

Mainak Dhar

Managing Director at General Mills by day; bestselling author by night

Summary

Close to two decades of experience at blue chip organizations (Procter & Gamble and now General Mills) with a solid track record of providing transformational leadership and acceleration to complex businesses and organizations. Experience in leading large multi-disciplinary teams to drive sales and profit growth across a broad portfolio. Diverse experience set across emerging/developed markets, whitespaces/turnarounds and in managing long term equity/innovation and short term business delivery. Key 'points of difference' are driving ruthless focus on winning externally v/s internal transactions, simplification and building strong organization capability. Professional goal is to keep stretching business and leadership experiences to progress in my career while at a personal level, key goal is to ensure that despite increasing responsibilities and challenges at work, I can keep my balance. Personal passion is to develop strong organizations and leave a legacy, not just deliver the numbers. Am a self-confessed 'cubicle dweller by day and writer by night', and my writing both helps me keep my mind fresh (when people talk of 'thinking out of the box', they forget that to do that you sometimes need to take yourself out of the box) and remind me that there's always more to life than the day job. Specialties: - Leading complex businesses with P&L delivery - Leading and motivating large multi-disciplinary teams - Portfolio/category management- managing multiple brands/categories to drive synergies and growth - Brand Management- driving brand fundamentals to grow equity and share - Working in a matrix, globalized organization - Balancing longer term strategy and short term tactics to build the business - Building strong organizations with a focus on simplification, coaching and by role modeling balance

Experience

Managing Director, General Mills India at General Mills

May 2014 - Present (1 year 9 months)

I lead the India operations for General Mills with responsibility for overall business and organisational results- both short term delivery and setting the organisation and business up for explosive long term growth. This is a diverse and exciting business including a fast growing India consumer foods business spearheaded by great brands like Pillsbury, Parampara, Betty Crocker and the Haagen-Dazs shops and retail business; a leadership presence in Bakery & Food Services and a growing International business meeting the needs of the Indian diaspora. I am responsible for leading over 450 employees in India encompassing all functions, locations and manufacturing plants. My personal passion is to create an organization and culture that all employees would be proud to be part of; one which would not just help unleash the full growth potential of our business but also help each and every employee achieve their career aspirations.

General Manager & Head of Asia Personal Health Care at Procter & Gamble

May 2012 - March 2014 (1 year 11 months)

Overall business and P&L responsibility for Procter & Gamble's Personal Health Care business across the Asia-Pacific region. Key mandate was: - To deliver short term sales and profit objectives for the total Health Care portfolio across Asia. - Ensure sufficiency of innovations and building blocks to deliver explosive long term growth including entry into new markets and segments. - Build a strong and sustainable organization. - Provide overall business leadership and direction to a multi-functional (Marketing, Sales Planning, Finance, Research, Product Supply, ER, R&D) organization of more than 100 employees across multiple locations- Singapore HQ, commercial teams in markets and technical resources at manufacturing sites. The Asia Health Care team was able to deliver significant acceleration in both topline (more than doubling historical growth rates) and bottomline (delivering sustained double digit growth v/s erratic historical performance), while creating a strong foundation for future growth through licensing/M&A deals paving the way for entry into new markets and segments. Together with the business metrics, we delivered a strong organization- with best in class results in organizational surveys, with exceptional improvements in Simplification, Work Life Balance and career progress for employees.

Head of Marketing- ASEAN at Procter & Gamble

September 2009 - April 2012 (2 years 8 months)

Led the Marketing function for P&G for the 5 ASEAN markets (Thailand, Malaysia, Singapore, Vietnam, Indonesia) with responsibility for topline sales, market share and value contribution for the entire P&G portfolio- a business with retail sales of more than US \$1.5 Billion. Led a team of more than 60 multi-disciplinary direct reports- including brand/category marketers, media, external relations/PR, direct marketing, Finance, Research and customer/shopper marketing to deliver these results. From a market share decline till FY08/09, P&G ASEAN posted accelerating double digit sales and share growth year on year and P&G grew market share at a faster rate than any other peer CPG company in ASEAN.

Regional Marketing Director- Hair Care at Procter & Gamble

May 2006 - August 2009 (3 years 4 months)

Led P&G's largest brand in the region- Pantene, managing a business of more than \$800 million across multiple markets, spanning SEA, India, Australasia, Korea and Japan with P&L responsibility. Turned around the business from two years of stagnation to strong double digit sales and profit growth, and led marketing innovation winning the team an EFFIE for the 3 Minute Miracle campaign.

