

**A Project Report on**

**"Role of women in top management & its impact on company's  
performance with special reference to PepsiCo under the leadership of  
Indra Nooyi"**

Submitted to

**Department of Management Sciences & Research (DMSR)**

**G.S. College of Commerce and Economics, Nagpur**

**(An Autonomous Institution)**

Affiliated to:

**Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur**

In partial fulfilment for the award of the degree of

**Master of Business Administration**

Submitted by

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Under the Guidance of

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NAAC Accredited "A" Grade Institution**



**Academic Year 2023-24**

**Department of Management Sciences and Research,  
G.S. College of Commerce & Economics, Nagpur  
NAAC Accredited "A" Grade Institution**



**Academic Year 2023-24**

## **CERTIFICATE**

This is to certify that **Miss. Dolly H. Daswani** has submitted the project report titled, "**Role of women in top management & its impact on company's performance with special reference to PepsiCo under the leadership of Indra Nooyi**", under the guidance of **Dr. Madhuri V. Purohit** towards the partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination.

It is certified that she has ingeniously completed her project as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Accredited "A" Grade Autonomous Institution)** affiliated to **Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.**

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**Academic Year 2023-24**

## **DECLARATION**

I, **Miss. Dolly H. Daswani** here-by declare that the project with title "**Role of women in top management & its impact on company's performance with special reference to PepsiCo under the leadership of Indra Nooyi**", has been completed by me under the guidance of **Dr. Madhuri V. Purohit** in partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination as prescribed by **DMSR, G. S. College of Commerce and Economics, Nagpur, (NAAC Accredited "A" Grade Autonomous Institution)** affiliated to **Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.**

This project was undertaken as a part of academic curriculum and has not been submitted for any other examination and does not form the part of any other course undertaken by me.

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**Academic Year 2023-24**

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**Miss. Dolly H. Daswani**

**Place: Nagpur**

**Date:**

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**CHAPTER 1**  
**INTRODUCTION**

## **ABSTRACT**

Gender diversity in top management is not merely a matter of social justice but also a strategic imperative for businesses seeking to thrive in today's competitive marketplace. Research indicates that companies with diverse leadership teams are better equipped to navigate complex challenges, innovate, and capitalize on emerging opportunities. Moreover, gender diversity fosters a culture of inclusion, which enhances employee engagement, retention, and productivity. Against this backdrop, examining the role of women in top management within the context of PepsiCo offers a nuanced understanding of the interplay between gender diversity, organizational culture, and performance outcomes.

## **Introduction**

When it comes to running businesses professionally, the subject of leadership frequently comes up in conversations. The majority of discussions on this subject have been from the viewpoint of men, leaving capable female leaders with less opportunity to demonstrate their skills. Before getting into the specifics, let us look at the trade-offs that great leader makes when working for his or her company. There are undoubtedly a few fundamental traits that the majority of people connect with leadership. These traits may include taking risks, independence, dominance, etc. Gender wage inequality demonstrates that women who reach those positions earn less than their male peers. Though responsibilities increase with a higher position, there is still a difference in the earnings of women and men in positions. Women who do reach higher positions are paid 15% less than men at the same level. Covid-19 has made women important gains in representation, especially in senior leadership. The pandemic has made women significantly more burned out and increasingly more so than men.

Despite this stress and exhaustion, women are rising to be stronger leaders and taking on extra work that comes their way. Discrimination against women has occurred both at home and in society. While gender disparity has been on the agenda of social study and action for decades in many domains, gender inequality in organizational leadership has been shamefully disregarded. The number of women in the workforce has increased globally throughout time, and with it has come an increase in the number of highly educated women with technical skills. Discrimination against women in the workplace, on the other hand, has hampered their growth in positions that are more prestigious among men. Gender inequality in the workplace

manifests itself in a variety of ways, including occupational segregation, wage disparities depending on gender, and discrimination.

Working people have long fought not only horizontal segregation, but also the division of men and women into genders. The inclusion of women on management teams is often linked to a higher level of social commitment and a more participative leadership style. An examination of women's impact at cooperative enterprises, which have distinct organizational and purpose characteristics, reveals that their influence leads to higher motivation and better performance. Increased steps to foster work- family balance, which is crucial for country growth as well as increasing family quality of life, are one benefit of female leadership. Female entrepreneurship and the participation of women on management teams have a favorable impact on organizational social motives and accomplishments. Companies are more likely to implement family friendly practices when women are in charge.

The new cooperative entrepreneurial environment, rather than the old commercial sector, is more conducive to this type of approach. In fact, community-based firms have risen to prominence as important tools for women's empowerment. Without singling out heroic individual entrepreneurs, greater capacity development can be achieved by encouraging this entrepreneurial ecosystem at the collective level. These new female business executives have a higher impact and influence on their organizations' activities than they would be able to have in traditional corporations from a participative standpoint.

In matters of building relationships, female leaders are consistently rated higher than their male counterparts are. Being skilled at building in-house relationship, women are also quite likely to do well at building outside relationship; for instance, creating new clients or negotiating difficult contracts for the company they lead. Women fare brilliantly when it comes to communication at personal level. They are quite deft at communicating with others and score higher than men score on this front. Ability to communicate with people is a fundamental need to become a successful leader.

Women in leadership bring better business performance: In senior management, gender balance is defined as 40-60% of either gender, which is the same as in the broader workforce. According to the survey, when women hold 30% of senior management and leadership positions, the positive effects of gender diversity begin to accumulate. However, nearly 60% of businesses fail to accomplish this goal, making it difficult for them to reap the benefits. Furthermore, women make up less than one- third of entry-level management hires in nearly half of the organizations studied, implying that the pipeline to senior management may not be delivering the talent required.



Almost three-quarters of the businesses polled said yes. More specific actions are needed to ensure that women are visible and promoted to strategic areas of business, according to the report. had equal opportunity or diversity and inclusion policies, but the report says more specific actions are needed to ensure that women are visible and promoted to strategic areas of business.

**There have been some important reasons discovered that restrict women from obtaining decision-making roles-**

Enterprise cultures that demand "anytime, anywhere" availability disproportionately affect women due to their domestic and family responsibilities, whereas policies that promote inclusivity and work-life balance (for both men and women), such as flexible working hours and paternity leave, need to be improved.

Another aspect is the "leaky pipeline," which refers to the propensity for the share of women in management positions to decrease as the level of management rises. The "glass wall" refers to the prevalence of female executives in non-strategic positions like as HR, finance, and administration. It is less likely to lead to CEO or boardroom jobs. Only about a third of the companies polled had reached the critical mass of one-third female board members. Around one-eighth of respondents said their boardrooms were still all male. Male CEOs were found in more than **78 percent** of the businesses that replied, while female CEOs were more likely to be **small businesses**.

"The commercial argument for more women in leadership positions is compelling," France-Massin added. "Women represent a powerful talent pool that firms aren't making enough of in an era of skill shortages." Genuine gender diversity should be a vital component of any company's business plan if it wants to succeed in the global economy. Employer and corporate membership, as well as representative business associations

The problems facing women in leadership positions:

Worldwide Women face both benefits and challenges because of globalization. Senior managers and top executives will have additional duty and expectations because of this. Top executives are forced to relocate to new towns, cities, and nations on a regular basis due to relocation and timeline pressures. This is one of the major obstacles for women who have families and a working spouse or significant other. In fact, adjusting to different cultures and social conventions is a bigger concern than family issues.

Despite the fact that women are thought to have a natural aptitude to adapt, many women were unable to absorb the culture shock and struggled in their new circumstances. Similarly, women

may encounter discrimination. Other cultures have female leaders. "Many countries will simply refuse to work with a female executive due to their views and opinions that women are incapable of running a successful corporation."

Many male senior executives and top management leaders simply assert that women have no desire to excel in their existing positions. However, according to a fascinating study, 55 percent of women who are not in management positions want to be at the top of their firms.

### **The Role of Women in the Top Management**

Women in corporate are stepping up to support employee well-being and diversity, equity, and inclusion efforts. A greater role for women in Management, workplaces and organizations have increased awareness, it is an essential pioneer for creating a fair and comprising society.

Women are being elevated to top management roles within organizations. Only a few women working professionals find a seat in the top management of Indian Companies, while women are in leadership roles like Chief Executive Officer, Chief Finance Officer, Chief Information Officer and most likely the HR Directors. Only 5% of women were able to climb a ladder to top positions. In 2021, 26% of CEOs and MDs were women as compared to 15%. In 2019, The Fortune Global 500, an all-time high of 23 women CEO's in '21.

Gender wage inequality demonstrates that women who reach those positions earn less than their male peers. Though responsibilities increase with a higher position, there is still a difference in the earnings of women and men in positions. Women who do reach higher positions are paid 15% less than men at the same level.

Covid-19 has made women important gains in representation, especially in senior leadership. The pandemic has made women significantly more burned out and increasingly more so than men. Despite this stress and exhaustion, women are rising to be stronger leaders and taking on extra work that comes their way.



### **Impact the women leader brings to a company.**

As working space is changing and business or corporates is no longer just a man's game. Competing in this challenging environment is not a cup of tea. The gender gap has a significant impact on the economy. If women were to participate more equally with men in the workplace.

#### **1. Women leaders will paint the future:**

The proportion of women in senior management roles to grow higher percentage. The higher number can be considered positive news women who are entering the workforce will need to be inspired by other women who are currently matching the roles of a leader in the workplace. And engraved directions for all the young aspiring women leaders to increase the global percentage and break new records.

