

Bridgeway to Success™

April 2008

**A RALLYING CRY:
PERFORMANCE
WITH PURPOSE.**

What's Your Excuse?

You think repositioning *your* organization is hard? Imagine you're the CEO of PepsiCo, a company that's built its name on selling sugar-water and snack foods. Think you can reposition yourself as a "responsible" company? That's exactly what's going to happen if Indra Nooyi, PepsiCo's CEO has her way. How?

- 1) **Develop a Rallying Cry.** "Performance with purpose" is Nooyi's motto. Purpose means carefully balancing profit with a transition to healthier drinks and snacks and having a net-zero impact on the environment.
- 2) **Lead the Charge.** PepsiCo's recent acquisition of Naked Juice, a maker of soy drinks and organic juices, is testament to her intentions. And Nooyi has challenged the food industry to come up with a campaign to tackle obesity much like the "Buckle Up" campaign helped change society's mindset towards wearing seatbelts. She has also gone on record saying that if double-digit earnings growth is the *only* goal, then she's the wrong CEO.
- 3) **Build your Advisory Team.** Nooyi is secure enough to surround herself with strong people. That's why she stays close to three former PepsiCo CEOs. And that's why she appealed to her chief rival for the top job, a long-term colleague, to stay on as her right-hand-person.

Now imagine you are you in charge of what you are in charge of. Think of the changes you want to implement. Re-read this page and ask yourself, "What's my excuse?"

Michael Canic