

Campbell Soup Company: Leading by Example



We have a special opportunity to advance our intentions to nourish people's lives by leveraging our SIFE connection to both build a better world and develop a mutually beneficial relationship that clearly benefits Campbell, our employees and our shareholders. It is a winning proposition for everyone."

– Douglas R. Conant, President and CEO, Campbell Soup Company

Initially attracted to SIFE in 1997 by its worthy work with the business leaders of the future and its powerful network of industry leaders and connections, Campbell Soup Company has become one of SIFE's largest worldwide donor partners, providing significant support to SIFE World Headquarters and SIFE programs in the United States, China, Russia and Australia. Leading by example, Campbell President and CEO Doug Conant took the helm as Chairman of the Executive Committee of the SIFE Board of Directors in 2008. Denise Morrison, President-North America, Soup, Sauces and Beverages, and Tim Toll, Vice President-Global Wal-Mart, also serve as Board members. Many Campbell executives are judges and serve on SIFE business advisory boards in the U.S. and abroad, and employee involvement has spread throughout the company.

Building a Foundation for Success

As the partnership evolved, Campbell developed an innovative plan to build a long-term SIFE connection that includes people at every level. "We analyzed our relationship with SIFE like any other business opportunity we would pursue," says Morrison. "We considered our return on investment from an employee value standpoint, the opportunities to develop sustainable ideas and how it could enhance our internal and external branding initiatives. SIFE gives us a positive return in all three areas."

To achieve this, the company created a cross-functional "SIFE task force" comprising human resource executives, SIFE alumni and other Campbell's employees committed to SIFE. The group meets approximately every six weeks to create clear direction, develop initiatives and put measures in place to identify tangible benefits and monitor progress.

"We asked ourselves, how would we preserve the relationship, even if key people left the company?" says Toll. "We developed strategies to define our connection and determine how to leverage it to create value for our company, employees and shareholders."

Nourishing People's Lives

Aligning company goals with SIFE, Campbell has utilized the relationship in a positive way to enhance its brand, engage employees and help SIFE, while helping the community. One of the most significant outcomes has been the creation of a new joint hunger relief initiative called "Let's Can Hunger," which underscores the company's passion for nourishing people's lives and commitment to addressing the issue of hunger. The effort challenges SIFE teams to create projects that include generating awareness for hunger relief, organizing food drives and providing economic educational outreach to help eliminate the root causes of hunger. The collaboration will begin in the U.S. with plans to unfold it as a global program over the next several years. Jill Wright, Senior Customer Business Manager and SIFE alumna, supports the effort. "Campbell is involved in the world's largest

food drive,” she says, “but as a SIFE alum I wanted to find a way to teach the personal success and financial management skills necessary to end the cycle of hunger in the U.S. If anyone is up to the challenge, it is SIFE students.”

Other Campbell's initiatives include serving as one of the sponsors for the SIFE World Cup, co-sponsoring SIFE's Business Ethics Competition and “Top to Future-Top” forum in the U.S. and participating in a cooperative advertorial sponsorship appearing in Fortune magazine.

Recruiting Character, Developing Talent

SIFE has been a key recruiting vehicle at Campbell. The company employs 16 SIFE alumni and actively participates at career fairs at the regional and national levels. “We recruit on three key characteristics – people who have great character, those who are competent in their chosen fields of endeavor and those who thrive in a team-based environment,” says Bob Morrissey, Vice President-Human Resources, North America. “SIFE students are a perfect fit. I see capable leaders who have character and act with integrity in a socially responsible way, and think this is a program I can really get involved in and can be an advocate for.”

Committed to continual employee development, Campbell embraces opportunities provided by SIFE to engage many of its 18,000 employees through judging at regional and national competitions and the World Cup, serving on business advisory boards and participating on the SIFE task force. “Our people value the leadership, benchmarking and networking experiences available through participating and judging at SIFE events,” says Toll. “They are exposed to strong professionals with great chances to interact. The feedback we get has been very positive. They usually come back asking, ‘How can I get more involved?’”

Involvement is encouraged through activities such as an internal poster campaign that spotlights employees active in SIFE, and highlighting SIFE stories and events on the company's intranet. The company piloted an exchange program with Sam's Clubs, giving a SIFE alumnus from each company the opportunity to work in the other's position for six months to gain a deeper understanding of the business relationship. Campbell also supports an active intra-company SIFE Alumni Network that enables employees to create informal mentorships between existing alumni and new hires. The SIFE group currently is reaching out in a local New Jersey community to teach personal success skills to women at a halfway house. And SIFE alumni are routinely tapped for input to help the company keep a pulse on what is on the minds of today's young people.

“The connections you make through SIFE on a personal basis are incredibly rewarding because you find yourself with like-minded, like-spirited people who have similar values,” says Ashley Bruce, Senior Customer Business Manager, and SIFE Alumna. “The rapport and best-practice sharing is a cut above an ordinary business relationship.”

M'm! M'm! Good! Business!

Today, Campbell's partnership with SIFE has evolved to the point that it has been woven into the fabric of the company at many levels. “Helping elevate and develop the SIFE program is so consistent with our leadership model, how we treat people and our belief in giving back to the community,” says Morrison.

“It is a privilege to have the opportunity to give back to the organization that has so profoundly advanced the spirit and the practice of free enterprise in such a community-minded way,” agrees Conant. “Our relationship adds value for our employees and our brand. It's good for the communities we serve, good for our people and good for business.”

About Campbell Soup Company

Founded in 1869, Campbell Soup Company is a global manufacturer and marketer of high-quality foods and simple meals with more than \$7 billion in annual sales and a portfolio of more than 20 market-leading brands. www.campbellsoup.com.