Associate Marketing Director at Procter & Gamble

September 2003 - May 2006 (2 years 9 months)

Led the Rejoice and Head & Shoulders brands across ASEAN-Australasia-India with P&L and business responsibility for a total portfolio of more than \$300 million. During my tenure, Rejoice was the fastest growing brand in the P&G portfolio, with strong equity innovation and campaigns winning an EFFIE, while Head & Shoulders saw sharply accelerated growth, becoming the #1 Anti-Dandruff brand in AAI for the first time ever, and won the team a Cannes Lion.

Brand Manager at Procter & Gamble

July 2000 - September 2003 (3 years 3 months)

Assistant Brand Manager at Procter & Gamble

July 1996 - June 2000 (4 years)

Languages

English	(Native or bilingual proficiency)
Hindi	(Native or bilingual proficiency)
Bengali	(Native or bilingual proficiency)
Thai	(Elementary proficiency)
French	(Elementary proficiency)

Volunteer Experience

Volunteer at Make A Wish Foundation

2008 - Present (8 years)

Great experience of making wishes of some special kids come true.

Publications

Chronicler of the Undead

Westland Books

Authors: Mainak D.

Post-apocalyptic thriller releasing in early 2015 in India through Westland Books.

A Little Mayhem

Westland Books May 1, 2014

Authors: Mainak D.

A contemporary thriller about a young woman's journey to find justice when her sister is raped and murdered.

The Alice in Deadland series

December 1, 2011

Authors: Mainak D.

Amazon.com Bestselling series that has now spanned eight books. More than 50,000 copies sold in the first three months. # 1 Science Fiction bestseller on Amazon #1 Horror bestseller on Amazon TV and Film rights acquired by Paper Airplane Productions in the US. Foreign language editions released or in process of being released in Turkey, France and Brazil. India edition released by Duckbill Books.

The Cubicle Manifesto

Random House India February 16, 2012

Authors: Mainak D.

A story about a cubicle dweller, a computer virus and the revolution they unleash together. Lessons in leading a more balanced life told through an engaging fable.

Vimana

Penguin India October 1, 2011

Authors: Mainak D.

A science fiction thriller combining ancient myth and cutting edge sci-fi.

Zombiestan

Duckbill Books June 15, 2011

Authors: Mainak D.

The war on terror gets more terrifying in this bestselling thriller. Indian edition published by Duckbill Books.

Herogiri

Random House India April 1, 2010

Authors: Mainak D.

A superhero novel for our times. Film rights acquired by the Anil Kapoor Film Company.

Brand Management 101: 101 Lessons from Real World Marketing

John Wiley & Sons April 1, 2007

Authors: Mainak D.

Bestselling book on Marketing that aims at teaching what no classroom will. Distils lessons learned in the real world of marketing into 101 engaging lessons.

Line of Control

Vitasta Publishing, Delhi September 26, 2008

Authors: Mainak D.

A thriller on the coming war in Asia. Top 5 bestselling War fiction on Amazon UK, Top 50 War bestseller on Amazon US

The Funda of Mix-ology

Shrishti Publications, New Delhi April 1, 2008

Authors: Mainak D.

A coming of age novel that was a national bestseller in India.

Skills & Expertise

Brand Management

(Expert, 15 years experience)

Leading large and diverse teams

(Advanced, 8 years experience)

People management/coaching

(Advanced, 11 years experience)

Business strategy

(Expert, 15 years experience)

Training/capability building

(Advanced, 11 years experience)

Recruiting

(Advanced, 11 years experience)

Profit & Loss Management

(Advanced, 6 years experience)

Business Strategy

Diversity

Digital Marketing

Product Development

Positioning

Income Statement
Management
Marketing
FMCG
Key Account Management
Strategy
Shopper Marketing
Customer Insight
Brand Equity
Global Marketing
Competitive Analysis
Consumer Products
Marketing Communications
Cross-functional Team Leadership
Consumer Behaviour
P&L Responsibility
Product Marketing
Consumer Insight
Brand Architecture
Segmentation
Pricing Strategy
Business Development
Product Launch
Distributed Team Management
Business Planning
Market Analysis
Marketing Strategy
Market Research
New Business Development
Trade Marketing
P&L Management
Brand Development
Market Planning
Marketing Management
Sales
P&L
Leadership

Education

University of Oxford

Writing Fiction, 2013 - 2013

Indian Institute of Management, Ahmedabad

Master of Business Administration (MBA), Business Administration and Management, General, 1994 - 1996

