



# HIGHLIGHTS OF

VOLATILITY  
UNCERTAINTY  
COMPLEXITY  
AMBIGUITY



IN PARTNERSHIP WITH



PLATINUM PARTNER



GOLD PARTNER



# POST EVENT REPORT

Name of the event: **ISA VUCA Global CEO Conference**

Date and Location of the event: **30th October @ The Leela's, Andheri, Mumbai**

Number of attendees: **230 pax**

Platinum Partners: **STAR**

Gold Partner: **ZEE**

Silver Partners: **ABP / ABP News**

Co-Partners: **Nokia Lumia, Raymond, Vikatan, Laqshya**

Other sponsor: **ET now, Foxy Moron, Ad Factors, Encompass**

Partnering classification: **Broadcast partner, Social Media Partner, PR Partner, Event Partner**

## **ISA GLOBAL CEO CONFERENCE - NAVIGATING A VUCA WORLD**

The current state of the economy is a growing concern for business drivers not just in India but around the world. In these trying times, it's important for global leaders to come together, identify common concerns and obstacles, and collectively figure solutions to supersede them. With that focus, the Indian Society of Advertisers (ISA) is hosting the first ever Global CEO Conference on 'Navigating a VUCA World' on October 30, 2013 at The Leela Hotel in Mumbai, India. The goal of this conference is to sharply dissect the tough times we are facing in the current economic situation, and to find out how organizational processes and practices need to be recast to deliver to this new VUCA (Volatile, Uncertain, Complex and Ambiguous) world. The conference is a one-day event, in partnership with exchange4media Group, which will see senior management executives from marketing, media and creative agencies - the kind of people who make a significant difference in their businesses - in attendance.

### **THEME: NAVIGATING A VUCA WORLD**

The meaning of each element of VUCA serves to enhance the strategic significance of the VUCA foresight, insight as well as the behaviour of groups and individuals in organizations.

**V:** Volatility is the nature and dynamics of change. It is the accelerating rate of change around competition, business and employment challenges.

**U:** Uncertainty is the lack of predictability, the prospects for a surprise, the sense of awareness and understanding of issues and events.

**C:** Complexity is the multiplex of forces, the confounding of issues, the chaos and confusion that surround an organization.

**A:** Ambiguity is the haziness of reality, the potential for misreads, and the mixed meanings of conditions

### **ABOUT ISA**

The Indian Society of Advertisers (ISA) has been the peak national body for advertisers for over 60 years and represents the interests of organizations involved in Indian advertising, marketing and media industry. Member companies of the ISA constitute more than two thirds of India's national non-government ad spends. The ISA is also the founding member of the World Federation of Advertisers and one of the co-founders of the Advertising Standards Council of India (ASCI). ISA's aim is to promote and safeguard the rights of its members to communicate freely with their customers, and to protect consumers by ensuring advertising and marketing communications are conducted responsibly.

### **ABOUT exchange4media**

The exchange4media Group was set up in 2000 with the aim of publishing niche, relevant and quality media products for the marketing, advertising and media industry. Today, the company's flagship portal exchange4media.com is a single stop information platform for the entire industry, besides its well read print publications - the weekly IMPACT, monthly Pitch and Realty Plus, and bi-monthly Franchise Plus. The Group has also made its mark with highly rated industry award properties and events such as the IMPACT Person of the Year, IMPACT Top 50 Women, exchange4media Conclave, Pitch CMO Summit, Indian Digital Media Awards, etc. Be it breaking news, views, analytical information, in-depth analysis of events or trend forecasting, exchange4media publications have a credibility and loyal following.

**Microsite:** <http://www.exchange4media.com/ISAVUCA2013>



**KEYNOTE ADDRESS:**

**PAUL POLMAN**

CEO, Unilever Global

Paul Polman has been Chief Executive Officer of Unilever since January 1, 2009. Under his leadership, Unilever has set out an ambitious vision to double its size while reducing its overall environmental footprint and increasing its positive social impact.

Paul is Vice-Chairman (and the prospective Chairman) of the World Business Council for Sustainable Development, a member of the International Business Council of the World Economic Forum and serves on the Board of the UN Global Compact. Last year, he was invited to serve on the High Level

Panel looking at the Post 2015 Millennium Development Goals. In 2012, in recognition of his contribution to responsible business, Paul received the Atlantic Council Award for Distinguished Business Leadership and the CK Prahalad Award for Global Sustainability Leadership. Paul began his career at Procter & Gamble in 1979, holding top positions including Group President of Europe. He moved to Nestle in 2005, where he was the CFO and Executive VP for the Americas.

**SPEAKERS**



**R. GOPALAKRISHNAN**

Director, Tata Sons

R Gopalakrishnan (aka Gopal) has worked for 45 years as a professional manager – 31 years at Hindustan Unilever and 14 years at Tata. Currently, he is a director of Tata Sons, as well as chairman of Tata AutoComp Systems and Rallis India, and vice-chairman of Tata Chemicals. He also serves as a director for Tata Power and Tata Technologies. He is an independent director on the boards of the Indian subsidiary of Akzo Nobel and Castrol India. Gopal studied Physics at St Xavier’s, Kolkata, engineering at IIT Kharagpur and attended the Advanced Management Programme at Harvard Business School. Before joining Tata as executive director in 1998, he served Unilever in Jeddah as chairman of Unilever Arabia, managing director of Brooke Bond Lipton India, and finally as vice-chairman of Hindustan Lever.



