



# **PEPSICO**

# **Case Study**

## **Improving Leadership Skills Through Experiential Learning**

**Powered By Ethical Angel**

Certified



Corporation



# Deliver Experiential Learning at Scale with Ethical Angel...

At Ethical Angel, we enable businesses around the world to offer experiential learning at scale through our groundbreaking platform that turns the needs of Causes into enriching and truly engaging applied learning experiences for employees.

To find out how we can support your business' employee learning and development programme, visit [ethicalangel.com](https://ethicalangel.com).

**“An innovative way to combine personal development with a cause to make a true difference globally”**

Neeta Patel,  
Director of Diversity  
and Inclusion | **SONY**

# Introduction

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PepsiCo is not a normal company. They're a multinational conglomerate that is constantly striving to be at the forefront of everything they do, and L&D is no different. Which is why their L&D team is always looking for new innovations that will give their people the competitive edge they need to continue to drive PepsiCo's success. In 2020 PepsiCo subscribed to our experiential learning

solution to overcome a number of challenges they had identified with their learning and development programme.

Following a project aimed at improving soft skills for a cohort of PepsiCo's managers, we spoke with Andrew Collier, Head of L&D PepsiCo Europe, and Jennifer Stevens, L&D Manager PepsiCo Europe, about their experience with Ethical Angel.

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**“The pandemic has shown that soft skills are more important than ever”**

**Andrew Collier,**  
Head of L&D  
PepsiCo Europe

# The Challenge

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PepsiCo came to us with a key challenge. To deliver soft (power) skills training to a cohort of their managers to improve their coaching and feedback abilities in a way that broke the mould of their existing learning and development programme which is traditionally more theoretical and classroom based.

This training needed to break away from their more traditional model of theoretical

learning to overcome a number of key challenges.

## Challenge 1

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PepsiCo needed the training to reflect real life as much as possible. This was to add a level of realism to training that wouldn't normally exist, which in turn would create a higher stakes environment, increasing engagement and personal application. By going through an experiential

learning programme, PepsiCo also believed that their leaders would be more able to link training back to their job, which would increase the chances of the training being applied properly.

### Challenge 2

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PepsiCo wanted the training to be done with external partners. The primary reason for this was to take managers out of their comfort zone and remove any preexisting behaviours/working practices that have been formed by the working culture at PepsiCo. In addition to this, they wanted to give their leaders exposure to different ways of working to allow them to focus on their

problem solving and critical thinking skills.

### Challenge 3

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Finally, a key challenge that PepsiCo's L&D team face when trying to deliver training to managers is how time poor they are. This leads to them being unlikely to engage with theoretical training as it is believed that it takes too long to see significant results. All of this combined meant that PepsiCo needed a real-life training solution for soft (power) skills development for their managers that was high-stakes, high impact, but also safe, to allow them to learn through doing.

# The Solution

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Once the challenges were fully understood, our team worked closely with PepsiCo's L&D team to ensure they were able to use the Ethical Angel platform to source experiential learning projects. This allowed our team to fully scope out the project, ensuring that we had a framework that facilitated learning for PepsiCo's managers and gave measurable results.

## Delivering Real Life Projects

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The core driver to success with this project was leveraging the Ethical Angel platform and our unique relationship

with Causes to deliver real-life projects for PepsiCo. Without this element, the training would have fallen back to PepsiCo's more traditional methods of theoretical training or provided them with simulation based training that would not have truly met their needs. According to Jennifer, L&D Manager at PepsiCo Europe, **"The biggest element of working with Ethical Angel was that it enabled us to have real situations for our managers to work with"**.

This was made possible by our network of Causes, that have real-life problems which we transform into projects for our business partners, and the work of our User Success Team, who manage Cause introductions and relationships that are crucial to projects being successful.

