

Forced Ranking & Development Planning

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Assessment Center Methods
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- **People & Organization Planning (POP)**
- **Heinz Sales Company Transformation**



People and Organization Planning (POP)

Heinz North America

Heinz Frozen Foods Company

Star-Kist Foods

2002

Overview - 2002 POP

We want the POP process to be more effectively used by the organization.

- Calibrate and rank our GM+ talent across the entire business.
- Provide the Presidents with a mechanism to track key people in their organizations.
- Raise the performance bar.
- Better understand the strengths and development opportunities for our senior level talent.
- Build succession plans for key positions.
- Develop action plans involving people and/or organization and measure progress against those plans.

Setting the Table



The Current State of POP

- A yearly exercise
- Grossly underutilized by the organization

Our Intentions

- To make this process a part of our culture at Heinz
- To significantly improve our organization, people, and development processes

Our Approach

Begin by addressing the following issues:

1. *The current cap on 264+ positions is making it increasingly difficult for key people to advance. This situation, if not changed, will significantly affect our talent pipeline.*
2. *The current system does not allow the Presidents of our various organizations to track the key people in their organizations.*
3. *Historically, we begin but do not effectively complete this process. We “shelve” the plan and add to the perception of our not having enough focus on career development.*

Issue #1

The current cap of 264+ positions is making it increasingly difficult for key people to advance. This situation, if not addressed, will significantly affect our talent pipeline.

Our Solution – the “Forced Ranking” Process

- Utilize a “forced ranking” process to evaluate the relative strength of each person in the group
- Comparisons will be made against the following criteria: performance, potential and leadership

Step 1 – Each organization leader is to force rank their own group of 264+ employees.

Additionally, specify individuals whom you consider to be in the “top 10%” of the entire executive group (100 individuals total).

Step 2 – The Sr. Executive Team will meet to mutually “force rank” the entire group this way -



Forced Ranking

This is to be done with primary consideration given to the following criteria:

Positive Indicators

Performance

- * a standing record of sustainable contributions
- * achieves above-average results
- * gets results the “right” way

Potential

- * strong likelihood of reaching executive management level within the next 5-7 years
- * multi-functional experience coupled with technical expertise

Leadership

- * positive role model to others
- * demonstrated results in hiring and developing other leaders

Negative Indicators

- * absent or lack luster contributor
- * recurring periods of less than satisfactory results
- * gets results through inappropriate/questionable means

- * “Peter Principle” evident

- * limited scope of experience
- * lacks interest or ability to broaden experience

- * is not looked to by others for leadership
- * track record of unplanned staff turnover

These criteria are not listed in any order of preference or importance, but the rationale used in determining a person’s ranking in either the “top” or “bottom” group should be explainable and evident on their “dashboard.”

Issue #2

The current system does not allow the Presidents of our various organizations to track the key people in their organizations.

Our Solution – the “Dashboard”

- Create a one-page document (a “dashboard”) to display critical performance and career information about key individuals in a “simple and extremely clear” way.

The Presidents will use these to track the key people in their organizations – enabling them to pre-empt compensation issues and easily stay abreast of development needs and opportunities.

Individual Profile::	<u>Band</u>	<u>Rank in</u>
<input type="checkbox"/> Current Ranking	<u>___top 10%___</u>	<u>Top 10%</u>
		<u>___13 of 15___</u>
<input type="checkbox"/> Pr. Yr. Ranking	<u>___Solid___</u>	<u>___n/a___</u>
PMP Data:		
<input type="checkbox"/> Current Rating	<u>___4___</u>	
<input type="checkbox"/> Prior Year Rating	<u>___4___</u>	
<input type="checkbox"/> Pot. Designation	<u>___High Potential___</u>	

Key Business Initiatives/Challenges:		
<u>Project Name</u>	<u>Project Owner?</u>	<u>Status</u>
<input type="checkbox"/> Borden Acquisition	Yes	On track for 10/1
<input type="checkbox"/> Build to \$500 Million	Yes	Strat Plan built
<input type="checkbox"/> EBPCS Conversion	No	Project Owner – Peter Jones
<input type="checkbox"/>		

Compensation Data:		
<input type="checkbox"/> C-Ratio <u>___101.4%___</u>		
<u>Year End Base Pay</u>	<u>SSP</u>	<u>Tot. Comp.</u>
<input type="checkbox"/> Group Rank (2001)		
<u>___90 of 141___</u>	<u>80 of 141</u>	
<input type="checkbox"/> 2001 <u>___\$123,075___</u>	<u>\$10,000</u>	<u>\$133,075</u>
<input type="checkbox"/> 2000 <u>___\$117,775___</u>	<u>\$4,875</u>	<u>\$122,650</u>
<input type="checkbox"/> 1999 <u>___\$108,000___</u>	<u>\$6,000</u>	<u>\$114,000</u>

Sustainable Contributions from 2 Prior Years:	
<u>Category</u>	<u>Measurement / Impact</u>
<input type="checkbox"/> Growth	Delivered 10% growth in struggling category
<input type="checkbox"/> New Product Introduction	Led successful launch of 2 products in past 12 mos.
<input type="checkbox"/> Acquisition Integration	Appointed leadership role on ___ acquisition team
<input type="checkbox"/> Leader Development	Recruited 'top of class' MBA, spring 2000
<input type="checkbox"/>	

