

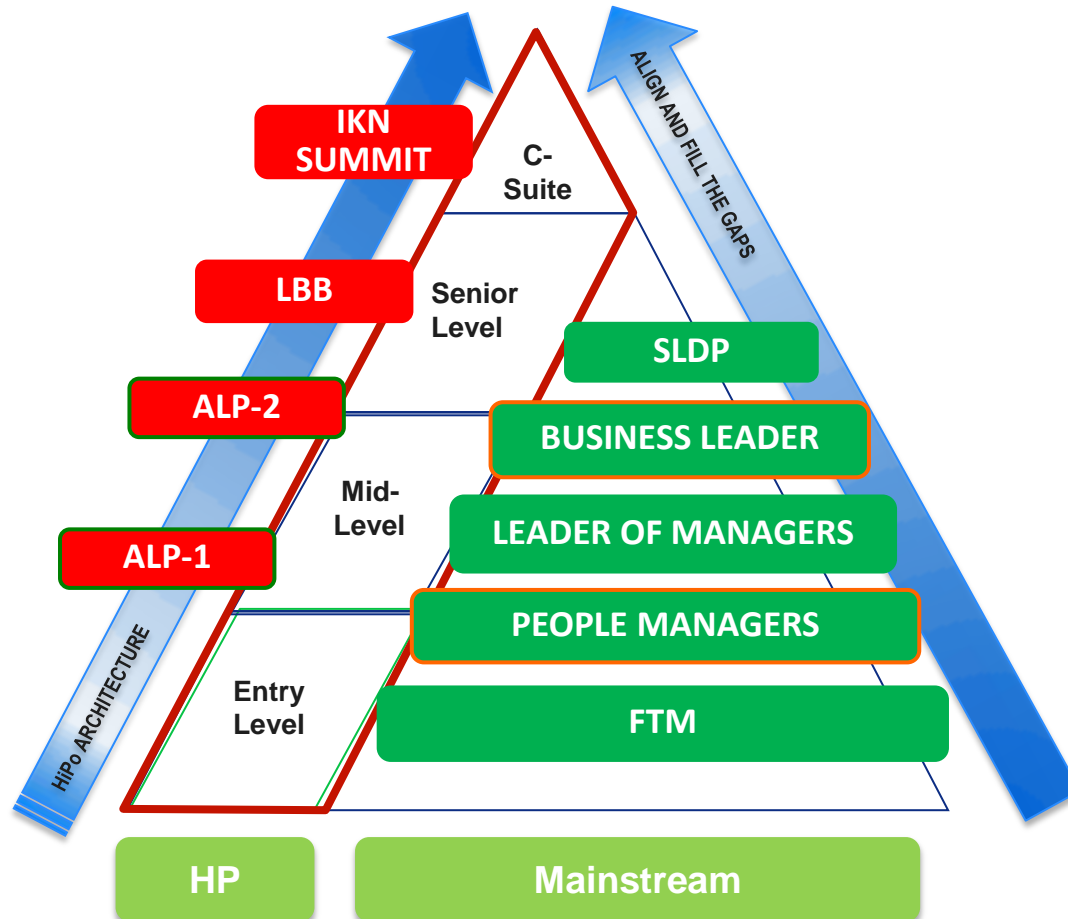


PepsiCo Leadership Development

September, 2013

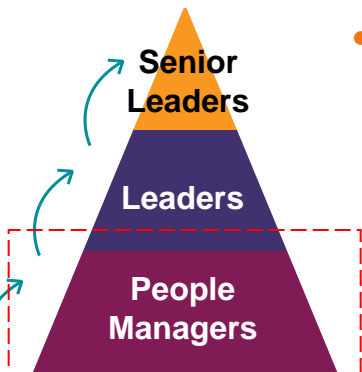


PepsiCo Leadership Architecture



First Time Manager results in 2013

Executive Summary



PROGRAM DESCRIPTION

- FTM program helps new people managers to develop the skills and mindset needed to successfully perform in their new role. The program also educates them on important work and people processes, equipping them to on-board, manage, develop and reward associates on their teams.
- We continue to monitor/support and sustain FTM program rollouts across PepsiCo, ensuring continuous improvement and sustainability to engrain the program as core to PepsiCo's Leadership development culture worldwide.

RESULTS AND FEEDBACK. We routinely update the content and to enhance our trainers Certification process.

