

+ CHOPPERS IN TAKE-OFF MODE | BW AON HEWITT BEST EMPLOYERS SURVEY

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The DYNAMIC DOZEN

INDIA'S MOST VALUABLE CEOs

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(From top left)
Uday Kotak KOTAK MAHINDRA BANK
N. Chandrasekaran TCS
Siddhartha Lal EICHER MOTORS
Yogesh Agarwal AJANTA PHARMA
Krishnakumar Natarajan MINDTREE
Sunder Genomol PAGE INDUSTRIES
Y.C. Deveshwar ITC
K.B.S. Anand ASIAN PAINTS
Aditya Puri HDFC BANK
G.V. Bhaskar Rao KAVERI SEED
C.P. Gurnani TECH MAHINDRA
Saugata Gupta MARICO

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India's
Most
Valuable
CEOs

LARGE
Rs 2,500 cr - 7,499 cr

MAKING A MARK

Saugata's focus on reinvention has fuelled Marico's rapid growth and led to an ever-expanding range of brands

By Sumit Sharma

2 SAUGATA GUPTA
CEO & MD, MARICO

IF THERE'S ONE WORD that defines Saugata Gupta, the 48-year-old managing director of Marico, it's dynamism.

The soft-spoken Gupta, poised to begin his third year as Marico's chief, believes that one must reinvent every three to five years, keep investing in one's capabilities and shun complacency and arrogance. This, he says, is a must for if you don't invest in capability and try to grow at a fast pace, things will not work out as planned.

The mantra has worked well for Marico.

Over the past five years as the Indian economy grappled to get widespread growth and bigger FMCG rivals struggled, Marico posted a compounded annual growth rate of 15 per cent in profit and 18 per cent in turnover. Over the past decade, income from operations rose five times to Rs 5,733 crore in 2015, and profit after tax rose six and a half times to Rs 574 crore.

The company's rapid growth and an ever-expanding range of brands has got the thumbs up from investors.

From a base of 100 in 2002, shares have surged past 5,600 compared with the rise of the FMCG index to 800. The company, about a third owned by global funds, remains an investor darling and has returned a 24 per cent average each year since listing two decades back.

Gupta, who joined the company in 2004 as the head of marketing, became the chief executive officer of the India business in 2007, and was appointed managing director two years back, is credited with leading the company's remarkable growth.

The Next Level

His recent achievements include identification of five

sources of transformation — driving innovation, go to market, IT analytics, talent and culture, and value management — to help the company retain its top position among peers.

The son of a government official and an IIT and IIM alumnus, Gupta credits Marico founder Harsh Mariwala for providing a solid base for growth.

"My job is to take Marico to the next level and ensure the founder's spirit of entrepreneurship, speed, agility, culture of empowerment and meritocracy," he said.

A key part of that strategy includes improving the track record of new product innovation by getting into the premium segment of a range of hair care solutions and maintaining the leadership position in the oils and oats segments.

"Saugata is very sharp and incisive. He has a good grip on the business; a rare combination of strength in both strategy and execution. He is someone who constantly raises the bar on himself, his team and the overall business," Mariwala says.

Gupta focused on focus, implementation, reapplication and excellence (or FIRE) as key words when he succeeded Mariwala two years back. The main achieve-

The company's rapid growth and an ever-expanding range of brands has got the thumbs up from investors

ments of this strategy were transforming the company from one dominated by oils to one that was synonymous with hair nourishment, wellness and the youth.

The success of his performance was amplified with shares rising 116 per cent from April 2014 to December 2015 even as the FMCG index at BSE rose just 13 per cent. The heavyweights in the index include ITC and HUL.

Focusing on Talent

Gupta believes that a critical element for any company to succeed is getting the right talent and leadership.

"If you don't have the right talent and leadership, growth won't happen whatever you may try," he says. "To understand the reasons for failure you need to understand why you are succeeding. One must learn from failure — what gets you here will not take you to the next level," he says.

This is how Gupta has created a working ecosystem of people who can be an inspiration and a source of learning for each other.

But as he progresses to the future, he hasn't forgotten his past. He fondly remembers, among others, his experience at ICICI Prudential life insurance and working under Shikha Sharma.

"My stint at ICICI was very valuable as learning; it was aggressive, fast-paced and cutting edge ... (learning) that I applied while driving changes (at Marico)," he says.

