

A large, abstract graphic composed of overlapping purple and blue geometric shapes, resembling a stylized arrow or a series of overlapping planes, positioned behind the main title text.

**WHEN
LEARNING
GOES
ENTERPRISE
WIDE**

**HOW PEPSICO UNIVERSITY
IS PREPARING ITS FUTURE
WORKFORCE**

COMPANY PROFILE

PepsiCo products are enjoyed by consumers one billion times a day in more than 200 countries and territories around the world. PepsiCo generated approximately \$63 billion in net revenue in 2016, driven by a complementary food and beverage portfolio that includes Frito-Lay, Gatorade, Pepsi-Cola, Quaker and Tropicana. PepsiCo's product portfolio includes a wide range of enjoyable foods and beverages, including 22 brands that generate more than \$1 billion each in estimated annual retail sales.

OPPORTUNITY

Effective leaders set the culture of a global company. In the case of PepsiCo, executive leadership firmly believes that learning or training should be much more than an occasional occurrence for their company to enjoy long-term success. Learning is a lifelong opportunity and responsibility—supporting and encouraging associates to constantly hone and build their skills and competencies. In particular, PepsiCo's executive leadership believes the company should not be insulated in its approach to learning, but should continuously bring in external perspectives that can be translated into growing PepsiCo's business.

In 2011, PepsiCo chose Accenture Academy as a partner to bring comprehensive learning experiences to the procurement function. Based on that success, Accenture Academy expanded into the supply chain and finance functions. PepsiCo chose Accenture Academy in part because of its global perspective—the research, courses and subject matter experts within the Academy are global in nature. That meant that PepsiCo could tap into Accenture expertise and knowledge as well as external subject matter experts from industry and academic institutions around the world.

SOLUTION

In 2016, PepsiCo extended its relationship with Accenture Academy to an enterprise-wide approach with Accenture Academy providing content for “PepsiCo University,” with the goal of building and sustaining a culture of continuous learning and development.

There are currently 11 “colleges” within the University in areas including finance, procurement, sales, R&D, HR, strategy, IT, marketing, supply chain, communications and nutrition. Through the PepsiCo University portal, associates can access functional college content, information on leadership programs, a wide range of professional skills resources, and connections to PepsiCo’s career tools.

Accenture’s content is aligned to colleges helping them meet their unique performance objectives for a particular year or initiative, and helping associates stay abreast of developments inside and outside the company.

By expanding to an enterprise-wide perspective, Accenture Academy has broadened its set of offerings so it includes not only functional training but also areas such as enterprise leadership, IT and engineering. Accenture courses are seamlessly embedded into PepsiCo University’s existing learning management system, with courses available to anyone, anywhere in the world needing to tap into on-demand knowledge.

Accenture Academy is now working with PepsiCo to transition the company and its workforce into the digital age, building awareness and understanding of some of the digital and analytics technologies in play and how they apply on the job. PepsiCo is seeing greater skills development in specialty areas such as analytics.

RESULTS

The support Accenture Academy provided to PepsiCo University was critical in developing a multiyear curriculum and keeping PepsiCo informed of new courses and platforms to help achieve their capability development initiatives.

The program receives excellent feedback from Academy users. Employees appreciate that training was available on demand, relevant and applicable to their work, with transcripts translated in about 25 languages. One unique aspect of Accenture Academy is its focus on true business process-type training.

PepsiCo incorporates performance objectives related to increasing employee engagement and satisfaction. Learning and development is a critical component of maintaining high levels of employee engagement. That, in turn, translates into higher retention rates. In 2016, PepsiCo's global retention rate of full-time, permanent associates was 81 percent.

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ABOUT ACCENTURE

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ABOUT ACCENTURE ACADEMY

Building a highly skilled workforce is more important than ever to a company’s innovation and competitive advantage. Therefore, the attraction, development and retention of talent is a top business priority for many corporate executives.

Accenture Academy is a powerful way to meet the complex learning and performance needs of your most critical workforces. We provide a flexible learning approach that helps your people be more versatile and your entire organization be more agile in the marketplace.

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