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Sent: Monday, October 17, 2016 6:54 AM
Subject: Week 150 learning's

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Dear Friend and Colleague,

[REDACTED]

[REDACTED]

My key learnings from the customer meet are:

1. We need to have a genuine partnership where we share data and information with customers and back liberally. When this sharing doesn't happen, then it is difficult to look for synergies.
2. We need to become part of their strategy and plans. Customers have objectives like we do and it is important for us to recognise and play to win within those objectives.

All the best.

Wr,
Shiv

3. It is important for the account team to keep the organization engaged. In this case Saurabh and Rakhi must keep the various functions in PepsiCo like Category, Supply chain, Finance etc. involved through constant feedback and information.
4. It is not good only for the CEOs to meet, it is also important for good wiring at least three levels below the CEO to CEO discussion. This wiring will help move plans faster in both companies.
5. I asked Vishak for his rating the best companies in terms of OFR. His best three were: Colgate, Godrej consumer products and Mondelez. All of them are at OFR levels of 95 %. Our OFR is at 85 % plus and at that OFR we will be company No 25 on their merit list! Moving up on OFR requires proper forecasting, order placement, stock supply and availability of Innovations on time. We have to get to 92 % plus quickly.



The last initiative is the Quaker Feed a Child initiative we announced yesterday on World Food Day to make festivals meaningful for thousands of children in India who sleep hungry/ suffer from malnutrition. This festive season we will provide 200000 meals to children spread over 3 months. Announcing this, we hosted a long table brunch for 200 plus underprivileged children and we served them a nutritious oats based dishes created by Vikas Khanna, our MasterChef. In the brunch, we served Oat idlis, oat pizzas, oat spaghetti, oats cookies. Brands need to have a connect with society via a purpose or via connecting with the issues that society faces. One third of world's malnourished children live in India and app 25 million children in India sleep hungry every day. This is a big issue and these types of event gets us multiple times what a television spot can earn. More than anything, this gets us the good will of society. Business can only grow if it does good for society and that is the big learning here.

We have to do well in October and I'd request the Unit leaders to raise the game.