Titan Company Ltd.

360 Feedback Interim Report – Online Survey

Leader to Legend
One Jewellery

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Private and Confidential

Overview

This report provides you a summary of the 360 online survey that was conducted by our Technology partner, Ascendus. Responses from your manager, team (indirect reportees) and stakeholders/peers have been collated confidentiality & is being presented to you. Please read this as Part-A of your 360-feedback exercise.

Part-B of 360-feedback includes the qualitative feedback based on interviews by Cocoon Facilitators with 3-4 key stakeholders.

Respondents

Based on your nominations the following respondents have completed the survey:

Respondent Category	Respondent Definition	Number of Respondents who completed the survey*
Self	Yourself	1
Manager	Your manager	1
Team	Your direct and indirect reportees	4
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	6

COMPETENCIES

The online responses are evaluated are based on a success profile developed for the Jewellery Division

1. Think Ahead

   Key Themes - Longer Term and Differentiating | Outside -In

2. Simplify How We Work

   Key Themes - The Critical Few | Execution Excellence | Empowering

3. Works Seamlessly

   Key Themes - Alignment | Managing Interfaces and Interdependencies

4. Be Bold and Courageous.

   Key Themes - Bold Decisions | Candour | Risk and Resilience

5. Nurture Relationships and Talent

   Key Themes - Deep Engagement | Nurturing and Developing

Report Structure

The report consists of five sections:

Section 1: Overall Summary Report

- This section provides a comparison between Self score, the score given by all respondents, and overall survey average for each competency

Section 2: Competency Score by Respondent Category

- This section provides a comparison between Self score and the score given by each respondent category (Manager, Team and Stakeholders) for each competency

Section 3: Statement Wise Report

- This section provides a statement level score as given by Self, Managers, Team and Stakeholders
- Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a lower score an area for improvement

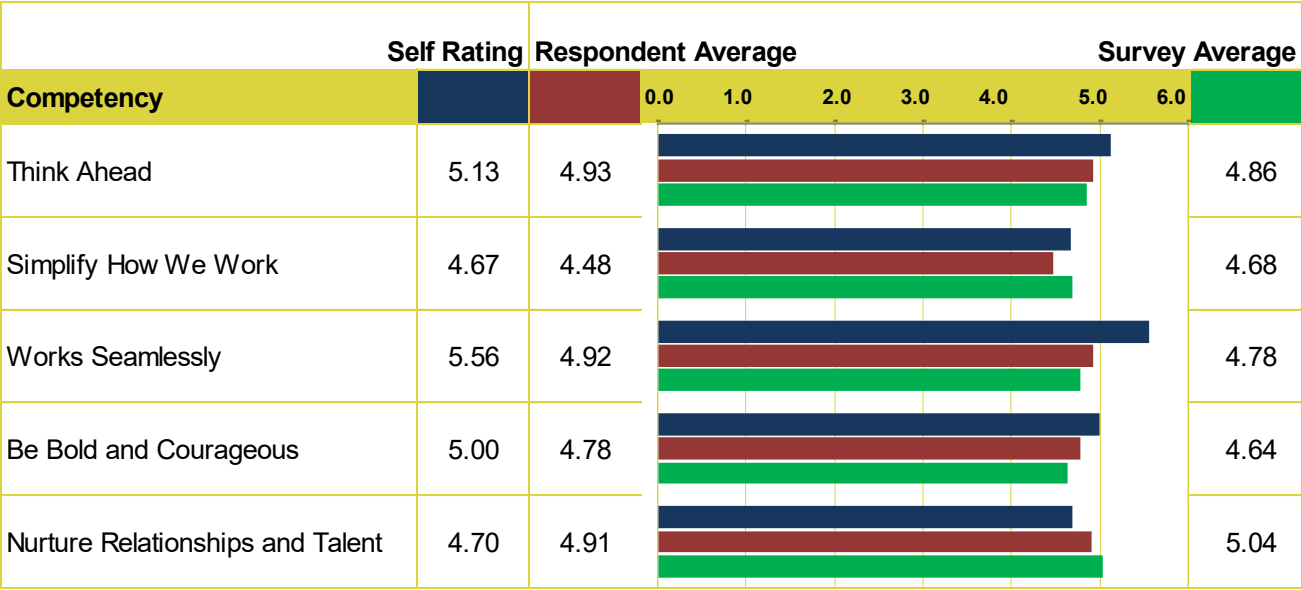### Section 4: Areas of Strengths & Development