**MANU ANAND**

President, India and South Asia, Mondelez International Managing Director, Cadbury India

Manu Anand is President, India and South Asia, Mondelez International and Managing Director, Cadbury India Ltd. He is responsible for leading the growth of Mondelez International in this dynamic and emerging market. Manu is also part of the Asia Pacific Leadership Team and on the Mondelez International Leadership Council.

Prior to joining Mondelez International in August 2013, Manu was with PepsiCo for over 19 years in various leadership roles. His last role was Chairman and CEO of PepsiCo India, leading their multi-billion dollar food and beverages business. Before that, Manu was GM for the beverage and foods business for

PepsiCo’s South East Asia Business. His track record as a business leader includes nine years as MD of PepsiCo India’s Frito-Lay Division where he grew the business from less than \$10 million to half a billion launching and building iconic brands like Lay’s and Kurkure and building a nationwide distribution system.



**RAVI KANT**

Vice Chairman, Tata Motors

Ravi Kant is Vice-Chairman of Tata Motors Limited, one of India’s largest automobile manufacturing companies. Earlier, he was the Managing Director of the company. He joined the company in 1999, and has been associated with Jaguar & Land Rover, Tata Daewoo Commercial Vehicles, Korea and Tata Motors, Thailand. Prior to joining Tata Motors Ltd. in 1999, he was Director, Phillips India Limited, looking after Consumer Electronics.

Ravi is the Chairman of TAL Manufacturing Solutions Ltd. and Tata Advanced Materials Ltd. He is on the Board of Tata Motors European Technical Centre, UK and Tata Industries. After the taking over of Jaguar and Land Rover brands, he is also on the Board of Jaguar Land Rover UK Ltd.



**MARTEN PIETERS**

Managing Director and CEO, Vodafone India

Marten Pieters was appointed MD and CEO of Vodafone India in February 2009. In 2012, he was appointed Vice Chairman of the Cellular Operators Association of India (COAI), the industry body for GSM telecom operators in India. Currently, he is also the Chairman of the Board of Directors of Indus Towers.

Marten earned his LLM degree at Groningen University in The Netherlands in 1977. Between 1977 and 1989, he occupied various management positions at Royal Smilde Food PLC., a family-owned food company. In 1989, he joined KPN, the Dutch incumbent operator of the postal and telecom services, and went on to lead International Operations of its affiliated companies, and look after emerging markets in Asia and

Eastern Europe. In 2000, he became a member of the Board of Directors at KPN. From 2003 to 2007, Marten was CEO of Celtel International BV, a pan African mobile telecom operator. In 2008, he became a non-executive Board member of Millicom SA in Luxemburg.



**PAWAN MUNJAL**

Managing Director and CEO, Hero Motocorp Ltd

Pawan Munjal is the MD & CEO of Hero MotoCorp Limited which produces close to half of India's motorcycles and scooters. A graduate in Mechanical Engineering, Pawan heads a company that was set up in India as an equal equity venture with Honda of Japan. He confidently bought out Honda in 2011, to chart his own course. He has now set his sights on turning Hero MotoCorp into a global corporation.

Pawan has worked hard to strengthen India's automotive future over the years, and strongly believes in India's manufacturing future. He is convinced that Indian firms now have the technology, skills and the mindset to take on their counterparts from Asia, Europe and the US.

He has chaired the SIAM's Committee on Two & Three-wheelers, besides heading groups on technology & innovation, sports and affirmative action at CII. He is also a member of the World Economic Forum and regularly contributes to policy-making in India as a member of several government bodies.

**PANELISTS**



**KIRTHIGA REDDY**

Head of Facebook India

Kirthiga Reddy joined as the first Facebook India employee in July 2010 and set up the India operations in Hyderabad, supporting the company's growing number of users, advertisers and developers worldwide. She leads the Global Marketing Solutions teams in India and plays a key role in building and maintaining strategic relationships with top regional agencies and clients. Prior to

Facebook, Kirthiga was VP and GM of SaaS-based Consumer Security business unit and India operations at Phoenix Technologies. She has also held the position of Director of Product Management at Motorola, Director of Engineering at Silicon Graphics and Associate at Booz Allen Hamilton, with most of her professional career based in Silicon Valley, California.



**ASHOK VENKATRAMANI**

CEO, MCCA (India) Pvt. Ltd.

A mechanical engineer from Mumbai and an MBA from IIM, Ahmedabad, Ashok Venkatramani started his career with Unilever, working 19 years on the foods and personal care side of the business in sales, marketing and general management roles. He was VP and Business Head, Skincare for Unilever in India before moving into his current role of CEO, MCCA – an Ananda Bazaar Patrika company which runs ABP News, ABP Ananda and ABP Majha. He is credited with the successful rebranding of the MCCA channels, dropping the 'Star' name and adopting the ABP name, while keeping the brand equity and credibility of the channels intact. He is also a VP and Director on the Board of the News Broadcasters Association.



**SANJAY BEHL**

CEO, Lifestyle Business, Raymond Limited

Sanjay Behl is the CEO, Lifestyle business, at Raymond Limited. The Lifestyle business comprises the company's core businesses namely Textiles, Apparel and Retail. Prior to joining Raymond, Sanjay was with the Reliance ADA Group, where he performed in leadership roles across different spheres over the last eight years. He has gathered a wealth of experience in business leadership and operational management in his two decades of work, with 10 years spent in FMCG at Hindustan Unilever and 10 years in Telecom with Nokia and Reliance Communications. Over the course of his career, some of the top Indian/global brands he has led include Vim, Cif, Domestos, Surf, Rin, Sunlight, Nokia and Reliance BIG Entertainment amongst others.

