



**DEVELOPING FUTURE CCHBC LEADERS:
Fast Forward program**

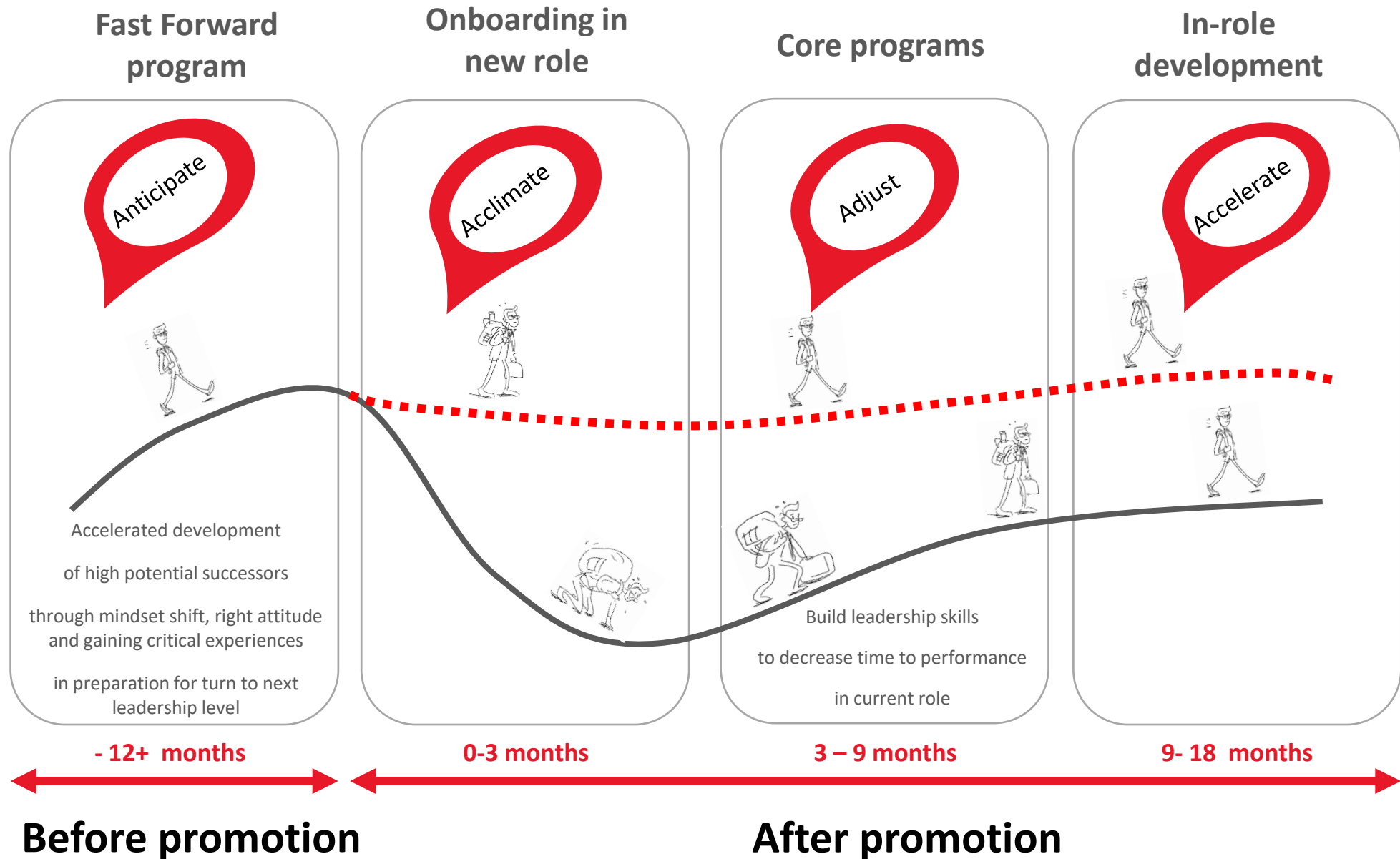
Overview of Fast Forward program

The Fast Forward Program has **three tracks**, focused on preparation for promotion to different leadership levels. Each track has the same architecture and principles, with different content to create the specific mindset shift and exposure to critical experiences required at the relevant level:

- Fast Forward 1: focuses on future Front Line Leaders
- Fast Forward 2: focuses on future Change Leaders
- Fast Forward 3: focuses on future TOP 300 leaders

Employees develop through the tracks as their career progresses.

