

Driving an Agile Culture

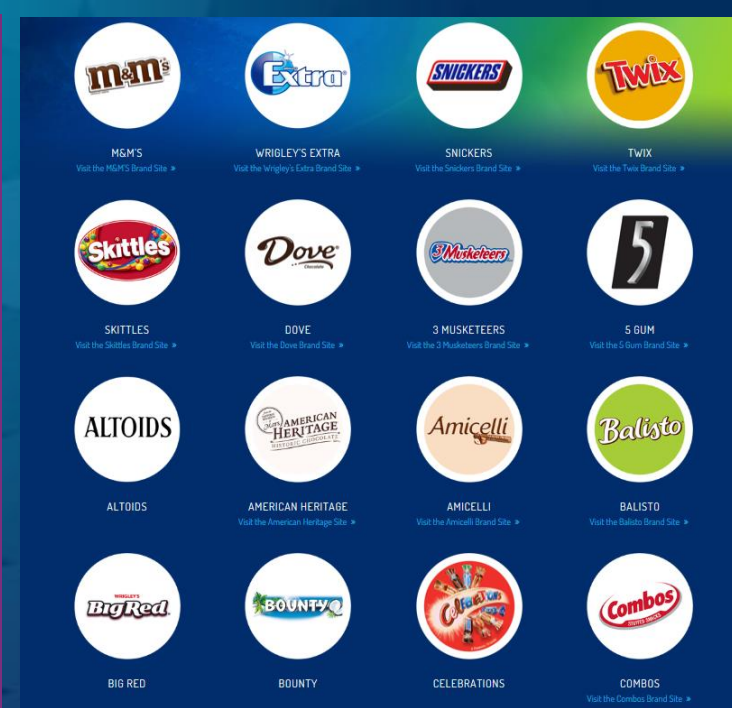
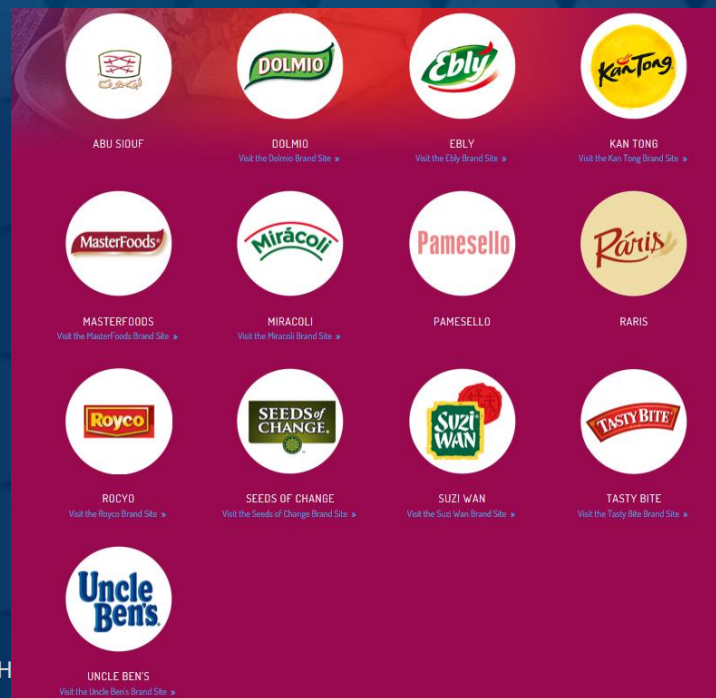
Lessons from MARS

Finance Digital Factory

Darek Kociemba

MARS – key facts

- Family owned business
- \$30b + revenue
- 100 000 + associates
- Organized by segments
 - Confectionary
 - Petcare
 - Food
 - Symbioscience



The Case for CHANGE...



