

OUR BUSINESS DIRECTION 2010

We commit ourselves to improving the quality of people's lives in several parts of the world, through branded Fast Moving Consumer Products and Services in Personal and Health Care.

We shall offer brands that enhance the appeal and nourishment of hair and skin through distinctive products and services based on the goodness of coconut, other natural substances and the underlying science of hair care and skin care.

We shall make available brands that contribute to healthy living, through, both products drawn from agriculture offered in natural or processed forms, and services.

We shall develop, in parts of the world beyond the Indian Sub-Continent, a franchise for our branded products and services.

We shall aim to be a leader in each of our businesses through heightened sensitivity to consumer needs, setting new standards in the delivery and quality of products and services and processes of continuous learning and improvement.

We shall share our prosperity amongst members, shareholders and associates, who contribute in improving our Equity and Market Value. We shall acquire the stature of a friendly corporate citizen, contributing to the betterment of neighbourhood communities, where we are significantly present.

OUR VALUES

Our values are preferred practices that will be employed in pursuit of our Business Direction. They sum up the philosophy that will build the culture to drive business growth.

OPPORTUNITY SEEKING: Identifying weak opportunity / discontinuity signals in the environment to generate growth options.

BIAS FOR ACTION: Preference for quick thoughtful action as opposed to delayed action through analysis.

CONSUMER CENTRIC: Keeping the consumer as the focus and a partner in creating and delivering solutions.

EXCELLENCE: Continuous improvement of performance standards and capability building for sustained long-term success.

INNOVATION: Experimentation and calculated risk-taking, to increase success probability of radical / pioneering ideas to get quantum results.

OPENNESS & TRANSPARENCY: Allowing diversity of opinion by listening without bias, giving and receiving critique, with mutual respect and trust for the other.

GLOBAL OUTLOOK: Sensitivity and adaptability to gender and cultural diversity and learning from them.

BOUNDARYLESSNESS: Seeking support and influencing others beyond the function and organisation to achieve a better outcome / decision without diluting one's accountability.

OPPORTUNITY SEEKING

Opportunities lie all around us in the form of unstated needs of consumers, changes in trends, attitudes and habits of people. Very often, they are first visible as weak signals, and those who read them early on will gain an advantage over the rest. These signals need to be identified and converted to possibilities for business growth. Higher the number of opportunities converted, higher will be the growth options for our people.

BIAS FOR ACTION

Bias for action is a preference for action over deep analysis. When action is the identity, much more is likely to get done in an organisation. In times where change happens at a rapid pace, an agility of mind is extremely important to keep winning. It is about the ability to move ahead inspite of doubt, of moving ahead even when 100% data is not available by using gut. It is however, not about rash actions without investing any time to think through or doing reasonable inquiry.

CONSUMER CENTRIC

The wealth of the company is created by the trust of its consumers. In the final analysis it is this trust that compensates us materially and intellectually. The consumer must therefore be the primary focus of all the efforts. Members and associates must design their output in ways that add value to the consumer.

EXCELLENCE

Only organisations that set world-class standards, will survive in the future. We will focus on practices that encourage and sustain rising standards of performance, and builds on the pool of our talented members. Members will be encouraged to continuously benchmark against the best and continuously strive to be better than the best.

INNOVATION

The future of the organisation rests on the willingness to experiment, push in new and untested directions, and think in uncommon ways to take calculated risks. We innovate when we do something in ways that are distinctive / pioneering and gives dramatic results. Fear of failure should not be the reason to avoid trying something different or new. More often than not, we fear change because of the unpredictability of the outcome. Experimentation helps build predictability of results. It helps us stimulate an idea on a small scale, and learn about possible pitfalls before going the whole way.

OPENNESS AND TRANSPARENCY

Openness is a value that helps build a culture of trust and synergy. It is only when there is trust that the culture can be apolitical, ideas can be exchanged freely without any fear and experimentation can flourish. It is also in this environment that people will feel free to build on each other, and collectively we will achieve more than individual effort.

GLOBAL OUTLOOK

Becoming a global player requires a deep understanding of the global markets, ability to deal with people of diverse cultures, and ability to compete effectively in those markets.

BOUNDARYLESSNESS

Boundarylessness, like openness helps build a culture where we can leverage the collective wisdom to get synergies. This is assuming higher degree of criticality in the world where it is difficult for one person to know all, and the interdependency amongst functions is increasing.