

Sent: Monday, March 28, 2016 9:15 AM
Subject: Week 121 Learnings

Dear Friend and Colleague,

Last week, two outstanding individuals passed away- Andy Grove, Ex chairman Intel and Johan Cryuff, the great footballer who played for Ajax, Holland, Barcelona and was instrumental in building the Barcelona institution. What they achieved and their philosophy has lessons for all of us.

Andy Grove was born in Hungary. He studied Engineering at the City college of New York. He was a pioneer in Silicon Valley along with Moore and Noyce. He took the courageous step of moving Intel away from memory chips to Microprocessors. This started the PC revolution which has benefitted all of us. It was a bold call, akin to our portfolio transformation with sugar. Andy Grove was an engineer but he made his mark in management as a management thinker, leader and a hard nosed manager.

Andy Grove was famous for :

- His drive and discipline
- His humility
- He never said he and his team had all the answers but he would orchestrate answers
- Rethinking business
- A philosophy of constant improvement
- Creative confrontation in meetings
- Breaking hierarchy and empowering front line people
- The famous 'Intel inside ' campaign

He wrote a management best seller 'Only The Paranoid Survive'. Please do read it if you haven't done so already.

Johan Cryuff was a footballer in a different league. He lost his dad when he was 13 and took to football as a tribute to his dad. He was the best footballer never to win a World Cup. He was the first footballer to be offered \$2 million when he moved to Barcelona in 1973. He was the pioneer and thinker behind the concept of "total football" that



All the best, do send me your feedback.

Wr,

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revolutionised football and how it was played. When Cryuff spoke, the football establishment listened. Johan Cryuff was famous for a few quotes:

- 'Every advantage has a disadvantage'
- 'Have strong ideals and hold on to them'
- 'You cannot win without the ball, so ball possession is what a team should aim for. This philosophy groomed generations of Barcelona players.'
- "You have to score goals to win, be offensive"

Two very different greats, but had a common philosophy of winning, never giving up, innovating, breaking hierarchy and promoting team work. I was always inspired when I read about Grove and Cryuff.

I came across a few of our people who displayed outstanding winning and commitment for Pepsico.

The first is our CE in Salem - Doss. One of his account Vennila bakery shut shop after taking a cooler and a commitment from us. Doss chased him all the way to his new town and recovered Rs 70,000 that was due to Pepsico. Doss didn't give excuses that the dealer had folded, he took charge and recovered the money. Well done Doss, you show us the power of commitment.

I want to call out Yogesh Tyagi and his team for the great work that they are doing. After the Mahul water challenge, all eyes were on Sanga Reddy plant to get our capacity right. Yogesh went and surveyed the local lakes, took stock and developed a sense about winning. People who are helping Yogesh drive the winning spirit are Samim, Philip, Arnab, Vilendra, Ramesh, Chaitanya, Venu, Abhishek, Akash and Amit.

We need many more of the Doss's and Tyagi's if we want to be a consistent high performing organization.

