

A pair of hands, one above and one below, gently cradle a small, vibrant green seedling with several leaves. The seedling is positioned centrally, emerging from a dark, rich soil. The background is a soft-focus view of the soil's surface, showing its granular texture. The lighting is natural, highlighting the delicate structure of the plant and the skin of the hands.

A new business model
THROUGH THE **TRANSFORMATION**
OF OUR **LEADERS**

RAMÓN MENDIOLA

FIFCO & *my journey*

Lead the company from 2003 to 2023

FIFCO at a glance 2023



+115 years
Public company



+6,000
Employees



US\$1.5 Bn
Revenue



**Beverages, food,
hospitality and retail**

Geographic footprint



USA



Mexico



Central America



Costa Rica



Dominican Republic

17

EXPORTS

STRATEGIC
ALLIANCES

★ **Heineken**

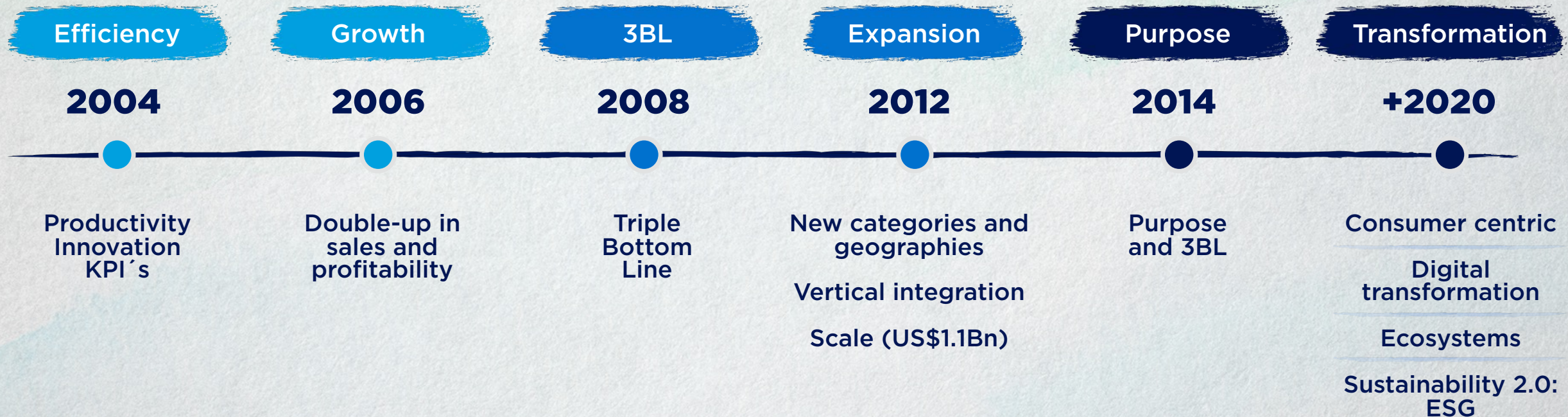
DIAGEO



PEPSICO

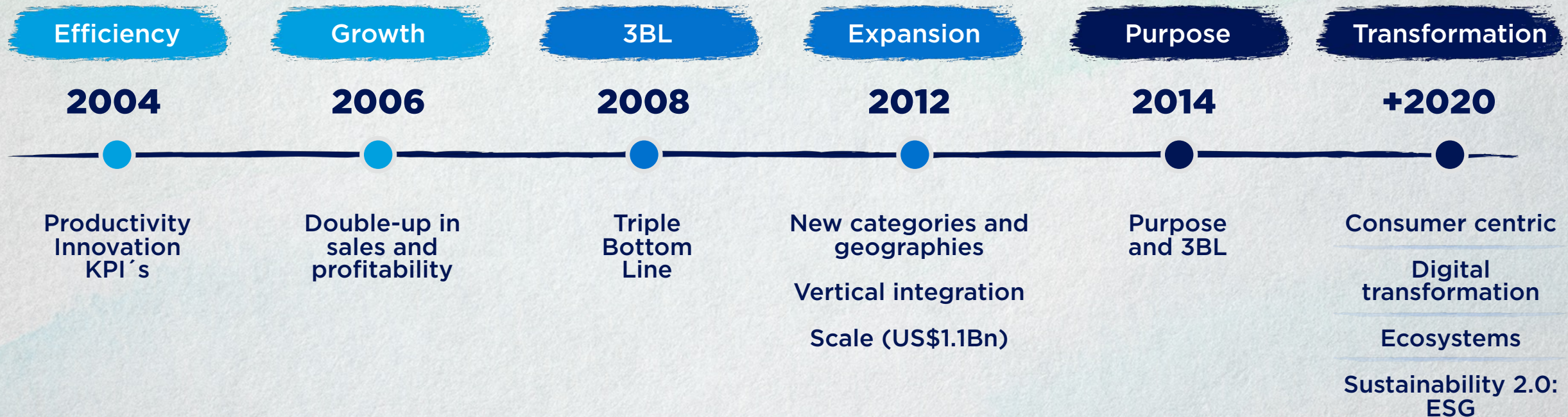


FIFCO & *my journey*



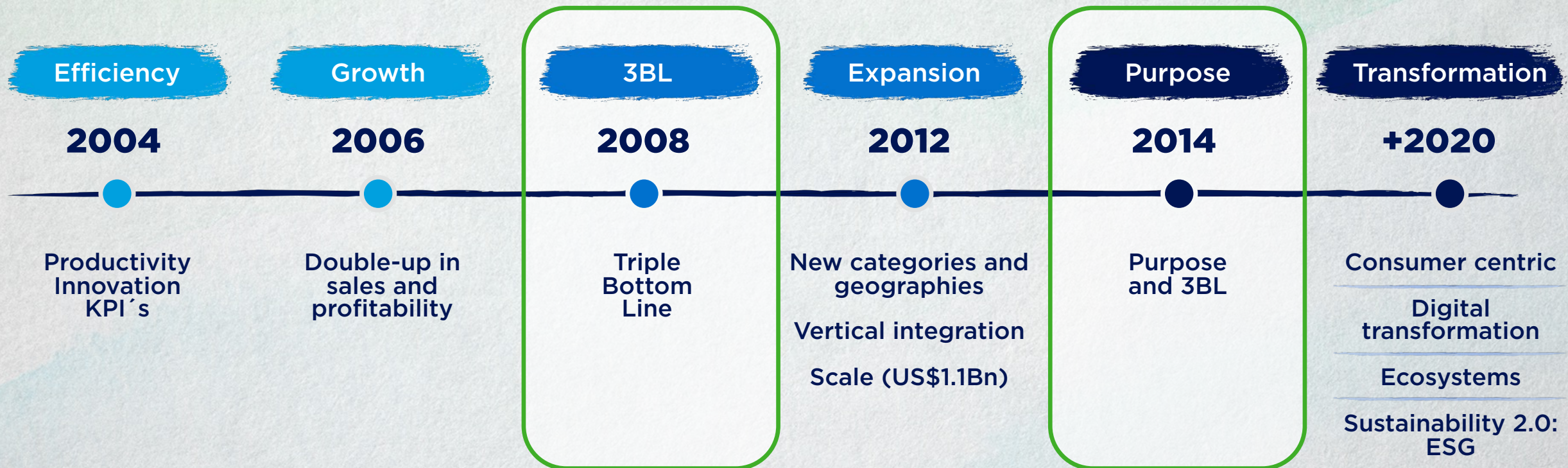
FIFCO & *my journey*

During this period business grew
10x in revenues and 7x profitability



FIFCO & *my journey*

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WE NEED TO EVOLVE IN THE WAY

We do business



From the traditional concept of business focused on “**maximizing profits for shareholders**”



To “**holistic capitalism**” that maximizes **Triple Bottom Line** (3BL value for all stakeholders)



We live in a society with **too many challenges** (social & environmental). **Governments don't have all the answers nor the resources**



Companies have a significant role to play

FROM
CATERPILLARS

To butterflies



WE NEED TO MERGE OUR CSR STRATEGY WITH
Our Business Strategy

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**Business
Strategy**



**CSR
Strategy**

WE NEED TO MERGE OUR CSR STRATEGY WITH
Our Business Strategy



Creating economic,
social and
environmental
value... **all at the
same time**

How to
DO IT?



A view of Earth from space, showing the curvature of the planet. A bright light source, likely the sun, is on the horizon, creating a lens flare and illuminating the Earth's surface. The sky is dark, and the Earth's surface shows clouds and landmasses.

HOW AND WHY ORGANIZATIONS SHOULD **PURSUE THEIR PURPOSE?**

HOW?

A process of introspection

Bring together a team that represents the diversity of the company

Not to be delegated to an ad agency

WHY?



It humanizes us as an organization



It connects with the heart



Strategy/vision connects with the mind

“ If we genuinely win the hearts of our employees we will have their minds forever ”

