

Titan Company Ltd.

**360 Feedback Interim Report
– Online Survey**

**Leader to Legend
One Jewellery**

Geethakrishnan .

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 confidentially & 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	3
Stakeholders	Internal stakeholders/Peers//External Stakeholders/Skip Level Manager	7

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

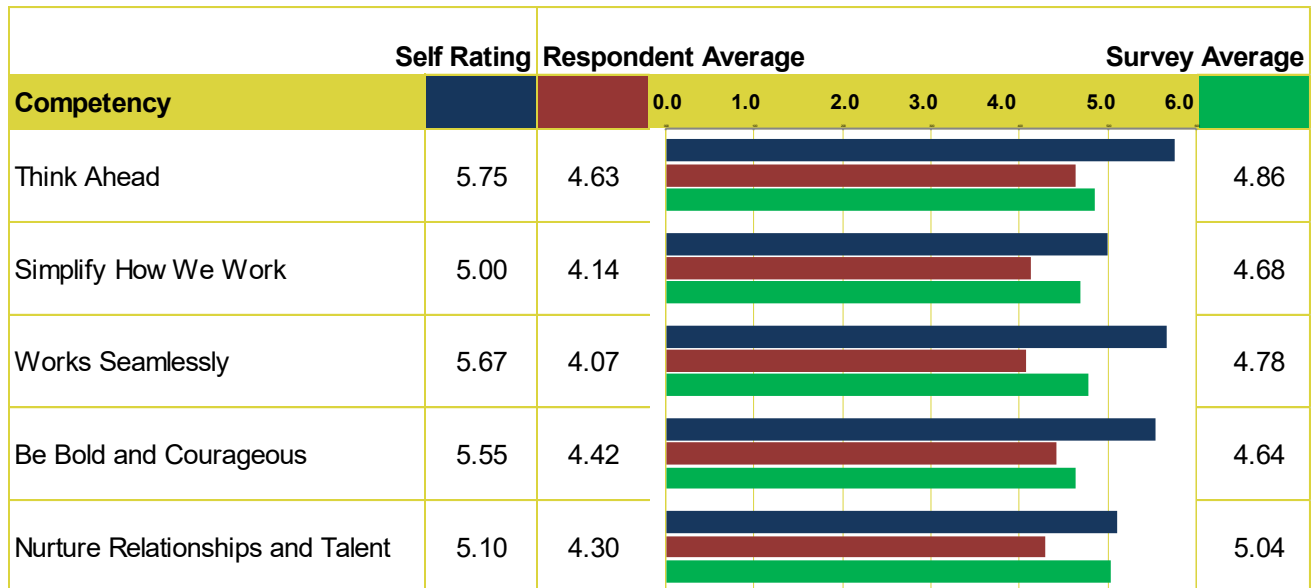
- This section provides the strengths and areas of development as rated by the respondents

