



Partnership Program Highlights

Empowering Women Entrepreneurs



INTRODUCTION

The following case study highlights the results of the Trestle Group Foundation’s Empowering Women Entrepreneurs Partnership Program (EWEPP) between PepsiCo Europe and Medal Consulting Ltd, Jordan.

The Trestle Group Foundation is an innovative non-profit organization dedicated to creating and expanding sustainable economic opportunities by supporting high-potential women-led businesses. Guided by the belief that entrepreneurship fuels the engine that drives economic opportunity, growth and social progress, the Foundation works to empower women entrepreneurs in emerging economies.

PepsiCo offers the world’s largest portfolio of billion-dollar food and

beverage brands, including 18 different product lines that each generate more than \$1 billion in annual retail sales. Their main businesses – Frito-Lay, Quaker, Pepsi-Cola, Tropicana and Gatorade – also make hundreds of other nourishing, tasty foods and drinks that bring joy to consumers in over 200 countries. With more than \$43 billion in 2008 revenues, PepsiCo employs over 200’000 people who are united by their unique commitment to sustainable growth, called Performance with Purpose. By

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Zein Abdalla

Quote

"Corporations have an obligation to the society that hosts them; we call this Performance with Purpose – achieving business and financial success while leaving a positive imprint on society. As an international company we take our duty to society very seriously, the partnership with the Trestle Group Foundation is a unique opportunity to give something back to the global community that we serve."

Zein Abdalla, PepsiCo Europe
President

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dedicating themselves to offering a broad array of choices for healthy, convenient and fun nourishment, reducing environmental impact, and fostering a diverse and inclusive workplace culture, PepsiCo balances strong financial returns with giving back to communities worldwide.

The Importance of Women's Entrepreneurship

Small and Medium Sized Enterprises (SMEs) are key drivers of both economic opportunity and development. SMEs:

- ▶ Encourage private ownership
- ▶ Spur innovation
- ▶ Create employment
- ▶ Generate commercial activity
- ▶ Deliver economic benefits

Women's entrepreneurship – with its unlimited potential – is a vital contributor to economic expansion within this important sector. Successful women-led SMEs provide more than just a financial stimulus within these growing markets – they promote social progress and change.

THE PARTNERSHIP PROGRAM

The initiative was sponsored by the PepsiCo Europe Diversity & Inclusion Council and was based on the Foundation's Empowering Women Entrepreneurs Partnership Program. The program identified a qualified female entrepreneur in an emerging economy and partnered her with specially selected female PepsiCo executives who helped her build the skills, strategies, practices and networks needed to further develop her business. This customized, relationship-based program model provides a unique blend of executive coaching, collaborative team support, skill building and networking – actively engaging networks and resources to "open doors" to new business opportunities. Combining these methods delivers extraordinary results, accelerating professional and personal growth beyond levels achieved through conventional mentoring programs. By extension, the partnership aims to support economic opportunities within the entrepreneur's wider community by allowing her to fulfill her potential and secure long-term business success.

PARTNERSHIP PROGRAM PARTICIPANTS

Among the many willing volunteers, it was **Mary Good**, Manufacturing Director of Beverages for PepsiCo's European Region, who was chosen to participate in the Partnership Program. Mary has worked for PepsiCo for 20 years and is responsible for 6 manufacturing sites across 4 European countries. In her role, Mary fully appreciates the benefits of diversity and working with different cultures, which made her perfectly suited to provide executive coaching.

Rana K. Akhal is the Managing Director and majority owner of MEDAL Consulting Ltd. Located in Amman, Jordan, Medal is a Business Advisory and Organizational Development firm that operates projects in the Middle East and North Africa (MENA) and provides customized local solutions at international standards.



Mary Good and Rana Akhal

Both women have demonstrated their entrepreneurial skills, but through her participation in the Partnership Program, Mary was able to coach, encourage, share 20 years of experience, and collaborate with Rana, who is still in the early stages of her career in a society where women have historically struggled to succeed.

KEY BUSINESS CHALLENGES ADDRESSED

Guided by executive coach Mary Good and supported by a collaborative team of high-potential female PepsiCo executives, the program addressed three key subjects, or "must win battles," for Rana Akhal and Medal Consulting: Commercial Strategy, Human Resources Strategy and Financial Strategy (Pricing and P&L Review).

- I. Commercial Strategy – Medal Consulting required a detailed analysis of its current business strategy, including an overall review of Medal's products and services, as well as target client markets.

Results

- ▶ The PepsiCo executives helped to redefine Medal's overall strategy with a particular focus on growing the private sector/ corporate client base.
- ▶ Product Portfolio – The executive team worked together to streamline Medal's product portfolio with a focus on two key



Eman Abu Halaweh, Mary Good, Rana Akhal and Päivi Rekonen

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business categories – business and organizational development – and divided it to concentrate on public and private sector, respectively.

- ▶ Branding – The executive team provided guidance and feedback that was incorporated into the changing of the Medal Consulting company logo – resulting in more dynamic and inspirational design.
- ▶ Marketing Materials – Incorporating the results of the new strategy and rebranding efforts, resulted in a redesign of Medal’s print marketing materials – creating a six-page customized brochure.

