

Mentoring Benchmarking Executive Summary

Purpose:

Yum Brands strives to have a world class mentoring program because we believe building our people capability is the best way to grow our business. After the successful launch of our online matching tool, MentorLink, we conducted a benchmarking study to identify areas of opportunity for expansion and excellence.

Our questions focused on the following areas of the mentoring program:

- History
- Purpose & Definition
- Relationship Types
- Marketing & Communications
- Learnings & Focus Shift/Evolution

Companies Contacted:

A total of 22 companies were selected based on the success and reputation of their mentoring program. Eleven companies responded to the survey either by phone or via email. The phone calls lasted approximately 30 minutes in length. The following chart summarizes study responses.

Benchmarking Totals
22 Companies Selected
11 Participated
5 Declined
2 No Response
4 No Contact Identified

Participants included:

- Aon Corporation
- Dell, Inc.
- Disney Consumer Products
- Home Depot
- Intel
- Rockwell Collins, Inc.
- Sodexo
- Texas Instruments
- The Women's Alliance of Xerox

**The remaining companies choose not to include their name in this data distribution.*

In alignment with our goal of learning about the different ways companies are using mentoring, we targeted companies who are focusing on diversity, women, global mentoring, group mentoring, HiPo and on-boarding. Of special note, roughly 1/3 of the responding companies also use our online match vendor.

Findings:

- Of the company's surveyed, all cited career development, knowledge transfer, or skill building as the purpose for their program.
- More than 50% of the companies began their program as a pilot test. Following their pilot, 54% of companies shifted the focus of their program in some way.
 - 18% of those companies expanded their program and added new technology
 - 18% reduced their focus as a result of lack of resources
 - 18% are continuing an open mentoring program, but are targeting specific groups to expand
- Most companies indicated that the relationship/match was critical to the success of the relationship and program. The types of relationships that appeared most often are senior level, mentor/ junior level, mentee (72%) and cross-functional (45%).

Please see the appendix for pie charts summarizing several trends in the data. The percentages indicate commonalities in the companies' responses. Several of the questions in the survey could not be tracked as they relate to history of the program and basic program logistics.

Areas for development:

While the survey data provided reassurance that Yum! Brand's program is aligned with benchmarking participants, some survey responses yielded new opportunity areas for development. Focus areas include executing a strategic planning process, positioning mentoring champions, reaching out to affinity groups and departments and introducing new types of mentoring (i.e. transition mentoring, group mentoring and diversity mentoring).

- **Implementing a strategic plan** could position mentoring as a development solution for many functional opportunities. Creating and executing a strategic plan would ensure mentoring continues to be integral in our collaborative culture of know how building. The cross-brand squad should own and be responsible for this planning session.
- **Positioning mentoring champions** in various departments/functions would cast a wider net of program supporters. Using mentoring champions would enhance program participation and communication efforts. Potential mentoring champions are middle management across all brands and functions.
- **Reaching out to affinity groups and departments** would ensure that the mentoring program is accessible and relevant to all in the organization. Targeting specific groups is a great way to promote mentoring throughout the organization.

- **Introducing new types of mentoring**, when applicable, can meet more development needs across the organization. New offerings could include transition mentoring, group mentoring and diversity mentoring.

Conclusion:

Yum! Brand's mentoring program is consistent with benchmarking participants. In general, the information collected did not indicate distinctly unique program offerings. Yum! Brands has opportunities to strengthen its program by operating more strategically in terms of support, communication and resources. Yum! Brands should continue to drive mentoring deep into the fabric of our culture so that is accepted and expected by all.

APPENDIX – Charts, Figures & Takeaways

Figure 1: Findings: The following pie charts summarizing several trends in the data. The percentages indicate commonalities in the companies' responses. Several of the questions in the survey could not be tracked as they relate to history of the program and basic program logistics.

