

[REDACTED]

Sent:
Subject:

[REDACTED]
Monday, April 20, 2015 9:14 AM
Week 71 learnings
[REDACTED]

[REDACTED]
[REDACTED]

Dear Friend and Colleague,

[REDACTED]

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I flew Vistara the new Tata- SIA joint venture last week. They have three classes - Economy, Premium Economy and Business Class. Premium Economy is 50 % more costly per seat compared to Economy and Business is 6 times more expensive compared to an Economy ticket. Food is a big differentiator for the airline and also the leather backed seats in all three classes.

I was in Mumbai and had the pleasure of meeting Foxy Moron, a digital agency who works on our brands. It was interesting to meet people who have a very different view of the world. I was impressed with the work they have done for Maybelline (see You tube Maybelline Alia Bhatt kiss song as an example of their work), Garnier Power Light (again see the You tube video) and the Femina 'made by you' issue. All three examples show the power of connected consumers and user generated content. [REDACTED]
This was also a big recurring theme at the Nielsen 360 degree 'Creating Outcomes' conference

in Mumbai. Brand owners are rethinking their digital emphasis. [REDACTED]

I met Prof Richard Thaler of the Chicago Business School. He is the author of Nudge, one of the early book summaries I sent all of you. Prof Thaler believes that digital will play a big role in reshaping societies rules, incentives and policies. He believes that companies will need to rethink their structure, hierarchy and the way talent is selected in a future, fast changing world.

Pepsi IPL has started well and I am sure you are seeing our efforts in building it. The event viewership has gone up 22 % this year, stadiums are full. I had the pleasure of meeting our teams in the Chepauk and Wankhede stadiums. [REDACTED]

I am in Mumbai, Kolkata and Hyderabad this week. I look forward to catching up with the local teams.

All the best, do send me any feedback that you have.

Warm regards,
Shiv



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Logos for Pepsi, F&B, and G are also present.