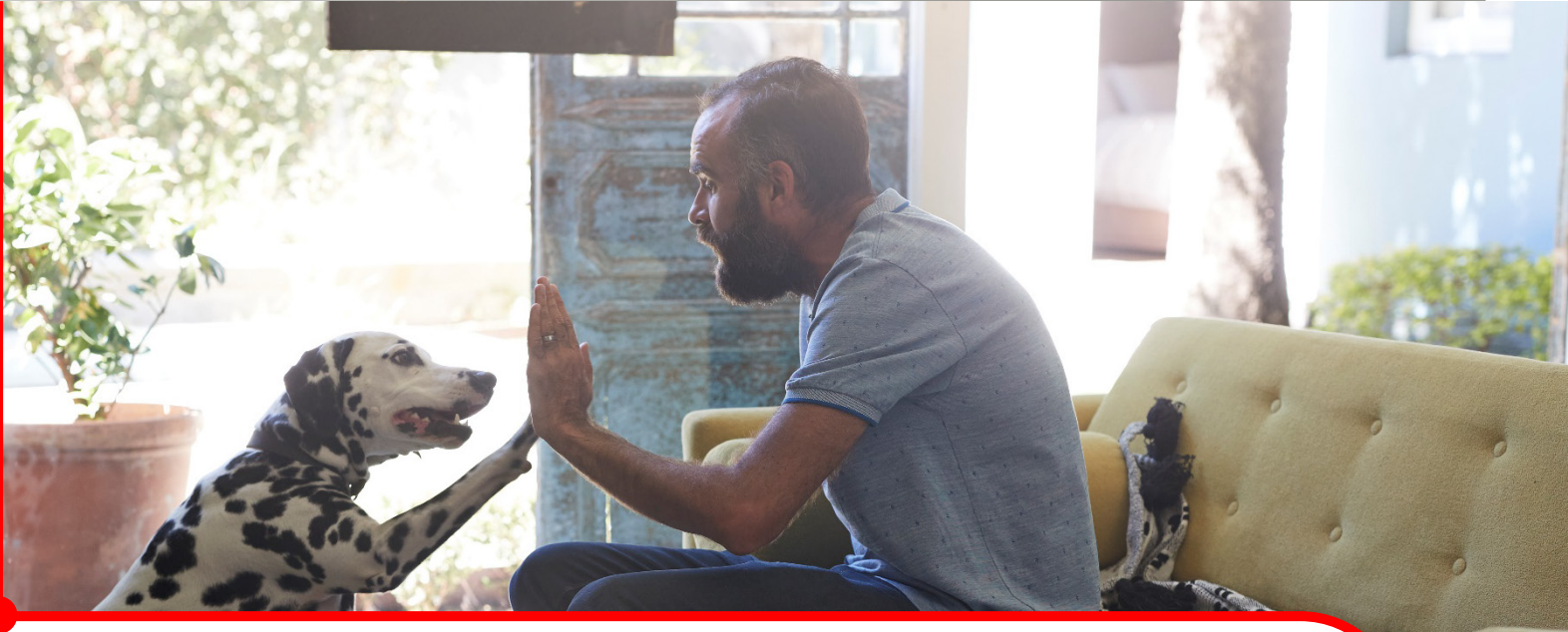


● Could your organization sustain another 2020?

by Praveen Moturu, Vice President Mars Digital Technologies and Chief Enterprise Architect





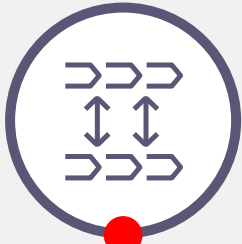
Prior to 2020, “crawl, walk, run” was the most advised approach to digital transformation. Then the most challenging year in a century forced a decade’s worth of change in a few short months as companies scrambled to shift work and business models practically overnight. Having a solid technology foundation and a sound strategy in place, enabled Mars to pivot quickly in response to the COVID-19 pandemic. Others were not so fortunate, but 2020 taught us a lesson: digital transformation cannot be delayed and becomes the foundation to continually evolve and sustain.

Mars recognized the need for digital transformation early on because we believe the world we want to live in tomorrow, starts with the way we do business today. When I joined the company in 2018, my role was to create the foundations and drive digital transformation – a bold ambition for a massive, global enterprise like Mars. Through collaboration and innovation, across our enterprise and with partners like Fujitsu, we succeeded and stood resilient even in the face of unprecedented disruption.

