

Driving Open Innovation

Mars

Situation

Mars is a family-owned company founded in 1911, and today generates annual revenues of over \$25 billion per annum. It is one of the largest food manufacturers in the world, including:

- billion-dollar brands M&M'S®, SNICKERS®, Twix®, MARS®, FREEDENT® and ORBIT®
- the world's leading petcare company which includes PEDIGREE®, ROYAL CANIN® and WHISKAS®
- 65,000 associates working at more than 300 sites and 115 factories, in about 75 different countries.



Like many other leading global organisations, Mars is dealing with a rapid pace of innovation and consumer change which is leading them to consider new business models and approaches.

Objectives

The objective of the programme was to enhance Mars' understanding of Open Innovation and provide examples from other leading organisations that can be applied to Mars products, packaging, raw materials and processes. Specific focus was to be given to the importance of senior management support and the issues around 'getting started' – changing the culture to make open innovation successful and systematic in the company.



Approach

H-I Network worked with the Mars Open Innovation team to identify the key issues, the best approach to deliver change and also identify other leading organisations to collaborate in the programme. Programme activities included:

- reviewing key Open Innovation objectives in the organisation
- gaining insights into Mars and H-I 5Ps of Innovation
- inviting and briefing guest speakers to related consumer product businesses
- providing detailed agenda for the workshop and social programme
- utilising H-I Network OI tools, 5Ps of Innovation, Innovation Stress Points
- leading the facilitation of the workshop at Mars in Slough
- consolidating the learning and actions for the Mars Open Innovation programme.

Results

The management and attendees of the workshop provided positive feedback.

"Well structured, good diverse range of companies and expertise." "Great sharing session."

"The H-I Network tailored programme has supported the Mars journey to Open Innovation. We have brought a broad cross-functional team together, which has gained a common language and valuable insights from other leading organisations. Mars is now working on delivering the actions and value from Open Innovation. We are looking forward to participating in more H-I Network programmes."

Open Innovation Director R&D, MARS



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