From: Maya Poori, CEO
Date: Sep 4, 2013
Subject: Formulation of IT roadmap, 2013-2014, for Indus Consumer Products Limited (INDUS)

I'm sure you have managed to get a fairly good idea of our operations in the past three weeks since you took over as CIO of INDUS.

Information Technology is integral to INDUS's vision and mission. Yet, so far, our focus has been on the acquisition of faster and cheaper computing resources and less on the strategic deployment of technological innovations across the breadth of the organisation. As a consequence, IT is largely limited to being a support function used to enhance our operational efficiency. In my opinion, we have not effectively leveraged our IT resources to develop information capabilities that create value for our customers, suppliers and channel partners and enable operational excellence.

Further, there is a lot of dissonance between the IT organisation and different lines of business (LOBs). This is primarily because the annual IT budget has so far been allocated on a discretionary basis to address business needs on an "as and when required" basis by the IT organisation, and approved by the office of the CFO.

In order to address the above issues, I would like you to develop an IT roadmap for the company that maps the technological capabilities of INDUS to business improvement opportunities and outcomes. This year, the different LOBs have proposed five projects – ERP, Distributor Connect, Supplier Connect, Retail Connect and Rural Connect – that require our attention. The business objectives of these projects range from increased operational efficiency to improved customer satisfaction. The pertinent LOB has also developed the strategic and financial case for each of these investments. You must analyse the business case for each of these projects, prioritize amongst their objectives, and identify those that best serve our business strategy in the long-term.

Your choice of IT investments for the year 2013-2014 is constrained by the IT budget for this financial year, which is INR 145 million. Your report will describe the apportionment of these funds across different current IT projects and different asset classes. In designing the IT portfolio, you must not only identify which of the proposed new projects to invest in, but also do a thorough analysis of past projects and remove redundant or unjustified investments.

ICPLInsight, the company's portfolio management software solution, will provide an analytical framework to generate the above reports, while the following documents, attached to this letter, will help you with the above decisions:

- Company Report
- IT Assessment Report
- Proposal for the SCM Initiative – the three components include Distributor Connect, Retailer Connect and Supplier Connect
- Proposal for Rural Connect
- Proposal for the new ERP System

A team of 4-5 people who understand the business value of IT will assist you in this effort. Bear in mind that this IT roadmap will be mapped to the financial plan of INDUS. The output will not

only depict how IT affects our overall organisation but also each business department. Each department will be made aware of the short-term and long-term consequences of your decisions mentioned in the IT roadmap. The expectation is this roadmap will enable INDUS to be agile, innovative and competitive.

Please submit the IT road map as above to me within the next week. I will then discuss these recommendations with the IT Steering Committee so that we can speedily follow through on the decisions you make.

Sincerely,
Maya Poori