



# **GREAT PEOPLE**

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## CAREER PATHS IN SUPPLY

## Topic: Career Paths in Supply

- **Session Leader:**  
Mike Wittman/Dan Baker  
(one-on-ones)
- **Objective:**  
Decision—Gain alignment  
on Design Principles,  
Approach and Timing
- **Working Team**  
Nici Bush  
Dan Baker  
Mike Wittman  
Dave Bradey  
Paul Myler  
Dan Nugent  
Jessica Reed  
Mike Carabok  
Dale Creaser

## Topic: Career Paths in Supply

- **Purpose and objectives of the session:**

Deployment of the Mars Leadership and Supply Functional Capabilities has provided a good foundation on which to strengthen our talent pipeline. This coupled with the new Development @ Mars toolkit is resulting in more powerful conversations regarding development plans that best support both current and future desired roles. In turn associates are also asking “which career paths best support my ambitions”. As you consider Supply’s future talent requirements across segments and regions a similar question comes to mind – “what experiences do Supply associates need to best prepare them to support our growth plans”.

With these questions in mind, the working group below met to consider options to develop and deploy a career pathing framework for Supply. With your support the team will be prepared to fully develop and deploy a career pathing framework for Supply.

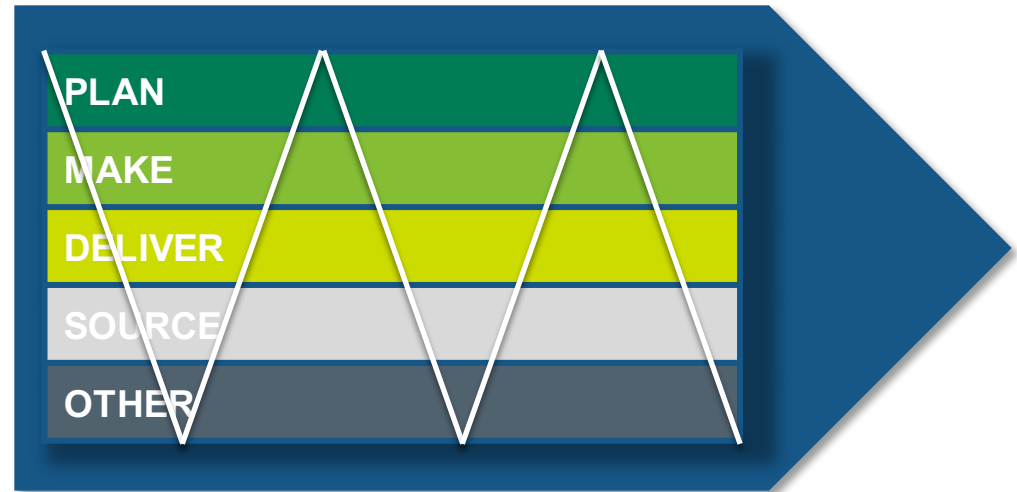
**We make surprisingly sophisticated products at scale**



Our goal is to deploy a single global career planning model & methodology enabling us to develop technically competent, talented and engaged associates in order to fuel Great Plants and Great Pipelines

# Design Principles

1. The career pathing framework will be designed around the Plan/Source/Make/Deliver/ Other model
2. Career progression will encourage at least 2 experiences across each of the 3 areas below:
  - a. Cross-functional roles within the supply chain
  - b. Business models
  - c. Market types



Role	Estimated Years @ Level	Guidelines/Experiences		
Sr. Leader (Global)	1+ rotations	2 functional areas	2 business models	2 markets
Sr. Leader	2-3 rotations, >8 yrs	2 functional areas	2 business models	2 markets
People Leader	2-3 rotations, >8 yrs	2 functional areas	2 business models	n/a
Individual Contributor	3 rotations, >5 yrs	1 functional area	n/a	n/a
		2nd functional area		

 Required

# Design Principles

## 3. Time in role model will be integral in design thinking

- The larger the Role & Strategy, the longer length of time to assess, develop, implement, reassess, & continue the cycle*