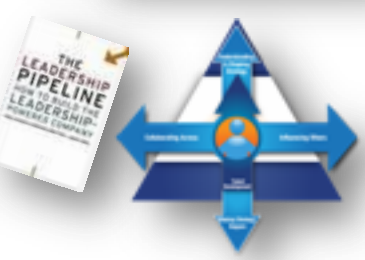
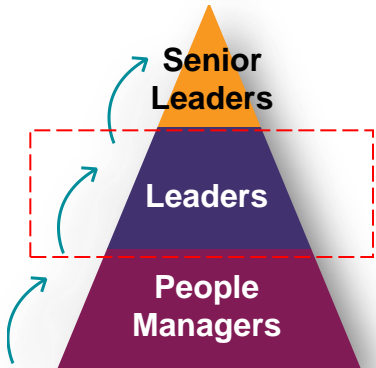
- 2 days average session length; 15 participants average class size; and 93% positive participant feedback rating.
- We also track FTM impact to measure how it has enhanced the Manager's performance:
 - 100% of Managers who attended the program agreed that it helped them to enhance their performance
 - 93% of the audience said they would recommend this training to their colleagues
 - All participants reported being able to successfully apply the knowledge/skills learned in this training to their job.

OVER ALL TO DATE

- PAF: 1259
- Europe: 1680
- PAB: 591
- AMEA: 1018
- Corporate: 344
- PWF: 83
- R&D: 50

Leader of Managers results as of 2013

Executive Summary



PROGRAM DESCRIPTION

– Condensed 4-intense-day workshop that equips LOMs to think strategically while delivering today’s results. It includes **Talent Development** strategies and tools to work in a **Matrix environment** that demands **networking and collaboration**. LOM was Centrally Designed and is Regionally delivered to L11’s –B2 LOMs.

RESULTS AND FEEDBACK.

In 2012 we increased in 50%+ the amount of LOMs trained and incorporated Mexico, PBC and SACAFF, covering all Sectors.

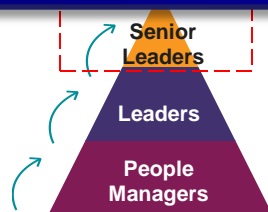
- 98% of attendees said they would recommend this training to their colleagues and confirmed that they “*learned things that will help them to support PepsiCo’s business goals*”.
- 90% of the audience reported that they were able to successfully apply the knowledge/skills learned from this training to their jobs.
- 100% of attendees confirmed that “*LOM provided a learning that made them better leaders at PepsiCo*” and that this training was a “*worthwhile investment for PepsiCo*”.

By developing an LOM global session, **we have saved \$950K USD**, assuming multiple Regions/Sectors had developed these programs locally, thereby duplicating efforts and cost, and **also saved \$853K** in program delivery fees.

*There have been no LOM sessions in 2013 to date.

Senior Leader Development Program results as of 2013

Executive Summary



• PROGRAM DESCRIPTION

- Participants are paired with Executive Learning Coaches prior to attending SLDP to support increasing self awareness by linking Hogan, 360, MQPI, OHS to the core SLDP objectives and specific Leadership challenge each leader faces.
- Participants are exposed to other PepsiCo Sr. Leaders based in Purchase or other Regions/Sectors to share ideas, thoughts, and provocative questions that set the tone of the day. External perspectives are presented by Business School professors and leading Consultants.
- Participants apply what they've learned in specific personal, business and leadership challenges to a current PepsiCo business case during the program, to allow for concept application. Solutions are reported back to the Executive Sponsor.



SENIOR LEADER
DEVELOPMENT PROGRAM
LEADING WITH PURPOSE



• RESULTS AND FEEDBACK

- Nearly 98% of participants agreed that the SLDP training was outstanding, with members of the class saying that the program has helped them to be better senior leaders. Among the feedback:
 - "Best training of my PepsiCo career. The timing for me could not have been better."
 - "We have great leaders across the globe... great networking ... Thank you!"



Coaching Manager Program results in 2013



PROGRAM DESCRIPTION

- CMP provides any people manager with a consistent global framework, mindset and approach to coaching and it includes easy-to-use tools that can be applied in the areas of day-to-day coaching, employee development, performance management and career development.

RESULTS AND FEEDBACK. We routinely update the content and to enhance our trainers Certification process.