Internet of things



Changing consumer preferences



Retail transformation



New business models & competitive landscape

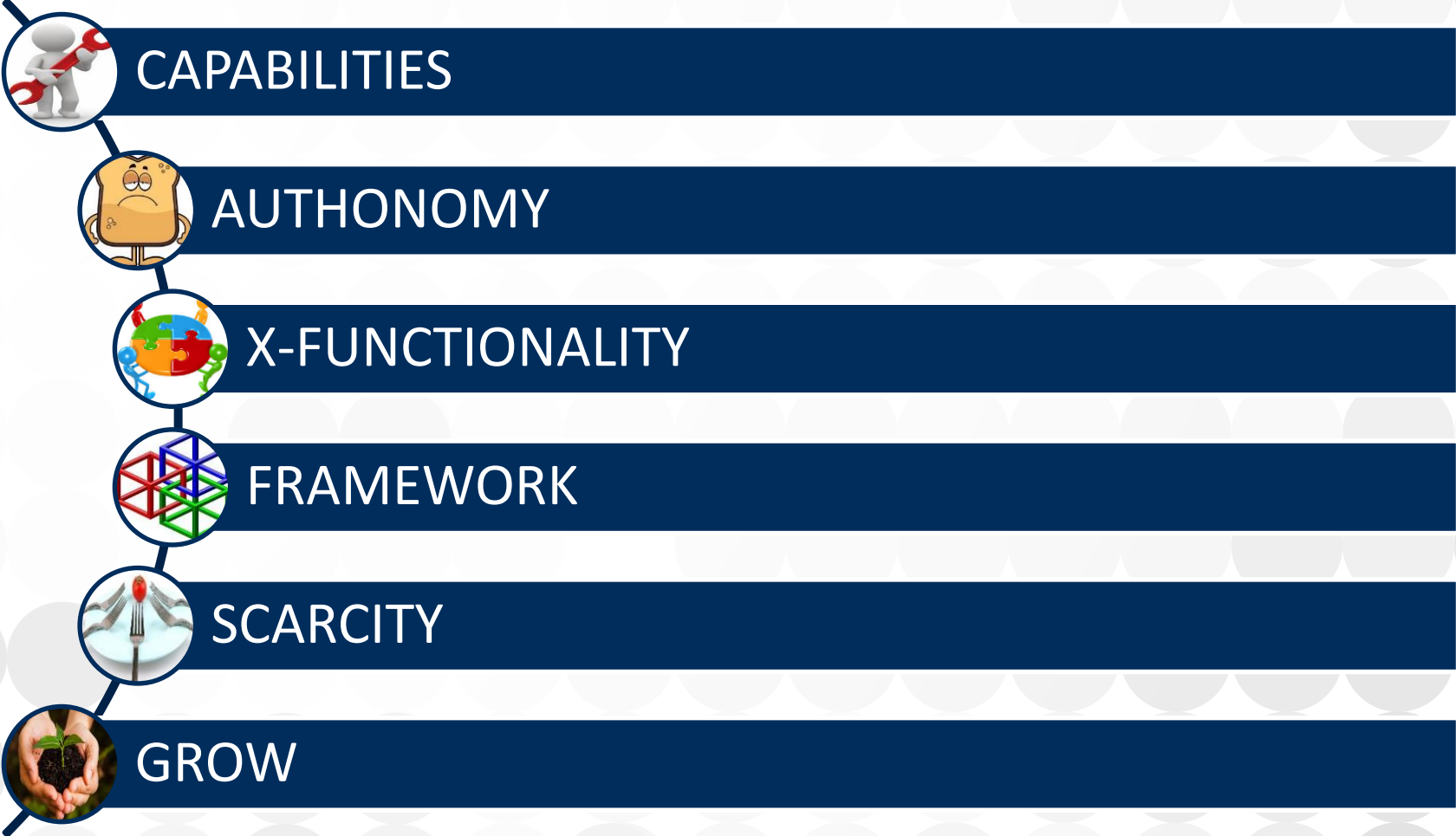
Digital Transformation Objectives

1. INCREASE SPEED AND AGILITY A 100 TIMES
2. DELIVER BREAKTHROUGH ON CONSUMER CENTRICITY
3. MAKE A STEP CHANGE ON DATA ANALYTICS
AND DECISION MAKING

Organisations
have
muscle memory

**Organisations
have not
been built to be agile**

Elements of building Agile culture @MARS





CAPABILITIES

Does your leadership team support it?