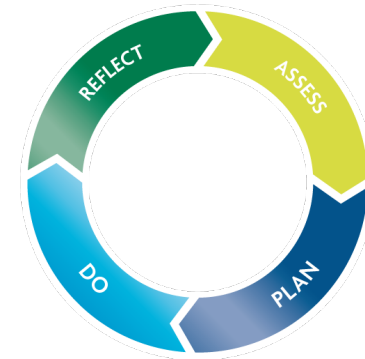


Zone	Minimum Time
7	21 months
6	30 months
5 & 4	36 months

## 4. Factors such as associate learning agility and degree of business risk will be considered

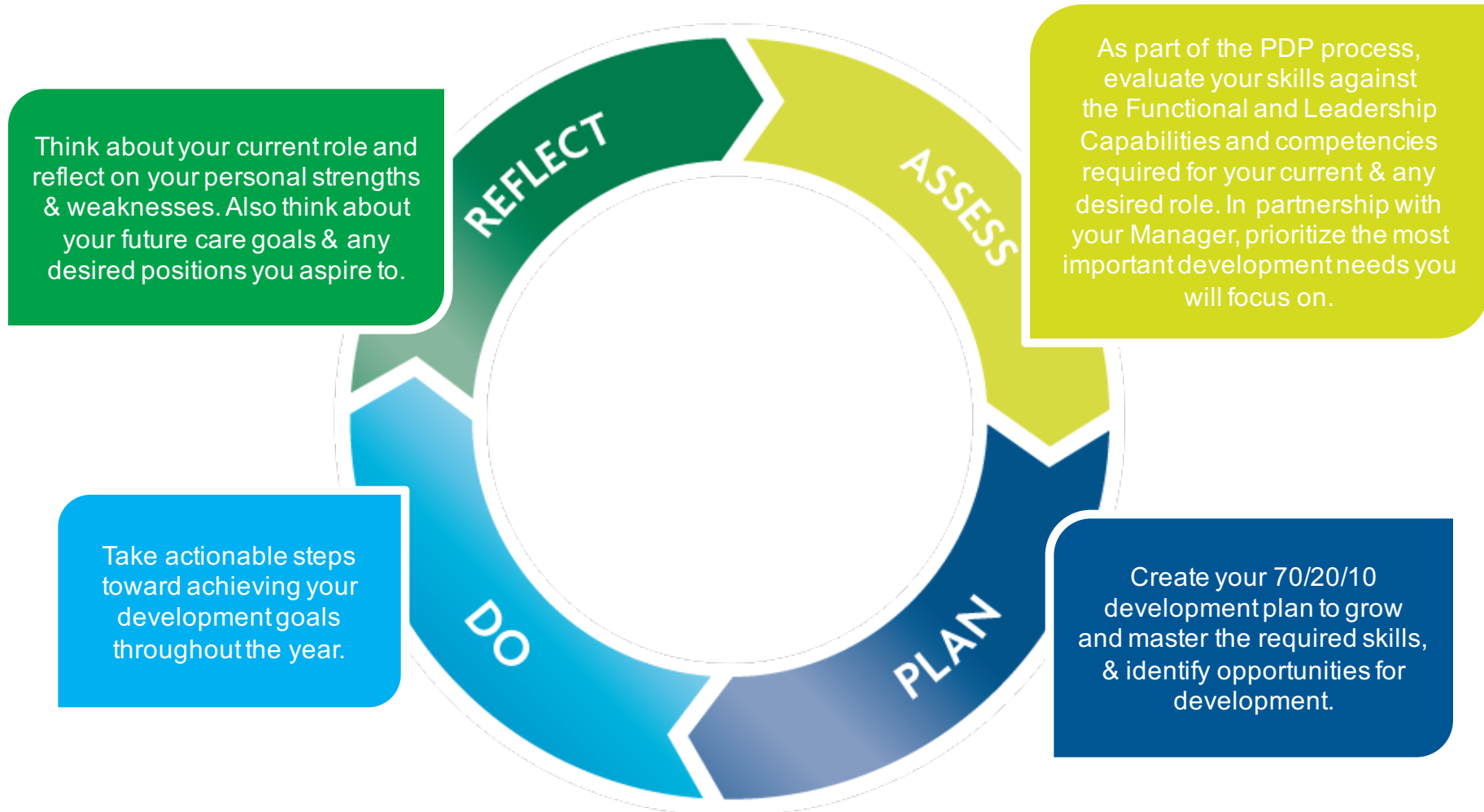
<u>Risk Levels</u>	
1 dimensional change	✓
2 dimensional change	~
3 dimensional change	⊘

1. Align with and support
  - DNA of Supply at Mars – 3GP’s
  - Supply Capability Framework and the associated anchor role structure
  - Development @ Mars process
2. Build on the work deployed in NA Petcare & under development in NA Chocolate
3. Keep it simple and focus on principles & avoid initial dependency on “system” solutions/tools
4. Provide a high degree of transparency while ensuring associate expectations are managed
5. Support our efforts to “raise the bar” and drive retention



# Approach

Align with and support—Supply Capability Framework and the associated anchor role structure