Employee development journey in critical career moments



Fast Forward program detail on company intranet

The screenshot shows a company intranet page with a red header. The header includes the 'we connect to 2025' logo, a clock showing 4:34 PM on Monday, April 26, a 'SHARE PRICE INFO' link, and navigation links for 'Country | Group' and 'helo'. Below the header is a large black banner with the text 'THE PEOPLES HUB' in white. The main content area is divided into two columns. The left column has a section titled 'Accelerate with Fast Forward' with text describing the program's purpose and three key objectives: strengthening the succession pipeline, ensuring smooth transitions, and retaining internal talents. Below this text is a photograph of a group of people in a meeting. The right column features a large photograph of four people (three women and one man) smiling and holding up bottles. Below the photo is a red section titled 'The Fast Forward Programmes' which contains three buttons: 'Fast Forward 1 (to Front Line Leader)', 'Fast Forward 2 (to Change Leader)', and 'Fast Forward 3 (to Top 300)', each with a right-pointing arrow.

we connect to 2025 4:34 PM MON 26 APR SHARE PRICE INFO Country | Group

[Our Company](#) [News](#) [My Resources](#) [Central Functions](#) [Countries](#) [Careers](#) [Mission 2025](#) **helo**

THE PEOPLES HUB

Accelerate with Fast Forward

Our Fast Forward programmes are accelerated development programmes providing Coca-Cola Hellenic HiPo successors with the opportunity to accelerate their development and career progression.

The purpose of our Fast Forward programmes is to:

- 1. Strengthen succession pipeline** by feeding key position with internally developed talents
- 2. Ensure smooth transition** by developing the right mindset, attitude and critical experiences to ensure successful transition to the new roles and next workforce segment
- 3. Retain internal talents** through identifying them and providing them with clear career opportunity within company

These key programmes cover the most common CCHBC leadership transitions: **Fast Forward 1** (transition to Front Line Leader), **Fast Forward 2** (transition to Change Leader) and **Fast Forward 3** (transition to Top 300 Leader).

Do you have a team member striving for high results? Is (s)he willing to contribute more and achieve the personal best in all situations, has the drive to win and keep learning?

If the answer is YES, click below to learn more about how to accelerate your HiPos.

The Fast Forward Programmes

- [Fast Forward 1 \(to Front Line Leader\) >](#)
- [Fast Forward 2 \(to Change Leader\) >](#)
- [Fast Forward 3 \(to Top 300\) >](#)



FFW programs

OVERVIEW OF THE PROGRAM - unchanged from 2016

BUSINESS NEED:

Build sustainable succession pipeline

TARGET POPULATION:

Top 300 identified R2+ successors

OBJECTIVES OF THE PROGRAM:

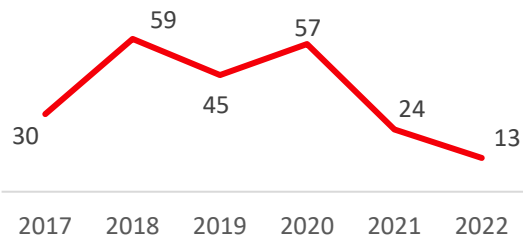
- Improve FH Bench Strength
- Reduce external hire investment
- Increase Readiness & reduce time to full performance

ELIGIBILITY CRITERIA:

- R2 successor for Top 300 role
- Next role in career outlook is Top 300
- High learning agility, aspiration and commitment

