

OPEN

OUR PRIDE EMPLOYEE NETWORK



O P E N
OUR PRIDE EMPLOYEE NETWORK

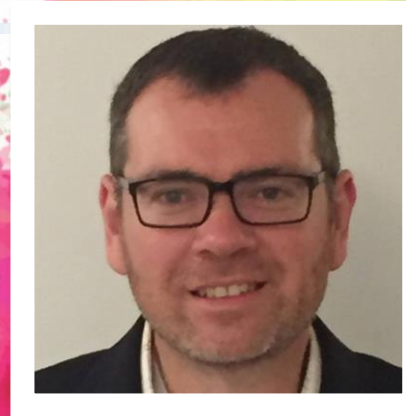


The Alchemy of Transforming Your ERG into a BRAN

**Transform your ERG into a
change agent that fuels growth!**

Presenters

- Dave Lenahan, Director, HR Global Services
 - Business Advisor of OPEN, WHQ
- Deb Sisson, Associate Manager, Sales
 - Chair of OPEN, Norwalk
- Caleb Kearney, SAP Process Specialist
 - Chair of OPEN, WHQ



OUR PRODUCTS ARE IN

96%

OF
AMERICAN
PANTRIES



18,000
EMPLOYEES



WE
HARVEST

4 BILLION

TOMATOES AND CARROTS ANNUALLY

32



MANUFACTURING
FACILITIES

100



COUNTRIES WHERE PRODUCTS
ARE SOLD



Campbell's

BY NUMBERS

148 YEAR
HISTORY



AMERICANS
ENJOY

150
BILLION
GOLDFISH
EACH YEAR

ANNUAL SALES

\$8 B



Founded in 2007

- Our Pride Employee Network
 - Established at WHQ, Norwalk & Toronto
- Our Original Mission
 - Connect LGBT employees and their allies
 - Create a safe & secure online community to share stories & experiences, to learn from and support each other
 - Support a Campbell workplace learning environment that is LGBT-aware – one that is more open, honest and productive for all employees
- OPEN was a group with one or two-way contact
 - Monthly lunch meetings in a private conference room
 - Quarterly offsite safe space gatherings
 - “Grassroots” Pride involvement in Philadelphia & Norwalk
 - Sponsorship of Gay Days in Toronto



The Old ERG Formula

- Single Volunteer lead
- Activities centered around affinity
 - Lunch Meetings
 - Happy Hours
 - Local Pride Events
- Awareness was LOW
 - Difficult for new employees to determine if the ERG was active
- Success limited to members
 - Activities not promoted outside of the group.



A BRAN New Day

- Business Resource Affinity Network (BRAN)
- ORG Structure
 - Executive Sponsor
 - Business Advisor
 - Lead & Co-Lead
 - Steering Committee
- Strategic plans to drive business results
 - Meetings with a purpose
 - Partnerships with brands for Pride Events
 - Resource for reviewing proposed LGBTQ content
- BRAN activities supported by the enterprise
 - Success stories are shared and celebrated by all
 - Knowledge sharing between BRANs