- 100% of attendees agreed that “the program helped them to learn things that will help to support PepsiCo business goals and that they “will be able to successfully apply the knowledge/skills learned in this training to their job”.
- So far we have train 165 trainers from AMEA, EUROPE, MEXICO, SACCAF, PBC, PBA, CORPORATE/BIS, QUAKER and CANADA.
- Trained 1140 employees to date.
- Attendee Feedback on the program included:
 - “It helped me better understand coaching situations I had as both a coach and a coachee MEA”
 - “[This] will help me to help other colleagues through coaching, but also it will help me coach myself through [by] using the coaching manager model.”
 - Trainers reported attendees saying “this was the best training they had during the year.”

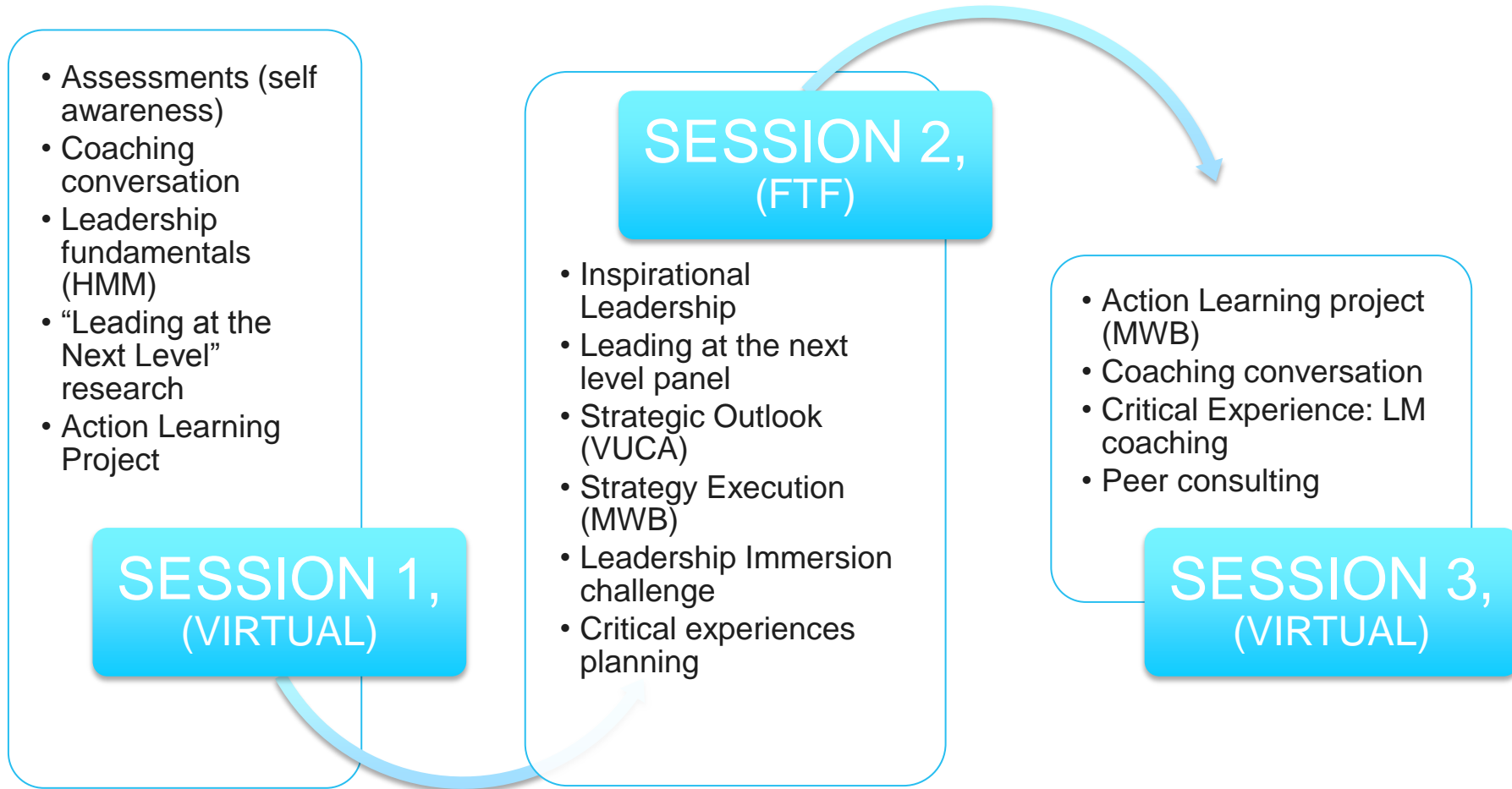
OVER ALL TO DATE

- PAF: 270
- Europe: 161
- PAB: 19
- AMEA: 601
- Corporate: 86
- PWF: 3
- R&D: 0



HiPo Program Architecture

(Accelerated Leadership Program-2)



Leadership Development 2008-2013

Over all summary



- Coaching & Career program: we have trained 165 Trainers, covering 100% of all sectors. 1,140 employees have attended this program to date.