Achieving effective collaboration and innovation, with speed and scale, called for digital foundations that allowed us to add value in new ways. We created a flexible, cloud-based technology landscape to support innovation across the organization. Digital experiences transformed our manufacturing and supply chain operations driven by data, AI and connected solutions. New online consumer solutions, like our virtual Halloween experience, Mars TREAT TOWN™, and Pet Health Pal, our pet-care chatbot service, delivered value in new and unique ways.

As with any organization, our people are our greatest asset. Our teams went beyond collaboration, leading with empathy and understanding that enabled us to build high-performance teams focused on building value within the organization and for our customers. Our goal to exceed customer expectations drives us to continually rethink and reimagine new, digital experience that add value and differentiate our brand.

We continue to embrace the latest digital advances from multi-cloud to emerging AI solutions that support our growth agenda by connecting the enterprise across all product lines. Our multi-pronged growth strategy focuses on three guiding principles: **transformation**, **simplification** and **innovation**. Addressing the three in parallel facilitates end-to-end connection across the enterprise as well as our eco systems and ensures a holistic approach that creates sustainability and resilience.



Transformation

Business-driven transformation programs are our first priority, because having a strong technology foundation and a game plan allows us to adapt and scale quickly. We deliver transformation from the top down, addressing areas like human resources, finance, supply chain or manufacturing that have specific modernization needs.

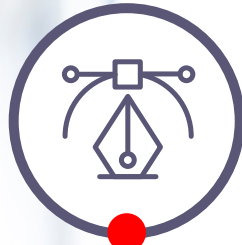
Transformation initiatives also come from the bottom up when core systems and capabilities require major upgrades. For example, we recently deployed the Fujitsu cloud-based **GLOVIA Order and Intelligent Allocation Management Platform** across our **Royal Canin®** business to help us cope with rapidly changing demand during the pandemic. In addition to achieving great business outcomes, the project demonstrated our shared commitment to understanding the human value of digital innovation.



Simplification

Simplification addresses the immediate risks associated with technologies and applications that are no longer supported, go unused or are not used to capacity. A continuous process of rationalizing, decommissioning, and modernizing applications and technologies across the enterprise ensures compliance and reduces costs. **In 2020, we decommissioned or modernized more than 4,000 applications – well over 300 per month – and reinvested the savings in innovation.**

We track and report progress monthly to ensure transparency and educate the organization on risk remediation and the benefit to their respective lines of business. As we acquire additional companies, enterprise architecture offers support and a methodology to connect technologies and applications seamlessly into the organization.



Innovation

Innovation is provocative and often disruptive yet needs to be sustainable. An efficient technology infrastructure is the backbone of innovation, bringing speed, compliance and scalability.

Strong collaborative working relationships are critical to our innovation efforts. We work closely with our industry, consulting, and technology partners to understand current trends and how to best leverage them. Having trusted partners with whom to align on strategy and rely on for timely delivery compresses the evaluation cycle and accelerates implementation. Close collaboration with partners and business players drives the type of innovative, trail blazing projects that keep Mars ahead of the curve. **In 2020 alone, we introduced 140 new technologies, quickly and seamlessly, across the organization.**



A culture of innovation

Perpetual momentum would not be possible without strong leadership and an inclusive culture. This is the heart of our success. It fosters co-creation with our associates and digital transformation partners, like Fujitsu, to ensure we continuously innovate and develop new ways of turning technology challenges into opportunities.

Creating the right digital foundations helps us find and deliver new ways to add value with speed and at scale. By continuously simplifying and transforming those foundations, my team rapidly became the engine of innovation across Mars. We continue to enable our associates and partners to collaborate and innovate with digital pace and global scale.

Praveen Moturu

A visionary and innovative business and technology leader, drives enterprise digital transformation at Mars.

His strategic leadership experience in transformation, technology and operations has resulted in significant business and revenue growth for Mars and other global Fortune 500 companies.

Ask Fujitsu

Address: 1250 East Arques Avenue
Sunnyvale, CA 94085-3470, U.S.A.

Tel: 800 831 3183 or 408 746 6000

Ref: 4041

Email: AskFujitsu@us.fujitsu.com

www.fujitsu.com/us

Copyright ©2021 Fujitsu America, Inc. All rights reserved. Material supplied by and used with permission of Mars Incorporated. ID-7759-001/03-2021