Campbell Created An Agenda



Our Greatness Agenda

<p>Our enduring purpose:</p> <p>Which means we deeply believe that:</p>	<p style="text-align: center;"><i>Real food that matters for life's moments</i></p> <p>We make real food for real people. They trust us to provide food and drink that is good, honest, authentic, and flavorful—made from ingredients that are grown, prepared, cooked, or baked with care. People love that our food fits their real lives, fuels their bodies, and feeds their souls. And they appreciate knowing what goes into our food, and why—so they can feel good about the choices they make, for themselves and their loved ones.</p> <p>What we do every day matters. Families of all kinds rely on our foods. Our people rely on us for a challenging and supportive workplace. Our customers rely on us to help them meet the needs of their customers—profitably. Communities rely on us to help them thrive. And our shareholders rely on us for solid, sustainable returns. We make the biggest impact for all these groups when we set, and meet, high goals—as a business, and as good stewards of the natural resources we all share.</p> <p>Our food encourages people to pause and savor life's moments. Whether shared or enjoyed alone, every single product we make connects people—to each other, to warm memories, to what's important today—and invites them to live those moments a little more richly.</p>		
<p>In 5 years, we will be:</p>	<p style="text-align: center;">Defining the future of real food to become a profitable \$10 billion+ company</p>		
<p>We will achieve this by:</p>	<p>Strengthening our core</p>	<p>Expanding into faster-growing spaces</p>	<p>Becoming a high-performance organization</p>
<p>Through these bold moves:</p>	<p>Close the gap between the chef's kitchen and the plant.</p>	<p>Accelerate breakthrough innovation.</p>	<p>Attract and retain a diverse workforce that reflects the consumer base we want to serve today and tomorrow.</p>
	<p>Define the key moments for every brand in our portfolio, and take action on them.</p>	<p>Become the branded leader in packaged fresh foods.</p>	<p>Transform our culture by placing the consumer first, driving decisions, and owning our results.</p>
	<p>Turn Goldfish, KJeldsens, and Tim Tam into thriving multinational icon brands.</p>	<p>Expand in developing markets in Asia and Latin America.</p>	
	<p>Deliver engaging content at the right moment to increase our relevance in consumers' digital and mobile lives.</p>	<p>Increase our availability in all the channels where our consumers shop.</p>	
<p>Enabled by:</p>	<p style="text-align: center;">Collaborating to grow faster with strategic customers</p> <p style="text-align: center;">Funding our growth by managing costs and margins</p> <p style="text-align: center;">Living our values and leadership model</p>		



So OPEN Created An Agenda



OPEN BRAN
Greatness Agenda

Our purpose	To add value to Campbell through LGBT initiatives that make a REAL impact on our business		
We will achieve this by:	Being the BEST place for LGBT people and their allies to work	Connecting our business to LGBT consumers	Developing strategic community relationships that tie to CSC GA
Through these bold moves:	Engage our colleagues in well informed and thoughtful ways about LGBT and ally issues	Help build CSC knowledge and expertise on how to best connect with the LGBT and ally consumer	Increase Campbell visibility & support of LGBT advocacy
	Create opportunities to actively engage leadership in support the work of OPEN	Provide input and perspective on the LGBT consumer to assist the business in delivering meaningful content	Identify LGBT and ally organizations to support that have a strategic connection to our business
	Partner with HR to support recruiting efforts with a focus on seeking LGBT candidates	Collect consumer information at LGBT events that we participate in to provide back to the business for CRM	Partner with other companies to increase our impact in our local communities
	Build a visible community of allies that act as a catalyst for continuous growth for LGBT and ally inclusion at CSC	Collaborate with the business to promote Campbell as an LGBT and ally supportive business (social media/print)	Provide support and partnership to our customers to improve policies and practices on LGBT issues
	Support the business to consistently influence policies that support LGBT equality	Collaborating with other BRANs & Business Partners to increase our influence and impact	
Enabled by:	Supporting an environment where LGBT and ally employees can feel confident bringing their 'whole' selves to work		
	Promoting and supporting the full body of CSC diversity and inclusion work		

It starts with a Purpose

Our purpose:

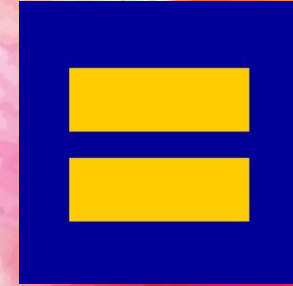
To add value to Campbell through LGBT initiatives that make a REAL impact on our business

We will achieve this by:

Being the BEST place for LGBT people and their allies to work

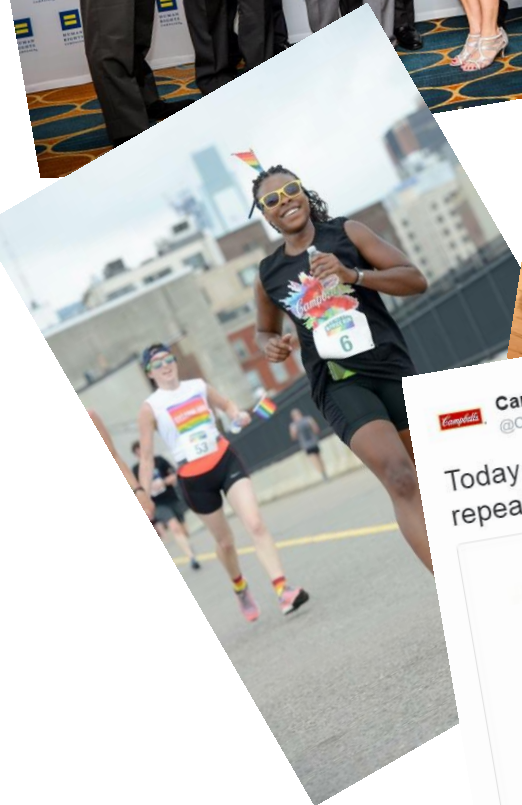
Connecting our business to LGBT consumers

Developing strategic community relationships that tie to CSC GA





Be the BEST place for LGBT people and their allies to work



OPEN
OUR PRIDE EMPLOYEE NETWORK



Becoming a Business GROWTH Resource

Pepperidge Farm OPEN F'15 Plan

Strategy

- Make an authentic statement of support for LGBT consumers with activity in the community and market

Anticipated Results

- Increase market share
- Gain competitive advantage
- Have Fun!



Formula for Success

In-Store Promo

+

Sponsorship

+

Employee Engagement

+

Social Media & Visibility



3 Family-friendly NYC Pride events

- Family Movie Night
- PrideFest
- The March

Local Non-Profit Sponsorships

- TCC
- GLSEN CT



- 35+ employee volunteers & families
- Brought smiles to hundreds of thousands Goldfish fans
- Countless cross-functional partners
- Had Fun!



thebiancalopez My favorite temporary tattoo of all time I s a pride goldfish. #pride #goldfish #pepperidge #tattoo



#Pride Goldfish! Well done @PepperidgeFarm



Result: Authentically & profitably tied the ERG, Brand, Retailer Customer & LGBT Consumer segment.

Outstanding In-store Execution



Very cool #pride display @PepperidgeFarm
#Pride2015 #pridefestgame #celebrate #nyc
@Walgreens #goldfish
pic.twitter.com/fd5h8gxe7F