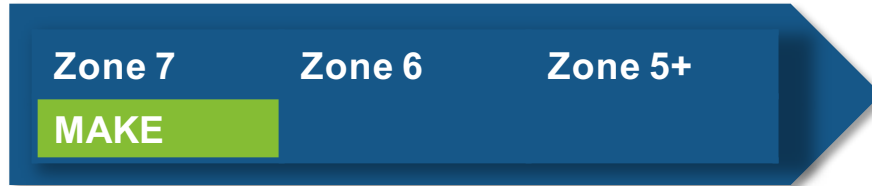


## **The proposed project timing is based on the following milestones:**

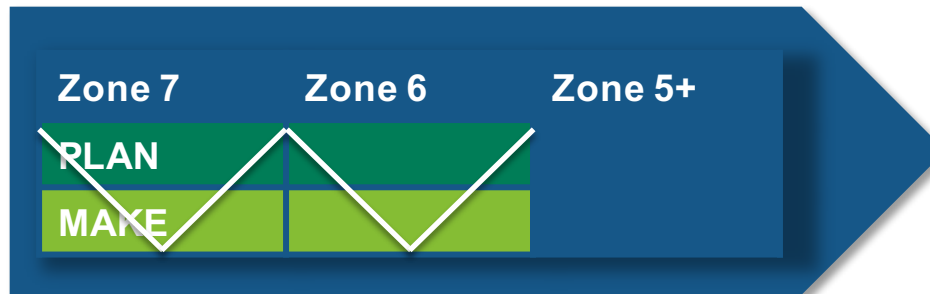
1. Proposal review & solicit feedback: Oct/Nov
2. Final revisions: Dec
3. Final review & sign-off: Jan Supply Meeting MVA
4. Development of global deployment toolkit: Jan–Feb
5. Deployment to Senior Leaders: Mar (series of webinars)
6. Development of supporting tools/systems: Mar–May
7. Deployment of supporting tools/systems: May–Jun

# What Are My Career Aspirations?

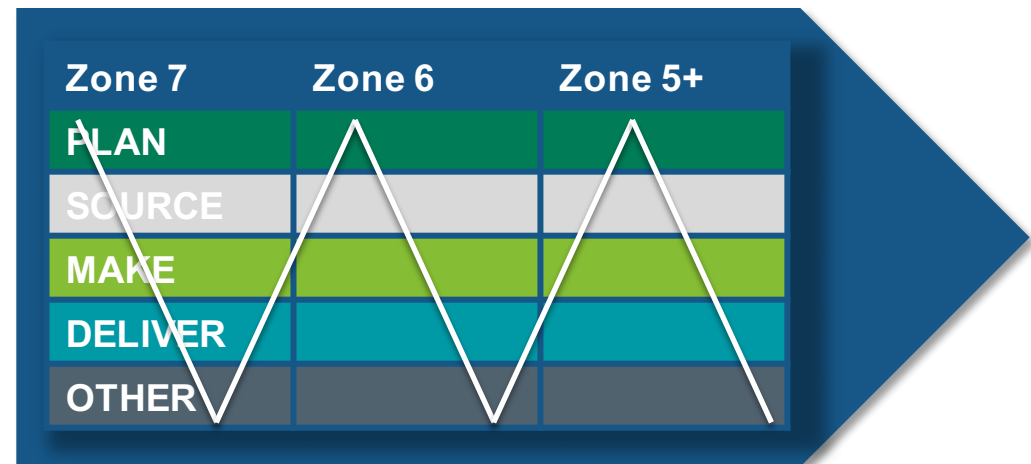
## High Professional/Individual Contributor



