



BREAKTHRU

BEVERAGE GROUP

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Everyone has a story ...



VISION

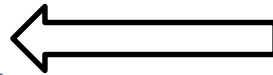
To be the leading beverage company in North America

MISSION

Build value for our suppliers, customers, associates and communities

STRATEGIC PILLARS

Growth
Innovation
Talent
Productivity



STAKEHOLDERS

Suppliers: Building the value of their brands

Customers: Driving superior trade performance

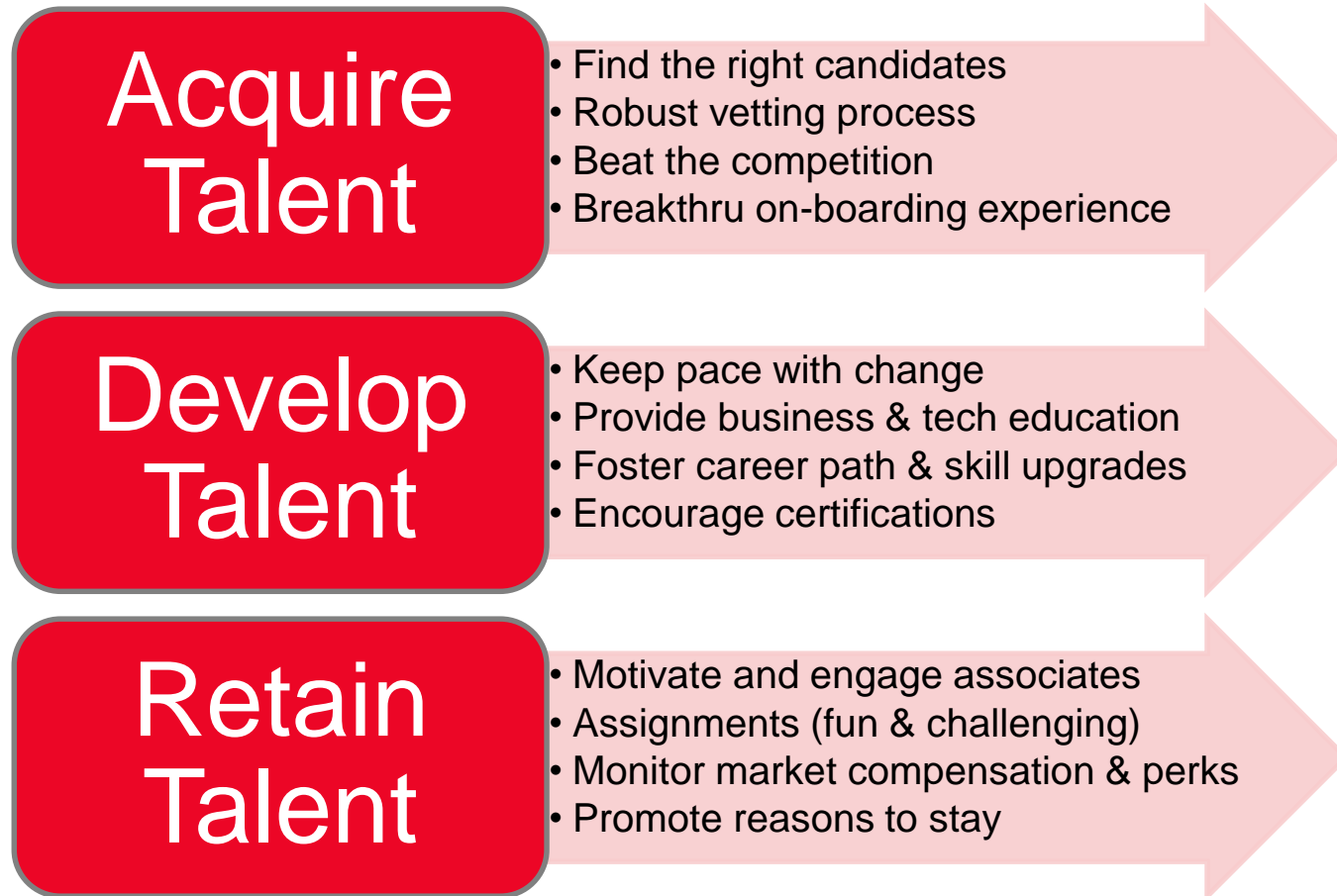
Associates: The employer of choice in beverage