Career Path Benchmarks:			
<input type="checkbox"/> Education:	MBA , Univ. of Michigan; BS – Marketing, Penn. State Univ.		
<input type="checkbox"/> External Position History:	<u>(Company)</u>	<u>(Title)</u>	<u>(Tenure)</u>
	General Mills	Assoc. Brand Mgr.	2 yrs. 0 mos.
	General Mills	Brand Mgr., Cereals	2 yrs. 4 ms.
	ConAgra	Sr. Brand Mgr., Meals	2 yrs. 1 mo.
<input type="checkbox"/> Heinz History:	Heinz FF	Sr. Brand Mgr., Potatoes	1 yr. 3 mos.
	DOH – 09/28/99	Heinz NA	GM - Meals

Stock Option History:		
<u>Year</u>	<u># Granted</u>	<u>Price per Share</u>
		<u>@ Grant</u>
		<u>10/01/01</u>
		<u>Present Value</u>
		<u>V / NV</u>
<input type="checkbox"/> 2001	8000	\$42
		\$45
		0 / \$24000
<input type="checkbox"/> 2000	5000	\$50
		\$45
		0 / ___\$0___
<input type="checkbox"/> 1999	0	na
		na
		na / ___na___

Global Mobility?	There is interest; however, a dual career situation exists.
Any Retention Risks?	None at present.
	(Degree / Response)

"Natural" Peers:	
<u>Name</u>	<u>Title</u>
<input type="checkbox"/> William	VP – Marketing
<input type="checkbox"/> Baxter	GM – Global C&S
<input type="checkbox"/> Morgan	GM – Mkt. Res.
<input type="checkbox"/> Pernot	GM – Bus. Dvlp.
<input type="checkbox"/> Jacobs	GM - Seafood

Development Track:	
Key positions to hold (timing, sequence, etc.)	<u>Readiness</u>
<input type="checkbox"/> GM – Business Development	Ready now
<input type="checkbox"/> VP – Marketing	12-24 mos.
<input type="checkbox"/> MD (smaller BU)	36-48 mos.
Mentor / Champion: John Johnson	Functional Expert: Yes / No
	Role Model: Yes / No

Direct Reports:	
<u>Name</u>	<u>Included in Ranking</u>
	<u>Title</u>
<input type="checkbox"/> Jones	Sr. Brand Mgr.
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

Discussion of Skills: (Comment on Significant Strengths and Development Needs)	
Very technically competent as a marketer in the CPG industry. No-nonsense style leader who has respect of subordinates. Determined to meet the needs/expectations of the customer/consumer. Has the charge to develop his successor (delegation).	
Completed by: _____	Date: _____

Initial Forced Ranking by Business Unit Highlighting "Top 10%" Nominees											
					Retail	HUSA	SS -		Global Cat.		
Distribution	HNA R&D	CB/IF/OrgN	SS-HR	HFF	Sales Co.	Foodservice	Operations	SS-Finance	Mgmnt	KC&S	Pet Snacks
99	1	3	4	10	13	18	18	14	13	3	2
Top (10%) 10	X	X	X	T. Liddle	D. Quillen M. Taylor	D. Darling K. Fullmer *	T. Savage M. Cook	D. Hopkinson K. Shortmann	M. Page #	X	D. Checketts
Strong (15%) 15	B. Lee	G. Lundberg	K. Solie *	D. Watt * M. Wood	C. Bassett R. Wolfe	M. Malone S. Williams H. Schoaf	D. Eyerly C. Reeve P. Barzee	S. Fackrell B. Danbury	P. Spohr P. Briscoe	D. Nelson	L. Kacher #
Solid (50%) 49		G. Thomas * G. Cooper *	F. Draney * L. Checketts	R. Kirkham E. Christison V. Park * G. Allen *	G. Fagersten R. Boody K. Hansen N. Russell W. Walker	M. Hayes C. Hall S. Morgan D. Pearson H. Kim S. Brown C. Graham T. Duffield	C. Reist D. Prows J. Williams J. Culver T. Knoepke D. Paul J. Kew W. Mahoney	W. Jordan J. Matthews P. Yochum J. Bock R. Tucker W. Hasnain *	T. Yost * P. Shepherd R. Dusick T. Rucker S. Wilson E. Whitney A. Spencer	P. Bang S. Fish	
Borderline (15%) 14			L. Goates	M. Seethaler B. Barrett	R. Remington J. Stanford	P. Haack G. Morrow R. Tuttle	B. Israelsen H. Combs P. Gustavson	C. Sanders * D. Allred	C. Bacon		
Bottom (10%) 10				S. Moore	D. Baker P. Hatch	C. Fruge V. Hugues	R. Scott C. Boraas	B. Butsic J. Harris	P. Woodbury C. Swartz #		
Up & Comers											
									RED	- nominated to "Top 10%"	
									*	#	
									female (11)	min./div. (3)	

Forced Ranking Voting Procedure – Top 10%

- Using the ballot provided, assign a unique rank order to *all candidates nominated* for the “Top Ten Percent” category. (Your individual votes will not be revealed to the rest of the group)
- Submit ballots for tabulation.
- Ballots will be entered and candidates will be sorted by *median rank* (midpoint of all rankings received).
- Voting results will then be projected for all to review and discuss.

