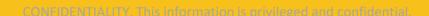


From Theory to Practice:
Design Thinking That Drives
Performance



MARS IN A MOMENT



M&M'S Retail: The Best Experience of the M&M's Brand







IN STORE



B2B, LICENSING & MASS CUSTOMIZATION



Our B2B Products

















We Were Making it Difficult

1-800 number order placement

Slow Response Time

Manual Legal Disclaimer Forms

Small & Large Orders Treated the Same

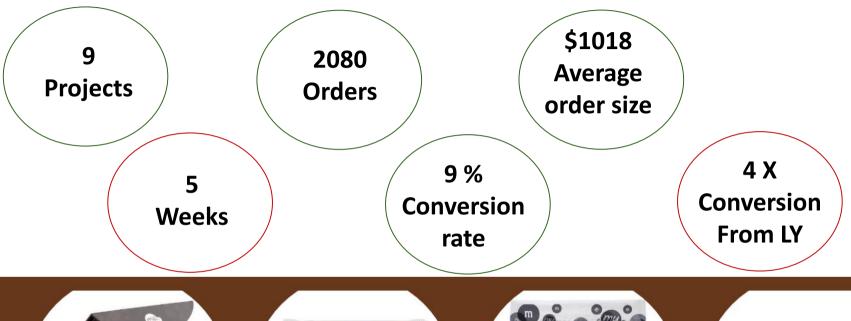
US/EU Digital Experience?



How Might We?



The Results











Key Learnings

- Voice of Consumer is critical
- Get the right people in the room

Keep an open mind and be willing to adapt and change



