(1) Mars, Inc: How to build trust and successfully scale across the globe -

Transcript:

(00:02) [Music] hey everybody it's Gabriel and I am here with my good friend Micah and also my new good friend Usha from Mars how are you Usha hello good how are you doing well so thanks for joining us one of the things we've been talking about is um a lot of our customers they're automation programs are accelerating or what we call scaling right you guys are obviously a huge uh success story you guys are doing amazing work um Mars internet of itself is an amazing brand um but I wanted to get some Pro tips as

(00:45) Micah said um as as you start to look at more and more processes a global company like yours when you think about sort of automation standards and standard standardization of of creating automations and whatnot like where do you start what do you recommend like how are you guys doing it even the standardization of your processes I think is really important too yes we're a global company so we have we don't have standardized processes across segments across countries one of our Mar principles is freedom so our segments

(01:19) are allowed to come up with the processes that they work best for them so what we've been doing is we've been using automation to standardize we've been using automation to create digitization at scale we are looking to use um we're actually I'll give you an example we're actually doing an invoice uh processing um automation at scale globally and we're looking to see the processes are different from country to country but how can we create an automation that's actually going to help

(01:52) them process standardized and also digitize that scale I like that that's really interesting that's a different approach than most people would say most would say we're going to optimize this process end to end we're going to push it out to everyone and make them use it but I like your approach it's a little bit different to say we're going to automate parts of this and try to standardize a bit that way tell me about how something like that is initiated because with such a large company I'm

(02:15) sure that that's almost like for lack of a better word hurting cats right you've got so many people in different regions yes this was I think for us a big portfolio that came through and we needed to make sure we initiated the right way so we had to gain the trust so we started with the POC and then worked with the countries and say which country can we take but for our challenge they gave us the most difficult country they say if you're successful with this that's when we're going to start working with you with all

(02:45) the other portfolios but that was it we took a PC of subset we showed them we can do it and I think that's when we got the trust and the confidence and we've been uh we're actually going to be implementing this across 18 countries wow wow by June of 2024 that's awesome I mean a it's great you have that level of visibility to know when you're going to be able to deliver that tell me about how the change management process works with that I mean because you've got a lot of different regions that you're

(03:11) worried about there right slightly different processes everywhere how are you handling that um change governance I'm big on change governance wanted to make sure we had a ster call we understand what the changes are actually bringing these uh processes standardized as well and what cannot be standard is how do we govern it who do who do we have from an accountability for each country and uh We've also been doing a top down governance as well whether it's funding whether it's Finance whether it's changes so we have top down

(03:45) governance and it seems like it's going to be successful that way you touched on something a moment ago that that is a theme that keeps coming up um this idea around sort of trust and build sort of building belief by taking on well in your case they're like if you can do this you can do anything but you know it could be at any level probably right and maybe at you know previous points in your automation program maybe there was like lower hanging fruit that maybe wasn't as as complex but nonetheless

(04:13) this idea of strategically sort of building trust so that you can then do this Global type of program I think it's a really interesting thing um any like Pro tips there in terms of like just from a relationship building perspective you know we're ultimately humans right building all the digital workers to help us be a better version of what we are so working with our teams working with the network that we have in Mars we've created a stair code team we've created a governance we are actually having

(04:46) constant Communications transparency giving them all the information all the challenges that we may have with your process how can we you know standardize this what is the funding when are are you going to be using the funding when is that going to be expiring giving them the whole information from a funding governance and also transparency as to what's happening when and communicating it at the right time has built uh trust and a confidence for the team amazing communication's key yes with so many different processes across different

(05:22) countries there had to be some technical challenges that come up here right because I have to assume they weren't all using the same platforms they obviously didn't have the same processes talk to me about that a little bit that had to present some challenges in its own so invoice processing different countries the first challenge we had is different languages and then different time zones so we had to start working on Solutions and tips tools that would actually work and support in some cases we had to wait

(05:53) for the language support to be in so we could actually get um the languages to be supported and then from a time zone perspective our team is global so we were able to implement we actually have resourced some people in other time zones as well so our capacity increased as we started building this portfolio that's awesome yeah the last question I want to ask you about this is how are you measuring success on this right You've Got This Global roll out you obviously are influencing change in I think a very interesting way how are you

(06:26) measuring and Reporting on that success right cuz it's something just to measure it but I need to be able to talk about it and share the impact with executive leadership the success is measured based on our dashboards the transactions the volumes and we look at the exceptions and how many documents have we been able to process that would have been processed manually what is the benefit in an hours and what's the value that is realized to them based on the hours that we've given them back there's a big

(06:58) beautiful dashboard we've actually been customizing our dashboards and uh we've been customizing our dashboards for each of the countries because the need of the country is different again Communications transparency sharing all the information on uh the success stories it's not just documents that a process how much time have we given back to the employees how are they using that time back and that's the that's what we hear from all our leaders you've given so and so this team has gotten so much

(07:31) time back that they're able to put it back into marketing and sales yeah I love that and I think the other thing that I would think of there is like the avoidance of financial penalties or fees because we're able to pay these invoices on time and regularly the other thing I think of is when you're automating these then the invoices that humans are doing manually they're doing the hard ones right they're doing the ones where we actually need a human to maybe investigate look it up the amount seems

(07:59) weird they can and focus on that ased to about their for the day of like I to crank through so many of these so I think that's that's great that is really good I want to just recap this because I think you hit on some really interesting points first it was about how do we initiate Global change right for our processes by automating some of this stuff the next is how do we get through initiation how do we start to work with some of these new functional areas that maybe we haven't worked with before

(08:27) right build the you guys are in a really great position you were able to take on that like the way you change you know kind of phrase it is like a hard challenge they said well if you can do this then fine that's not the easiest way to do this but because your team was skilled enough to be able to handle that I think that really enables you to build trust right away the other thing I think of is the tech challenges that you had to face and I think it was really interesting the way that you think about how we're solving these different

(08:51) problems in different areas and then finally I would hit on the way that you're measuring success I think that's incredibly important a lot of uh automation programs will just say like oh we delivered five automations this quarter right that doesn't connect with an executive leader and when we think about executive alignment funding for our program expansion of our program that's not the language that connects and so you guys are really thinking about what is the stakeholder care about what is the information that they want

(09:19) to see let's get some feedback from them like how has this impacted you because that information helps you to tell a story for other business stakeholders and to your executive leadership to say this is the impact we're having in this area it's quantifiable it's measured through both hard and soft benefits and now we're ready to expand yeah it's always a why why are we building this right I love what you guys have done this communication machine that you've built whether it's the dashboard or the

(09:46) process along the way I think you know fundamentally that's what makes it work right yeah I do want to add one more point we have Global support 24/7 365 that helps that really helps to have um a portfolio level supp yeah and Trust that's That's essential so yeah that's awesome that's amazing wow I can't wait to check in with you again thank you so much for taking a little bit of time to share with us so much thank you so much for allowing us to tell the story to everybody oh it's our pleasure it's our

(10:13) pleasure any [Music] time

YouTube

https://www.youtube.com/watch?v=ppXzo1IjLDs