Adapt

To Thrive, Not just survive

HARIT NAGPAL

Harit Nagpal is the CEO of Tata Play, India's largest content distribution platform. He has worked with Lakme, Marico, PepsiCo, Shoppers Stop and Vodafone.

I have often wondered what has kept me from being obsolete, perhaps my generations ability to cross synthesize the fundamentals of business with hands on experience, without getting daunted by the pace of change.

Adaptation in the natural world is best exemplified in the chameleon, which is the reason behind the cover image. The chameleons adaptive skills are directed towards survival.

Are the basic principles of business any different from what they would have been a century ago? Perhaps not.

Employees haven't changed either, except for the attempts to assign names like Gen Z etc. Employees still get a dopamine rush when faced with ambitious goals and challenges I enjoyed writing this book, it made me realise after four decades, there is a great deal for me to learn

A high growth strategy requires cash burn in the short run.

Accessing the voice of the consumer can be done via listening into calls, consumer home visits and should be available to all functions.

Sales teams could say that demand generation is not their job, their responsibility is to find new stores and stock products and replenish them.

Why cant consumer goods companies have a subscription model like the telecom business?

In some categories, consumers could have a commitment phobia for annual subscriptions.

Humans resists change yet adapt to to it quickly

Creating products that consumers would like to buy and continue buying is not easy.

Price cannot be a differentiator because it is difficult to sustain the competitive advantage that comes from a lower price.

Consumers who are facing problems with product and service are understandably frustrated. You cannot expect them to be polite.

Consumers have expectations from every brand they buy, if the brand lives up to the expectations, they will patronize it. Many times consumers form opinions even before they have had personal experiences with the brand.

Points like convenience, excitement and value for money can be easily copied by others. If you focus on the benefit of the brand, then you will establish an emotional connection. Run yiur meetings to set your organization agenda rather than only discovering what's working and who is working.

A healthy team engages everyone.

In uncertain times, it is difficult for any company to predict what could disrupt the business

Organizations survive when they have a lean structure, with few layers, a collaborative culture, and empowerment of people at junior levels.

People who collaborate are more optimistic and less cynical.