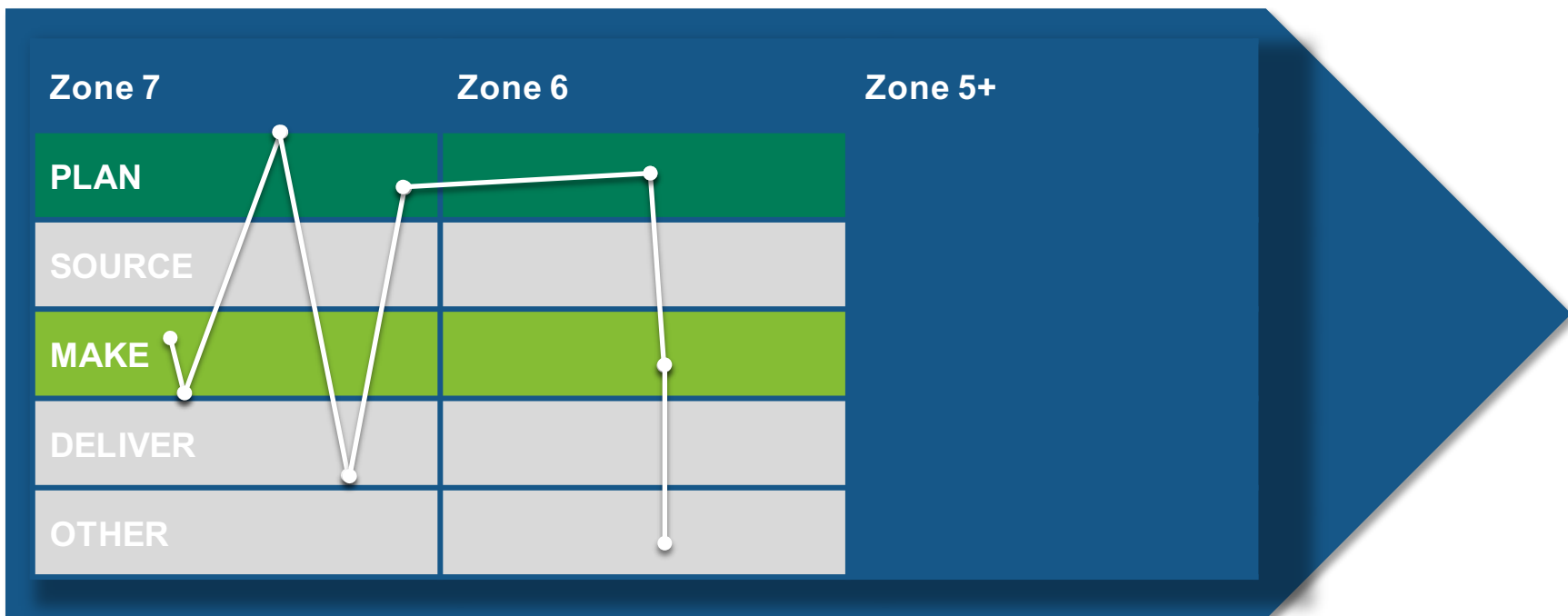
## People Leader



## Senior Leader



# Functional Model (Functional Areas)

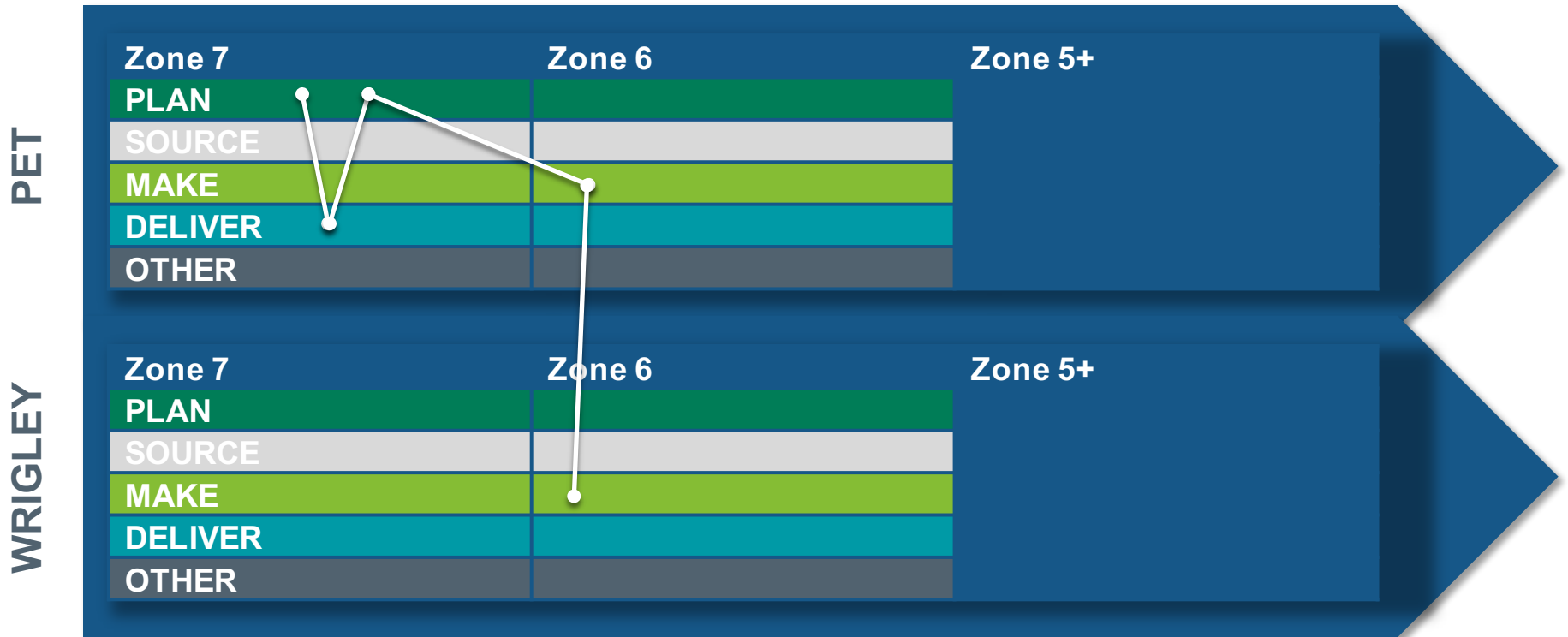


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		2nd functional area

These 2 sections aren't relevant Correct? Can I remove to make the Chart smaller?

