Re-Imagine Tiger

Creating a Pipeline for Strategic Leadership and Cultural Change

Gordon Institute of Business Science
University of Pretoria

Globally accredited, proudly African

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EXECUTIVE SUMMARY

Tiger Brands, one of Africa's leading FMCG manufacturers, embarked on a leadership transformation to accelerate strategy execution and culture renewal following a period of heightened operational and reputational pressure. Together with GIBS Corporate Education, the company co-created '*Re-Imagine Tiger*', a customised development programme for Exco-minus-one leaders. The intent: the programme was specifically designed to develop business leaders' ability to deliver innovative approaches to strategy, commercial acumen, mindset, skillset to lead change in a global context, enabling them to envision a Tiger Brands of the future, while unlocking value, inspiring and galvanising winning performance throughout the organisation. Through an immersive experience and exposure to the experience of global players from a variety of industries, the programme equipped Tiger leaders to transform themselves with new ways of thinking and extending their influence and ability to collaborate to have a greater impact as enterprise leaders who could co-shape the Tiger of the future, in an ever-evolving landscape.

CHALLENGE AND OPPORTUNITY

In 2017 and 2018 Tiger Brands overhauled its strategy, operating model and structure following the entry of a new Chief Executive Officer in 2016. In 2018, following a reputational and brand identity crisis linked to one of its products, it became very clear that the culture and leadership also needed a fundamental reset. The leadership team then set about co-creating a new culture aspiration, values and winning behaviours through robust engagements with leaders and teams across its value chain and business units. Once this was launched across the organisation in 2019, it was very clear that a new way of leading was required to lead the strategy execution and culture transformation from the front whilst navigating very challenging market dynamics.

At the time, the leadership cohort was characterised by a narrow operational focus and a "siloed" pursuit of Business Financial KPIs. Based on the new strategy, culture aspiration and business performance burning platform, a new leadership framework, set of capabilities and brand were designed accompanied by leadership interventions geared to transform mindsets and skills at every layer of leadership. The Reimagine Tiger Leadership Development programme was designed to enable leaders at Exco -minus- one to drive strategy execution, role-model and lead culture transformation, as well as establish leadership benchmarks that exemplify the core values and behaviours

THE SOLUTION: CREATING A LEADERSHIP PIPELINE FOR ORGANISATIONAL AND CULTURAL CHANGE

The intervention's design integrates the GIBS pedagogy and 6Ds (Discover, Define, Design, Develop, Deliver, Demonstrate/Data) with the Phillips 5-Level evaluation model and a 90/180/360-day review cadence. The learnings went beyond the classroom through simulations, leadership immersions (local and African markets), action learning projects (ALPs), and coaching circles, which were all aligned to Tiger Brands' strategy and Leadership Compass.

Early outcomes show strengthening leadership capabilities and the adoption of ALP outputs into the enterprise transformation agenda including organisational realignment and the adoption of digital/AI initiatives. Cohort progress reports indicate strong engagement, with behaviour change, captured via personal development planning/action learning projects, coaching reflections and portfolios of evidence. Business impact was validated against selected operational and commercial key performance indicators (e.g. On-Time, In Full, first-time-right quality, safety, Total Recordable Incident Rate (TRIR), cost-to-serve, and margin variance) and monetised where appropriate for Level-5 ROI.

THE IMPACT

- Exco pipeline created with around 30% of delegates being promoted to Exco.
- Contribution to improved efficiencies seeing savings of R143.2 million.
- Improved efficiencies across divisions.
- A reported shift in culture and leadership style.
- Tiger Brands has seen a notable improvement in its operational and financial results, which improved by R3 billion in its 2025 results[1].

CONCLUSION

Re-Imagine Tiger has delivered measurable impact across leadership capability, digital readiness and strategic growth, with all strategic learning objectives achieved. As the programme evolves a network of leaders, it has created to drive strategic alignment across the broader organisation.

INTRODUCTION

Tiger Brands is one of Africa's largest listed manufacturers of fast-moving consumer goods (FMCG). The South Africa-based company's products have become a staple in South African homes, with its products found in 88% of South African households.

The company operates 34 manufacturing plants in South Africa, and exports its products to 22 countries, predominantly in Africa. Its major focus is on milling and baking, culinary foods, snacks and treats and beverages. It was founded in 1921, under the name Tiger Oats Ltd. The company prides itself on producing affordable, nutritious food products, while investing in sustainable, local agriculture value chains.

In 2017 and 2018 Tiger Brands overhauled its strategy, operating model and structure following the entry of a new Chief Executive Officer in 2016. In 2018, following a reputational and brand identity crisis linked to one of its products, it became very clear that the culture and leadership also needed a fundamental reset. The leadership team then set about co-creating a new culture aspiration, values and winning behaviours through robust engagements with leaders and teams across its value chain and business units. Once this was launched across the organisation in 2019, it was very clear that a new way of leading was required to lead the strategy execution and culture transformation from the front whilst navigating very challenging market dynamics. To build the leadership capabilities required to drive this transformation across the organisation, Tiger Brands partnered with the Gordon Institute of Business Science to co-create a customised programme to enhance strategic leadership and foster a customer-centric mindset which puts people first.

GIBS

A proudly Africa-based institution, GIBS is committed to serving, inspiring and advancing world-class business practices across the African continent and beyond. The business school embraces a human-centric approach to business, striving to make business healthier and more sustainable through decisive leadership, long-term strategic intent, and the development of inclusive, equitable, diverse and climate-sensitive business environments.

Built on a reputation for entrepreneurial thinking and excellence, GIBS continues to evolve in step with the needs of business, embracing technology and disruption, while addressing the importance of humanising the world of work. It strives to equip students and organisations with the tools needed to succeed in a changing world.

The School has grown dramatically since its founding in 2000, to become a world-class African institution and research

1. https://www.news24.com/business/companies/tiger-brands-leaps-r3bn-as-its-efficiency-drive-beats-expectations-20251110-0700#:~:text=SA's%20biggest%20food%20producer%20Tiger,ADVERTISEMENT

centre. Long regarded as a business school with impeccable international credentials, GIBS continues its focus on quality experiential learning – both in its academic offerings and Executive Education Programmes.

The Tiger Brands: RE-Imagine Leadership Development Programme aimed to accelerate value creation by enhancing strategic leadership capabilities, fostering a consumer-centric, innovative, agile mindset and embedding digital and AI fluency.

CHALLENGE

RE-IMAGINING THE TIGER IN SOUTH AFRICA'S FOOD SECTOR

In 2018, the FMCG manufacturer was going through a comprehensive transformation. It was operating in a highly regulated, cost-pressured FMCG environment, and needed leaders who could translate strategy into disciplined execution while rebuilding consumer trust, cross-functional collaboration and strategic agility. Diagnostic insights highlighted: an over-focus on siloed operations, internal firefighting, limited cross-functional decision-making, and uneven digital readiness.

> "Tiger Brands was reviewing its strategy, overhauling its culture and it wanted to drive the execution of that strategy. We needed leaders that would drive, not only the execution of business strategy and results, but also embed and inspire the culture that we want."
>
> **S'NE MAGAGULA**
> **CPO Tiger Brands**

