



MARS

Case Study with *Sievo*

How Mars set a new performance culture to take its business value to a whole new level



Reading time: 7 minutes

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The symbolic moment of our transformation was when we saw our CFO using Sievo! It shows how the cultural shift was not only embedded across the Commercial team, but it had also landed firmly at the top of our organization. If anybody needs to know what our savings pipeline is, they can simply log into Sievo. We no longer need to reconcile spreadsheets and run meetings upon meetings to know how we are performing. This is the number one behavioral change we have landed – just dive into the system, have the conversation with live data and focus is on how we drive value together.



*Change Champion
of the story*

SAM DE FRATES

Global VP Commercial Performance, Capabilities & Services
Joined Mars in 2019

15 years of procurement and consulting experience

Specialities include digital transformations, strategic sourcing and team coaching & development

What makes Sam, Sam?

Getting outside as much as possible: running, biking or camping with family

MARS

A family-owned business driven by the belief that “the world we want tomorrow starts with how we do business today”

A diverse and expanding portfolio of confectionery, food, and petcare products and services

125,000 dedicated Associates across 80+ countries

\$40 billion in annual sales, producing some of the world's best-loved brands, including WHISKAS, ROYAL CANIN and SNICKERS

Sievo Solution highlighted in this case study:

Savings Program Management

Other Sievo Solutions that Mars is using:

Spend Analysis, Payment Term Tracking

Key Take-Aways

Align Procurement & Finance.

Mars has a unified view of their global savings projects via Sievo's Savings Program Management, a project management tool that helps their Finance and Procurement teams align and drive value, together

Tailored solution to unique needs.

Sievo participated in Mars process workshops to bring best practices and tailor the solution to their needs

Track savings performance.

Sievo's Savings Program Management visualizes and tracks their performance by region, category, finance aligned, finance approval, projects and more

Align on 90%+ value potential.

Sievo's connected platform gives global visibility to one set of numbers, reinforcing the credibility of tracked savings and building alignment on 90%+ of value potential early on

Drill down to line-item level.

Mars has its total value pipeline reflected in Sievo and can be broken down to line-item level by every user

Live data decision-making.

Bi-weekly ‘performance drumbeat’ meetings at Mars are driven from Sievo, improving decision-making and prioritizing actions

How it all started

For more than a century, Mars has worked to make a positive impact on the world around us. As a global, family-owned business, Mars believes one can only be truly successful if their partners and communities they operate prosper, as well. Mars is inspired and guided by The Mars Five Principles – Quality, Responsibility, Mutuality, Efficiency and Freedom.

Challenge

When de Frates joined Mars, it was clear the company had set the right ambitions and the key ingredients for making this a reality were there – they had the business backing, category expertise and analytics skills. But de Frates quickly realized that as an organization, Mars needed additional support to reach their goal. Fundamentally they had to challenge the organization's culture to take pride in setting stretch goals and closely track their performance more efficiently.

Our suppliers have the potential to fuel growth, improve quality, enable our sustainability goals and bring agility to our business' capabilities. Procurement's role is to focus all of its efforts on connecting our business segments to these crucial resources.

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Solution

Choosing Sievo was about more than providing a technology solution. Mars wanted a partner to take part in the design process, bringing best practices to underpin the performance culture transformation.

Sievo's Savings Program Management (SPM) allows Mars users to create and manage savings projects, while collaborating with their business stakeholders. SPM's dashboards visualize the Mars savings pipeline status, run a robust approval process and capture the value. Via this united view, Mars can now easily track their performance by region, category, finance aligned, finance approval, projects and more.



We had a lot of PowerPoint and Excel spreadsheets flying around the world. This was hugely draining and distracting us from actually going after the value. We needed to put in one streamlined, simple and globally connected process for planning our savings pipeline and proactively managing it.

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Result

The Mars performance culture transformation has firmly landed the business' belief in their savings ambition. Thanks to Sievo, the alignment between the Mars Procurement and Finance teams has significantly improved. This is also attributed to the SPM's user-friendliness and ability to dig into project details such as line-item level.

New behaviors have also developed, and with conversations based on live data, they are far more efficient. For example, the bi-weekly 'performance drumbeat' meetings at Mars are based on numbers tracked in Sievo's tool. The results speak for themselves: P&L savings have doubled and, at the start of the year, business alignment on the pipeline exceeds 90%.



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We had a core design principle that the tool is ruthlessly simple to use and ruthlessly used. Our success is rooted in our change management methodology: people, process, technology and *then* more people. Since go-live, we have done nothing but develop and reinforce our new behaviors.

Why we do what we do

Sievo is a leading procurement analytics SaaS-based solution company. Our purpose is to create a transparent and data-driven world. We help our clients identify opportunities, translate these opportunities into projects, embed created value into budgets and ensure that savings truly hit the bottom line. We speak the language of procurement and we translate numbers into the financial view.