■ Required

# Business Models

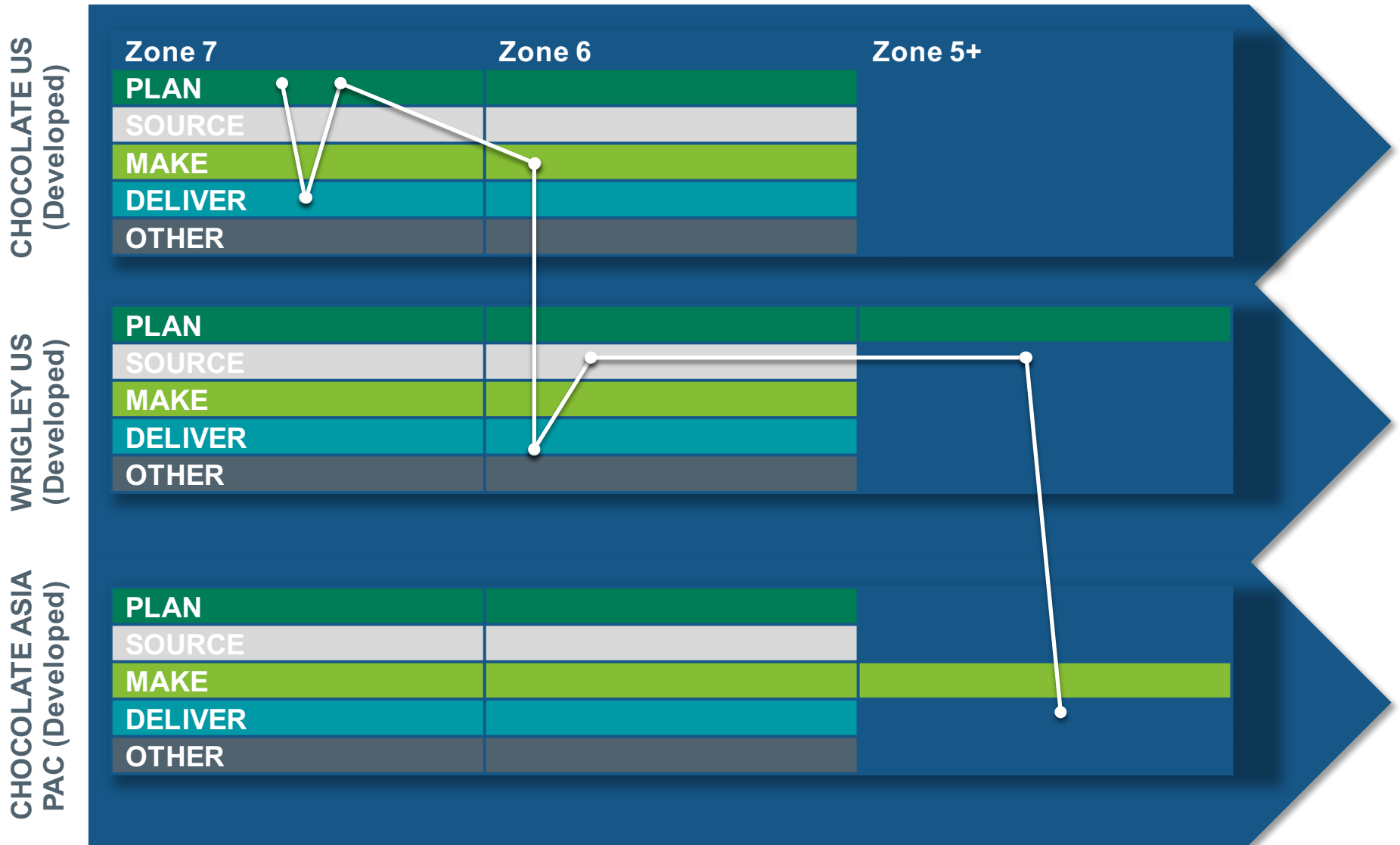


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People Leader	2-3 rotations, >8 yrs	2 business models
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These 2 blue sections aren't relevant  
Correct? Can I remove to make the Chart smaller?

■ Required

# Markets



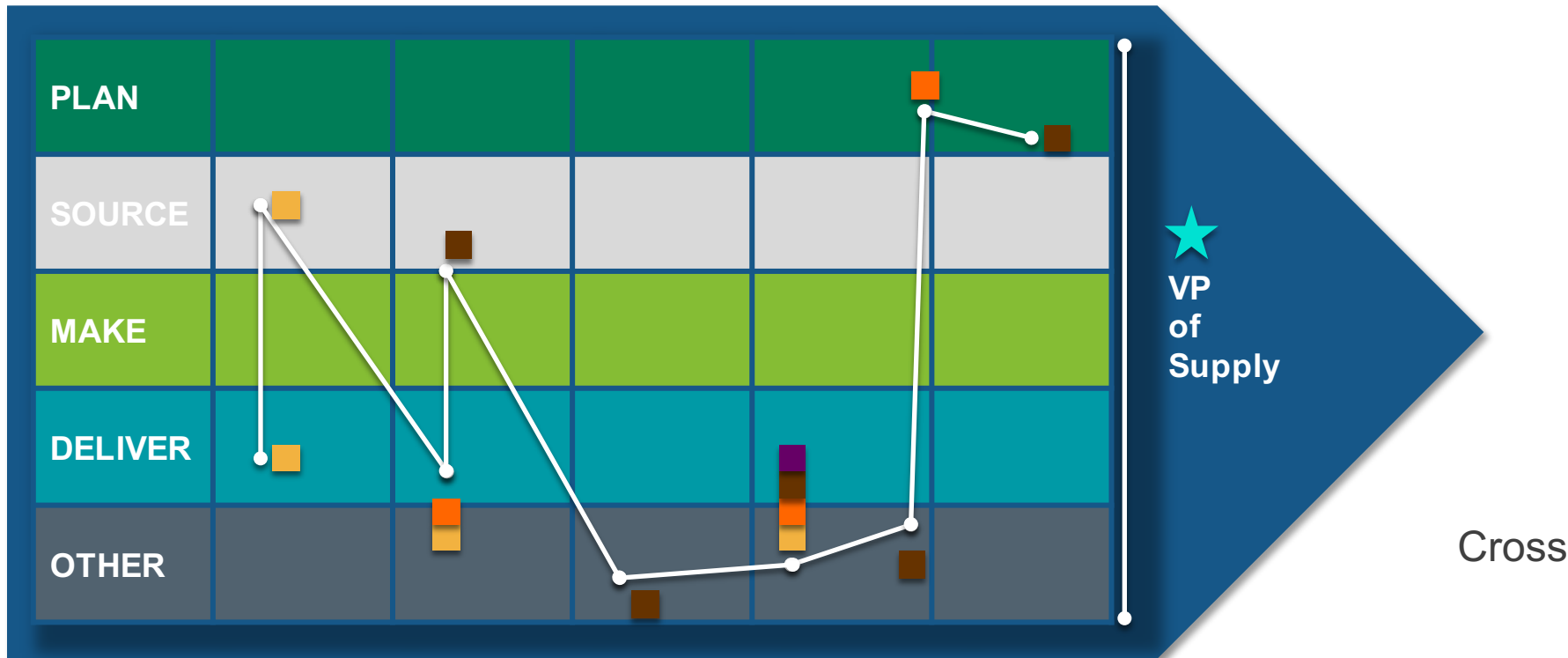
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People Leader	2-3 rotations, >8 yrs	n/a
Individual Contributor	3 rotations, >5 yrs	n/a