- 5,043 FTMs trained; 399 sessions impacting around 75,645⁽¹⁾ associates across PepsiCo.



- 505 LOMs trained and 131 Senior Leaders impacting 25,725⁽¹⁾ associates around them.

- In general, \$7,250,000 USD* were saved in program development.
- Overall \$13,555,000 USD** of savings on training fees for programs delivery.
- Quality: great program ratings, 4.5/5 average.

With these LD Programs, we gain...

- Consistency and program alignment by having ONE PepsiCo approach, ONE message.
- Cross fertilization/Networking across PepsiCo leaders.
- 100% of the attendees agreed that the programs have enhanced their performance and that they have learned principles to become a better Leader at PepsiCo.







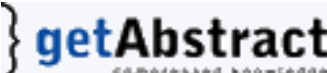

*Assuming multiple Regions/Sectors had developed these programs locally duplicating efforts and cost.

**Assuming Regions/Sectors had used external facilitators vs. Internal trainers as we have done.

(1) FTMS have 15 average DRs/ LOMS have 25 average DRs/ B3-B4s have 100 average DRs.

Additional PepsiCo University Leadership Development Resources



Tool	Purpose	Access
	PepsiCo University* - provides enterprise wide online leadership development learning resources.	MyPepsiCo → My Groups → PepsiCo-wide → PepsiCo University Click - PepsiCo University to access Contact - SPA - PepsiCo University
	PepsiCo's online Learning Management System (LMS). Access MyLearning to: •Register yourself / your employees for online and instructor led training courses. View learning transcript. •Take online training courses	MyPepsiCo portal → Pay, Benefits and Career → MyLearning MyPepsiCo portal → My Groups → PepsiCo University (PEPU) → My Learning Contact – My Access 1-866-473-6763
	Visit and bookmark the Corporate Division Learning & Development Web site to view: •The current Training Calendar with popular instructor-led and live online training classes •Course catalog, job aids, etc.	MyPepsiCo portal → My Groups → Corporate → Corporate Division Learning & Development Click - Corporate Division Learning & Development Contact - SPA – Corporate Division Learning & Development
	Boost team performance and manage your career using MERC's ready-to-use guides, tools, templates, and e-learning modules.. MERC helps you to: •Develop and coach employees •Manage employee performance •Navigate career transitions	MyPepsiCo portal → My Groups → PepsiCo University (PEP U) → FTM → Learning Resources → MERC Click - Manager Excellence Resource Center
	AcceleRATE – offers a 360 assessment to be filled out by direct reports, peers, and supervisors of your choosing. This assessment is specifically designed for those individuals who have recently transitioned into a First Time Manager position, and should be completed 3-6 months after the transition has occurred.	MyPepsiCo portal → My Groups → PepsiCo University (PEP U) → FTM → Learning Resources → AcceleRATE Click – AcceleRATE to learn more about this resource *Contact alysia.bransford@pepsico.com , if you are interested in signing up for this 360 assessment.
	My Online Advisor* – Advisor provides facilitation materials, i.e., leading meetings, working in teams and resolving conflict. Developer has coaching materials for challenging work situations and development support for competencies.	PepsiCo University Click - PepsiCo University to access Login: Username – Global Id; Password – pepsico
	getAbstract* – thousands of five page business book summaries in the areas of Finance, Strategy, Leadership, Marketing, Sales, Career Skills, Business Trends. (Instant access in multiple formats, i.e., iPhone, PDF, Kindle, etc.)	PepsiCo University Click - Get Abstract - Business Book Summaries to access
	Harvard Manager Mentor – offers Leadership Development; Business Essentials; Strategy Essentials; Communication Skills; Working with Individuals; Working with Teams; Personal Development eLearning modules. (Audience: L9-B2)	MyPepsiCo portal → My Groups → PepsiCo University (PEP U) → FTM → Learning Resources → Harvard Manage Mentor Click Harvard Manage Mentor to access Login: Username – Global Id; Password – harvard