

MARS

incorporated

LIFTING THE ICR TO A HIGHER LEVEL

Mars Inc is a family company (privately-owned) mostly known for their products and brands in confectionery and pet food (11)



Being a global company in a sector with a few big competitors. Mars Inc. operates in highly oligopolistic market (6). **Primary motives** for **internationalization** are **mixed** and **secondary motives** are **strategic**, focusing on requiring market share and competitive advantage (18)

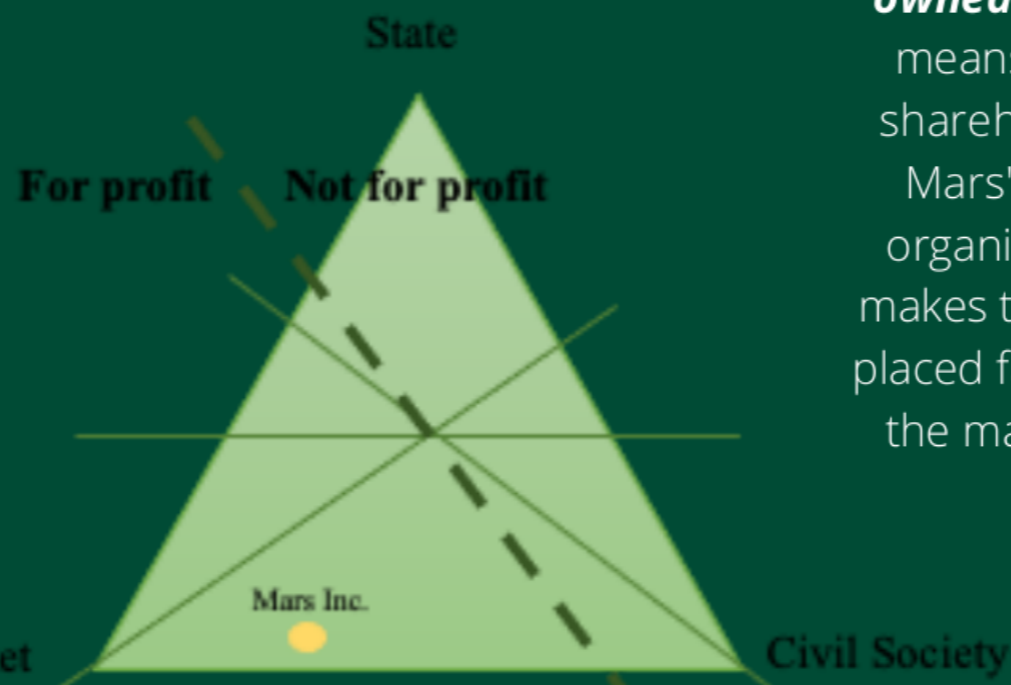


Figure 1: Mars Inc. position within society

Societal Triangulation:

Mars is a **privately-owned** company. This means there are no shareholders outside Mars' international organization (4). This makes the organization placed far to the right in the market corner of society

ROUTE A TO B AVOID DOING HARM

Segmentation fallacies
Often, consumer willing to change behavior still imposes a problem. The confectionery industry is till this day still a growing industry. Mars motivation for limiting output of product with high content of sugar and fats can seem unattractive with the perspective on short-term profits basic on existing demands (18)

ROUTE C TO D DOING GOOD

The Partnering challenge
For Mars to fully incorporate SDG goals towards Health and Nutrition in their portfolio, the organization has to engage in cross- and intra-sectorial partnerships. Finding a perfect partnering fit with the organization's core values and portfolio imposes a challenge. Multitude of partnering opportunities are available across channels. For Mars to engage in an effective partnership, the organization must review internal and external alignment consideration defining "a good fit"(18)

	INACTIVE	REACTIVE	ACTIVE	PROACTIVE
Generic motivations			M	
Transition challenges		M		
Generic ICR ambitions		M		
Sustainable supply chain motivations		M		
Sustainable marketing motivations		M		
Sustainable HR motivations			M	
Sustainable inclusive finance motivations	M			
Natural Sourcing motivations		M		
Sustainable inclusive innovation strategies		M		



INTENTION - REALIZATION GAP

Mars current ICR **intention** can be defined as both reactive and active. Motivation for sustainability is coming more and more from within. However, the organization has to watch out for a **stuck in the middle** position. **Execution** is mostly **active** sustainability activities align with the organizations core activities. **The gap** between intention and realization is rather **large**, for Mars it is hard to determine the exact "intentions" as the organization is rather secretive regarding their operational activities (5). To be more in line with their well-set goals, working together with both internal and external stakeholders can lead to more trust and efficiency (18).

