



# *The changing role of our engineers at Mars Drinks*

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Customer Service Director*





**MARS**  
drinks



We Create Great Tasting Moments at Work

## 100% DEDICATION TO THE WORKPLACE MAKES OUR BUSINESS UNIQUE



WORKPLACE DESIGNED TECHNOLOGIES



WORKPLACE DESIGNED PRODUCTS  
DELIVERING ON TASTE AND CHOICE



HASSLE-FREE SOLUTIONS



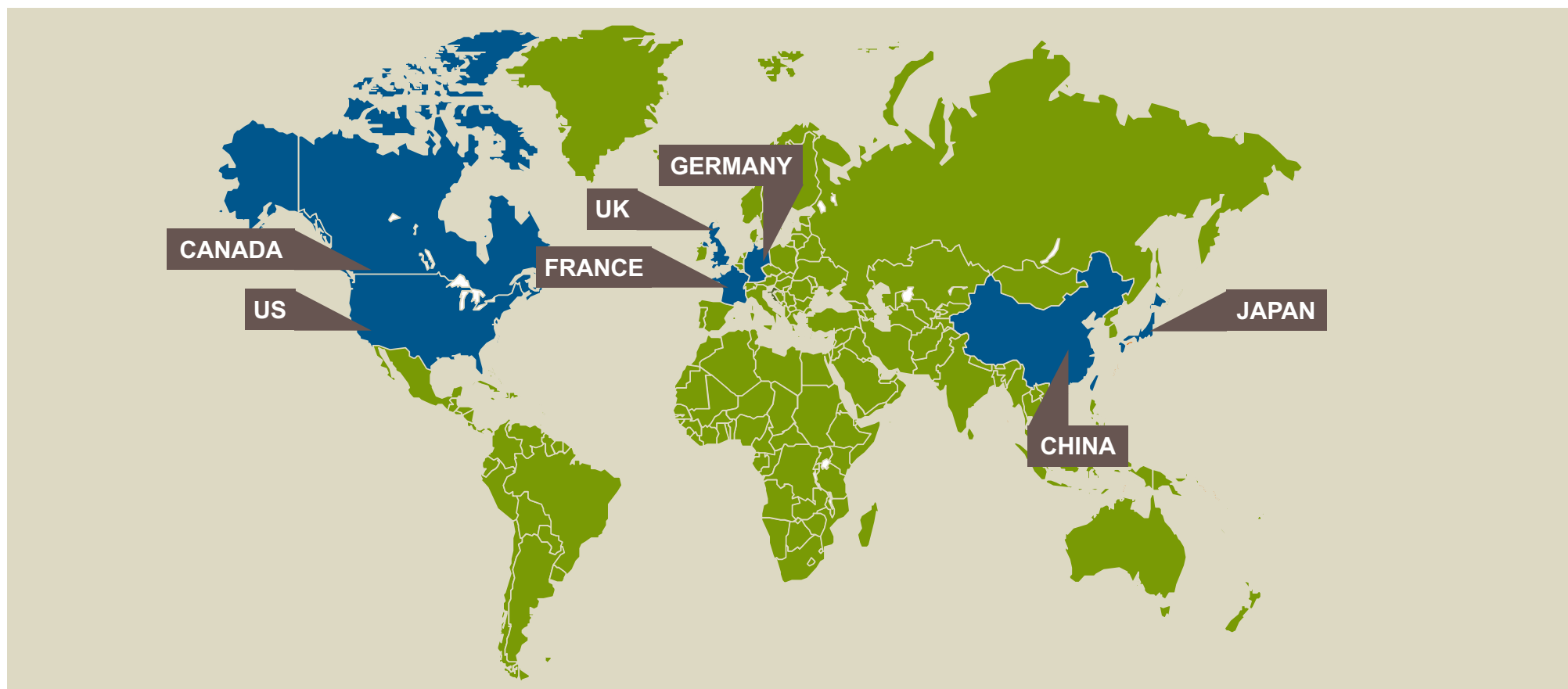
COMMITMENT TO SUSTAINABILITY



WORKPLACE VITALITY™ — EMPOWERMENT AND BELONGING  
FOR PEOPLE AT WORK ACROSS THE GLOBE



## Mars Drinks Markets



‘Transformation is not an event,  
but a series of ongoing processes of  
knowing who we are and what we want to create,  
and then going for it.’

Kevin Cashman – Leading with Agility





# Adding value to the Customer day









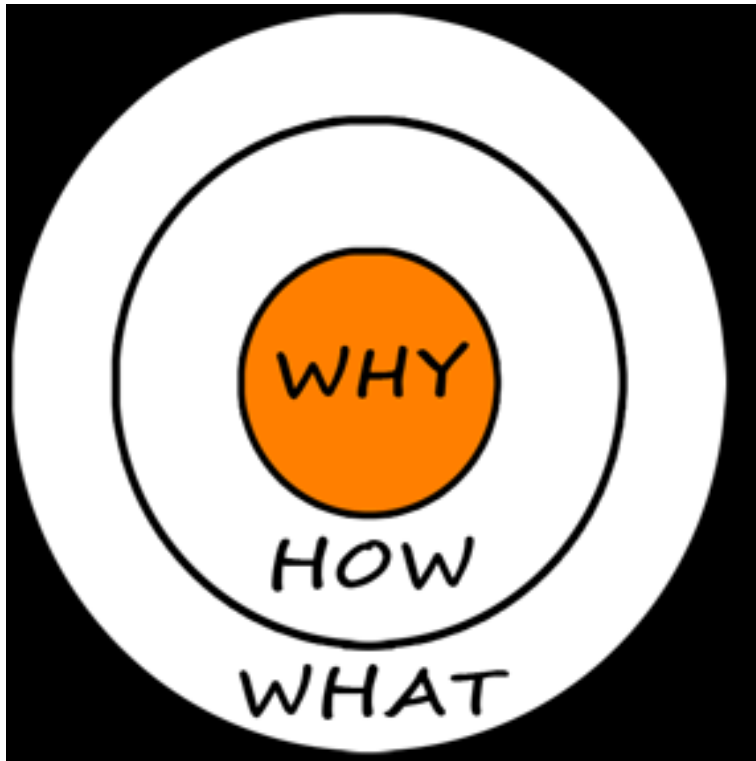
Rethink The Daily Grind™

## *MY REFLECTION ON OUR JOURNEY*





## *'The Why'*



- Align with the business goals
- Focus on the new world – remove risk
- ‘Stepping out of the shadows’ conference
- Feedback from the Customer
- Be the change
- My team bought into this idea and journey
- Set the time frames – Sprints v Marathons
- Remove fear of Failure - not ‘what’ but ‘how’

# Shrink the Change



- Use Customer feedback - Create mutual benefit
- Recognise that those in service do want to do a good job
- Involve them in the conversation
- I'm not the expert – assess your position in the hierarchy (official & unofficial)
- Fishbowl sessions - Seek insights from the 'coal face'
- Let go of the past
- Find the 'so what' to create mutual benefit
- Away from or Towards to - pitches

# Continuous Improvement



- Used expertise (Reliability, Engagement or Costs)
- IBO's & Development plans - calibration of performance
- Supporters, fence sitters & laggards
- Individual v Team performance
- Demonstrate vulnerability to create right environment
- Reward the cooperative, and condemn the uncooperative
- My ongoing discovery learning



# Resilience



- 80% is good enough
- Reframing disruption is a good thing
- Celebrate the small things & bright spots
- Over index on communication
- Don't be held hostage
- Focus on the inside out – start with Behaviours
- Be visible

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