Community: A force for good in all our communities

Shareholders: Industry leading profitability & performance



The “IT Talent Pillar” is broken down into components...



Five (5) Affinity Areas emerged from within the Talent Pillar

Workshops held in 2016 generated ideas, observations and questions related to...

1. Recruiting
2. Marketing (our “IT Brand”)
3. Compensation
4. Associate Training & Development
5. Process & Policies

In 2017 we are beginning to validate observations, implement ideas and improve processes related to the 5 affinity areas.



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Coping with Talent Challenges in a rapidly accelerating industry...

Key Question

IT Talent Shortage... is it real?

INTERACTIVE: Contest

1. In Q4-2016, what was the total number of IT jobs open longer than 90 days? (U.S. based)
2. In 2020, what will be the estimated number of computer specialist job openings?
3. In 2020, what is the maximum probable percentage of jobs openings that universities will be able to help fill?

The HARDEST SKILLS to find

For the fifth consecutive year, **Skilled Trades** positions are the hardest to fill globally; **IT** roles jumped seven places to second position



WHY employers say it's HARD TO FILL positions

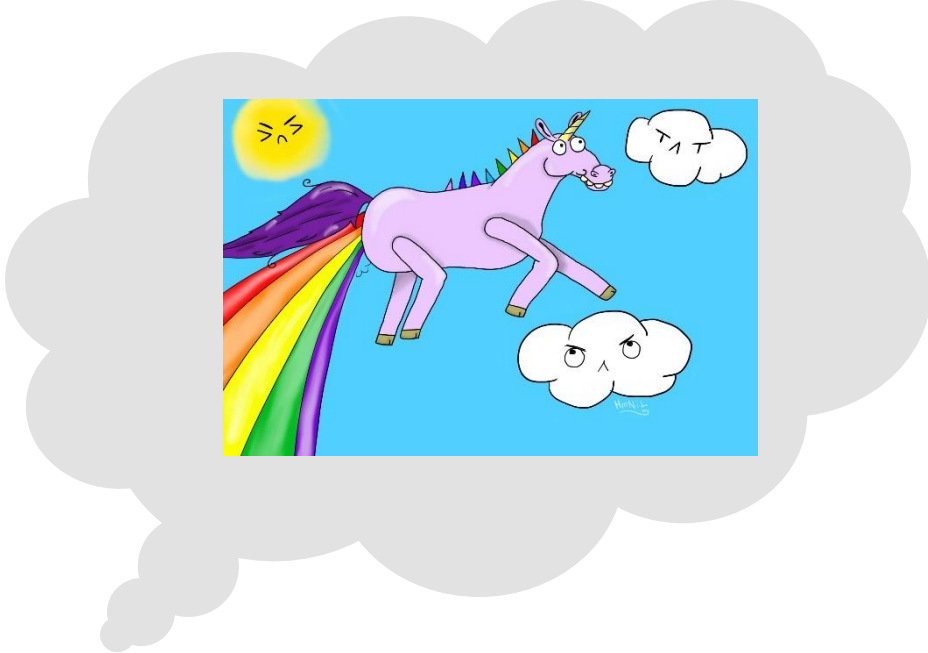
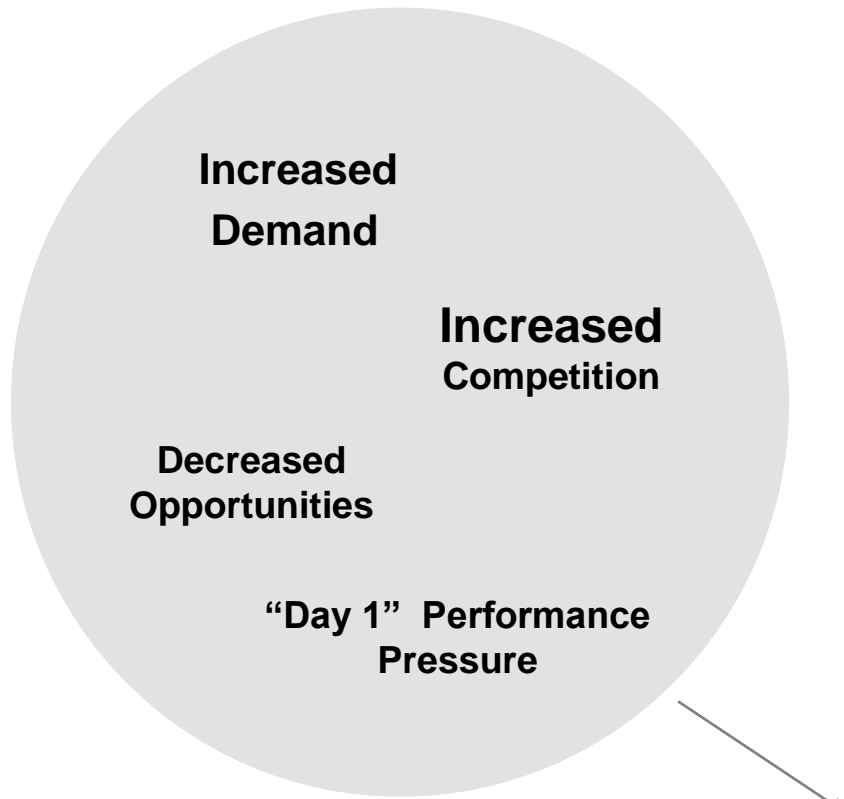
Lack of available applicants and hard skills are the top reasons employers can't fill positions



