



EXECUTIVE PROFILE

Global R&D transformation leader with 20+ years at Mars delivering complex organisational, process and technology change across Idea to Market, currently leading a \$72m programme within a \$239m enterprise transformation. Deep expertise in end-to-end process design, Product Lifecycle Management and R&D operating models — building credible business cases, aligning global organisations behind one direction and getting close enough to the detail to know whether the answer will work. Leads cultural and behavioural change toward faster, simpler, more collaborative ways of working, and pairs innovative problem-solving and strong business judgement with empathetic leadership, commercial discipline and hands-on fluency in AI and emerging digital ways of working.

CORE LEADERSHIP EXPERTISE

WHERE I CREATE VALUE

Idea to Market Transformation	Operating Model & Organisation Design
End-to-End Process Design & Simplification	AI, Data & Digital Enablement
Global Process Ownership & Governance	Strategy, Business Case & Value Delivery
Culture & Behavioural Change Leadership	High-Performing Teams & Commercial Delivery

Applied across R&D, Quality, Regulatory, Commercial, Supply, Finance and Technology — and across Mars Pet Nutrition, Mars Global Services, Snacking, Wrigley and Food.

KEY TRANSFORMATIONS

PLM Process Senior Director | Mars Pet Nutrition

May 2025 – Present

- **Challenge:** A \$72m PLM transformation — part of a \$239m enterprise programme — had lost credibility with 11 Pet Nutrition organisations on an over-optimistic value case, while Corporate delivery slipped as Phase 2 became under-resourced.
- **Action:** Rebuilt the business case from first principles on realistic, defensible assumptions; built and lead a team of 8 including 5 senior specialists; absorbed critical Phase 2 scope and led the RFI/RFP process; drove early design alignment on External Manufacturing, Supplier Collaboration and Orchestration.
- **Result:** Secured formal sign-off from all 11 organisations, their Technical Leadership Teams and CFOs, plus the Global CFO; identified and escalated a structural flaw in the cross-enterprise delivery model, driving corrective action that brought Corporate delivery back on track. Now represents Pet Nutrition in global PLM and enterprise design decisions.
- **Relevance:** PLM is the data and process spine of Idea to Market — this role has already built the governance, cross-functional decision rights and executive sponsorship an end-to-end transformation depends on.

Senior Manager – R&D Functional Expert Network | Mars

Mar 2022 – May 2025

- **Challenge:** Mars R&D needed a 90+ person global Functional Expert organisation stood up from scratch — no operating model, no governance, no regional resourcing structure.
- **Action:** Led the global transformation programme through Legal, Associate Relations and Works Council consultation across regions; led the 20+-person EMEA organisation directly; designed the global operating model, governance and performance expectations; redesigned European resourcing around graduates, contractors and Central/Eastern and Western European specialists.
- **Result:** Stood up the full 90-person organisation with quarterly benchmarking in place, and cut team cost by 40% while holding capacity and headcount — a model subsequently adopted by the Americas and Asia Pacific.
- **Relevance:** Evidence of designing an operating model from a blank sheet and landing it culturally — through consultation, works councils and regional leadership — not just documenting it.

PRACTICAL AI & EMERGING TECHNOLOGY

- ✓ Holds a clear view of where AI changes Idea to Market — specification and claims generation, formulation optimisation, regulatory and legal text, supplier and material data — having built or owned the underlying systems in each of those areas.
- ✓ Built practical AI literacy across R&D and Mars Global Services, delivering hands-on AI learning to 400+ associates and championing adoption of AI and emerging digital ways of working across teams and functions.
- ✓ Built and operate a dedicated local AI server environment for hands-on experimentation with LLMs, agents and automation — learning the technology by building with it.
- ✓ Designed and built four custom applications entirely through AI-assisted development, with AI embedded as part of their core capability.
- ✓ Developed AI-enabled automation and integration workflows, including Model Context Protocol (MCP) to connect AI agents with tools, services and data sources.
- ✓ Tracks the AI and digital landscape continuously and applies that outside-in view to judge where AI genuinely simplifies a process versus where it adds cost, risk or fragility.

18

MCP SERVERS

769

CONNECTED TOOLS

30+

SPECIALISED AGENTS

80+

REUSABLE SKILLS

CAREER HISTORY

Corporate R&D Programme Manager | Mars

Nov 2018 – Mar 2022

- ✓ Led a \$45m, three-year global cross-segment Product Specification Management and traceability transformation (Veritas PLM), holding full programme budget accountability and leading vendor selection across platform, data and implementation partners.
- ✓ Built and led a 150+ delivery organisation of associates, contractors and multiple consultancies as one integrated team, and introduced agile ways of working that cut priority development lead times from 6+ months to 2–3 months.

R&D Systems Business Partner | Mars

Jan 2016 – Nov 2018

- ✓ Defined the long-term R&D digital capability roadmap across Idea to Market — PLM, legal text, formulation optimisation, Product Portfolio Management and Claims — much of which remains the backbone of the R&D transformation agenda today.

Shared Services Strategy Lead | Mars

Jan 2013 – Jan 2016

- ✓ Defined the performance standards and benchmarking approach for Mars shared-service organisations, and created the implementation playbook later used to build the R&D Functional Expert organisation.

Senior Project / Programme Manager | Mars

Apr 2008 – Jan 2013

- ✓ Supply Chain | Product Lifecycle Management | Artwork Management

Marketing and Digital Coordinator | Allen & Overy LLP

Dec 2005 – Apr 2008

EDUCATION & PROFESSIONAL DEVELOPMENT

BA (Hons) Business Studies — Kingston University

Professional Development: PROSCI Change Management | MSP Practitioner | PRINCE2 | Agile Project Management | Mars Leadership 1, 2 & 3 | Agility & Impact | ITIL Foundation

Coaching & Behavioural Development: Master Practitioner training in NLP, Timeline Therapy and Hypnosis, applied pragmatically in leadership, coaching and team development to build trust, improve performance and sustain high-performing teams.

