



# THE UNIDEL WAY

In a world where most jobs are mundane,  
*why wait* for a better tomorrow when it  
can be embraced today?





This Handbook captures **the UNIDEL Way** of being successful as an individual, as a team, as a leader, and ultimately as a business.

Over the years, UNIDEL has successfully scaled its businesses and has created a leading global position or its products and services.

Through this journey, UNIDEL has identified core values, functional processes, operating protocols, and Mantras that have proved to be critical to its success, bringing value to stakeholders, including team members.

This Handbook is complimented with a number of templates, live examples and case studies which will be delivered by UNIDEL during various formal and informal sessions.



*We are thrilled that  
**you** are part of this  
entrepreneurial journey!*

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# HANDBOOK CONTENT

## ALL ABOUT US

About UNIDEL group companies, how they started and what brought success across timelines.

## WHAT MAKES US DIFFERENT

The principles behind our success - the collective wisdom and best practices from our own experiences as well as from our customers and partners.

## THRIVE@UNIDEL

Our culture and core values.

## OUR SUCCESS MANTRAS

Our operating model success is achieved through diligently implementing 10 Mantras that have evolved over time from our first company to the present day.

- 1. Aligning Vision, Mission & Brand Promise**
- 2. Strategise, Plan & Track for Success**
- 3. Data, Metrics & Benchmarking**
- 4. NPS - Our Way to Drive Operational Excellence**
- 5. Investing in Ideas**
- 6. People Growth & Development**
- 7. Performance Management System**
- 8. Balanced Scorecard & Organizational Alignment**
- 9. Leading for Success**
- 10. Master Your Day**

## PRACTICING MINDFULNESS TO BE YOUR BEST

How to maintain awareness and calm in situations.

## UNLEASH YOUR INNER ENTREPRENEUR

You have the support and environment to be successful, giving wings to your aspirations and dreams.

The background features a dark blue field on the left and bottom, transitioning into a vibrant orange field on the right and top. The orange area is filled with abstract, wavy, organic shapes. Scattered throughout are various geometric elements: a blue circle in the upper left, a solid orange circle in the upper middle, a white circle in the upper middle, a large solid orange circle in the middle right, a white circle in the lower right, and a blue circle in the bottom right. A vertical column of small white dots is positioned on the right side. Several thin, curved lines in white and orange sweep across the orange area, creating a sense of movement and connectivity.

# ALL ABOUT US



# WHAT IS UNIDEL ALL ABOUT?

UNIDEL is a family of innovative technology companies that serve large and under-served markets with data-led insights.

In the emerging sectors of Industrial IoT, WealthTech and CareerTech, UNIDEL looks at the future and asks, *why wait?*

Guided by a keen vision, and fueled by the energy, discipline, and creativity to execute it, we seize the best of tomorrow and bring it to life today. Our companies are category leaders that drive data-led insights in the markets we serve, propelled by a community of entrepreneurs, innovators, engineers, data scientists and functional experts.

Welcome to our world; home to those who are one part collaborator and one part adventurer and where we play a long game that empowers people, rewards teamwork, and makes for no dull days. There is a name for this rare breed. We're called UNIDELians – builders of disruptive technologies, vibrant customer communities and business models that connect the dots and challenge conventional thinking.

*Why wait* for the future...

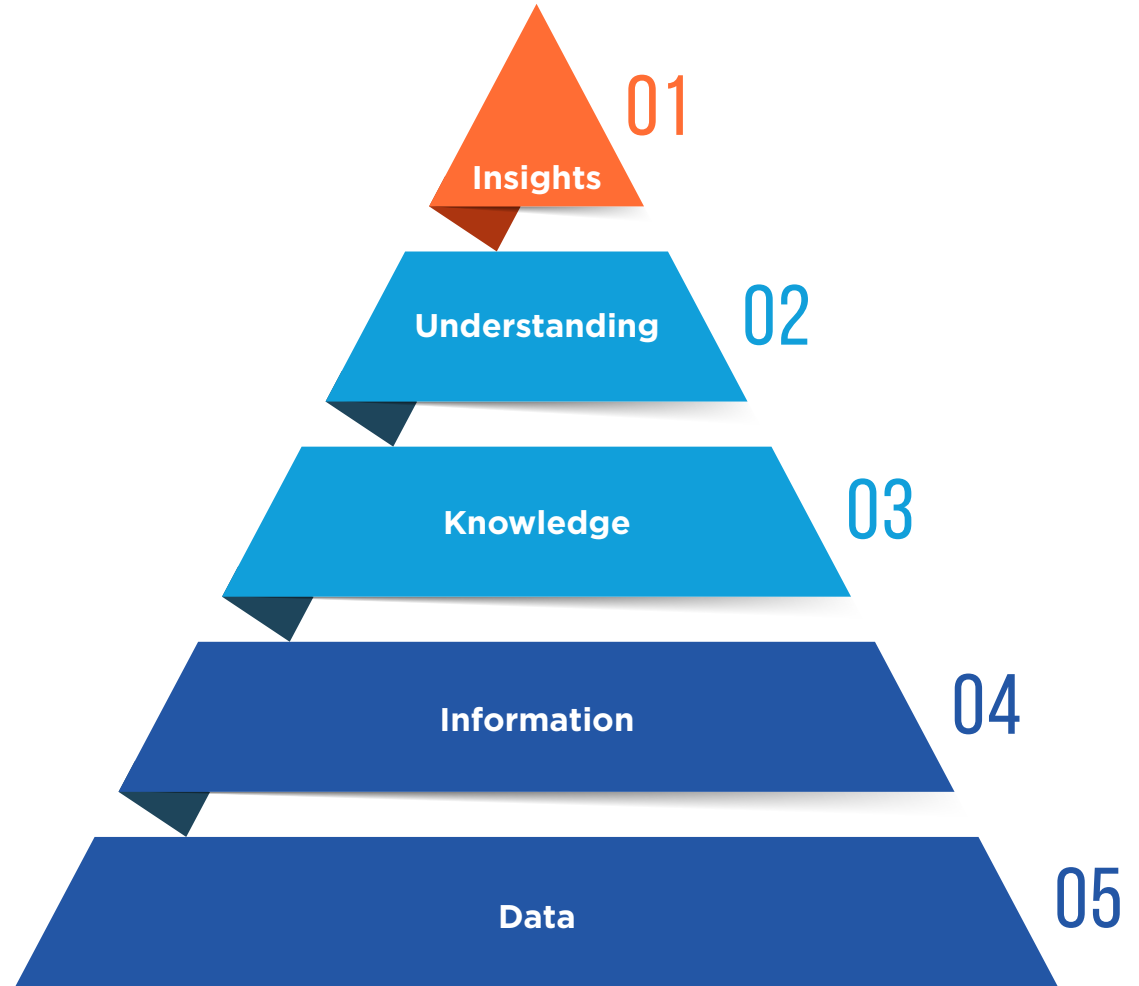


# WHERE ARE WE GOING?

All our companies have a common theme – they’ve all built products, services and customer relationships that drive insightful outcomes for the markets we serve.

The future is about data-led disruptions.

*90% of the world's data is created in the last 5 years*



# OUR BUSINESSES



Connecting Devices, Enterprises, and People

In a field dominated by giants who move at their own pace, *why wait* to create the connectivity solutions that put the “smart” in smart buildings and factories?

***Connecting devices, enterprises, and people***



With alternative investing soaring, *why wait* for actionable views into all high-net-worth assets and liabilities, whether liquid or illiquid?

***Performance reporting and general ledger on demand***



As competition intensifies to enter the best careers, *why wait* for a scientifically backed platform that strengthens academic and career readiness; one that students can use anywhere, anytime?

***Be career ready***





# OUR CAPITAL BACKBONE

## RM CAPITAL

Rasiklal Maneklal Capital is the UNIDEL's Family Investment Office providing investment management, asset allocation, and a comprehensive set of back-office and middle-office services to the group..

With RMC's support, UNIDEL companies are fueled with internal patient capital and have the freedom to explore growth and innovation initiatives in a process-oriented execution culture.







# THE JOURNEY

**It's been all about reimagining market and customer challenges and creating innovative solutions by connecting the dots.**

## IT ALL STARTED IN 1973

UNIDEL started as Digital Electronics Ltd, a manufacturing company in the electro-mechanical engineering space, eventually growing into a leading industrial automation group with several joint ventures and partnerships with global MNCs.

In 2007, UNIDEL shifted its focus towards software technology-based solutions by taking advantage of rapidly changing market trends. Since then, UNIDEL has established itself as a global software group with operating companies that cut across sectors being reshaped by automation.

UNIDEL's businesses play to global data led disruptions that help critical and informed decision-making. UNIDEL's innovation timeline has been built in 4 phases.



## UNIDEL 1.0

1973-1991

- Pioneering electro-mechanical solutions for the Indian market.
- Indigenous R&D.

In our first phase, we were indigenous designers and manufacturers of a wide range of industrial products. Our focus was the domestic Indian market.

1

## UNIDEL 2.0

1991-2008

- Leading Indian industrial automation group.
- Global technology partnerships.

In 1991, we were disrupted by India's economic liberalization program. We faced competition from MNCs, and to survive we collaborated with global automation OEMs to eventually emerge as one of the leading industrial automation groups in India. In 2008, as part of an industry wide consolidation, we decided to exit the domestic automation business in favor of our global partners.

2

## UNIDEL 3.0

2008-2019

- Built global businesses centered around tech breakthroughs for global markets.

In our third phase, we used our experience in industrial automation to build three global software businesses in industries that are being reshaped by automation.