 Required

# Associate Example Career Maps

# Joe Burton—Chocolate



## Associate Career Path

- Mars Petcare
- Mars Chocolate
- External
- Mars Food

## Potential Future Roles



## Development Plan

- Provides Safe Products and a Safe Workplace (via current role)
- Managing Vision & Purpose (Inspirational Leader)



## Current Associate Roles

### MARS Petcare

National Logistics  
Manager

Customer Care Director

Logistics

Director (Plan/Deliver)

### MARS Chocolate

Site Logistics Manager

CLS/CFS Manager (S&F)

Customer Care Director

Customer Care Dir –  
McLane (Sales)

Site Director CLV

### External

Distribution Manager  
(External)

Supply Chain Strategy  
Manager (External)

National Logistics  
Manager

Customer Care Director

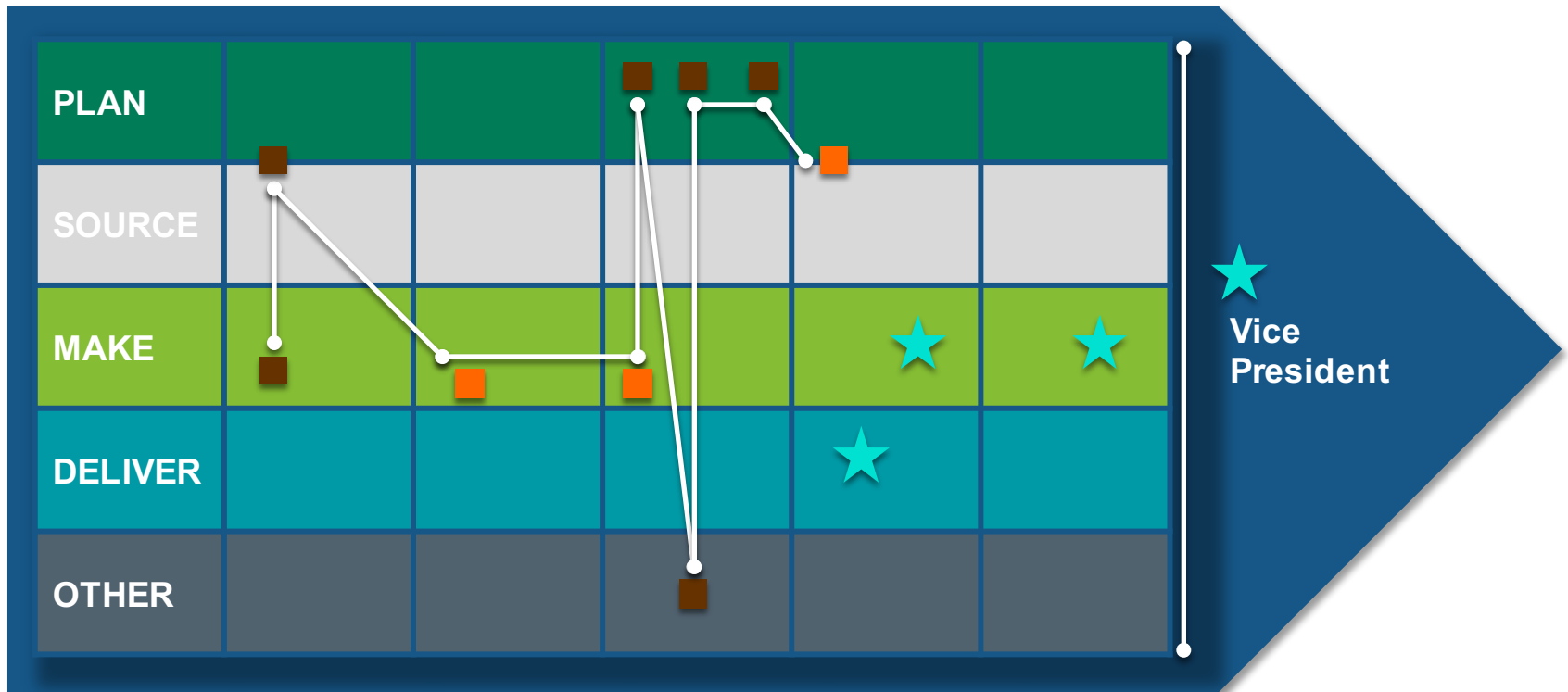
### Food

Customer Care Director

## Potential Future Roles

VP of Supply

# Andy Everitt (2011) Pet



## Current Associate Roles

■ Mars Petcare     ■ Mars Chocolate

