

Making a Mark on Global Corporations

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Insights From Close Friends

Ajay Banga	CEO	Mastercard
Evan Menezes	President	Diageo
Shumeet Banerji	CEO	Booz & Co
Piyush Gupta	CEO	DBS Bank
Nandu Nandkishore	Deputy Executive VP	Nestle
M. Ramaswani	Co-President	Singapore Stock Exchange
Sanjay Khosla	President, Developing Markets	Kraft Foods

Is the impact of the Diaspora truly significant?

- Indexing higher than other developing markets
- Early impact on US Global corporations
- European companies catching up
- Success accelerating with the importance of growth in emerging markets



The basic DNA of the 70's – 80's generation

- Pioneering corporate generation of post-independence India
- Educated at the best schools
- Most completed higher education at home, only some went abroad early
- Middle class upbringing, strong middle class values
- Sense of how to operate within institutions and structured schools, colleges, legal machinery, democracy, bureaucracy – and yet able to take risks
- Hungry, fire in belly, competitive
- Self aware, not arrogant



Typical career paths

- Joined big, global organization during the early phase
- Recognized the lack of opportunity at home beyond a point
- Took a leap of faith and went wherever the opportunity lay
- Delivered results, demonstrated leadership
- Career accelerated as the importance of emerging markets grew



Success Factor – Comfortable with ambiguity

- Incomplete information
- Poor infrastructure
- Ever-changing rules and regulations
- High degree of complexity
- Operating in the “grey zone” quite normal
- Understood the concept of “xx” early in the game



Success Factor – High Mobility & Adaptability

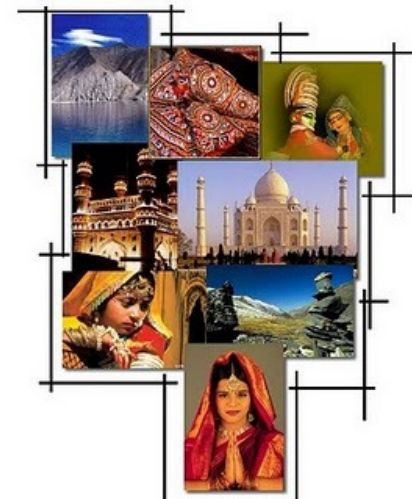
- Not contented with status quo
- Willing to go wherever the opportunity was – move across geographies, functions, organizations
- Willing to uproot family
- Willing to compromise today for a better future



Success Factor – Ease with Diversity

- Grew up in a truly pluralistic society

- Thought
- Experience
- Culture
- Languages
- Food
- Religious
- Dress



- Accept diversity as a norm – not uncomfortable



Success Factor – Ability to think and work with Scale

- Physical size of country
- Population size – number of consumers, employees, customers always large
- Business built on hundred/thousands of scale transaction
- Able to connect dots and rise above the details



The Social Network is Real

- Grew up in a strongly independent society – friends, family, neighbors
- The 'Network' is social – not professional: A safety net for a bad day
- Driven by social power
- Enjoy being in touch
- Healthy competition with the 'Network' ("Which batch are you?")
- Willing to give others a fair break but not go out of the way



Are Things the Same Today?

- Many more opportunities at home
- Local companies going global
- More sense of arrogance, less humility
- Success taken more for granted
- A more robust Primary Education system could really multiply the impact