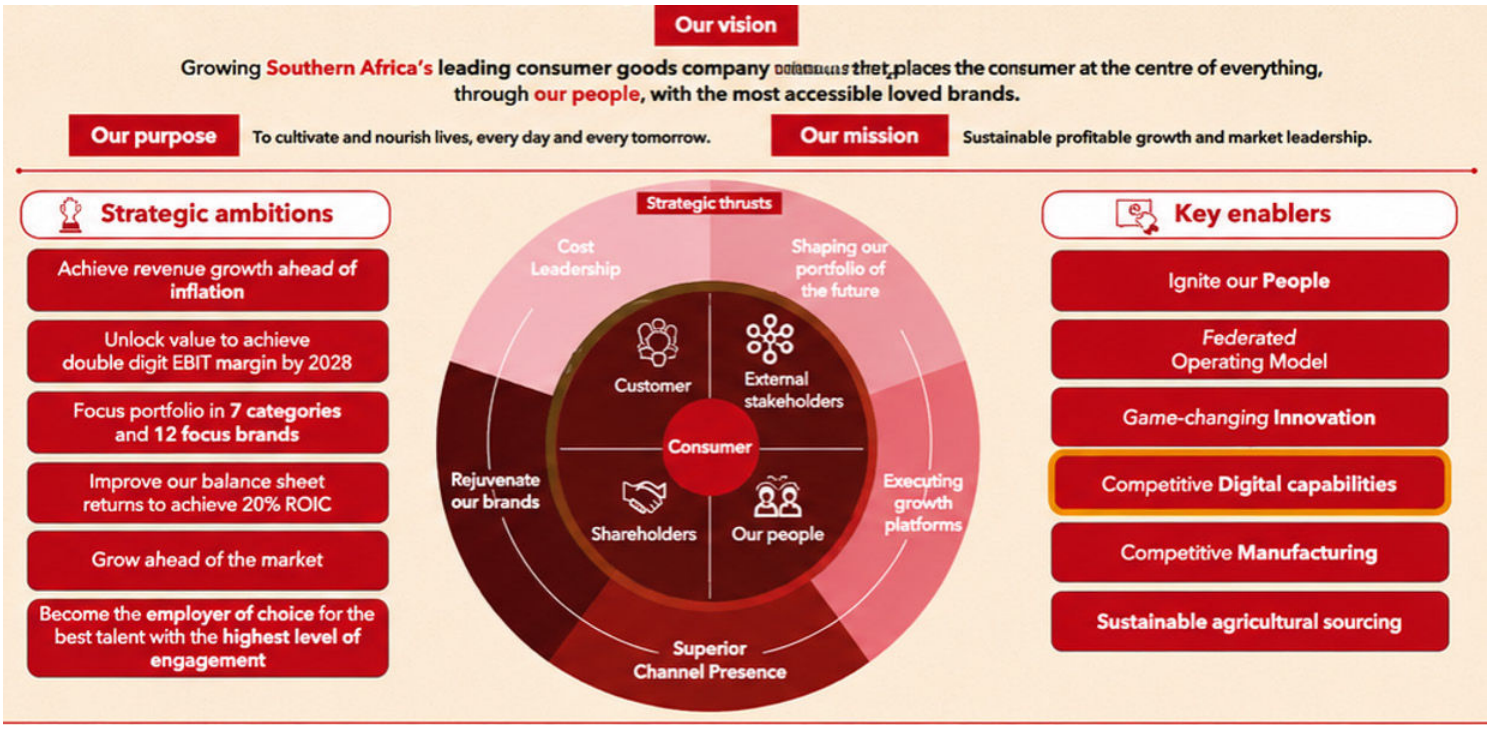


Figure 1. Tiger Brands strategy

A refreshed leadership capability framework defined five enterprise-wide requirements for the "The Agile Tiger Leader of the Future": Leads People, Leads Performance, Leads Innovation, Leads Partnerships and Leads Self. Therefore, the programme was deliberately designed to fuel humane leadership, consumer r Obsession; Impactful Action (disciplined bias-for-outcomes under constraint and ambiguity); New Thinking & Technology (AI, data and new business models); Contextual Intelligence (apply insights across markets and conditions); and Brand Ambassadorship (credible, stakeholder-engaged leadership). People development was a cornerstone of the organisation's strategic framework and Tiger Brands already had a tiered system of development programmes with **Leadership capability segmented across four archetypes** Shop Floor, Young, Mid-Career, and Seasoned Tigers enabling targeted mindset shifts from AI scepticism to enterprise-wide value creation.

> "We needed forward-thinking leaders, innovative leaders and we needed to help them develop these very different ways of thinking about the world around us, thinking about Tiger. We wanted them to develop the capability to influence and co-shape the future of Tiger."
>
> **S'NE MAGAGULA**
> **Tiger Brands CPO**

Given the recently created tiered leadership development programmes, the training gap was at Exco-minus-one level. Tiger Brands needed a very specific programme that would not only equip its top leadership to fit into the new capability framework, but also to develop a succession **pipeline for the Tiger Brands Executive Team**. The programme had to develop their **commercial acumen** and a broad **cross-functional understanding of the business.** But it also needed to infuse them with **agility as a capability**. These leaders needed to be able to navigate a fast-changing world and enable Tiger Brands to reimagine itself – ***Re-Imagine Tiger*** was launched.

Key strategic gaps were identified:

- The need to **simplify processes** and strengthen operational fundamentals before scaling digital solutions.
- A shift from **linear planning towards agile experimentation** and piloting, enabling faster learning and market responsiveness.
- **Empowering internal teams** to transition from manual, paper-based workflows to AI
- **Enabled systems**, supported by structured upskilling.
- **Aligning leadership behaviour** with the Tiger Brands Leadership Compass
- **Sustainable organisational transformation** which had to begin with self-transformation

The Tiger Brands strategy demanded **impactful leaders** who were able to blend leadership styles to achieve their goals. The holistic brand of leadership required the course to instil the principles of **strategic leadership** and then form a genetic "double helix" by tying it together with **humane leadership**.

COMMITMENT

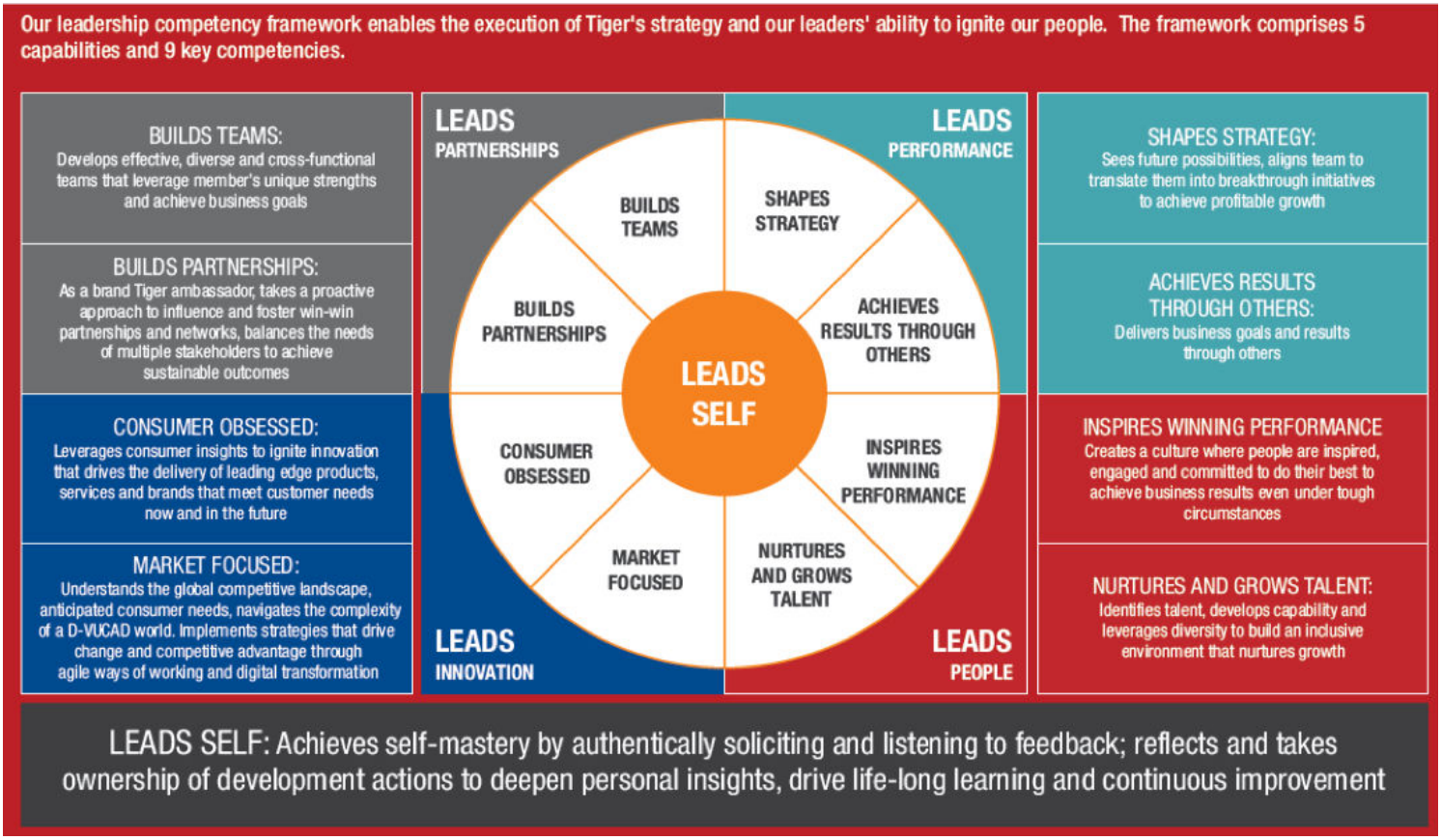
A COMMITMENT TO A NON-NEGOTIABLE STRATEGY

TIGER BRANDS

Re-Imagine Tiger was wholly supported by the Tiger Brand Executive, who were the direct line leaders to the delegates. This commitment to the programme as well as the corporate strategy and vision, saw the Tiger Brands team articulate a very clear and precise mandate. Which enabled GIBS to produce a programme that aligned with that vision.

The **corporate compass** aligned every module and every philosophy interaction to Tiger Brand's philosophy. It ensured that what delegates were being taught, aligned with the corporate culture Tiger Brands wanted to create. While the course needed to address future excellence, it also had to equip leaders with the skills to navigate day-to-day practicalities of getting things done and to drive the business forward.