## Potential Future Roles



## Development Plan

- Managing Vision and Purpose
- Supply Func Capability – Q&FS, Make, Safety

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## Current Associate Roles

### MARS Petcare

Site IE: KKM

Shift Mgr: KKM

Ops Planning Mgr: BRN

### MARS Chocolate

Process Operator & Prod  
Clerk: BUR

Finished Goods and Raws  
Scheduler: BUR

Bus Integration/ Project  
Manager: HKT

Filled Bar Planner: HKT

Segment Planning Mgr: HKT

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## Potential Future Roles

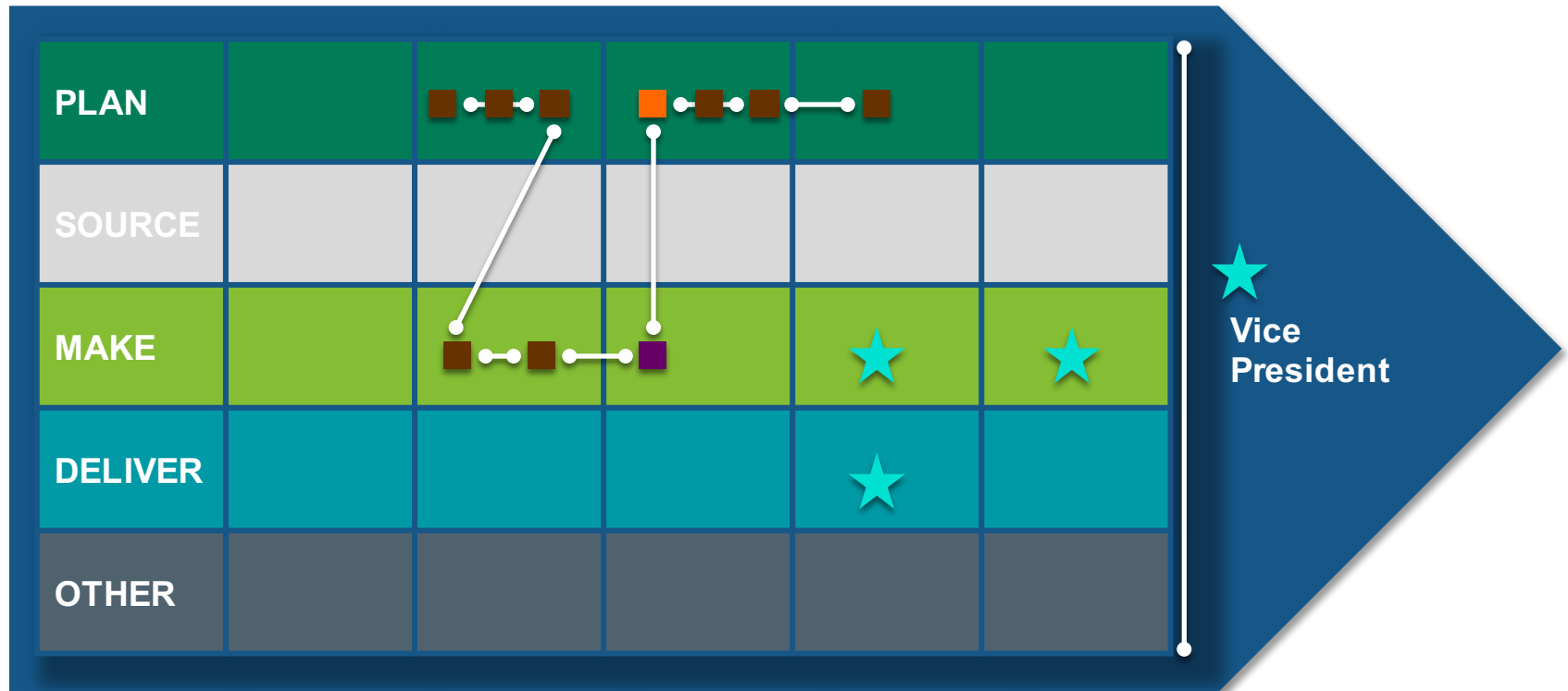
Network Manager

Vice President

Site Manager

SC/IE/S&OP Director

# Elinor Bracho—Chocolate



## Current Associate Roles

- Mars Petcare
- Mars Chocolate
- Lucas

## Potential Future Roles



## Development Plan

- Dealing with Ambiguity, Strategic Agility
- Supply Functional Capability – MAKE Principles, Regulatory, Quality/Safety

