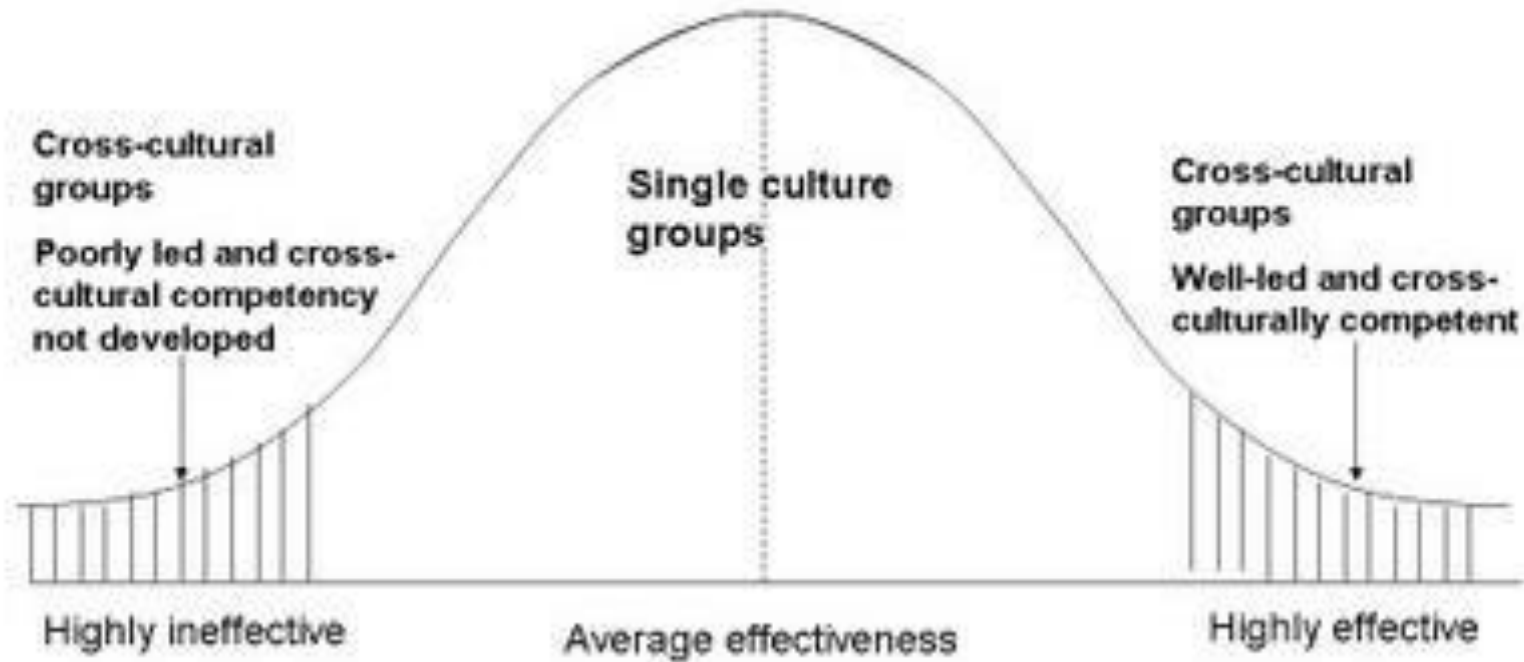
stores

The #1 Opportunity Think Global



We started to explore what our opportunity could look like

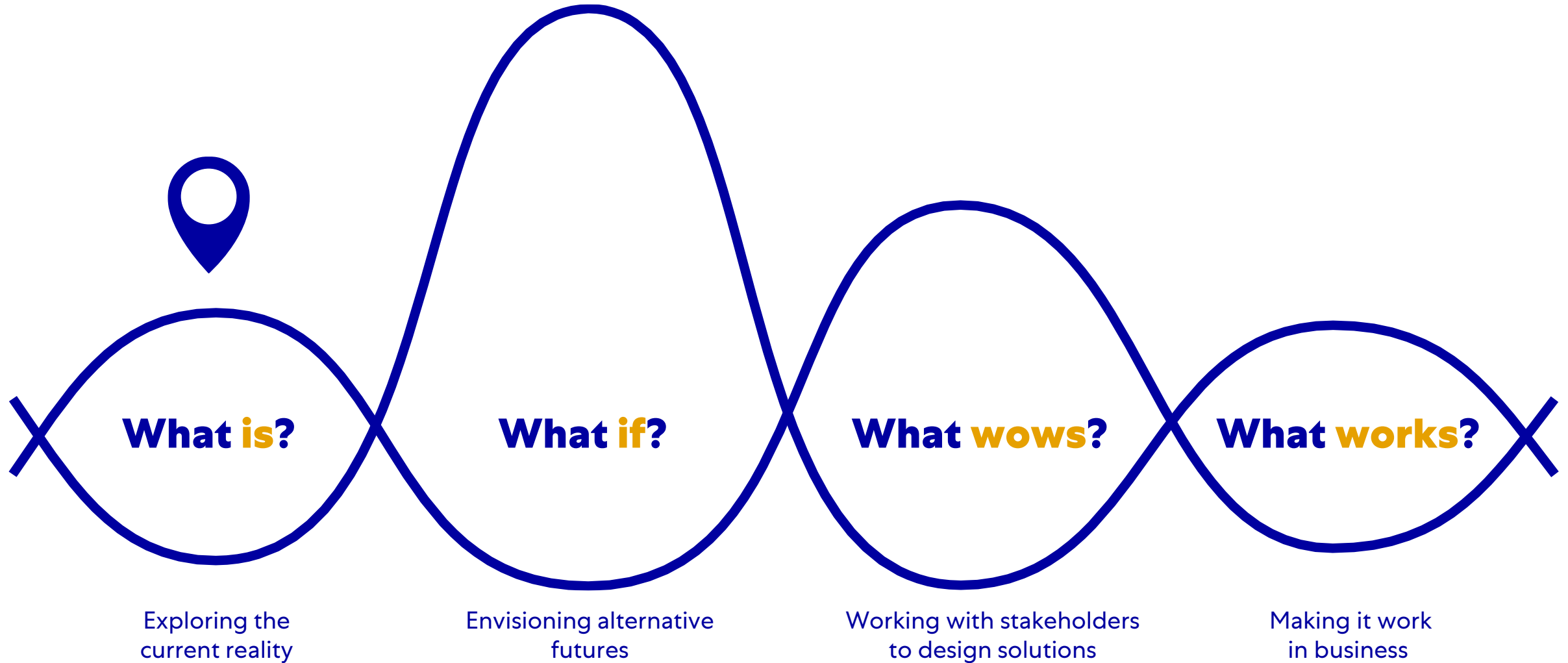
Cross-culture vs. single culture group effectiveness



Source: Based on Dr. Carol Kovach's research at the graduate school of management, UCLA and reported in Nancy J. Adler, *International Dimensions of organizational behavior*, 2nd ed., PWS-Kent Publishing, 1991

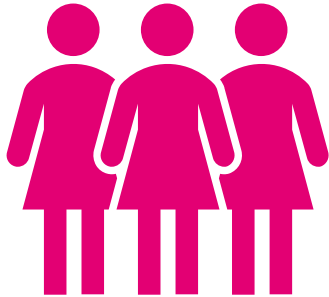
**2017: How can
we make our
diversity our
competitive
advantage?**

We decided to use Design Thinking to address our challenge



Exploring the reality of 2017 – What is?

**How diverse
are we?**



Pain Points?



**Organizational
Culture?**



Obstacles?

