

Titan Company Ltd.

360 Feedback Interim Report – Online Survey

**Leader to Legend
One Jewellery**

Divya Barange

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	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

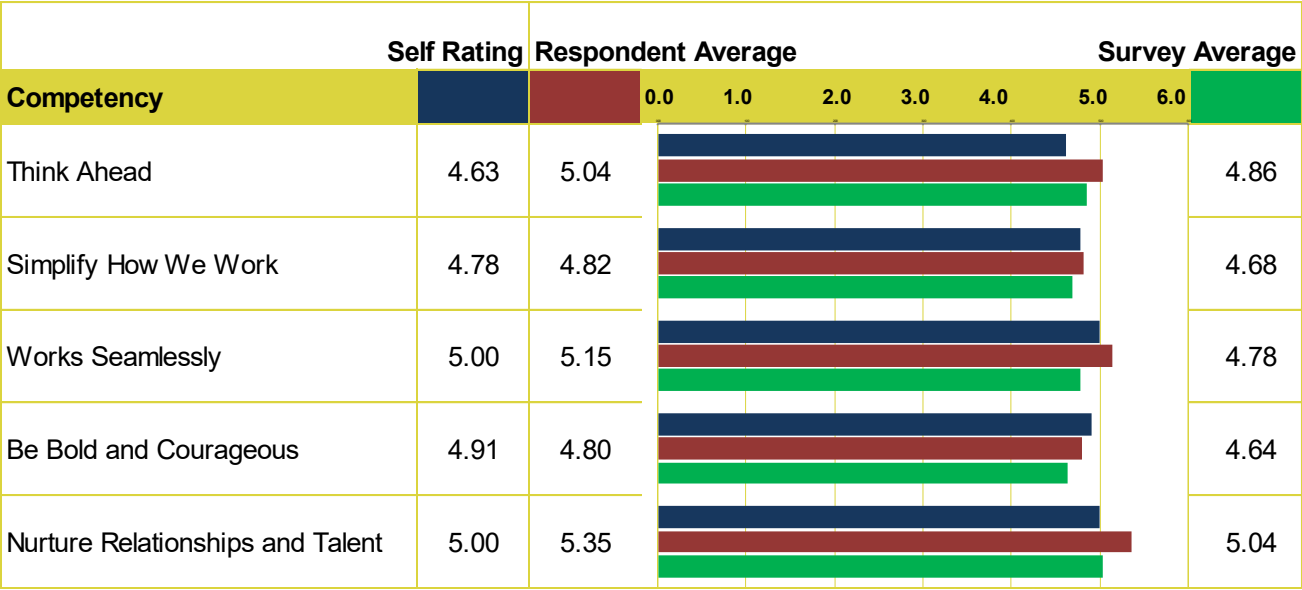
- This section provides the strengths and areas of development as rated by the respondents