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

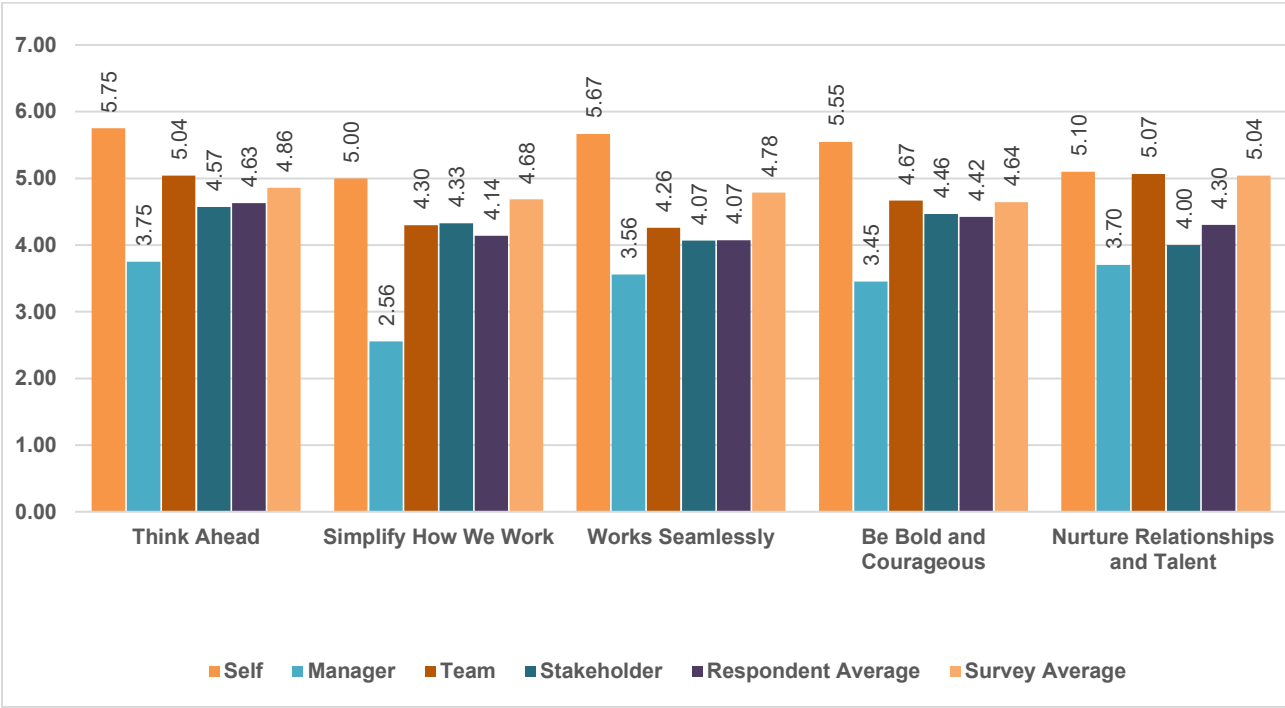


Section 2: Competency Score by Respondent Category

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	Stakeholder	Respondent Average	Survey Average
Think Ahead	5.75	3.75	5.04	4.57	4.63	4.86
Simplify How We Work	5.00	2.56	4.30	4.33	4.14	4.68
Works Seamlessly	5.67	3.56	4.26	4.07	4.07	4.78
Be Bold and Courageous	5.55	3.45	4.67	4.46	4.42	4.64
Nurture Relationships and Talent	5.10	3.70	5.07	4.00	4.30	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	Manager, 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	5.20	<p>Manager: 3.00 Team: 5.67 Stakeholders: 5.33</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	6.00	5.00	<p>Manager: 4.00 Team: 5.33 Stakeholders: 5.00</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	6.00	4.82	<p>Manager: 3.00 Team: 5.67 Stakeholders: 4.71</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	6.00	4.90	<p>Manager: 5.00 Team: 5.67 Stakeholders: 4.50</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	6.00	4.70	<p>Manager: 5.00 Team: 5.33 Stakeholders: 4.33</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	6.00	5.20	<p>Manager: 4.00 Team: 6.00 Stakeholders: 5.00</p>	4.99
7.	Challenges status quo and assumptions	6.00	4.60	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.83</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	4.00	2.60	<p>Manager: 3.00 Team: 2.00 Stakeho...: 2.83</p>	3.89
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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	6.00	4.67	<p>Manager: 3.00 Team: 5.33 Stakeho...: 4.60</p>	4.81
2.	Clarifies priorities and aligns own team for high-quality execution	6.00	4.10	<p>Manager: 3.00 Team: 4.00 Stakeho...: 4.33</p>	4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	6.00	4.40	<p>Manager: 4.00 Team: 4.33 Stakeho...: 4.50</p>	4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	4.10	<p>Manager: 2.00 Team: 4.00 Stakeho...: 4.50</p>	4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	6.00	3.30	<p>Manager: 1.00 Team: 4.00 Stakeho...: 3.33</p>	4.69
6.	Acts to simplify work at the front-end based on their feedback , and not just own assumptions	6.00	4.00	<p>Manager: 3.00 Team: 4.67 Stakeho...: 3.80</p>	4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	6.00	4.00	<p>Manager: 2.00 Team: 5.00 Stakeho...: 3.86</p>	4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	1.00	4.80	<p>Manager: 3.00 Team: 3.67 Stakeholders: 5.67</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	2.00	3.89	<p>Manager: 2.00 Team: 3.67 Stakeholders: 4.40</p>	4.11