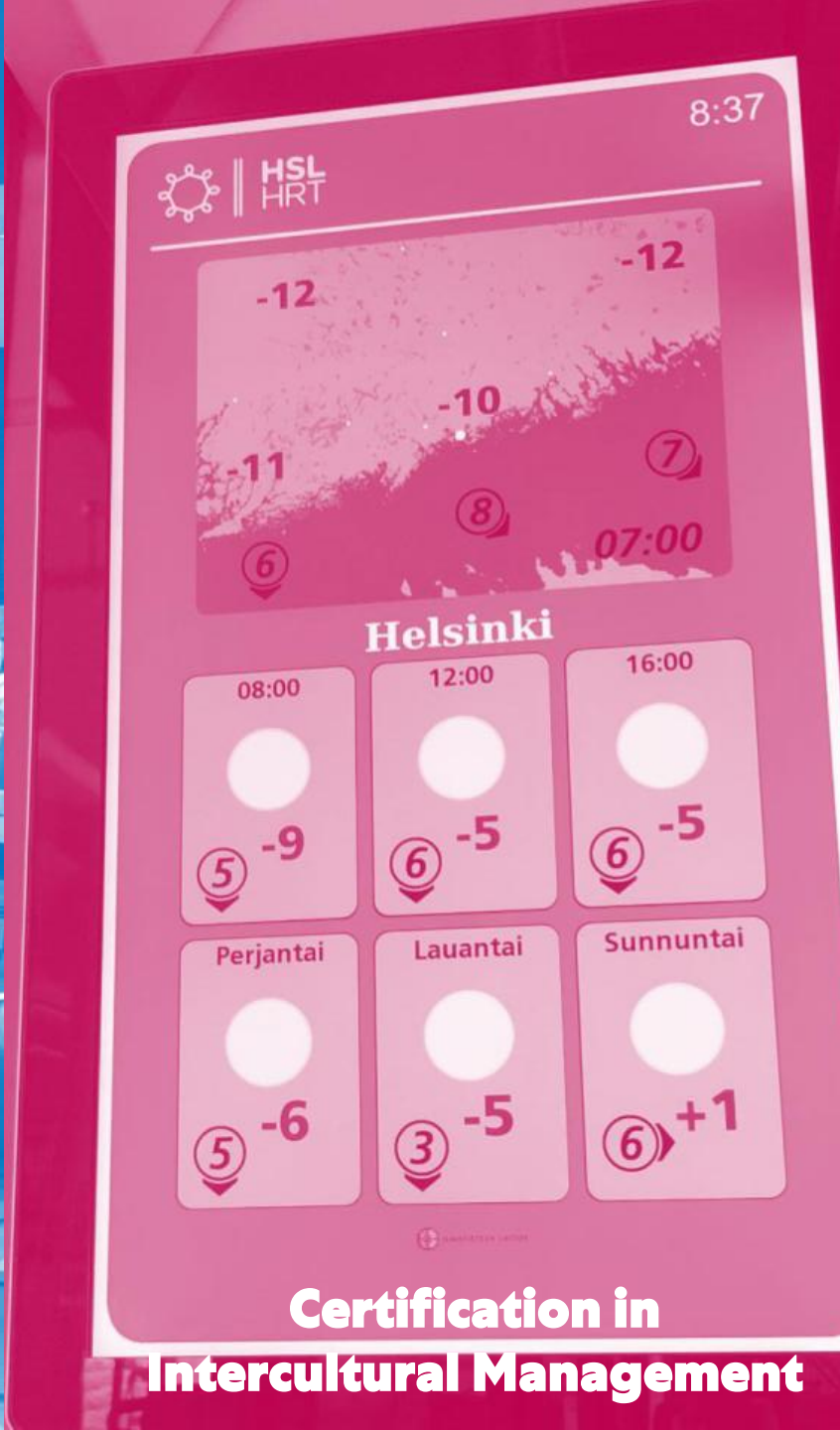


Envisioning alternative futures – What if?