# AGENDA

**ISA GLOBAL CEO CONFERENCE : 9:00AM to 6:00PM followed by Cocktails & Dinner**

## SESSION 1: India's VUCA Moment

**Speaker:** Mr. R Gopalakrishnan, Director, Tata Sons

**Moderator:** Mr Brahm Vasudeva

## SESSION 2: Reigniting Growth in an Economic Slowdown

**Speaker:** Mr. Manu Anand, President, India and South Asia, Mondelez International  
 Managing Director, Cadbury India

**Moderator:** Mr R. Ramakrishnan

## SESSION 3: Leading Business in the New Reality

**Speaker:** Mr. Ravi Kant, Vice Chairman, Tata Motors

**Moderator:** Mr JC Chopra

## SESSION 4: Not every Consumer has Sealed her Wallet : Finding New Pockets of Growth

**Speaker:** Mr Marten Pieters, MD & CEO, Vodafone India

**Moderator:** Mr Annurag Batra

## SESSION 5: Cut Costs, Not Corners - Smart Marketing for Turbulent Times

### Panelists:

Mr Sanjay Behl-CEO (Lifestyle), Raymond

Ms Kirthiga Reddy-Director of Online Operations and Head of Office India at Facebook

Mr Ashok Venkatramani-CEO, MCCS

**Moderator:** Mr Sunil Kataria

## SESSION 6: Taking Risks in a Volatile World

**Speaker:** Mr Pawan Munjal, MD & CEO, Hero Motocorp Ltd.

**Moderator:** Mr Narendra Ambwani

## SESSION 7: How Responsible Business Models Can Help in VUCA Times

**Speaker:** Mr Paul Polman, Global CEO, Unilever

**Moderator:** Mr Bharat Patel

## AUDIENCE PROFILE:

**The event was graced by attendees from following companies: (in alphabetical order)**

94.3 MY FM	Lowe Lintas & Partners
Aditya Birla Group	Madison Communications
Aegon Religare	Mondelez International
Asian Paints	Mahindra & Mahindra
ABP	Marketing Unplugged
ABP News	Maruti, Max Life Insurance
BARC	Maxus
BBH	Mediascape Pubicitas India Pvt. Ltd.
Birla Sunlife Mutual fund	Metal Comm
Brand capital, Brandtone	Microsoft
Britannia, Bunge	Marico
Bajaj Corp	Netcore
Cadbury	Nokia India
Castrol India Ltd.	Ogilvy & Mather,
Colgate	P & G
Dainik Bhaskar	Raymond
DDB Mudra group	Ruchi Soya
Discovery Networks Asia- Pacific (South Asia)	Samsung
DraftfcB + Ulka	Spatial Access Private Ltd.
DSM	Star
DNA	Taproot India Communication Pvt. Ltd.
ET NOW	TATA Global Beverages Ltd.
Foxy Moron	The Hindu
Face Book	Thomas Cook
Godrej	ThreeD Holograms
Group M Media India Pvt. Ltd.	Times OOH
Havas World Wide India	UNFPA
Hawkins Cookers Ltd.	Viacom 18
Hindustan Pencils	Vodafone India Ltd.
Hindustan Unilever Ltd.	Vikatan
ICICI Prudential Life Insurance	Worldwide Media
Jhonson & Jhonson	Wipro
L'Oreal	Zee entertainment