Competency: Works Seamlessly

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Puts overall business goals and priorities above own and own team, to make the Division succeed	6.00	4.45	<p>Manager: 5.00 Team: 4.33 Stakeholders: 4.43</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	6.00	4.00	<p>Manager: 4.00 Team: 4.00 Stakeholders: 4.00</p>	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	6.00	5.09	<p>Manager: 4.00 Team: 4.67 Stakeholders: 5.43</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	6.00	4.55	<p>Manager: 3.00 Team: 4.67 Stakeholders: 4.71</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	4.45	<p>Manager: 3.00 Team: 5.67 Stakeholders: 4.14</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	5.00	3.27	<p>Manager: 4.00 Team: 2.33 Stakeholders: 3.57</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	6.00	3.55	<p>Manager: 3.00 Team: 4.00 Stakeho...: 3.43</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	6.00	3.45	<p>Manager: 3.00 Team: 4.33 Stakeho...: 3.14</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	4.00	3.82	<p>Manager: 3.00 Team: 4.33 Stakeho...: 3.71</p>	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	6.00	4.56	<p>Manager: 4.00 Team: 5.00 Stakeho...: 4.40</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	6.00	5.00	<p>Manager: 3.00 Team: 5.33 Stakeho...: 5.20</p>	4.63
3.	Differentiates great performance and gives it the due recognition	6.00	5.10	<p>Manager: 3.00 Team: 5.33 Stakeho...: 5.33</p>	5.01
4.	Shares tough messages transparently and promptly	6.00	4.60	<p>Manager: 4.00 Team: 4.67 Stakeho...: 4.67</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	6.00	4.73	<p>Manager: 4.00 Team: 6.00 Stakeho...: 4.29</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	4.80	<p>Manager: 4.00 Team: 5.67 Stakeho...: 4.50</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	4.60	<p>Manager: 3.00 Team: 5.67 Stakeho...: 4.33</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	1.00	4.20	<p>Manager: 4.00 Team: 2.67 Stakeho...: 5.00</p>	3.41
9.	<i>Downplays bad news</i>	6.00	3.80	<p>Manager: 3.00 Team: 3.00 Stakeho...: 4.33</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	6.00	4.09	<p>Manager: 3.00 Team: 4.33 Stakeho...: 4.14</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	6.00	3.36	<p>Manager: 3.00 Team: 3.67 Stakeho...: 3.29</p>	4.48

Competency: Nurture Relationships and Talent

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Builds relationships and connects with others across the organisation matrix	5.00	4.18	<p>Manager: 3.00 Team: 5.00 Stakeho...: 4.00</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	5.00	3.73	<p>Manager: 2.00 Team: 5.00 Stakeho...: 3.43</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	6.00	5.43	<p>Manager: 5.00 Team: 5.67 Stakeholders: 5.33</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	6.00	4.80	<p>Manager: 4.00 Team: 5.00 Stakeholders: 4.83</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	3.89	<p>Manager: 2.00 Team: 5.00 Stakeholders: 3.60</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	6.00	4.78	<p>Manager: 2.00 Team: 5.33 Stakeholders: 5.00</p>	5.09
7.	Invests in building capabilities of team members	6.00	4.00	<p>Manager: 2.00 Team: 5.00 Stakeholders: 3.75</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	1.00	3.91	<p>Manager: 6.00 Team: 4.00 Stakeholders: 3.57</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	4.89	<p>Manager: 5.00 Team: 5.33 Stakeholders: 4.60</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	4.00	3.91	<p>Manager: 6.00 Team: 5.33 Stakeholders: 3.00</p>	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
Nurture Relationships and Talent	Actively travels to regions, units and stores to meet the frontline and internal customers	5.43
Think Ahead	Develops and implements strategies in own domain that will drive growth (revenue, profitability, etc.) for the year or beyond the quarter	5.20
Think Ahead	Anticipates (where possible) and responds to market and regulatory changes with speed	5.20
Be Bold and Courageous	Differentiates great performance and gives it the due recognition	5.10
Works Seamlessly	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	5.09