#### **2. Unique transformational ideas will bring to the front:**

If we compare men and women leaders, women leaders are more transformational they demonstrate more contingent reward behavior than active and passive management. This leadership style is shown to be the social and personal identification amongst men and women and also build the mission and goals set by the business organization and corporates. This depicts a clear influence on the success of an organization and its employees.

#### **3. Enhancement of teamwork:**

As we have all seen women demonstrate enthusiasm passion and capability to take of a situation or a decision boldly and wisely as leaders it will help the team to be more cooperative and bring a family feeling to the team. This will boost teamwork across the organization and help implement a new culture within the business.

#### **4. Communication can be enhanced:**

Communication is known to be among women's strongest skills women leaders utilize this

power to enhance meaningful conversations with employer's coworkers and partners and creates an open communications team that brings a sense of clarity.

#### **5. Women leaders bring better mentorship:**

Women can harness the talent of the younger generation and play role models regardless of person's gender all people need someone who will guide them to progress in their careers specifically for mentoring and coaching young talents women leaders are better mentors. Women in leadership positions can take this opportunity and begin empowering the young talent of the next generation.

#### **6. Ability to wear many hats:**

Women's wearing different hats means that their role is a common occurrence within an organization one can often find them balancing careers households and taking up many other experiences. This helps women leaders to adjust quickly to new situations and find solutions to real-life work issues.

#### **7. Women in leadership roles can nil the gender pay gap:**

The gender pay gap can be transformed into a gender opportunity gap it has men and women start their progress from scratch with men usually offered more opportunities leading to higher paying positions.

### **Comparison between Numbers for A Female and A Male CEO**

A general view of the data to get a clearer picture of what is going on all around the world:

The percentage of women in the world is 50.8% according to the data from 2022 women still make 82 cents for every dollar a man makes this is more than one equal pay day.

Men and women CEO statistics from 2022 show that 39% of senior-level women burned out compared to 29% of men.

Women are less than men in nearly all occupations.

The pandemic has said women's labor force participation rate is 55.8% back more than 30 years.

For every hundred men who got promoted to a managerial role, only 80 find women advance to the same position in 2022.

More than 50% of women in senior leadership roles promote gender and racial equality at work as compared to approximately 40% of men's top executives.

Women CEOs running 45 Fortune 500 companies in 2023.



## **PROBLEMS FACED BY WOMEN IN LEADERSHIP ROLES**

### **1. Globalization:**

Worldwide Globalization introduces both opportunities and obstacles to women. This extends higher responsibility and more expectations from senior level managers and top executives. Due to the pressures of relocation and timeline, the top managers have to move to new towns, cities and countries continuously. This acts as one of the prime barriers to women with families and a working spouse or significant other. In fact, the larger problem is to adapt to new cultures and social norms than family issues. Many women were not able to accept the culture shock and mostly find it difficult in their new environments despite women being perceived to have the natural ability to adapt. Likewise, women can also face opposition to female leadership in other cultures. “Many countries will simply not deal with a woman executive because of their beliefs and perceptions that women are incapable of doing business effectively”.

### **2. Internal Motivation:**

Many senior executive and top management executives who are male simply claim that women do not have any aspiration to excel in their current job positions. But an interesting study indicated that 55% of women who are not in management positions desire to be in the higher levels of their organizations. Annis has described that many women lose their interest to go up in career ladder due to the many barriers met along the path of becoming a manager. These

obstacles include discrimination, stereotyping, prejudice, family demands, and lack of opportunities

### **3. Life-style Conflicts:**

They remain the primary caretakers for their families for so many women. Promotion causes many women to choose between personal and professional goals as time restrictions and demands of a job become more significant.

### **4. Right to Education:**

In spite of government policies there are still 960 million people in the world who are illiterate out of which two thirds are women. More government policies and legislation should be directed towards skill-based learning, development of entrepreneurship among women and free support in the form of loans for women empowerment. Only when these barriers are removed, we can have an overall development of the society.

### **5. Better working conditions:**

In some of the countries like France women are provided with a number of leaves and incentives during maternity and various other benefits like vacation to support women. Such rules need to implement in various developing countries in all private and public sectors to help women in adjusting to various aspects of their life. These activities can boost their performance and can result in the overall development of the nation.

## **Barriers to Female Leadership**

According to the data published by researchers, the tech industry is still a male-dominated world. where women are outnumbered three to one in tech; around one in four leadership roles at large tech companies are held by women; women in tech earn 94.6 cents for every dollar earned by a man with the same role or experience; and women tend to work in lower-level, lower-paid positions and progress in their careers less quickly than men.

In the science, technology, engineering and mathematics (STEM) space, women gain only one job while men gain five, while the UNESCO's Science Report 2022 indicates that women account for 33% of the world's researchers and only 22 women have been awarded a Nobel prize in a scientific discipline to date.

“The need for more women in STI goes beyond issues of fairness and ethics. The United Nations (UN) acknowledges that equal access to and participation in STI for women is imperative for the achievement of development goals.

Women in leadership roles, by industry (%)		
Industry	Share of leadership roles (%)	
	Female	Male
Non-governmental and membership organisation	47	53
Education	46	54
Personal services and wellbeing	45	55
Healthcare and care services	42	58
Government and public sector	40	60
Media communications	37	63
Manufacturing of consumer goods	34	56
Professional services	32	58
Leisure & travel	32	58
Retail and wholesale of consumer goods	32	58
Financial services	30	70
Entertainment	29	71
Real estate	29	71
Technology	24	76
Agriculture	23	77
Supply chain and transportation	21	79
Energy	20	80
Manufacturing	19	81
Infrastructure	16	84

Leadership roles included in the sample are Director, VP, CXO, Partner. The sample includes data from 155 countries.

Source: Global Gender Gap Report 2022

**“Fortunately, today, we can observe how society is progressing to assist women grow in numerous sectors, but there is still a lot more effort needed to increase the number of female involvements especially in technology and innovation,”**

### **Factors behind the closing gender gap in top management positions**

A belief is that women have nearly closed the gender gap in the workplace men continue to land the majority of high-paying jobs. Although the gender gap is slowly closing, women only make 84% of every dollar compared to men.

Great business leaders can help close the gender gap by making fair and transparent hiring, evaluation, promotion policies, and compensation. Bridging the gender gap can improve employee engagement, retention, and innovation.

Focusing on diversity during the recruitment process which will sourcing a gender-diverse candidate and conduct fair interviews and ensure the hiring process is free of internal bias. Creating fair compensation and promotion procedure that is fair equitable and transparent

offering employees equal pay for equal work regardless of their gender.

Offering flexible and supportive employee benefits Will reduce stress by offering comprehensive benefits and more opportunities for better work-life balance. Training the employees on what is and is not acceptable in the workplace creates a diversity and inclusion training program.

It is important for companies to track and hold managers accountable for diversity measures and inclusion efforts and if it is not tried the companies may never see any improvement. Business corporations and companies should create a culture where employees feel a sense of belonging and acceptance, they should focus on improving their cultures to increase inclusion and enhance loyal experience and engagement with their colleagues.

Indra Nooyi's leadership at PepsiCo, has explored various dimensions

#### 1. Experience:

Indra Nooyi's long-term strategic vision benefited her in deep understanding of the company and industry, which was critical in driving sustainable growth and transformation.

#### 2. Preferred Management Styles:

Nooyi's leadership style, which emphasized "Performance with Purpose," balancing financial performance with social and environmental responsibilities. The preference for transformational leadership suggests that such approaches are seen as effective in driving organizational success.

#### 4. Impact of Women Leaders on Performance:

There is a significant positive perception regarding the impact of women leaders on organizational performance. Under Nooyi's leadership, PepsiCo saw substantial revenue and profit growth, market expansion, and enhanced shareholder value. This supports the hypothesis that women in top management roles can drive exceptional performance through innovative and inclusive strategies.

#### 5. Mentoring Programs:

Nooyi's focus on mentorship and talent development at PepsiCo helped cultivate a pipeline of future leaders, contributing to the company's long-term success. Organizations with robust mentoring programs are likely to experience similar benefits in leadership continuity and



employee engagement.

#### 6. Challenges for Women in Leadership:

Nooyi's open discussion about these issues and her efforts to address them at PepsiCo highlight the importance of creating a supportive environment for women leaders. Addressing these challenges is crucial for enabling women to thrive in leadership roles.

#### 7. Employee Motivation and Goal Achievement:

Nooyi's ability to inspire and engage employees through her vision and leadership practices resulted in high levels of motivation and performance at PepsiCo.

#### 8. Gender Bias:

PepsiCo's efforts under Nooyi to create a more inclusive and diverse workplace set an important example. Reducing gender bias is essential for fostering an environment where all employees, regardless of gender, can contribute to their fullest potential.

#### 9. Transformational Ideas from Women Leaders:

Nooyi's initiatives, such as the shift towards healthier product lines and sustainability efforts, demonstrated the substantial impact that visionary leadership can have on company performance and societal value.

### **Nooyi's Leadership at PepsiCo**

Nooyi joined PepsiCo in 1994 and had an almost immediate influence on the company's strategic direction. An astute tactician, Nooyi oversaw a number of key restructurings during her first years with the company: in 1997, Pepsi elected to spin off its Pizza Hut, KFC and Taco Bell restaurants for \$4.5bn. The company used the proceeds of the sale to slash its \$8.5bn debt mountain by more than half, a move that also allowed the business to accelerate its share buyback strategy, giving it the financial flex to invest in further business development.