# ON GROUND COVERAGE/SPONSORSHIP MILEAGE:

## STAR - Platinum Partner



Standee



Screen branding



Chequered Backdrop



Glowbox branding



Screen panel & Registration backdrop



Stage Branding



Standee



Stage Branding

**ZEE - Gold Partner**



Standee



Stage branding



Registration backdrop



AV Screen

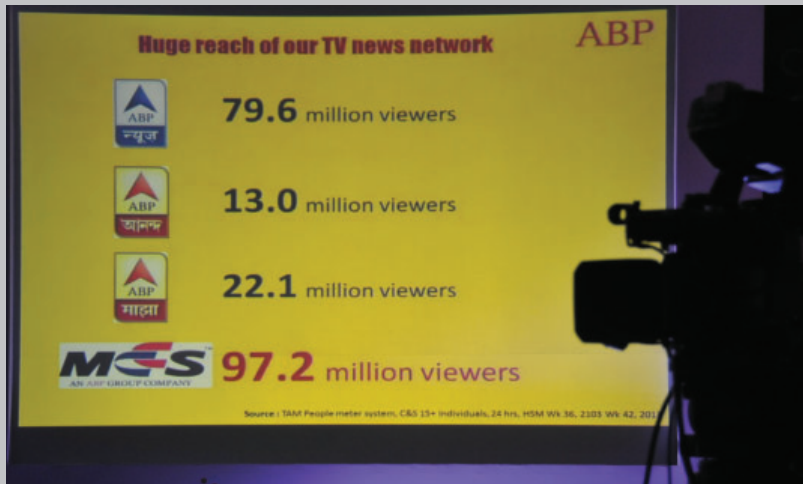


Chequered backdrop



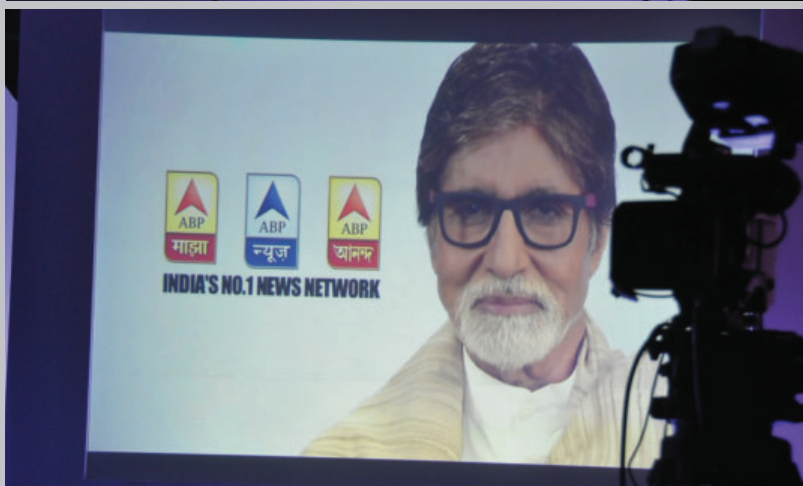
AV Screen

**ABP/ABP NEWS - Silver Partner**



AV Screen

Standee



Standee

Chequered backdrop

**NOKIA, RAYMOND, VIKATAN, LAQSHYA - Co-Partner**



Chequered backdrop & Standee



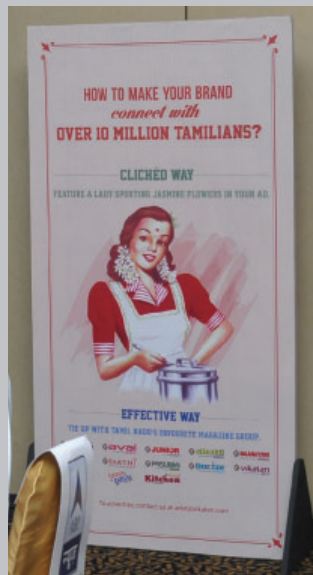
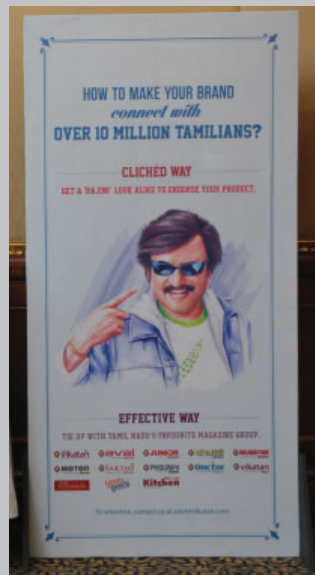
Stall



AV Screen



Screen Branding



Standee

# IMAGES OF THE ISA GLOBAL CEO CONFERENCE



## Other Partners



Bharat Patel of ISA and Paul Polman of Unilever Global



Ravi Kant of Tata Motors and JC Chopra of ISA



R Gopalakrishnan of Tata Sons and Brahm Vasudeva of Hawkins Cookers Limited



Manu Anand of Mondelez International and Cadbury India with R Ramakrishnan of Polycab Wires Pvt Ltd



(L-R) Ashok Venkatramani of MCCS, CVL Srinivas of GroupM South Asia and Avinash Pandey of MCCS & ABP News



Raj Nayak of Colors and Sanjay Behl of Raymond



(L-R) Hemant Bakshi, Paulomi Dhawan, Bharat Patel and JC Chopra of ISA



Pawan Munjal of Hero MotoCorp



Marten Pieters of Vodafone India and Paul Polman



(L-R) Atul Shrivastava and Alok Jalan of Laqshya Media with Harrish Bhatia of MyFM



Pradeep Dwivedi of Dainik Bhaskar Group



(L-R) Sunil Kataria of GCPL, Kirthiga Reddy of Facebook India, Ashok Venkatramani of MCCS and Sanjay Behl of Raymond



DD Purkayastha of ABP Pvt Ltd and Bhaskar Das of Zee Media Corporation



Jimmy Ankleshwaria of Bajaj Corp with Asha Kharga of HUL



Roland Landers and Ashish Sehgal of ZEEL



Aditya Swamy of MTV India with Ajit Verghese of Maxus Asia Pacific



(L-R) Paresh Chaudhry of Madison PR, Paulomi Dhawan and Ashok Venkatramani



Hemant Bakshi with Bharat Patel of ISA



(L-R) Amin Lakhani of Mindshare Fulcrum, Gautam Kiyawat of Madison Media, and Karamjit Dua of Discovery Networks



Pawan Munjal of Hero MotoCorp with Harish Manwani of HUL



Viral Oza of Nokia with Sanjay Behl



Subhash Kamath of BBH India with Roland Landers



Kirthiga Reddy of Facebook India with Marten Pieters of Vodafone India



Ravi Kant of Tata Motors with Bharat Patel



(L-R) Ashok Venkatramani of MCCS, R Ramakrishnan of Polycab Wires Pvt Ltd and Narendra Ambwani



Marten Pieters of Vodafone India and Paul Polman



(L-R) Paresh Chaudhry of Madison PR, Dhisha Girglani of Patel Realty India Ltd and Sumit Gupta of Massive Inc