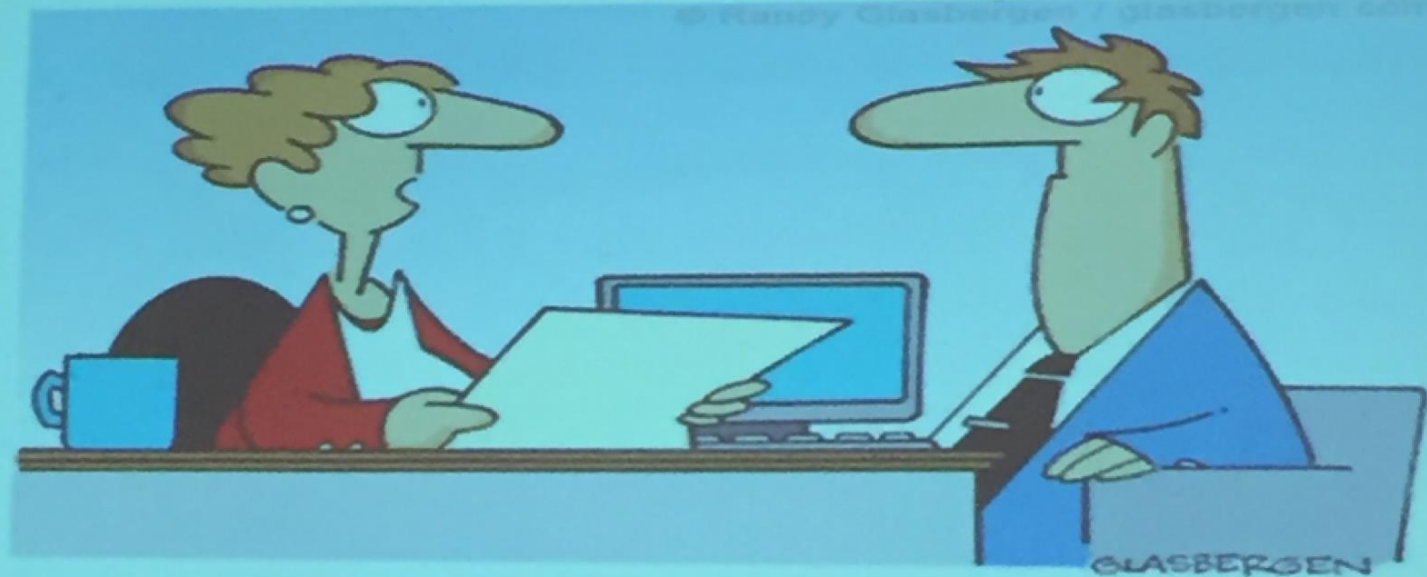
Systemic Challenges... according to Gary Beach

