

[REDACTED]

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**Sent:** Monday, August 15, 2016 1:21 PM  
**Subject:** Week 141 Learnings

[REDACTED]

[REDACTED]

Dear Friend and Colleague,

Happy Independence day. India celebrates 70 years of Independence. Very few pundits gave India any chance of success in 1947. India has evolved, held on and turned into an important economic and social power in the last seven decades. Many believe that the best of India is ahead of her.

We had the Stay A Leader(SAL) program last week co-ordinated by : [REDACTED]

[REDACTED]

[REDACTED]

We had an outstanding session from Mark Inglis, a New Zealand mountain climber. His story was truly inspiring and I do recommend you to search him on the web.

The idea of Stay A Leader is about ownership of the company agenda by the top 250 leaders. Stay a leader 4 was a good mix of discussing our progress, celebrating the wins so far and getting to know each other, and resolving issues of the new operating model.

The SAL 4 program was off to an energetic start with host [REDACTED] kicking it off in a humorous and entertaining way. That energy and bonhomie virtually set the tone for the two days.

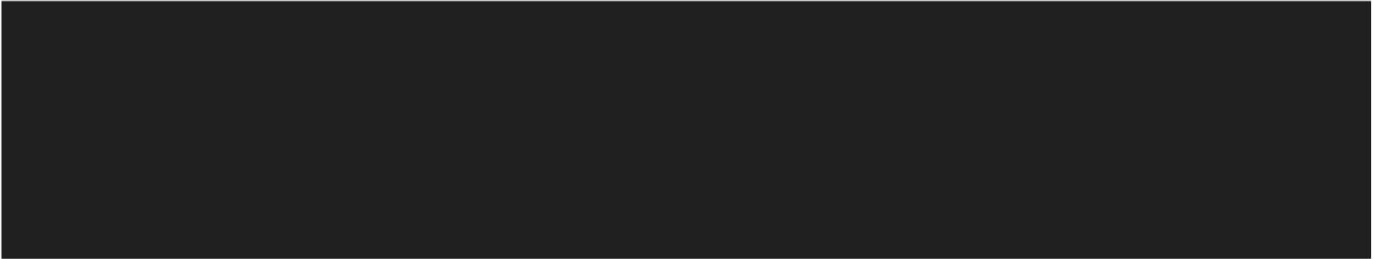
My key messages to the larger leadership group centred around learnings over the thirty months:

1. We have managed a lot of change in the last thirty months, some visible to some, some visible to all.
2. A transformation does not happen by driving one function alone; it happens when we drive the full value chain to respond to consumer and customer requests.
3. A company wins on culture and sustains that through an adaptive and agile culture.
4. Every little thing, each and every individual does is important for PepsiCo. Do not ever feel that something is not worth it.
5. Companies win when every individual stretches himself for the team and the company.
6. How will growth happen is a question on everyone's mind? There is consumption growth happening in many states and the details are available with all the leaders. Let's get a higher share of consumption growth soonest is a big lesson. Growth also happens when we build eco system

partnerships. The days of independent growth are over and dependent growth is the new way of working.

7. We can only improve if we work together by ensuring that we respect the C.E.O credo.
8. We are ahead of our principal beverage competitor now and we should be prepared for the chase; they will run after us now. We need to stay a step ahead all the time and increase the share lead we have established.
9. The foods business is coming back and August will be a litmus test month.
10. We need to build on the success so far, and do even better in the coming months, there is not a moment to lose.

Please do get an update from your team leader of the 2 day event. We also had Talent evening where PepsiCo members put up a great show.



Watching the Olympics coverage is a great learning about pride and passion. Every winner talks about the emotions they feel when their national anthem is played. I was asking myself, what should our version of an anthem be?

All the best, do well

Wr,

Shiv