Heinz North America / Heinz Frozen Foods / StarKist Foods

FY02 Forced Ranking Process

Top Ten Percent of "264+" Talent Pool

Group		Highest	Lowest	#1	Median	Average
Ranking	Candidate	Rank	Rank	Votes	Rank	Rank
1	Darling, D.	1	17	6	2.0	4.17
2	Quillen, D.	1	19	2	2.5	5.08
3	Hopkinson, D.	1	18	2	3.5	6.17
4	Liddle, T.	3	18	0	5.5	9.00
5	Taylor, M.	3	20	0	7.5	8.00
6	Fullmer, K. *	3	19	0	7.5	9.42
7	Checketts, D.	1	20	4	8.5	8.42
8	Malone, M.	2	16	0	9.5	9.42
9	Reeve, C.	4	17	0	10.0	10.00
10	Eyerly, D.	3	20	0	10.5	10.42
11	Bang, P.	3	18	0	10.5	10.75
12	Fackrell, S.	3	19	0	10.5	11.00
13	Cook, M.	5	17	0	10.5	11.42
14	Savage, T.	4	19	0	11.5	11.83
15	Watt, D.	4	20	0	13.0	12.42
16	Shortmann, K.	5	19	0	13.5	12.50
17	Williams, S.	7	20	0	15.5	14.17
19	Barzee, P.	11	19	0	16.0	15.58
18	Remington, R.	9	20	0	16.0	15.67
20	Page, M.	2	20	0	17.0	14.58

Final Forced Ranking by Business Unit Highlighting "Top 10%" Nominees											
					Retail	HUSA	SS -		Global Cat.		
Distribution	HNA R&D	CB/IF/OrgN	SS-HR	HFF	Sales Co.	Foodservice	Operations	SS-Finance	Mgmnt	KC&S	Pet Snacks
100	2	3	4	11	12	18	18	14	13	3	2
Top (10%) 12	X	X	X	T. Liddle	D. Quillen M. Taylor	D. Darling K. Fullmer *	T. Savage M. Cook	D. Hopkinson K. Shortmann	M. Page #	P. Bang	D. Checketts
Strong (15%) 21	M. Asay B. Lee	G. Lunberg	K. Solie *	D. Watt M. Wood R. Remington	C. Bassett R. Wolfe	M. Malone S. Williams H. Schoaf	D. Eyerly C. Reeve P. Barzee	S. Fackrell B. Danbury	P. Spohr P. Briscoe	D. Nelson	L. Kacher #
Solid (50%) 53		G. Thomas * G. Cooper *	F. Draney * L. Goates	R. Kirkham E. Christison M. Seethaler B. Barrett	G. Fagersten R. Boody K. Hansen N. Russell W. Walker J. Stanford D. Baker P. Hatch	M. Hayes C. Hall S. Morgan D. Pearson H. Kim S. Brown C. Graham T. Duffield P. Haack G. Morrow	C. Reist D. Prows J. Williams J. Culver T. Knoepke D. Paul J. Kew W. Mahoney B. Israelson	W. Jordan J. Matthews P. Yochum J. Bock R. Tucker W. Hasnain * C. Sanders * D. Allred	T. Yost P. Shepherd * R. Dusick T. Rucker S. Wilson E. Whitney A. Spencer		
Borderline (15%) 5				L. Checketts S. Moore G. Allen *			C. Fruge R. Tuttle		C. Bacon	S. Fish	
Bottom (10%) 9						V. Hugues	R. Scott C. Boraas P. Gustavson H. Combs	B. Butsic J. Harris	P. Woodbury C. Swartz #		
Up & Comers		none	G. Manning	C. Gilmour B. McCall	E. Agle I. Stewart A. Taylor	A. Morgan B. Hannon * T. Sharpe D. Munson R. Orme C. Boggs	H. Lamb T. Potter R. Ritchie L. Durm R. McCroby	B. Wallace *	none	D. Blotter * J. Johnson	none
									RED	- nominated to "Top 10%"	
									BLUE	- too new to call	
									*	#	
									female (14)	min./div. (3)	