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
Think Ahead	Over-reactive to changes and threats in the market	2.60
Works Seamlessly	Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding	3.27
Simplify How We Work	Is digitally fluent; applies digital tools to simplify work and elevate experiences	3.30
Be Bold and Courageous	Externalises - attributes shortfalls and underperformance to other teams	3.36
Works Seamlessly	Gets into the blame game, instead of working across boundaries	3.45

Section 5: Verbatim Comments

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

- Product Knowledge Ability to drive business Customer Understanding .
- Functional knowledge Experience in the segment High on commitment
- Ability to state inconvenient things Ability to visualize a product from a sketch has relatively a better understanding and passion for premium and luxury
- Up to date on collections and products 2. Time Management 3. Good understanding on pricing and assortment
- Relative trend Awareness. 2. Analytical with good Pricing and product mix. 3. Instant problem solving skills.
- Communication 2. Vast Product knowledge 3. Making the most of time with focused, productive work.
- Product market Fit understanding Enable individuals to leverage their core strengths. Foster ownership and initiative to drive category.
- Action Oriented: Armed with years of relevant experience, there is a quick and effective resolution to most problems where others might take long to act upon. Supportive: Strongly backs the team in case of any inter departmental conflicts or misunderstandings. Experience: Has a good understanding of product- market fit and a strong business acumen.
- He is fast in taking decisions, has an eye for what works in the category, makes everyone align to the need of category.
- NA
- Understanding of the products and processes in the system. 2. Market Knowledge as he travels to several store locations
- 1. Deep Product Expertise Across Diamond Categories: Geethakrishnan brings nuanced product understanding. His ability to assess product from both a design and commercial lens ensures that every piece meets the highest standards of luxury, authenticity, and differentiation. 2. Strong Consumer Insight and Demand Mapping: He has an instinctive grasp of what the high-value consumer seeks — whether it's occasion-led buying behavior, regional preferences, or aspiration triggers like rarity and timelessness. His decisions are often anchored in both qualitative insight and on-ground retail feedback, ensuring relevance and resonance with Tanishq's evolving diamond customer. 3. Excellence in Assortment & Portfolio Strategy: He has a strategic eye for curating balanced assortments that serve multiple consumer segments without diluting brand equity. From showstopper hero pieces to repeat bestsellers, Geethakrishnan's approach ensures portfolio depth while maintaining luxury perception.

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

- Emailing problems / Conveying messages that is unpleasant
- People Leadership OFI Strategic Thinking and all round business acumen OFI OFI on effective collaboration
- He comes out as someone who is unpredictable and inconsistent. it almost always feels like he would not stand by what he states. It feels like what you see is not what you get from him He comes out as someone who is not inclusive in his behaviour and operates from a position of power and comes out as someone who is insensitive and indifferent to stake holders. He does not feel for them. He comes out as someone who will pit one against the other and enjoys watching it
- Not going back on decisions and blaming 2. Listening 3. Being patient and understanding process issues
- Being Reactive on day to day operational challenges. 2. Being a good listener. 3. Sticking to the initial plan of action .
- 1. Empower team members with greater ownership and decision-making authority. 2. Ensure clear communication of individual roles and responsibilities to avoid overlaps and gaps. 3. Strategically plan and distribute workload to optimize efficiency and avoid burnout
- Stay Calm in any situation. explain the requirement clearly. Clarify the KRA within Team.
- Avoid Impatience: Acting early without getting into the root cause of the issue can sometimes not fix the right problem. Show Encouragement: In some cases carrots (appreciation) are more effective than sticks in motivating the team. Provide Access: Discuss the big picture strategies by SMT with team members for the team to feel more ownership.
- can build more bridges and listen more to other viewpoints, can come across as more approachable person
- NA

