

*people. passion. pride.*

# Making learning more...

## ...“Organizationally effective”

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# Kellogg/United Bakers in Russia

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As part of Kellogg's expansion strategy, Kellogg launched Russian market in 2008 through the acquisition of United Bakers (founded in 2002)



## Kellogg in Russia now:



- ✓ National manufacturing infrastructure - 6 production plants:
  - Voronezh • Vyazma • Gorokhovets • Pskov • Tumen • Severskaya (Krasnodar)
- ✓ 6 regional offices across Russia:
  - Moscow • St. Petersburg • Kemerovo • Samara • Krasnodar • Ekaterinburg

## Kellogg/ UB Market Share by category\*:

Category	UB/ Kellogg Market Share
Cracker	60,7% (№1)
RTEC	15,8% (№2)
Biscuit	7,2% (№2)

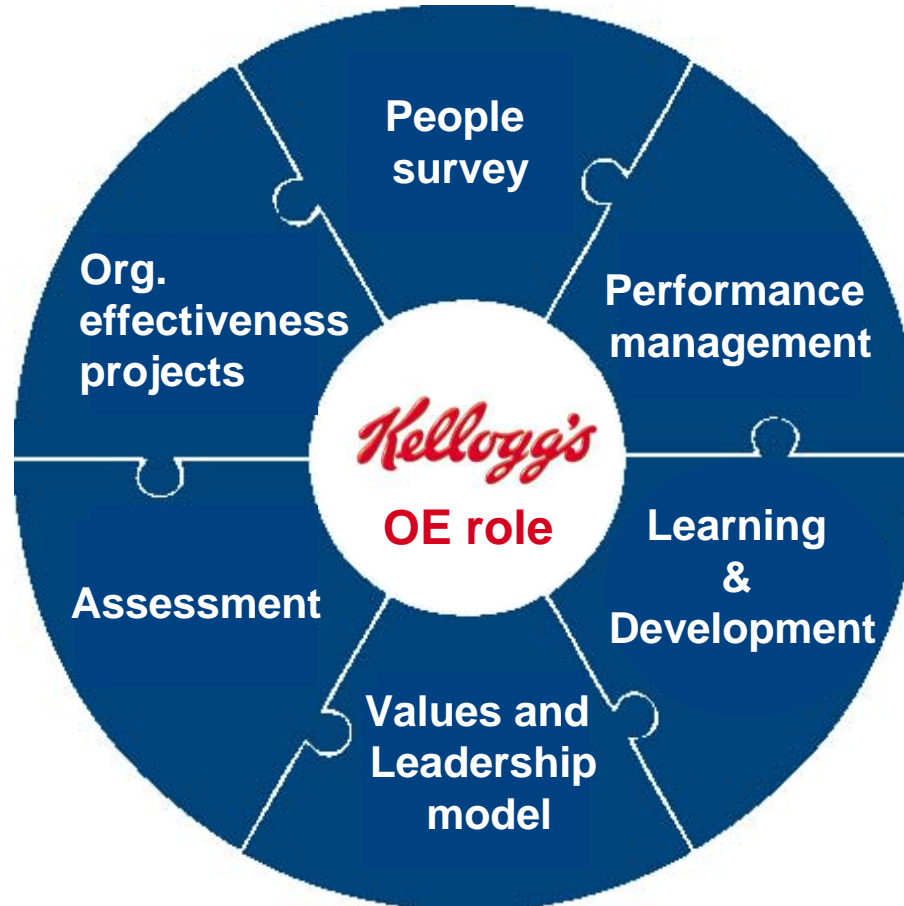


\*Source: AC Nielsen, DJ 2009/2010,



- Employees need to understand what makes Kellogg unique and special
- People need to understand the brand in order to sell it and position it as number one in the market
- The employment proposition needs to reflect the premium positioning of the brand
- Kellogg's needs to have a reputation for excellence both internally and externally

# Kellogg focus: not L&D manager but OE manager people. passion. pride.



Only 1/6 of all responsibilities!



