

**SA Leadership Challenges –
The Strategic Role of
Management
at
Coca Cola Canners**



Mark Peters

THOUGHTS ON LEARNING

*Arie De Geus,
Head, Strategic Planning,
Royal Dutch Shell*

“Over the long run, the ability to learn faster than your competition may be the only sustainable competitive advantage.”



SHIFTS IN THE BASIS OF COMPETITION

FROM

- **Format**
- **Customer Satisfaction**
- **Foresight + Vision**
- **Brands**



TO

- Future Functionality**
- Customer Lock-In**
- Control of Migration Paths**
- Industry Standards**



COMPETING FOR VALUE AT COCA COLA CANNERS

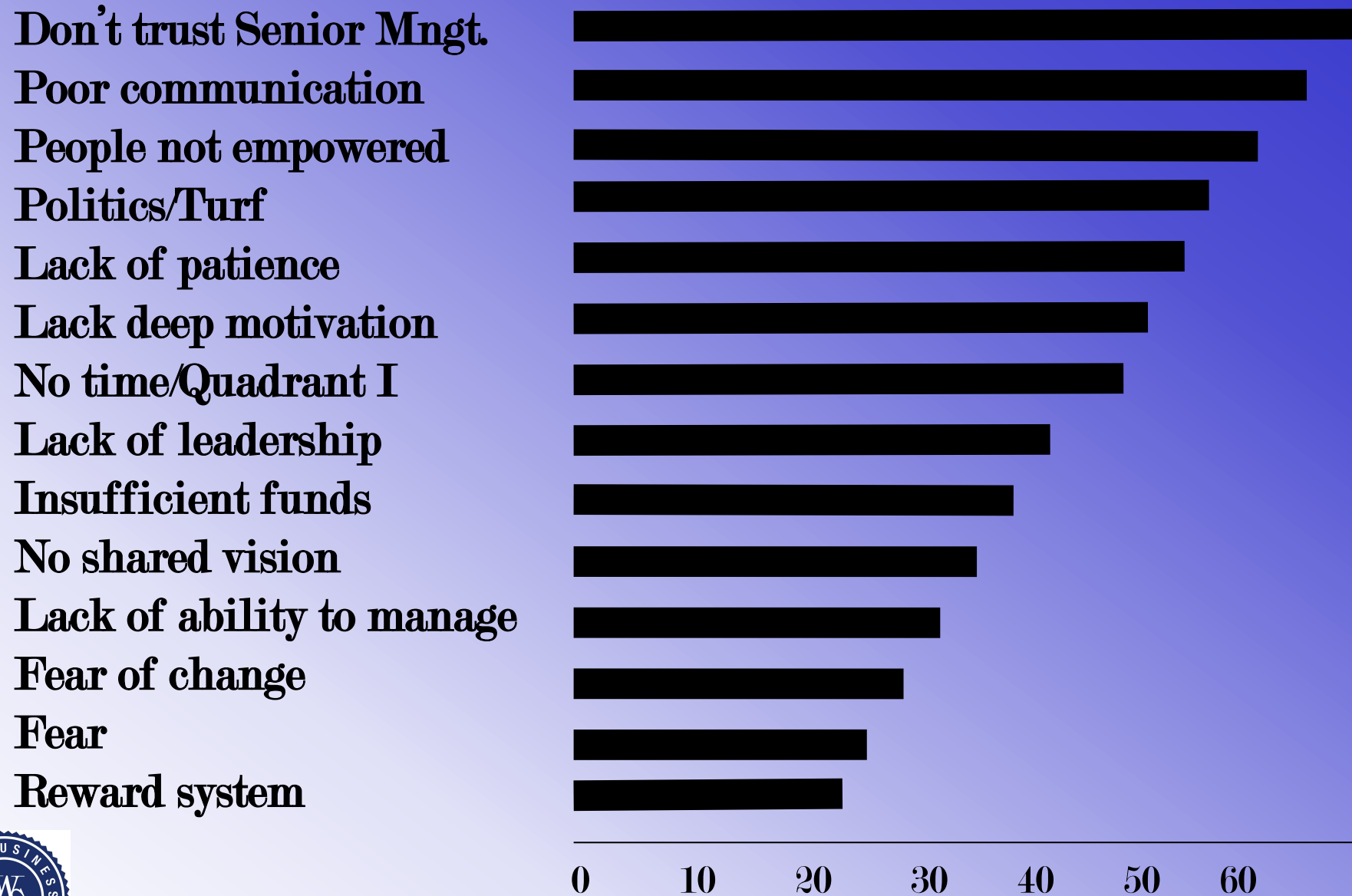
- **Value-creation potential?**
- **Competitive advantage?**
- **Industry leadership?**
- **Focus of senior management?**