Yateesh Srivastava of Religare with Raj Gupta of Lowe Lintas

## PROMOTION PLAN

<b>Mailers</b>	28 mailers sent to e4m database
<b>Social Media</b>	Foxy Moron was the official social media partner
<b>Print</b>	2 stories, 4 full page prints ads in Impact Magazine, Print ads were published in DNA and HT, Mint,
<b>Broadcast</b>	ET Now was the Official Broadcast Partner
<b>Microsite</b>	An ISA VUCA microsite was created for a month for registration giving additional Information
<b>Online coverage</b>	Articles on exchange4media website Online banner was uploaded on e4m and following websites: www.mid-day.com, www.zeenews.com, www.amarujala.com, bhaskar.com, jagran.com, newspoint.in, deccanherald.com, indiatoday.intoday.in, dinamani.com, kannadaprabha.com, india.com, Kharinews.com, rajasthanpatrika.com, ibnline.com, in.com, firstpost.com, timesofindia.com, hindustantimes.com, indiatv.com, ndtv.com, manatelugu.in, inewslive.net, ap7am.com, vancouver.sun.com, lvestation.com
<b>Wires</b>	PTI, IANS
<b>Articles were covered in following websites- Campaign India, IMPACT, exchange4media, MXM</b>	

## Mailers sent to e4m database

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OCT 30  
 THE LEELA, MUMBAI

KEYNOTE SPEAKER  
**PAUL POLMAN**  
 CEO, Unilever Global

**HOW RESPONSIBLE BUSINESS MODELS CAN HELP IN VUCA TIMES**

**R. GOPALAKRISHNAN**  
 Director, Tata Sons

**MARTEN PIETERS**  
 Managing Director & CEO, Vodafone India

**MANU ANAND**  
 President, India and South Asia, Mondelez International  
 Managing Director, Cadbury India

**RAVI KANT**  
 Vice Chairman, Tata Motors

**PAWAN MUNJAL**  
 Managing Director & CEO, Hema Malscorp Ltd.

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REIGNING GROWTH IN AN ECONOMIC SLOWDOWN

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**MARTEN PIETERS**  
Managing Director & CEO, Vodafone India

**PAWAN MUNJAL**  
Managing Director & CEO, Hero Motors Ltd.

**RAVI KANT**  
Vice Chairman, Tata Motors

**R. GOPALAKRISHNAN**  
Director, Tata Sons

**MANU ANAND**  
President, India and South Asia, Mondelez International Managing Director, Cadbury India

Silver Partner  
**ABP**

Social Media Partner  
**EngMantra**

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091-95555163, bhavya.sedra@exchange4media.com

Agnel D'Souza  
09870272834, agnel@exchange4media.com

## LEADERSHIP AND MANAGING HUMAN CAPITAL IN TURBULENT TIMES

**R. GOPALAKRISHNAN**  
Director, Tata Sons



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# VUCA

## COMPLEXITY ARE YOU PREPARED?

**Manu Anand**  
President, India and South Asia, Mondelez International Managing Director, Cadbury India Ltd.



SPEAKER

Manu Anand is President, India and South Asia, Mondelez International and Managing Director, Cadbury India Ltd. He is responsible for leading the growth of Mondelez International in this dynamic and emerging market. Manu is also part of the Asia Pacific Leadership Team and the Mondelez International Leadership Council.

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## Cut Costs, Not Corners - Smart Marketing for Turbulent Times

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|| **Venue: Krownspace** ||

PANELISTS

**SANJAY BEHL**  
CEO, (Lifestyle) Raymond Ltd.

**KIRTHIGA REDDY**  
Head of Facebook India

**ASHOK VENKATRAMANI**  
CEO, MCCS INDIA PVT. LTD.

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PR PARTNER  
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EVENT PARTNER  
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Or log on to - exchange4media.com/ISAVUCA2013/index.html

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**SPEAKER PAWAN MUNJAL**  
 Managing Director & CEO, Hero Motocorp Ltd.

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 The current state of the economy is a growing concern for business diverts not just in India but across the world. In these trying times, it's important for global leaders to come together, identify common concerns and obstacles and collectively figure out solutions to surmount them. With that focus, the Indian Society of Advertisers (ISA) is hosting the 1st ever Global CEO Conference on 'Navigating a VUCA World' on October 30, 2013 at The Leela Hotel in Mumbai, India. The goal of the conference is to spark robust thought pieces we are facing in the current economic situation, and to find out how organizational processes and practices need to be re-worked to deliver in the new VUCA (Volatile, Uncertain, Complex and Ambiguous) world. The conference is a one-day event in partnership with exchange4media Group, which will also manage registration, marketing, media and creative agencies - the kind of people who make a significant difference in their businesses - in attendance.

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The Indian Society of Advertisers (ISA) has been the peak national body for advertisers for over 60 years and represents the interests of organizations involved in India advertising, marketing and media industry. Member companies of the ISA constitute some of the leading brands, services and agencies in the country. The ISA is a not-for-profit

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Writer: Shobana Iyer - Thursday, Oct 31, 2013 8:04 AM

Tags: Kirithiga Reddy, Sanjay Beal, Ashok Venkatraman, Facebook, VUCA, mktg, Shobana Iyer

There is need to move from buying reach to buying impact, say experts

Marketing is a crucial activity for all companies, and marketing during turbulent economic times assumes special significance. So, how does one cut costs and not corners and stay ahead in these VUCA times? Personalization is one of the key strategies, and Kirithiga Reddy, Director, Online Operations and Head of Facebook India, she notes, "Something did something amazing for the launch of its new 3 smart phones. As a social property, there were different messages for females and males, which resulted in zero spillage."