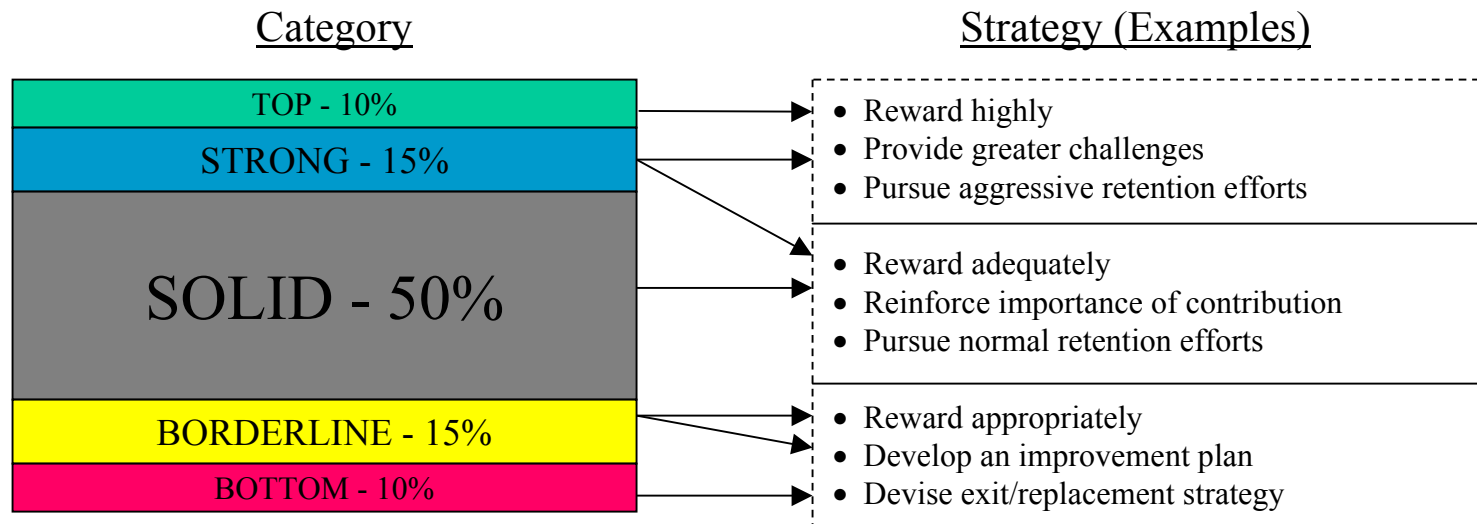
Issue #3

Historically, we begin but do not effectively complete this process. We “shelve” the plan and add to the perception of our not having enough focus on career development.

Our Solution – Planning/Execution

- Address “discrepancies” in any particular individual’s “rank” and “level of recognition.”

Specifically, determine what (if any) corrective actions need to be taken.



- “Map” critical development moves.

Specifically, connect the right people with the right development experience at the right time under the direction of the right person.

Executive POP Review

Results

- Robust information and discussion (“dashboards” and forced ranking)
- Aggressively renewed executive talent

<u>Category</u>		<u>Actions Taken</u>
Top	12	1 promotion to VP (Sales)
Strong	20	1 promotion to VP (SC)
Solid	51	7 key new hires (Mktg., SC, FIN, R&D)
Borderline	6	Exited 4 from executive ranks
Bottom	9	Exited all 9 from executive ranks
TOTAL	98	
Up and Comers	20	Promoted 8 into executive ranks (Mktg., SC, Sales, FIN)

- Lost only 1 from “Top” talent category to DLM Foods

Senior Executive POP Review

- We ranked the Sr. Executives against several performance factors and skill dimensions
- This provided insights into their individual strengths and development needs
- We focused on demonstrated skills and results vs. reputations
- This facilitated calibration among the Presidents
- Used to fill in important bench charts for key positions across the organization

2002 POP Reviews Summary

Executive Level Action Plans/Follow Up

- Talent Pool Upgrading
- Total Compensation Rightsizing
- Exit Planning

Sr. Executive Level Action Plans/Follow Up

- Development Planning
- Succession Planning for Key Positions

Goals

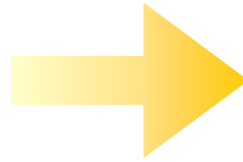
- 1) Refine executive process and “take it up a notch”
- 2) Expand to include management & professional employees

Heinz Sales Company Transformation:

Win With People

Vision of the Heinz Sales Company

**Transactional
Vendor**



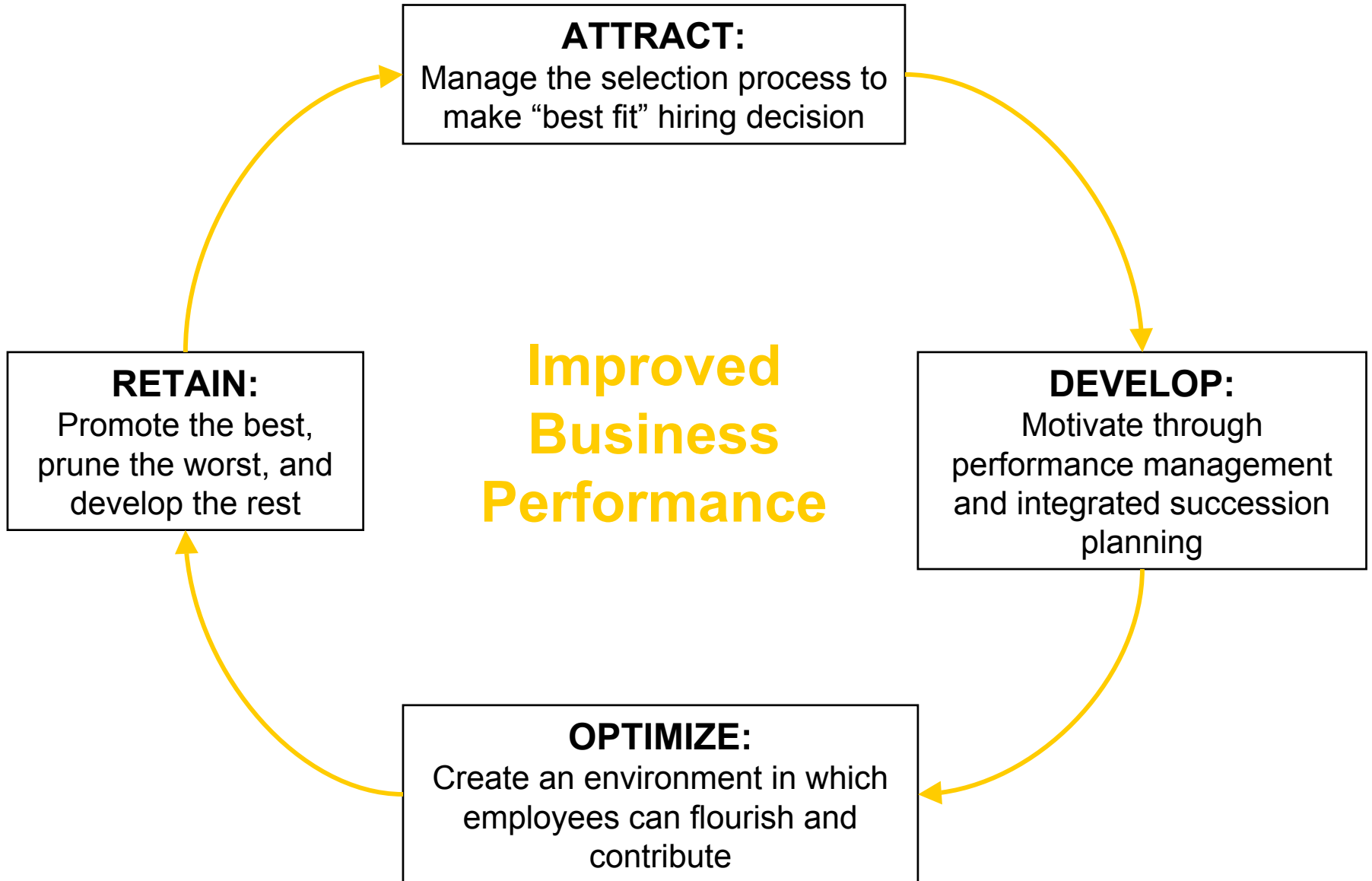
**A Customer-Focused
Category Partner &
Idea Thought Leader**