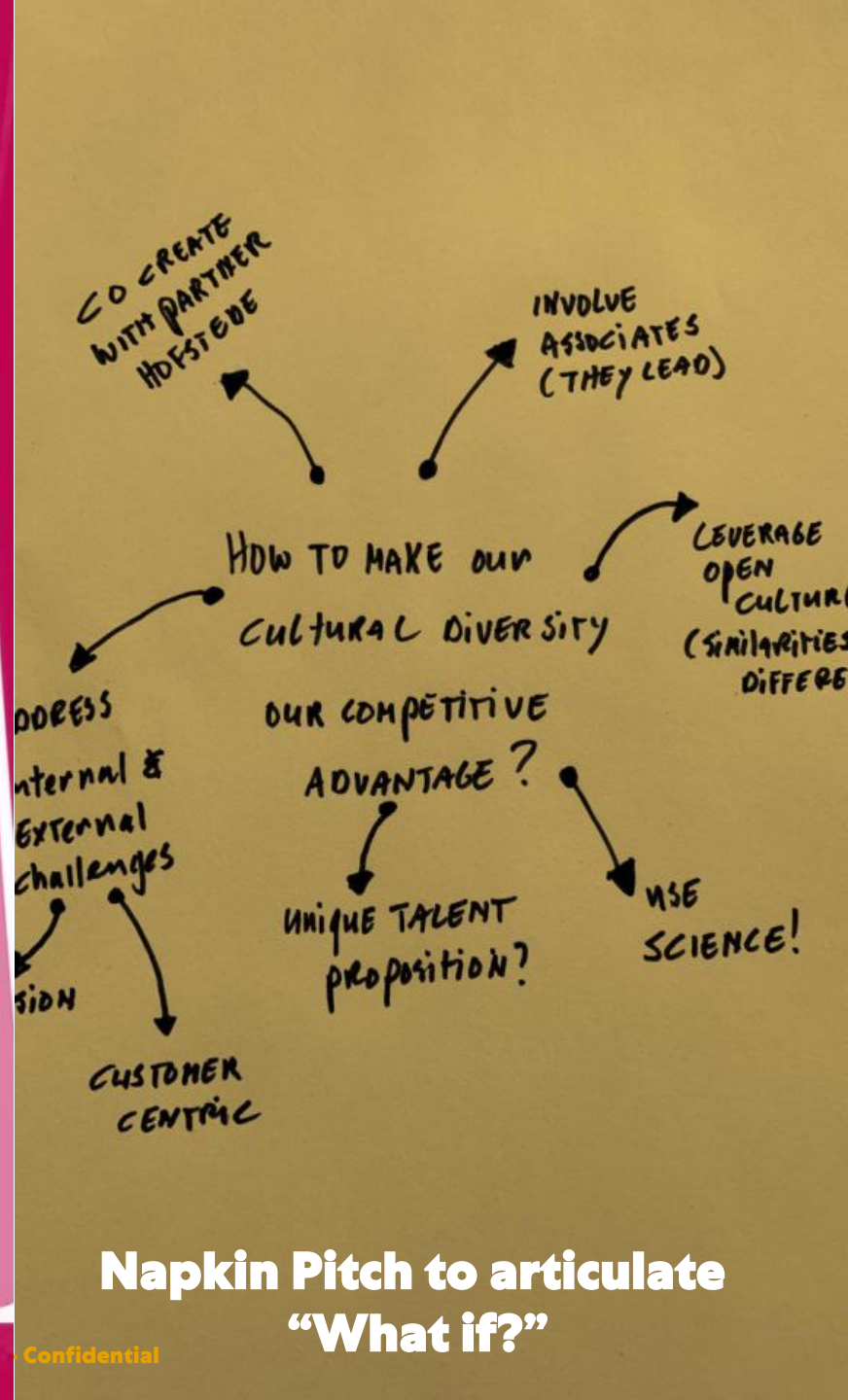




**Introduction Training
All Associates**

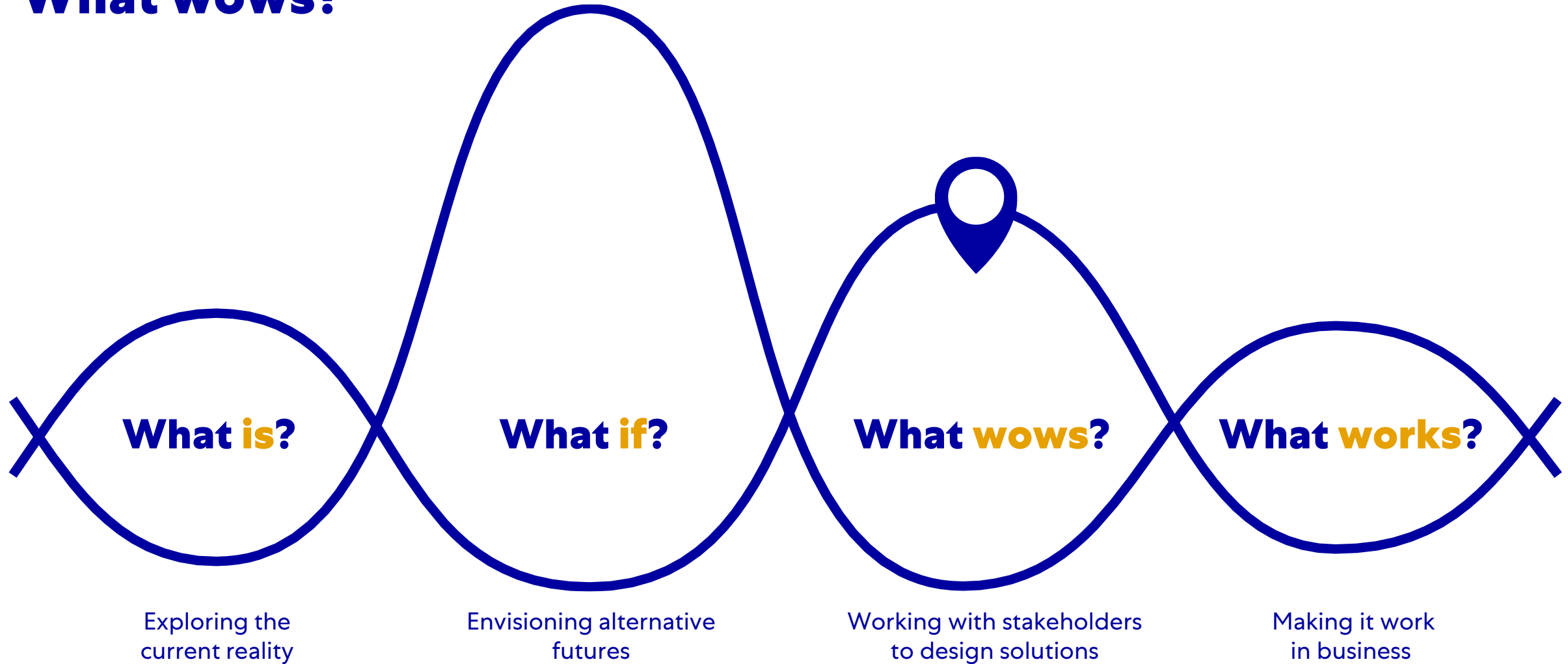


**Certification in
Intercultural Management**



**Napkin Pitch to articulate
“What if?”**

Working with stakeholders to design solutions - What wows?



We recruited a diverse group of 10 Associates to develop and run our “Cultural Ambassador Program”



background
→ customers/suppliers
practical examples
Understand the program
as a team make a
Step change
⇒ How to do it
→ better prep for customers → negot.
personal differences - culture
↳ want to unravel these
concepts
Tangibility on how to proceed
with our role
Our roles unclear
No tools to make
it tangible
How to deal with differences
of what I learned &
know
How to turn sdh experience
into practical business?
Overthinking!
at the end of the day
"what now?"
"tip-toeing"

Pre work, 2 days classroom training, design workshops, ways of working, launch plan. Facilitated by Hofstede Insights & Mars

Role of the Cultural Ambassadors

- Lead the rollout the program's work streams
- Identity the cross cultural challenges and opportunities
- Work with teams and Associates to improve how we respond to these challenges and opportunities
- Develop Cultural Intelligence in our business to allow inclusion and effectiveness