Ramón Mendiola

Transforming
**OUR
LEADERS**





Impacting culture & **WAY OF WORKING**

Key ingredients to forge a culture

- ✓ **Higher Purpose**
- ✓ **Values**
- ✓ **Leadership Model**

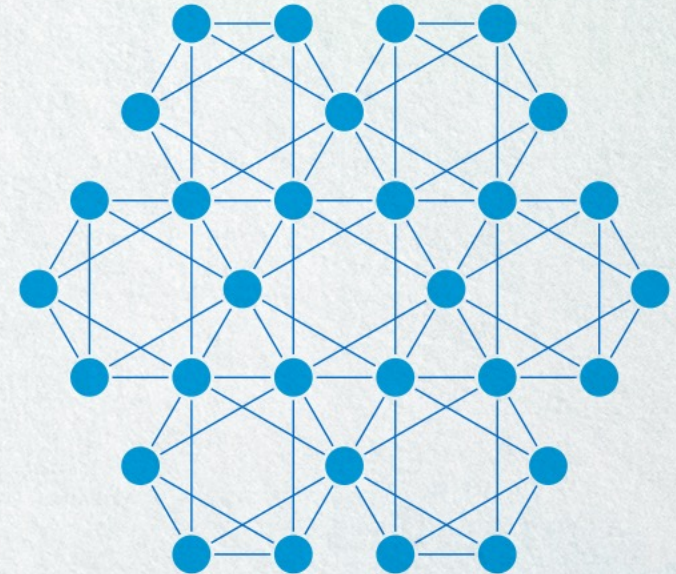
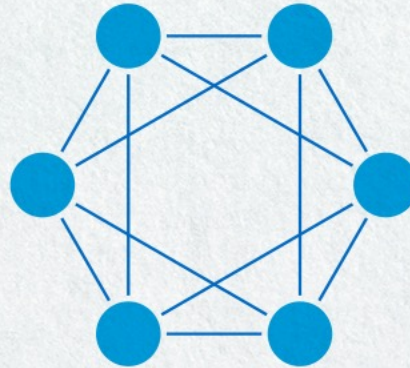
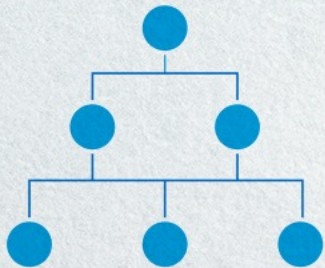


Holistic **leadership**

Holistic **leadership**



LEADERS NEED TO EVOLVE IN THE WAY OF WORKING **FROM HIERARCHY TO ECOSYSTEMS**



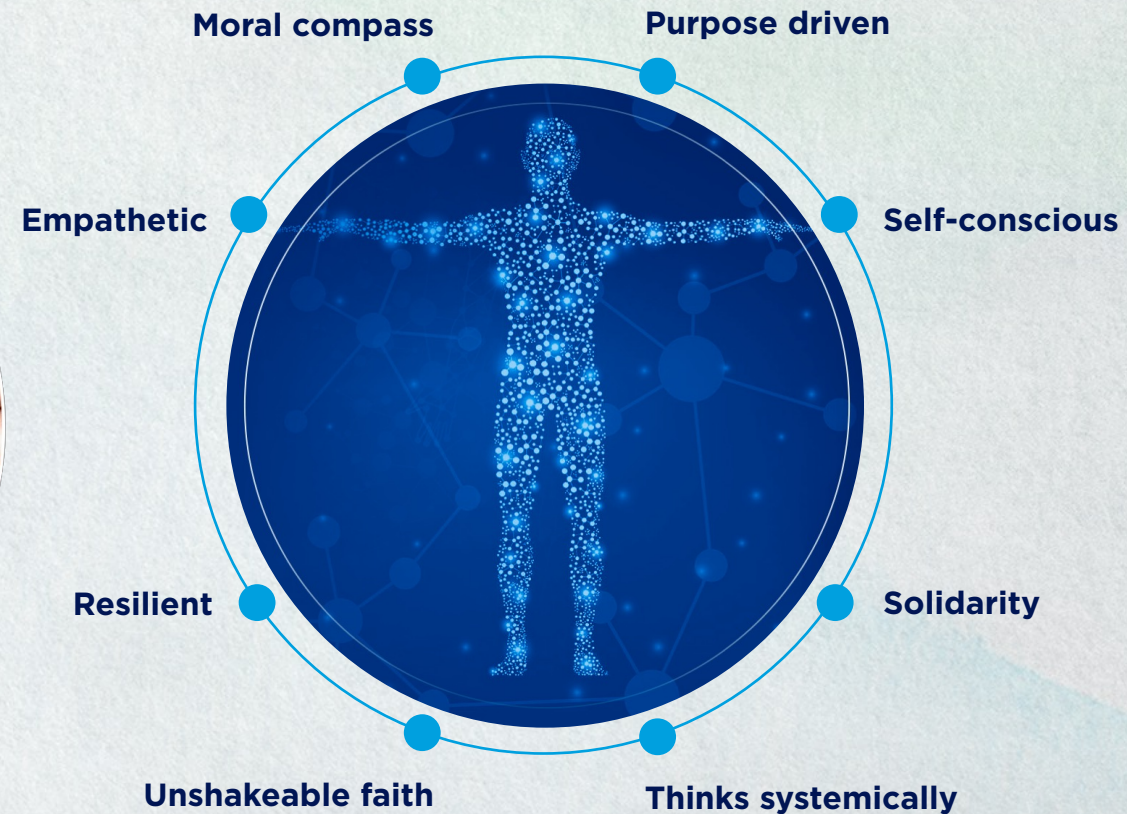
A CALL TO ACTION

A **Holistic** Approach

Capitalism

Holistic

Leadership





“Man of faith who enjoys to the fullest leaving a positive footprint with those who cross my path and its impact lingers in the sands of time”

Ramón Mendiola

A pair of hands is shown holding a small green seedling with several leaves. The hands are positioned over a field of crops, which are visible in the background. The overall image has a soft, artistic feel with a light blue and green color palette.

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