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

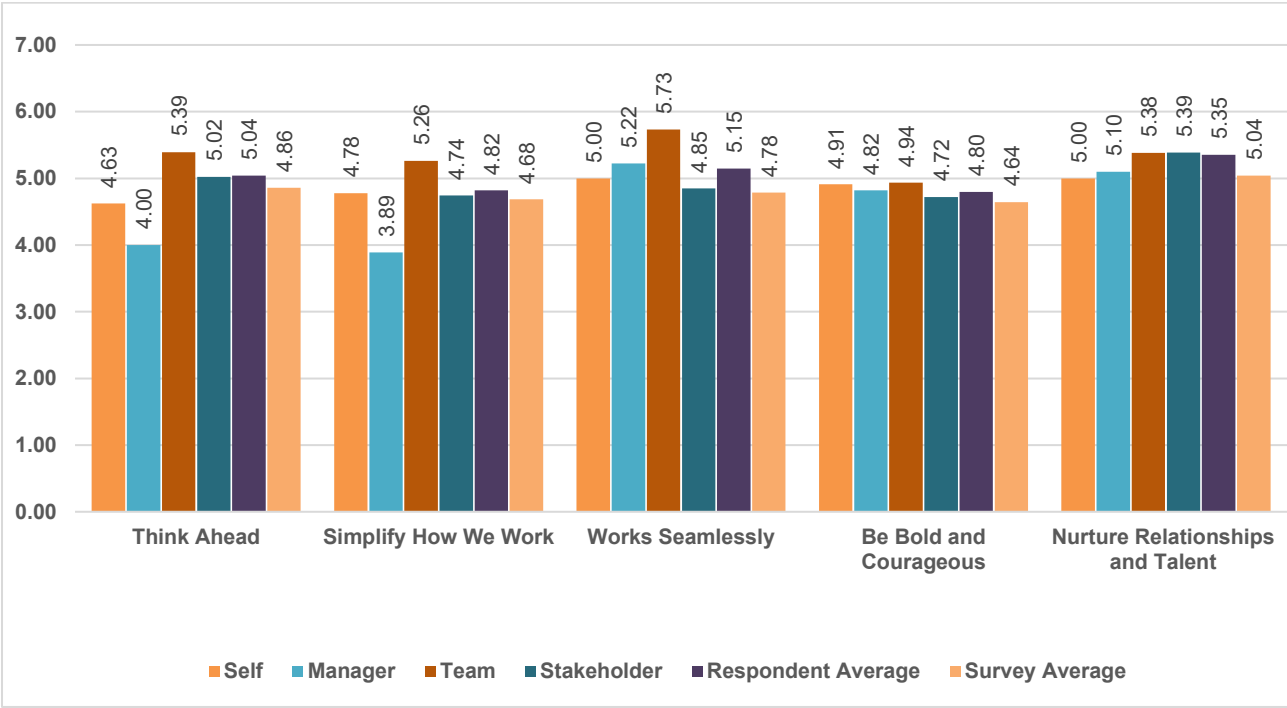


Section 2: Competency Score by Respondent Category

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	4.63	4.00	5.39	5.02	5.04	4.86
Simplify How We Work	4.78	3.89	5.26	4.74	4.82	4.68
Works Seamlessly	5.00	5.22	5.73	4.85	5.15	4.78
Be Bold and Courageous	4.91	4.82	4.94	4.72	4.80	4.64
Nurture Relationships and Talent	5.00	5.10	5.38	5.39	5.35	5.04

If the number of respondents in any category is less than 3, responses for those categories are not shown to ensure anonymity

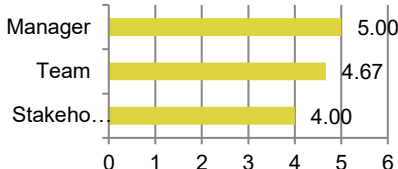


Section 3: Statement Wise Report

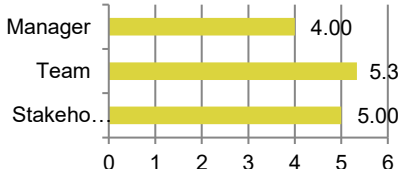
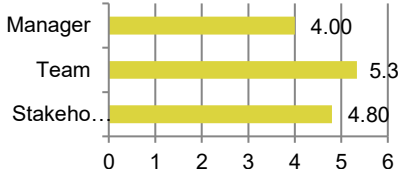
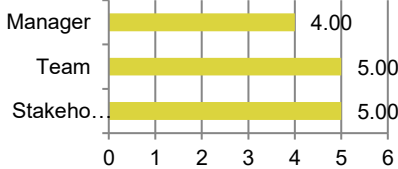
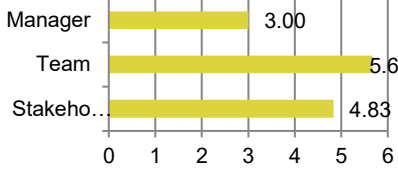
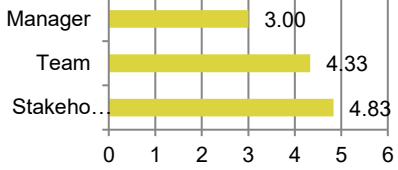
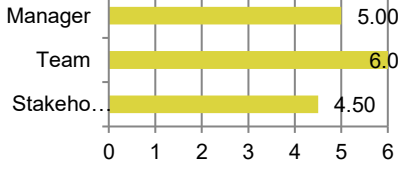
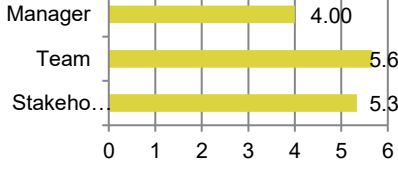
Some questions in this report are negatively framed - for instance equates respect and care with not sharing tough messages. To maintain accuracy in the average, the scores for these questions have been reversed. These questions are in italics. A higher score now indicates a favorable response and a 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	5.11	<p>Manager: 4.00 Team: 5.33 Stakeholders: 5.20</p>	5.15
2.	Drives outcomes that will deliver major wins with customers (customer experience, digital, design, product, talent)	5.00	5.22	<p>Manager: 4.00 Team: 6.00 Stakeholders: 5.00</p>	5.13
3.	Is proactive in highlighting risks to the Division's growth and performance, in own area	5.00	5.33	<p>Manager: 4.00 Team: 5.33 Stakeholders: 5.60</p>	5.00
4.	Leverages customer insights, market intelligence and frontline realities to make and / or enable decisions	4.00	5.20	<p>Manager: 5.00 Team: 5.33 Stakeholders: 5.17</p>	5.06
5.	Adopts external benchmarks and standards to drive excellence in processes and outcomes in own domain	5.00	5.30	<p>Manager: 3.00 Team: 6.00 Stakeholders: 5.33</p>	4.89
6.	Anticipates (where possible) and responds to market and regulatory changes with speed	5.00	5.38	<p>Manager: 0.00 Team: 5.33 Stakeholders: 5.40</p>	4.99
7.	Challenges status quo and assumptions	5.00	4.56	<p>Manager: 3.00 Team: 5.00 Stakeholders: 4.67</p>	4.71