2 year journey



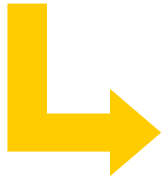
**This vision was a catalyst for transforming our entire
Sales organization**

Win With People

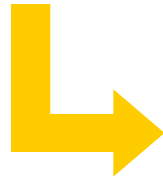


The process we used for building the organization

Define the skills & competencies for success in the new world

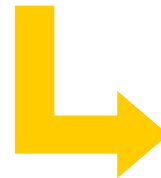


Assess current incumbents against those competencies



Decision Point:

- Fit?
- Can be developed?
- No fit?



Hire or develop to meet the needs of the new world

Define the skills & competencies for success

- **Interviewed key customer contacts & asked them:
What do we need to do *more* of and *less* of?**
- **Surveyed over 100 broker partners.**
- **Used independent rankings for additional insight.**
 - **Cannondale, Advantage Group**

Define the skills & competencies for success

Our customers want:

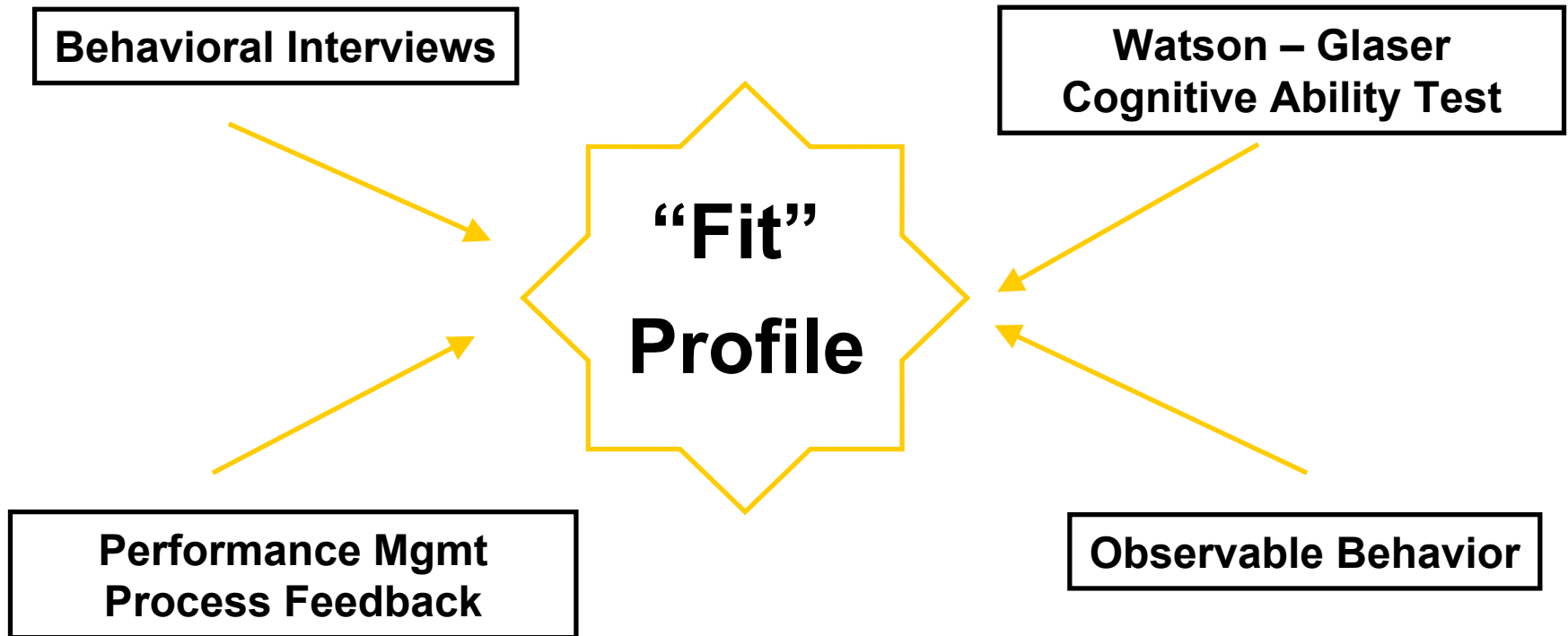
- **Idea thought leaders**
 - **Smart, insightful**
- **Innovative / nimble – cooperative**
 - **Deep listening skills**
- **Profound insights into customers**
 - **Behaviors / buying habits**
- **Product supply organization that delights**