3

## UNIDEL 4.0

2020 and beyond

- Reimagining UNIDEL 3.0 through digital transformation and multi-tiered subscription models.

As a proactive response to the COVID-19 scenario, UNIDEL companies have leveraged their inherent technical capabilities to build SaaS-based business models that offer unique and new ways to address their customers' business needs.

4



## THE GENESIS OF THE NAME UNIDEL

The origins of the “**UNIDEL**” name goes back to the beginning of our Innovation Journey in 1973. Our first company Digital Electronics Ltd (DEL) was founded as a manufacturer of electro-mechanical products that eventually became synonymous for our group’s values, which are the foundation for our existence – Agility, Innovation, Dependability and Excellence.

Our values remained intact through our expansion in the '90s, and the best way to represent our expanding portfolio of companies to our growing customer base, partners, and team members was to rechristen ourselves as the “Unified-DEL” or UNIDEL. That’s how the name UNIDEL came into existence. Today it is the holding company that owns our operating companies in the technology space.



# INTERESTING FACTS



10

market-leading  
companies built

137

successful products  
launched

47+

years of serving  
thousands of customers

300+

team members



Operations in India,  
US, Japan

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**WHAT  
MAKES US  
DIFFERENT?**

## WHAT MAKES US DIFFERENT?



The best global companies are born from a great execution culture.

From our successful and some not so successful ventures and initiatives, we have learned that

*99% is all about execution and only 1% is about strategy.*

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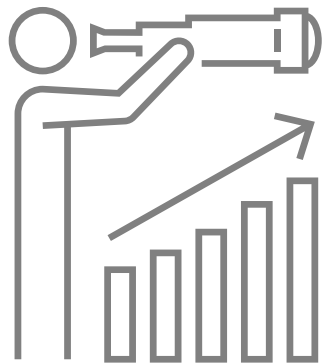
UNIDEL's roots are from **principles, processes, and tools** that our businesses have embraced, deployed, and continuously improved over the years.

Our operating principles are the collective wisdom and best practices from our own experiences as well as from our customers and partners across India, US, Japan, and Europe.

## WHAT MAKES US DIFFERENT?

# THE 7 OPERATING PRINCIPLES

For us, execution is a disciplined and consistent way of delivering on our long-term vision and strategic intent.



- 1 We aim to **deliver** exceptional pre-sales and post-sales experience to our customers.
- 2 We are obsessive about process orientation, and we continuously raise the bar to achieve the highest standards of **excellence**.
- 3 We continuously think out of the box, always **innovating** to deliver high quality and differentiated products and services.
- 4 We work hard at **attracting and retaining** world-class talent.
- 5 Our people are our biggest asset and we come together as a team to be highly **dependable**.
- 6 We embody frugal behaviour, stretching every dollar to extract the **best value for money** and to avoid excessive and unplanned external funding.
- 7 We are **agile** in everything we do and quickly pivot to progress in the right direction.



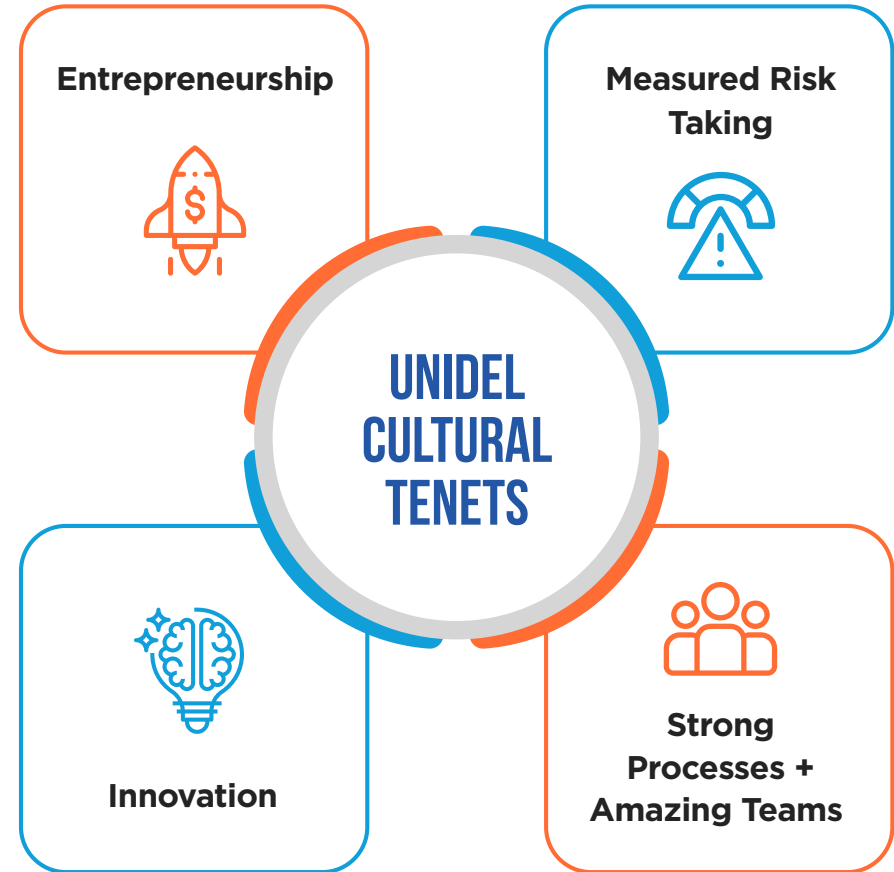
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**THRIVE@UNIDEL**





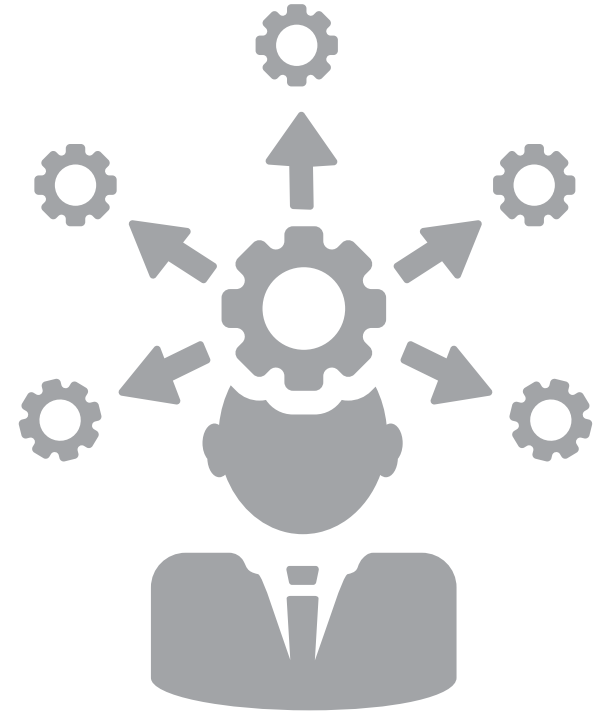
UNIDEL's **core strength** is in its culture of entrepreneurship, innovation, and measured risk-taking, all propelled forward through its amazing team of people.



THERE ARE  
**3 CORE**  
**BEHAVIORAL ASPECTS**  
OF OUR CULTURE INGRAINED  
IN EVERYTHING WE DO

*Yes, absolutely everything!*

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# 01

## Transparent

### **We call a spade a spade.**

We communicate directly but politely to share ideas, resolve disagreements, and achieve business goals. Office politics and double talk just don't belong in our world.

Have something to discuss? Just walk up to our desks, pick up the phone, or schedule a video call. Our open-door policy eliminates miscommunications.



# 02

## Have fun doing what you love

### **We love what we do, every-day.**

Enjoy the process and work becomes fun!  
UNIDELians are their own bosses.

Well, now you know the secret behind our high productivity.



# 03

## Work-life harmony

### Be happy at home, and at office.

We've all walked past the traditional work-life balance, which is nothing but a trade-off. Instead, at UNIDEL we encourage work-life harmony - the only way to equally prioritise both your work and personal life.

Our flexible and attractive HR policies ensure that your personal life will get enough priority without compromise.

At UNIDEL you will thrive at work and at home!

# OUR PEOPLE

We would not be here today without the invaluable contributions from our team members.

We are a community of entrepreneurs, innovators, engineers and functional experts

We are bound together with a global vision to build disruptive and scalable tech businesses in sectors being reshaped by automation. As proud UNIDELians, we know that people are our biggest asset and we are continuously seeking ways in which we can build on our legacy by inviting passionate and talented people into our fold.





## WHAT KIND OF PEOPLE WE HIRE

We seek to hire individuals who embody UNIDEL's core behavioral aspects as their natural way of being.

Every UNIDELian is straightforward, transparent, and a straight shooter (says it the way it is). He/she is a hard and smart worker, understands global sensitivities, and most importantly, loves his/her work.

We look for people who can thrive and grow within our value system - agile, dependable, innovative and always striving for excellence. We hire individuals who are skilled at their work, but more importantly, are great team players and have a terrific attitude and resourcefulness to get the job done in out of box ways. The ideal UNIDELian knows how to run the short sprints with high energy but importantly also has the tenacity and stamina to run the long race like a marathoner. The right mix of all these qualities makes for a true-blooded UNIDELian leading to their professional goals being perfectly aligned with UNIDEL's vision.



# WHAT WE GIVE THEM

There's the freedom to put one's skills and ideas to test, freedom to experiment, freedom to learn, freedom to fail, and freedom to paint the canvas of their personal professional growth.

UNIDEL can be better thought of as a sandbox for tech and functional innovators and passionate minds. We give our people a platform to evolve, a launchpad to kickoff, the latest technologies to play with and business models to disrupt.