The following year, Nooyi played a key role in Pepsi's acquisition of Tropicana. The \$3.3bn deal was particularly significant for the company as it placed Pepsi in direct competition with rival Coca-Cola – the owner of soft beverage company Minute Maid – in the non-fizzy drinks market.

Further to this, in 2000 Pepsi made another strategic acquisition when it bought Quaker Oats. The \$13.4bn price tag may have raised the eyebrows of some analysts, but the deal handed Pepsi control of Quaker's popular and lucrative sports drink brand Gatorade.

Dietary balance has been a key feature of Nooyi's strategy since day one. In 2010, she declared that Pepsi needed to be part of the solution to "one of the world's biggest public health challenges – a challenge fundamentally linked to our industry: obesity". Under her steer, Pepsi has reduced the portion sizes of its 'fun for you' products and has delivered a marketing campaign to ensure its 'diet' products are promoted as aspirationally as its full-sugar equivalents. For example, Gatorade is now marketed specifically towards athletes, rather than being advertised as an everyday recreational beverage.

Today, the company has a diversified portfolio of products. It still sells sugary drinks and potato chips, but it also has Tropicana, Naked Juice and Izze supporting the healthier end of its range. Since her inauguration at the company, Nooyi has also set Pepsi on a drive to reduce the salt, sugar and fat contents in its core products, while at the same time ramping up the production of its 'good for you' offerings, largely in response to the demands of modern society.

### **Design and innovation**

One of Nooyi's most visible achievements came in the complete overhaul of Pepsi's branding. For this mammoth task, she recruited Italian design expert Mauro Porcini with the brief of reinvigorating the product design and logo. Porcini, having previously done impressive work to transform the image of 3M, got to work on reinventing one of the world's most recognizable brands, and today Pepsi is pushing the design through the entire system – from product creation to packaging and labelling, to how a product looks on the shelf and how Pepsi's consumers will interact with it.

Rather than focusing simply on the face of the product, Nooyi initiated a completely new approach to marketing. For instance, one of the project's new creations is the Pepsi Spire, a unique touchscreen fountain vending machine. While competitors' dispensing machines have focused on adding a few more buttons and different combinations of flavors, Pepsi has created a fundamentally different interaction between consumer and machine: the Spire is essentially

a large iPad that communicates with the user, inviting them to interact with it. It tracks the customer's habits, so that when purchasers swipe their ID, the machine reminds them of the flavor combinations they tried last time and suggests new ones, while at the same time displaying screenshots of the product being created.

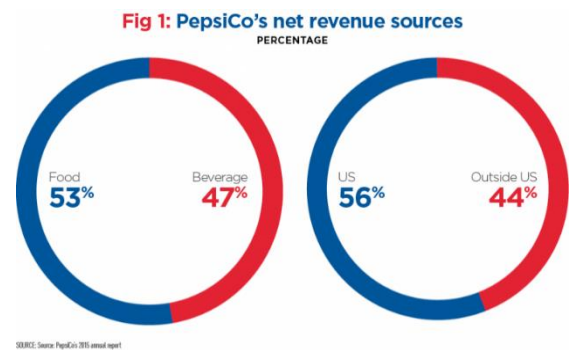
Nooyi's innovative ideas and overall success at the helm of one of the world's largest food and beverage producers have earned her a wealth of awards. Every year between 2007 and 2014, Forbes listed her in its World's 100 Most Powerful Women, while Fortune named her number one on its annual ranking of Most Powerful Women in Business for 2006-10. In 2008, US News & World Report named Nooyi one of America's Best Leaders. Clearly Nooyi's influence is far-reaching, with her determination and perfectionism pushing her further through the industry than many expected upon her inauguration. In 2015, she declared: "We ought to keep pushing the boundaries to get to flawless execution. Flawless is the ultimate goal." It is an ideal that has seen her welcome success after success.

### **Change throughout the company**

When she became CEO in 2006, she did a series of town hall meetings with employees. Few said they came to work for a paycheck. Most wanted to build a life, not simply gain a livelihood. And they were well aware that consumers cared about health and wellness. They realized they needed to engage their people's heads, hearts, and hands. They had to produce more products that are good for them. They had to embrace sustainability. Purpose is not about giving money away for social responsibility. It's about fundamentally changing how to make money in order to deliver performance—to help ensure that PepsiCo is a "good" company where young people want to work.

In the past, being decentralized was their strength, but also their weakness. It's a fine approach when the whole world is growing and life is peachy. But it doesn't work when things are volatile globally and you need coordination. We've given our people 24 to 36 months to adapt. She told everyone that if they don't change, she will be happy to attend their retirement parties.

The most important thing was finding the right person in Mauro. Their beverage people immediately embraced how he could help us think about product design and development.



Then retailers fell in love with him and started inviting him to their shops to talk about how to reset their shelves. Mauro's team grew from about 10 people to almost 50, and they set him up in Soho in New York City. Now their products look like they're tailored to the right cohort groups, and our packaging looks pretty damn good, too.

They have to do two things as a company: Keep their top line growing in the mid-single digits, and grow their bottom line faster than the top. Line extensions keep the base growing. And then they're always looking for hero products—the two or three big products that will drive the top line significantly in a particular country or segment. Mountain Dew Kickstart is one of those. It's a completely different product: higher juice content, fewer calories, new flavors. they thought about this innovation differently. In the past they just would have created new flavors of Mountain Dew. But Kickstart comes in a slim can and doesn't look or taste like the old Mountain Dew. It's bringing new users into the franchise: women who say, "Hey, this is an 80calorie product with juice in a package I can walk around with." It has generated more than \$200 million in two years, which in our business is hard to do.

There's a fine line between innovation and design. Ideally, design leads to innovation and innovation demands design. they're just getting started. Innovation accounted for 9% of our net revenue last year. they'd like to raise that to the mid-teens, because she thinks the marketplace is getting more creative. To get there, they'll have to be willing to tolerate more failure and shorter cycles of adaptation.

### **Purpose and the Portfolio**

They make a portfolio of products, some of which are "fun for you" and some of which are "good for you." They sell sugary beverages and chips, but they also have Quaker Oats, Tropicana, Naked Juice, and Izze. They're reducing the salt, sugar, and fat in the core products. And they've dialed up the good-for-you offerings because societal needs have changed.

It's much more than packaging. They had to rethink the entire experience, from conception to what's on the shelf to the post product experience.

As CEO, she visits a market every week to see what they look like on the shelves. she always asks herself—not as a CEO but as a mom "What products really speak to me?" The shelves just seem more and more cluttered, so she thought they had to rethink their innovation process and design experiences for their consumers from conception to what's on the shelf. Let's take Pepsi Spire, their new touchscreen fountain machine. Other companies with dispensing machines have focused on adding a few more buttons and combinations of flavors.

Their design guys essentially said that they're talking about a fundamentally different interaction between consumer and machine. They basically have a gigantic iPad on a futuristic machine that talks to customers and invites them to interact with it. It tracks what we buy so that in the future, when we swipe our ID, it reminds us of the flavor combinations we tried last time and suggests new ones. It displays beautiful shots of the product, so when we add lime or cranberry, it actually shows those flavors being added, we experience the infusion of the flavor, as opposed to merely hitting a button and out comes the finished product.

Summary.

CEO Indra Nooyi believes that each PepsiCo product must engage customers so directly and personally that they fall in love with it. So, in 2012 she hired renowned designer Mauro Porcini as PepsiCo's first chief design officer. Nooyi says that design thinking now informs nearly everything the company does, from product creation, to the look on the shelf, to

**CHAPTER 2**  
**COMPANY PROFILE**

PepsiCo's business encompasses all aspects of the food and beverage market. It oversees the manufacturing, distribution, and marketing of its products.

<b>Company type</b>	<b>Public</b>
<b>Industry</b>	<ul style="list-style-type: none"> <li>• Beverages</li> <li>• Food processing</li> </ul>
<b>Founded</b>	<ul style="list-style-type: none"> <li>• August 28, 1898; 125 years ago</li> <li>• New Bern, North Carolina, U.S.</li> </ul>
<b>Founder</b>	Caleb Bradham (for the Pepsi-Cola Company branch)
<b>Headquarters</b>	Donald M. Kendall Sculpture Gardens, Harrison, New York, U.S.
<b>Area served</b>	Worldwide
<b>Key people</b>	Ramon Laguarta (Chairman & CEO) Jamie Caulfield (EVP and CFO)
<b>Products</b>	See list of PepsiCo products
<b>Revenue</b>	▲ US\$91.47 billion (2023)
<b>Operating income</b>	▲ US\$11.98 billion (2023)
<b>Net income</b>	▲ US\$9.16 billion (2023)
<b>Number of employees</b>	318,000 (2023)
<b>Subsidiaries</b>	List of subsidiaries
<b>Website</b>	<a href="https://pepsico.com">pepsico.com</a>



# PEPSICO

**“Create more smiles with every sip and every bite”**

**PepsiCo, Inc.** is an American **multinational** food, snack, and **beverage corporation** headquartered in **Harrison, New York**, in the hamlet of **Purchase**. PepsiCo's business encompasses all aspects of the food and beverage market. It oversees the manufacturing, distribution, and marketing of its products. PepsiCo was formed in 1965 with the merger of the **Pepsi-Cola Company** and **Frito-Lay, Inc.**, PepsiCo has since expanded from its namesake product **Pepsi Cola** to an immensely diversified range of food and beverage brands. The largest and most recent acquisition was **Pioneer Foods** in 2020 for US\$1.7 billion<sup>[2]</sup> and prior to it was buying the **Quaker Oats Company** in 2001, which added the **Gatorade** brand to the Pepsi portfolio and **Tropicana Products** in 1998.