CSR mission

Mars mission statement regarding CSR is the following: **We believe the world we want tomorrow starts with how we do business today.** The organization operationalizes this by setting up subjects with goals, as displayed below (4)



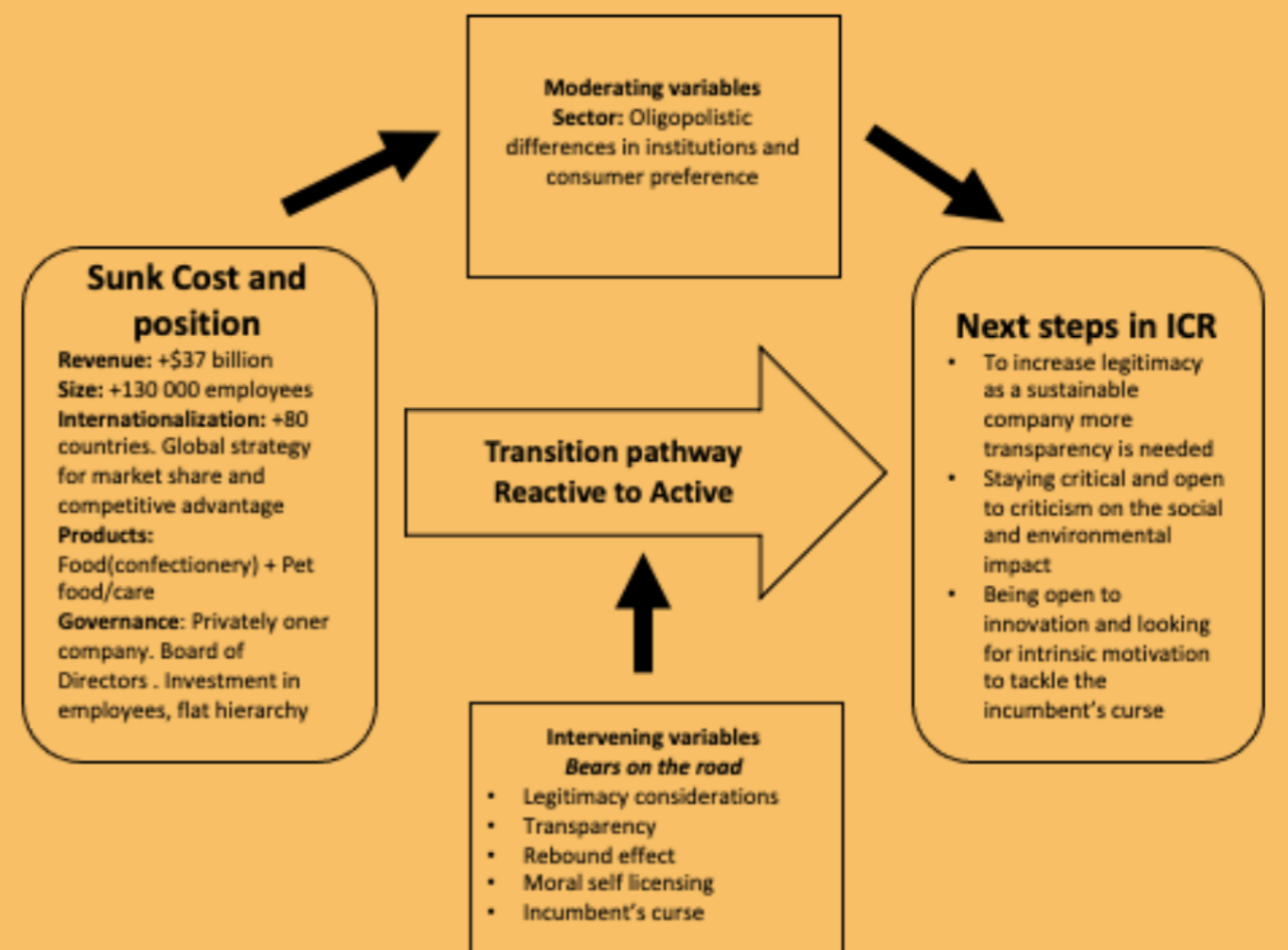
Focal challenge of this poster is the compliance with food and health regulations and demand for Mars. This is Linked to SDG 2 & 3, (1)

- Sub targets:
- 2.1 End all forms of malnutrition
 - 3.d Risk reduction and management of national and global health

Mars current strategy: Clear labelling, nutritional information, innovating products ingredients. Programmes delivering healthy meals

TRIGGERING EVENTS

- Facing out maxi candy bard as part of Pledges by Food and Drink Federation (12)
- Debate about sugar taxes, implementation increasing around the world (2)
- Covid-19 have spawned mayor shifts in food-linked perceptions. Setting digitalization, innovation and health as dominant factors (7)



GENERAL ANALYSIS MODEL

This model displays the general challenges that Mars faces. The fact that the organization has been established for a long time, imposes risks when Mars wants to move to a new ICR strategy. To make sure the company is able to effectively move to a new level, the organization has to proactively work together with stakeholders to show their legitimacy to their sustainable goal setting. Adopting a more transparent strategy will improve the organizations' validity

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