TIGER BRANDS LEADERSHIP COMPETENCIES



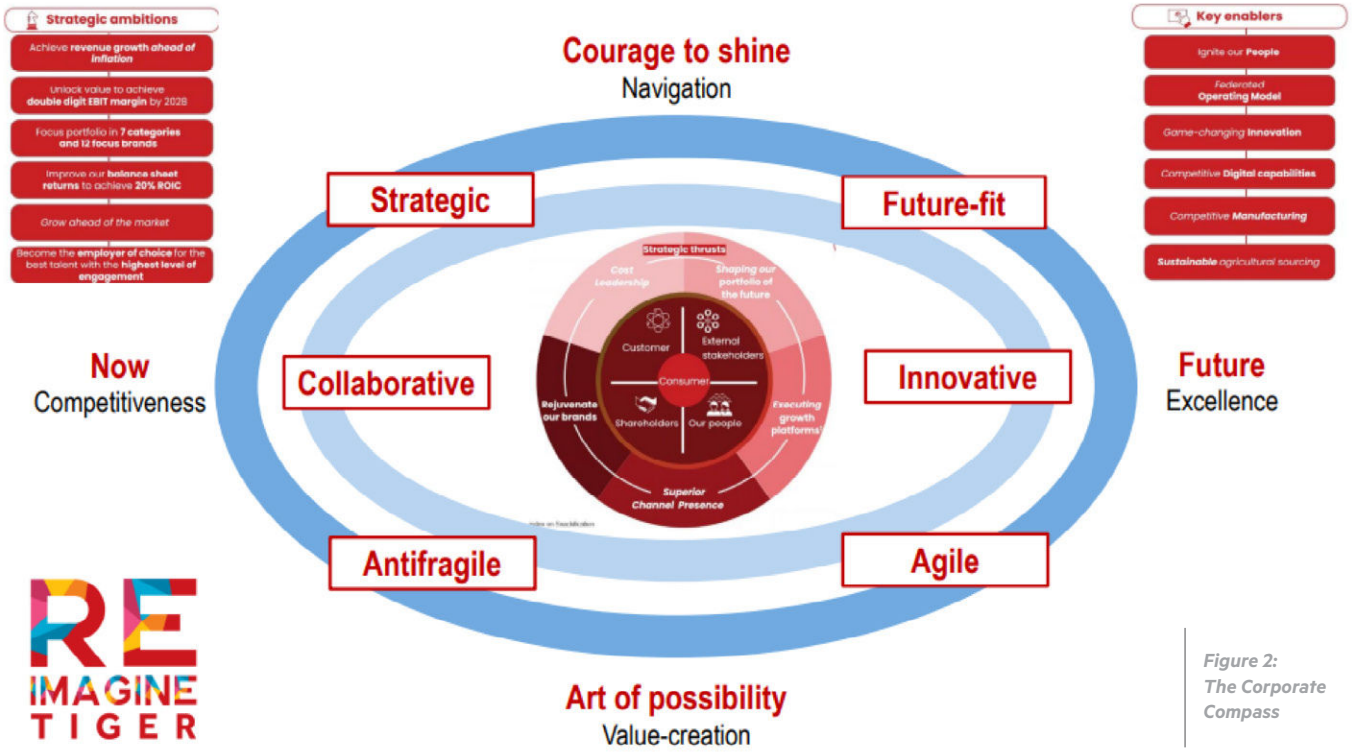


Figure 2: The Corporate Compass

Tiger Brands Chief People's Officer (CPO), S'ne Magagula and Refilwe Ditodi, Director of People Business Partnering, ensured that they were present at every step of the process. Magagula for example reviewed and analysed every module, every academic framework and every speaker to make sure that the course was aligned and relevant to the Tiger Brand strategy and culture. Ditodi attended all of the classes and immersions to share insights, link what they were learning with the company strategy, and offered thoughts on what they were meant to be taking out of the programme. Tiger Brands was committed to ensuring that delegates achieved maximum value from *Re-Imagine Tiger*.

> "Tiger Brands was very intentional on where they wanted to go. They shared their strategy and where they wanted their leaders to be. They articulated that well to us. It makes our job easier because it enables us to design a programme that is fit for purpose and not just a tick-box exercise."
>
> **ZINTLE DUBE**
> **GIBS Programme Manager**

GIBS

Understanding the mandate for the programme to meet Tiger Brands' strategic needs, Programme Designer, Manager and Integrator, Prof Jefferson Yu-Jen Chen, worked closely with Magagula to co-create a programme that met the needs of Tiger Brands. As such, *Re-Imagine Tiger* could not be a generic business programme, but rather a **highly customised** intervention to meet the needs of Tiger Brands.

This programme was designed with an element called "**Situation Response Effectiveness**" which ensures its relevance to Tiger Brands, by making every aspect of the course relevant to Tiger Brands strategy and culture. GIBS evaluated each module through Evasys feedback (an automated, web-based survey software system) and was able to inject agility into the programme by being able to rapidly adapt its delivery to meet the needs of delegates.

The programme was delivered by a faculty team who brought the requisite academic rigour, practical experience and cultural relevance to address leadership, strategic foresight and digital innovation.

FACULTY TEAM

PROF JEFFERSON YU-JEN CHEN

Specialist in team intelligence, digital transformation and innovation leadership, with experience in Council of Scientific and Industrial Research, IBM South Africa and Accenture partnerships, designed, led and integrated the programme.

DR UDO OSUIGWE

Expert in entrepreneurship and organisational learning, delivered modules on critical thinking, innovation and leading change with agile, contextually relevant approaches.

ALEF MEULENBERG & ASHLEY WILLEMSE

Practical contributors offering insights on innovation, agile leadership, team dynamics and high-performance decision-making.

The faculty's strengths in academic excellence, subject-matter mastery, practical application and cultural fit ensured delegates gained a balanced mix of theory and actionable insights, ready to apply directly within Tiger Brands.

L&D INITIATIVE

CUSTOMISED LEARNING TO *RE-IMAGINE TIGER*

Re-Imagine Tiger runs was designed to run every two years and evolves to address the business's current challenges both in the broader market, as well as within Tiger Brands.

Built on the GIBS Education stack and the 6Ds (Discover, Define, Design, Develop, Deliver, Demonstrate/Data) which are designed to align with the Phillips 5-Level Evaluation Model, Re-Imagine Tiger adopted a multi-modal, experiential pedagogy designed to move leaders beyond conceptual understanding toward contextual intelligence, learning agility and practical wisdom.

The programme included five key learning tools: academic frameworks, local and international immersions, leadership scenarios and simulations, action learning projects and peer coaching circles (see Appendix 1 for more detail)

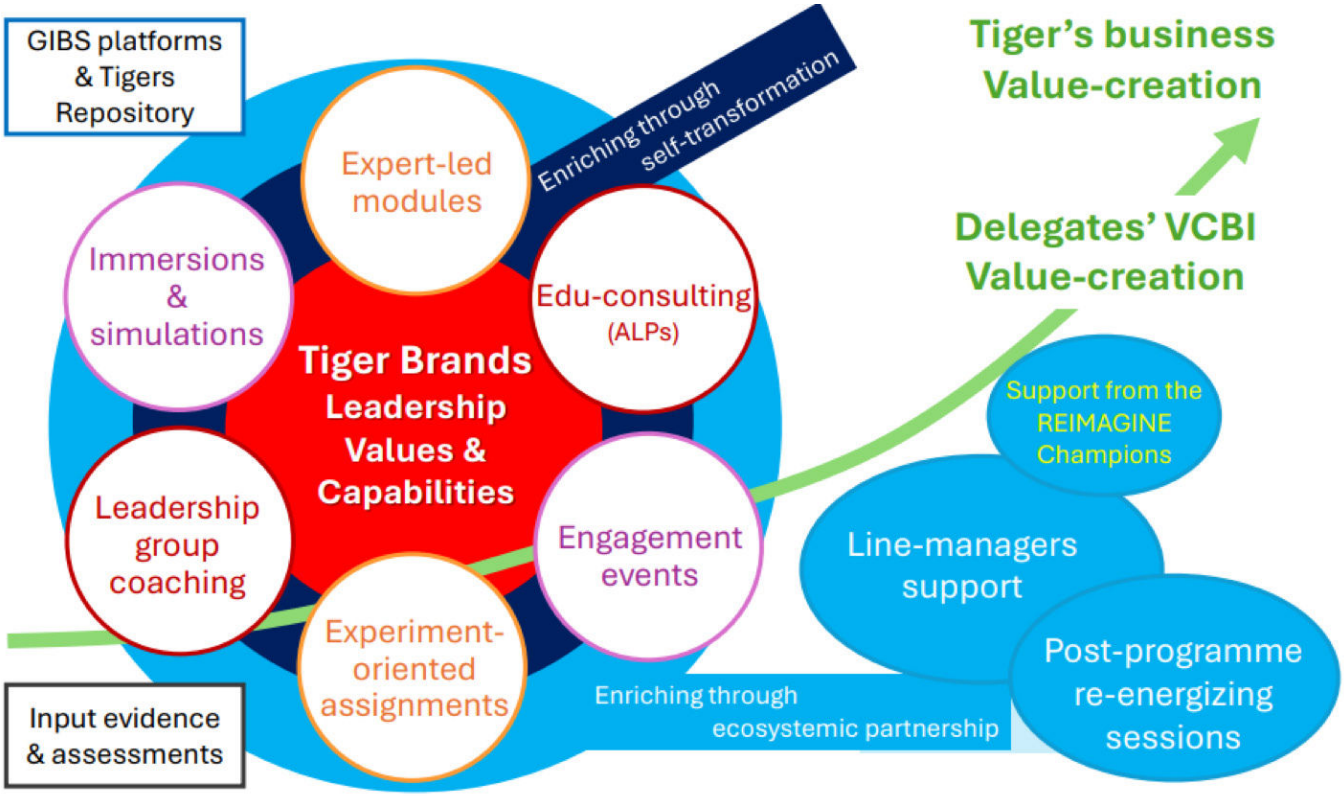


Figure 3 – Re-Imaging Tiger multi-modal design

The programme was not designed to be static and to ensure that it delivered on the company's current key strategic imperatives, it evolved to meet those needs.

