

Leading Through Connections

Insights from the
Global Chief Executive
Officer Study

Foodstuffs (Auckland) Ltd

Measuring success through values and vision

Foodstuffs (Auckland) Limited, with its subsidiaries, engages in grocery distribution and retail in New Zealand. It operates a range of brands: approximately 200 owner-operated, full-service supermarkets, retail food warehouses, convenience stores, cash'n carry warehouses and fuel sites. Founded in 1922 and combined with its sister companies Foodstuffs Wellington and Foodstuffs South Island, Foodstuffs is now one of the country's largest businesses.

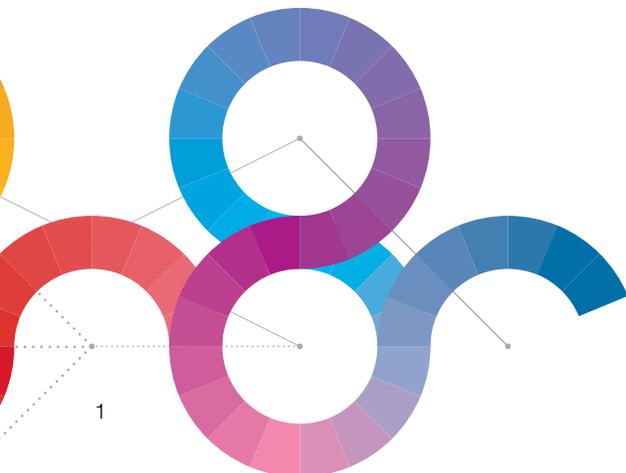
Building on its early history as a cooperative of independent grocers, Foodstuffs Auckland considers ongoing values-based collaboration to be a core element of future success. The company's "Vision 2022" is an aspirational ten-year vision based on input from a diverse subset of its 1,000 support centre employees and owner/operators. It serves as a roadmap for company direction and provides measurable targets. The vision has achieved great buy-in, largely due to its creation through the collaboration of these stakeholders who have a range of experience across the business.

Four goals comprise Vision 2022: (1) Sell the majority of products consumed in every community in their catchment; (2) Customers love their stores; (3) Have an unrivaled reputation in New Zealand and (4) Create a sustainable future. Employees are expected to deliver the vision following the company values of: honest/respectful, supportive, customer focused, innovative and loyal.

Many methods of communication enable Foodstuffs employees to live the values and work toward the objectives of Vision 2022. Every two months, ten employees are invited to have breakfast with the CEO to discuss industry news, concerns, opportunities and the company's transformation. Company videos, newsletters, intranet, regular communication meetings and interactive events are also used as values and vision communication tools.

The company sees its mission as more than just selling groceries. It commands 50 percent of industry market share, outpacing market growth for the past two years, with year-over-year operating profit up 3.3 percent in 2011 to US\$136.6 million. Beneath the push for sustainable growth and the focus on values and vision: the goal of creating rewarding jobs and meaningful careers for New Zealanders.

To reach an IBM industry expert, contact iibv@us.ibm.com and for more information about the IBM CEO Study, please visit ibm.com/ceostudy.





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Route 100
Somers, NY 10589
U.S.A.

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