As of January 2021, the company possesses 23 brands that have over US\$1 billion in sales annually.<sup>[3]</sup> PepsiCo has operations all around the world and its products were distributed across more than 200 countries and territories, resulting in annual **net revenues** of over US\$70 billion. PepsiCo is the second-largest food and beverage business in the world based on net revenue, profit, and market capitalization, behind **Nestlé**. In 2023, the company's seat in **Forbes Global 2000** was 82.<sup>[4]</sup> PepsiCo's flagship product, Pepsi Cola has been engaged in a rivalry for generations with **Coca-Cola**; it is commonly referred to as the **cola wars**. Although Coca-Cola outsells Pepsi Cola in the United States, PepsiCo within the North American market is the largest food and beverage company by net revenue. **Ramon Laguarta** has been the chief executive of PepsiCo since 2018. The company's beverage distribution and bottling are conducted by PepsiCo as well as by licensed bottlers in certain regions.



PepsiCo's Pepsi, the namesake, and Lay's, are its flagship brands.

Pepsi has been repeatedly criticized by environmentalists for its relationship to negative **environmental impacts of agriculture** in its supply chain and in its distributing operations, such as **palm oil**–related deforestation and pesticide use, its use of water resources, and the negative impacts of its packaging—Pepsi's packaging has consistently been one of the top sources of **plastic pollution** globally.<sup>[5]</sup> Similarly public health advocates have criticized



Pepsi's high-calorie, poor nutrition product lines along with other popular snack and drink manufacturers. In response PepsiCo has made public comments on its commitment to minimizing their impact but has not released public information documenting progress on most of its public commitments.

## History

### Origins

The soft drink Pepsi was developed by [Caleb Bradham](#), a pharmacist and businessman from [Duplin County, North Carolina](#). He coined the name "**Pepsi-Cola**" in **1898** marketing the drink from his pharmacy in [North Carolina](#). As his drink gained popularity Bradham founded the Pepsi-Cola Company in 1902 and registered a patent for his recipe in 1903. The company was incorporated under [Delaware General Corporation Law](#) in 1919. Bradham's company experienced years of success leading up to [World War I](#). However, sugar rationing during the war and a volatile sugar market in the war's aftermath damaged the company's financial health to such a degree that in 1923, Bradham declared [bankruptcy](#) and returned to running pharmacies in North Carolina.

On June 8, 1923, the company trademark and secret recipe were purchased by Craven Holding Corporation. In 1931, Roy Megargel, a Wall Street broker, purchased the Pepsi trademark, business, and goodwill from Craven Holding in association with [Charles Guth](#). Guth used Loft's labs and chemists to reformulate the Pepsi syrup recipe, and he used his position as president of the company to replace [Coca-Cola](#) with Pepsi Cola at Loft's shops and restaurants.

In 1935, the shareholders of Loft sued Guth for his 91% stake of Pepsi-Cola Company in the landmark case *Guth v. Loft Inc.* Loft won the suit and on May 29, 1941, formally absorbed Pepsi into Loft, which was then re-branded as **Pepsi-Cola** Company that same year. Loft restaurants and candy stores were spun off at this time.

In the early 1960s, Pepsi-Cola's product lines expanded with the creation of [Diet Pepsi](#) and purchase of [Mountain Dew](#). In 1965, the Pepsi-Cola Company merged with Frito-Lay, Inc. to become PepsiCo, Inc. At the time of its foundation, PepsiCo was incorporated under Delaware General Corporation Law and headquartered in [Manhattan](#), New York. The company's headquarters were relocated to the present location of [Purchase, New York](#) in 1970, and in 1986 PepsiCo was reincorporated in the state of [North Carolina](#). After 39 years trading on the [New York Stock Exchange](#), PepsiCo moved its shares to [Nasdaq](#) on December 20, 2017.

### Acquisitions and divestments

PepsiCo began to extend its operations in 1997 beyond soft drinks and snack foods into other lines of foods and beverages. PepsiCo purchased the [orange juice](#) company [Tropicana Products](#) in 1998, and merged with [Quaker Oats Company](#) in 2001

In August 2009, PepsiCo made a US\$7 billion offer to acquire the two largest bottlers of its products in North America: [Pepsi Bottling Group](#) and [PepsiAmericas](#). In 2010 this acquisition was completed, resulting in the formation of a new [wholly owned subsidiary](#) of PepsiCo, Pepsi Beverages Company.

In February 2011, the company made its largest international acquisition by purchasing a two-thirds (majority) stake in [Wimm-Bill-Dann Foods](#), a Russian food company that produces milk, yogurt, fruit juices, and dairy products. When it acquired the remaining 23% stake of Wimm-Bill-Dann Foods in October 2011, **PepsiCo became the largest food and beverage company in Russia.**

In July 2012, PepsiCo announced a **joint venture** with the Theo Muller Group which was named Muller Quaker Dairy. This marked PepsiCo's first entry into the dairy space in the U.S. The joint venture was dissolved in December 2015.

On May 25, 2018, PepsiCo announced that it would acquire fruit and veggie snack maker [Bare Foods](#). It will also quarter-own all Motti in late November 2018 and it will be PepsiCo's first owned Tech and Computer Service company.

On August 20, 2018, PepsiCo announced that it had entered into agreement to acquire [SodaStream](#). The purchase was completed in December 2018 as part of a strategic plan to steer Pepsi toward offering healthier products.

In 2019, PepsiCo sued four small farmers in India US\$142,000 each for growing a type of potato it says it owns. Pepsi said they would end the suit if the farmers grew potatoes for them. A number of Farmers' associations are requesting that the government get involved in the case stating that Pepsi is attempting to intimidate people. After pressure from the public as well as state and national governments, PepsiCo withdrew the lawsuit on May 2, 2019.

On October 3, 2019, PepsiCo announced that they will leave [Indonesia](#) after terminating their partnership with local distributor PT Anugerah Indofood Barokah Makmur (AIBM). Both companies stopped production of PepsiCo products on October 10. This has resulted in [KFC](#) and [Pizza Hut](#) chains in the country to switch to Coca-Cola products.

In March 2020, PepsiCo announced that it had entered into agreement to acquire [Rockstar Energy](#) for US\$3.85 billion.

In January 2021, as a plan to fight global warming, PepsiCo announced that it is planning to achieve [net zero](#) greenhouse gas emissions by 2040, knowing that it had already started generating about 57 million metric tonnes of greenhouse gas emissions globally in 2019.

On August 3, 2021, PepsiCo announced that they have agreed to sell a majority stake in Tropicana, Naked and other North American juice brands to French private equity firm [PAI Partners](#) for US\$3.3 billion, so that the company can concentrate on its healthy snack food business. Pepsi will hold a 39% stake in the joint venture as well as having exclusive rights to the brand in the USA. In August 2022, PepsiCo acquired a \$550 million stake in the energy drink maker Celsius.

### **Competition**

[The Coca-Cola Company](#) has historically been considered PepsiCo's primary competitor in the beverage market, and in December 2005, PepsiCo surpassed The Coca-Cola Company in market value for the first time in 12 years since both companies began to compete. In 2009, The Coca-Cola Company held a higher market share in carbonated [soft drink](#) sales within the U.S.<sup>[50]</sup> In the same year, PepsiCo maintained a higher share of the U.S. refreshment beverage market, however, reflecting the differences in product lines between the two companies.<sup>[50]</sup> As a result of mergers, acquisitions, and partnerships pursued by PepsiCo in the 1990s and 2000s, its business has shifted to include a broader product base, including foods, snacks, and beverages. The majority of PepsiCo's revenues no longer come from the production and sale of carbonated soft drinks.<sup>[51]</sup> Beverages accounted for less than 50 percent of its total revenue in 2009. In the same year, slightly more than 60 percent of PepsiCo's beverage sales came from its primary non-carbonated brands, namely [Gatorade](#) and [Tropicana](#).<sup>[50]</sup>

PepsiCo's [Frito-Lay](#) and [Quaker Oats](#) brands hold a significant share of the U.S. snack food market, accounting for approximately 39% of U.S. snack food sales in 2009.<sup>[50]</sup> One of PepsiCo's primary competitors in the snack food market overall is [Kraft Foods](#) (now [Mondelez International](#)), which in the same year held 11% of the U.S. snack market share.<sup>[50]</sup> Other competitors for soda are [RC Cola](#), [Dr. Pepper](#), and independent brands varying by region.