CULTURAL AMBASSADORS



**CULTURAL
AMBASSADORS**



The 7 clusters



PDI IDV MAS UAI



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PDI IDV MAS UAI



PDI IDV MAS UAI



PDI IDV MAS UAI

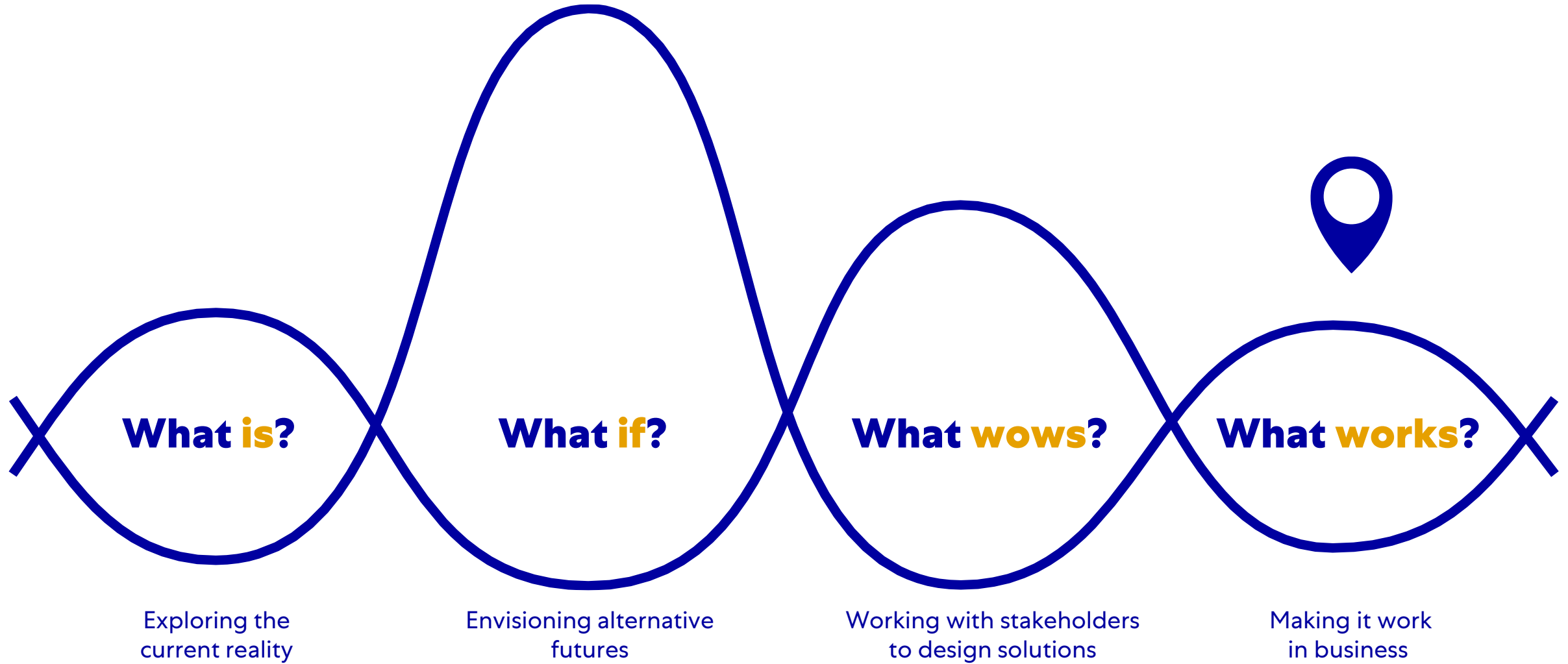


PDI IDV MAS UAI



PDI IDV MAS UAI

Making it work in business – What works?



What works – What our Cultural Ambassadors achieved

Education	Consulting	Communication & PR
<p>Onboarding training</p> <p>Individual Cultural Compass</p> <p>Refreshers</p> <p>Feedback across cultures</p> <p>101 to effectively run meetings</p> <p>Unconscious bias training for Managers</p>	<p>Customer meeting preparations</p> <p>Top to top customer meetings</p> <p>Negotiations</p> <p>Unlocking operational customer challenges</p> <p>Supply Chain challenges</p> <p>Shop floor execution at airports</p> <p>Redesigning Townhall meetings</p> <p>Redesigning Sales Team meetings</p>	<p>Socializing tools, case studies and best practices</p> <p>Integrate our culture work into Internal Employer Branding activities</p>

2019: Are we making our diversity our competitive advantage?

What we learned

We unconsciously focused on internal pain points over external/customer challenges at the start

Customer pain points

“We were so occupied understanding the new perspectives on our internal world, we forgot early wins with our customers”

Leadership Team Member

Only when we married our newly acquired skills with our daily business we started to make progress

Customer pain points

“The moment we started to apply our new knowledge and skills to prepare customer interactions, the penny dropped”

Sales Manager

Our Cultural Ambassador Program has been instrumental to the creation of our Talent Proposition and increased inclusion levels

Talent Proposition

**“I want to join this unit
so I can learn what it
takes to run a global
Business”**

Internal applicant

Inclusion

**“A place
where I can
truly be me”**

Dominant theme coming from our 2019 Great Place To Work Survey and Human Capital Survey reflecting on internal collaboration and inclusion

A strong company culture gave us great platform to build cross cultural intelligence in our business



The Five Principles

Quality Responsibility Mutuality Efficiency Freedom

**In stead of
focusing on the
differences,
focus on what
you have in
common**

**The world we
want tomorrow
starts with how we
do business today**

MARS