- This section provides the strengths and areas of development as rated by the respondents

Section 5: Verbatim Comments

- This section provides the verbatim comments written by self and respondents

Section 1: Overall Summary Report

This section provides a comparison between Self score and the combined average of score given by all other respondents put together (Supervisors, Team and Stakeholders) for each competency

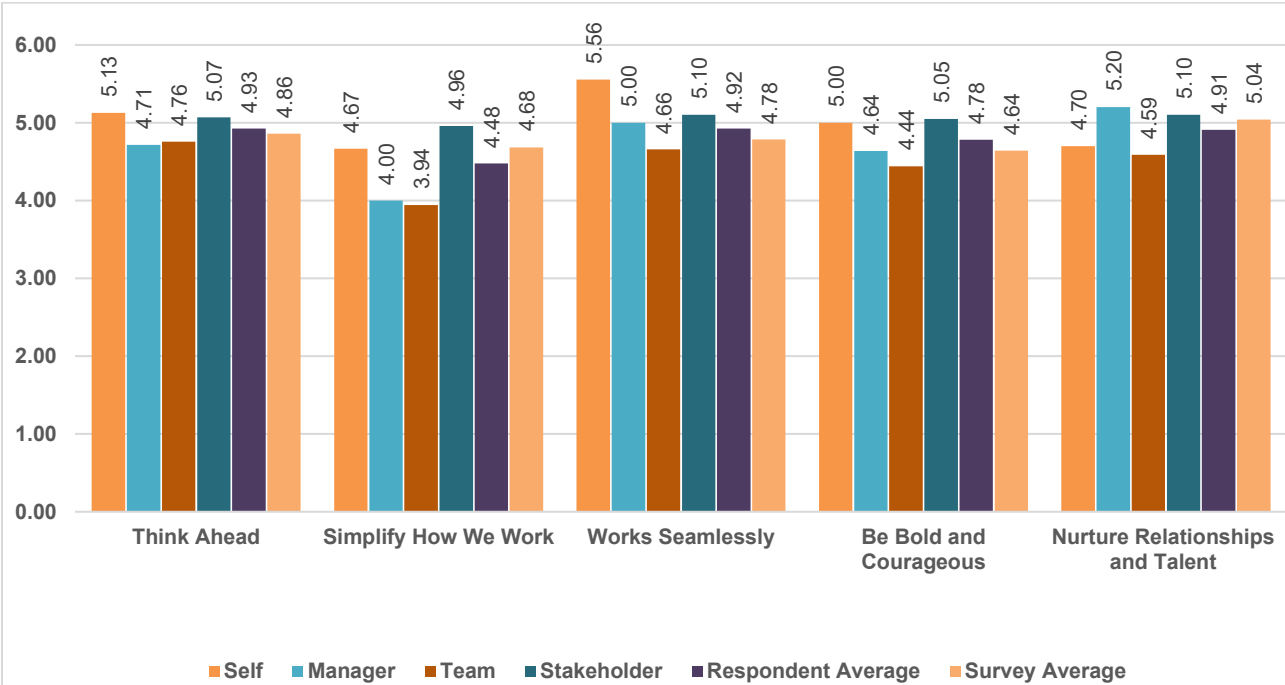| Competency	Self Rating	Respondent Average	0.0 1.0 2.0 3.0 4.0 5.0 6.0	Survey Average
Think Ahead	5.13	4.93		4.86
Simplify How We Work	4.67	4.48		4.68
Works Seamlessly	5.56	4.92		4.78
Be Bold and Courageous	5.00	4.78		4.64
Nurture Relationships and Talent	4.70	4.91		5.04