- Baby Boomers retirement
- Cutover time to Millennials
- **15-year “perception” gap where young Americans thought tech jobs would be outsourced (1995-2010)**
- K-12 education system ... shortage of computer science curriculums
- **business reluctance to embrace training and development**

INTERACTIVE: IT Talent Shortage... are we partly to blame?



Funny exaggeration or truth about hiring managers?...



"We're looking for someone with the wisdom of a 50-year-old, the experience of a 40-year-old, the drive of a 30-year-old and the pay scale of a 20-year-old."

INTERACTIVE: Key Questions to Ask Ourselves...

- Have I outsourced low level IT functions that used to be a talent pipeline?
- Have I developed relationships with institutions that provide talent with practical skills that match our business needs?
- Do I network with potential candidates using LinkedIn when I have no job openings?
- Is the HR process we have for recruiting too stringent on criteria... are we asking the right questions and setting the right requirements?
- Will I lose potentially good candidates because we have delegated resume screening to a 3rd party (whether that be internal HR or an outside firm)?





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Develop your own pipelines...

Key Question

IT Skills Gap... is it real?

The Believers ...

“73% of CEOs... the skills gap is a key concern impacting the future growth of their business...”

*- 2015 Price Warehouse
Global CEO Survey*

“talent is recognized globally as the single biggest issue standing in the way of CIOs achieving their objectives...”

- Gartner 2016 CIO Agenda

the skills gap is one of the most “worrisome” issues confronting IT Executives...

*- 2016 IT Trends Study
Society for Information Management*



Dissenting opinions...

“... a zombie idea that should have been killed by evidence but refuses to die...”

*- Paul Krugman
Nobel Laureate Economist*

“... a laugh out loud myth fabricated by C-suite executives whose firms remain tethered to human resource policies that suppress wages, restrict hiring through overly selective job requirements, and de-emphasize staff training and development programs...”