The 2023 cohort was focused on the structural change in the organisation, because, Magagula explains, "We were ineffective in terms of execution. We lacked speed and we lacked innovation." The course objectives clearly show that delegates were being prepared to take Tiger Brands into the future.

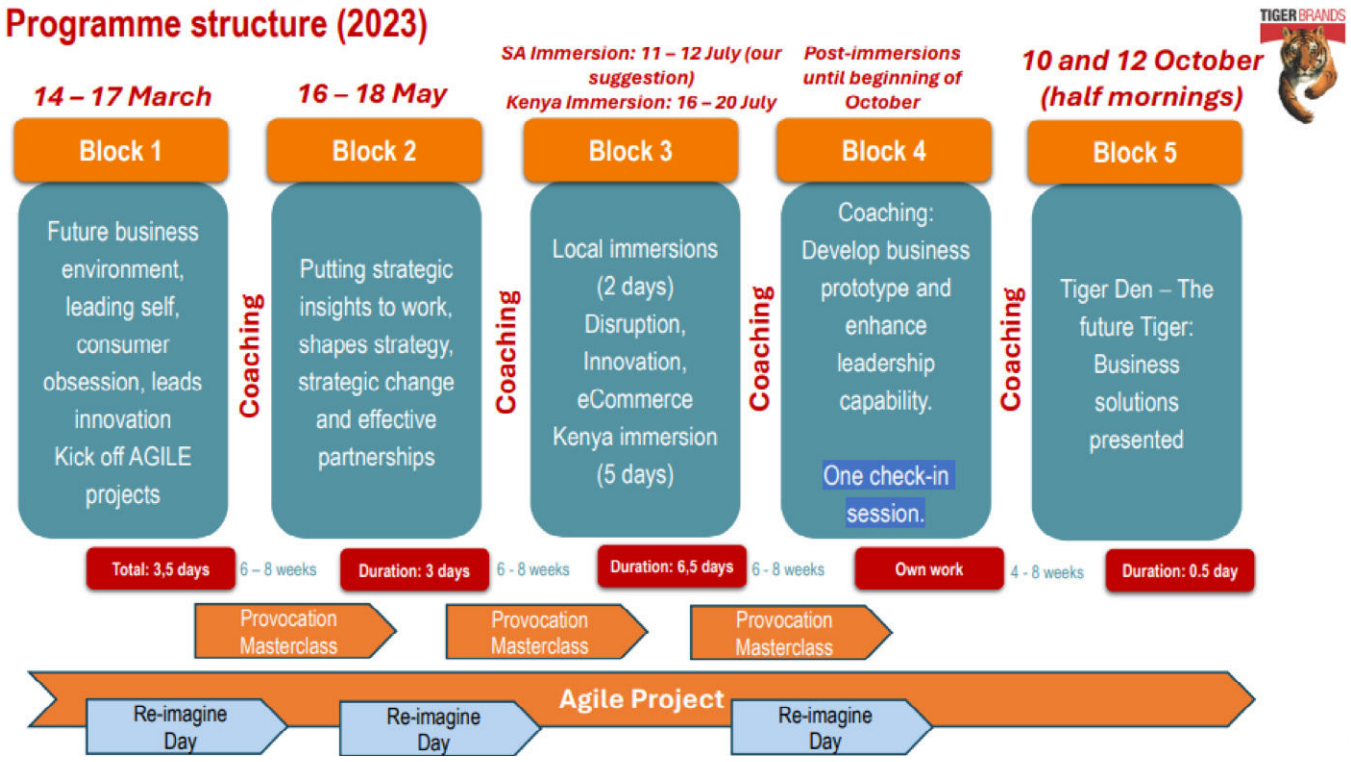


Figure 4 - Re-Imagining Tiger 2023 course design

The 2025 programme had a far greater focus on technology and how tools like AI could be used in the corporate strategy to ensure Tiger Brands, which was lagging in this regard, remained relevant and could increase efficiencies through technology and AI.

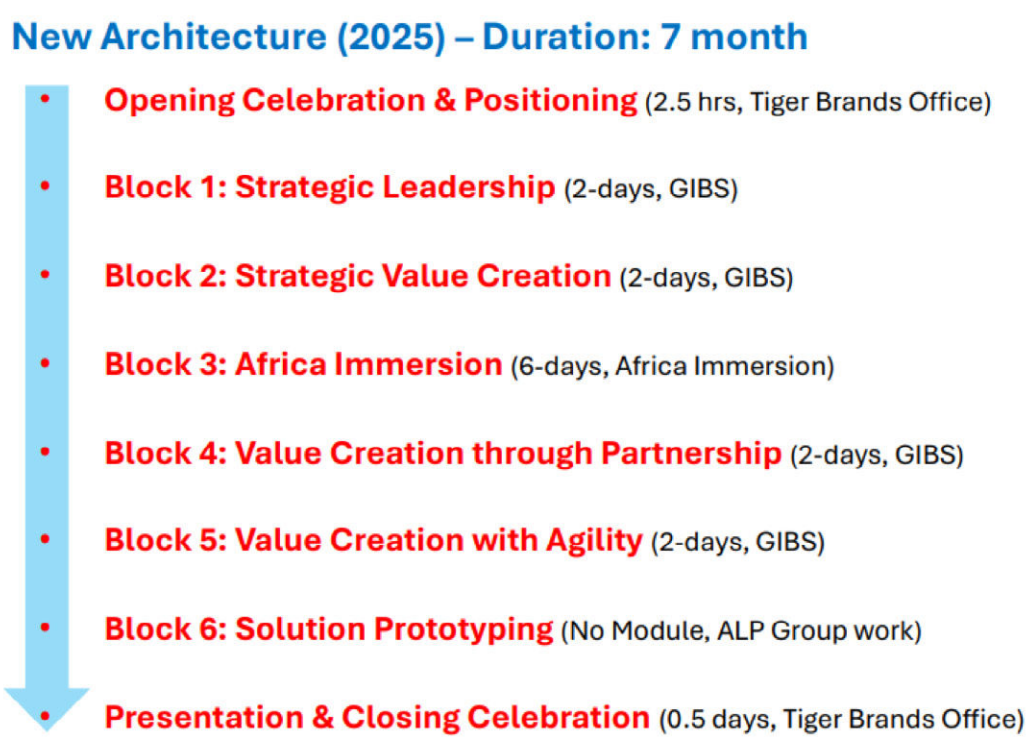


Figure 5.1 - Re-Imaging Tiger 2023 course design

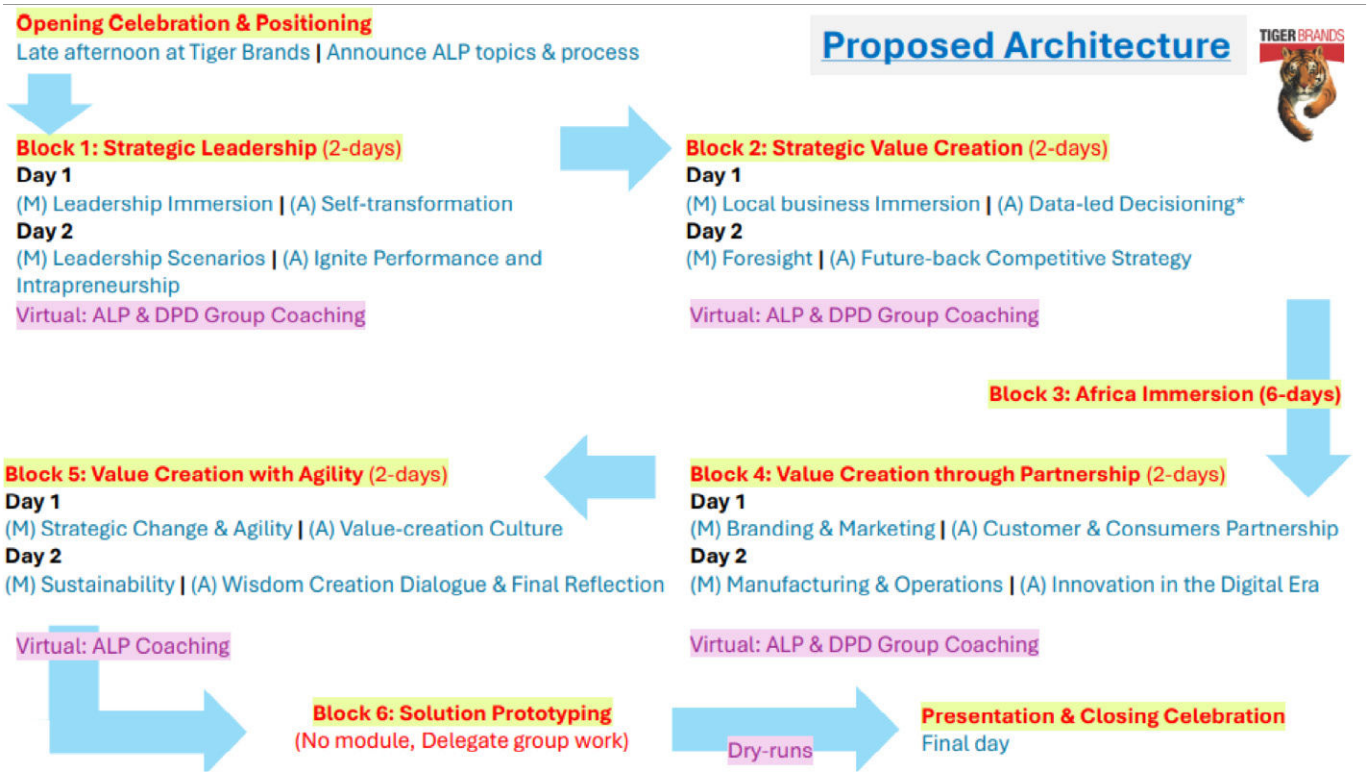


Figure 5.2 - Re-Imagining Tiger 2023 course design

Re-Imagine Tiger was designed to be '**intrapreneurial**' – entrepreneurial thinking applied internally within the business – so these learnings had to be applied practically through four stages of the learning cycle:

1. **Concrete Experience**:
   immersions, simulations and field exposure.
2. **Reflective Observation**:
   journaling, coaching and peer dialogue.
3. **Abstract Conceptualisation**:
   synthesising insights into transferable principles.
4. **Active Experimentation**:
   applying learning back in the Tiger Brands business.

