



# Creating a win-win System environment to accelerate growth in ECABU



## Square Peg Support

As facilitators of the Pan African System Council (Africa's Top-to-Top) we had not only a robust understanding of System dynamics, but, importantly, an established reputation with senior Bottler leadership as trusted and insightful independents. Our approach included:

### 1) Collecting information and engaging participants

We undertook a series of confidential one-to-one interviews with both the BULT and SABCO's leaders to solicit issues, opportunities and ideas in advance of the workshop.

### 2) Designing the detailed agenda to meet specific business needs.

From the input gathered we worked with the BU team to design an agenda and facilitation process that would address the plan priorities, barriers and ideas for implementation and advance joint team development concepts.

### 3) Assigning pre-work and kick-starting the discussion.

Based on the interview findings we co-ordinated pre-reading packs to ensure participants could hit the ground running at the meeting. In addition, we synthesised the information itself, producing primer documents to kick-start discussion in the room. This ensured that we got key issues on the table and optimised the time the group spent together. The true benefit was in allowing participants to focus on jointly finding solutions; generating ideas and action plans as opposed to identifying problems.

### 4) Preparing and facilitating a one-day workshop.

We prepared each component of the one-day workshop in detail, including primers, pre-hung flip-charts and experimental initiatives. We then facilitated this sensitive meeting to ensure two-way dialogue and maximise participant input while driving for concrete tangible results, getting real work done and having some fun.

### 5) Providing output summary and defining next steps.

We documented all the key decisions and actions agreed, and also the nuance of the meeting, including implications for the future development of the system.

## The Result

As a result of this workshop Bottler & Company developed a shared understanding of how they wanted to work together in terms of the dynamics (operating culture, and working behaviours) and the mechanics (operating processes, key success metrics, and roles and accountabilities). Finally, they prioritised ideas for increasing the effectiveness of the partnership and accelerating results.

## The Challenge

The Coca-Cola East & Central Africa Business Unit (ECABU) leadership team had identified an opportunity to accelerate results by further strengthening and developing its relationship with key bottlers in the Business Unit

To successfully implement their annual plan they needed to agree routines, processes, and governing principles that would enable them to work better together.

Square Peg's challenge was to develop and facilitate a highly interactive, fast moving workshop for both company and SABCO bottling partners. The objective was to identify barriers, issues and opportunities and to prepare the team successfully to implement the annual plan.

Our broad experience within the Coca-Cola System globally and across Africa positioned us well to support the ECABU team.