We are not tied to standard job descriptions and always give the space for exceptional talent to grow, evolve, and thrive. We mentor people to become future leaders.







## HOW OUR PEOPLE THRIVE@UNIDEL

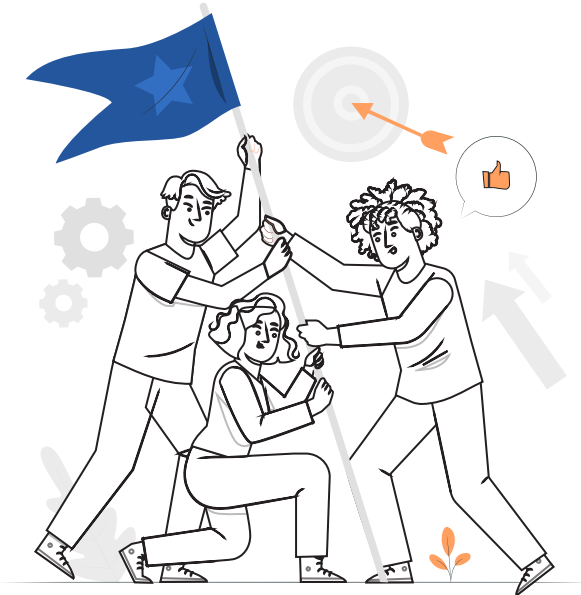
*Are you a passionate person driven by adrenaline? If yes, you are sure to thrive at UNIDEL.*

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Play on your strengths and evolve. A career with UNIDEL is better defined as an adventurous entrepreneurial journey.

Our fail fast culture ensures people at UNIDEL adapt, respond and improve quickly.

There's never a dull day at work and it never feels like "work". And to top everything else, our compensation policies and benefits are the industry's best.





“I have been with UNIDEL for decades. This company has spoilt me with challenging opportunities, growth, and security. I never felt the need to look out for a switch – it’s like having many jobs but with one group!”



**Anil Wani**

President, UNIDEL



“What gets me going every morning is the broad breadth of opportunities the company has to offer. The office culture pulsates excitement with the cross-pollination of innovative ideas across the portfolio of UNIDEL companies. It’s a pleasure to rub shoulders with a talented bunch of visionaries, pioneers, and leaders.”



**Robin Williams**  
Managing Director, Asset Vantage



“There’s a reason why I have spent over a decade with UNIDEL and look forward to many more. Building a global product and now watching it disrupt the Fintech industry give me immense pride. This place is for people who are passionate about continuously learning, building products and solutions that make a global impact. UNIDEL is a place that makes things happen”.



**Chirag Nanavati**  
Managing Director, Asset Vantage



“Keep your eyes on the stars and your feet on the ground’ - describes my journey at UNIDEL. From building innovative products in high-demand industries at a global level to handling day-to-day on-ground operations – UNIDEL has taught me the act of balancing to achieve greater and long-term success. It has given me a platform to learn, experiment, fail at times, lead and eventually grow. UNIDEL is a place where work seems fun, and challenges seem exciting.”



**Paridhi Khaitan**  
Managing Director, ProTeen



“We at UNIDEL take pride in promoting Intrapreneurship. We empower our employees to challenge themselves into trying new things and drive innovation. We give them opportunities to work on cutting-edge technologies and create a difference in the competitive marketplace. Employees are our biggest assets and all of us are committed to promoting an employee-friendly and winning culture thereby delivering the best value for our customers and stakeholders.”



**Sachin Deshmukh**  
Managing Director, Softdel



# CORE VALUES

*Our core values have stood the test of time – for almost half a century.*

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**Our values are not meant to be just framed and hung on our walls**

We live these every minute and every day. Many things have changed over the course of our journey, but our values have remained constant.



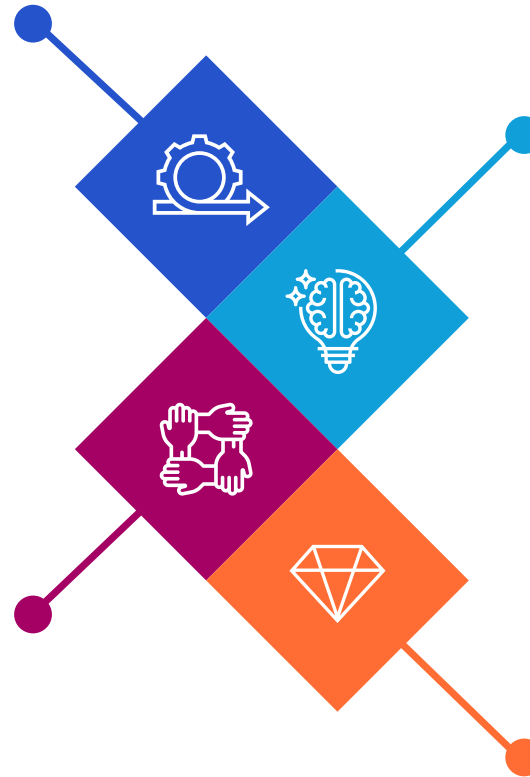
# OUR CORE VALUES

## AGILITY

We pride ourselves in making decisions swiftly to deliver the highest value to our customers, remove barriers or hindrances to growth, and take advantage of market opportunities. We embrace change like a habit.

## DEPENDABILITY

Our customers and people trust us. We are committed to our word and ensure our actions follow through. We deliver to our promise and strive to exceed the expectations of all our stakeholders.



## INNOVATION

You have the freedom to think out of the box and take risks. We strive to constantly push the limits of our imagination to create ground-breaking technology-led business solutions for our customers.

## EXCELLENCE

We strive for excellence in everything we do. It is never about just finishing tasks but raising the bar for ourselves and the company as a whole. Becoming good or great at something is a continuous process.

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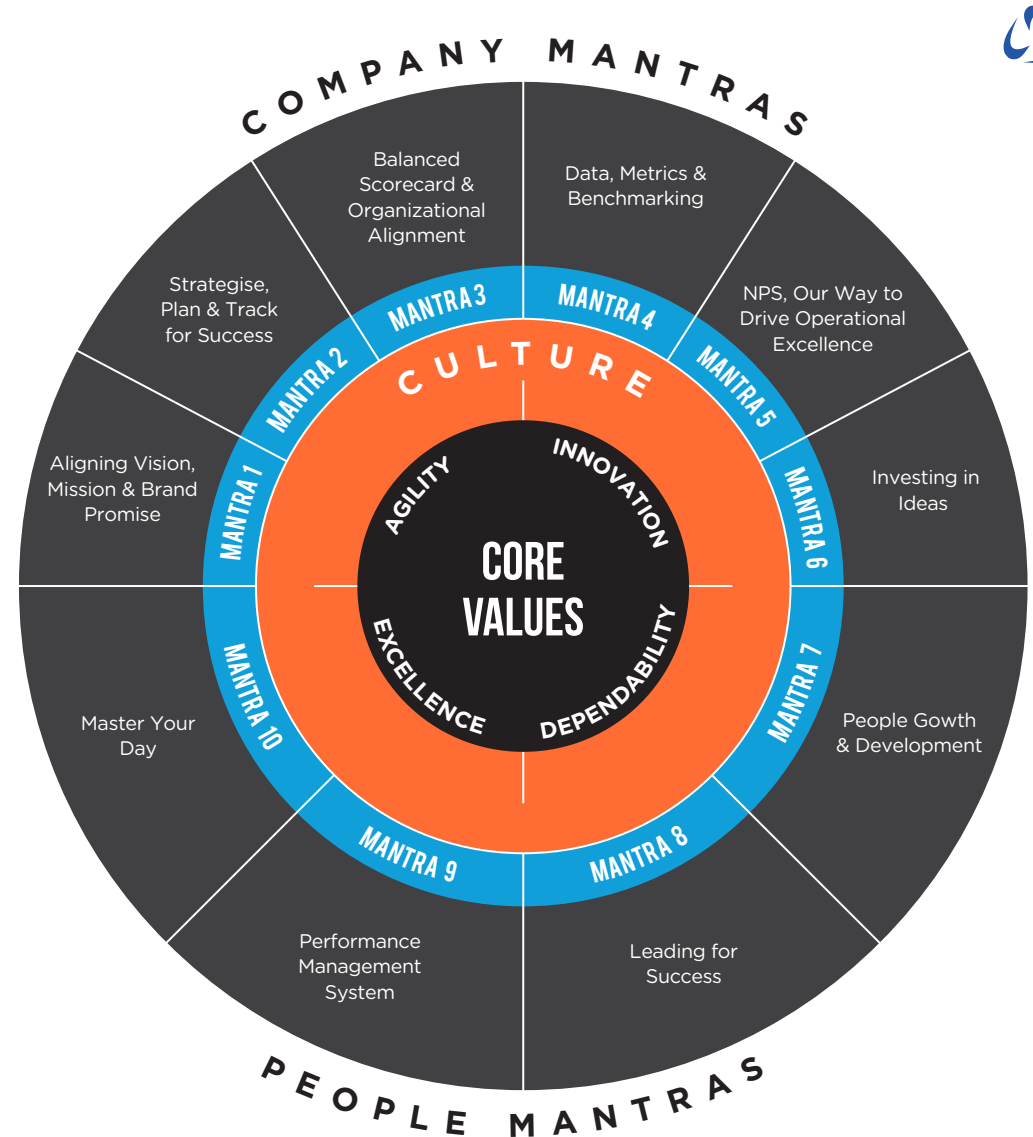
# OUR SUCCESS MANTRAS

## OUR SUCCESS MANTRAS

How far we have come in our journey since 1973 and how we are poised to take UNIDEL to the next level of growth, serving our customers and conquering new frontiers, are deeply connected to 10 Success Mantras.

