

[REDACTED]

Sent: Monday, October 2, 2017 7:46 AM
Subject: Week 200 Learning's- D2W winners story

[REDACTED]

[REDACTED]

Dear Friend and Colleague,

[REDACTED]

This is my weekly note No 200. Each week, I have written my learnings to you in a format of 700 words. I have tried to communicate on topics that affect us and discuss future topics. So, in these 200 weeks, I have written more than 1,40,000 words through these mails. I am told that one needs 40,000 to 50,000 words to be classified as a novel. So, with 1,40,000 words, I have written close to 2.5 books through these weekly notes! This is good preparation when I write a book!

I have had very different reactions to these weekly notes from all of you.

1. The sales managers and marketing folks thought that this is a new management fad with a new CEO and I will stop this after a quarter, i.e. 13 weeks.
2. Someone wrote back to me asking if I was planning to quit because I was counting the weeks
3. Someone else wrote back to me saying this looks like a jail count where inmates mark the days and weeks on the jail wall.
4. I have had many requests through these 200 weeks to comment on what happened with the Tata's, Infosys etc etc. I have tried to stay clear of such topics as your leader, because these are sensitive and not matters that I your leader should discuss in public in a weekly note
5. I have many people giving me feedback on the note, many thanks folks who have sent me feedback. Your feedback has kept me going, week after week, good week or bad week, summer or winter, travelling or in office.
6. Newcomers to the company are always surprised that there is so much transparency and confidential information shared in these notes. I must thank each and every one of you in keeping the information confidential. I have never had a leak of my thoughts or points into media. Thank you, you have justified the faith reposed in you by the company.
7. I have many people asking me about how this note comes out every Monday before 8 am. I typically finish the note on Saturday evening and then send it to Poonam Kaul and Suchitra for proof checking anything that seems sensitive. [REDACTED] sends it out every Monday.

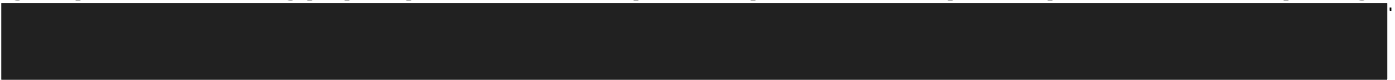
This week we had the D2W winners in office receiving their awards from Harsh in the town hall. Rajdeep conveyed the good news on the bonus and incentive in the town hall. We will have our second best year in

terms of profitability this year. Foods will deliver more, NourishCo will break even after seven long years. Thank you each and every one of you for your deep commitment. Well done seems short, so, great job!!

 Their stories of achievement were heart-warming. The lessons this week are their stories.

We asked them why they won. Here are their answers:

- a. SDPs came out as a big reason for success
- b. Green call was another big enabler
- c. Focus on top 15 SKUs
- d. Training PSRS every Saturday, all these winners had no attrition in PSRs
- e. Low stocks with distributors leading to stock freshness in the market place. They were overjoyed with the stock freshness and have challenged their retailers and asked them if any of our competitors had such fresh stocks!


We asked the winners what they did with the prize money/incentive:

- a. They all had a celebration with their PSRs and SDPs.
- b. Some bought blankets for their PSRs as a gift.
- c. Some spent it on education for their kids, especially girl children
- d. Some used it to pay hospitalisation charges for parents.
- e. Many bought jewellery for the wife
- f. Some bought a plot of land

Congratulations dear champions, you have made a big difference to our fortunes this quarter. We are having a good year in many parts of our business, thank you for your contribution.

Thank you for your feedback to my notes, it has kept me going. This note is 758 words!!

Feedback welcome

Warm regards,

Shiv