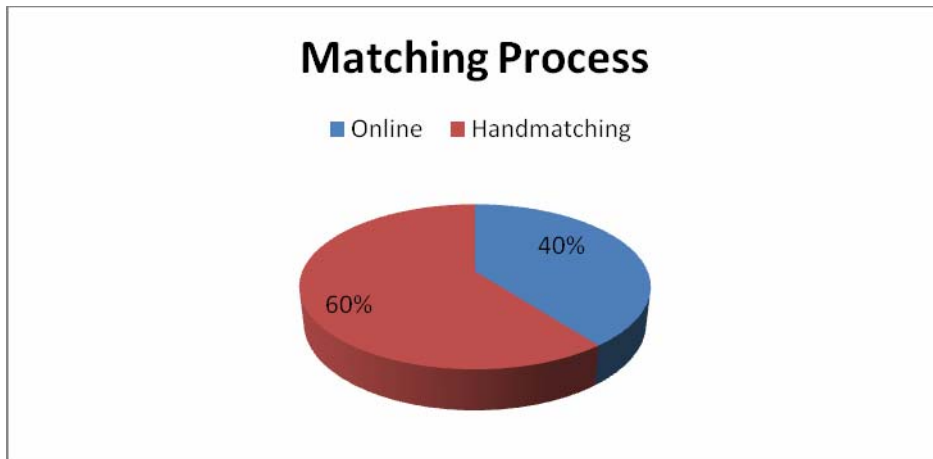
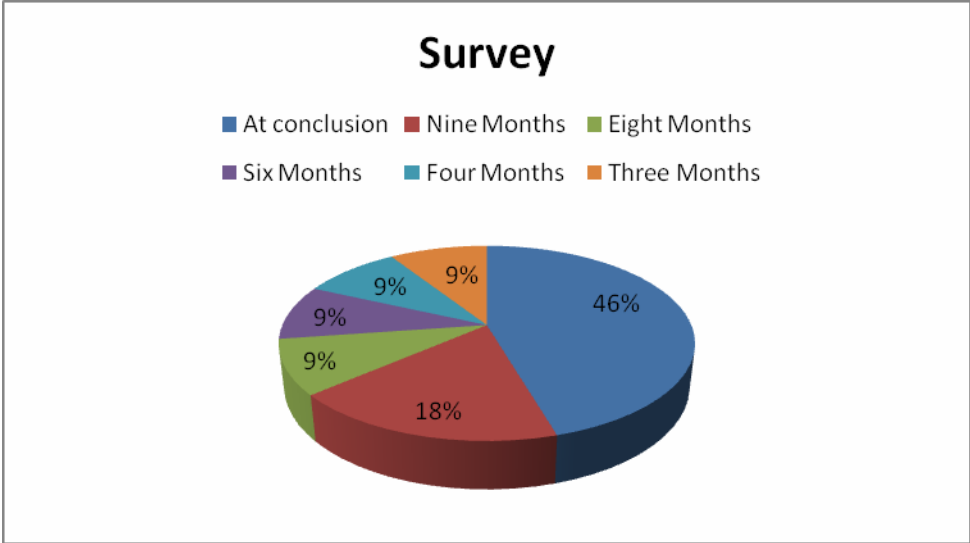
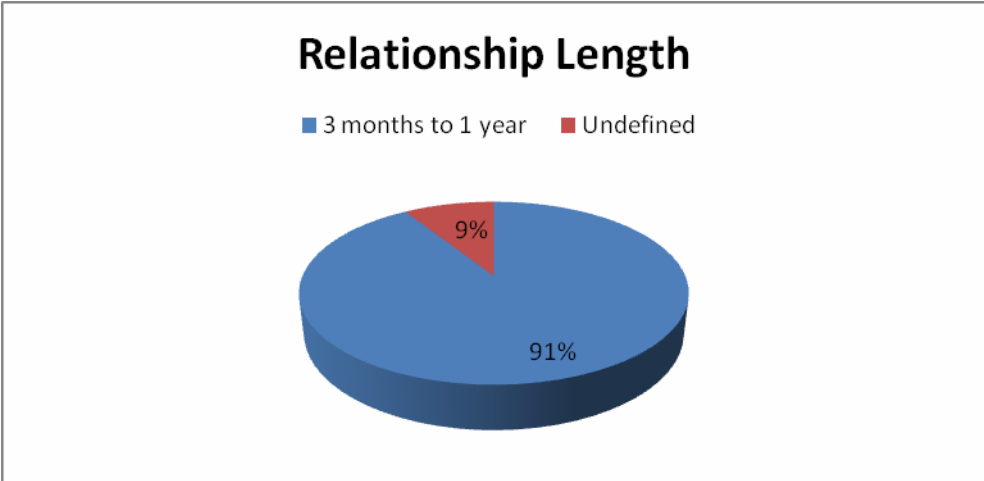


Figure 2: Findings (continued)



Key Takeaways:

- Mentoring must be seen in as part of the culture to be successful
- Develop a strategic mentoring portfolio with formal and informal efforts
- Link mentoring portfolio to strategic objectives of the organization

Key Takeaways (continued):

Types of Mentoring

- Use Group Mentoring to focus on a particular topic, for example, “How to Work with the Younger Generation”
- Use Group Mentoring to promote Peer Mentoring
- Implement Transition Mentoring for individual contributors who are newly promoted to managers
- Mentoring for HiPo Director level associates who are ready for promotions in 1-2 years

Communication/Promotion

- Identify Mentoring Champions
- Monthly Newsletters
- Updated testimonials on dedicated mentoring website
- Partner with Diversity/Affinity groups
- Dedicated email address to support questions
- Conduct a Launch Event or “Wrap” Event to promote mentoring
- Create posters of Executive Leadership Members with quotes about the importance of mentoring

Evaluation

- Measure mentoring success using 360 Feedback forms
- Measure impact at various stages using virtual sessions:
 - 4 months – “Dialogue Across Differences”
 - 8 months – “Building Strategic Leadership”