In the last four decades of overcoming challenges, creating and grabbing opportunities, facing shortcomings, realizing failures, and achieving success, we have learned a lot.

The following 10 Mantras are derived from our learnings of what works, what does not, and what we need to do to deliver exceptional customer value and experience.







# ALIGNING VISION, MISSION & BRAND PROMISE

## MANTRA #1 - ALIGNING VISION, MISSION & BRAND PROMISE



UNIDEL's purpose is to **deliver world-class products and solutions** with a focus on customer excellence at every touch point.

We take this core purpose as our reason to exist and use it to set the long term business vision, build shorter term goals (or mission statements) that help achieve the vision and develop the brand promise from a customer's perspective.

We operate in a hyper-dynamic industry that is evolving at a rate faster than ever and requiring us to challenge our thinking and assumptions every quarter.

We continuously make sure we are aligned with the changes in market dynamics, competitive landscape and overall business scenario to capitalize on every opportunity to help our customers succeed and our business grow.



## MANTRA #1 - ALIGNING VISION, MISSION & BRAND PROMISE



### **Company & functional vision**

higher order long-term company goal, doesn't change for a long time.



### **Company & functional mission**

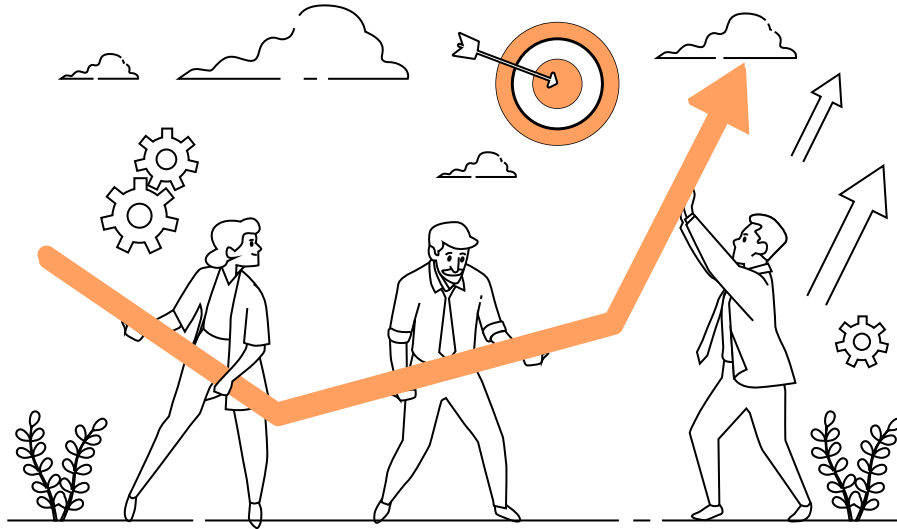
how the vision will be achieved, can change every 2-3 years as you evolve.



### **Brand & customer success vision**

how customers perceive us, can change every 2-3 years as you evolve.

# MANTRA #1 - ALIGNING VISION, MISSION & BRAND PROMISE



## 1 Goals alignment

Goals for the leadership team, functional leaders, managers and team members are aligned with the vision and brand promise of each of our businesses – we are hyper focused on monthly, quarterly and annual goals. Every goal ultimately is aligned to deliver the highest customer value and excellence.

## 2 SWOT to stay on top of goals

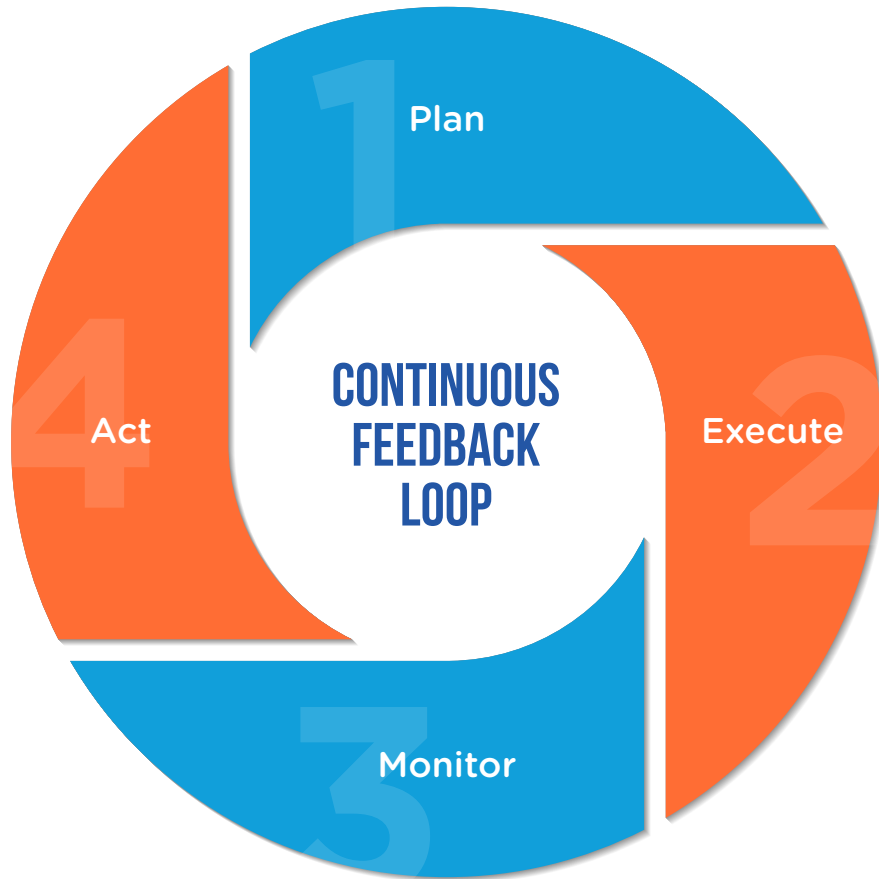
SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is typically only looked at as product positioning or marketing exercise. At UNIDEL, we have woven the SWOT analysis process as part of our internal alignment and tracking system to ensure we maximize on capitalizing on our strengths, address our weaknesses quickly, identify opportunities to excel at what we do, and deal with threats that may come in the way of our goals.



# 3

### Turning constraints into opportunities

Every business faces constraints and UNIDEL is no exception. However, what makes us unique is how we look at these constraints. Every individual and leader is empowered to identify constraints that come in the way of delivering customer excellence every day. We look at constraints as opportunities to learn, grow, identify ways to improve processes and create innovative solutions.



### 4 Continuous Feedback Loop (CFL)

Continuous Feedback Loops are crucial to increase productivity in your own performance, your team's performance, and ultimately the company's performance. We use CFL to review processes and practices against goals. Teams at UNIDEL use CFL to coordinate, collaborate and continuously make improvements.



**STRATEGISE, PLAN &  
TRACK FOR SUCCESS**

## MANTRA #2- STRATEGISE, PLAN & TRACK FOR SUCCESS



These systems are designed to help individuals, teams, and leaders execute flawlessly and drive success in their respective areas, which collectively contributes to the company's growth and success.

The COVID-19 pandemic taught us a lot and made us agile in our planning and how we manage day-to-day functions and our long term strategy. These lessons and our core values are embodied in the following six key areas.

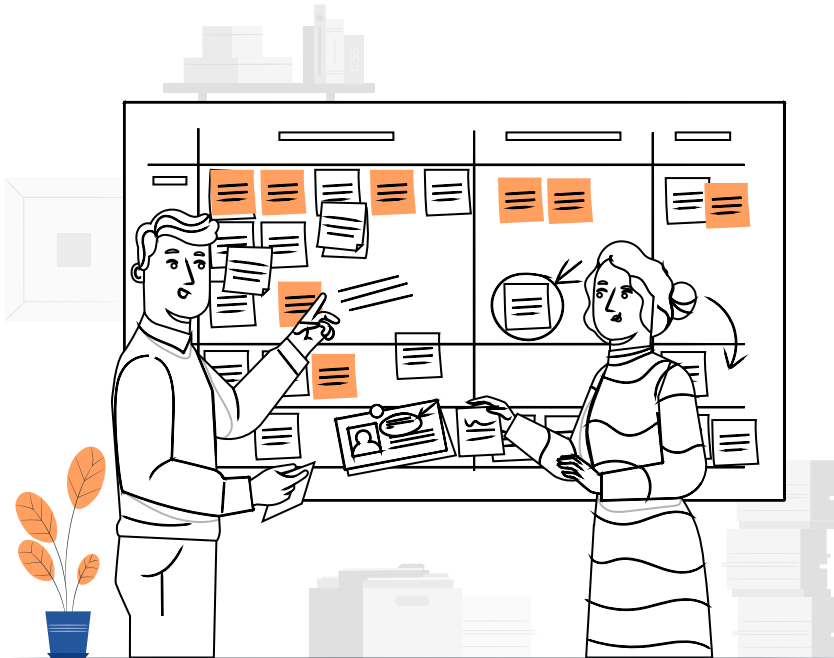
*We embrace "hands-on leadership" that guides us all in achieving daily success.*

*It is all about rhythm, grit, and consistency.*

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Companies often start with very smart people that have great ideas but fail due to lack of an execution discipline and the processes to strategize, plan, measure, and pivot. Our legacy and success are attributed to a set of business planning and tracking systems fine-tuned over the years from our learnings and continuously changing market dynamics.





### 1 Annual strategic planning, budgeting, operating plan

Every Jan/Feb we start with an annual leadership workshop where various teams present their operational and growth strategies and budgets for the new financial year. This culminates into detailed tasks across every function that then gets tracked through a set weekly and monthly calendar with tasks getting closed and added on a daily basis.

