

POI Global Promotion Optimization Summit



Big Data
Pricing TPO
Retail Execution
Mobility TPM

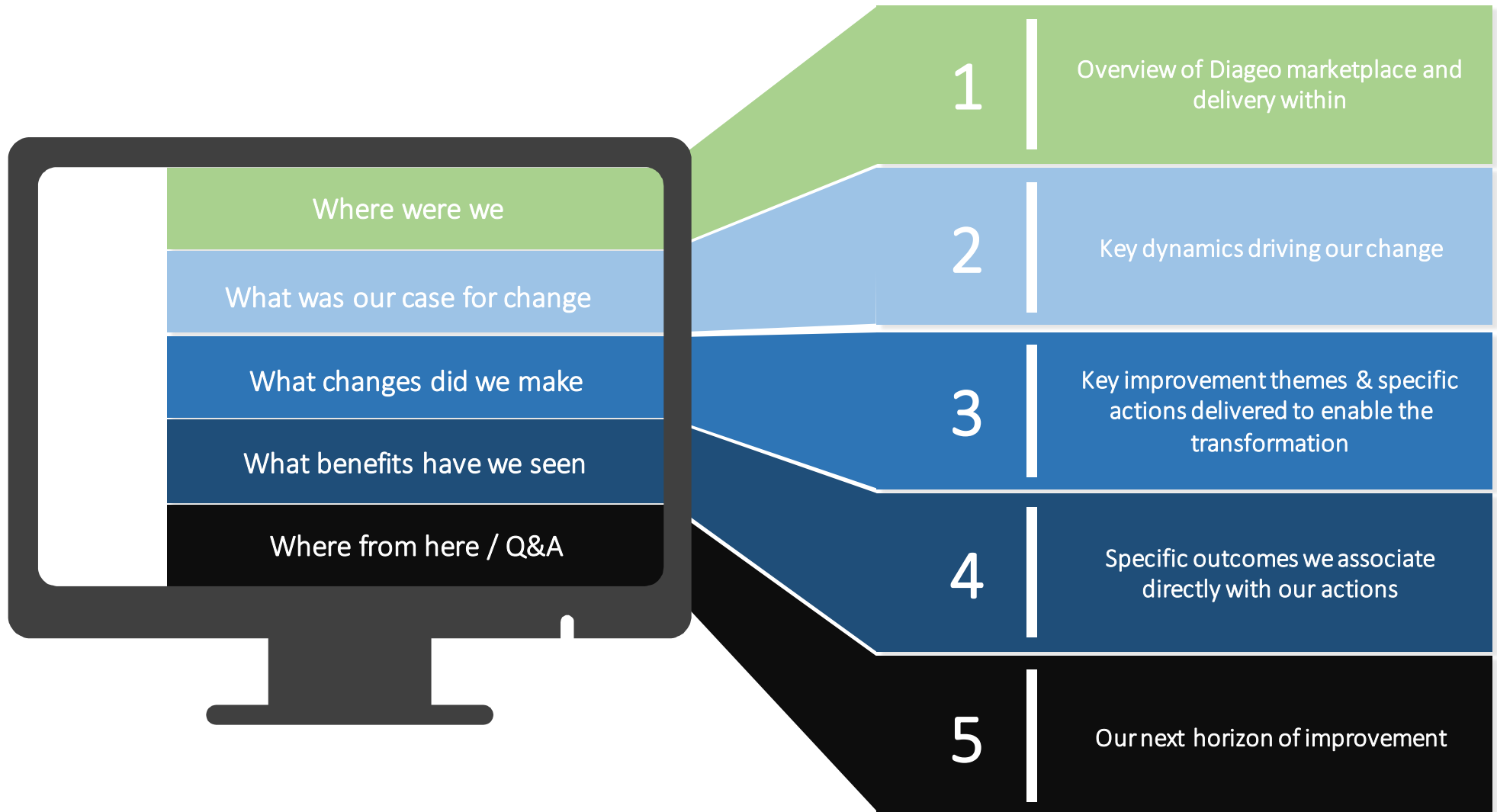
Motivating and Enabling Your Field Force for Getting Better In-store Execution