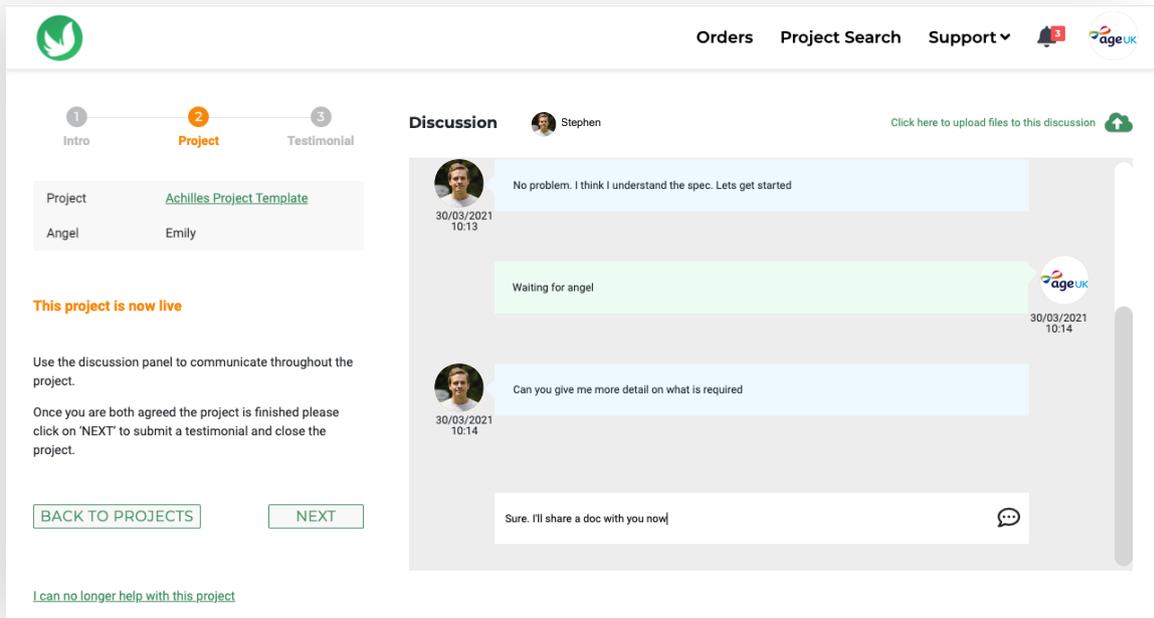
**“The biggest element of working with Ethical Angel was that it enabled us to have real situations for our managers to work with”**

**Jennifer Stevens,  
L&D Manager  
PepsiCo Europe**

The screenshot displays a user profile on the Ethical Angel platform. At the top, there is a navigation bar with links for Search, Projects, Reports, Dashboard, and Support, along with a notification bell and a user profile icon. The main content area is divided into several sections:

- Career and commitment:** Includes a profile picture of Jennifer Stevens, her job function (Information Technology), and her job seniority (C-suite).
- Aspirations:** A section titled "Select your motivation to find great projects" with the prompt "I would like to...". It features seven radio button options:
  - Be an influential communicator
  - Be a respected people leader
  - Be a specialist in my field (selected)
  - Be in a position to shape my business area
  - Be known for my innovative thinking
  - Be at the centre of a thriving network
  - Have a broad range of skills which will allow me to progress my career flexibly
  - Use my skills to have an impact for good
- Problem Solving:** A progress bar from 1 to 10, with the first 3 bars filled in green. A "Level up" button is next to it, with the text "Click here to find suitable projects".
- Self Management:** A progress bar from 1 to 10, with the first 5 bars filled in green. A "Level up" button is next to it, with the text "Click here to find suitable projects".
- Continuous Improvement:** A progress bar from 1 to 10, with the first 6 bars filled in green. A "Level up" button is next to it, with the text "Click here to find suitable projects".

Users on Ethical Angel are matched to projects based on skills and aspirations and can select projects to level up via their personal login.



Once a project has been selected users interact directly with an Ethical Angel Cause, creating a high-stakes realistic environment.

## Creating a Safe High-stakes Environment

By providing PepsiCo with real-life projects from our network of good Causes, we were able to meet their need of creating a safe but high-stakes environment. Unlike simulation or theoretical learning, the nature of projects with good Causes means that there are

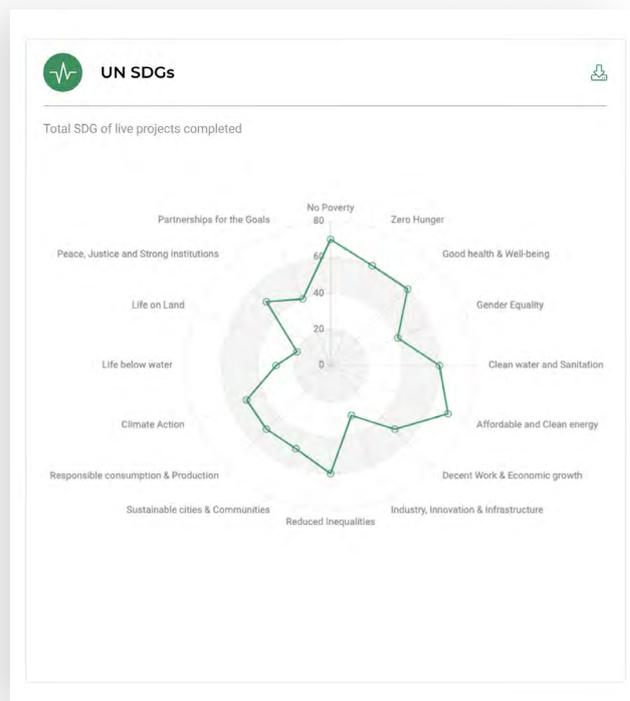
tangible deliverables and real deadlines, curve-balls and personalities, which created a level of realism for PepsiCo's managers that would not have otherwise existed.

