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Sent: Monday, August 29, 2016 6:14 AM
Subject: Week 143 A learnings

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Dear Friend and Colleague,

[Redacted]

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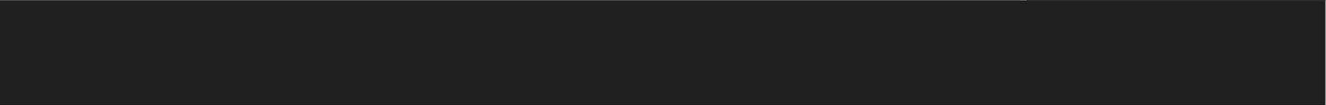
We celebrated the share gain in Beverages and also Chairman Indra Nooyi's award to the NourishCo team. This is about collective achievement.

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NourishCo is clearly one of the best successes over the last twelve to fifteen months. NourishCo success is:

1. A victory of brand over commodity. The new mix launched last summer changed the advertising and packaging. The rest of the team carried the mix to the market. The new mix focused on the biggest differentiator – the trust of the Tata legacy in India.
2. The NourishCo team are constantly challenging themselves in terms of “ how high is high for volume and how low is low for cost?” This mind-set is something we need across PepsiCo India, and when we inculcate that mind-set, we will win big. For example , they left a high cost office to a cheaper office even though the new office was more functional for their needs.
3. NourishCo is about driving basic distribution
4. The Nourishco success is about reshaping the portfolio. They slowed down unprofitable pouch water and invested in value added Tata Gluco Plus with higher revenues and margins.
5. The NourishCo success is also about fast innovation. They have tried new flavours and new pack sizes by developing them quickly, not a day to waste. They have some new flavours coming up now.
6. Building premium offerings while managing costs was exemplified in the case of Himalayan.
7. The NourishCo success is also about getting the fundamentals right, wastage has been reduced, freight has been cut drastically, raw material costs re-evaluated and forecast accuracy is a fantastic 91 %
8. Nourishco is a close knit team and everyone in the team pulls his or her weight collectively and not individually. They control their destiny and do not offer excuses when they do not perform well. Poor results spur them to try and change the results curve very quickly.

Most teams in the company can learn and take a leaf out of NourishCo's book. 



All the best

Wr,
Shiv