IMPACT MEASUREMENT DATA ANALYTICS AND INSIGHTS

The Tiger Brands: Reimagine Leadership Development Programme 2025 was evaluated through a multi-dimensional data framework integrating:

- **Quantitative data** (see Appendix 2) from the GIBS Evasys satisfaction surveys,
- **Qualitative insights** from facilitator and integrator reports, and
- **Targeted diagnostic assessments** focused on digital and AI maturity with data from the ALP projects.

This integrated approach measures both the acquisition and application of leadership capabilities across the programme lifecycle.

> "The golden thread is the integration between the personal leadership journey, personal leadership identity, organisational impact, while building contextual intelligence through understanding the socio-economic context, the broader political context and the broader context of the African continent."
>
> **REFILWE DITODI**
> **People Experience Director**

IMPACT CULTURAL AND STRATEGIC SHIFTS WITH TANGIBLE ROI

RETURN ON INVESTMENT (ROI) ANALYSIS

The Phillips 5-Level ROI framework was applied to *Re-Imagine Tiger* to assess both financial and strategic benefits. This framework is widely recognised for measuring the impact of learning and development initiatives. The framework allows for a deep analysis of the programme by assessing participant satisfaction, skill acquisition, behavioural change, Business impact of performance and finally, the ROI (see figure 6).

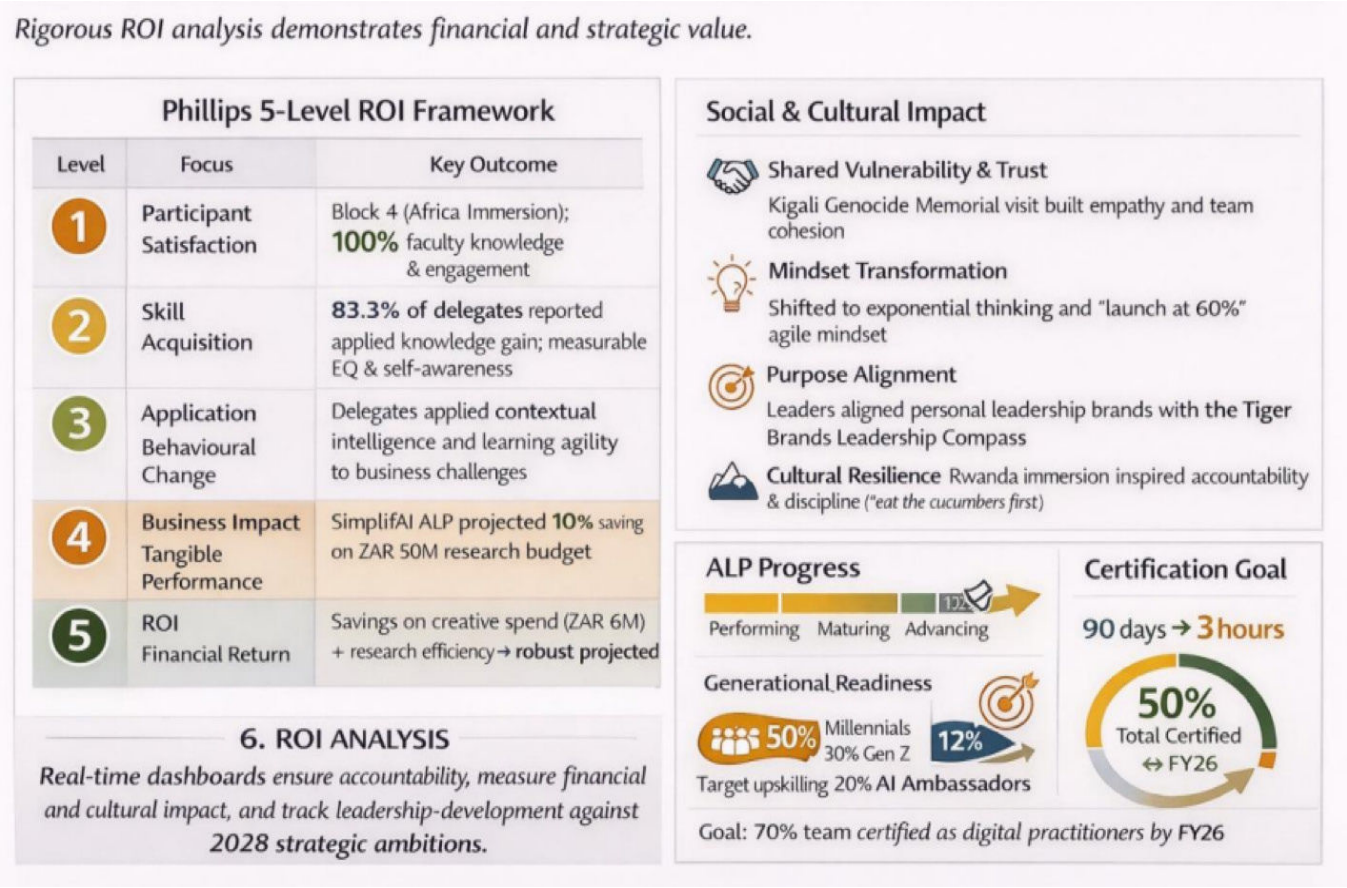


Figure 6: Phillips 5-Level ROI

For a more detailed look at how the Phillips5-Level ROI assesses programmes, please refer to Appendix 2.

IMPACT MEASURED AGAINST THE GOALS OF *RE-IMAGINE TIGER*

Pipeline

2023 Cohort:

Out of seven candidates on the course:

- **2** Promotions within Tiger brands, including to Chief Manufacturing Officer (Praveen Balgobind**)** and Managing Director (Liezel Holmes).
- **2** left Tiger Brands. One became a Chief Financial Officer and the other joined new company's Exco.

2025 Cohort:

- **1** Delegate was promoted to Tiger Brand Chief Marketing Officer
- **1** Delegate was moved into a position of greater responsibility and made strategic changes to his division.

Enable a cross-functional understanding of the business

Action Learning Projects

ALPs form a pivotal part of the GIBS pedagogy as they allow delegates to take the theoretical learnings and apply them practically within their roles and to solve organisational challenges.

2023

In **2023**, the ALP focused on operational efficiency and was adopted into the strategy by Tiger Brands and the company is embarking on a decentralisation drive to optimise operations. The Company is selling its Johannesburg head office campus to streamline operations, cut costs and adopt a more agile, decentralised business model[2].

2025

ALP successes from **2025, which focused on digital transformation**, saw the Digital and AI transformation ALP formally adopted into Tiger Brand's strategy and is being sponsored by the group Chief Financial Officer for implementation. The programme outcomes support **faster decision-making, reduced time-to-market** and a **target to certify 70% of leaders as digital practitioners** by financial year-end (FY) 2026.

> "Changing a large organisation's operating model is significant and shows profound impact. Not only did the ALP talk about how to regroup them, but also how to change to make sure there is low resistance to the change."
>
> **JEFF CHEN**
> **GIBS Programme Director**

> "This implementation pathway is a major reason the programme was so impactful: it ensured the learning did not remain academic, and it created real momentum for Tiger Brands' future-facing transformation agenda."
>
> **PRAJAY JUTA**
> **Procurement Director and ALP team member**

Two programmes emerged from the ALP and resulted in significant savings and tangible ROI for *Re-Imagine Tiger*:

- **TigerEye:** An AI project to enhance marketing, created a unified research framework designed to eliminate data fragmentation, targeting a **10% saving on the ZAR 50 million** FY25 research budget.
- **SnapStudio:** A GenAI enabled creative platform reducing brand brief-to-production cycles from 90 days to three hours, with a projected **10% saving on ZAR 60 million** annual creative spend.

2. https://www.moneyweb.co.za/news/companies-and-deals/tiger-brands-sells-its-iconic-head-office/

Develop commercial acumen and infuse agility as a capability

Adoption of AI-first operating models

AI-First Operating Models: Redesigning processes for AI enablement, **moving from incremental digitisation to full business model transformation**.

The programme supported delegates address the strategic gap of simplifying processes and strengthening operational fundamentals, while transitioning from linear planning to agile, exponential execution. Specifically, the experiential excursions to Vosloorus, Johannesburg and Kigali, Rwanda and the exposure to the ALP pedagogy supported this shift.

Shifting from linear planning to agile experimentation

This primarily addressed the strategic gap of shifting from linear planning to agile experimentation and piloting, enabling **faster learning and market responsiveness**. Insights from the Africa immersion, particularly the Rwanda experience, uncovered immediate organic growth opportunities, which were captured in delegate reflections and the post-immersion report.