We have mastered the art of automating as many of these tasks using various online and real time tools that keep all team members on the same page.

Through the COVID period in 2020, we learned how to turn this entire process into a real time and agile process where smaller business and operational strategies get discussed and implemented on the fly, reducing the burden of trying to do too much all together.



# 2

## Business metrics

To drive growth, we have defined a number of operational metrics across all functions of the business. We track these metrics at daily, weekly, and monthly frequency, and make required operational changes to achieve the goals we have laid out for ourselves.

*What gets measured, gets done.*

---



# 3

### Monthly performance reports

Monthly performance reports are essential to track and review every functional department's progress against quarterly and annual goals. The MR process allows us to create shorter range adjustments at four week intervals thus ensuring that the longer term goals are achieved and the team stays connected and aligned.

Each business and functional head delivers monthly reports for the overall business they are leading. Monthly reports are due on the 10th working day of every month for review and action planning.

# 4

### Weekly functional reviews

On a weekly basis, we track the operational tasks function by function ensuring that the tasks agreed during monthly reviews are executed well.



# 5

### Performance goals & appraisals

The Annual Operating Plan is cascaded down to every team member belonging to various functions through their Key Results Areas (KRA) goals. We use the Balanced Scorecard Approach (covered in Mantra #3) to set KRA goals and weights. KRAs are reviewed on a half yearly basis to give feedback and make adjustments to account for various business scenarios.

KRA scores and feedback process is used to drive a number of HR processes like training, career planning, compensation setting, rewards and promotions.

# 6

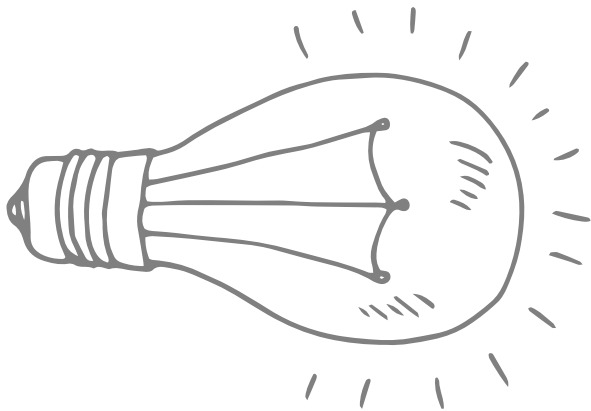
### Board meetings & governance

We hold board meetings once a quarter with shareholders and external board members and advisors who bring their considerable industry experience to our companies.

Their guidance and wisdom help our leaderships teams build a world class business. The board also has committees constituted (audit, remuneration etc.) for better business governance.



# LESSONS LEARNED



## #1

An A plan crafted by a B team may underperform, but a B plan with an A team will almost always drive success as the A team eventually understands what's working and what's not and will pivot and make changes to achieve long term goals.

## #2

It is not just about how great a plan you have, it is about the grit, rigor and consistency that the team brings to the business. Learning from mistakes and failures while not making the same mistakes again, helps build a sustainable business.



**MANTRA 3**

**DATA, METRICS &  
BENCHMARKING**

## MANTRA #3 - DATA, METRICS & BENCHMARKING



What you can't measure, you can't control.  
What gets measured gets done.  
What you see is what you know and act on.

At UNIDEL, data is the primary force we rely on for analysis, benchmarking and decision-making. Data generated in every function is at a high velocity and in high volume. We are obsessed about tracking key metrics against our goals and benchmarking to the global best. Raw data becomes overwhelming for anyone to look at, digest and identify actions to take - we use dashboards with visual representation of key metrics.

Our weekly functional reviews and monthly business reviews are built using reports that are generated from tools and processes that allow us to analyze our performance against set goals and take corrective action where necessary.

This agile way of working ensures that we stay on track and failure points are caught early so they allow us to quickly pivot to move up our growth journey.





**NPS, OUR WAY TO DRIVE  
OPERATIONAL EXCELLENCE**





# NPS

# NET PROMOTER SCORE

We drive NPS using the answer to a single question

*How likely is it that you (customer) would recommend our products and services to a friend or colleague?*

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Net Promoter Score or NPS, is a tool used as a measure of customer loyalty or experience and its correlation to business growth by asking how willing are customers to recommend our company's products or services to others.

## MANTRA #4 - NPS, OUR WAY TO DRIVE OPERATIONAL EXCELLENCE



1

### Respondents are grouped as follows:

**Promoters (score 9-10)** are loyal enthusiasts who will keep buying and refer others, fueling our growth.

**Passives (score 7-8)** are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.

**Detractors (score 0-6)** are unhappy customers who can damage our brand and impede growth through negative word-of-mouth.

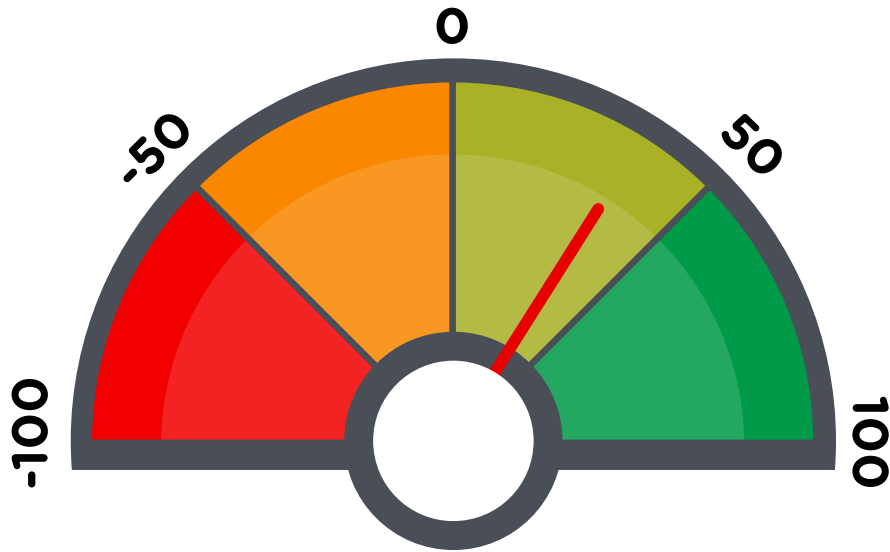
*Not at all likely*

*Neutral*

*Extremely Likely*



$$\% \text{ PROMOTERS} - \% \text{ DETRACTORS} = \text{NPS (NET PROMOTER SCORE)}$$



Net Promoter Score (NPS)

## 2

### Calculating NPS

The percentage of detractors are subtracted from the percentage of promoters and we have the NPS score. The score ranges from -100 (all detractors) to +100 (all promoters). An NPS score that is greater than 0 is considered good and a score of +50 is excellent.



# OPERATIONAL EXCELLENCE MISSION

**We are obsessed about the customer experience and delivering excellence at every touch point and in everything we do for our customers.**

While we use NPS to measure overall customer loyalty for each of our businesses, we go deep to understand how the customer experience touches various functions - this helps us to identify gaps, issues and areas to improve so we can continue to deliver customer excellence at every touch point and in every area.

This model with customers at the center helps us drive an operational excellence mission across the company.



“

“Your most unhappy customers are your greatest source of learning.”

**Bill Gates**

Co-Founder, Microsoft & Philanthropist

“

“If you do build a great experience, customers tell each other about that. Word of mouth is very powerful.”

**Jeff Bezos**

CEO, Amazon.com



**INVESTING  
IN IDEAS**



1

### Whose ideas do we Invest in?

We invest in our own ideas generated by our own people. We are not an investment firm and generally do not invest in companies outside UNIDEL businesses.

From time to time, and to help us grow faster, we have acquired businesses and bolted them on to our existing companies.

2

### What happens to the idea once validated?

Any idea is vetted through a proven process, and once validated, it can become an extension of an existing business or the creation of a new company under UNIDEL.

UNIDEL is always working on a pipeline of new ideas. UNIDEL invests \$250K to \$3M in what the VC industry usually calls Angel to Series A investment rounds.

We are entrepreneurs, and the spirit of innovation is deeply embedded in the DNA of UNIDEL. We are always looking for opportunities to sink our teeth into big business or societal problems and come up with creative and technology-centric ideas to solve them. UNIDEL's businesses play to global data-led disruptions that help critical and informed decision-making.

# HOW WE IDEATE & FUND IDEAS



## Gate 1

Ideas are proposed and submitted to the leadership for consideration. Upon approval, these ideas are tossed around internally, and informal market research is conducted.

## Gate 2

If the idea has merit, a formal market study is initiated to further validate the idea.

## Gate 3

If the idea passes Gate 2, the UNIDEL leadership will form an in-house team and/or evaluate strategic outsourcing to build the Proof of Concept.

## Gate 4

The PoC is taken to a small set of target evangelical customers and tested for viability. Feedback from the customers is taken back to fix/improve the PoC. The PoC could also have a single large customer backing it.

## Gate 5

UNIDEL takes the learnings from Gate 3 and Gate 4 and starts building the commercial version of the product. This is where efforts towards creating a MVP (Minimum Viable Product) starts. This is typically the Version 1.0 of the product.



## MANTRA #5 - INVESTING IN IDEAS



### Gate 6

Version 1.0 is taken back to the target customers and deployed in live environments. From here, Version 1.0 takes a life of its own through various new features and release cycles.

### Gate 7

After the initial success and creating a beachhead customer base, we begin investments in sales and marketing to increase awareness to acquire larger sets of customers. The sales and marketing build-out is agile and iterative, just like the PoC to Version 1.0 release and is designed to quickly build the revenue and cash flow generation momentum.