Section 2: Competency Score by Respondent Category

This section provides a comparison between Self score and the score given by each respondent category (Managers, Team and Stakeholders) for each competency

Competency	Self	Manager	Team	Stake-holder	Respondent Average	Survey Average
Think Ahead	5.13	4.71	4.76	5.07	4.93	4.86
Simplify How We Work	4.67	4.00	3.94	4.96	4.48	4.68
Works Seamlessly	5.56	5.00	4.66	5.10	4.92	4.78
Be Bold and Courageous	5.00	4.64	4.44	5.05	4.78	4.64
Nurture Relationships and Talent	4.70	5.20	4.59	5.10	4.91	5.04

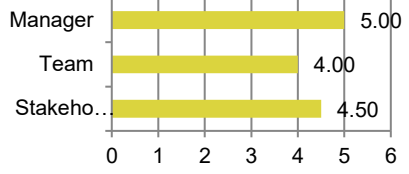*If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity*
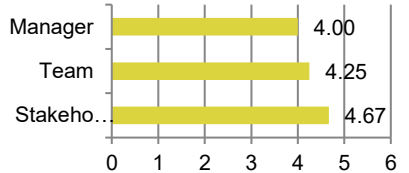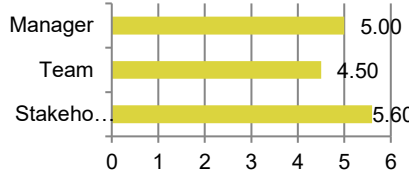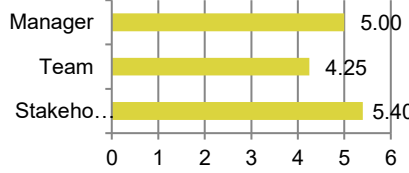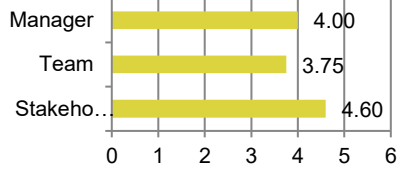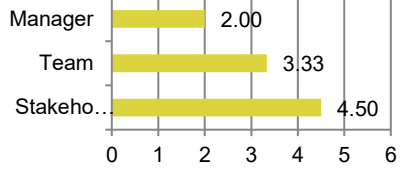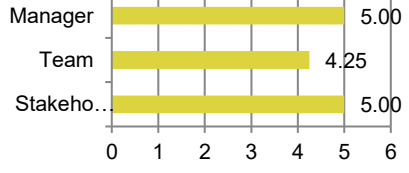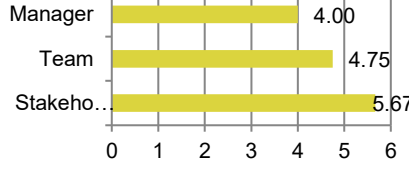
Section 3: Statement Wise Report

Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a lower score an area for improvement

Competency: Think Ahead

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	6.00	5.09	Manager 4.00, Team 5.25, Stakeho… 5.17	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.00	4.91	Manager 4.00, Team 4.75, Stakeho… 5.17	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	5.00	5.22	Manager 5.00, Team 5.00, Stakeho… 5.40	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	5.00	5.55	Manager 6.00, Team 5.50, Stakeho… 5.50	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	4.67	Manager 4.00, Team 4.75, Stakeho… 4.75	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	5.00	5.00	Manager 0.00, Team 5.00, Stakeho… 5.00	4.99
7.	Challenges status quo and assumptions	5.00	4.50	Manager 5.00, Team 3.33, Stakeho… 5.00	4.71

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
8.	*Over-reactive to changes and threats in the market*	*5.00*	*4.40*	Manager 5.00, Team 4.00, Stakeho… 4.50	*3.89*

Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	5.00	4.45	Manager 4.00, Team 4.25, Stakeho… 4.67	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	5.00	5.10	Manager 5.00, Team 4.50, Stakeho… 5.60	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	5.00	4.90	Manager 5.00, Team 4.25, Stakeho… 5.40	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	5.00	4.20	Manager 4.00, Team 3.75, Stakeho… 4.60	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	4.00	3.75	Manager 2.00, Team 3.33, Stakeho… 4.50	4.69
6.	Acts to simplify work at the front-end based on their feedback , and not just own assumptions	4.00	4.73	Manager 5.00, Team 4.25, Stakeho… 5.00	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.18	Manager 4.00, Team 4.75, Stakeho… 5.67	4.93

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
8.	*Struggles to say 'No', leading to burnout and efforts across too many priorities*	*5.00*	*4.00*	Manager 4.00 / Team 2.33 / Stakeho… 4.83	*4.03*
9.	*Micromanages and gets over involved especially when things get challenging*	*4.00*	*3.67*	Manager 3.00 / Team 3.50 / Stakeho… 4.00	*4.11*

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	6.00	4.91	Manager 5.00 / Team 5.50 / Stakeho… 4.50	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	5.00	4.60	Manager 5.00 / Team 4.00 / Stakeho… 5.00	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	5.00	4.60	Manager 5.00 / Team 3.67 / Stakeho… 5.00	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	5.00	4.60	Manager 4.00 / Team 4.25 / Stakeho… 5.00	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	5.40	Manager 6.00 / Team 5.25 / Stakeho… 5.40	5.12
6.	*Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding*	*6.00*	*4.64*	Manager 4.00 / Team 4.25 / Stakeho… 5.00	*4.17*

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
7.	*Does not acknowledge own misses and shortfalls on commitments to other teams*	*5.00*	*4.64*	Manager 5.00 Team 4.00 Stakeho... 5.00	*4.48*
8.	*Gets into the blame game, instead of working across boundaries*	*6.00*	*5.27*	Manager 5.00 Team 5.25 Stakeho... 5.33	*4.89*
9.	*Gets into email exchanges rather than promptly reaching out to verify or address issues*	*6.00*	*5.78*	Manager 6.00 Team 5.50 Stakeho... 6.00	*4.91*

Competency: Be Bold and Courageous

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Identifies opportunities for big bets and new or audacious initiatives for business gain	4.00	4.09	Manager 3.00 Team 3.50 Stakeho... 4.67	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	NA	4.70	Manager 4.00 Team 4.50 Stakeho... 5.00	4.63
3.	Differentiates great performance and gives it the due recognition	5.00	5.00	Manager 5.00 Team 4.75 Stakeho... 5.25	5.01
4.	Shares tough messages transparently and promptly	4.00	5.10	Manager 5.00 Team 4.75 Stakeho... 5.40	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.60	Manager 5.00 Team 2.67 Stakeho... 5.50	4.75

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
6.	Encourages experimentation and learning from failure	5.00	4.40	Manager 4.00 / Team 4.00 / Stakeho… 4.80	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.18	Manager 6.00 / Team 4.50 / Stakeho… 5.50	5.15
8.	*Equates 'respect' and 'care' with not sharing tough messages*	*5.00*	*4.45*	Manager 3.00 / Team 4.75 / Stakeho… 4.50	*3.41*
9.	*Downplays bad news*	*5.00*	*4.91*	Manager 6.00 / Team 4.25 / Stakeho… 5.17	*4.12*
10.	*Unwilling to listen and learn from others*	*6.00*	*5.27*	Manager 5.00 / Team 5.50 / Stakeho… 5.17	*4.90*
11.	*Externalises - attributes shortfalls and underperformance to other teams*	*5.00*	*4.90*	Manager 5.00 / Team 5.25 / Stakeho… 4.60	*4.48*