Bigger challenges may lie ahead but Gupta believes that reinvention will stand him and Marico in good stead. ■

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India's
Most
Valuable
CEOs



THE MOST DYNAMIC CEOs

CATEGORY: HEAVYWEIGHT
REVENUES ABOVE RS 20,000 CRORE

RANK	NAME	DESIGNATION	COMPANY NAME
1	Natarajan Chandrasekaran	CEO and Managing Director	Tata Consultancy Services
2	Yogesh Chander Deveshwar	Chairman	ITC
3	Aditya Puri	Managing Director	HDFC Bank
4	Chanda Kochhar	CEO and Managing Director	ICICI Bank
5	Shikha Sharma	CEO and Managing Director	Axis Bank
6	Keki M. Mistry	Vice Chairman and CEO	Housing Development Finance Corporation
7	T.K. Kurien	CEO / Executive Vice Chairman	Wipro
8	Himanshu Kapania	Managing Director	Idea Cellular
9	Rajeev Sharma	Chairman and Managing Director	Rural Electrification Corporation

CATEGORY: VERY LARGE
REVENUES BETWEEN RS 7,500 CRORE AND RS 19,999 CRORE

RANK	NAME	DESIGNATION	COMPANY NAME
1	Chander Prakash Gurnani	CEO and Managing Director	Tech Mahindra
2	Uday Kotak	Executive Vice Chairman and Managing Director	Kotak Mahindra Bank
3	K.B.S. Anand	CEO and Managing Director	Asian Paints
4	G.V. Prasad	Co-Chairman and CEO	Dr. Reddys Laboratories
5	Romesh Sobti	CEO and Managing Director	IndusInd Bank
6	Rana Kapoor	CEO and Managing Director	Yes Bank
7	Bhaskar Bhat	Managing Director	Titan Company
8	K.M. Vinoo Mammen	Chairman and Managing Director	MRF
9	A.A.V. Ranga Raju	Managing Director	NCC

CATEGORY: LARGE

REVENUES BETWEEN RS 2,500 CRORE AND RS 7,499 CRORE

RANK	NAME	DESIGNATION	COMPANY NAME
1	Siddhartha Lal	CEO and Managing Director	Eicher Motors
2	Saugata Gupta	CEO and Managing Director	Marico
3	Krishnakumar Natarajan	CEO and Managing Director	Mindtree
4	Jayadev Galla	Vice Chairman and Managing Director	Amara Raja Batteries
5	Pankaj R. Patel	Chairman and Managing Director	Cadila Healthcare
6	Dinesh Nandwana	CEO and Managing Director	Vakrangee
7	Sunil Duggal	Chief Executive Officer	Dabur India
8	Glenn Saldanha	Chairman, CEO and Managing Director	Glenmark Pharmaceuticals
9	Ramesh Iyer	Managing Director	Mahindra & Mahindra Financial Services
10	Murali Krishna Divi M.	Chairman and Managing Director	Divis Laboratories
11	Punit Goenka	Managing Director	Zee Entertainment Enterprises
12	Rajeev Jain	CEO and Managing Director	Bajaj Finance
13	Balram Garg	Managing Director	PC Jeweller
14	Vivek Chaand Sehgal	Chairman	Motherson Sumi Systems
15	Sanjay Dhingra	Chairman and Managing Director	Kwality
16	Anil Kumar Mittal	Chairman and Managing Director	KRBL
17	Mahendra Nahata	Managing Director	Himachal Futuristic Communications
18	Vellayan Subbiah	Managing Director	Cholamandalam Investment & Finance Company
19	Rajendra Gogri	Chairman and Managing Director	Aarti Industries
20	M.P. Taparia	Chairman and Managing Director	Supreme Industries
21	R.G. Chandramogan	Chairman and Managing Director	Hatsun Agro Products
22	Kapil Wadhawan	Chairman and Managing Director	Dewan Housing Finance Corporation

CATEGORY: MEDIUM

REVENUES BETWEEN RS 250 CRORE AND RS 2,499 CRORE

RANK	NAME	DESIGNATION	COMPANY NAME
1	Yogesh Aggarwal	Managing Director	Ajanta Pharma
2	Sunder Genomal	Managing Director	Page Industries
3	G.V. Bhaskar Rao	Chairman and Managing Director	Kaveri Seed Company
4	Mayank Singhal	CEO and Managing Director	PI Industries
5	Irfan Razack	Chairman and Managing Director	Prestige Estate Projects
6	Achal Bakeri	Chairman and Managing Director	Symphony
7	Sumit Malhotra	CEO and Managing Director	Bajaj Corp
8	Bhadresh K Shah	Managing Director	AIA Engineering
9	Venkateswarlu Jasti	Chairman and CEO	Suven Life Sciences
10	Chirayu R. Amin	Chairman and Managing Director	Alembic Pharmaceuticals
11	Sandeep P. Engineer	CEO and Managing Director	Astral Poly Technik
12	Ajay Kaul	Chief Executive Officer	Jubilant FoodWorks