Shane Kingston

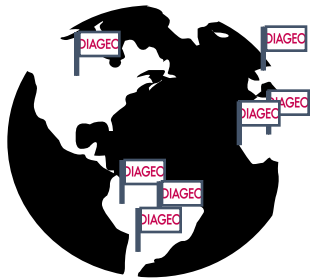
Global Commercial Performance Director: DIAGEO

10 May 2016

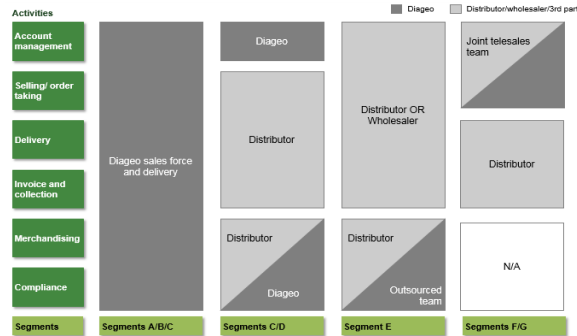
Structure of next 45 minutes.....



We have a large commercial footprint...



180+ countries, via multiple channels
1m outlets called on



16,000 total Sales People
3,000 DIAGEO Sales People
20,000,000 sales calls p.a.



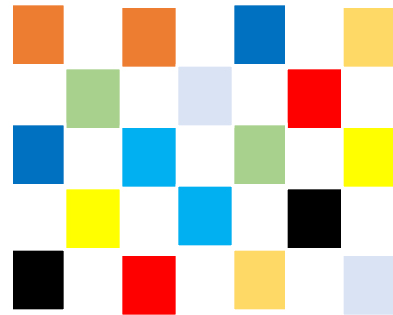
23 core brands, with
~20 brands in the top 100
brands globally