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manger, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	4.00	5.45	Manager 5.00 / Team 5.75 / Stakeho… 5.33	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	5.00	5.00	Manager 6.00 / Team 5.25 / Stakeho… 4.67	5.03

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3.	Actively travels to regions, units and stores to meet the frontline and internal customers	3.00	4.20	Manager 4.00 Team 4.50 Stakeho... 4.00	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	3.00	4.88	Manager 3.00 Team 4.75 Stakeho... 5.67	4.97
5.	Cares about the well being of the team and individuals	5.00	4.89	Manager 6.00 Team 4.50 Stakeho... 5.00	5.35
6.	Understands the strengths, motivators and aspirations of key talent	5.00	4.50	Manager 5.00 Team 4.00 Stakeho... 5.00	5.09
7.	Invests in building capabilities of team members	5.00	4.11	Manager 5.00 Team 2.67 Stakeho... 4.80	4.92
8.	*Expects privileges and attention due to their hierarchy*	*6.00*	*5.00*	Manager 6.00 Team 4.50 Stakeho... 5.17	*4.90*
9.	*Encourages a boss / sir / ma'am culture*	*6.00*	*5.45*	Manager 6.00 Team 4.75 Stakeho... 5.83	*5.21*
10.	*Uses power and position to demand alignment and adherence*	*5.00*	*5.30*	Manager 6.00 Team 4.75 Stakeho... 5.60	*4.94*

Section 4: Areas of Strengths & Development

Top 5 Strengths

This section highlights the top 5 strengths (Highest rated competencies) as per the respondents

Top 5 Strengths		
Competency	**Statement**	**Respondent Average**
Works Seamlessly	Gets into email exchanges rather than promptly reaching out to verify or address issues	5.78
Think Ahead	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	5.55
Nurture Relationships and Talent	Builds relationships and connects with others across the organisation matrix	5.45
Nurture Relationships and Talent	Encourages a boss / sir / ma'am culture	5.45
Works Seamlessly	Ensures that self and the team deliver on their commitments to other teams	5.40

Top 5 Areas of Development

This section highlights the top 5 Areas of Development (Lowest rated competencies) as per the respondents

Top 5 Areas of Development		
Competency	**Statement**	**Respondent Average**
Simplify How We Work	Micromanages and gets over involved especially when things get challenging	3.67
Simplify How We Work	Is digitally fluent; applies digital tools to simplify work and elevate experiences	3.75
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	4.00
Be Bold and Courageous	Identifies opportunities for big bets and new or audacious initiatives for business gain	4.09
Nurture Relationships and Talent	Invests in building capabilities of team members	4.11

Section 5: Verbatim Comments

What are your top 3 strengths (what do you excel at or do most effectively)?