Define the skills & competencies for success

HSC Competency Model

Domain	Competencies	
Thinking Skills	<ul style="list-style-type: none">• Apply technical expertise• Demonstrate financial acumen• Manage technology• Establish plans	<ul style="list-style-type: none">• Champion change and innovation• Analyze issues• Use sound judgment• Think strategically
Leadership Skills	<ul style="list-style-type: none">• Engage & inspire people• Build talent pools• Coach & develop people	<ul style="list-style-type: none">• Influence others• Build relationships• Lead courageously
Interpersonal Skills	<ul style="list-style-type: none">• Write effectively• Foster open communication	<ul style="list-style-type: none">• Speak with impact• Listen to others
Personal Attributes	<ul style="list-style-type: none">• Demonstrate adaptability and resilience• Inspire Trust• Practice self-development	
Killer Instinct	<ul style="list-style-type: none">• Drive for results• Exceed customer expectations	<ul style="list-style-type: none">• Create customer loyalty• Drive execution

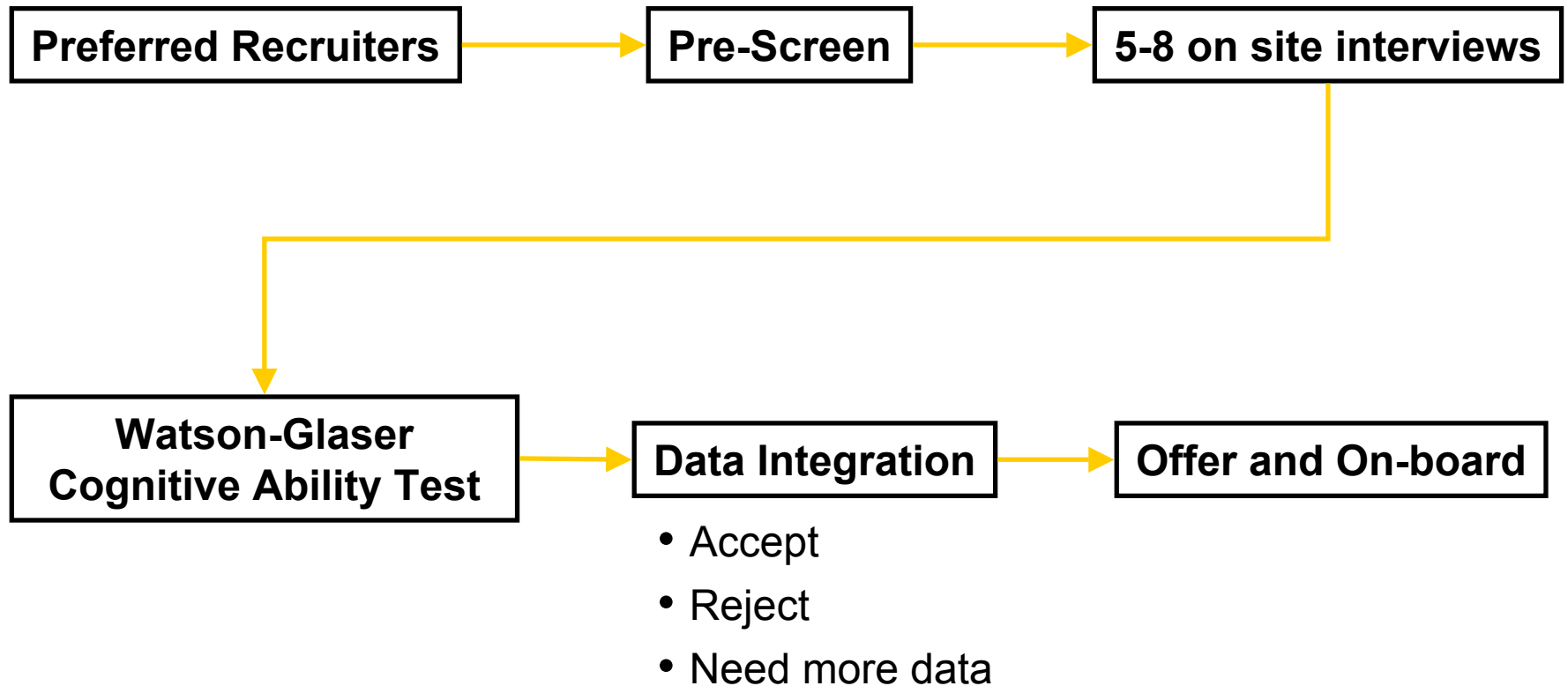
Assess current incumbents against those competencies