## PepsiCo India Our Brands

### Beverages

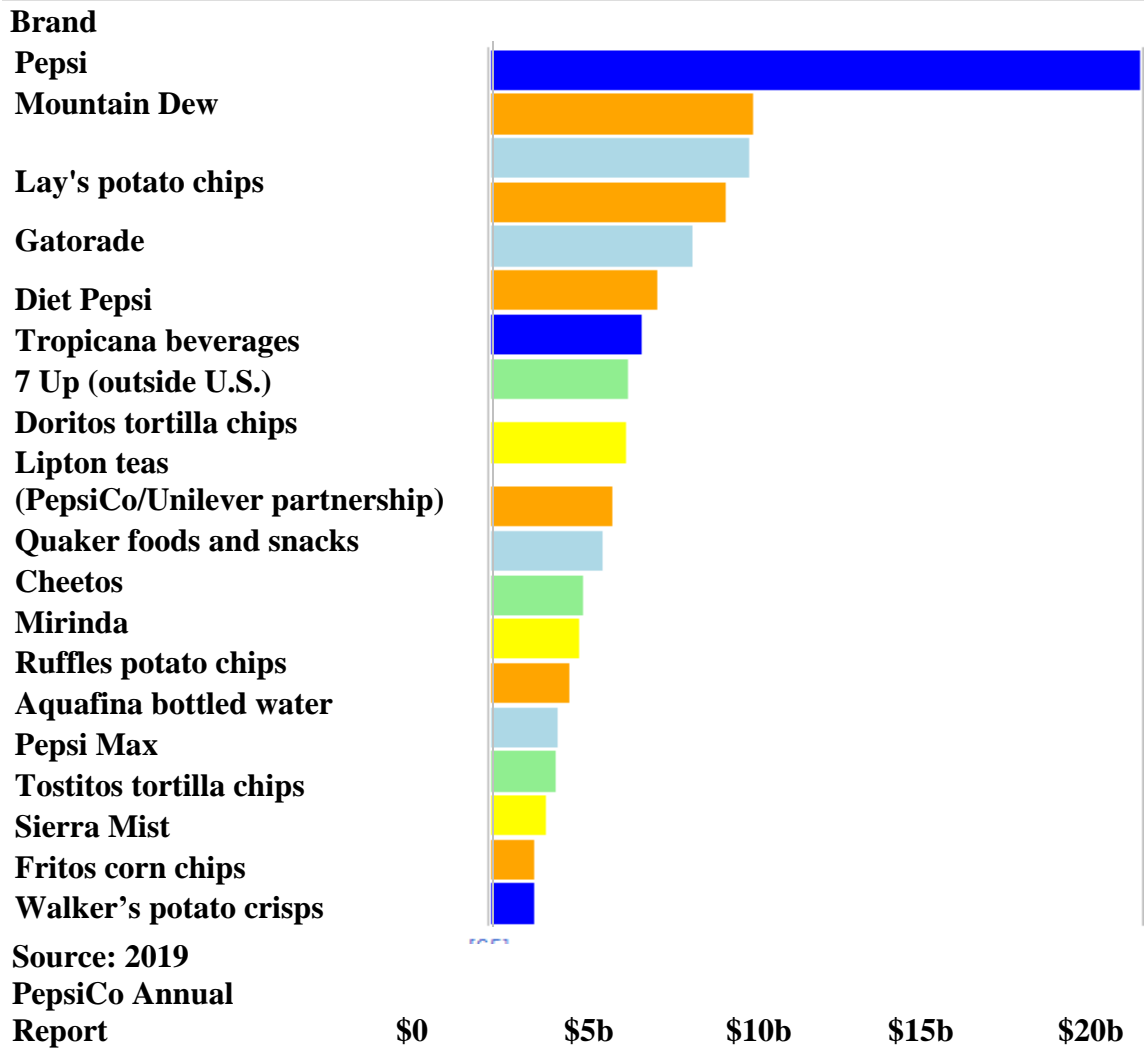


Pepsi is the pop that makes you Rise Up Baby!

### Food



**Largest PepsiCo Brands based on 2019 retail sales**



## Finances

For the fiscal year 2020, PepsiCo reported earnings of US\$4.987 billion, with an annual revenue of US\$72.525 billion, an increase of 1.2% over the previous fiscal cycle. PepsiCo's shares traded at over US\$109 per share, and its market capitalization was valued at over US\$155.9 billion in September 2019.[63] PepsiCo ranked No. 42 on the 2020 Fortune 500 list of the largest United States corporations by total revenue.

<i>Year</i>	<i>Revenue in million USD</i>	<i>Net income in million USD</i>	<i>Total Assets in million USD</i>	<i>Employees</i>	<b>Sales by business (2023)</b>	
<b>2013</b>	<b>66,415</b>	<b>6,740</b>	<b>77,478</b>	<b>274,000</b>	<b>Business</b>	<b>share</b>
<b>2015</b>	<b>63,056</b>	<b>5,452</b>	<b>69,667</b>	<b>263,000</b>	PepsiCo Beverages <a href="#">North America</a>	30.2%
<b>2016</b>	<b>62,799</b>	<b>6,329</b>	<b>73,490</b>	<b>264,000</b>	Frito-Lay <a href="#">North America</a>	27.2%
<b>2017</b>	<b>63,525</b>	<b>4,857</b>	<b>79,804</b>	<b>263,000</b>	<a href="#">Europe</a>	14.5%
<b>2018</b>	<b>64,661</b>	<b>12,515</b>	<b>77,648</b>	<b>267,000</b>	<a href="#">Latin America</a>	12.7%
<b>2019</b>	<b>67,161</b>	<b>7,314</b>	<b>78,547</b>	<b>267,000</b>	<a href="#">Africa, Middle East and South Asia</a>	6.7%
<b>2020</b>	<b>70,372</b>	<b>7,120</b>	<b>92,918</b>	<b>291,000</b>	<a href="#">APAC</a>	5.3%
					Quaker Foods <a href="#">North America</a>	3.4%

## Ownership

The 10 largest shareholders of PepsiCo as of December 2023 were:

- [The Vanguard Group](#) (9.35%)
- [BlackRock](#) (7.96%)
- [State Street Corporation](#) (4.20%)
- [Geode Capital Management](#) (2.01%)
- [Morgan Stanley](#) (1.78%)
- [Bank of America](#) (1.66%)
- [JPMorgan Chase](#) (1.52%)
- [Charles Schwab](#) (1.35%)
- [Northern Trust](#) (1.16%)
- [Norge's Bank](#) (1.13%)

## Mission & Vision

### Winning with PepsiCo Positive (pep+)

 **Our mission: Create more smiles with every sip and every bite**

#### **For our consumers**

By creating joyful moments through our delicious and nourishing products and unique brand experiences.

#### **For our customers**

By being the best possible partner, driving game-changing innovation and delivering a level of growth unmatched in our industry.

#### **For our associates and our communities**

By creating meaningful opportunities to work, gain new skills and build successful careers, and maintaining a diverse and inclusive workplace.

#### **For our planet**

By conserving nature's precious resources and fostering a more sustainable planet for our children and grandchildren.

#### **For our shareholders**

By delivering sustainable top-tier total shareholder return and embracing best-in-class corporate governance.

#### **Vision**

Guiding PepsiCo is our vision that captures PepsiCo's competitive spirit, intense focus and shared values: to Be the Global Leader in Beverages and Convenient Foods by Winning with PepsiCo Positive (pep+). pep+ is our strategic end-to-end transformation that puts sustainability and human capital at the center of how we will create value and growth by operating within planetary boundaries and inspiring positive change for planet and people.

We're building upon the history and progress we've made since PepsiCo was founded in 1965 and creating an even stronger foundation for the decades ahead. Achieving our vision requires that we continuously challenge ourselves to become Faster, Stronger and Better.

## Diversity, Equity & Inclusion

What makes us unique makes us stronger

### Raising the bar on talent and diversity in India



Building & maintaining a strong pipeline of women in sales



Kosi Plant leads the way in terms of women hiring

In 2023, PepsiCo hired its first batch of women at the shopfloor – these young girls are leading the way for many-many more.

A space for people to be themselves

A space for business partners to progress

A space for communities to thrive

#### Faster

We'll grow faster by winning in the marketplace, being (even) more consumer-centric and expanding our investments.

#### Stronger

We'll become a stronger, more unified PepsiCo by transforming our capabilities and costs, and by using new technologies to our advantage.

#### Better

We're using our global reach and expertise in areas where we can make the biggest environmental impact: Agriculture, Water, Packaging, Products, Climate Change and People.



**CHAPTER 3**  
**LITERATURE REVIEW**

## LITERATURE REVIEW

1. **Smith et al. (2006)** found a significantly positive effect of the proportion of women in top management on firm performance as measured by gross profits to sales. Moreover, they also found that qualification of top female managers played a significant role of having women in top management positions.
2. It was found by **Ping and Qihong (2012)** that female executives had a positive significant effect on technological innovation. There was strengthening of Human capital by positive significant effect of female executives on innovation performance.
3. **Eagly and Johnson (1990)**, they found that there is gender stereotype between male and females. Through this research they found out that women more than men manifested relatively interpersonally oriented and democratic styles and men more than women manifested task oriented and autocratic style.
4. Imm C.L.; Wahid, N.A. The seeds of leadership: From the experiences of senior Malaysian women leaders. **Pol. J. Manag. Stud. 2020, 22** finds that experiences and personal developmental relations contribute as the antecedents to leadership identity construction of female leaders. The previous research shows contradictory views regarding the significance of female leaders' roles; hence, they need to be explored further, particularly in the South Asian region.
5. **Onyusheva, I.; Meyer, N.** The features of female entrepreneurship development in Kazakhstan: An analytical survey. *Pol. J. Manag. Stud.* 2020, 21 shows how gender equity shapes the risk-taking behavior of firms, which affects financial behavior. They conclude on average that women are risk-averse, having less appetite for risk, and take a calculated risk during financial decisions.
6. **Smith et al. (2006)** found a significantly positive effect of the proportion of women in top management on firm performance as measured by gross profits to sales. Moreover, they also found that the positive effects of women in top management strongly depended on the qualifications of female top managers

**CHAPTER 4**  
**RESEARCH METHODOLOGY**

## **RESEARCH METHODOLOGY:**

The research methodology serves as the blueprint for conducting a systematic investigation into the role of women in top management and its impact on the overall performance of companies, with a special focus on PepsiCo. It outlines the approach, techniques, and procedures that will be employed to collect, analyze, and interpret data to address the research objectives effectively.