### Gate 8

The PoC is taken to a small set of target evangelical customers and tested for viability. Feedback from the customers is taken back to fix/improve the PoC. The PoC could also have a single large customer backing it.

### Gate 9

If the idea passes Gate 2, the UNIDEL leadership will form an in-house team and/or evaluate strategic outsourcing to build the Proof of Concept.

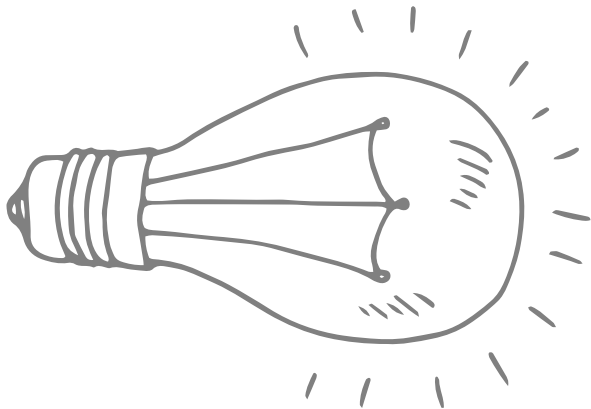
### Gate 10

The PoC is taken to a small set of target evangelical customers and tested for viability. Feedback from the customers is taken back to fix/improve the PoC. The PoC could also have a single large customer backing it.



# LESSONS LEARNED

We are **grateful to our partners from UNIDEL's early days**, where we were accountable for the performance of several joint ventures built together with some of the world's largest and best companies.



## #1

The long-term is a series of short-terms. If you don't meet short-term goals, there is no long-term!

## #2

We are hungry for success but not greedy for quick returns through unsustainable business models. We are obsessed with not losing focus and having the control to chart our own course.

## #3

It takes nine months for a human baby to be born - no matter how hard you try or how much money you spend, a baby cannot be born in 3 months! Similarly it's hard to pull off an "overnight success" and things cannot happen in an unnatural way. It takes rigor, focus, and perseverance to build great businesses.



**MANTRA 6**

**PEOPLE GROWTH &  
DEVELOPMENT**

## MANTRA #6 - PEOPLE GROWTH & DEVELOPMENT



It is a great time to be at UNIDEL - we are poised for **hyper-growth** given our strong market position and the general industry trends in our favour.

Our people are at the center of everything we do from breakthrough innovations to delivering customer excellence.





At the heart of our people model is the UNIDEL HR Scorecard, a comprehensive set of policies and processes that make UNIDEL a highly desirable place for people to thrive and grow. Our model is built on four pillars:

*We achieve success when our people are successful and at their best.*

---

1

### Welcome

what we do to welcome you into our fold, onboard you in your role, brief you on our day to day HR policies and ensure that we are the employer of choice and reaffirm to you that you made a great choice.

2

### Excel

ensure that you perform well in your role through active training, mentoring and our general open-door culture and a fair and transparent work environment. Our Performance Management System designed to help you develop as a functional expert and eventually as a manager and leader.



# 3

### Grow

as our business grows, so will you. We give you a platform for your ideas and a career path that will allow you to take on new roles and responsibilities.

# 4

### Rejoice

after all the hard work and success, we ensure that we take the time out to have fun and strike a work life balance. We have a number of team engagement activities both in the office and outside to help you bond with the team and have fun! Our rewards and recognitions programs show case you across the company for the great work done.

It is our policy to compensate you both fairly, transparently and attractively always ensuring that your contributions to the success of the company are acknowledged.



# PERFORMANCE MANAGEMENT SYSTEM

## MANTRA #7 - PERFORMANCE MANAGEMENT SYSTEM



### 1 **Company vision**

The company vision is defined.

### 2 **SMART goals**

Create SMART goals – Specific, Measurable, Attainable, Relevant, and Time bound goals for each function, team leaders and team members.

### 3 **Rhythmic performance tracking**

Track progress against goals on a daily, weekly and monthly rhythm using a number of tools and processes designed specifically for each business and operating function.

The individual and team performance management system at UNIDEL is designed to ensure alignment with organizational goals and individual success.





# 4

### **Bi-annual performance review**

The success of every team member is at the core of UNIDEL's culture . We conduct performance reviews every 6 months to not only ensure individual excellence but help identify areas of improvements and growth. These reviews are used for decision-making, learning and development plans, compensation, role enhancement, succession planning, and promotions. And we don't always wait for a formal review to give feedback or provide active mentoring.

# 5

### **Mentoring and coaching**

The leadership team and functional leaders are always there to mentor and coach team members to remove obstacles, deliver excellence, grow in their roles and create their dream career at UNIDEL.



# **BALANCED SCORECARD & ORGANIZATIONAL ALIGNMENT**



The **Balanced Scorecard (BSC)** is a strategic planning and management system created by Robert S. Kaplan and David P. Norton. The name “balanced scorecard” comes from the idea of looking at strategic measures in addition to traditional financial measures to get a more “balanced” view of individual, team and company performance.

At UNIDEL, we have been using Balanced Scorecard for 20+ years – it brings structure to all our businesses, functions and individuals as everyone is aligned to the same goal setting platform.

### We use the balanced scorecard to

- Create company goals and align with functional department goals, team goals, and individual goals.
- Communicate what we are trying to accomplish
- Align day-to-day tasks with company strategy
- Prioritize projects, products roadmaps, and service delivery
- Measure and monitor progress towards strategic targets

# MANTRA #8 - BALANCED SCORECARD & ORGANIZATIONAL ALIGNMENT



We use **5 tenets** of the Balanced Scorecard to set, measure, and achieve our goals.

## MANTRA #8 - BALANCED SCORECARD & ORGANIZATIONAL ALIGNMENT



### 1 Business Goals

75% weight

These help the organisation achieve business metrics. To ensure razor-sharp focus, we want you to ensure you have 5-7 vital goals from the **business goals** category.

### 2 Team Management Goals

10% weight

These goals focus on building high-performing teams.

### 3 Compliance Goals

25% weight (for individual contributors) 10% weight (for managers)

This section focuses on adherence to critical policies such as the Code of Conduct, IT policy, HR policy, etc. These are non-negotiable and extremely critical to mitigating risk to the organisation.

These goals align and fold up to the functional and/or overall business goals. The goals are set differently for each function. Depending on the function, each goal is assigned a weight to denote its importance and focus. Each goal is measured on a 1-5 points scale as below:

1. Does not meet expectations
2. Partially meets expectations
3. Meets expectations
4. Exceeds expectations
5. Far exceeds expectations

The weighted average score of an individual gives an accurate picture of his or her performance for the period under review. This is assessed on a bi-annually basis and provides a chance to course correct depending on market conditions and the individual's performance.



**LEADING FOR  
SUCCESS**



We use the **Managerial Grid Theory** to help managers become great leaders by striking a balance between empathy towards team members and effectively getting the job done.





“

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

**Jack Welch**

Former CEO, GE





# WHAT IS MANAGERIAL GRID

The **Managerial Grid** is a leadership style model developed by Robert R. Blake and Jane Mouton, and is based on the following two behavioral dimensions:

1

## Concern for people

This is the degree to which a leader considers the needs of team members, their interests, and areas of personal support and development when deciding how best to accomplish a task.

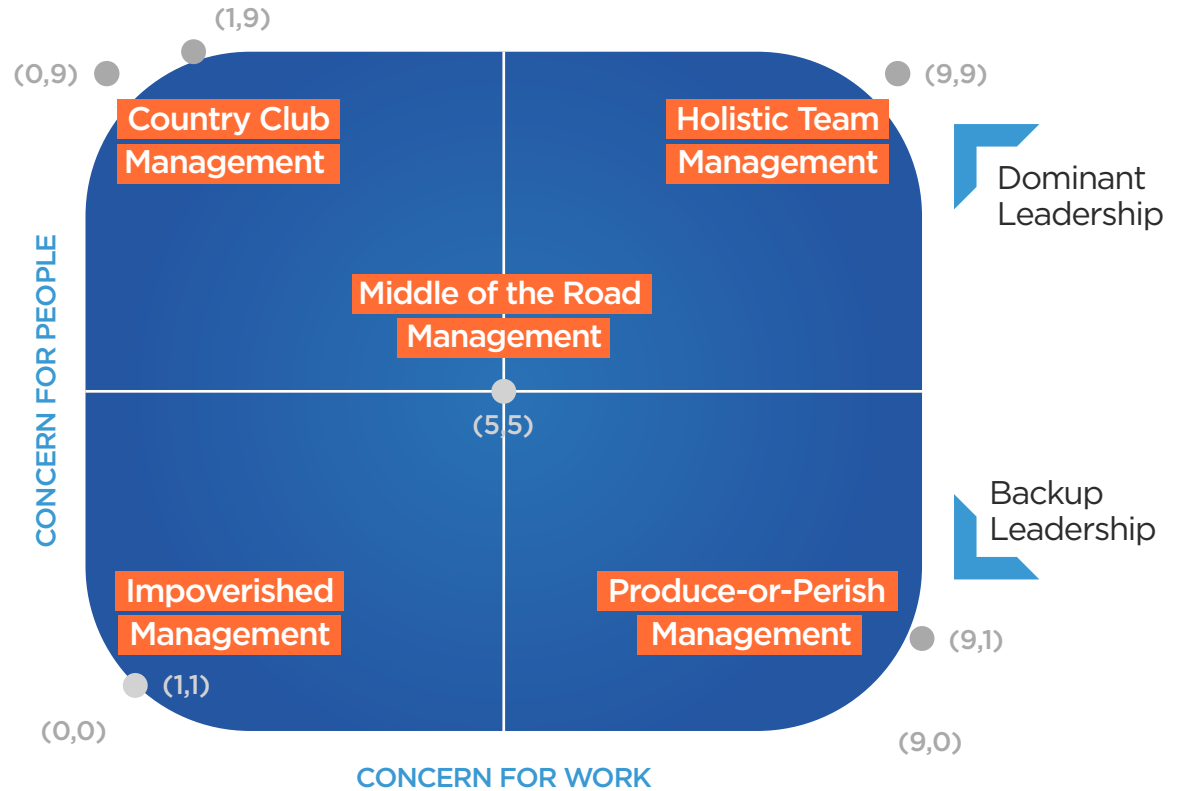
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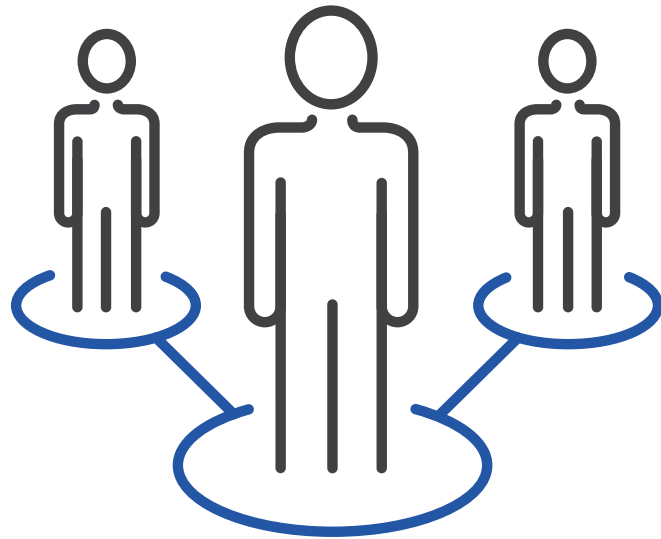
## Concern for work

