



my biography. by jane KARUKU

“Since joining Cadbury Schweppes about seven years ago, I think what I’ve enjoyed most is that I’ve been given big responsibilities as I go along, encouraged to stretch myself and to put ideas into action. You feel you belong, the challenges are enormous and when you achieve them you celebrate.

I was born in Kenya in 1962. I’d always been interested in food and after my BSc in Food Science Technology at the University of Nairobi, I worked for a local dairy processor as a Production Supervisor. Later, I went to California to study an MBA in Marketing but came back home to work in Kenya.

I joined Cadbury in 1995 as a Brand Manager – a job which offered me a lot more in terms of exposure and **personal growth**. I was taking care of Bournvita and drinking chocolate and it was very satisfying – I was reporting directly to the Managing Director and had responsibility for making day-to-day decisions. Then, in 1997, my boss asked me to go over to the production side to run the factory. It was a **big leap** – I was responsible for maintenance, quality and production, and for managing about 150 people. First and foremost it was about people skills – understanding how other people see things in order to help them understand how you see things.

The secret is communication – not only down but also up and across the organisation, so that everybody is in sync and moves in the same direction. I also used the company’s Sharpening The Culture training programme – **a very useful tool**. Everybody had a chance to participate, so we had a common vocabulary and set of references that made communication a lot easier.

In January 2001 I became Operations Director. **Again it was more responsibility** including buying and distribution in the East African region – the total supply chain. Then a year later I became Managing Director. Somebody told me it’s a club called The Buck Stops Here!

The biggest challenge is **leadership** – bringing people together to create a winning team so that we can all move forward. I have regular meetings with my management team every Monday. We ask ourselves: What could we do better? What can change around the organisation? What are the priorities? It’s a very democratic way of generating ideas. The more we communicate as a team and **challenge each other** the better our ideas will be. It’s about getting the managers to discuss these things openly and to involve their people as well. To bring the organisation together and for everybody to own their destiny – to feel **‘I’m part of that, it matters to me, so I’ll make it happen’**.

Once we decide what we are going to do, then the next step is less democratic! We must do it. Earlier this year, we got all the sales team in one room and spent three days going through Sharpening The Culture. Together we defined the vision of the sales group, and worked out the success criteria for achieving that vision. Then we got down to what each person needed to do to meet those criteria – on a monthly basis, on a daily basis, on an hourly basis if necessary. It gave everyone very clear responsibilities to sign up to and very clear and practical ‘hows’ to follow and measure against.

Over the years the company has allowed me to grow and I hope I’m doing the same for the people I’m managing. There’s not a lot of bureaucracy here and you tend to interact with people who are way ahead of you. I remember when I was a very young Brand Manager, I got to present a marketing strategy to the group’s CEO, John Sunderland – that gives you a very deep sense of belonging and it’s something which works for everyone in the company.”

Jane Karuku
Managing Director
Cadbury Kenya



sharpening our culture around the world

Our Sharpening The Culture training programme is designed to boost the skills and capabilities of our people. It focuses on helping individuals and teams apply what we call our 3As – behaviours which underpin our way of working. All managers take part in the programme and since 1999 we have also been rolling it out to non managers.

Accountable – Owns and communicates agenda. Measures by results. Clear about responsibilities. Open and non-defensive.

Aggressive – Pursues opportunities with total determination. Acts in energetic and urgent manner. Courageous and tough-minded in face of obstacles. Resilient and tenacious. Really wants to win. Sets and expects high standards. Doesn’t let fear of failure stand in the way.

Adaptable – Deals with the unpredictable. Positively embraces change. Promotes best practice and new ideas. Innovative in seeking new solutions.

creating value through diversity

As part of a broad range of initiatives designed to create value through diversity, Dr Pepper/Seven Up (DPSU) runs a structured Minority Mentoring Program in the US.

Terri Harrell, DPSU’s Diversity Manager, coordinates the programme which pairs recently hired recruits from minority groups with an experienced colleague dedicated to helping them thrive in their first six months in the job. The pair meet at least twice a month and receive training and support to help ensure the success of the relationship. Andrea Jones who joined DPSU in 2001 said: “It was like having an instant friend who tried to help me feel at home. Plus I felt reassured that the company was obviously serious about my success here and was ready to invest time in my future career development”.

The scheme is part of DPSU’s programme to create value through diversity, which focuses on the workplace. This includes action to encourage applications from minority candidates – ranging from focused recruitment to the development of an intern programme directed at minority community college students – and a Diversity Committee and diversity training for all employees.