### **Research Design:**

The study will adopt a mixed-methods approach, incorporating both quantitative and qualitative techniques to provide a comprehensive understanding of the topic.

#### **i. Quantitative method:**

Quantitative methods will be used to analyze statistical relationships between the presence of women in top management positions and company performance metrics.

#### **ii. Qualitative method**

Qualitative methods, such as interviews and surveys, will be employed to explore perceptions, attitudes, and experiences related to gender diversity in top management.

## **DATA COLLECTION:**

### **Primary Data:**

Primary data refers to original data collected firsthand by the researcher for a specific research purpose. This data is gathered through methods such as surveys, interviews, observations, experiments, and focus groups. Primary data is tailored to the specific research questions and objectives, allowing researchers to obtain information directly relevant to their study. Examples of primary data include responses to survey questions, transcripts of interviews, recorded observations, experimental results, and feedback from focus groups. Primary data collection can be time-consuming and costly, but it provides unique and specific insights that are not available from other sources.

Primary data will be collected through structured surveys and semi-structured interviews with the employees of PepsiCo.

- Survey questions will cover topics such as perceptions of gender diversity in top management, experiences of women leaders, and perceived impacts on company performance.
- Interviews will allow for in-depth exploration of key themes and insights related to the research objectives

### **Secondary Data:**

Secondary sources are typically used to obtain the majority of the data. The literature study, Internet and conceptual model were both built using secondary sources, which were crucial. We gather a lot of material from this source to conduct a thorough examination of the subject. We found a lot of information about stereotypes or barriers that prevent women from achieving leadership positions as I was collecting secondary data for my study topic. Since this was the primary location for gathering journals, books, papers, etc., the usage of the Google internet was widespread throughout the entire thesis and was very helpful in locating the information relevant to the subject.

## **PROBLEM STATEMENT:**

The representation of women in top management positions has been a subject of extensive debate and research. Despite the increasing awareness of gender diversity, the presence of women in executive roles remains limited in many industries. This study aims to investigate the impact of women in top management on a company's performance, with a specific focus on PepsiCo under the leadership of Indra Nooyi. The study will explore how Nooyi's leadership influenced PepsiCo's strategic decisions, financial performance, and organizational culture.

## **NEED OF STUDY:**

- The main objective of carrying this project is to understand the role of women in top management and its impact on company's performance
- Assessing the barriers women face in reaching top management positions.
- Understand government regulations and policies aimed at promoting gender diversity in corporate leadership.

## **OBJECTIVES OF STUDY:**

- To analyze the representation of women in top management positions at PepsiCo.
- To assess the impact of women's presence in top management on key performance indicators of PepsiCo.
- To identify challenges and barriers faced by women in climbing the corporate ladder within PepsiCo.
- To propose recommendations for enhancing gender diversity and inclusion in PepsiCo's top management.

## **HYPOTHESIS:**

### **Null Hypothesis:**

The null hypothesis is a statement of no effect or no difference.

It suggests that there is no relationship between the variables being studied, or that there is no effect of the intervention or treatment being tested.

In statistical hypothesis testing, the null hypothesis typically represents the status quo or the absence of an effect.

### **Alternative Hypothesis:**

The alternative hypothesis is the opposite of the null hypothesis.

It proposes that there is a relationship between the variables being studied, or that there is an effect of the intervention or treatment.

In statistical hypothesis testing, the alternative hypothesis is what the researcher is trying to provide evidence for.

### **H (0) - Null Hypothesis:**

There is no significant relationship between the presence of women in top management positions and the overall performance of PepsiCo.

### **H (1) - Alternative Hypothesis:**

The presence of women in top management positions positively impacts the overall performance of PepsiCo.

## **LIMITATIONS OF THE STUDY:**

- 1. Scope Restriction:** The study focuses solely on PepsiCo and may not fully capture the broader trends and impacts of female leadership across different companies and industries.
- 2. Time Frame:** The analysis is limited to the period during Indra Nooyi's tenure as CEO, which may not account for long-term impacts or changes that occurred after her departure.
- 3. Data Availability:** Access to internal company data and confidential information may be restricted, limiting the depth of analysis.
- 4. Subjectivity:** Assessing the impact of leadership involves subjective interpretations, which may introduce bias.
- 5. Attribution Challenges:** Isolating the impact of Nooyi's leadership from other external factors influencing PepsiCo's performance during her tenure may be challenging.

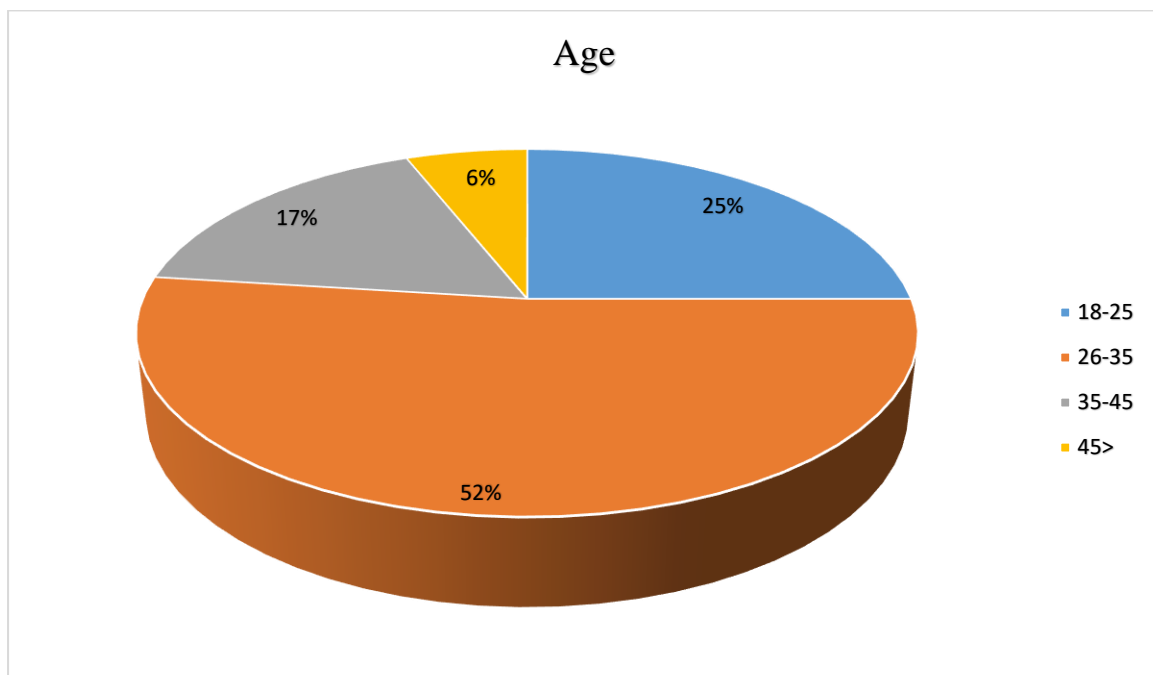


**CHAPTER 4**  
**DATA ANALYSIS & INTERPRETATION**

## DATA ANALYSIS

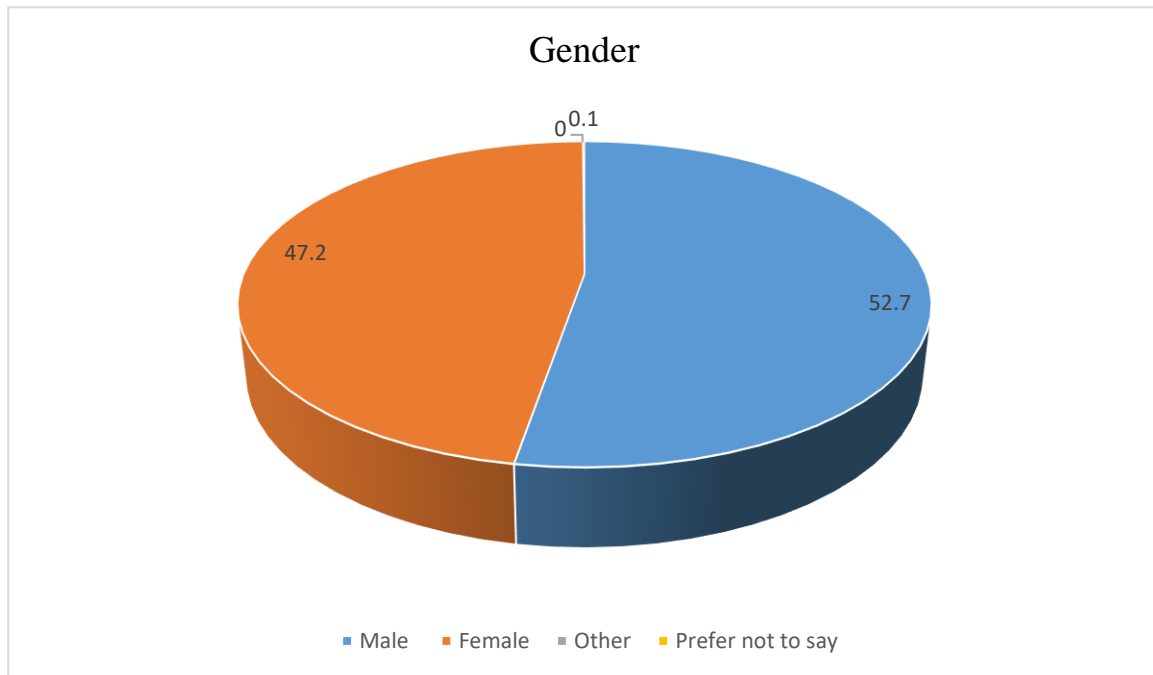
Here, we got 96 responses as primary data source and they are statistically graphed as under:

