

# MARS



## Building Your Internal Network: Making the Switch to Green Power

Kevin Rabinovitch

Global Sustainability Director

17 Dec 2013

# Overview

- Private, family-owned company for more than 100 years
- Headquartered in McLean, Virginia, USA with annual net sales of more than \$33 billion
- More than 72,000 Associates in 74 countries who are guided and united by its Five Principles - Quality, Responsibility, Mutuality, Efficiency and Freedom that span generations, geographies, languages and cultures
- Diverse global business comprised of six segments: Petcare, Chocolate, Wrigley, Food, Drinks, Symbioscience
- Global iconic brands that include PEDIGREE®, WHISKAS®, M&M'S®, SNICKERS®, MARS®,



[Click here for Story of Mars video](#)

**MARS**

# Key Insights

- Understand what your audience cares about - not what you care about
- Have a strategy - not just a project
- Know your material - numbers, rules, etc.
- Be able to separate fact from fiction

# Some key individuals and some of what they might care about...

- **Accounting/Finance**

- What accounting treatment will the contract get? Accrual? Lease accounting? Capital or operating? Is it a hedge or derivative?

- **Legal**

- What are the provisions when the deal goes south?
- How is the contract secured?
- What are the Dodd Frank implications?

- **Communications**

- What story can we tell to who about this?
- How does [insert most recent media event] affect us?

- **Facility/Energy Procurement**

- Does this change anything about my site or how I run my utilities?

# Have a strategy, not just a project

- How does this fit with the other actions of the business?
  - Sustainability/renewables commitments
  - Energy procurement
  - Reputation
- Mars example:
  - Leverage 3rd party capital
  - Retain environmental attributes
  - Deliver cost parity vs. alternatives

# Key Insights

- Understand what your audience cares about - not what you care about
- Have a strategy - not just a project
- Know your material - numbers, rules, etc.
- Be able to separate fact from fiction

# MARS

Questions?