Identifying new growth opportunities

REIMAGINING BREAKFAST

Delegates observed that in Rwanda, blue-collar workers and small business owners often consume traditionally "lunch" or "supper" foods, as part of their morning meal to ensure a more filling start to the day. This insight highlights a clear growth opportunity for the culinary portfolio, which currently over-indexes on the supper occasion.

COLLECTIVE PURCHASING OCCASIONS

Weddings and funerals are high-volume wholesale occasions characterised by pooled purchasing and lower price sensitivity where quality is prioritised to honour the event. Insights shared during engagements revealed that communities often combine resources for these ceremonies. This creates a distinct shopping mission that is not driven by individual cash constraints, presenting an opportunity to develop targeted bulk, premium-quality offerings for these occasions.

Social & Cultural Shift

The programme also supported social and cultural development, as observed during delegate activities and reflections:

- **Shared Vulnerability & Trust:** The visit to the Kigali Genocide Memorial encouraged empathy and strengthened team relationships among the delegates.
- **Mindset Development:** Delegates explored new ways of thinking, adopting iterative approaches and an experimental mindset. During their Kigali immersion, a visit to Norrsken Kigali House an entrepreneurship and tech hub introduced the "**launch at 60%**" approach. This agile innovation framework emphasises that an idea released at 60% readiness in the market is more valuable than one at 90% in the office.
- **Purpose Alignment:** Personal leadership brands were connected to the Tiger Brands Leadership Compass, helping delegates reflect on their values and contribution to the organisation.
- **Cultural Resilience:** The Rwanda immersion highlighted the value of tackling challenging tasks first. Delegates described this using the local metaphor, "eat the cucumbers first," meaning start with the hardest or least appealing tasks to build discipline and focus.
- **Personal impact** – In 2023, the company's Chief Manufacturing Officer, who was "hardcore" and challenged new leadership paradigms, was voted by the organisation as the "most empathic leader", proving that the programme had a significant impact on individual leadership styles.

> "The Chief Manufacturing Officer had a big debate, argument, about empathy in my class. Now he is using empathy as one of the tools that empower his leadership." This displays that those type of leadership mindset shifts and stretching the mind have occurred."
>
> **JEFF CHEN**
> **GIBS Programme Director**

Individual case studies

2023 Cohort

Liezel Holms – Managing Director Grains
Promoted from Customer Director

Together with Kobus Fourie, Liezel Holms has been responsible for significant strides made in the grains division. Their unit performance for Financial Year 25:

"The Grains business has made significant strides this year in delivering on its turnaround strategy, contributing to a 236% improvement in operating profit to R736 million, operating margin improvement of 730bps to 10.4% and impressive volume growth of 6.0% for the business unit." **2025 Financial Report**

Praveen Balgobind – Chief Manufacturing Officer
Promoted from Director of Operations Support to Chief Manufacturing Officer following programme.

Networking: *"My biggest take out were the group of people who were on the course. We were all in line for Exco succession and we all came from different aspects of the business. We formed very close bonds and those relationships have helped us in our roles and careers going forward. These relationships have ensured that what I do, lands better at Exco."*

ALP: *"I am from manufacturing, but I presented our ALP from a marketing perspective. This was completely out of my comfort zone. The insights I got from going through and looking at what I do from that side, was invaluable. It definitely enabled my development."*

Immersions: *"One of the biggest learnings for me was when we did the consumer insight, when we visited households and sat down with consumers. I would never have done that. Now, when I am talking to bigger manufacturing, I use this to highlight that when we are producing, that the impact it has on consumers is unbelievable."*

Exco Exposure: *"The programme gave us access to Exco. You get to bounce ideas off them, present to them, have a mentor in them. You get exposed to the people that make the decisions as to whether you're going to be promoted."*

2025 Cohort

Kobus Fourie - Operations Director: Grains
Promoted from Operations Director of Tiger Brands Boksburg Factory

Impact:
- Cost savings, conversion and cost stabilisation,
- Quality improvements, consolidation of three categories into one for greater operational efficiency,
- Increased engagement scores which is a key KPI, with improved team engagement rising from 6.8 in 2024 to 9.1 in 2025.

"One of the key changes I made in terms of my leadership style was to define what the framework is that we operate under, how to communicate, structured approach of engagement, and then empower the teams with accountability to start delivering against that. That has driven results and engagement."

2025 Tiger Brands Awards with Manufacturing winning:

- **Manufacturing Unit of the Year**
  Winner: Pasta
- **Safety Team of the Year**
  Winner: Milling Pietermaritzburg

Grain plants were winners or runners up in many categories of Tiger Brands awards.

2025 Tiger Brands Awards:

- **Business Team of the Year**
  Winner: Grains
- **Brand Team of the Year**
  Winner: Tastic (rice)
- **National Customer Team of the Year**
  Winner: Grains Shoprite
- **Regional Sales Team of the Year**
  2nd Runner-Up: Grains Eastern Cape

Prajay Juta – Procurement Director

Prajay Juta noted a shift in his leadership ability to build more engage teams and drive operational efficiencies. He noted three areas of change:

- **I lead transformation more systemically now**

  "I focus less on isolated "initiatives" and more on building the conditions for change to succeed — clear priorities, decision rights, performance rhythms, and an operating cadence that turns strategy into execution."

- **My leadership has become both more human and more direct**

  "The programme reinforced that people don't resist change — they resist confusion, overload, and lack of trust. I am more intentional about providing clarity and context, removing noise, and creating accountability in a way that builds commitment rather than compliance."

- **My thinking about the future is sharper and more urgent**

  "Digital and AI are not "future topics." They are immediate levers for competitiveness — from demand sensing and trade execution to predictive maintenance, forecasting, smarter pricing and promo decisions, and stronger route-to-market execution. The programme strengthened my ability to frame how Tiger Brands can move from pockets of innovation to enterprise-scale transformation, with the discipline to prioritise, pilot fast, and scale what works."

CONCLUSION REFLECTION AND CONCLUDING REMARKS

In the final analysis, The *Re-Imagine Tiger* partnership between GIBS and Tiger Brands has delivered measurable impact across the company's top-tier leadership capability, digital readiness, cultural shifts and strategic growth, meaning that all strategic learning objectives were achieved.

Over the three year period that Re-Imagine Tiger has been running, the business has transformed itself on its balance sheet, as well as created a pipeline for a more engaged leadership team, meaning that the leadership philosophy is being transformed within the strategic leadership rungs of the business. This is cementing cohesion and continuity within the business to ensure that the values and leadership thinking that has been instilled continues to build from one cohort to the next.

The course will evolve to meet the challenges faced by the business at a given point. This allows leaders to remain impactful and able to direct the strategic direction of the business. Tiger Brands is now preparing for its 2027 cohort.

APPENDIX 1 The *Re-imagine Tiger* Five Key Learning Tools

The course was structured using five key learning tools so that it would have maximum impact on developing strategic intrapreneurial leadership needs.

Academic Frameworks:

The academic element of the course included a number of relevant academic frameworks that underpinned the learnings and shared current theory to improve business acumen. These included:

- **Transformational leadership** theory to help leaders inspire, motivate and empower teams
- **Systems thinking** which encourages leaders to look at the bigger picture when making decisions.
- **Kolb's Experiential Learning Theory** - addresses the gap of shifting from linear planning to agile experimentation and piloting, enabling delegates to rapidly test and apply learning in real-world contexts.

Immersions:

Tiger Brands, experiential learning was used to anchor leadership development in real consumer and market conditions across both local and African contexts. These experiences challenged existing assumptions and strengthened leaders' ability to make **practical, context aware** decisions in complex and fast-changing markets.

LOCAL MARKET IMMERSION

Leaders visited low-cost FMCG retailer, Shoprite Cash and Carry in Vosloorus, Gauteng, engaging directly with frontline staff and customers. This enabled them to observe **aggressive competitor pricing, operational trade-offs and township consumer behaviour** in real time.

AFRICA IMMERSION – RWANDA

A five-day immersion exposed leaders to wider Africa, specifically Rwanda's post conflict economic transformation, reshaping perceptions of infrastructure, innovation and scale. Key site visits included:

- Africa Improved Foods (AIF): insights into public–private partnerships and nutrition-led industrialisation.
- Zipline: exposure to drone-enabled logistics and last-mile delivery innovation.
- Kimironko Market: understanding survival-mode consumer behaviour and informal market dynamics.

Action Learning Projects (ALPs):

"This is more than just an ALP, because ALPs typically use what you learned in the block. We encourage them to use AI, we encourage them to reach out, to have this great expansivity. They are encouraged to go beyond the topics covered in the programme."
Jeff Chen, GIBS Programme Director.

Through ALPs, delegates apply knowledge gained from faculty teaching in areas such as strategy, marketing, operations and finance to practical projects aligned to their organisation's strategy and supported by senior leaders.

Participants worked in intrapreneurial teams on **high priority Tiger Brand challenges**, ensuring direct business relevance. Projects aligned to three strategic thrusts:

- **Affordability:**
  Optimising cost structures and value delivery.
- **Consumption:**
  Unlocking organic category and volume growth.
- **Digital Capability:**
  Leveraging AI and data to improve speed, efficiency and decision quality.

