



Talent acquisition: eat, pray, love the talent challenges before and after hiring

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Anheuser-Busch InBev

Anheuser-Busch InBev is a Global Multinational Company



- Leading global brewer
- One of the world's top five consumer products companies
- Employs approximately 150,000 people worldwide
- First in the beverage industry on FORTUNE's "World's Most Admired"
- Sells beer across over 100 countries

Anheuser-Busch InBev Key Financials 2012



- EBITDA \$ 15.5 billion
- Revenue \$ 39.8 billion
- Organic growth 7,2%
- Volume 400 million hl

Winning with Consumers via Winning Brand Portfolio since 1366

- Over 200 beer brands
- Global brands - Budweiser®, Corona®, Stella Artois® and Beck's®
- International brands – Leffe®, Hoegaarden®
- Local – Klinskoye®, Sibirskaya Korona®, Chernigivske®



AB InBev 10 Principles are based on Dream- People-Culture Platform



10 Principles

Dream

1. Our shared dream energizes everyone to work in the same direction: to be the best beer company in a better world.

People

2. Great people, allowed to grow at the pace of their talent and compensated accordingly, are the most valuable assets of our company.
3. We must select people who, with the right development, challenges and encouragement, can be better than ourselves. We will be judged by the quality of our teams.

Culture

4. We are never completely satisfied with our results, which are the fuel of our company. Focus and zero-complacency guarantee lasting competitive advantage.
5. The consumer is the Boss. We connect with our consumers through meaningful brand experiences, balancing heritage and innovation, and always in a responsible way.
6. We are a company of owners. Owners take results personally.
7. We believe common sense and simplicity are usually better guidelines than unnecessary sophistication and complexity.
8. We manage our costs tightly, to free up resources that will support top-line growth.
9. Leadership by personal example is the best guide to our culture. We do what we say.
10. We don't take shortcuts. Integrity, hard work, quality and consistency are keys to building our company.

- **Great people**, allowed to grow at the pace of their talent and compensated accordingly, are the **most valuable assets** of our company
- Great people like **meritocracy, informality and candor**
- We must **select people** who, with the right development, challenges and encouragement, can be **better than ourselves**. We will be judged by the quality of our teams

ABI extensive business growth together with getting tougher industry opens talent acquisition and retention challenges



Benchmark and Data Analytics Toolkit: Attraction & Commitment Attributes Deep Dive