Do you have people who understand Agile?

Will you have 'frozen middle'?

Are you ready to bring capabilities in?





AUTHONOMY

Will you empower the Product Owner?

Will you empower the team?

How much of MVP will you allow/accept?

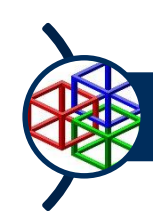


X-FUNCTIONALITY



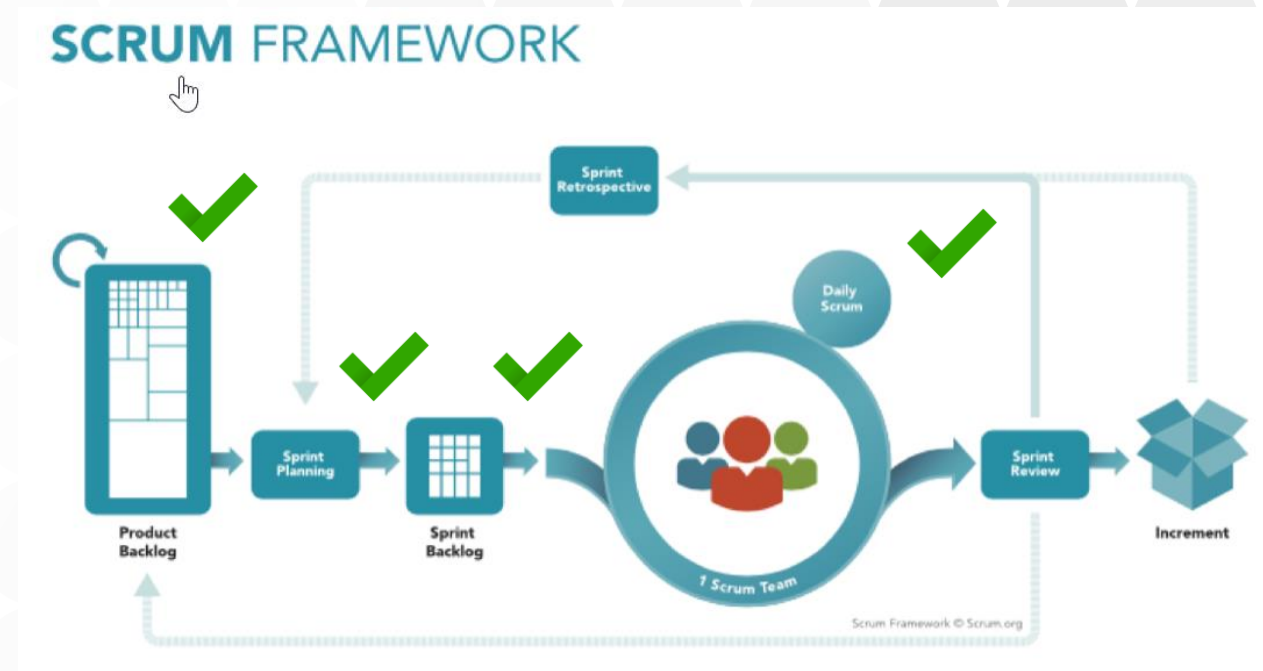
Can you really built a x-funtional team?

Will you allow them to be 100% commited to delivery of your product?



What is your Agile framework?