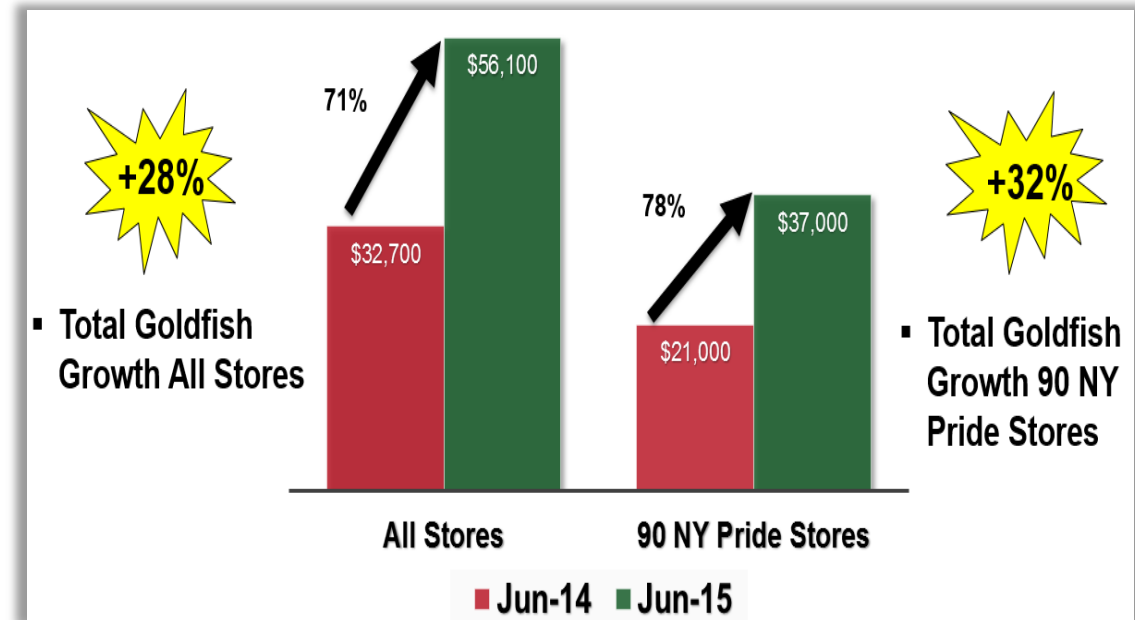
Driving Business Results

Successful Partnership

- 66% of the event volume was driven by 40% of the stores
- Base Sales continued to grow at +25% for 4 weeks
- Overall Goldfish growth of +28% @ DR

Strengthened Customer Relationship

- “Thank You, I saw a huge lift in sales and it would not be possible without your help. Thank You for bringing this program to me and I am glad it was a success for both of us” ~ Duane Reade Buyer
- “Now we have proven our ability to bring successful profitable programs to the table and Duane Reade is open to other programs in the future” ~Nick Brown, PF Account Manager



Total Duane Stores:

- Unit Lift for June Promotion: **233%**
- Incremental BGA\$: **\$34k**
- Incremental Net Sales: **\$19k**

Family Movie Night



KidsFest @ PrideFest



The March



PF Employees Rock!



Company/Brand Visibility

- **3.1MM+** impressions from Pepperidge Farm's 2 dedicated street pole signs on 5th Avenue near Duane Reade stores and the Empire State Building in June
- **850k+** impressions of logo on Pride Week volunteer t-shirts, banners & official advertising
- **100k** print & **50k** digital impressions of full page ad in Pride Guide
- **15k** Colors *Goldfish* samples, **6k** *Goldfish* tattoos & **3k** *Goldfish* rainbow bracelet kits distributed
- 12" Colors FINN logo on front & "Let Your Colors Shine" on back of all Pepperidge Farm employee t-shirts at events.



Social Posts

688 Positive Posts

- 561 Likes
- 105 Shares
- 22 Comments



happy pride weekend! #goldfish #rainbow #rainbowgoldfish

buying rainbow goldfish to show my pride

Lets Dine Out Show @LDOShow · Jul 11

Very courageous for Goldfish to have Gay Pride crackers

@GoldfishSmiles & @PepperidgeFarm made NY proud today #thanks #nycpride #NYCPride2015



thebiancalopez My favorite temporary tattoo of all time I s a pride goldfish. #pride #goldfish #pepperidge #tattoo

best thing in the @NYCPride swag bag was the @PepperidgeFarm rainbow goldfish #everything #snacks



doucediva Eating "Rainbow" Goldfish in honor of NYC Pride!! LOL! 🌈 #nycpride #harlempride #riversoflivingwaters



Denise Boswell I know what snack will be at THIS Grandma's house!

#Pride Goldfish! Well done @PepperidgeFarm

2 Negative Responses



1

Unfollowing!!!
Like · Reply · June 25 at 3:47am

2

Thank you for not taking a stance on the SCOTUS ruling yesterday.

Social Reach

Total Reach
50k

Facebook
Reach
42k

Twitter Reach
8k

Largest social
community for a
Pride organization
in the world.