- Inconsistent decision making leading to big impact on the moral of other teams. 2. Needs to be more sensitive towards the efforts, cost and resources being put in by other teams to deliver the requirements or any challenges being faced. 3. Transparency in decisions made and answerability for non-performance of past decisions. 4. Passing on the responsibility for any failure to others but taking the ownership of the success.
- 1. Delegate More to Build Team Autonomy Geethakrishnan's strong involvement across multiple verticals reflects his commitment to excellence, but at times creates bottlenecks in execution. By empowering his second line with clearer ownership and decision-making authority, he can enable faster workstreams, reduce operational dependency on himself, and create stronger team accountability — all of which are essential as the category grows in complexity and ambition. 2. Communicate Vision More Frequently and Broadly Geethakrishnan has strong clarity of thought, but often shares it in smaller, closed-group settings. By more actively communicating the broader vision and roadmap with cross-functional teams — especially retail and frontline staff — he can drive greater alignment, motivation, and cultural ownership of the high-value category across the system. 3. Build a Formal Feedback Loop from Retail and Consumers While instinctively consumer-focused, there is an opportunity to institutionalize structured feedback loops from the ground — including store staff, customer feedback, and market performance data. This would help validate product-market fit more rigorously, surface unmet needs faster, and enable more informed decisions around assortment, pricing, and merchandising — especially in a high-investment category.

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?

- Collaborative working with Design / Sourcing / Manufacturing 2. Sharing the learning's to all team members 3. Working with team members as well as other stakeholders seamlessly to drive results .
- Can work in collaborations where product development tasks are central
- Nothing specific
- Helpful when there is a block to highlight issues to the relevant people 2. Clearly expresses what he wants and does not want
- He provides clear Merchandise plan with good product mix. 2. He doesn't hesitate to provide support to escalate matters to the right stakeholders for timely outcome. 3. He involves himself with reference support during designing.
- NA
- Geetha effectively recognizes each team member's strengths and strategically assigns tasks based on those strengths, consistently driving optimal team performance and results.
- Articulates potential pitfalls based on previous experiences- this helps the new team members navigate potential problems. 2) Understand individual strengths and assigns tasks based on the teams interests and expertise.
- Occasion category was almost non existing in Tanishq and almost negligible in In-house. He has made huge contribution in building the category at Tanishq and In-house. He has diligently focused on the quality of the product and wearability of necklaces. He highlights the drawback in the products in all forums and force the ecosystem to improve.
- NA
- In most of the collaborative projects, Geetha does a good alignment at the start of the project and shares the clear target and supports as well. But during the course of the projects or end of the projects, wherein the resources, time, cost has already been invested, and if there's any personal conflict or differentiation in the ideology with any teams / stakeholders, the alignment gets impacted. The acceptance of the project's outcome also gets impacted. He needs to work in a more consistent and practical manner, so that the decisions are not a result of pressure / rapo from /with any other team,
- 1. Ensured Seamless Cross-Functional Alignment for a Global Showcase Geethakrishnan directed purposeful collaboration across vendor teams to deliver the RIR and Red Carpet collection to Paris for the Couture Week. His clarity in defining roles, timelines, and creative direction ensured all teams worked toward a unified brand and business goal. 2. Collaborated Seamlessly to Drive a Successful Launch Beyond product development, Geethakrishnan worked closely with marketing, retail, VM, and production teams to orchestrate the India launch of Radiance in Rhythm. His collaborative leadership ensured campaign readiness, product availability across markets.

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