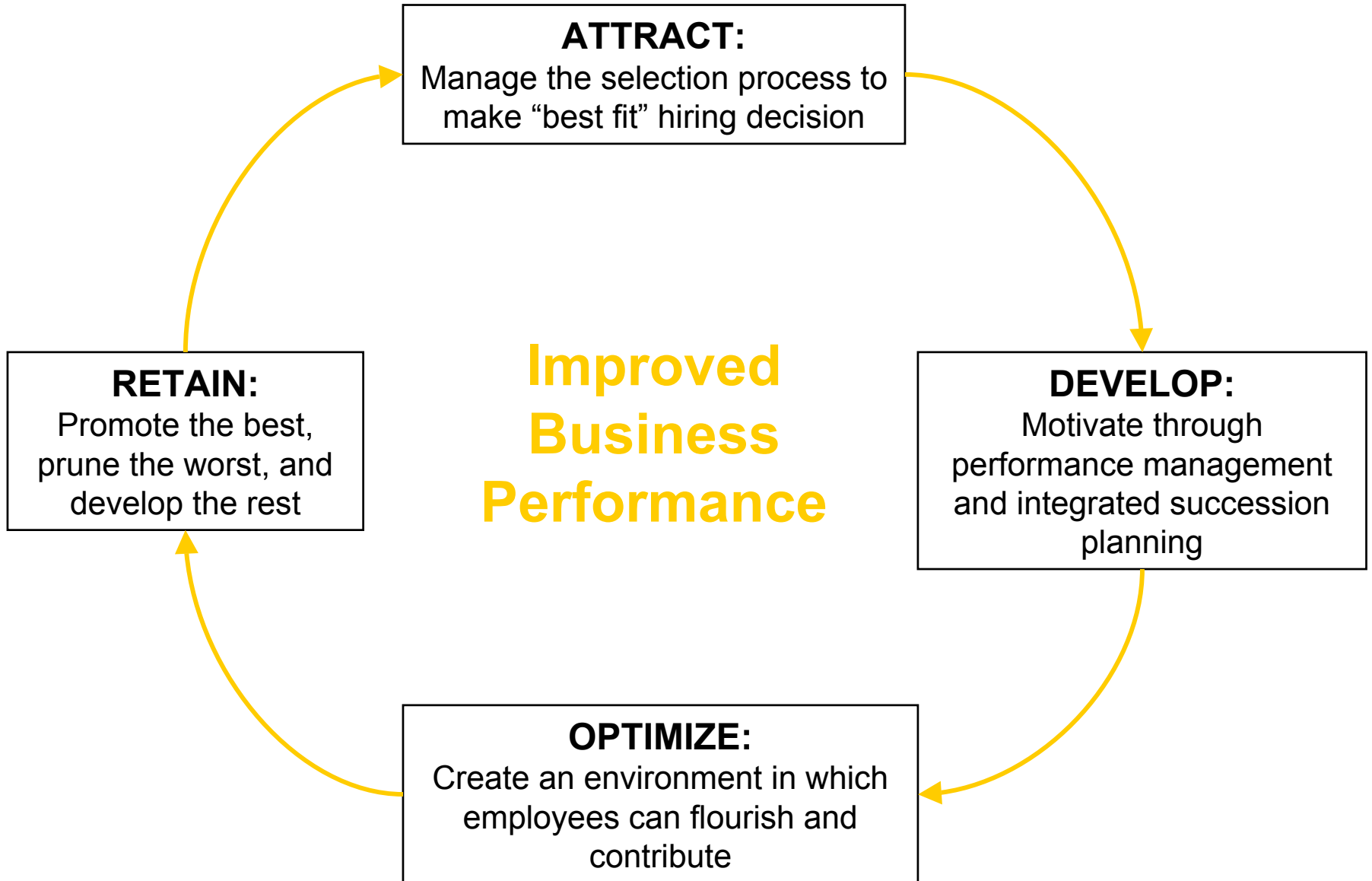
- **Fit?**
Keep, grow, nourish, & reward
- **Can Be Developed?**
Create a development plan & monitor progress
- **No Fit?**
Exit or help incumbent to “self-select” out of the organization

Hire or develop to meet the needs of the new world

Rigorous selection process:



Win With People



Develop

**Performance
Management
Process**

**Succession
Planning**

**Performance
Calibration**

**Focus on the what's
(goals and objective)
and the how's
(competencies)**

**Integrates *potential* and
performance information
on an overall
performance grid**

**FY0X Performance Grid:
Business Development Manager**

FY0X Performance Rating (PMP)	<p align="center">5 Far Exceeds Expectations</p>	Develop			Promote?	
	<p align="center">4 Exceeds Expectations</p>				Frank Decker	
	<p align="center">3 Meets Expectations</p>					
	<p align="center">2 Partially Meets Expectations</p>	Exit?				
	<p align="center">1 Does Not Meet Expectations</p>					
	<p align="center">Performance Rating vs. Potential Rating</p>	Re-evaluate	Suitably Placed	High Professional	Potential	High Potential

Potential Rating

Three key outputs from this process

Development Planning

- **Incorporates leader feedback and employee input**
- **Focuses on key development needs while leveraging strengths**
- **Is action-oriented and time bound**

Promotion Planning

- **Bench strength defined for key positions**

Exit Planning

- **Through rigorous performance management**
- **Leaders are held accountable for counseling employees, as appropriate**

HEINZ SALES PROFILE - SAMPLE

Vital Statistics:

NAME: Frank Decker **DATE OF HIRE:** 10/9/2000 **YEARS OF SERVICE:** 1 yr 11 mths
TITLE: Business Development Mgr **DEPARTMENT:** HFF **TIME IN POSITION:** 1 yr 11 mths
REPORTS TO: Pam Mellor, Team Leader **CITY/STATE:** De Pere, WI

Employment Background:

Previous Heinz Positions	Dates
None	

Previous External Positions	Company	Dates
Director Of Sales Midwest Zone	ConAgra	9/98 - 10/00
Director of Promotional Spending	Nabisco	5/96 - 8/98
Product Sales Manger	Dean Foods	3/94 - 4/96
District Sales Manager / Region F	Dean Foods	10/91 - 2/94

Key Career Accomplishments & Highlights

- 1 - Successfully implemented All About Family IV that resulted Minneapolis indexing at 110% out of a Score of 100. # 1 Market in the Country.
- 2 - Through new item introductions and customized display programs, had top 20 customer, Hy-Vee, index at 153% to YAG sales on Smart One HT for FY'02
- 3 - Developed and implemented \$ 7mm in savings of trade spending 1998.
- 4 - Developed local marketing programs in conjunction with promotional agency that resulted in IRI lifts from 400% to 1200% to YAG 1996.
- 5 - Managed dead net dollar sales of \$300 mm that resulted in 107% index to YAG Sales 1995.