This is the degree to which a leader emphasizes concrete objectives, organizational efficiency, and high productivity when deciding how best to accomplish a task.



# 5 LEADERSHIP STYLES OF THE MANAGERIAL GRID





### 1 Holistic Team Management

**Dominant leadership of high production with high concern for people (9,9)**

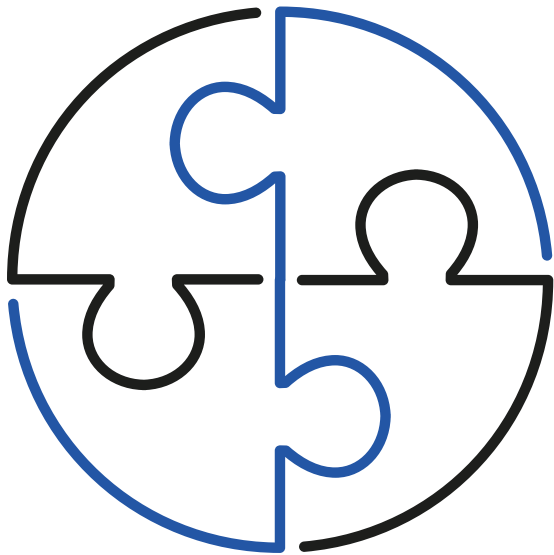
Holistic Team Management is the most effective leadership style. It reflects leaders who are passionate about their work and who do the best for the people they work with. This leadership style creates an environment of trust and high productivity leading to high satisfaction, motivation and great results.

**At UNIDEL, our most successful leaders practice this style of management as a matter of habit.**

### 2 Produce-or-Perish Management

**Backup leadership of high production focus and a lower concern for people (9,1)**

In this leadership style, the team's needs are secondary to its productivity. This approach can drive great results at first, but low team morale and motivation will ultimately affect people's performance, and ultimately loss of high performers. This style of leadership should be practiced in special circumstances and not on a regular basis.



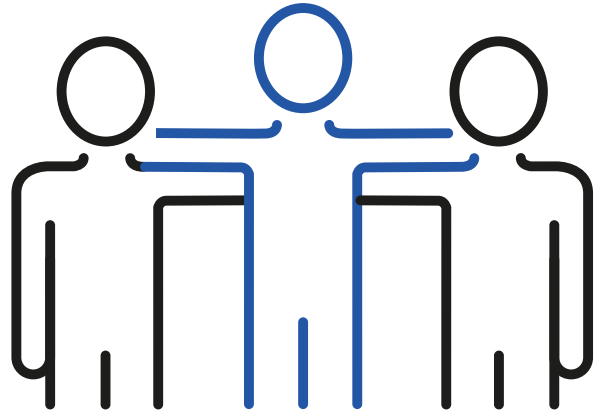
# 3

## Middle of the Road Management

**Mediocre leadership with medium concern for production and medium concern for people (5,5)**

A Middle-of-the-Road leader or “status quo” leadership style is where a manager is continuously making compromise, and he/she fails to deliver high performance and also fails to meet his/her team members’ needs or concerns fully. The result is mediocre performance.

**This style of leadership is sometimes found in organizations and at UNIDEL, we continuously mentor people to graduate to more 9,9 style of leadership.**



# 4

## Country Club Management

**Accommodating leadership with high concern for people and minimal concern for work (1,9)**

The Country Club or "accommodating" leadership style is where the manager is mostly concerned about his/her team members' needs and feelings and assumes that, so long they are happy and secure, they will work hard. This results in an unproductive environment and with low direction and control.

**At UNIDEL this leadership style is rare but if found, it is swiftly rooted out.**

# 5

## Impoverished Management

**End-of-the-Road leadership with low concern for people and low concern for work (1,1)**

In this end-of-the-road leadership style, the manager has extremely low concern for work and people - results are inevitably disorganization, dissatisfaction and disharmony. This is a sure recipe for failure.

**This leadership style doesn't exist at UNIDEL!**



“

“The role of a leader is not to come up with all the great ideas, the role of a leader is to create an environment in which great ideas can happen.”

**Simon Sinek**

British-American Author & Inspirational Speaker



**MASTER  
YOUR DAY**

## MANTRA #10 - MASTER YOUR DAY



Over decades of learnings from the most successful leaders and team members at UNIDEL has shown that mastering your day is one of the essential ingredients to driving individual and team success.

There are various tools available at your disposal to help you be successful every day.

Here are some best practices, which are simple yet super effective and practiced by the most successful UNIDELians.







# 1

### MS Office 365

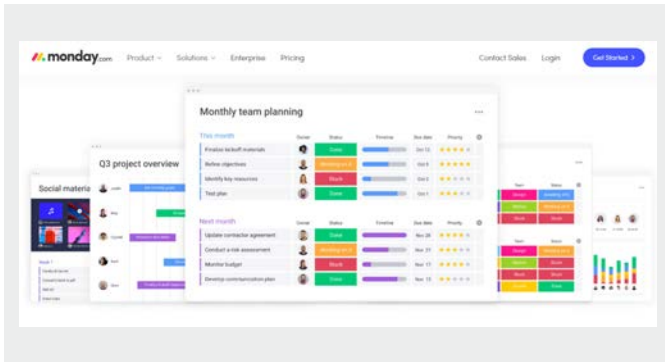
Go beyond managing all emails in a primary Inbox/Sent box folder. Use built-in productivity features to segment emails by function/topic/customer etc. Use Tasks for managing to-dos for you and your teams.

Ensure you close your to-dos daily and don't let them spill over. Use the Calendar function effectively to stay organized for the day - add notes in the meeting invite to give the meeting context to participants, insert attachments and other details to help participants review and be prepared for the meeting. Use Teams to collaborate with team members and manage all your threads together.

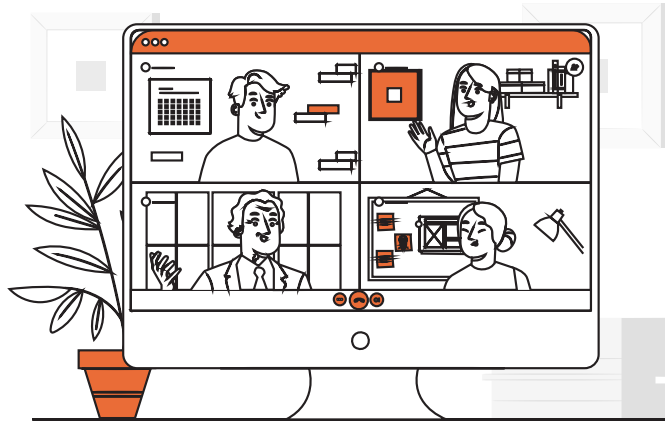
# 2

### Monday.com

We have adopted Monday.com as a simple to use project and task management system to effectively manage and collaborate on projects. Use this system to conduct daily stand-ups, track progress on tasks, and stay on top of projects to ensure timely completion. This system beats using Excel.



## MANTRA #10 - MASTER YOUR DAY



# 3

### Daily stand-ups

Daily stand-ups are an essential part of mastering your day at UNIDEL. Conduct or be part of 15 min daily stand-ups to discuss priorities for the day and issues to be addressed that come in the way of completing tasks. In an online world, your stand-ups can also be done just as effectively on Zoom.