- Taking complete ownership and seeing things through 2. Working as a team- inter as well as intra department - open to differing view points and feedbacks, and will work towards the organization's best interests 3. Thinking ahead and planning ahead - seeing the strategic big picture and helping the team align towards the same
- Sana has very high sense of accountability / delivery and is always ready to go the extra mile to do the same. She is always on a continuous path to improve and often questions status quo and brings in insights based on data/ feedback to enable to teams to take more effective decisions.
- Clearly articulates key KPIs and drives towards outcomes 2. Is able to call out issues without shying away from the problem 3. Is swift and decisive , is able to take a call and move forward
    - Drive for results - Good Aesthetic Skills - Communicates & Collaborates with all stakeholders
- Domain expertise Willing to stretch Ability to collaborate
- Functional knowledge Leading cross functional team
    - Clarity of what she wants. Possess domain knowledge and clarity on the job at hand. Knows what to and how to prioritize. - Extreme proactiveness and hands-on involvement. You can count on Sana to be involved and do the job. - Delegates instead of micro-managing. She puts faith in the team members, listens to our builds and incorporates them. She is open to learning too.
- Drives Timely Execution and Accountability She demonstrates strong ownership in ensuring campaigns are delivered on time. Her focus on timelines keeps the team disciplined and aligned with business goals, which has a significant impact on maintaining the brand's reputation and performance. Supportive and Open to Inputs from All Levels She is approachable and listens, especially in areas where she may not have subject-matter expertise. She respects inputs from team members at all levels, including junior colleagues, and makes logical decisions based on diverse perspectives, fostering an inclusive environment. Clear Communication and Goal Orientation She communicates priorities and deliverables clearly and ensures the team knows what's expected. This clarity helps the team stay organized and focused.
- team management 2) detail orientation 3) planning & timeliness
- Has been with the organisation for a long time and understands the business, systems, and internal ways of working in depth. Having spent several years in the organisation, the leader has a deep grasp of internal systems, business goals, and ways of working. This helps in navigating cross-functional processes efficiently. For example, they are often the go-to person when something needs to be escalated, or when a decision requires alignment across departments like marketing, VM, and digital. 2) Effectively collaborates with both internal teams and external partners, ensuring processes are followed through end-to-end. The leader is highly collaborative—working closely with both internal teams and external partners (agencies, vendors, production teams) to see projects through from start to finish. For instance, they proactively coordinate with external agencies during campaign execution, ensuring timelines are met and output is aligned to brand standards. 3) Has a good approach to using data for problem-solving and decision-making.
- Delegation of tasks 2. Clarity on feedback 3. Simplifying tasks
- Delegation of work and clarity on work to be done Understands the business very well and imparts that knowledge Understand the needs and requirements of team members

What are the 3 things you must do differently or stop doing to be more effective?

- Higher adoption of newer technology like AI 2. Networking beyond the direct CFT members 3. More interactions with the sales team
- She can improve her impact by delegating/ empowering her immediate team more and by focusing on more impactful strategic inputs & priortities in her cross functional teams
- Showcase more empathy towards team 2. is always action oriented and sometimes misses the smaller things that help the team bonds further
    - Sharing of information / data related to the person's domain especially in CFTs - Lessen the degree of micromanaging - take a larger view of things instead of getting stuck in granular numbers.
- Engage with frontline team
- Can be more open about the work with larger team
    - She probably has a lot on her plate. Her inputs are extremely valuable and hence more involvement in some things would be good. - Sana is very tactful with deep business

knowledge but not the most innovative/creative person. She could probably be more in times with the innovations in the market/social/digital space.

- Advocate More Strongly for the Team in Senior Forums While she is highly supportive in day-to-day work, she could enhance her impact by visibly advocating for the team's contributions and challenges in front of seniors. This would help ensure the team's efforts are recognized and supported at higher levels. Motivate the team Sana can understand the team motivations and try to motivate her team and their morale. Upskilling of the team Sana can maybe ensure that the team keeps learning and upskilling themselves, to stay up to date on marketing & branding these days.

- Stand her ground more firmly for things she feels is right for Titan. 2) should push for new ways of working at Titan & change current beliefs/ways of working for better outcomes. 3) More open to experimentation & out of box thinking

