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**Sent:** Monday, December 26, 2016 7:24 AM  
**Subject:** Week 160 learnings, another year rolls by

[REDACTED]

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Dear Friend and Colleague,

First of all, hope you a good X mas weekend and all those who celebrated X mas had a great time. This is the last learning note for 2016, an eventful year for us. We had our good times and we had our challenges, the big one being our ability to gain share at the right price.

[REDACTED]

The big learnings from the conference were:

1. Participation: Involving our distribution partners was widely appreciated because they bought into the strategy and saw all the plans.
  2. Organizing team: We don't need large teams to handle large events. The small communications team with extended help from volunteers and Y com did a great job of managing the event
  3. Candor: Telling the 2016 picture as it is helped build credibility with everyone in the room.
  4. Plans: Keeping the plans simple and relatable helped in every good presentation. The presentations were well appreciated for their simplicity
- [REDACTED]

In my experience, organization transformations happen and a lot of stories of the transformation will become legacy chats.

Like how PepsiCo moved into digital quickly  
Like how SDPs were done in 18 months  
Like how the portfolio transformation moved  
How PepsiCo pushed into the Nutrition space  
How the supply chain was trimmed to the essentials

How product quality and superiority became a daily mantra  
How PepsiCo moved from celebrity thinking to sources of authority thinking around its brands.

For me, true and sustained transformation happens when teams and individuals transform themselves. Teams do this by being great followers, by being fully involved with their team agenda and never being bystanders on the team. Bystanders are those who know the problem but don't offer help to solve it and complain to other teams about their team. In transformational teams, team members are friends first and colleagues next.

Next is individual transformation. I have the examples of two people who have transformed themselves - Harsha Bhogale and Aswin. Harsha played cricket for Osmania university with Azharuddin. He then studied at IIM Ahmedabad and started in an advertising agency. He left his job to start with radio commentary, then transformed himself into a TV commentator, a writer and an inspirational speaker.

Aswin started as an off spinner, developed as a batsman and is now a genuine all-rounder. All of us need to build new skills as the world transforms itself. 30 % of current jobs in a traditional company will not exist five years from now. Jobs with consumer, customer connect, jobs with social connect, jobs with creativity and innovation, jobs requiring management of information and data will explode. We must reskills individually to succeed.


Every individual transformation is about Discipline, Learning and Ambition.

If an individual is disciplined, then he has a chance of success, if the individual is undisciplined, he will need lots of luck to succeed.

Learning makes the individual grow and build new sides to his work and personal life.

And ambition must be in the context of the team and the organization and not an ambition which is about being better than the person sitting next to you at work. That kind of ambition never wins.

I am sure each and every one of you will lead your own personal transformation as you enter 2017. Your family and friends will be your biggest champions as you transform into a great leader.



All the best, make 2017 count for yourself, the team and PepsiCo

HAPPY NEW YEAR

With best personal regards  
Shiv