Higher Education Background:

Institution	Degree	Year
University of Virginia	B.S.	1992

Skills Assessment

Individual Competencies	FY'01	FY'02
Leadership Skills	3	4
Strategic Thinking	4	5
Killer Instinct	4	4
Interpersonal Skills	3	3+
Personal Attributes	4+	4+
Technical & Prof. Skills	4	5

PMP Rating	FY'01	FY'02
	4=	4.00
Potential Rating	FY'01	FY'02
	P	HP

1 = Does Not Meet
 2 = Partially Meets
 3 = Fully Meets
 4 = Exceeds
 5 = Far Exceeds

 HP = High Potential
 PR = High Professional
 P = Potential
 SP = Suitably Placed
 RE = Reevaluate

Overall Key Strengths

- 1 - Puts together comprehensive translation of national strategies into understandable execution responsibilities. Tracks and follows to assure action taken. Executes against every HPP initiative and delivers greatly improved results vs. PY and predecessor.
- 2 - Through challenges of turnover and upgrading of personnel has kept the brokers and remaining RSM staff motivated and focused on HPP initiatives.
- 3 - Has worked through challenging PY PMP and made significant progress in all areas identified with positive attitude, improved communication and high receptiveness to constructive opportunity area identification.
- 4 - A strength that is shared with the entire Western Team and has delivered positive business results.
- 5 - Developed Safeway FY03 Corporate Planning presentation in absence of BDM. Work was thorough and had new approach to Safeway business re-building of HPP.

Overall Key Development Needs

- 1 - Realistic Objective Setting - Be more thorough in analysis prior to signing-up for volume objectives. Has come up short on two major drive periods.
- 2 - Nielsen Based / Fact Based Business Direction - Utilize consumption information more in presentations and business strategy development in future. (NOTE: Manages 1/3 of US geography with no analytical or administrative support)

HEINZ SALES PROFILE - SAMPLE

NAME:	Frank Decker	TITLE:	Business Development Manager
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Potential Positions (Check ALL relevant boxes & indicate readiness)

	Readiness			Readiness			Readiness		Readiness Key
RSM			BDM			GM			NOW
DSM	X	Now	NAM			VP			6 - 12 mths
CDM			TL	X	1-2 years				1 - 2 yrs

Development Plan

Action	Who's Accountable	Date
Expand BDM role; lead the sharing of best practices across other teams	Frank	On-Going
Lead the process to consolidate 2nd half plans and work with CD in Pittsburgh and Geographic Sales to gain support	Frank	7/15/02
Expand leadership role on the HFF Team - leverage experience with Pittsburgh to support newer BDM's	Frank & Pam	On-Going
Work with HFF to develop joint business plan for CY 03 (to also include full category reviews)	Frank	8/15/02

Other Information

Mobility

Willing To Relocate?	Yes
Domestic / International?	Both - Preferably English speaking countries
Geographic Preference?	West Coast - USA

Personal Goals / Aspirations (Two Year Horizon)

Lead a sales force using my background to leverage sales from a profitable as well as historical perspective, ROIC and YAG index. I look forward to also working closely with the marketing department, and developing bottom up sales plans that maximize sales from a trade and consumer perspective. I would like to gain heavily increased exposure to the processes and procedures of HQ responsibilities through meeting attendance and corporate planning involvement. Ultimately, I would like to move into a Team Leader or DSM role.

Bench strength for key positions

Key Position: Division Sales Manager		
Successor	Readiness	Potential
Frank Decker	NOW	HP
Mike Zivot	NOW	P
Marilyn Vogel	1-3	HP
Larry Walker	Stretch	P

Key Position: Team Leader		
Successor	Readiness	Potential
Tonya Hall	NOW	HP
Dee Haley	1-3	HP
Frank Decker	1-3	HP
Tamara Gula	Stretch	P

Succession Plans Review Key	
Read	Ready Now or Emergency
1-3	Ready in 1-3 Years
Stretch	Stretch Candidate
HP	High Potential
PR	High Professional
P	Potential
SP	Suitably Placed
RE	Reevaluate

Results

<p>Since inception of the Heinz Sales Company:</p>	<ul style="list-style-type: none">• Hired 153• Promoted 83• Moved on 129• Regretted Turns 12
<p>Cannondale Feedback: Quality of Sales Force</p>	<p>1999 Score = 0.6% top box 2001 Score = 4.1 % top box</p>
<p>Business Results:</p>	<ul style="list-style-type: none">• Ketchup market share increased from 47% to 59%• 56 new items introduced• Intimate relationship with key customers (Eg. Wal*Mart, Safeway, & Kroger)• Sales volume remained steady• Profit has increased by a 12% average per year

QUESTIONS?