....and we operate in a complex & dynamic global environment

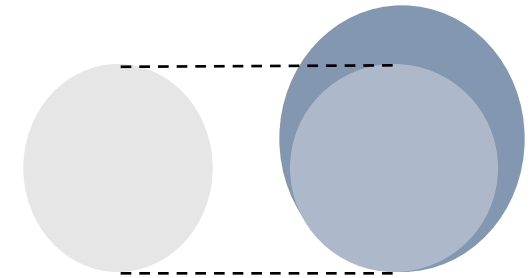
...we recognized we could achieve more



**Pockets of excellence
through the organization**



**Inconsistent call cycle
definition, call objectives &
reward programmes**

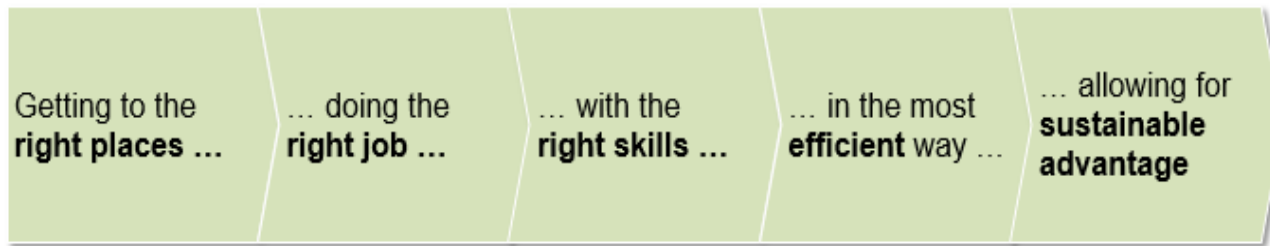


**Not consistently growing the
category**

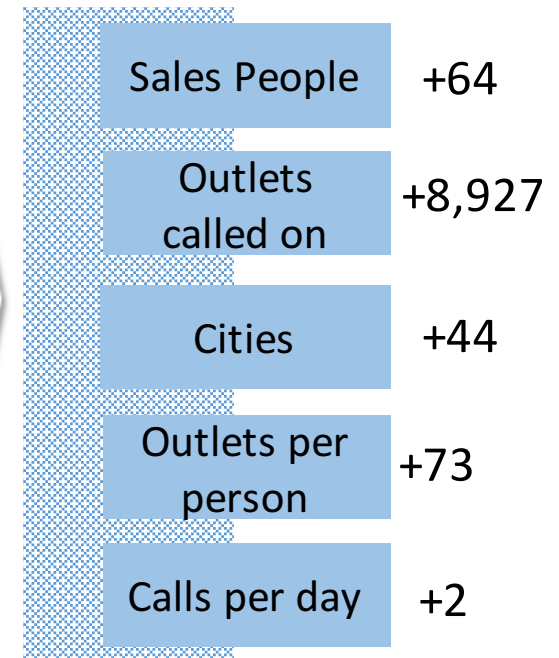
....which led us to complete a thorough assessment.....

....robust examples of country level change within our organization...

Go to market programme



F15 v F13



.....ensured progress with a degree of pace in deploying our new approach.

FROM

Suggested best practice

Standards subjectively
benchmarked

Part developed customer
partnerships

Spectrum of technologies to
support

Sales in based objectives &
reward programmes

TO

Mandated deliverables

Standards constantly
benchmarked **against peer
group & internal maturities**

Deeply **engaged & aligned**
customer partnerships

Tight suite of recommended
technologies & partners

Sell out centred behaviours,
objectives & weighted reward

.....further supported by organizational interventions....

DELIVERING DIAGEO'S PERFORMANCE AMBITION

WHAT

PURPOSE
Celebrating 150 Years Old Everywhere

AMBITION
To create the best performing, most trusted and respected consumer products company in the world

WHERE WE WILL WIN
Processes across full portfolio of our core consumer brands Europe Emerging Middle East achieve scale in attractive trade segments

OUTCOMES WE WILL ACHIEVE

HOW

WHAT WILL BE DIFFERENT

OUR LEADERSHIP STANDARD

OUR VALUES

Heavy weight sponsorship, communication & change plan

Consistent outlet universe assessment approaches & field sales service models

Outlet census methodology

On trade outlet census methodology

Goiania implementation plan

Goiania outlet census outcome (PO)