II. Human Resources Strategy – Medal Consulting benefited from a complete review of the company’s organizational structure.

Results

- ▶ With the support of the PepsiCo executives, Medal’s organizational structure and strategy – based on both current and future needs – was redesigned.
- ▶ Human Resource Management – Executive guidance helped to develop a recruitment and selection process of new employees to fill current capability gaps. Additionally, a new training strategy was created to streamline the selection, and to better utilize a pool of external trainers.
- ▶ Human Resource Policies – PepsiCo’s Human Resource professionals provided an outline of standard HR policies and procedures based on Medal’s current and future needs.

III. Financial Review and Pricing Strategy – Medal Consulting needed both an external financial review, and evaluation of the current pricing structure.

Results

- ▶ PepsiCo executives helped complete a financial review focused on Profit and Loss (P&L), financial management and financial forecasting.
- ▶ Pricing – PepsiCo’s executive support team aided Medal Consulting to develop a new pricing model and strategy to capitalize on current market opportunities and trends – resulting in a better understanding and more structured approach.

ADDITIONAL ACCOMPLISHMENTS

- ▶ Cross Cultural Experiences and Relationships – PepsiCo and Trestle executives traveled to Amman, Jordan, to gain first-hand, on-the-ground, experience about the challenges high-potential, women-led SMEs face in emerging economies. In addition, Rana Akhal twice traveled to London, United Kingdom, to work together with her PepsiCo collaborative support team.
- ▶ Skill Building – Three separate face-to-face skill building sessions provided Rana Akhal with the opportunity to work directly with PepsiCo executives on business analysis (SWOT: Strengths, Weaknesses, Opportunities and Threats) as well as client approach, presentation and pitch tips.
- ▶ New Business Opportunities – A unique feature of the Trestle Partnership Program is the active engagement of established networks and resources to “open doors” to new business opportunities. The awareness generated through Rana Akhal’s participation in the program resulted in two new business opportunities for Medal Consulting.
- ▶ Giving Back – Serving as a champion and role model for other women entrepreneurs, Rana Akhal is ‘giving-back’ by promoting her Partnership Program experience, while actively working to identify other women-led companies in the Middle East to participate in future programs.



Marcia Ayacaba, Mary Good, Rana Akhal and Dana Smith during the Pepsico Webcast

LESSONS LEARNED: EXECUTIVE PERSPECTIVE

Mary Good, Manufacturing Director of Beverages for PepsiCo’s European Region

“What have I gained through the program? I think one of the first things I’ve gained is a valuable insight into the day-to-day life of a female entrepreneur, the pressures and difficulties she faces from a business perspective, but also as a female trying to succeed in quite a different and sometimes difficult culture. Rana is a lady with tremendous ambition, drive and above all resilience – all attributes which any executive can only admire and learn from.”

“In terms of a critical experience for me, this program required me to take on a General Manager type role, initially taking a helicopter view of her business and then drilling down function per function in order to fully assess the challenges she faced. From this, I put together a cross-functional team of PepsiCo Female Talents in the areas of Finance, Marketing, Sales, HR and Business Development with the objective of helping the female



Mary Good

Quote

"It has been a great experience, one which I would wholeheartedly recommend to others in terms of gaining a critical experience, truly experiencing Diversity & Inclusion within a very different culture, and the ability to truly 'give back' to an individual striving to succeed in an emerging economy such as Jordan."

Mary Good, Manufacturing Director of Beverages
for PepsiCo's Europe Region

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entrepreneur with these key challenges, while also building a network of female executives within the PepsiCo's European Division."

Rana K. Akhal, Managing Director, MEDAL Consulting Ltd.

"The program created a complete shift in my business towards institutionalized and practical technical advice from my coach, as well as a team of female executives specialized in different areas, to cover the key aspects of business foundations. I was not expecting this scope of comprehensive technical advice, and was not expecting my coach and the PepsiCo executive team to actually pull-up their sleeves and get their hands dirty."

"I believe that the areas that have been developed through the Partnership Program are basically the anchors of my business growth. Without them, the business' sustainability depends purely on endless hard work and luck."

BUILDING AWARENESS

Joint efforts to create awareness about the importance of women-led SMEs in emerging economies through the Trestle Group Foundation and PepsiCo Europe partnership to date have included:

- ▶ The Trestle and PepsiCo collaboration was highlighted at the 2009 Women's International Networking (W.I.N.) Global Leadership Conference – Wisdom In Action: Transforming People, Organisations and Society – in Prague, Czech Republic, October 8-10, 2009.
- ▶ PepsiCo Europe President Zein Abdalla referenced The Empowering Women Entrepreneurs Partnership Program during a keynote address at The Doing Good and Doing Well Conference, Barcelona, Spain, February 26-27, 2010.
- ▶ The PepsiCo Europe and Trestle Group Foundation partnership was featured on International Women's Day, March 8, 2010, during a live webcast (<http://pepsico.streamuk.com/>) from the London Stock Exchange. The broadcast included Partnership Program participants Mary Good (PepsiCo), Marcia Ayacaba (PepsiCo), Rana K. Akhal (Medal Consulting) and Dana Brice Smith (Trestle Group Foundation).
- ▶ The PepsiCo and Trestle partnership with Rana K. Akhal, Medal Consulting is featured in the short film Performance with Purpose and can be viewed at: <http://www.trestlegroup.com/foundation/videos.php>.