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Writer: Raveela Tanwar - Thursday, Oct 31, 2013 5:08 AM

Tags: Building Sustainable Business, Paul Polman, Unilever, VUCA, ISA, Global CEO Conference, India's Society of Advertisers, Raveela Tanwar

Mktg needs to take the lead in building sustainable businesses: Paul Polman

The European debt crisis and the Syrian tragedy are products of today's volatile world. These issues of global magnitude are far from being resolved because of the short-term views our politicians. "It took 17 days for the regime in Egypt to fall. It will take many seconds for that to happen in a company," noted Paul Polman, Global CEO, Unilever, talking about building responsible sustainable business models at a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, during ISK's Global CEO Conference, which took place in Mumbai yesterday.

We are struggling on a geo-political, economic and sustainable level, he added.

Story on exchange4media.com

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# ‘Never has change been as slow as today’

*Business drivers around the world right now share one big common concern — how to deal with Volatility, Uncertainty, Complexity and Ambiguity (VUCA) without compromising on growth and their evolving consumers. As keynote speaker at the ISA's Global CEO Conference on 'Navigating a VUCA World' organized in association with exchange4media in Mumbai last week, Paul Polman, Chief Executive Officer, Unilever Global, offered straightforward advice to industry bonchos on why companies need to rejig business models and why it's important for them to contribute significantly to society*

By TEAM IMPACT

On October 2 this year, even as Anglo-Dutch consumer goods giant Unilever issued its first profit warning in years, forecasting a slowdown in emerging markets, its CEO Paul Polman, a leading advocate of responsible business models, told the media that he was unperturbed by the warning and would carry on his agenda of corporate sustainability and a long-term approach to business.

Polman is known for advocating diversity and responsibility in what he describes as a VUCA (Volatile, Uncertain, Complex and Ambiguous) world, calling upon all businesses to make the world a better place to live in and not just drive profit for themselves. Polman's concerns remain issues such as the underpaid worker and rampant deforestation, even as he travels across continents and drives Unilever. Incidentally, the Unilever Global CEO is also the President of Kilimijaro Blind Trust and chairman of Perkins International Advisory Board.

Right after the profit warning was issued, an interviewer from *The Guardian* asked Polman, "Do you ever feel that people think that you've gone a bit soft in the head?", to which he replied, "They might or not, I leave that to others to judge, but the best thing we can

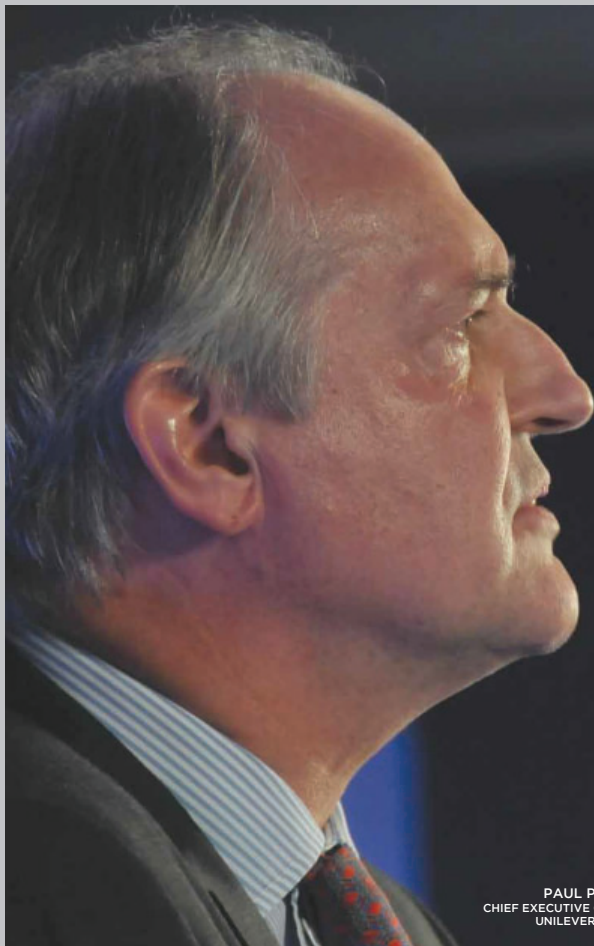
do is to show that the way we are trying to be responsible also makes good business sense. I don't think there is any question about that." Under Polman's leadership, Unilever has set out an ambitious vision to double its size while reducing its overall environmental footprint and increasing its positive social impact. Ever since he took over as CEO in 2009, the company has strengthened its foothold in existing markets and made inroads into emerging ones. Every brand under the company has a clear social role.

On Polman's first visit to Mumbai, he was among the top Unilever executives, including Patrick Cescau, the then Unilever CEO, and Harish Manwani and Nitin Paranjpe of Hindustan Unilever, trapped at the Taj Mahal Palace hotel during the terrorist attacks of 26/11.

According to a report in *The Telegraph*, UK, Polman, who had thought about becoming a priest in his early 20s, said, "Sometimes when something happens to you, you can't do anything about it, but you can do something with it. I'm now seeing a lot of qualities in people I didn't see before."

The same report says Polman and Cescau not only returned to the Taj hotel the next year "to finish their meal", but hosted a dinner with the HUL board for the manager and staff of the hotel, who had helped them so much during the attacks, making the staff sit down and actually serving them the meal.