**There are tangible deliverables and real deadlines, curve-balls and personalities.**

## Increasing engagement through positive impact

A core part of the Ethical Angel solution that appealed to PepsiCo was the positive impact that they were able to provide to the Causes they were supporting. Andrew, Head of L&D at PepsiCo Europe, said **“Ethical Angel enabled us to make a real difference and positively impact someone. A lot of the leaders that took part commented on how much they enjoyed that”**.

This impact was key to the project, as it provided PepsiCo with a way to use their managers intrinsic motivation to do good to engage them with training.



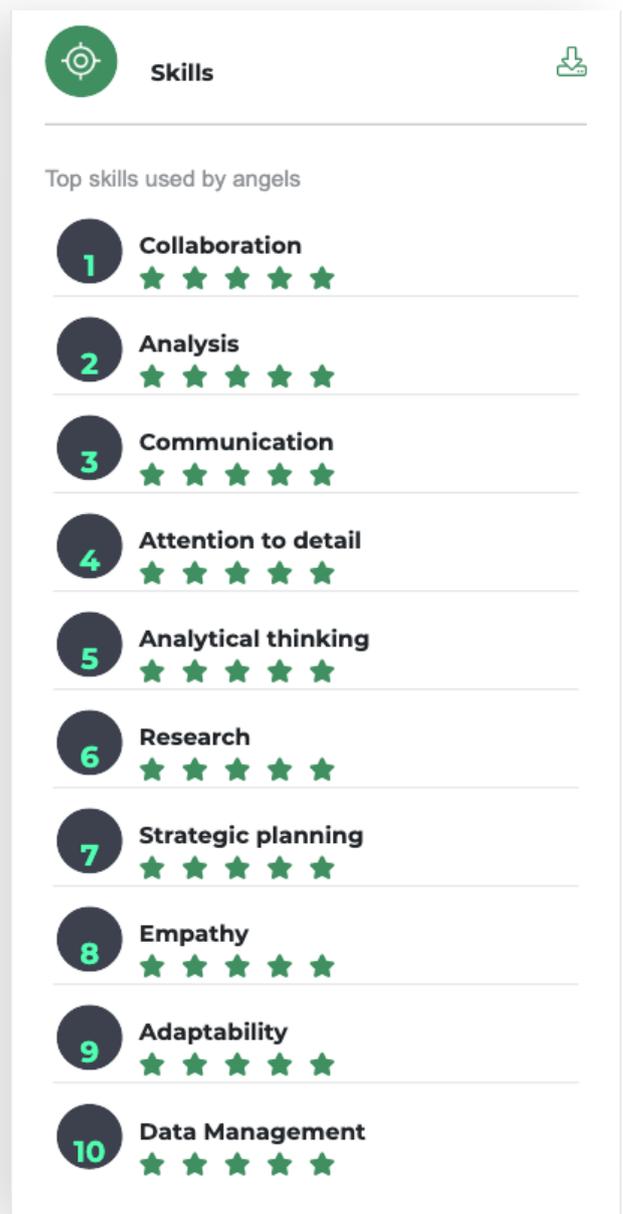
Ethical Angel Reporting tracks projects against UN SGs, showing the positive impact your employees have had.

**“Ethical Angel enabled us to make a real difference and positively impact someone. A lot of the leaders that took part commented on how much they enjoyed that”**

**Andrew Collier,**  
Head of L&D  
PepsiCo Europe

## Measuring Impact Through Self Report

The final element of this project that was needed for success was the ability to measure results. This will not be a new concept to anyone who works in L&D, but the innovative nature of experiential learning means that new approaches need to be taken with regard to measurement. To overcome that, we worked with PepsiCo to devise and facilitate a self-report framework that gave pre and post training measurements that ensured they were able to see the progress their staff had made and the return on investment from training.



Easily report on soft skill development via Ethical Angel's reporting dashboard.