Activities and Societies: Marketing Club

Delhi University

BA (Hons), Economics, 1991 - 1994

Activities and Societies: Quizzing Team

Modern School, Barakhama Road, New Delhi

1987 - 1991

Activities and Societies: Academic Prefect

Honors and Awards

Judge at EFFIE Awards 2012 and 2015 Best campaign at the Asian Marketing Effectiveness Awards 2009 for 3 Minute Miracle Bronze Lion at Cannes 2004 for TV advertising for Head & Shoulders Best campaign at the Asian Marketing Effectiveness Awards 2004 for Pantene Hair Fall EFFIE for best campaign at the Asian Marketing Effectiveness Awards 2005 for Rejoice 'Mistaken Conclusions' campaign As a Writer: Ranked #1 Horror author worldwide on Amazon.com in March 2013. Author of twelve books including the Amazon.com bestseller, Alice in Deadland and the Indian bestseller Funda of Mix-ology. One of a handful of self-published authors to sell more than 100,000 ebooks on the Kindle. Among Top 20 indie authors globally in 2011 by E-Reader Corral. Herogiri being made into a motion picture by Anil Kapoor Film Company. Alice in Deadland soon to be a major TV series in the US. Articles on marketing and branding published in Ad Asia, The Singapore Marketer, Financial Express etc.

Interests

Cubicle dweller by day and writer by night.

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14 people have recommended Mainak

"Working with Mainak has been a great experience for me during 2012-2014. He is an outstanding manager and business leader. Mainak is extremely focused on business priorities, simplifies and "walks the talk". He is great at strategic thinking and has a clam head under pressure to lead the team out of the tough situations. It has been a pleasure to work in Mainak's team as he is a role model on leadership and simplification. He connects with employees on personal basis, understands their needs well and champions their causes. I have personally learnt a lot form Mainak's coaching and role modeling. I wish him all the very best!"

— **Amit B.**, reported to Mainak at Procter & Gamble

"I have known Mainak for over 15 years and I worked most closely with him over the last 2 years in his role as head of Asia Personal Healthcare at P&G. I have seen first-hand the amazing strategic depth & focus Mainak brought to the business which helped his organization deliver exceptional and consistent results. He built and enabled the organization, simplified their work by focusing on the biggest few priorities that really matter and empowered his people to make quicker, better decisions. He also brings a unique ability to cut through complexity and focus on the consumer & customer insights that really matter. His leadership style is unique & rare and would benefit any team that is looking to transform their business and organization results."

— **Aalok A.**, worked directly with Mainak at Procter & Gamble

"Mainak has been my manager and mentor over the last 2+ years. What differentiates Mainak from many senior managers is his ability to penetrate the most complex business issues, identify simple solutions to address these issues and communicate them in a clear concise manner. He has a great combination of strategic clarity and executorial agility that has helped turn around the P&G ASEAN business and deliver stellar results year on year. His ability to coach his direct/ indirect reports and empower them in running the business has enabled several strong leaders to be groomed from within ASEAN. I believe my professional outlook and ability to manage any business has step-changed under Mainak and will serve me well in the years to come."

— **Vishwanath R.**, reported to Mainak at Procter & Gamble

"I have worked for or around Mainak for the last 8 years – and he continues to be one of my role models at P&G, just as he was when I was an intern whom he hired. As a business leader, Mainak epitomises balance – whether it is between the focus on short term business delivery and long term strategy, or whether it is balance of 'marketing mastery' and the hard business metrics. I believe this comes from a rare combination of his clarity of thought and natural marketing acumen with a deep insight into people and what makes them tick. This has ensured that he has one of the best track records in delivering business results, but at the same time has a slew of marketing awards, is consistently rated as one of the best team builders and has many many middle managers that he mentors. I wish him all the best and look forward to the day when we work together again!"

— **Shiv C.**, reported to Mainak at Procter & Gamble

"Mainak is one of the best marketers and business leaders I worked with and learned from at P&G - someone who many look up to. He has an unparalleled track record of outstanding business results. Not only is he excellent at setting a simple focused strategy/direction for the business but he follows it up with executional excellence to the last mile. As a business partner, he is an excellent collaborator - upfront in communicating the challenges/issues and helping you work through complex systems to deliver the outcome. His biggest legacy has been the strong leaders he has developed and promoted over the years - they continue to shine both inside and outside P&G."