Polman was in Mumbai last week as keynote speaker at the Indian Society of Advertisers' (ISA) inaugural Global CEO Conference, organized in association with exchange4media. He greeted the packed conference room with 'Diwali Mubarak' and won everyone over with his attempt to speak in Hindi. The guru of responsible business spoke on 'How Responsible Business Models Can Help in VUCA Times'. According to him, the challenge is to hold on to the energy, enterprise and creativity that characterize capitalism in business as practised over the past 20 years, while doing away with its destructive elements.



**PAUL POLMAN**  
CHIEF EXECUTIVE OFFICER,  
UNILEVER GLOBAL

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## COUNTDOWN BEGINS TO ISA GLOBAL FORUM ON VUCA

A global economic crisis like today's calls for those with the means and resources to come together and dole out probable solutions to the current Volatility, Uncertainty, Complexity and Ambiguity (VUCA). On that note, the Indian Society of Advertisers (ISA) has organized its first ever Global CEO Conference titled 'Navigating a VUCA World', which will take place this Wednesday, October 30, in Mumbai. Former Procter & Gamble India Chairman & Director and ex-ISA Chairman, Bharat Patel, who is now a key Executive Committee Member of ISA, and Paulomi Dhawan, ISA Treasurer & Events and Committee Chairperson, who is also Director, Landmark Leisure Corporation and Advisor, Raymond, speak to Shobhana Nair about organizing the premium event and its theme.

### 'Companies need to be nimble and fast-footed': Bharat Patel

**Q** The first Global CEO Conference on 'Navigating a VUCA World' is just around the corner. What are your expectations from this event?

I am hoping that there is large participation. With the kind of senior, successful leaders who will be speaking at the conference, I am sure there will be a lot of learning for everyone, especially senior managers.

**Q** What are the different measures that organizations of all kinds can adopt right now to navigate this VUCA world?

Organizations, especially bigger organizations, need to be nimble and fast-footed. They also need to continuously innovate in order to ensure that they are ahead of the competition, and inline with their consumer's needs. Smaller organizations are already nimble, but they need to innovate too. They need to make their products and services more meaningful to a large number of consumers. Smaller organizations also need to be even more consumer-centric and should deliver to their consumers faster.

**Q** There's a feeling that the worst period is over. October brought in renewed hope and energy. What are your thoughts?

Nothing to remark. We went through a similar phase in 2008-09 and we came out of that. I am very confident that this is a cyclical thing. Consumer goods are cyclical with small dips in line and with economic de-acceleration, but they are fundamentally growing and will continue to grow.



## 'ISA is constantly looking at ways and means to narrow the gap between CEOs in India and overseas': Paulomi Dhawan

**Q** The first Global CEO Conference on 'Navigating a VUCA World' has generated a lot of interest in the industry. What is the USP of this day-long event?

VUCA is an acronym used to describe the volatile, uncertain, complex and ambiguous situations in the environment we are in. It reflects the emerging ideas, strategic leadership and decision-making processes that companies adopt during these difficult times. As responsible corporates, we need to understand the best practices of leading businesses in this VUCA world. ISA is constantly looking at ways and means to narrow the gap between CEOs in India and overseas. The Global CEO Conference will bring in some of the best thought leaders in the world under one roof, to share their invaluable experiences with everyone. The day-long sessions will reveal interesting and relevant insights from some of the top smart minds in the business world and will prove to be a great platform for learning and debate.

**Q** What is ISA's objective in organizing an event of this scale?

For over 60 years, ISA has been representing corporate advertisers — big and small — who constitute a majority of advertiser across sectors, geographies and values. One of the key objectives of ISA is to deliver due to the advertiser and the industry at large. In doing so, we organize education and learning conferences on diverse subjects for industry personnel. ISA is also a founding member of the World Federation of Advertisers.

At ISA, we always believe in quality. This is our first Global CEO Conference and it will be world-class. With the eminent speakers that the Global CEO Conference has attracted, it will be an immense learning for all of us, particularly coming from today's complex environment. The conference will see some of the stalwarts of corporate leadership addressing pressing issues on everyone's mind. Some of the key topics which will be addressed are leadership styles to adopt in VUCA times, market place, better marketing, understanding the consumer better, risk-taking, business models that can be adopted, etc.

**Q** What is your take on VUCA? How do you think one should come out of it?

Business cycles have seen a tremendous change over the years. However, the pace of change has accelerated with technology penetration. Hence, there has to be a



### ABOUT THE EVENT

The Indian Society of Advertisers, in partnership with exchange4media Group, is hosting the first ever Global CEO Conference on 'Navigating a VUCA World' on Wednesday October 30, 2013 in Mumbai, India. The goal of this conference is to charge ahead in tough times we are facing in the current economic situation, and to find out how organizational processes and practices need to be re-worked to thrive in this world.

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|| Moderator: Kishorekumar ||

KEYNOTE SPEAKER

**PAUL POLMAN**  
CEO, Unilever Global

**MARTEN PIETERS**  
MD & CEO, Vodafone India

**PAWAN MUNJAL**  
MD & CEO, Hero Motors Ltd.

**RAVI KANT**  
Vice Chairman, Tata Motors

**MANU ANAND**  
President, India and South Asia, Mondelez International, MD, Cadbury India

**R. GOPALAKRISHNAN**  
Director, Tata Sons

**SANJAY BEHL**  
CEO, (India) Raytheon Ltd.

**KIRTHIGA REDDY**  
Online Operations and Head of Office India, Facebook

**ASHOK VENKATRAMANI**  
CEO, MDCS

SILVER PARTNERS

CO-PARTNERS

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Or log on to - exchange4media.com/ISAVUCA2013/index.html