New York City Pride @NYCPride · Jun 25

Share smiles with Goldfish® at the Kid's Fest tent this week - June 28 at Gansevoort & Hudson: bit.ly/1Isv81T

Goldfish Post



- Dayna René Andrews, Pilar Farfan-Guzman, MoSo Kim and 90 others like this.
- 15 shares
- Write a comment...
- North Valley Swim School Our instructors Love to much on these! Unlike · Reply · 1 · June 25 at 10:22am
- Susan Gilbert A pot of gold fish at the end of the rainbow. Unlike · Reply · 1 · June 25 at 6:06pm

Reach
3k
Likes
99
Shares
15

NYC Pride Post



- Like · Comment · Share
- Calvin Martin, Milana Baldizzi, Amaya Monroe-Robinson and 469 others like this.
- 105 shares
- Erika McCullough Yay I love this Like · Reply · 2 · June 15 at 11:22am
- Deb Sisson Awesome! Like · Reply · 1 · June 16 at 7:04pm
- Denise Boswell I know what snack will be at THIS Grandma's house! Like · Reply · 2 · June 15 at 4:17pm

Reach
28.6k
Likes
472
Shares
105

Mindful Budget & Spend

- Sponsorship activation spending **-\$18.5k** under budget
- Budget = \$50k
 - Silver Sponsorship
 - Shared between Sales & Goldfish Brand
- Actual Spend = \$31.5k
- Scrappy but tasteful activation

Pride Sponsorship - Actual Spend

Silver Sponsorship	\$20k
Supporting Activities	\$8.9k
<i>Samples</i>	
<i>Employee Presence & Booth Activities</i>	
<i>Premiums</i>	
<i>GF Tales Airing</i>	
In-store Merchandising	\$2.6k
Total	\$31.5k

Pride Going Forward



VEGGIES FOR ALL

- Mainstream Marketing Initiative
- Expand Markets & Retailers
- Campbell's Enterprise-wide support
- Local non-profit support \$s



Pride



F'16 Bigger & Better

Local Support



PARADE



GLSEN



PARADE



PARADE

Other



Pride Luminaries Brunch

Product



Applied by ID



10,000 Samples & premium
Per market for giveaways



Retail Activation



DUANERead™
by Walgreens



Dress up kits for Hutches at
Key Retailers driving
incremental Volume with the
program





F'17 Continued Growth for 'Smiles for All Families'

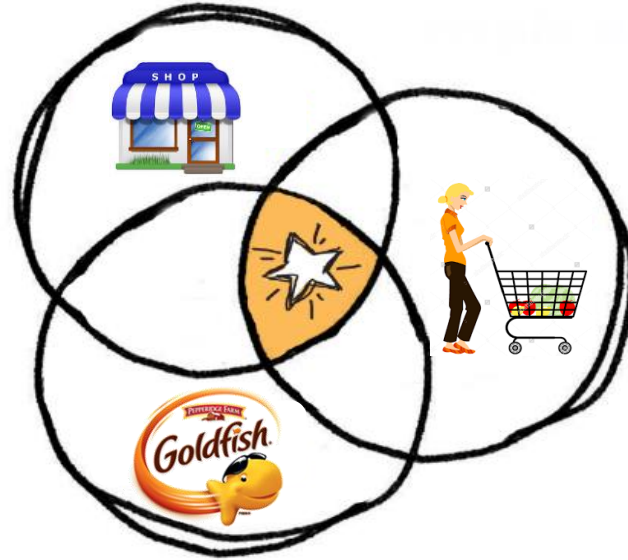
- Two years of commitment and leadership earned Goldfish a National in-store event with Kroger
 - Kroger-led initiative, “Goldfish-inspired”
 - 1500 stores, multi-brand event
 - \$700k BGA



The Campbell Pride Strategy



VEGGIES FOR ALL



- Campbell Soup Company Greatness Agenda Alignment focusing on the Changing American Household
- Win in the Market partnering with strategic customers for Pride month
- Win in the Community sponsoring local & strategic LGBT non-profit organizations



Objective: To make an authentic statement of support for LGBT consumers with activity in the community and market while increasing market share and gaining competitive advantage.