# 4

### Visual KRAs

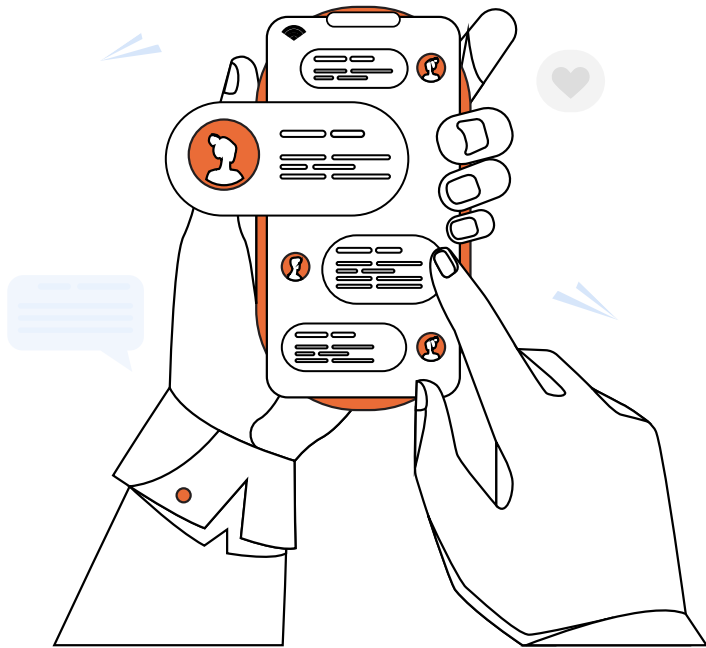
Make your and your team KRAs visible on individual desks and team area as a constant reminder about goals and progress against them.

# 5

### Being responsive

Being responsive is a critical part of our culture.

Customers must get a response to their email, SMS, or WhatsApp message on the same day. If you are not able to do so for some reason, you must acknowledge the customer communication and let them know when you will respond. When you get an email, SMS, or WhatsApp messages from a team member, acknowledge it on the same day and inform the sender about the timeline for getting back with details - so the team member is not waiting and wondering when he/she will get a reply. Be sure to use your smartphone to be on top of business emails when you are not in front of your computer.



# 6

### Close the loop

Communicate effectively by closing the loop on everything that relates to customers or team members. Keep tabs on open tasks and move them along. If there's going to be a delay, inform the team member or customers that may be impacted so contingencies can be planned.

# 7

### Smartphone

Use your smartphone smartly. Make sure you are part of important WhatsApp groups. It is easy to create WhatsApp groups, but be extremely careful and think who you are adding in those groups. Only add those individuals that are essential for the group, or else it will get out of hand, and team members will not be able to keep track of important and meaningful conversations.



**PRACTICING  
MINDFULNESS  
TO BE YOUR BEST**



## *Mindfulness*

is the basic human ability to be fully present, aware of where we are and what we're doing, and not be overly reactive or overwhelmed by what's going on around us.

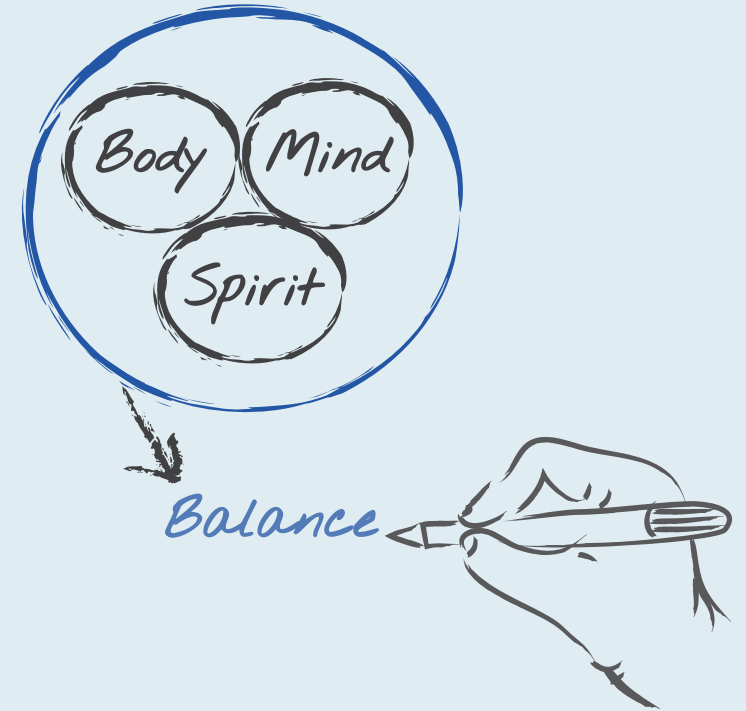




At UNIDEL,

*mindfulness is at the center  
of our entrepreneurial spirit.*

we go after our audacious goals, there will be challenges as we tread uncharted waters. There will be situations that may be stressful. Mindfulness is about maintaining mental balance, not getting stressed and having cordial relationships with oneself, colleagues, managers, subordinates, and customers.





# Mindfulness in any situation

Our mind takes flight, we lose touch with our body, and pretty soon we're engrossed in obsessive thoughts about something that just happened or fretting about the future. And that makes us anxious.

Mindfulness is to maintain a calm and attentive mind. With mindfulness, the mind is fully attending to what's happening, to what you're doing, to the space you're moving through.



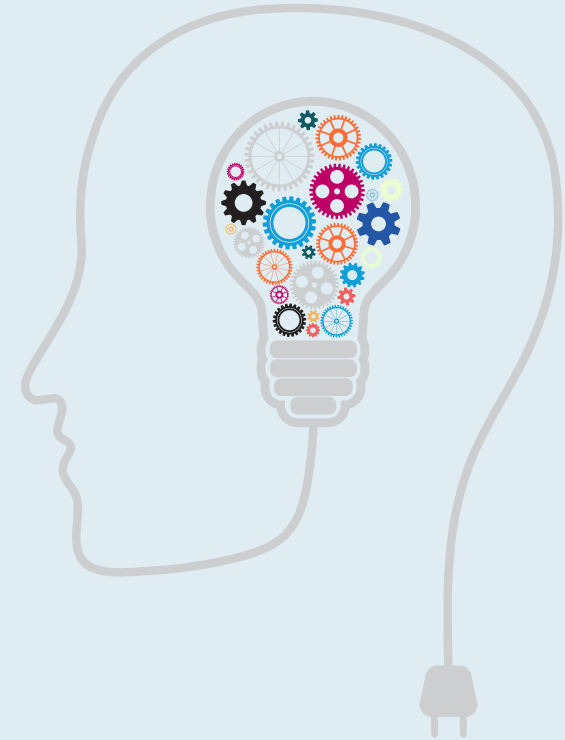


### *U-Mindfulness*

With the practice of U-Mindfulness, you focus on being intensely aware of what you're sensing and feeling in any particular situation or moment, without interpretation or judgment.

Practicing mindfulness involves breathing methods, guided imagery, and other practices to relax the body and mind and help reduce stress. Yet no matter how far we drift away, mindfulness is right there to snap us back to where we were and what we're doing and feeling.

Mindfulness will allow you to reduce stress, anxiety, and negative emotions, cool yourself down when your temper flares, and sharpen your concentration and skills. And all this will make you a better leader and help you achieve your goals even in the toughest situations.





## PRACTISING MINDFULNESS TO BE YOUR BEST



*Close* your eyes.

*Breathe* deeply and slowly.

*Count* backwards from 15 to 1 everytime your exhale.

*Feel the calm.*





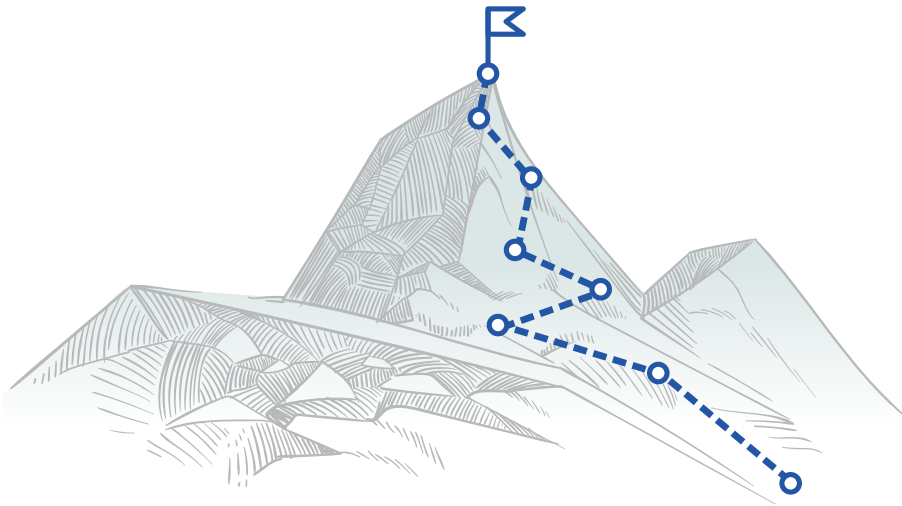
**UNLEASH  
YOUR INNER  
ENTREPRENEUR**



So now that you have learned all about UNIDEL's 10 Mantras and how they can help you become a better leader, let's begin the adventurous and fulfilling journey

*towards  
entrepreneurship*





We have created an environment where your passion can flourish, and your skills or desires are given **wings**.

We have made investments in tools and technologies to make you productive and help you be successful in your role. We have created a support system for you to be able to unleash your potential. And we will be there to coach and guide you towards your dream career with proud accomplishments.



“

Every day is a journey towards becoming preferred global category leaders for our wide range of products and services. The job is never done, and we are constantly in pursuit of a better version of ourselves!

While we keep our sights sharp on this single-minded goal, we ensure that our core values, processes, and business mantras bring true value for all stakeholders including our team members.

This is the UNIDEL Way....

**Sunil K Dalal**

Founder and Chairman, UNIDEL



*Hey UNIDELIAN,*  
**LET'S CONQUER!**





[www.unidel-group.com](http://www.unidel-group.com)