### 1. Age



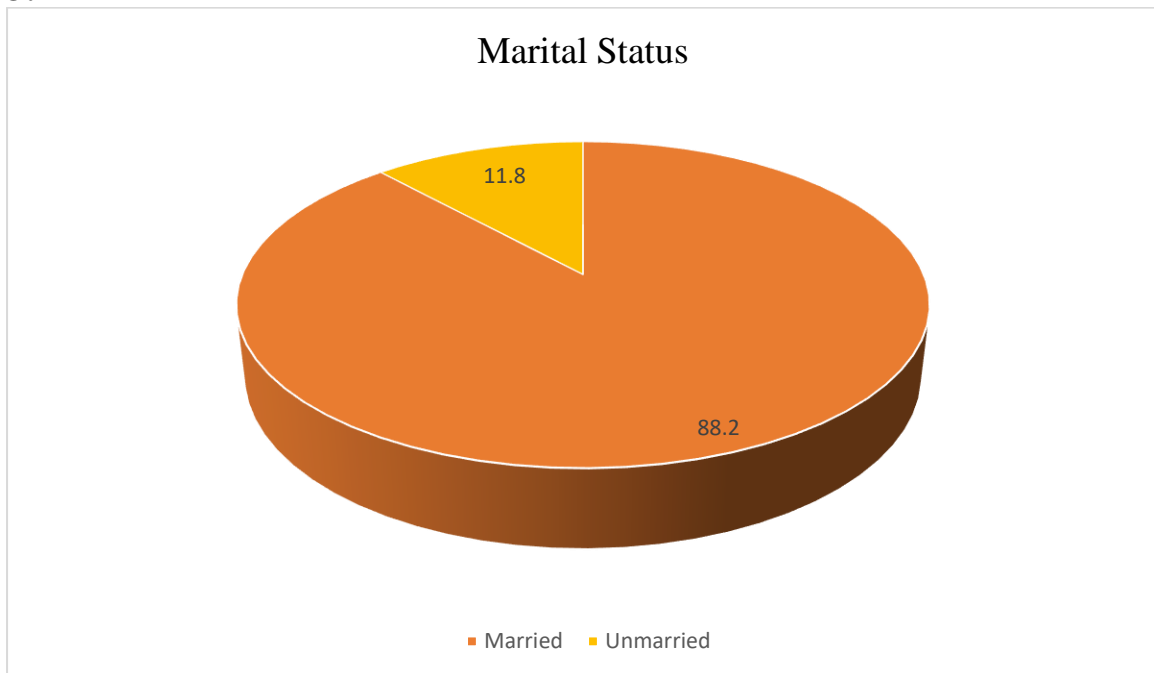
According to the above data, 52% respondents were between the age group of 26-35, While 25% are between the age group of 18-25 years

2



According to the above data, 52.7% respondents were male and 47.2% respondents were female

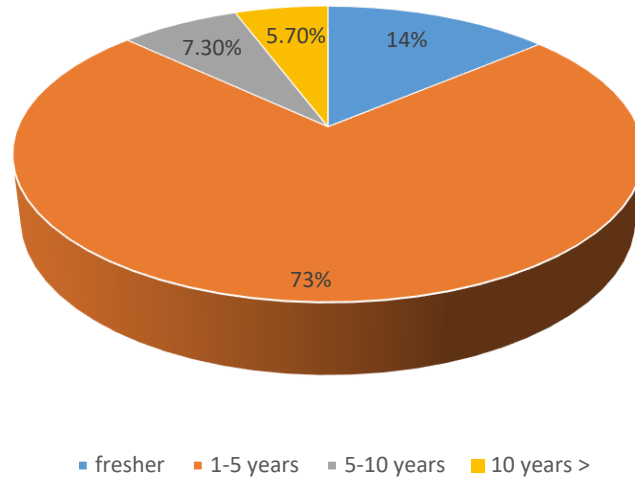
3.



According to the above data, 88.2% respondents are unmarried and 11.8% respondents are married.

4.

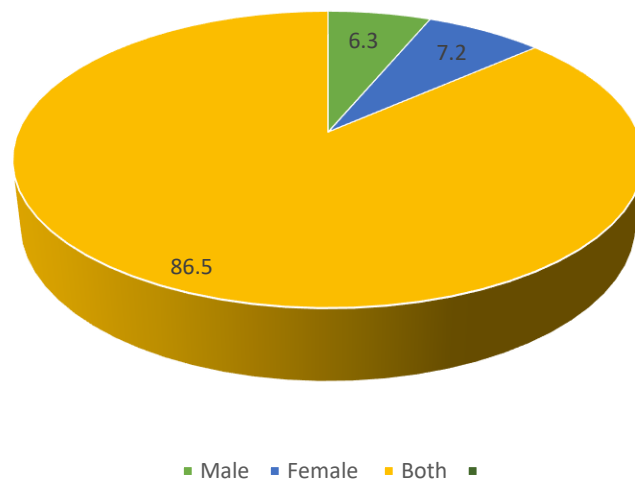
From how many years you have been working in current organization



According to the above data, 73% respondents have been working since 1-5 years .

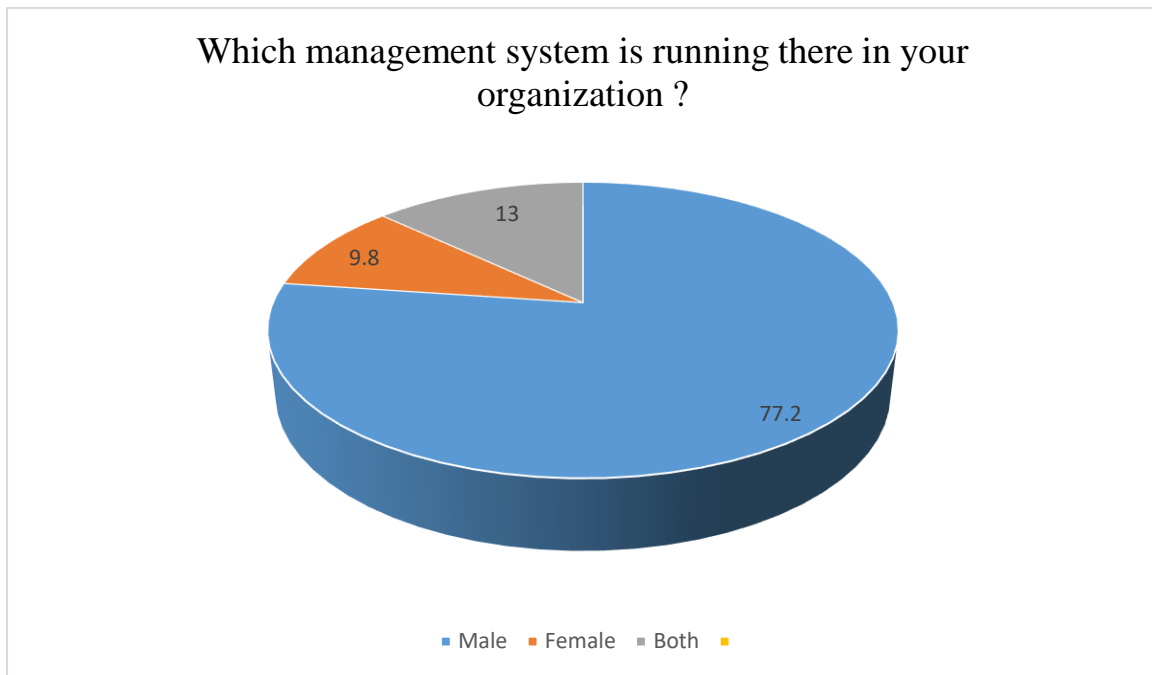
5.

According to you what kind of management should be there at top level



According to the above data, 86.5% respondents believe that there should be both men & women in top management

6.



According to the above data, 77.2% responds that there is mixed system following within organisations i.e. male and female both.

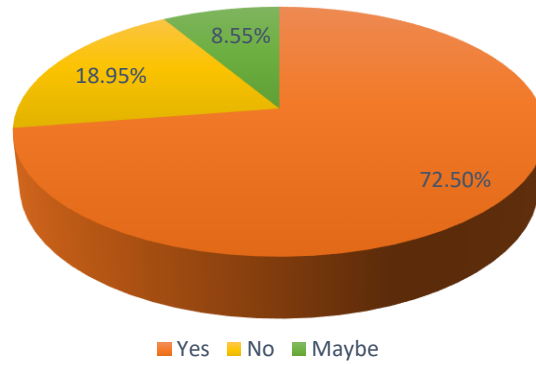
7.