*- Peter Capelli
Wharton Professor / Author*



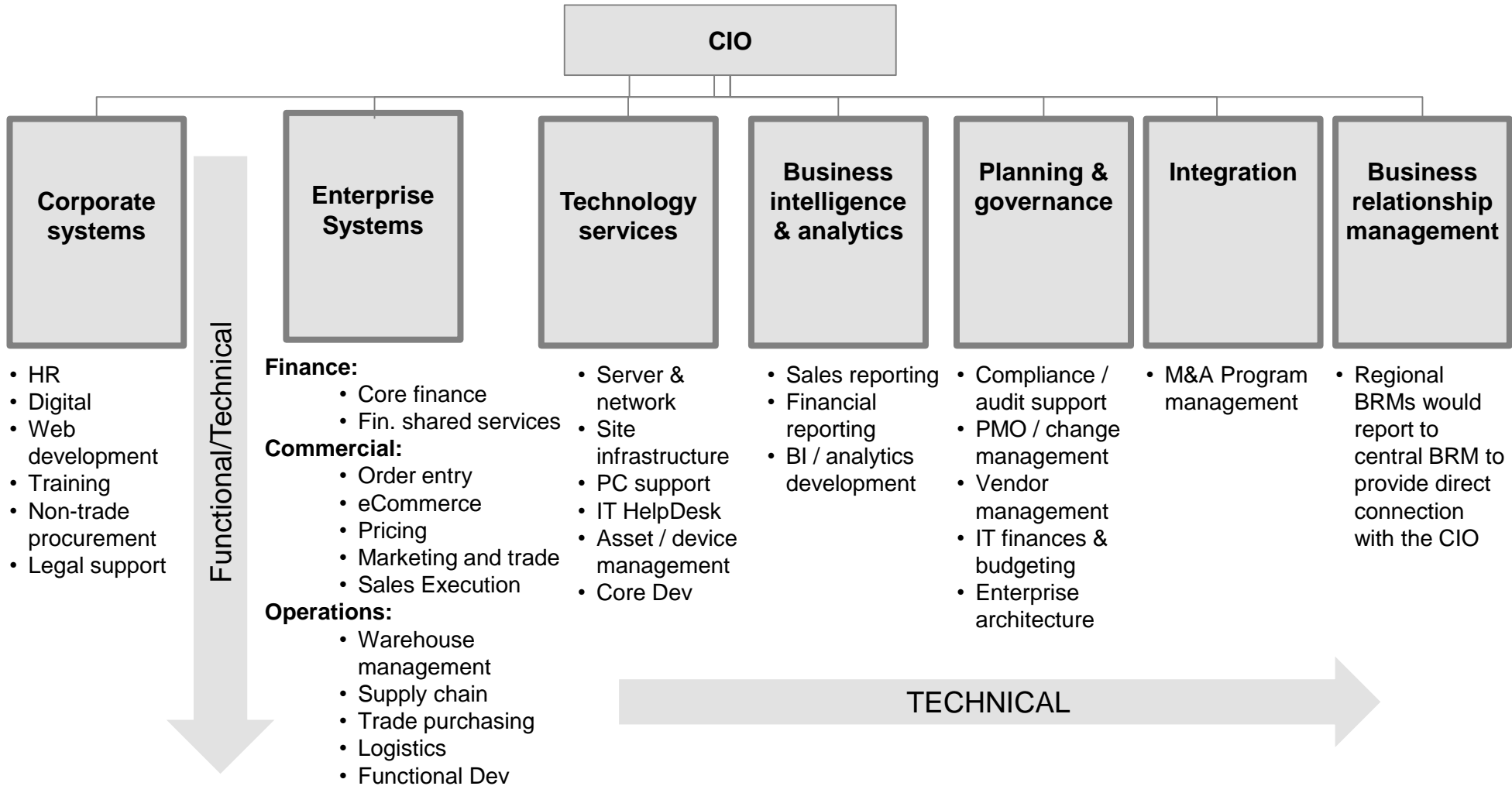
BBG Learning & Development



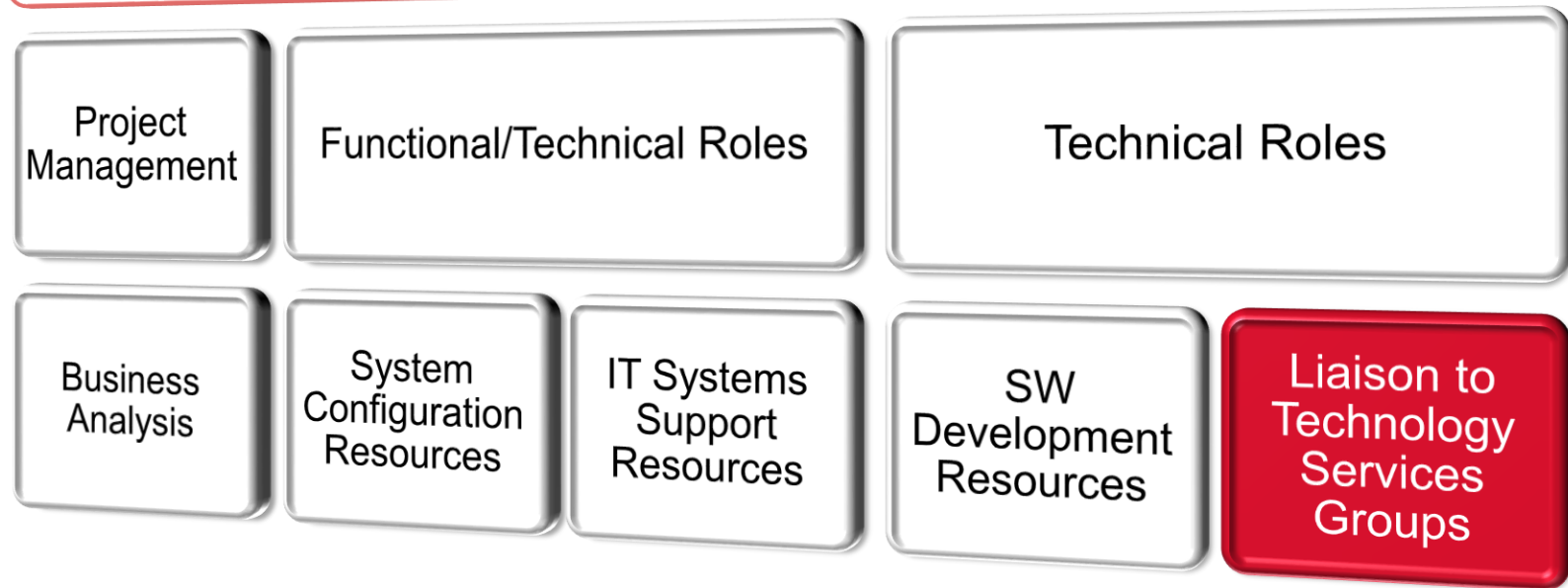
What the heck is a functional/technical role?...

- **Software as a Service is changing the nature of IT work and how systems are integrated in the corporate IT ecosystem**
- **Functional/technical roles are front and center to cope with the rapid procurement and implementation of cloud-based technologies**
- **Streamlined and simpler tools for systems integration are available that lessen the needs for highly skilled developers**
- **Review organizational designs to see if there is an appropriate balance between functional/technical and purely technical roles**

BBG: Information Technology



Competency Center Leader



Functional Competency Center Model: delivers both functional and technical capabilities.

[Return to Mission Slide](#)

Salisbury University & BBG-IT

3 years ago, we started to engage Salisbury due to their SAP University Alliance partnership

- Annual tours for students who are enrolled in Purdue Business School
- Enterprise Systems Advisory Council
- We support Career Fairs and Internships

INTERACTIVE: Key Questions to Ask Ourselves...

Have I contributed to the skills gap in my organization by not allocating enough time for staff development?

Have I worked with organizations (both educational and industrial) to collaborate on talent development and recruitment programs?

Do I have a strategy to develop my managers and top talent to provide them the skills needed for digital transformation?

Am I willing to invest in individuals and give them the necessary time to learn new skills?

Do I have a database of functional business people within the company who may be a good fit to transition to our IT organization?



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“The one thing ... “

We all contribute as individual leaders to either worsen or solve the talent shortage...

What am I doing to help our company and industry develop the necessary talent?

What am I doing to help?

- **Becoming more educated in both the problems we face and the potential solutions**
- **Leading the “Talent Pillar” for my department and setting an example for our company**
- **Talking about the talent challenges we face inside and outside my organization**
- **Advocating some of the solutions described today in our hiring practices**
- **Giving my time to universities like Salisbury who provide a great service to society**
- **Auditing and engaging hiring managers to check for biases during recruitment**
- **Examining our policies, procedures and marketing our “IT Brand”**

And much more is to come...It’s a start!

