



The CEO Factory

Book Highlights

The HUL Culture

The HUL Directors meet every June in Mumbai. It is among the few HUL alumni events where there are no CEOs But only the retired directors are invited

Every major company including Airtel, Viacom, Diaego, Star TV has HUL alumni as their CEO.

The ability of the company to mold its employees into entrepreneur professionals, people who followed the process and rigor of a professional company but were willing to go the extra mile that only entrepreneurs do

Be Clear Of Who you Are

So before you figure out what you want to say and how you want to say it, you have to be crystal clear who you are

In case of brands it goes back to “Positioning”

Producing Great Advertising

There are 3 kinds of directors-

Those who get emotion

Those who get humor

Those who shoot beautifully

You can choose your director based on what you would like to add.

They perceive things directly and you must be flexible to incorporate her idea while being true to the tested script

Media Panning

Whispering to many is better than shouting to a few

Reach more people a fewer number of times than reach fewer people more times or more impactfully

The fundamental currency in media planning is reach and frequency (how many times you reach a person)

Select Medium Based On Costs and Not Rhetoric

There is much confusion about which media to spend money on

Some believe that one is more premium than the other or better suits the brand

TV is so far the most low-cost scale medium in the country. But while it is easy to reach heavy viewers but tough to reach lighter viewers

Communication is a critical competitive advantage in any business

Be clear on who you are. Reinforce this in every piece of communication

Being remembered is much more important than being persuasive

Brief creatives simply, memorably, insightfully and most important briefly

Do a goosebumps test (how do you feel) while judging creative output

Share your understanding of a film with the director & then give her the freedom to execute

It is better to whisper to many than shout to a few

Don't over the segment. Buyers spread than you think

**Take economics driven and not ideological positions
on media**

Get The Product Right, The Brand will Follow

**Product is the most important “P” in marketing.
It’s the most important P in business**

**That is why every CEO needs to be the chief
product officers as well**

The crucial thing in product development to not obsess about the revolutionary nature of change in a product but to focus on understanding& fulfilling consumer needs

Product development has 5 components:

Understanding consumer needs in-depth

Create a product & innovation culture in the company

Test before you launch

Persist patiently

Obsess

Processing Toxic Thoughts

Pricing never drives penetration or attracts new users.

New users adopt a brand for 3 reasons:

Access

Awareness

Availability

Access is more crucial than affordability

Price discounts do not recruit new consumers, they merely get existing consumers to buy a bit more

Fix the price the consumers will pay, the margin you want and then get the right costs

Assess the price consumers are willing to pay to benchmark yourself vs competitors

Build a portfolio of brands at different price points to be resilient in times of crisis

Lower price point is more important than cheaper price per kilo for low income consumers

Price different pack sizes differently depending on consumer profile and cost structure

Assess Cost Efficiency

There are 5 mutual purposes in a difficult conversations

1. Employee Cost

2. Return On Capital Employed

Vindi Baga identifies that poor performance of any business is deviation from 4 values

1. Action

2. Courage

3. Caring

4. Truth

Disclaimer

**This is just a summary. For a better understanding,
reading the book is highly recommended**

This summary is as per my interpretation and learning

Please excuse any errors

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