Methodology being implemented in other clusters

Wider process, governance and capability improvements

1. Value drivers

2. Key performance indicators

3. Reporting tools & analytical framework

4. Data availability & architecture

5. Commercial process landscape

6. Governance & control

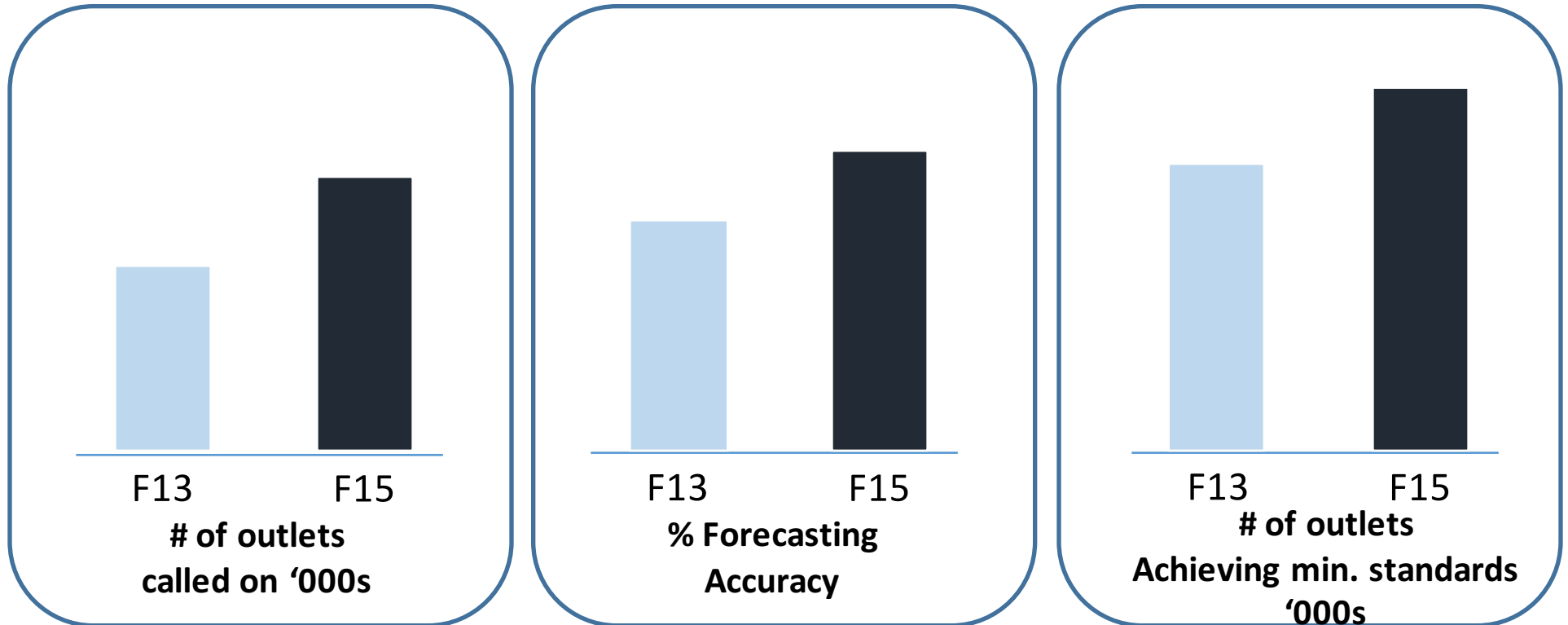
7. Organizational model & capability

Decision making framework	Status
1. Value drivers: 4 commercial standards identified, which provide the basis for improving performance delivery	Green
2. KPIs: Spectrum of metrics defined, which are detailed through a comprehensive & governed information reference model	Green
Fit for purpose architecture	Status
3. Reporting tools & analytical framework: We have a clear recommendation on the technical architecture landscape that supports our agenda, delivering as consistently as possible and how we deliver analysis and insight centrally and locally	Yellow
4. Data availability & architecture: We have a data & information framework and roadmap, which satisfies today's needs but supports scalable future improvement	Yellow
Defined processes & capabilities	Status
5. Commercial processes: We have a clear process reference architecture against which we build our maturity	Yellow
6. Governance & control: We have a clear governance and control framework to place around the metrics we report	Yellow
7. Organizational model & capability: We will have clearly defined roles and responsibilities in support of efficient processes and organization. We will have a specific capability roadmap to support	Yellow

Sales incentive reward programme evolved to drive sell-out

....this combination proved powerful in driving changes required

...spectrum of strong benefits globally, which continue...



....which are impacting into wider cross functional areas.....

....and specifically in one region we delivered...

+35%

Growth in our sales force
resource pool v PY

+95%

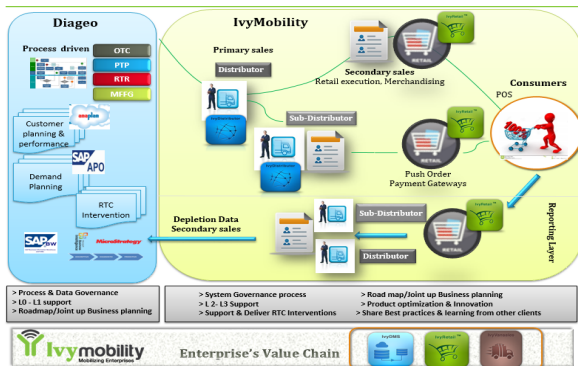
Growth in outlet coverage v
PY

+0.3%

Market share growth v PY

....signaling we have further headroom remaining to unlock....

...sustainable 'muscle' build, enhanced with technology



'Digitise' distribution through technology enablement



Enhance execution & individual capability through 'gamification'



Further develop sales incentive reward programmes

....driving continuous category growth through execution excellence

...in summary, our key learnings are:

1

Defining standards and maturities have proven the catalyst to drive change through

2

Winning bigger and more sustainably through outlet execution is an organization effort, not just sales team

3

The future is exciting & fast evolving in this space as we look for new methods by which to achieve more at 'moment of truth'

Q & A

**Thank
you**