- Tends to manage processes entirely, which leaves little space for the team to take ownership and build confidence. Sana ensures that every process is seen through thoroughly, there is a tendency to retain end-to-end control—even after assigning tasks to the team. For example, team members may be asked to take ownership and engage directly with external stakeholders (such as agencies or internal partners), but the leader often follows up separately or steps in directly without informing the team. This creates confusion and mixed messaging. Stakeholders often respond with statements like "Didn't your manager tell you this was already discussed?" or "This has already been decided," which undermines the team's credibility. Over time, stakeholders start bypassing the team altogether, saying things like, "It's a DR-level conversation, we'll directly speak to them." As a result, there is a sense of disempowered and excluded from key discussions, even when initially tasked with leading them. This limits ability to grow, build external relationships, and take full ownership of their work. Encouraging true delegation—by trusting the team to handle interactions fully and aligning internally before stepping in—can build team confidence, improve clarity, and reduce the operational burden on her. 2) Sana promotes collaboration, which often results in good quality work. However, the team ends up taking on too much—often doing work that should be the agency's responsibility. One reason this happens is that agencies usually speak only to the leader and aren't included in the full feedback process. So when the team shares input or suggestions, agencies sometimes push back or take offence. As a result, the team ends up reworking the output themselves to maintain quality, adding to their load and creating confusion.To fix this, it would help to: Empower the internal team to manage the agency relationship end to end, Create a clear hierarchy where the team leads day-to-day coordination, and the leader steps in only when senior-level decisions or escalations are needed. This would not only reduce the team's workload but also build agency accountability and help the team grow in ownership and confidence. 3) There is limited time to deeply engage with data or long-term strategy, which could enhance decision quality. Sana has a strong understanding of using data to solve problems, but in reality, their time is mostly spent on operational tasks and creative reviews. As a result, there isn't enough bandwidth to engage deeply with data or long-term planning.Data and insights often lie fully with the team, but without the leader's involvement or direction, it becomes hard to act on them meaningfully. The focus tends to shift toward immediate creative outputs rather than stepping back to look at what the data is saying or how to plan strategically. This creates a gap between insights and decisions—where the team may not have the full context to act, and the leader doesn't have the time to pause, review, or guide next steps. Over time, this limits the ability to course-correct, prioritise better, or make decisions that move the business forward. Creating some structured time for monthly reviews, key metric checks, or joint data discussions could help balance creative execution with strategic direction.

- Have not worked long enough to have insight on this

- Panic less when campaign deadlines are near Push back more to the top management

Purposeful collaboration is about focused, goal-driven teamwork where individuals and teams align priorities, efforts and resources to achieve a specific, shared outcome(s). What does you do effectively in this area?

- 1.Identifies priorities for the year along with the cross functional members for the team to be working towards common goals (eg focus markets for Rivaah) 2. Drives meetings and conversations with cross functional teams to minimize misalignments 3. Highlights gaps in cross functional working in appropriate forums and seeks support

- Thinking ahead - more courageously and influencing team with simplicity/ clarity for impact

- Is able to call out misses without hesitating 2. Is able to take feedback and adapts quickly based on the requirement
  - Clearly communicates the objective to all stakeholders - Communicates & collaborates with all stakeholders during a particular project/campaign

- Connects for critical decisions Reaches out for support required

- Manages to drive entire team towards common goals Is able to chalk out objectives, concerns and create roadmap for future
  - Sana is extremely collaborative. Social media management of Rivaah is a case in point where she is successfully able to bifurcate responsibilities and ensure everyone knows their priorities. - Influencer marketing is another place where Sana has displayed great clarity on JTBD. She has allocated resources and people's efforts accordingly. - Lastly, she comes with a great understanding of business. But what's better is how she is able to translate both the business goals as well as challenges to any one in the team. This helps all of us work towards a common, logical objective.
- She consistently puts broader business objectives ahead of short term goals, ensuring alignment with organizational goals She is open to working across functions, engaging with both internal teams and external partners (like agencies) to solve issues efficiently.
- works closely with CFT teams on Rivaah to meet objectives of brand as well business 2) works closely with media team to explain/align the campaign objectives with media plan
- She demonstrates strong purposeful collaboration by ensuring alignment across both internal teams and external partners. She is proactive in bringing together different stakeholders—such as marketing, design, digital, and agencies—to ensure clarity on timelines, deliverables, and overall expectations. Her commitment to follow through on execution end-to-end helps keep projects on track and avoids last-minute misalignment. Even in high-pressure situations, she maintains a strong focus on output quality, stepping in to guide and refine deliverables when needed. This ensures that the collective effort results in work that meets brand standards and business goals.
- Clearly defines the scope and goals of the task at hand and allocates work quite neatly 2. Very quickly addresses roadblocks so that the work doesn't halt at any point for anyone in the team
- Clearly articulates the objectives and work to be done Despite working with multiple people and having multiple campaigns on their plate will do her best to align everyone and ensure everyone is on the same page

END