

**Sent:** Monday, April 17, 2017 6:12 AM  
**Subject:** Learnings-Week 176

Dear Friend and Colleague,

IPL is in its tenth year and there are so many lessons as I see IPL 10 unfold. IPL is a unique product, a rare cocktail of cricket and Bollywood, it is a three hour movie substitute for most people. It has got more women and children to a sporting venue than ever before. I pick five big lessons after two weeks of IPL 10:

1. **DIVERSITY** : Players from most countries are represented in IPL 10. That's a huge amount of cross cultural diversity. Left handers, right handers, slow bowlers, fast bowlers, every type of diversity is represented making it a rich mix of talent. This IPL has a player from Afghanistan, Rashid who is doing well for Sunrisers Hyderabad. Lesson for us: how do we really get more diversity in our teams and then truly celebrate that diversity with inclusive behaviours from leaders?
2. **The 3 F s** are the foundation of IPL: Fearlessness, Fitness and Fielding. Reputations are made every match in IPL. The past counts for little, the current counts for a lot. Every IPL has produced a new fearless star. Yusuf pathan in IPL 1, ,Axar Patel in 2014, Rana of Mumbai is a good bet this year, . This fearlessness is something Indians are taking to international matches and that's why we are winning more than we lose. How do we build that fearlessness in our teams despite the odds we face. Fitness has taken a new meaning in IPL. No unfit player can be hidden on the field. Very few players have lasted all ten IPLs : Mc Cullum, Dhoni, Raina, Yuvraj,Gambhir,Kohli, Nehra, Pollard, Pandey, Tiwari, Yusuf Pathan ,Bravo and Parthiv to name a few. Every player has to be match fit and tournament fit. Is every member of every team fit for the battle every day in PepsiCo? Fielding is a collective skill. The collective fielding standard has moved up from IPL 1. Great fielding is winning matches for teams, with amazing catches and saves on the boundary.
3. **Innovation** is the lifeline of IPL. Every match you see the teams trying something different. Sunil Naraine opening the batting for KKR, The Buttler tap shot behind the wicket. Fan park is another innovation which is taking the game to places apart from the venues. We have lots of innovations but we are not seeing them through or not fully getting the benefits of it. Every ball matters in IPL, similarly, every outlet must count for us.
4. **Pick the best team** for the day, given the conditions. Teams are really getting this right this IPL. You see the combinations change depending on the pitch, the opposition and the time of the match. Teams are taking every variable into account in deciding how they will compete on the day. Our battles are every day, we have to think about different markets and routes differently, doing the same thing every day will lead to lower efficiencies in the market.
5. **The Ecosystem**: IPL has built an enviable eco system of players, ex-players, coaches, sponsors, media. The teams have used different ways to generate revenues, from sponsorship to monetising

content. IPL has weathered a lot of storm in the last ten years. JIO has been audacious this year in owning the advertising of all the IPL teams. IPL has always brought a new breed of sponsors: the early handset brands, the telecom players, the E commerce players, steel brands, battery brands, you name the category and you can be sure that IPL has lined them up. We have to build a resilient eco system given the conditions we face : water, Sugar, fat et al. Our ability to build support at the ground level in every plant , led by the Plant manager and the plant associates will determine the narrative for or against PepsiCo.

So, these are my learnings and application to our business.

■ We must take the people processes seriously as they determine the progress people will make in the company.

With best regards,

Shiv