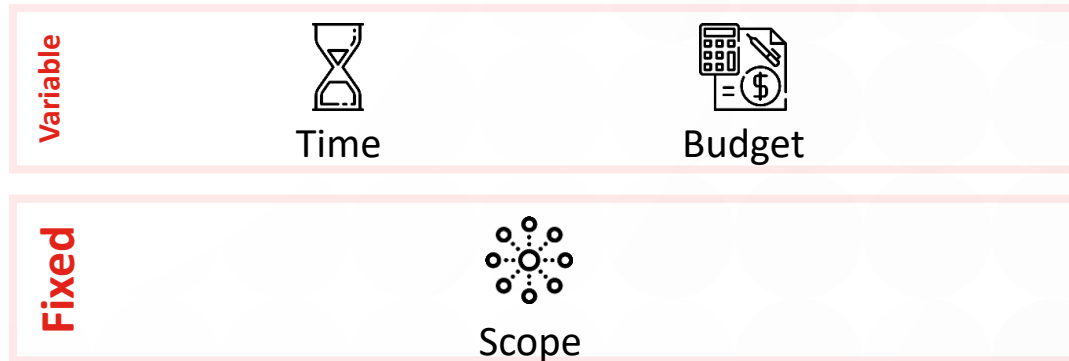
What workspace will you create for the team?



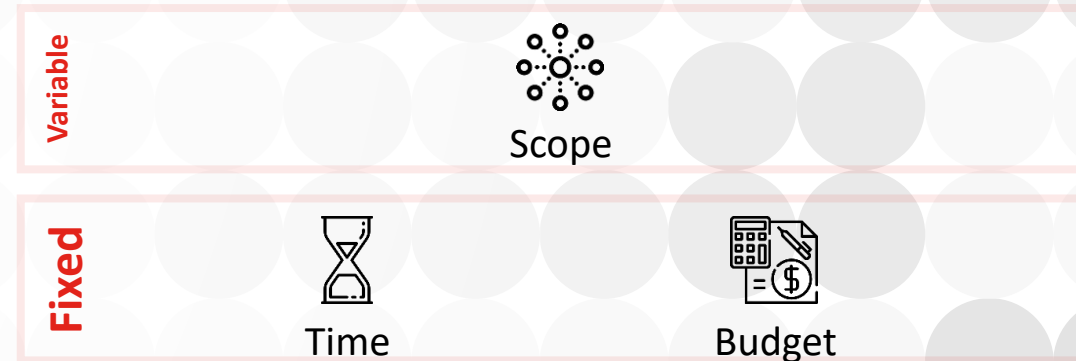


SCARCITY

Waterfall methodology



Agile methodology



We are implementing ,VC financing rounds'



OR HOLD!



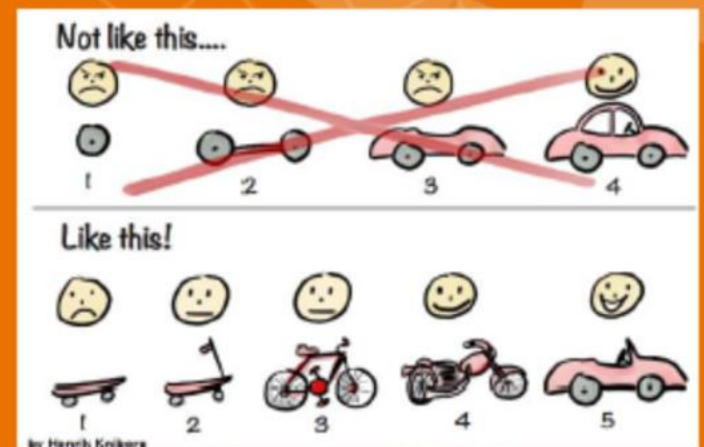
USER CENTRIC DESIGN THINKING



AGILE – SCRUM TEAMS



BUILDING MINIMUM VIABLE PRODUCTS (MVP)



Role of the Digital Factory

MARS HAS 11 DIGITAL FACTORIES

FINANCE HAS TAKEN THE LEAD

CLOSE COLLABORATION WITH ICT

COMMON APPROACH – LEARN FAST

MANAGEMENT LEADS BY EXAMPLE

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