OPEN
OUR PRIDE EMPLOYEE NETWORK

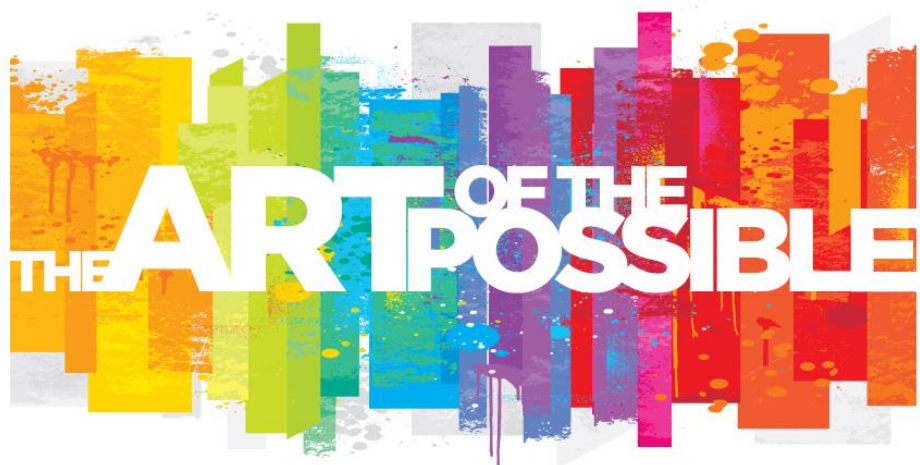


The Role of Culture in BRAN Transformation



Culture – The Building Block to Transformation

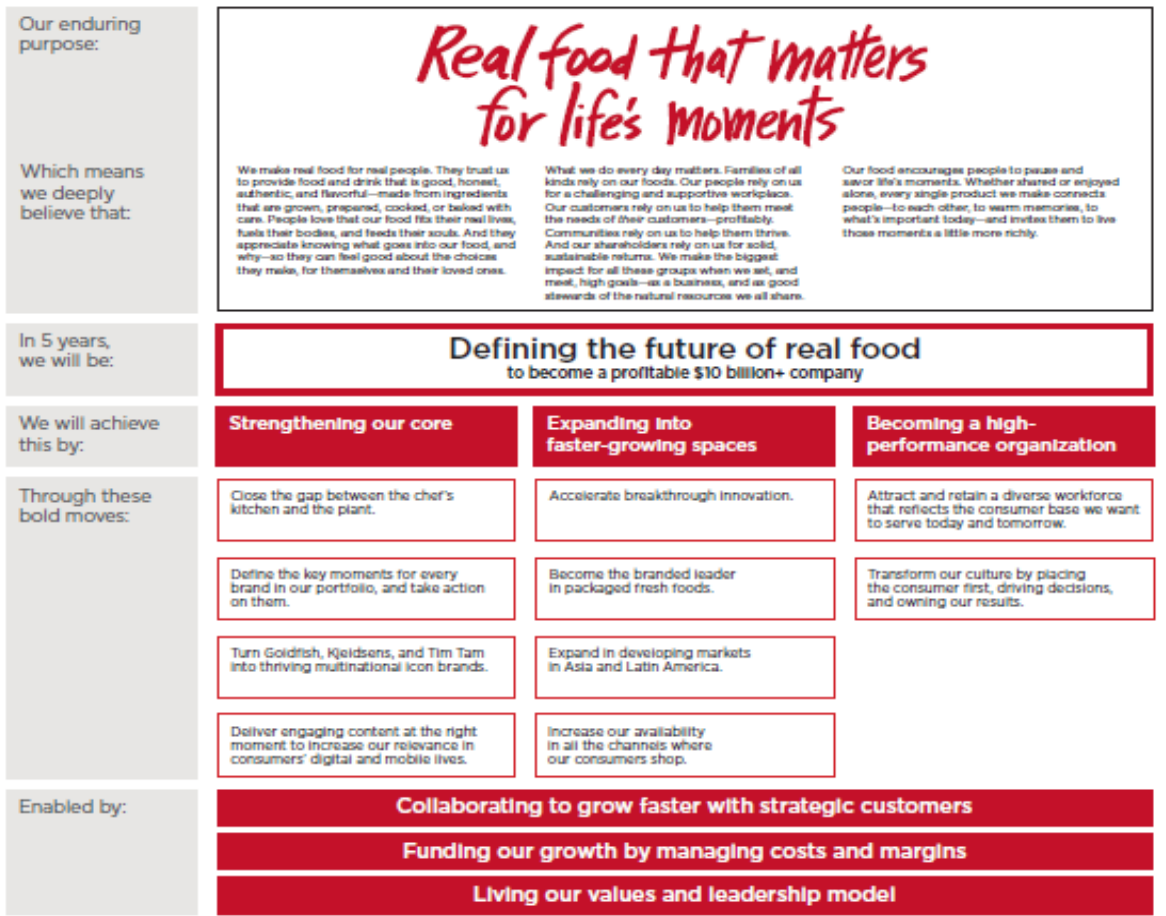
- Creating a culture that embraces diversity and inclusion is key to transforming your ERG into an agent for business growth
- Building an environment where everyone can be their authentic self allows for seeing the Art of the Possible