DATA & LEARNINGS

NUMBER OF ENROLLED PARTICIPANTS



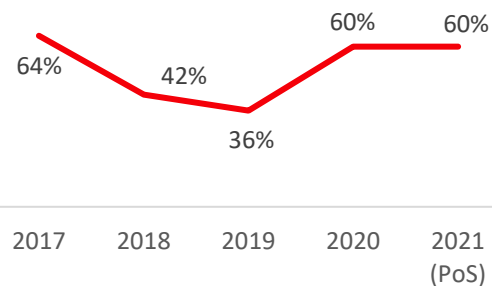
DATA ANALYTICS

- **Number of participants** decreasing as of 2021, more **discipline** in nominations introduced
- Improved promotability

OTHER INSIGHTS

- **22 first-time CFHs** appointed in 2022
- FFW3 is **not the only way to accelerate Top 300** successors – may need another role or assignment

PROMOTABILITY



WHAT WORKS WELL?

- **Gender Ratio** (58% female)
- 45% of participants in **Commercial**
- **High engagement** of participants
- **Positive feedback** on program activities, also after transition to virtual
- Program start after summer, **approx. 14 months** duration

WHAT NEEDS IMPROVEMENT?

- **Over-assessing or over-stretching** our people: one acceleration program or dev. assignment per year

PICTURE OF SUCCESS

- Promotability **>60%**
- Drop out rate **<10%**
- Increased satisfaction & participants engagement

FFW 1&2 programs

OVERVIEW OF THE PROGRAMS - unchanged from 2016

BUSINESS NEED:

Build sustainable succession pipeline

TARGET POPULATION:

FLL/CL identified R2+ successors

OBJECTIVES OF THE PROGRAM:

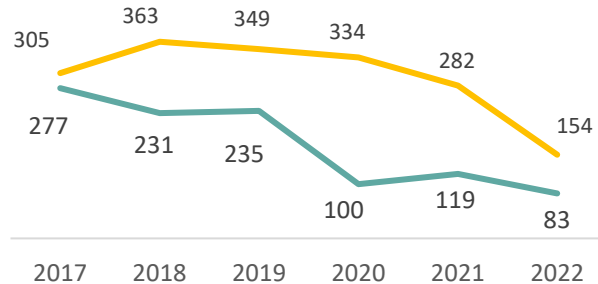
- Improve FLL/CL Bench Strength
- Reduce external hire investment
- Increase Readiness & reduce time to full performance

ELIGIBILITY CRITERIA:

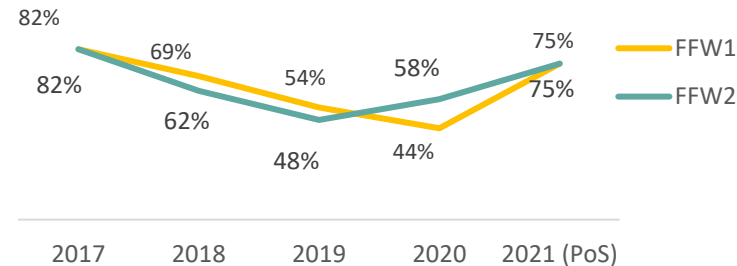
- R2 successor for FLL/ CL roles
- Next role in career outlook is FLL/ CL role
- High learning agility, aspiration and commitment

DATA & LEARNINGS

NUMBER OF ENROLLED PARTICIPANTS



PROMOTABILITY



WHAT WORKS WELL?

- **Gender Ratio** (54% male – 46% female)
- 56% of participants in **Commercial**
- **Adjusted number of participants to leaner structures**
- **High engagement** of participants
- **Positive feedback** on program activities

WHY PROMOTABILITY DECREASED?

