

Leading Through Connections

Insights from the
Global Chief Executive
Officer Study

Foodstuffs (Auckland) Ltd

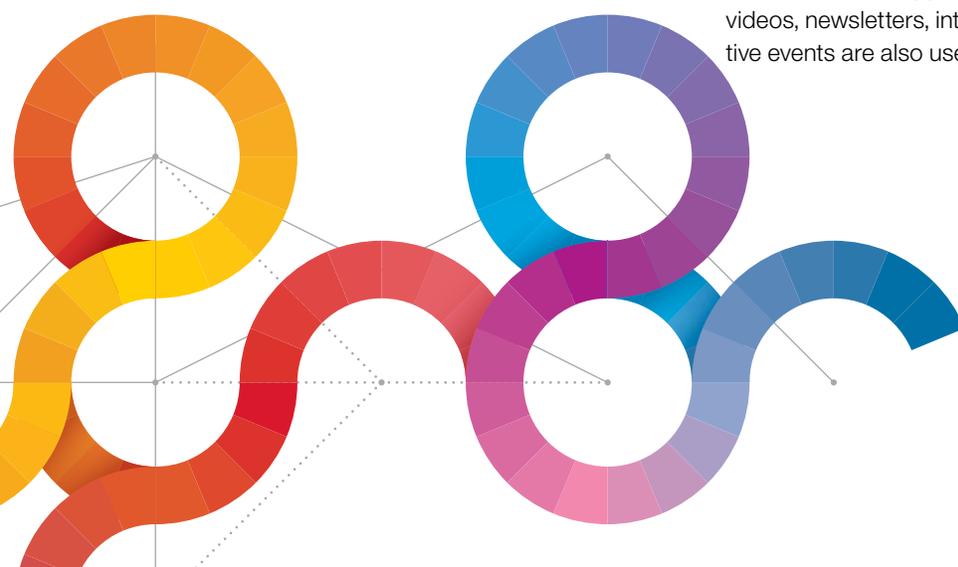
Measuring success through values and vision

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.

© Copyright IBM Corporation 2012

IBM Global Services
Route 100
Somers, NY 10589
U.S.A.

Produced in the United States of America
August 2012
All Rights Reserved

IBM, the IBM logo and ibm.com are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries, or both. If these and other IBM trademarked terms are marked on their first occurrence in this information with a trademark symbol (® or ™), these symbols indicate U.S. registered or common law trademarks owned by IBM at the time this information was published. Such trademarks may also be registered or common law trademarks in other countries. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at ibm.com/legal/copytrade.shtml

Other company, product and service names may be trademarks or service marks of others.

References in this publication to IBM products and services do not imply that IBM intends to make them available in all countries in which IBM operates.



Please Recycle