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## Current Associate Roles

### MARS Petcare

Demand/Ops Planning  
Manager

### MARS Chocolate

Scheduling POS Planning  
Special Packs Planning  
Planning Manager Copack  
Site IE Manager  
Operations Sift Manager  
Demand/Ops Planning  
Manager FB BMT  
Central IE Manager  
Planning Manager, Seasonal

### Lucas

Planning Manager Lucas  
Mexico

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## Potential Future Roles

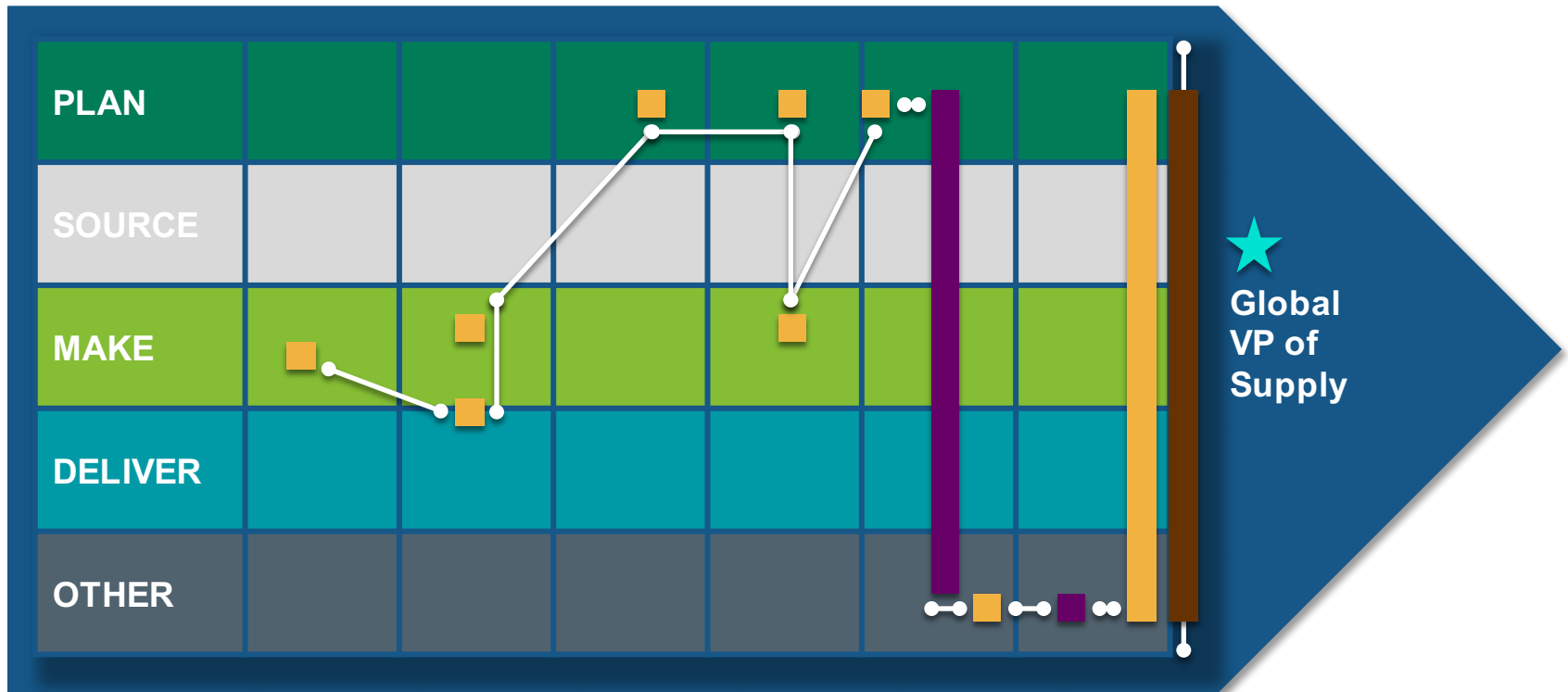
Value Stream Manager

Plant Director

Customer Logistics Manager

Vice President

# Mike Wittman—Chocolate



## Current Associate Roles

- Mars Chocolate
- External
- External—New Market/Global

## Potential Future Roles



## Development Plan

- Dealing with Ambiguity, Strategic Agility
- Supply Functional Capability – MAKE Principles, Regulatory, Quality/Safety

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## Current Associate Roles

### MARS Chocolate

VP, Supply Chain  
(Food & Bev)

### External

Operator (OTC/ Pharm)

Manufacturing Team Leader  
(External J&J)

Maintenance Team Leader  
(OTC/Pharm)

Master Scheduler (OTC/Pharm)

National Planner (Supply, Demand,  
Activity) (OTC/Pharm)

Distribution Manager (OTC/Pharm)

Planning Director (OTC/Pharm)

Project Director (IT) (OTC/Pharm)

VP, Supply Chain (OTC/Pharm)

### External— New Market/Global

Operations Director  
(OTC/Pharm)

VP, Process Excellence  
(IT)(OTC/Pharm)

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## Potential Future Roles

Global VP of Supply

# Appendix