DATA PROVIDER: ACEEQUITY; KNOWLEDGE PARTNER: GRANT THORNTON

PHOTOGRAPHS: SHUTTERSTOCK

India's Most Valuable CEOs



CATEGORY: MEDIUM

REVENUES BETWEEN RS 250 CRORE AND RS 2,499 CR

RANK	NAME	DESIGNATION	COMPANY NAME
13	Sabu M Jacob	Chairman and Managing Director	Kitex Garments
14	V.K. Mundhra	Chairman	eClerx Services
15	Y.M. Deosthalee	Chairman and Managing Director	L&T Finance Holdings
16	A. Indra Kumar	Chairman and Managing Director	Avanti Feeds
17	Kishor Patil	CEO and Managing Director	KPIT Technologies
18	Madhukar Dev	CEO and Managing Director	Tata Elxsi
19	Sudhin Choksey	CEO and Managing Director	Gruh Finance
20	Ramesh Kumar Dua	Managing Director	Relaxo Footwears
21	Prem Kumar Bhajanka	Managing Director	Century Plyboards (India)
22	Ashok Kajaria	Chairman and Managing Director	Kajaria Ceramics
23	P. Srikar Reddy	CEO and Managing Director	Sonata Software
24	Vikram Somany	Chairman and Managing Director	Cera Sanitaryware
25	Sudhir Agarwal	Managing Director	DB Corp
26	Arun Kumar	Managing Director	Strides Shasun
27	Hitesh Oberoi	CEO and Managing Director	Info Edge (India)
28	Vinod Saraf	CEO and Managing Director	Vinati Organics
29	Anil Khanna	Managing Director	Blue Dart Express
30	Mithun K Chittilappilly	Managing Director	V-Guard Industries
31	Sanjay Chamria	Vice Chairman and Managing Director	Magma Fincorp
32	B. Malla Reddy	CEO and Managing Director	Astra Microwave Products
33	Anand Deshpande	Chairman, CEO and Managing Director	Persistent Systems
34	Gautam Dutta	Chief Executive Officer	PVR
35	Vishnukant C. Bhutada	Managing Director	Shilpa Medicare
36	Vikas Oberoi	CEO and Managing Director	Oberoi Realty
37	Sanjeev Nayan Bajaj	Managing Director	Bajaj Holdings & Investment
38	K Vijaykumar	CEO and Managing Director	Sun TV Network
39	C. Krishna Prasad	Chairman and Managing Director	Granules India
40	Murali M. Natrajan	CEO and Managing Director	DCB Bank
41	Rajeev Gopalakrishnan	Managing Director	Bata India
42	Deepak Amitabh	Chairman and Managing Director	PTC India Financial Services

DATA PROVIDER: ACEEQUITY; KNOWLEDGEPARTNER: GRANTTHORNTON

India's Most Valuable CEOs

HOW WE RANKED THE CEOs

THE DEBATE as to how much the man at the helm contributes to a company's performance continues and will continue being debated in the times to come.

Interestingly enough, even *Harvard Business Review's* best-performing CEO of 2015, Lars Sørensen of Sweden's Novo Nordisk, admits that luck was the single most important force in achieving that ranking.

"How much do CEOs matter" is certainly not easy to quantify. However, there is no doubt that luck cannot be the only reason — talent, ability, charisma, dynamism and drive of the CEO impact the performance of a company over a period of time.

We started with a filtered database provided by Ace Equity, which took the BSE 500 as the base giving a large and representative universe to start with. To this universe, we applied a set of filters to generate a list of companies whose performance could be measured. The filters included: companies whose CEOs had a tenure of at least three years; had a trading history of at least 700 days in the last three years; where no losses should have been reported in the past three years; where revenues should have been greater than Rs 250 crore for

the 2014-15 fiscal

We took the filtered database and grouped the companies into four categories: Heavyweight (revenues greater than Rs 20,000 crore); Very Large (revenues between Rs 7,500 crore and Rs 19,999 crore); Large (revenues between Rs 2,500 and Rs 7,499 crore) and Medium (Rs 250 crore to Rs 2,499 crore). Interest earned for banks and income from operations for other companies were considered as revenue for the purposes of this categorisation for CEO ranking.

The methodology to evaluate

performance focused on a combination of financial and environmental, social and governance (ESG) factors.

We took into account the revenue CAGR and EBIDTA CAGR for the last three years and the weighted average Return on Capital Employed (ROCE) and weighted average market capitalisation giving the current year the highest weightage. We used compound average growth rate figures rather than absolute figures and also weighted averages to focus on most current performance. Each of these four