EXECUTIVE SUPPORT

Executive support facilitated through the Trestle Group Foundation and PepsiCo International Europe (PIE) partnership included:

Program Sponsorship and Support

- ▶ David Gwilliam, Materials Purchasing Director, PepsiCo Europe Sector – Purchasing, Switzerland (Program Sponsor)
- ▶ Marcia Ayacaba, Foods Planning Manager, PepsiCo Europe Sector – Supply Chain, Switzerland (Internal Program Management and Support)

PepsiCo Executive Support Team

- ▶ Mary Good, Manufacturing Director of Beverages for PepsiCo's West European Region, Ireland (Executive Coach and Team Leader)
- ▶ Celine De Pompignan, Strategic Finance Planning, Merger & Acquisition, Switzerland (Financial Review, Pricing Strategy and Tools)
- ▶ Hawar Hijazi, HR - Staffing & Capability development manager, Jordan (Product Portfolio, Training Evaluation and Pricing)
- ▶ Andrea Holbova, Retail Marketing Manager, The Netherlands (Product Portfolio, Branding, Collateral Marketing Material Design)
- ▶ Francesca Rogato, HR Officer, Italy (Human Resources Strategy, Practices and Policies)
- ▶ Anneke Verheyden, National Account Team Manager Sales, The Netherlands (Product Portfolio, Branding, Collateral Marketing Material Design)

Trestle Group Foundation

- ▶ Päivi Rekonen, Trestle Group Foundation Advisory Board, Former Managing Director, Information Technology, Credit Suisse, Switzerland (Executive Skill Building Sessions, Product Portfolio and Pricing)
- ▶ Dana Brice Smith, Director, Trestle Group Foundation, Switzerland (External Program Management and Executive Skill Building Sessions)



Rana Akhal

Quote

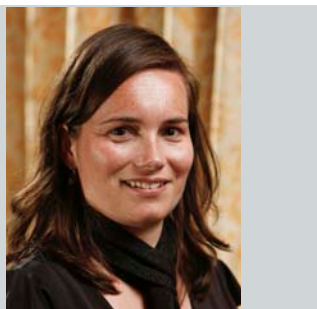
"The program filled a gap by providing one-to-one technical advice and support from top-performing corporate executives – which is not available in Jordan."

Rana K. Akhal, Managing Director
MEDAL Consulting Ltd.

PEPSICO EXECUTIVE SUPPORT TEAM



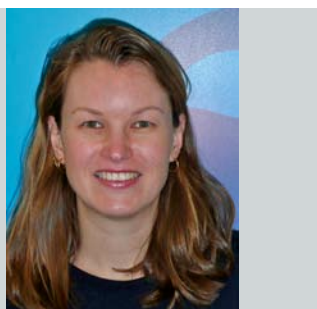
Hawar Hijazi



Anneke Verheyden



Francesca Rogato



Andrea Holbova



Celine De Pompignan



Marcia Ayacaba

"Partnering with the Trestle Group Foundation to empower women entrepreneurs provides the PepsiCo female executives with the opportunity to collaborate, give back, share their experience and effect real change by supporting women-led companies in emerging economies. In addition to the executive support provided to the entrepreneurs, participating in the Partnership Program reinforces an important part of our Performance with Purpose agenda – 'Talent Sustainability'. We are committed to promoting diversity, attracting the world's best talent and providing challenging opportunities for our women executives to develop their own critical experiences. It's truly a 'win-win' initiative."

**Rob Hargrove, Chairman, PepsiCo Europe Division
Diversity & Inclusion Council**

SCOPE - High-potential women-led Small and Medium Enterprises (SMEs) in emerging economies.

COUNTRIES - The Trestle Group Foundation has supported women-led companies – across industries/business sectors – in Bangladesh, Czech Republic, Egypt, Hungary, India, Jordan, Kenya, Poland, Russia, Slovakia, South Africa and Uganda.

SUPPORTERS - The Trestle Group Foundation has been fortunate to earn the support of leading organizations including: PepsiCo Europe, IBM, Microsoft, UBS, Delta Economics, Hexaware Technologies, Advocates for International Development (A4ID), Voices for Innovation, World Conservation Union (IUCN), amongst others.

INTERNATIONAL EXPOSURE – Through integrated marketing communication programs (positioning and participation at key global events, high-impact short films and media outreach), Trestle Group Foundation raises significant awareness about the important role women entrepreneurs, and successful women-led SMEs, play in emerging economies.

Trestle Group Foundation is a registered tax-exempt (No. CH-440.018.28-4), non-profit, private Swiss foundation without any political or religious affiliations.

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