Culture is the Foundation to Success



Our Greatness Agenda



Values Based Leadership Unlocks the BRAN's Potential



Our values create a culture that not only supports but requires diversity to drive business outcomes

Our Values Define Our Culture

VALUE



**Do Right
and
Be Real**

BEHAVIORS

Always Act
with Integrity

Be Authentic

Build Trust through
Transparency

Keep
Your Word

VALUE



**Dare
to
Disrupt**

BEHAVIORS

Build it Bold

Risk Together,
Reward Together

Experiment Fast
to Learn Sooner

Get
Uncomfortable

Culture can increase visibility for the BRAN and make it a resource to the business to think differently

Our Values Define Our Culture

VALUE



Seek
the Power of
Different

BEHAVIORS

Use Your Voice

Be Open,
Be Curious

Listen for
the Unexpected

Be Different,
Go Together

VALUE



Own it
like a
Founder

BEHAVIORS

Act like Your
Name is on it

See the Big Picture

Make it Happen
Fast

Wear Your Passion
on Your Sleeve

A focus on seeking different perspectives and creating a voice for the BRAN creates a powerful platform to weigh in on issues that affect network

Create a Voice for Your BRAN/ERG

- The credibility created by a BRAN allows the group to have a united voice and the ability to influence when issues occur that affect the organization
- OPEN is called upon to help craft the companies perspective on issues affecting our community

Pulse Nightclub

Bathroom Bills

Equality Issues

Transgender issues

A Clearly Defined Culture and a Strong BRAN Drives Attraction and Retention

- Creating a diverse and inclusive culture along with a strong BRAN affiliation can attract more LGBT employees
- Once in the door feeling included and a strong connection to the BRAN will keep employees longer
- Visible support by senior leaders will reinforce the companies commitment to diversity and inclusion



Becoming a Business Resource

- Gain Senior Leadership Buy-in
- Create Business Case
- Create Added Value
- Strengthen Brand Loyalty
- Create Strong Ally Component
- Personally Invite Allies
- Increase Participation
- Brand the ERG
- Partner with Non-Profits
- Self-promotion/Increase Visibility
- Frequent & Brief Executive Updates
- Lean on Corporate Communications
- Definable & Measurable Results
- Make Public Statement
- Cross-ERG Collaboration
- Be Creative Finding Funding
- Spend Mindfully

**Tactics
Cheat
Sheet!**

Q & A

Contact

- Dave Lenahan, Director, HR Global Services
 - david_lenahan@campbellsoup.com
- Deb Sisson, Associate Manager, Sales
 - debbie_sisson@pepperidgefarm.com
- Caleb Kearney, SAP Process Specialist
 - caleb_kearney@campbellsoup.com