- **More discipline** in definitions & reporting introduced
- **Flatter structures**, fewer opportunities for promotions, more lateral moves
- Program is **often misused for motivation/retention**

WAY FORWARD

REDESIGN SCOPE – DRAFT (kick off: H2 23)

- Refine **scope and objective** of programs
- Add **international elements** (assignments, projects, peer learning etc.)
- Increase the participants & LM **ownership**
- Build/ strengthen x-country Talent **community**

PICTURE OF SUCCESS

- Promotability **>75%**
- Increased satisfaction & participants engagement

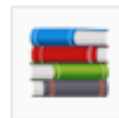
Snapshot of Fast Forward program curriculum in online learning system



- HOME
- MY TO DO LIST
- PROFILES
- RECRUIT
- ONBOARD
- PERFORM
- TALENT
- DEVELOP
- LEARN
- NETWORKS
- REPORTS
- ADMIN
- CONTENT

Course catalogue

Training results (3)



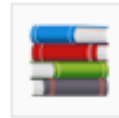
2022 Fast Forward 2

Curriculum | Internal | Total Price €0.00 ★★★★★ (0)
Fast Forward 2 is the accelerated development program designed to prepare and enable the turn to the next Workforce segment- Change Leader. The overall objective of the program is building strong bench for change leaders segment, retaining internal talents and ensuring smooth transition to next level.



2022 Fast Forward 3

Curriculum | Internal | Total Price €0.00 ★★★★★ (0)
At the heart of all Fast Forward programs in CCH is the requirement to develop a pipeline of talents that are prepared to step into their new role at higher leadership level. Fast Forward 3 program, during its 18 months, aims to accelerate your development and prepare you successfully for more senior leader roles. By the end of the program you will...



2022 Fast Forward 1

Curriculum | Internal | Total Price €0.00 ★★★★★ (0)
Fast Forward 1 is the accelerated development program designed to prepare and enable the turn to the next Workforce segment- Front Line Leader. The overall objective of the program is building strong bench for front line leaders segment, retaining internal talents and ensuring smooth transition to next level.

FAST FORWARD 1:

**accelerated development in preparation for Front
Line Leader role**



FFW 1 Program Overview

Self-driven development based on personalized needs



Critical experiences through



70%



MANAGER & PARTICIPANT

- ✓ (cross)functional projects
- ✓ higher level functional meetings
- ✓ higher level responsibilities from Line Manager
- ✓ active role in business planning and KBI reporting

Learning from others through



20%

PARTICIPANTS & SENIOR LEADERS

Mentoring, Peer learning, Fire place talks

Formal learning (training)



10%

TALENT DEVELOPMENT PARTICIPANT & MANAGER

Management Fundamentals, Influencing skills, Communicating with impact, Self-study - E-boosters



Fast Forward 1

Talent review Nomination	Dev. Sprint Kick Off	Dev. Sprint Plenary	FFW 1 AcC	FFW 1 Kick Off	FFW 1 trainings delivered by TD and L&C	FFW 1 Project assignment or Mentoring Higher level routines, Peer learning	FFW 1 closure
	FFW 1 Development Sprint						

Development Sprint Framework

Steering the right development path for our talents!



WHY?

- immediate development of identified talents
- model to re-apply in further development of talent and other team members

HOW?

- one critical leadership experience / behavior to work on, through few selected development activities
- preferably commercial project to join/co-lead (commercial nominees can lead local initiative or substitute manager)

WHO?