ALPs required leaders to move from insight to execution, reinforcing accountability and enterprise-wide thinking.

Leadership Scenarios and Simulations:

Realistic leadership simulations provided a safe environment for senior leaders to test decision-making approaches, interpersonal influence, and critical trade-offs.

During Study Block 1 Strategic Leadership the leadership scenarios and simulations were implemented, the session immersed participants in real-world business scenarios and experiential activities. Leaders explored the impact of different leadership styles, practiced adaptive responses to complex challenges and strengthened alignment between their behaviours and the Tiger Brands Leadership Compass.

Peer and Coaching Circles (PDP)

Personal Development Plan (PDP) coaching was delivered through small peer-based coaching circles facilitated by professional coaches. These sessions focused on:

- Self-awareness and bias identification
- Leadership brand articulation
- Mindset shifts from control and certainty to learning, adaptability and enterprise value creation

APPENDIX 2 Embedding the Phillips ROI Model within the GIBS 6Ds Framework

INTEGRATED OVERVIEW

The GIBS Corporate Education pedagogy is structured to enable client-centred excellence, learning efficiency, and sustainable organisational impact. The GIBS 6Ds Framework, Discover, Design, Develop, Deliver, Demonstrate, and Data, governs how solutions are conceptualised, built, delivered, and validated.

While the first five phases are grounded in the established ADDIE instructional design model, the sixth D, Data, ensures that impact evaluation is intentionally embedded throughout the solution lifecycle. The Phillips 5-Level ROI Model serves as the evaluation lens. Rather than applying evaluation only at the end, elements of the Phillips model are designed into each 6D phase, with Demonstrate consolidating analysis and communication of impact.

IMPORTANT CLARIFICATIONS ON KPIS AND ROI

1. KPI Complexity and Client Co-Ownership

Given varied roles, leadership levels, and functional contexts across cohorts, uniform KPIs are often unrealistic. The GIBS delivery team collaborates with the client to identify strategic objectives or unit-level outcomes that are sensitive to leadership behaviour, agree on Level 3 and Level 4 indicators in scope, and establish baselines at programme start with follow-up at 90, 180, and 360 days. Where feasible, a non-participant comparison group strengthens attribution.

2. Conditions for Phillips ROI (Level 5)

ROI is calculated only at Level 5 and only when appropriate data exists. The client and participants provide the necessary organisational data and attribution estimates.

1. Isolate programme effects from other variables via participant and manager attribution estimates.
2. Convert Level 4 outcomes into monetary value (hard data or credible estimation techniques).
3. Calculate fully loaded programme costs (design, delivery, participant time, travel, opportunity cost).
4. Express ROI% using the standard formula.
   ROI% = ((Monetised Programme Benefits – Programme Costs) / Programme Costs) × 100

Because GIBS does not own internal performance data or cost structures, ROI can be calculated only when the client supplies the necessary inputs and collaborates on attribution.

INTEGRATED MAPPING: 6DS OVERLAID WITH THE PHILLIPS 5 LEVELS

Figure 1: GIBS 6D Framework

Discover (Phillips focus: define L3, L4, L5)

The GIBS Value Creation team and the client clarify the real business challenge, jointly define Level 3 behavioural application measures, agree Level 4 impact indicators, identify potential Level 5 value categories and monetisation logic, confirm shared data responsibilities, and validate the Theory of Change.

Design (plan L1–L5 evaluation)

The delivery team translates needs into aims and behavioural objectives; designs curriculum and pedagogies for transfer; establishes baseline data requirements for L3–L4; and architects the programme-specific impact measurement plan across all five levels.

Develop (create tools for L1–L5)

The team develops diagnostics, simulations, ALP guides, L2 assessments, and tools to capture L3 application and L4 impact, finalising baseline mechanisms before the programme starts.

Deliver (collect L1, L2, seed L3)

Facilitation realises the design intent while capturing Level 1 participant experience, Level 2 learning/competence evidence, and early Level 3 application readiness.

Demonstrate (collect/analyse/ report L3–L5)

Using a 90/180/360 cadence, the team collects L3 application and L4 impact data from participants and, where appropriate, line managers; isolates programme effects; converts L4 outcomes to monetary value when feasible; and reports defensible assumptions.

Data (integrate and track L1–L5)

Data integrates the Phillips model across the lifecycle: aligning data points to the Theory of Change, ensuring measures are planned and tracked, and reinforcing shared ownership for Levels 3–5 evaluation.

Visual Mapping (Heatmap)

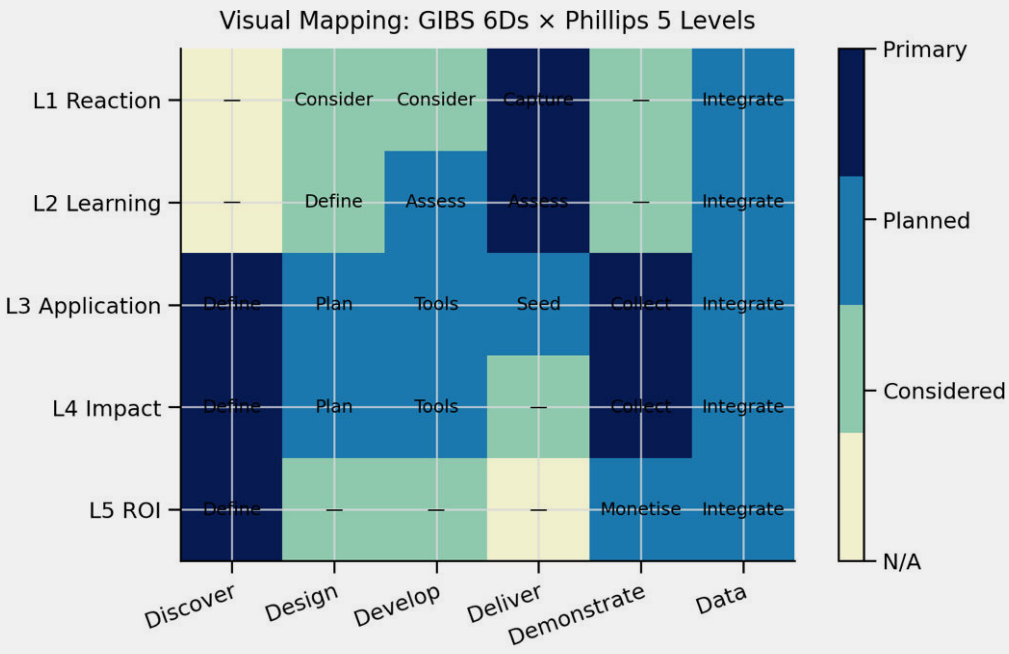


Figure 2: Heatmap illustrating emphasis of Phillips Levels across the 6Ds.

Tabular Mapping (6Ds × Phillips Levels)

PHILLIPS LEVELS / 6Ds	DISCOVER	DESIGN	DEVELOP	DELIVER	DEMONSTRATE	DATA
L1 Reaction	Not primary; define expectations	Consider in plan	Prepare instruments	Capture experience	Reference	Track
L2 Learning	Not primary	Define assessments	Build tests/ simulations	Assess learning	Reference	Track
L3 Application	Agree behaviours & indicators	Design for transfer	Create L3 tools	Seed application	Collect at 90/180/360	Integrate
L4 Impact	Agree unit-level outcomes	Baseline & plan	Create L4 tools	Early signals	Analyse impact	Integrate
L5 ROI	Define value categories	Align logic	Enable monetisation	Not applicable	Monetise when feasible	Integrate

Figure 3: 6Ds x Phillips Levels

SHARED RESPONSIBILITY FOR DATA (LEVELS 3–5)

GIBS designs and develops the mechanisms that enable data collection and evaluation. However, impact data emerges over time through participant application, managerial observation, and client-owned organisational metrics. Therefore, Levels 3 to 5 data collection and attribution require joint ownership and collaboration between GIBS and the client.