CATEGORY: HEAVYWEIGHT

Last fiscal turnover Rs 20,000 crore and above

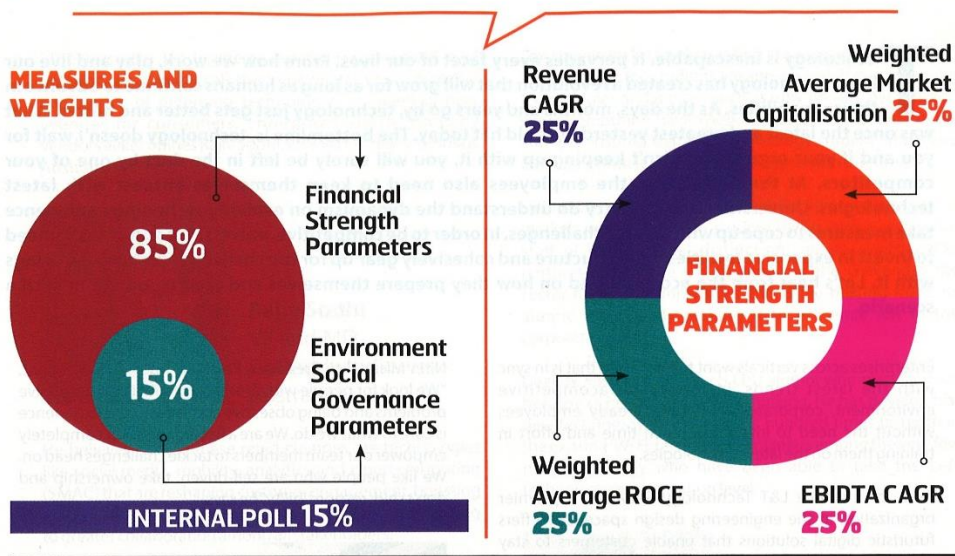
S.NO	NAME	DESIGNATION	COMPANY NAME
1	Natarajan Chandrasekaran	CEO & Managing Director	Tata Consultancy Services
2	Y.C. Deveshwar	Chairman	ITC
3	Aditya Puri	Managing Director	HDFC Bank
4	Shikha Sharma	CEO & Managing Director	Axis Bank
5	Chanda Kochhar	CEO & Managing Director	ICICI Bank

CATEGORY: VERY LARGE

Last fiscal turnover between Rs 7,500 crore and Rs 19,999 crore

S.NO	NAME	DESIGNATION	COMPANY NAME
1	C.P. Gurnani	CEO & Managing Director	Tech Mahindra
2	KBS Anand	CEO & Managing Director	Asian Paints
3	Uday Kotak	Executive Vice Chairman & Managing Director	Kotak Mahindra Bank
4	Romesh Sobti	Managing Director & CEO	IndusInd Bank
5	G.V. Prasad	Co-Chairman & CEO	Dr.Reddys Laboratories

The ranking is based on the parameters, percentile measures, data and weights as outlined in the methodology and any change in the same would result in a change in the ranking outcome



financial strength parameters was given a 25 per cent weightage to average out industry bias within the categories and a percentile ranking was done by category.

Environment, social and govern-

ance parameters were then applied to those companies that had a 50 percentile or above financial score ranking in Heavyweight and Very Large categories and 60 percentile or above financial score ranking in

Large and Medium categories.

These parameters included existence of sustainability report; third-party assurance of the report and level of GRI sustainability reporting compliance; meeting of the 2 per cent CSR spend norm as per the Companies Act 2013; existence of any qualifications in audited financials; existence of 50 per cent independent directors on the Board; and external corporate governance rating

The overall financial score was given an 85 per cent weight and the ESG score a 15 per cent weightage since this was a more subjective parameter. We then once again reviewed the CEO name, role and ensured eligibility.

The top five in the Heavyweight and Very Large categories and the top six in the Large and Medium categories were run through a poll consisting of internal experts. The internal poll rankings were given a 15 per cent weightage to come out with the Top 3 in each category to constitute the Dynamic Dozen. **BW**

CATEGORY: LARGE

Last fiscal turnover between Rs 2,500 crore and Rs 7,499 crore

S.NO	NAME	DESIGNATION	COMPANY NAME
1	Sidharta Lal	CEO & Managing Director	Eicher Motors
2	Krishnakumar Natarajan	CEO & Managing Director	Mindtree
3	Jayadev Galla	Vice Chairman & Managing Director	Amara Raja Batteries
4	Dinesh Nandwana	CEO & Managing Director	Vakrangee
5	Saugata Gupta	CEO & Managing Director	Marico
6	Pankaj R Patel	Chairman & Managing Director	Cadila Healthcare

CATEGORY: MEDIUM

Last fiscal turnover between Rs 250 crore and Rs 2,499 crore

S.NO	NAME	DESIGNATION	COMPANY NAME
1	Yogesh Aggarwal	Managing Director	Ajanta Pharma
2	G.V. Bhaskar Rao	Chairman & Managing Director	Kaveri Seed Company
3	Sunder Genomal	Managing Director	Page Industries
4	Irfan Razack	Chairman & Managing Director	Prestige Estate Projects
5	Mayank Singhal	CEO & Managing Director	PI Industries
6	Achal Bakeri	Chairman & Managing Director	Symphony