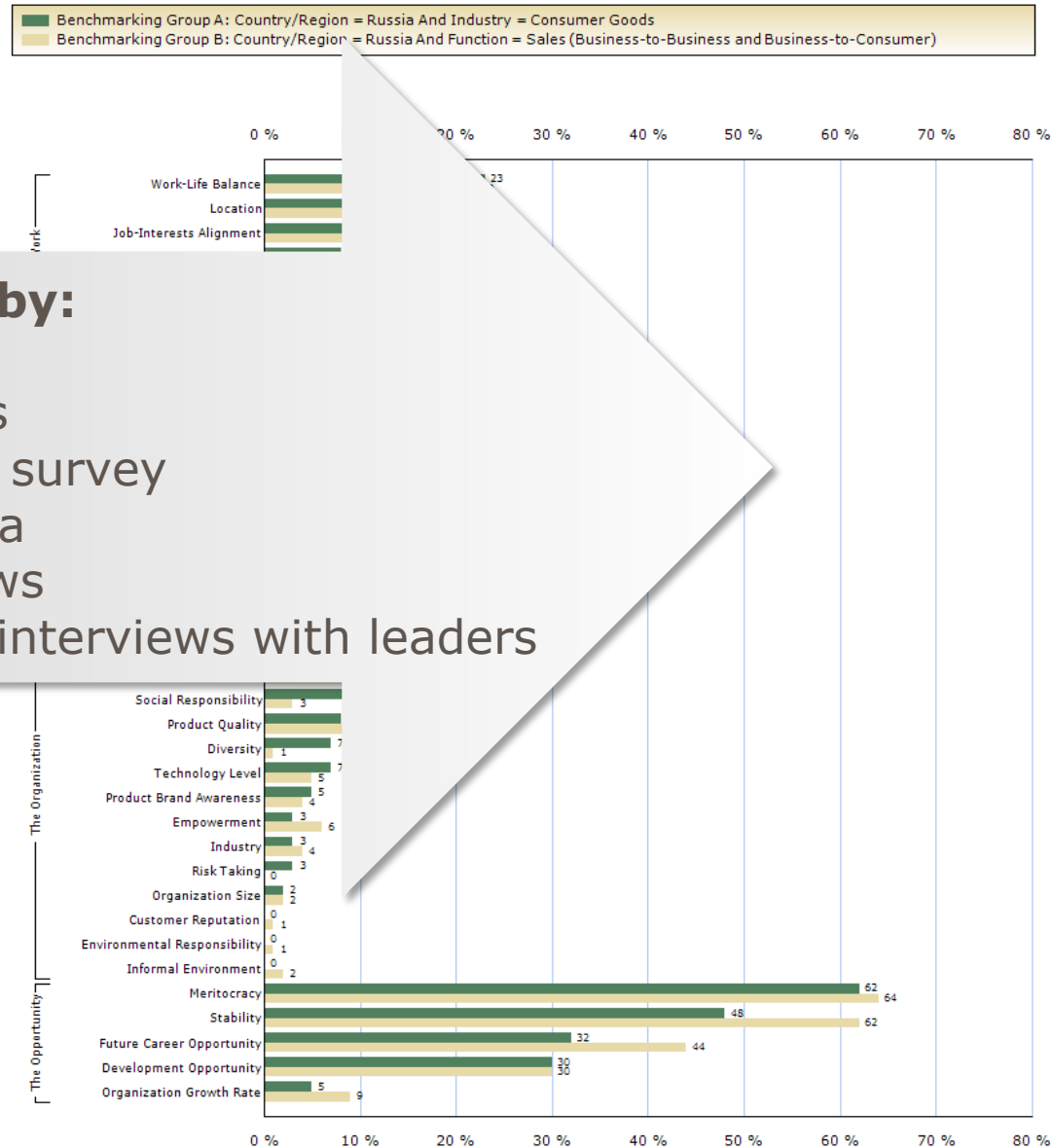
1. Meritocracy
2. Stability
3. Career opportunity
4. Professional development
5. Respect
6. Great employees
7. Work-Life balance
8. Vacation
9. Location
10. Compensation/benefits

Also specific for sales:

1. Ethics
2. Market position
3. Product quality

Reality check by:

- ✓ Focus groups
- ✓ Engagement survey
- ✓ Turnover data
- ✓ Exit interviews
- ✓ One-on-one interviews with leaders



Employment Value Proposition Built of 5 Blocks for Each Critical Group

Talent Attraction

Rewards & Benefits

Engagement & communications

Learning & Development

Career Management



Recruit:

Employer Branding

Select:

- Global Management Trainee Program
- Global MBA Program
- Zone BLOCKBUSTER assessment & selection program for field salesforce



Onboard:

- Experience day for salesforce
- 100-day orientation program
- Salesforce coaching program

Predictive Model is one of the Most Effective Ways to Signal At-Risk People and Be Ahead of the Curve

Internal data sources

- Tenure
- Personal profile
- Organization turnover / retention data
- Basic employee data (e.g., start date)
- Performance data (e.g., promotion date)
- Competency data (e.g., 360 feedback; training courses)
- Payroll data (e.g., bonuses, compensation)
- Benefits (e.g., average vacation days per year)

External data sources

- Consumer data
- Benchmark data from other companies
- Economic indicators (e.g, GDP)
- Household or census data



Retain the Talent instead of Acquiring

3 Reasons to Booster Talent Retention



Spend less on hiring. Lower direct and indirect cost per hire.



Keep talent. Reduced turnover.



Turn business plans into reality. Organizational turnaround with less FTEs.