— **Arjun P.**, worked directly with Mainak at Procter & Gamble

"Mainak is an accomplished marketing professional as well as an astute business man. I have known him for over 15 years- and have been really impressed with how he has turned around a declining Rejoice business and also transformed growth on Pantene in his stint as Marketing Director. Mainak is also a fantastic people manager- and has groomed many mid-level managers within P&G."

— **B J.**, worked directly with Mainak at Procter & Gamble

"I have known Mainak for close to 11 years and have worked with him multiple times starting from the time when I was a new ABM in the company. A lot that I am today as a manager and as a person is what I have learnt from Mainak and he continues to be one of the best managers I have worked with and an inspirational leader for me. What sets Mainak apart are: (i) his decisive leadership- he has unparalleled clarity on the vision and drives clear direction and focus within the team- he is quick in his decision making cutting down any swirl or internal transactions (ii) marketing mastery and astute business sense which is demonstrated via his exceptional business results- "whatever he touches turns to gold" (ii) creates a winning yet fun culture within the team; great coach and grooms people to take up leadership roles. On a personal note, Mainak has been much more than a manager to me, he is my trusted mentor, friend, guide, coach- a person whom I run to whenever I need any advice be it professional or personal. I have been extremely fortunate to have crossed my paths with him and any-day I would give "an arm and a leg" to work with him again."

— **Danish R.**, reported to Mainak at Procter & Gamble

"Mainak has an incredible ability to diagnose even the most complex business challenge and respond with simple actionable strategies, followed by unrelenting focus on execution. This rare skill has enabled him to explode the multi-country, multi-brand Haircare business for P&G in Asia year after year. He is definitely one of the best marketers I have come across. He is also a very passionate manager of people and has groomed some of the very best marketing talents in the industry. It is truly an inspiring experience to work for him and with him."

— **Anantha N.**, reported to Mainak at Procter & Gamble

"Mainak has the very rare ability of being strategic and driving executional focus in his teams which produces stellar results. This was demonstrated with the new heights he took the Pantene & Herbal Essences brands in Asia. Mainak's multifunctional approach generates winwin solutions for the business & his people. As a coach, Mainak is amazing at driving clarity of thought, something which I have personally benefited from. I would summarize Mainak as the businessman whom every one would like to have lead their team!"

— **Arnab P B.**, worked indirectly for Mainak at Procter & Gamble

"Mainak is legendary for his business turn arounds and marketing innovations. Apart from working with him to see him create some of that magic from the ringside, what I remember most about working with Mainak was the collegiate atmosphere he created for his team. It was a classic case of enjoying one's work and having some fun on the side- but never losing sight of the search for ever increasing standards of excellence."

— **Santosh K.**, managed Mainak at Procter & Gamble

"After having worked with Mainak for 4+ years in P&G, here is what stands out for me: 1. He knows how to grow a business and brand; has a stellar track record. 2. He has the ability to focus the org on the things that really matter & cut out all the "background noise". 3. Genuinely passionate about seeing people grow. But also knows when to make the tough calls. 4. Creates a nice, positive, fun culture in his team with his sense of humor. 5. At the same time, he's not your regular one dimensional workaholic corporate warrior - has wide ranging interests & writes (at least) one book a year, and is therefore a role model to many."

— **Anhul C.**, reported to Mainak at Procter & Gamble

"Mainak has been a mentor to me and is without doubt the best leader I have had the opportunity to work with in my 10 years of working career. His ability to think clearly, make choices and simplify work for the team enables people working under him make meaningful contribution to work as well as grow in their careers. His coaching emphasis on basic fundamentals as is also evident from the types of best selling books he has written. It was my good luck that I had the opportunity to work under him and consequently learn from him - this is helping me everyday in my work even today!"

— **Nitish G.**, reported to Mainak at Procter & Gamble

"Mainak has the perfect combination of strategic thinking, clear and concise communication and ability to execute with excellence. It is not surprising that Mainak has a strong track record of consistently growing the business consistently. Mainak is also a strong people and organization builder as evidenced by the many leaders that he has developed. Mainak would be a strong asset to any organization given his skills and leadership style!"

— **Jerson U.**, managed Mainak at Procter & Gamble

"Mainak's strength has always been keeping things simple and more importantly solution oriented. He was Brand Manager at a time when the business required a lot effort to stem the decline and reverse it to growth, His focus, collaboration and encouragement to the Agency brought the best out of the Agency. More importantly he is wonderful human being."

— **ROHIT P.**, was a consultant or contractor to Mainak at Procter & Gamble

[Contact Mainak on LinkedIn](#)