8.	<i>Over-reactive to changes and threats in the market</i>	2.00	4.30		3.89
----	---	------	------	--	------

Competency: Simplify How We Work

S. No.	Statement	Self Rating	Respondent Average	Manager, Team and Stakeholders	Survey Average
1.	Identifies and highlights trade-offs to enable focus on the critical (few) priorities	5.00	5.00		4.81
2.	Clarifies priorities and aligns own team for high-quality execution	5.00	4.89		4.95
3.	Aligns to and drives critical KPIs for sharp focus and optimal effort	5.00	4.89		4.94
4.	Simplifies processes and approvals for speedy execution; eliminates unnecessary steps	6.00	4.90		4.80
5.	Is digitally fluent; applies digital tools to simplify work and elevate experiences	5.00	4.50		4.69
6.	Acts to simplify work at the front-end based on their feedback, and not just own assumptions	5.00	5.00		4.83
7.	Surfaces and addresses challenges faced by stakeholders in the execution of changes and new initiatives	5.00	5.30		4.93

8.	<i>Struggles to say 'No', leading to burnout and efforts across too many priorities</i>	3.00	3.88	<p>Manager: 4.00 Team: 4.33 Stakeho...: 3.50</p>	4.03
9.	<i>Micromanages and gets over involved especially when things get challenging</i>	4.00	4.88	<p>Manager: 4.00 Team: 5.67 Stakeho...: 4.50</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	5.00	5.40	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.17</p>	5.00
2.	Establishes clarity in own and own team's responsibilities on shared goals or seemingly conflicting KPIs	4.00	5.33	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.00</p>	4.84
3.	Holds other teams and leaders accountable to meet their commitments; does not hesitate to call out misses by other teams	5.00	5.44	<p>Manager: 5.00 Team: 6.00 Stakeho...: 5.33</p>	4.66
4.	Shares timely updates with all relevant stakeholders on results and challenges in a transparent manner	4.00	5.00	<p>Manager: 5.00 Team: 5.67 Stakeho...: 4.67</p>	4.97
5.	Ensures that self and the team deliver on their commitments to other teams	6.00	5.40	<p>Manager: 6.00 Team: 5.67 Stakeho...: 5.17</p>	5.12
6.	<i>Withholds or pays scant attention to sharing information leading to misalignment and misunderstanding</i>	5.00	4.50	<p>Manager: 4.00 Team: 4.67 Stakeho...: 4.50</p>	4.17

7.	<i>Does not acknowledge own misses and shortfalls on commitments to other teams</i>	5.00	5.00	<p>Manager: 5.00 Team: 6.00 Stakeho...: 4.50</p>	4.48
8.	<i>Gets into the blame game, instead of working across boundaries</i>	5.00	5.10	<p>Manager: 6.00 Team: 6.00 Stakeho...: 4.50</p>	4.89
9.	<i>Gets into email exchanges rather than promptly reaching out to verify or address issues</i>	6.00	5.20	<p>Manager: 6.00 Team: 5.67 Stakeho...: 4.83</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	5.00	4.60	<p>Manager: 3.00 Team: 5.67 Stakeho...: 4.33</p>	4.71
2.	Takes decisive action to deal with underperformance and inappropriate behaviour	4.00	5.00	<p>Manager: 3.00 Team: 6.00 Stakeho...: 5.00</p>	4.63
3.	Differentiates great performance and gives it the due recognition	5.00	5.11	<p>Manager: 5.00 Team: 5.00 Stakeho...: 5.20</p>	5.01
4.	Shares tough messages transparently and promptly	5.00	5.11	<p>Manager: 4.00 Team: 5.33 Stakeho...: 5.20</p>	4.78
5.	Speaks up, challenges others and disagrees constructively (regardless of hierarchy)	5.00	4.63	<p>Manager: 5.00 Team: 3.50 Stakeho...: 5.00</p>	4.75