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**RAHUL BAJAJ**  
Chairman, Bajaj Auto Ltd. & Head of Bajaj Group

RAHUL BAJAJ IN CONVERSATION WITH PAUL POLMAN

**MARTEN PIETERS**  
MD & CEO, Vodafone India

**PAWAN MUNJAL**  
MD & CEO, Hero Motors Ltd.

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# 'EVERY CRISIS IS AN OPPORTUNITY AND IT BRINGS OUT THE BEST IN US'

By SHOBHANA NAIR

*In order to guide marketers and business leaders on how to thrive and survive in this Volatile, Uncertain, Complex and Ambiguous (VUCA) world, ISA has organized the first ever global CEO conference titled 'Navigating a VUCA World'.*

**Hemant Balshi, the new Chairman, ISA, and Executive Director, Home & Personal Care at Hindustan Unilever shares the relevance of this mega-event and how companies, like his, can cope with the current bleak market sentiment**

**Q1** What is the objective behind organizing the Global CEO Conference on Navigating a VUCA World?

**A1** As an advertiser, one of the key challenges we face is that the world is becoming turbulent. The events which happen thousands of miles away now affect our working environment too, whether it is a crisis in Syria or the shutdown in the US. We have even a lot more volatility than what we have in the past like the recent equity fluctuations. The challenge is to work in a world which is VUCA (Volatile, Uncertain, Complex and Ambiguous). As advertisers, we need to learn from each other and understand the best way to lead business during such a period. With the Indian Society of Advertisers (ISA) Global CEO Conference on Navigating a VUCA World, ISA and advertisers are determined to get the best thought leaders in the world together, to share their experience which can be valuable for everyone. We are not doing this as a one-off event and we will be doing it annually.

**Q2** What are your responsibilities as ISA's new chairman? What are your immediate goals which you have set for yourself?

**A2** My personal ambition and vision in ISA is to create a platform where we as advertisers can do meetings. Firstly we should share the best practices so that everyone can benefit from it. Secondly since the environment around us is becoming complicated, we must ensure the interest of the advertiser, whether large or small, is considered and taken care of.

**Q3** The market sentiment has brightened right now. As an Executive Director of old consumer brand, how are you keeping your eyes up in these dark times? How do you see into your future and plans? I personally think that every crisis is an opportunity and it brings out the best in us. People who strive to survive during this period are those who come out really strong. We must also keep in mind that business goes through cycles. Good times eventually follow difficult times and companies come out stronger during such crises.

**Q4** What did you learn from the 2008 economic downturn that you plan to incorporate in the future business?

**A4** The market sentiment has brightened right now. As an Executive Director of old consumer brand, how are you keeping your eyes up in these dark times? How do you see into your future and plans? I personally think that every crisis is an opportunity and it brings out the best in us. People who strive to survive during this period are those who come out really strong. We must also keep in mind that business goes through cycles. Good times eventually follow difficult times and companies come out stronger during such crises.

**ABOUT NAVIGATING A VUCA WORLD**

The Indian Society of Advertisers, in partnership with exchange4media, is hosting the first ever global CEO conference on 'Navigating a VUCA World' on October 30, 2013 in Mumbai, India. The goal of this conference is to sharply dissect the tough times we are facing in the current economic situation, and to find out how organizational processes and practices need to be created to thrive in this new VUCA (Volatile, Uncertain, Complex and Ambiguous) world.

Ravi Kant, Chief Executive Officer of Unilever, will be the keynote speaker at this conference.

He will share his thoughts on how business leaders can navigate in these tough economic situations. His views on the subject are through providing and widely acclaimed in the corporate world. Other speakers at the event will be R. Gopalakrishnan, Executive Director, Home & Personal Care, India & South Asia, Cadbury India; Marten Pieters, CEO, Vodafone India; and Ravi Kant, Vice Chairman and former Managing Director, Tata Motors.

For more details, email enquiry@exchange4media.com or call and visit www.exchange4media.com/ISAVUCA2013

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**"We need to question every cost that is there in the system and which is not visible to the consumer. That doesn't mean that one should cut the latter, but anything that we are doing internally which doesn't add value to consumers must be questioned. Therefore, scrutiny on cost is important"**

For me, the most important learning was that we must stay close to our consumers. We must not forget that while we are all going through a challenging time, they are suffering even more than we are. Therefore, we must make sure that we stay connected with them and that we keep thinking about it as our first priority.

We need to question every cost that is there in the system and which is not visible to the consumer. That doesn't mean that one should cut the latter, but anything that we are doing internally which doesn't add value to consumers must be questioned. Therefore, scrutiny on cost is important. Lastly this is a great time for innovation, not only in terms of products and services but also in terms of process. Because this is the time when you have the freedom to do things differently.

**Q1** The slowdown has affected the entire world. How are you going about your new strategy of doing 'sell first'?

**A1** I don't think in terms of pricing, there is any difference which I have mentioned earlier. Different people do it differently and some of the best practices come out of our country. In fact, sometimes small advertisers are more outperforming than others.

**Q2** This is almost coming to an end. How do you look at the year gone by and how excited are you for the coming year?

**A2** 2013 has been a VUCA year, a year in which innovation leadership, driven by an inspiring vision, is required to succeed. At the start of the year, I wouldn't have predicted that we would be in such a state right now. But I personally think if you have a clear vision for your business and if you are willing to be adaptive, you should get to that end on the path you take.





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