According to the above data, 69.5% respondents believe that women at top level contribute in increasing the performance of an organisation. Amongst which 21.30% respondents strongly agree with it.

8.

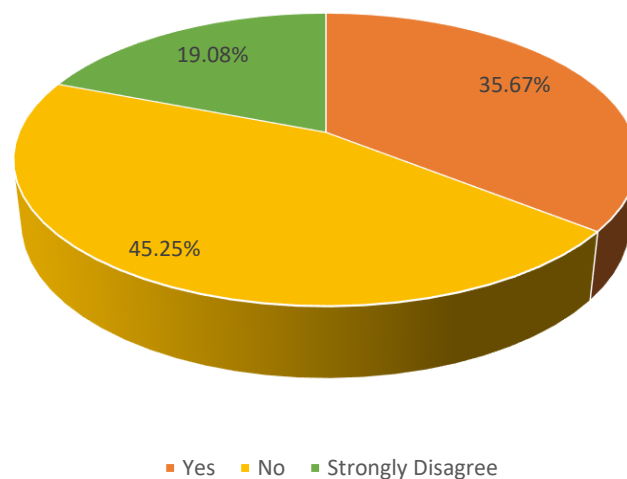
Is your leader a part of mentoring programs , as both mentor and mentee ?



According to the above data, 72.5% respondents believe that their leaders are part of their mentor and mentee mentoring programs.

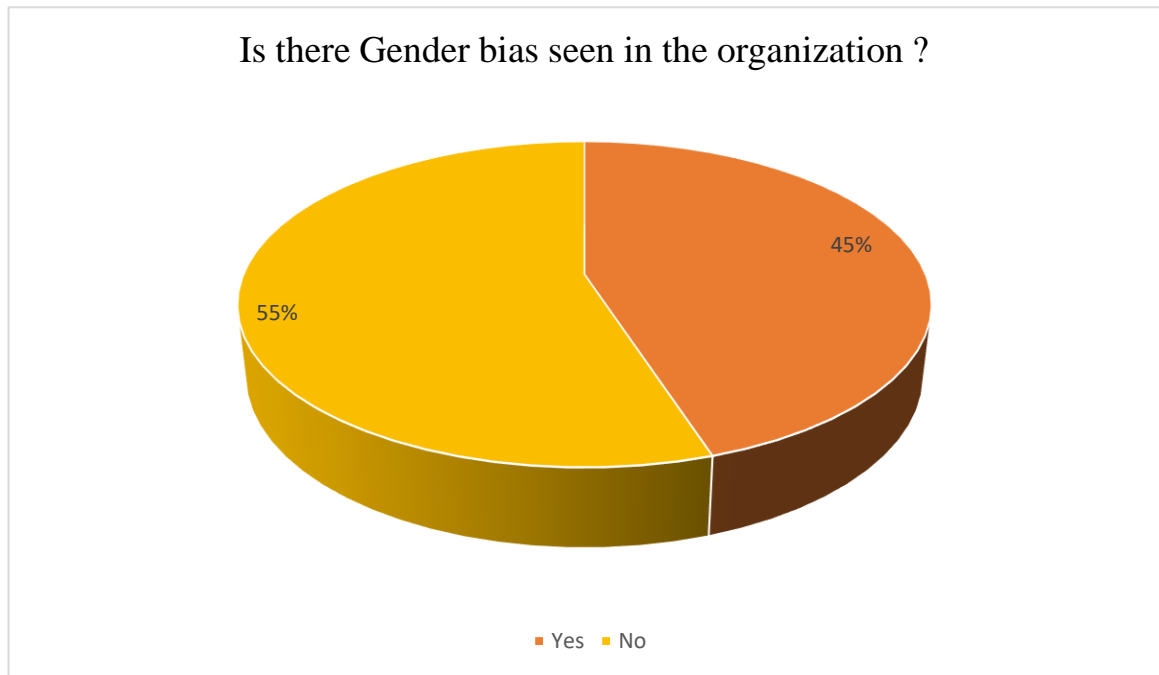
9.

Do you think that women leadership at top management is challenging task for women ?



According to the above data, 42.25% respondents believe that women leadership at top management isn't challenging task for women, while 35.67% does not agree with it.

10.



According to the above data, 45% respondents believe that there is no gender biasness within an organisation.

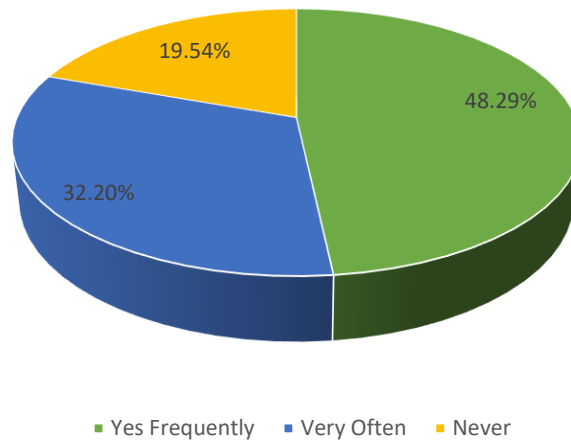
11.



According to the above data, 69.86% respondents agree that their leader helps them in decision making.

12.

Had you ever faced any unique transformational ideas brought to the front by a women leader in your organization ?



According to the above data, 48.29% respondents agree that women leaders contribute in giving transformational ideas for the improvement.



**CHAPTER VI  
FINDINGS & SUGGESTIONS**

## **FINDINGS**

1. Majority of people believe that there should be equal opportunities for men and women at top level management in an organisation.
2. The survey shows that there should be inclusive work environment that supports diverse leadership.
3. The survey shows that women leaders at top management helps in increasing the performance.
4. According to research there is still a gender biasness in organisations.
5. There are still beliefs and perceptions that women are incapable of doing business effectively.
6. Few people still believes that it is challenging for women to work at top level positions.
7. 69.86% respondents agree that their leader helps them in decision making.

## **SUGGESTIONS**

1. Encourage the promotion of women to top management positions to leverage diverse perspectives and leadership styles.
2. Implement mentorship and leadership development programs specifically targeting women.
3. Benchmark against industry best practices and incorporate successful strategies from other companies with strong female leadership.

**CHAPTER VII**  
**CONCLUSION**

## CONCLUSION

The above literature and findings indicate that women in today world can excel in any profession. The positive nature of the society and the environment can help women to achieve work-life balance and give a wider chance for women to achieve higher goals in their life. With the advantages of technology, higher education and good support from the family & society women can prove that they are no longer inferior to men and they require the same incentives and perks, courage and support to have a better gender equality and social justice. The findings from the survey and data analysis reinforce the positive impact of women leaders and highlight the need for organizations to support and promote gender diversity at the highest levels.

Promoting women into top management positions is not just a matter of equity but also a strategic imperative that can lead to enhanced organizational performance, innovation, and sustainability. By addressing the challenges faced by women leaders and fostering an inclusive leadership culture, companies can unlock the full potential of their leadership teams and achieve sustained success in an increasingly complex and competitive business environment.

After the analysis of the following data, it can be concluded that the **H (0) Null**

**Hypothesis:** There is no significant relationship between the presence of women in top management positions and the overall performance of PepsiCo. is rejected and

**H (1) Alternative Hypothesis:** The presence of women in top management positions positively impacts the overall performance of PepsiCo. is accepted.

**CHAPTER VIII**  
**REFERENCES**

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- [https://www.researchgate.net/publication/222335583\\_A\\_Few\\_Good\\_Women-On\\_Top\\_Management\\_Teams](https://www.researchgate.net/publication/222335583_A_Few_Good_Women-On_Top_Management_Teams)
- <https://www.youtube.com/watch?v=h2L4ckScJ8>
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- <https://www.doi.org/10.56726/IRJMETS33386>

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Issue:02/February-2023  
Prof. Nutan Joshi\*1, Bhavya Poojary, Dhyani Pathak
2. International Journal of Innovative Research in Applied Sciences and Engineering (IJIRASE) Volume 4, Issue 12.06.2021.940-943, June 2021  
A STUDY ON ROLE OF WOMAN IN LEADERSHIP POSITIONS B.K.P. Pranathi & Dr. Remya Latha bhavan

**ANNEXURE**



## **ANNEXURE**

### **1. Age**

- 18-25
- 26-35
- 36-45
- 45>

### **2. Gender**

- Male
- Female
- Other
- Prefer not to say

### **3. Marital Status**

- Married
- Unmarried

### **4. From how many years you have been working in current organization?**

- Fresher
- 1-5 years
- 5-10 years
- 10 years >

### **5. Which management system is running there in your organization?**

- Male
- Female
- Both

### **6. According to you what kind of management should be there at top level?**

- Male
- Female
- Both

**7. Do you think that top level women leadership will increase the performance of an organization?**

- Yes
- No
- Strongly Agree
- Strongly Disagree

**8. Is your leader a part of mentoring programs, as both mentor and mentee?**

- Yes
- No
- Maybe

**9. Do you think that women leadership at top management is challenging task for women?**

- Yes
- No
- Strongly disagree

**10. Is there Gender bias seen in your organization?**

- Yes
- No

**11. Does your leader motivate you for active participation in decision making or communicate with you?**

- Always
- Sometimes

**12. Had you ever faced any unique transformational ideas brought to the front by a women leader in your organization?**

- Yes Frequently
- Very often
- Never