# Gauging Success

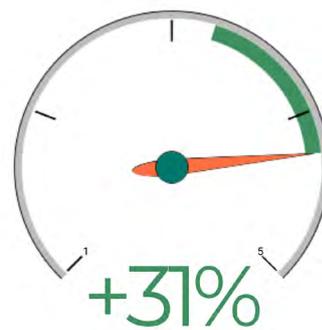
## Talent Development



**Challenge**  
I observe behaviours and listen deeply to give effective feedback



**Challenge**  
I stretch individuals to push them outside of their comfort zone



**Challenge**  
I coach others to find their own course of action and solution to their problem

Thanks to the Ethical Angel learning experiences that PepsiCo's managers took part in, PepsiCo's L&D team were able to provide gains to their managers' ability to both develop talent and collaborate.

This was clearly demonstrated in a post training survey that found 100% of managers that took part agreed or strongly agreed with the statement "this challenge has enabled

me to practise and develop skills that will enable me to be more effective in my role".

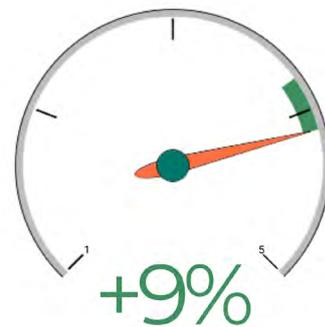
The results of the pre/post self report that was completed by all the managers that took part in the training also showed the significant power of experiential learning for improving leadership skills, as shown on the talent development and collaboration charts.

Furthermore, the self report shows that PepsiCo were able to get significant returns for their investment, and justifies their decision to look to innovate and break the mould of their existing learning and development programme with experiential learning.

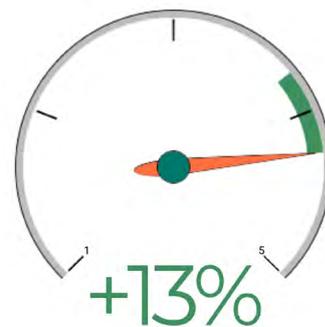
The benefits of our experiential learning solution go beyond the improvements that PepsiCo were hoping to see in their managers' soft skills though. Andrew highlighted that **“There is definitely this feel good, positive impact. You can see it on people's faces and how they've talked about it, it's inspirational for them”**. This undoubtedly contributed to high levels of engagement that were seen during the learning experience, which was also reflected in the Net Promoter Score (NPS) score of +63.

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## Collaboration



**Challenge**  
I collaborate effectively with others in working towards a shared goal

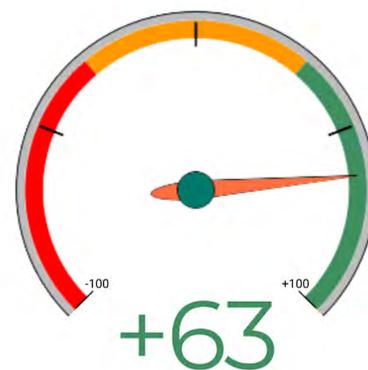


**Challenge**  
I actively listen and welcome diverse ideas of others

Andrew also highlighted the level of challenge that the training provided to the managers that took part in it “The other thing that they’ve really benefited from is that it’s quite hard. The managers had to work against their natural inclinations with somebody else on the PepsiCo side and put themselves in a position of not really knowing or relying on their expertise, which is exactly what we wanted”.

Jennifer also highlighted the real benefits of providing experiential training with

external partners “Working externally helped give them a different perspective, pushed them out of their comfort zones and got them to broaden their horizons and think differently”.



**Learning Experience NPS Score**  
Any NPS score above 0 is “good”. Anything above 20 is considered “favourable”. Bain & Co, the source of the NPS system, suggests that above 50 is excellent.

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**Andrew Collier,  
Head of L&D  
PepsiCo Europe**

# Supporting Future Development

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PepsiCo highlighted their enthusiasm to further utilise experiential learning and the Ethical Angel platform in future, with Jennifer saying **“The challenge element is something that we want to keep hold of and do a lot more with. We’re keen to work with learning partners that can help us to implement these and I think it works well with Ethical Angel as you can help us create those challenges by connecting us with Causes that might need help in this space”**. She also added **“What will be good and what we’ve talked about for next year is working closely with you on the challenges that we’re working on so we can do a lot more strategic design with you”**.

At Ethical Angel, it has been fantastic to see how PepsiCo embraced an innovative new method of training for their employees. This openness to innovation showed significant results, validates PepsiCo’s decision to test a new method of training for their employees and gives a clear example of the potential for experiential learning to deliver meaningful training experiences that improve soft (power) skills.

We’re excited to see how our partnership with PepsiCo evolves and provide further learning gains to their employees through experiential learning.

# Want to Find Out How We Can Support Your Business?

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**“Ethical Angel helps companies to fulfill their purpose in society and upskill employees at the same time”**

Ross O'Brien,  
Business Advisor | 