6.	Encourages experimentation and learning from failure	6.00	5.00	<p>Manager: 5.00 Team: 5.00 Stakeho...: 5.00</p>	5.03
7.	Shows perseverance to overcome obstacles and setbacks	6.00	5.40	<p>Manager: 6.00 Team: 5.67 Stakeho...: 5.17</p>	5.15
8.	<i>Equates 'respect' and 'care' with not sharing tough messages</i>	4.00	3.30	<p>Manager: 4.00 Team: 3.00 Stakeho...: 3.33</p>	3.41
9.	<i>Downplays bad news</i>	4.00	4.22	<p>Manager: 6.00 Team: 3.00 Stakeho...: 4.60</p>	4.12
10.	<i>Unwilling to listen and learn from others</i>	5.00	5.20	<p>Manager: 6.00 Team: 6.00 Stakeho...: 4.67</p>	4.90
11.	<i>Externalises - attributes shortfalls and underperformance to other teams</i>	5.00	5.20	<p>Manager: 6.00 Team: 6.00 Stakeho...: 4.67</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	5.60	<p>Manager: 5.00 Team: 5.67 Stakeho...: 5.67</p>	5.22
2.	Listens deeply to understand, and acknowledges others' points of view	5.00	5.60	<p>Manager: 6.00 Team: 5.67 Stakeho...: 5.50</p>	5.03

3.	Actively travels to regions, units and stores to meet the frontline and internal customers	3.00	3.25	<p>Manager: 3.00 Team: 2.50 Stakeholders: 3.60</p>	4.76
4.	Values BAs and vendor partners - actively seeks and considers their needs and priorities in decisions	5.00	4.86	<p>Manager: 3.00 Team: 4.67 Stakeholders: 5.67</p>	4.97
5.	Cares about the well being of the team and individuals	6.00	5.78	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.60</p>	5.35
6.	Understands the strengths, motivators and aspirations of key talent	5.00	5.63	<p>Manager: 5.00 Team: 6.00 Stakeholders: 5.50</p>	5.09
7.	Invests in building capabilities of team members	5.00	4.75	<p>Manager: 5.00 Team: 4.33 Stakeholders: 5.00</p>	4.92
8.	<i>Expects privileges and attention due to their hierarchy</i>	5.00	5.80	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.67</p>	4.90
9.	<i>Encourages a boss / sir / ma'am culture</i>	6.00	5.89	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.80</p>	5.21
10.	<i>Uses power and position to demand alignment and adherence</i>	5.00	5.89	<p>Manager: 6.00 Team: 6.00 Stakeholders: 5.80</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	Encourages a boss / sir / ma'am culture	5.89
Nurture Relationships and Talent	Uses power and position to demand alignment and adherence	5.89
Nurture Relationships and Talent	Expects privileges and attention due to their hierarchy	5.80
Nurture Relationships and Talent	Cares about the well being of the team and individuals	5.78
Nurture Relationships and Talent	Understands the strengths, motivators and aspirations of key talent	5.63

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
Nurture Relationships and Talent	Actively travels to regions, units and stores to meet the frontline and internal customers	3.25
Be Bold and Courageous	Equates 'respect' and 'care' with not sharing tough messages	3.30
Simplify How We Work	Struggles to say 'No', leading to burnout and efforts across too many priorities	3.88
Be Bold and Courageous	Downplays bad news	4.22
Think Ahead	Over-reactive to changes and threats in the market	4.30

Section 5: Verbatim Comments

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

- People / Team management Vision for the brand / Bring Innovation Meticulous attitude / Does not give up easily
- Adaptability –Her flexibility in adjusting strategies based on data, feedback, or changing market trends, showing resilience and responsiveness.
- With her resilience and never give up attitude - Divya drives her team with a strong sense of accountability / delivery. She shares deep engagement, understanding with her team members and is an empathetic leader.
- Calm under pressure 2. Ability to bounce back despite setbacks 3. Attention to detail
- collaborative Working 2. communication Skills 3. focussed approach
- backing up the team as a manager 2- thinks big & encourages the team to think that way 3- facilitates experimentation and failure for learning.
- tactfully gets alignment through multiple levels of stakeholders 2) is open to learning & interacts with all levels of people effortlessly to align/influence outcomes. 3) Fairly knowledgeable with Titan ecosystem & ways of working
- Calm, Composed Leadership Under Pressure One of her standout strengths is staying calm and solution-oriented, even in high-stakes or high-pressure situations. Her composed demeanor helps steady the team and drive focused execution. 2. Empowering and Trust-Based Management Style She leads with trust and gives her team both ownership and space to grow, while being accessible for guidance. This balance brings out the best in people and encourages high performance. 3. Strong Negotiation and Stakeholder Management Skills Divya is highly effective in negotiations — whether with internal stakeholders, external partners, or agencies. She consistently secures the best outcomes while maintaining strong relationships.
- The three top strengths would be long-term vision, adaptability and mentorship.
- Empathy Understanding Consumer Insights Negotiation Skills
- - Persuasion - Co-creation - Accountability