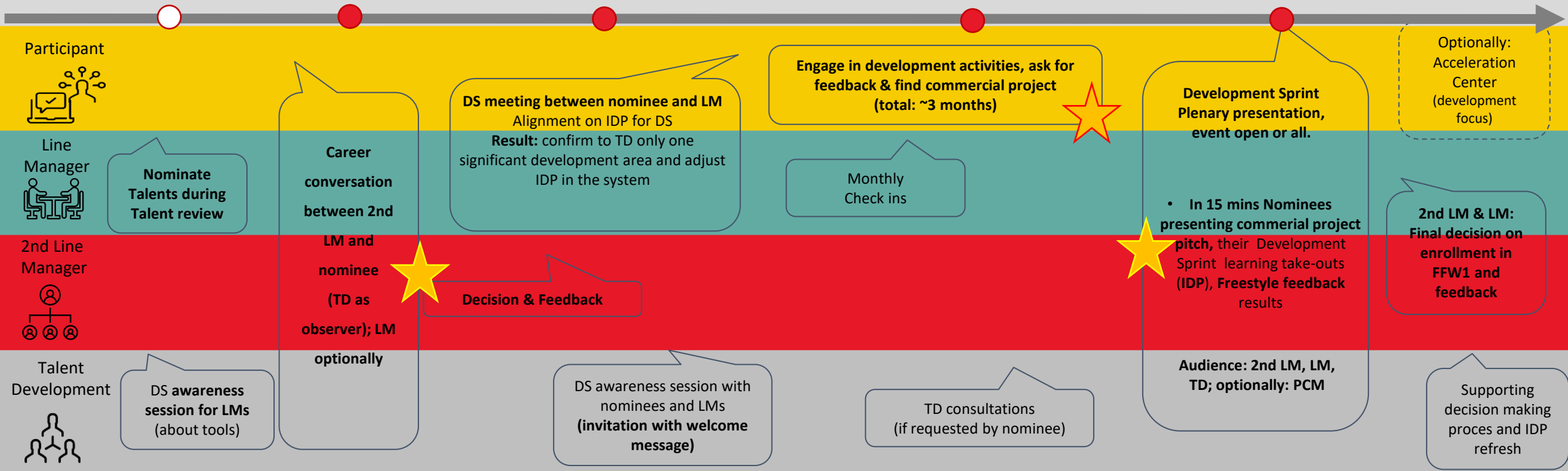
- Nominee: full ownership of development, proving commitment (LM to support)
- 2LMs : leading career conversation and feedback, decision on enrollment
- TD: guiding & consulting role

POS:

- behaviorally demonstrated potential for accelerated development (commitment, aspiration and Learning Agility)
- Developmental assessment: career conversation, plenary presentation, freestyle feedback

FFW 1
AcC
(optional)

FFW 1
Launch



FAST FORWARD 2:

**accelerated development in preparation for Change
Leader role**



FFW 2 Program Overview

Mindset shift in preparation for Change Leader role:

- Translating vision and strategy into tactical actions for execution in the short to mid-term
- Engaging cross-functionally to impact broader results across organization
- Driving change and inspiring others to continuously improve and innovate

FAST FORWARD II

TO CHANGE LEADER

Self-driven development based on personalized needs

On the job learning

Learning from others

Formal learning



70%

PARTICIPANT & MANAGER



20%

PARTICIPANTS & SENIOR LEADERS



10%

PARTICIPANTS

FFW 2 Kick Off

IDP reshape

(personalizing your learning journey)

Project assignment

Initial meeting

Regular project team meetings and follow-up with project Sponsor

Mid-term project review

Regular project team meetings and follow-up with project Sponsor

Final Project presentation

Higher level routines

Higher level (x)-functional meetings

Higher level business routines

Bringing in, engaging and developing talents

Regular reflection and feedback with Line Manager

Peer learning (at least 5 sessions) and International FFW2 Community

Mentoring with Change Leader (at least 5 sessions) [Mentoring](#)

BU Fire place talks with Senior BU leaders

Learning & Growing sessions with Group leaders

Self-driven development through [Personal Learning Cloud](#)

360°

4 Essential Roles of Leadership

(virtual training, 3x 5hrs)

Impactful leader

(several virtual sessions, 6+ hrs)

Business simulation

(virtual training, 2 x 4hrs)

360°

FFW 2 closure



FAST FORWARD 3:

**accelerated development in preparation for
Top 300 role**



FFW 3 Program Overview

Mindset shift in preparation for Top 300 role:

- Building strategic capabilities and promoting high performing sustainable organization
- Setting long-term competitive vision and strategy
- Balancing priorities cross-functionally and translating the strategy into annual functional plans

FAST FORWARD III

TO TOP 300