# Making learning stronger - inputs from business *people. passion. pride.*

	“Golden age”	Challenging times	On the way up
<b>Performance management</b>	In most companies managers don't understand the value	Crucial to identify non effective people	Performance management is a foundation of business activities
<b>People survey</b>	<ul style="list-style-type: none"> <li>- “Nice to have” information</li> <li>- Generally no significant actions after the results</li> </ul>	<ul style="list-style-type: none"> <li>- Important information to keep in touch with employees</li> <li>- Focus on communication of the actions</li> </ul>	<ul style="list-style-type: none"> <li>- Real perception of the employees mood</li> <li>- Action plans on the results and communication are key</li> </ul>
<b>Organization effectiveness projects</b>	No sense in such projects	Most projects focused on redundancy or optimization of the structure	Building a stronger sustainable business

# Learning is changing face

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	<b>“Golden age”</b>	<b>Challenging times</b>	<b>On the way up</b>
<b>Main question</b>	What is in development portfolio? What else can we add? (MBA?)	How much does it cost us?	Where is the output and value for the company?
<b>Internal/External development actions</b>	Most of development actions are external – “no time to create, we will buy and customize”	Most of development actions are internal – “no money to buy, we will create, if we will do at all”	Most of development actions are still internal: <ul style="list-style-type: none"> <li>• Internal learning brings economy to the budget</li> <li>• The content is more dedicated to the business needs.</li> <li>• Internal trainer is more interested in results</li> <li>• Internal training is also a way to develop managers (presentation, influencing skills)</li> </ul>
<b>Focus in development</b>	To cover all possible skills	To cover crucial for now skills	To provide knowledge for business development

# Renegotiating the “psychological contract”

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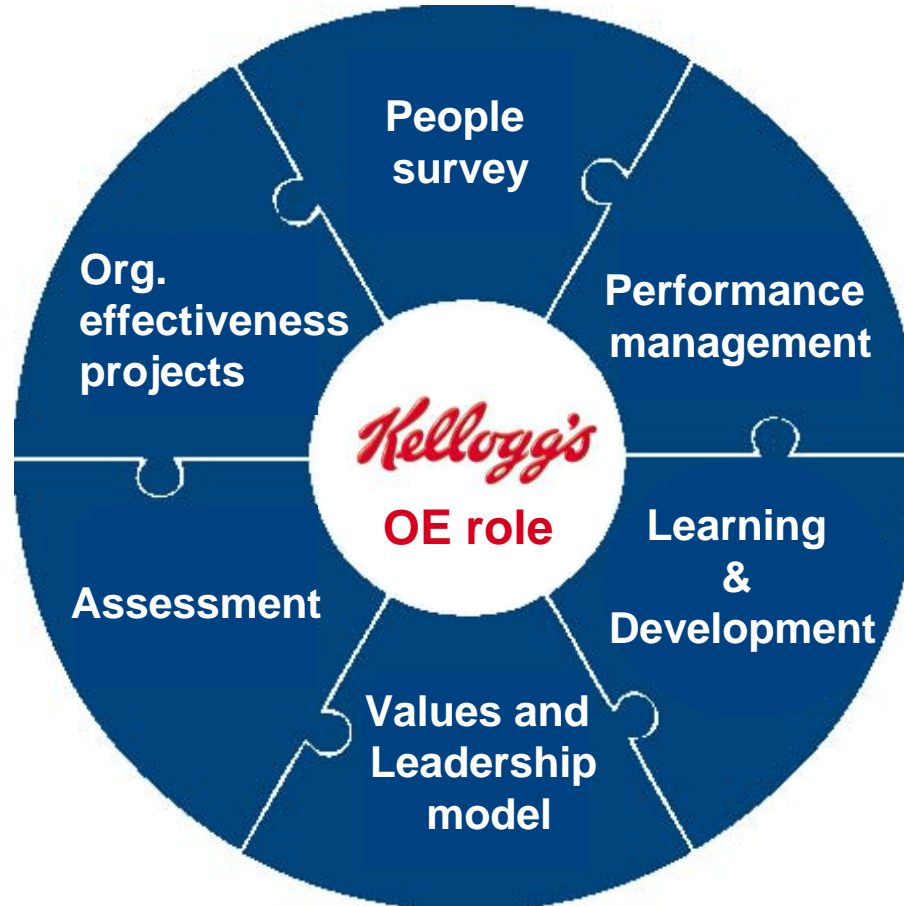


- The concept of “total reward” is of key importance – new generation needs to be “a part of” and be engaged
- Culture survey helps us to measure employees feelings and working with things like Values, Leadership model makes them feel the company better and how they can contribute and add value





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# Thank you!