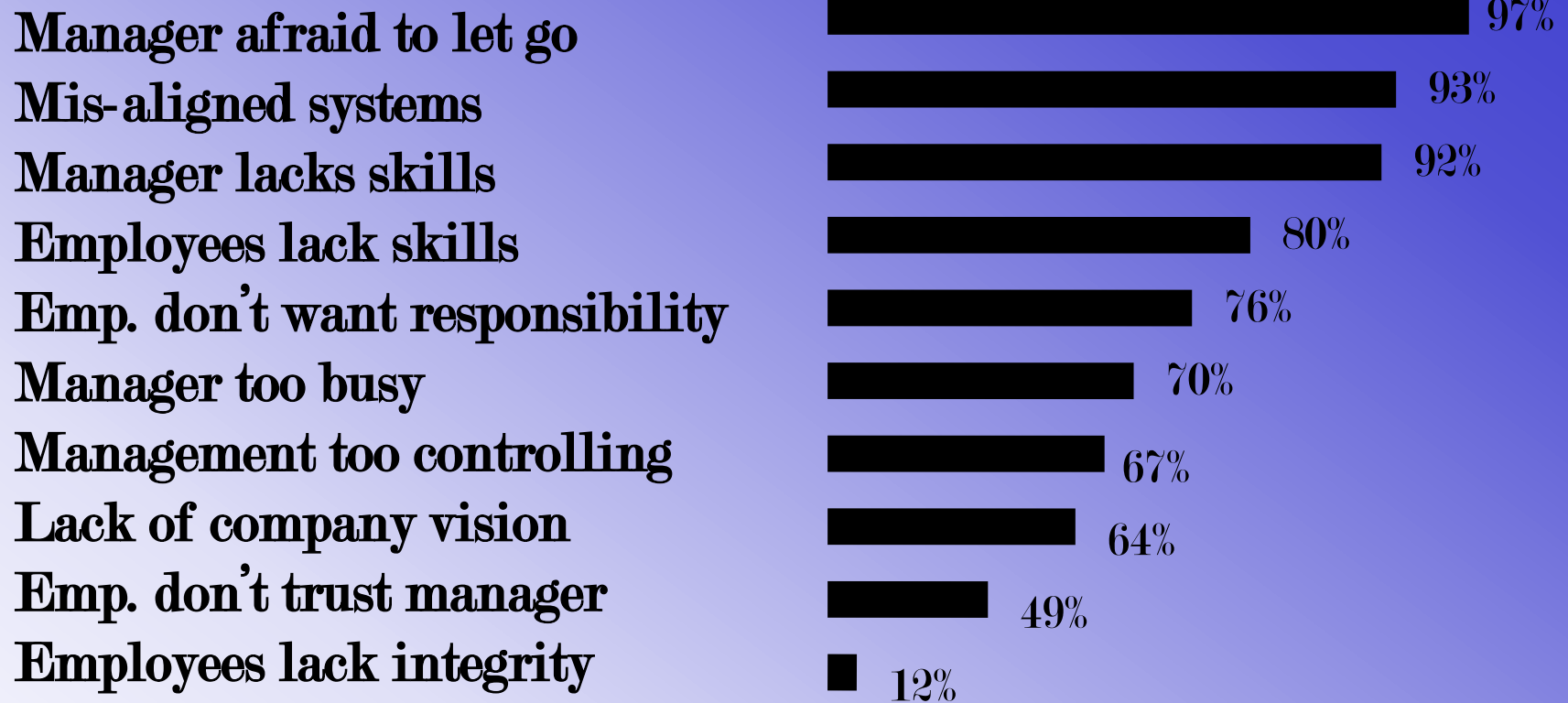
**CHANGE IS A DOOR THAT
CAN ONLY BE OPENED
FROM THE INSIDE**



What is Holding Back Quality?



What is Holding Back Empowerment?