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

- Incorporating more outside-in data deep dive Being more vocal in proposing opposing views Prioritize 3 big rocks / delegate instead of focusing on everything on the table
- It might be helpful to explore a bit more cross-functional interaction with product teams—doing so could offer new insights and help strengthen the impact of your strategies even further.
- Must take bold, courageous steps to think differently and ahead. Work more closely with regions and extended stake holders for greater impact
- Play up team strengths more vocally 2. Should start saying no
- Customer understanding 2. Competition/ market understanding 3. Exposure to the external environment and checking effectiveness of campaign logically not emotionally.
 - taking additional responsibility such that it leads the team to a burnout situation - Start saying no to additional tasks - take a complete control of the category from a strategy pov.
- should stand her ground more firmly in certain matters with higher ups & team. 2) should try to bring in new & innovative ways of working at Titan by challenging/changing current beliefs/ways of working for better outcomes. 3) Manage senior stakeholder approvals better to avoid delay to launch campaigns & assets
- Set Firmer Boundaries on Last-Minute Changes Encouraging teams to plan ahead and saying "no" to non-critical last-minute requests from Seniors would help improve overall efficiency and reduce burnout. 2. Prioritize Downtime and Recovery for the Team Proactively creating space for the team to pause and recover between high-intensity phases would help sustain energy and creativity over the long term. 3. Be More Present for Key On-Ground Moments More frequent travel or on-ground presence during critical events would help ease the operational load on the team and enable faster decision-making.
- I don't think there are any things that need to be done differently or be stopped. One thing that always has room for more might be providing more opportunities for team members to lead smaller projects or take on higher-level tasks would contribute significantly to overall team growth and efficiency
- Prioritization of Tasks: This continuous rush to complete everything immediately is impacting both productivity and mental well-being. Set Boundaries on Last-Minute Requests.
- - Process implementation - Consolidation - Earlier closures

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?

- Brings all stakeholders together for alignment & drive CFT 2. Find common solutions for bottlenecks 3. Align on deliverables
- Impactful campaigns building Tanishq Diamonds, High Value jewellery, Switch and Shine with great synergies between external teams
- Divya is very open to feedback and is valued within her cross functional team. As an empathetic team member she works very hard to align to cross functional team goals and sometimes initiates difficult but constructive discussions.
- Clearly articulates the desired outcome 2. Also states what is acceptable and what is not at the get go itself
- Feedback receptiveness 2. Involve other stake holders view while developing content. 3. Seeing the work through spectators eye
 - Sets the context and objectives clearly with all relevant teams. -
- works closely with CFT teams on diamond to meet objectives of brand as well business 2) works closely with media team to explain/align the campaign objectives with media plan
- Aligns Stakeholders Around a Clear Vision and Outcome Divya played a pivotal role in orchestrating the Rahul Mishra collaboration — from aligning with his team and navigating legal and contractual negotiations, to ensuring clarity on deliverables and timelines across all parties. 2. Leverages Team Insights While Driving Execution She actively sought inputs from me during the planning phase, using those insights to shape the collaboration meaningfully. At the same time, she empowered me to take ownership during the event, striking the right balance between guidance and trust. 3. Drives Cross-Functional Collaboration End-to-End Whether it was securing external partners for the shoot or managing multiple internal stakeholders, Divya ensured seamless coordination across teams — keeping everyone aligned, focused, and moving towards the shared goal with purpose and efficiency.
- She fosters an environment of Trust and Open Communication 2. She facilitates and structures collaborative processes
- Clear Vision and Ongoing Support: Divya is effective at setting clear expectations and outlining a shared vision right from the start. Additionally, she remains available to provide guidance and support, helping the team stay focused and on track to achieve the desired outcomes. Defining Scope and Limitations: She is excellent at clearly outlining the scope of projects and establishing any limitations upfront, which ensures the team understands the "rules of the game."
- Divya is always clear on the end marketing objective and spear heads the path to success very efficiently. Her willingness to go the extra mile to shape-up the new is always helpful, giving a sense of co-creation and collaboration.

END