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**Subject:**

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Monday, July 27, 2015 2:28 PM  
Week 85 Learnings  
[REDACTED]  
[REDACTED]

[REDACTED]  
Dear Friend and Colleague,

[REDACTED]  
[REDACTED]  
[REDACTED] I am attaching my opening presentation and the  
closing summary slides [REDACTED]  
[REDACTED]

[REDACTED] we had two external stimulus, we had a panel discussion with Raj Jain, CEO Bennett Coleman; Vineet Taneja, CEO Micromax; Sonny Iqbal, Partner Egon Zehnder and Neelam Dhawan, CEO Hewlett Packard. This panel was moderated well by Pratik Pota and had a few clear messages for us :

1. The world is changing very quickly
2. Change starts with each individual
3. The best way to deal with change is to learn more and equip yourself for a changing world
4. If you are talking about change, it is likely that change has already happened

We had some people who have spent a lot of time in PepsiCo talking about their experiences. All of them – Harsh Rai, Gaurav Mehta, Bhagyashree, Manoj, Darpan, Yogesh Tyagi spoke from the heart and talked about why this company is special. Each speech was special and had great impact on the group.

We had some presentations from the group and one was on Culture. They titled it 'Jaago Re' and you can see a picture of this team. The 'Jaago Re' is for each individual. In every culture transformation, we always look to the company and leaders for change and rarely look at ourselves as individuals to change. Change is in front of us in every way – in the transformation of the portfolio, in the transformation of the GTM, in the way consumers are changing, in the way business models are changing. If each individual doesn't change in the company, then the company cannot succeed in the future. So, change starts with you!! We must stop overpromising and under delivering, we must improve our discipline to do the basic tasks day in and day out, we must build trust in the organization.

We had a great simulation of the Mumbai Dabbawallah business model and we had Subhashji, the Mumbai Dabbawallah spokesperson talk about their culture. The Mumbai dabbawallah system works because :

1. They are consumer focused- they have to deliver the food by 12 noon.

2. They don't externalize, the only thing that affects their performance is the Mumbai train system. If the trains run, they deliver
3. They have 5000 people working to deliver 2 lac food tiffin boxes every day and they are organized as small teams of ten to fifteen people
4. The best among them become leaders but the leader here will step in and deliver the tiffin boxes if a subordinate is absent
5. They succeed because of rock solid discipline and a clear process
6. They do not tolerate failure, two mistakes and the dabbawallah will not be part of that team, because reliability is so critical here

The best thing about the dabbawallah exercise was its simplicity. And, Subhashji said – sometimes education is a hindrance to great execution!! Worth thinking about his message.

All the best.

With regards,  
Shiv