

THE ECONOMIC TIMES

PepsiCo favours crack solutions for each mkt

Ratna Bhushan
NEW DELHI

TWO days ago PepsiCo global chairman & CEO Indra Nooyi said that you just cannot import western solutions to India. You have to crack solutions which are right for India, right for its people and right for its farmers. The 'crack solutions' could not have come from a more high-profile set of speakers.

At the \$43-billion beverages and foods major PepsiCo's first-ever three-day global board meet in Mumbai, Tata Sons chairman Ratan Tata, Wipro chairman Azim Premji, Future Brands CEO Santosh Desai, historian Ramachandra Guha and the Mumbai Dabbawallas, spoke on a variety of subjects with the general theme being how to succeed in the Indian market and how to deliver value to the consumer.

Thursday night had Ratan Tata speak about the challenges and opportunities in India and bottom-of-the-pyramid strategies.

Earlier in the day, a Tata Motors team showcased PepsiCo's global board members the Nano — which drew huge interest from the board members. Thursday morning saw Azim Premji speaking about lessons that can be learnt from Wipro — factors critical for success, its values, culture, sustainability, and the integrity and code of conduct followed by the IT and consumer products major.

Ramachandra Guha drew examples from his famous 'India After Gandhi' — and how the Indian democracy has been a great success.

The Mumbai Dabbawallas — a Harvard Business Review (HBR) case study — illustrated to the PepsiCo board how they deliver over 200,000 meals in Mum-

bai every single day. The agenda was set under what the company calls its 'India immersion programme', a blend of culture, politics, economy, growth prospects and insights into India. The Indian market's increasing clout in PepsiCo's global system is evident from the fact that not only is India among the top three markets for the company globally, but also the fact that India is only the second country where PepsiCo is holding its global meet outside the US. The first one was in Mexico five years ago. Apart from Ms Nooyi, PepsiCo International CEO Michael D White and 11 independent directors are in India for the meet. These include Novartis AG chairman & CEO Daniel Vasella, Colgate-Palmolive president & CEO Ian M Cook, Google senior vice-president - business operations Shiona L Brown, JP Morgan Chase & Co former executive vice-president.