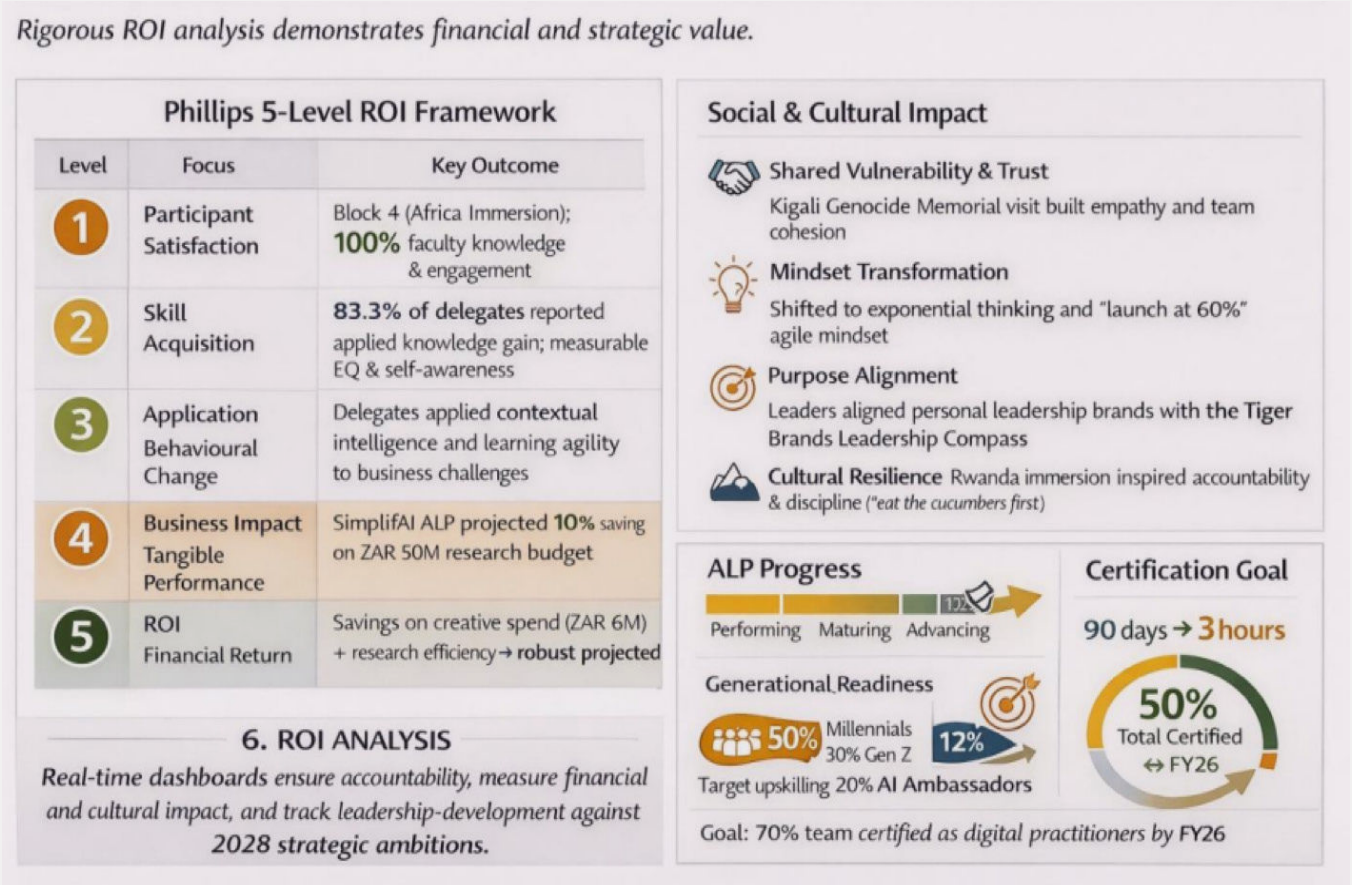
FINAL NOTE

The integrated 6Ds × Phillips approach ensures that programme design is linked to business outcomes, measurement tools are created upfront, responsibility for impact is shared, evaluation data is rigorous and defensible, and ROI is calculated only when supported by monetised Level 4 benefits and appropriate cost data.

Phillips 5-Level ROI Framework applied to Block 4

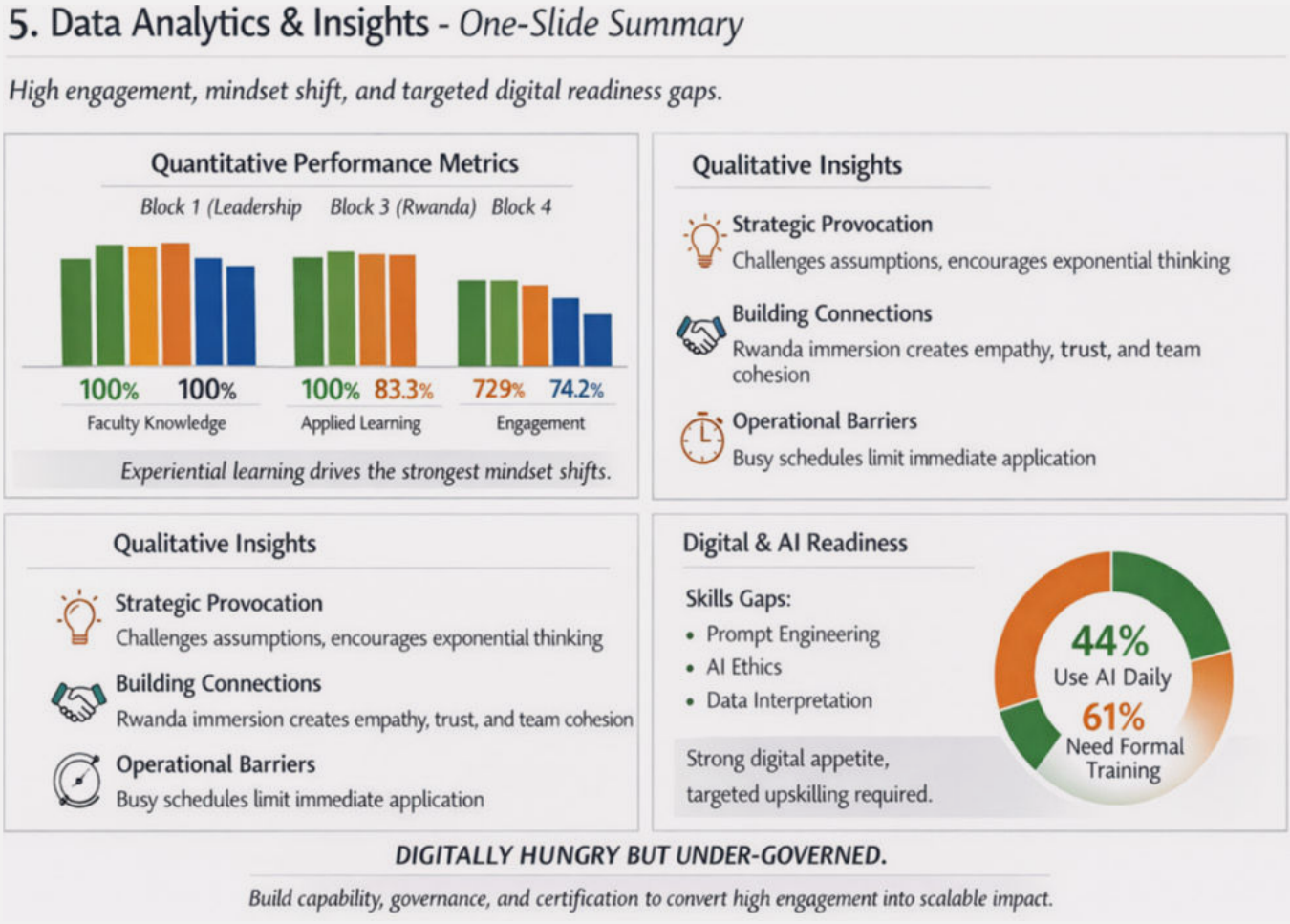
LEVEL	FOCUS	KEY OUTCOME
1: Reaction	Participant Satisfaction	Block 4 (Africa Immersion) scored 100% on faculty knowledge and engagement
2: Learning	Skill Acquisition	83.3% of delegates reported applied knowledge gain; measurable increase in self-awareness & EQ
3: Application	Behavioural Change	Delegates applied contextual intelligence and learning agility to real business challenges
4: Business Impact	Tangible Performance	SimplifAI ALP projected 10% saving on ZAR 50M research budget
5: ROI	Financial Return	Savings on creative spend (ZAR 6M) and research efficiency demonstrate robust projected ROI

Phillips 5-Level ROI Framework applied to Block 4



Data collection for Phillips 5-Level ROI

Data was collected from all blocks on the programme and analysed for the impact of each intervention, see table and figure below. The data includes hard quantifiable data, as well as softer qualitative data.



Faculty Knowledge Expertise	100.0%	100.0%	64.8%
Applied Knowledge / Skills Gain	100.0%	83.3%	72.9%
Faculty Class Engagement	100.0%	100.0%	68.5%
Likelihood to Recommend	100.0%	N/A	74.2%
Programme Management Support	100.0%	100.0%	76.4%

The following table consolidates insights from delegate journals and reflective assignments completed after the immersions.

INSIGHT CATEGORY	KEY DELEGATE FINDINGS	POTENTIAL BUSINESS APPLICATION
Organic Growth	High-protein items (beans, sardines) are consumed at breakfast by workers in Rwanda.	Extend heritage brands such as KOO into the breakfast consumption occasion.
Consumer Mission	Weddings and funerals involve collective pooling of funds and exhibit lower price sensitivity.	Target wholesale missions through partnerships with funeral homes and wedding planners.
Agile Frameworks	Rwanda's strong piloting culture prevents "analysis paralysis."	Adopt a "launch at 60%" mindset to avoid being last to market.
Trade Dynamics	Kimironko Market shoppers are skilled negotiators yet loyal to essential staples.	Apply nuanced pricing and promotional strategies for spaza and wholesale channels.
Team Connection	Shared vulnerability at the Genocide Memorial created deeper trust than conventional team building.	Build psychological safety and collective will aligned to corporate purpose.
Strategic Focus	Rwanda's progress is driven by accountability, speed of execution, and discipline.	Replicate Rwanda's efficient registration mindset through streamlined internal digital workflows.

In addition, facilitator and integrator reports were considered as they highlighted strong programme impact alongside structural considerations for sustained learning, examples include:

- Engagement Strength: Delegates displayed high intellectual curiosity and a strong ability to translate academic frameworks into practical business action.
- Sustainability Barrier: Executive workload remains the primary risk to long-term application, underscoring the need for active Exco sponsorship and PDP coaching reinforcement.

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