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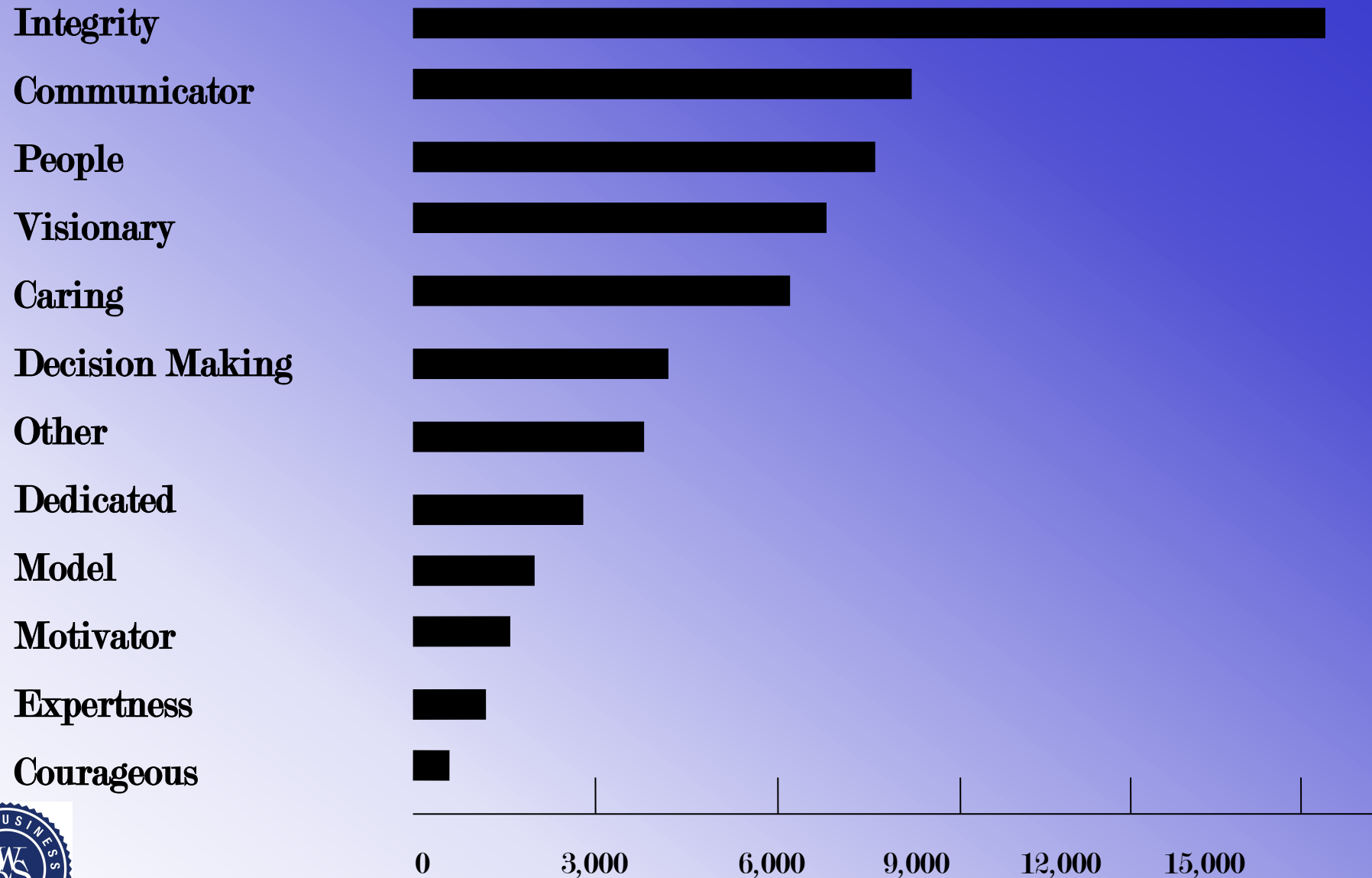
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**Empowerment is not the things you do
to or for people, it's the impediments
you take away, leaving space for people
to empower themselves.**



Terry Neill, Anderson Consulting






An Effective Leader is



LEAD, FOLLOW
OR
GET THE HELL OUR TO THE
WAY



STRATEGIC ROLE & VALUE ADDED OF SENIOR MANAGEMENT

- | | | |
|---------------------------------------|---|--------------------------------------|
| • Organisational restructuring |  | Industry transformation |
| • Reengineering core Processes |  | Reengineering core strategies |
| • Operations Management |  | Opportunity management |
| • Resource allocation |  | Resource leverage |
| • Achieving synergy |  | Building new competencies |



THE 3 R'S FOR THE 2000'S

Reputation

Resume

Rolodex



CHALLENGES FOR MANAGEMENT 1

- **Integrity in leadership**
- **The corporation and the community**
- **Maximising an organisations intellect**
- **People first, strategy second**
- **Informality liberates v bureaucracy**



MIND OVER MATTER

**The biggest barrier you'll
face is internal not external**



CHALLENGES FOR MANAGEMENT 2

- **Passion** – great organisation ignite passion
- **Stretch** – reaching for more than what you thought possible
- **Collaborations** – business has to be fun
- **Differentiation** - develops great organisations
- **Culture counts**



CHALLENGES FOR MANAGEMENT 3

- Appraisals all the time – everyone must know where they stand
- Managing loose – managing tight
- Investor relations
- Speed



KEY STRATEGIC CHALLENGE

“What is our capacity to capture a disproportionate share of the future value which will be created in the next stage of the evolution of our industry?”



**On the road to the future, who will
be the windshield, and who will
be the bug?**

Gary Hamel, Fortune, June 23 1997



THE LAST WORD

1. **Take risks. Don't play it safe.**
2. **Make mistakes. Don't try to avoid them.**
3. **Take initiative. Don't wait for instructions.**
4. **Spend energy on solutions, not on emotions.**
5. **Shoot for total quality. Don't shave standards.**
6. **Break things. Welcome destruction. It's the first step in the creative process.**
7. **Focus on opportunities, not problems.**
8. **Experiment.**
9. **Take personal responsibility for fixing things. Don't blame others for what you don't like.**
10. **Try easier, not harder.**
11. **Stay calm!**
12. **Smile!**
13. **Have Fun!**

