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The **InspireOne** Newsletter

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BRANDED CULTURE

LIVE THE BRAND INTERNALLY TO DELIVER AN
ON - BRAND CUSTOMER EXPERIENCE

InspireWire:

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A COMPLAINT IS A GIFT

by Dr. Janelle Barlow, President TMI US and global thought leader in Employer Branding and Customer Service. In a rare in person presentation, Dr. Barlow led one day seminars in Delhi, Mumbai and Bangalore.

To know more about the event, turn to page 8.

HIGH PERFORMANCE LEADERSHIP



by Dr. Tony Cockerill, Founder, Centre for High Performance Development (CHPD) UK. We partnered with National HRD Network to host high powered panel discussions on 'High Performance Leadership: Rapid Development and Deployment Across Organizations', in Delhi and Mumbai.

To know more about the event, turn to page 9.

TMI India Wins Prestigious International Star One Awards:

TMI World Congress 2008 was a definite landmark in our history, a turning point towards accelerated future success as TMI India won the two prestigious TMI ONE STAR Awards for INITIATIVE OF THE YEAR and PROFESSIONAL OF THE YEAR 2007-08! Moreover, two of our young team members were also nominated for the EMERGING TALENT OF THE YEAR award and were selected as two of the four finalists!

To know more please refer to page 5

From the Editor's Desk

Dear Friends,

I am pleased to present you with the first edition of our quarterly newsletter, U&I, the new avatar of our earlier newsletter Putting People First. In this issue, we will address the concept of Branded Culture (BC) i.e., an organizational culture that reinforces the brand promise of the company through a set of reinforcing internal and external behaviors.

With growing competition, consumers in India have myriad choices available; research has also proved that existing customers spend 33% more than new customers and help get new customers through word of mouth! A compelling case for organizations to make brand loyalty and retention key elements of their service strategy and also planks for creating distinctive positions in the minds of customers.

In this edition, you will find a feature article on Experiential Branding, by Sumit Sahni, Practice Head for Service and Branded Culture, InspireOne. He expounds upon the concept of On-Brand Service and how it lends itself to a "real" life brand experience. You will also find a Branded Culture case study that won us an international award earlier this year; our Feature products section will cover the solutions we offer for BC. Don't miss the Special Coverage report on two of our recent Knowledge Events: A Complaint Is A Gift, by Dr. Janelle Barlow, President TMI US and High Performance Leadership by Dr. Tony Cockerill, Founder CHPD, UK. Read on to find out more about the know-how and insight they shared with us and the industry views on these key HR themes.

We are pleased to inform you that TMI Associates is now InspireOne. Our new name is in keeping with our evolution and growth, and enables us to effectively align with our global partners TMI Global, CHPD, UK and TACK, UK.



Our new corporate logo, shown alongside, portrays how a single unit from "I" is inspired to break away to a new direction, thus revealing the "1"

InspireOne reinforces two facets of our philosophy:

Inspiration: ability to activate positive change by connecting to the minds and hearts of people.

One: our aspiration to be the ONE Partner for all human development needs and to enable our customers to be No. 1 as individuals, teams and organizations.

Despite the change of our name, our promise remains the same: to bring the best global know-how to customers in India.

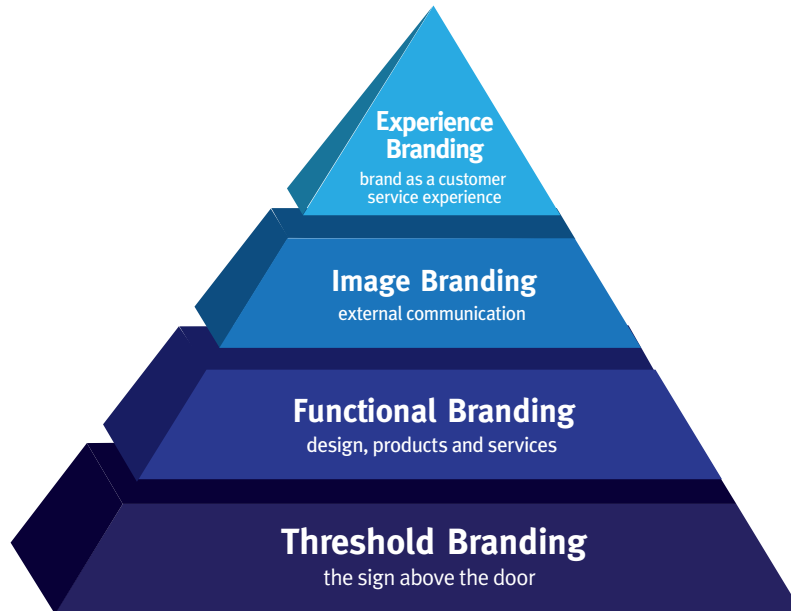
ON BRAND SERVICE—

The 'Real' Life Experience



BY SUMIT SAHNI

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 Certified Branded Customer Service Consultant
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BRANDING HAS BEEN A HOT TOPIC in the corporate world for a long time now. In the Indian market, a lot has been said and written on its relevance and criticality given our crowded market place and the consequent need for differentiation through clear, unique and consistent brand messages.

OVER THE YEARS, the way organizations brand themselves has also evolved; from threshold branding that stands simply for the sign above the door, to functional branding in which products and services are designed to be branded. This was followed by Image branding

that is created through a concerted advertising and PR effort of external communication.

Today, however, companies are increasingly thinking beyond the product to the full extent of the brand experience, which is consistently reinforced organization-wide in all customer interactions. This

is referred to as Experience Branding: the complete branding...when we are able to align actual customer and employee experiences to the brand.

The reason it is referred to as the “Complete” Branding is because it has profound impact on the “real” life experience of the customer through the entire gamut of the customer interactions; rather than the “reel” life experience created through only advertisements and other aspects of Image Branding. As Frederick W. Smith, Founder FedEx, puts it, *“FedEx at the end of the day is not the logo or its advertising or its sales force. To the customer, FedEx is the person who comes to your door and doesn’t let you down”*.

It is a set of reinforcing experiences that helps organizations raise the bar of their customer service from being good and generic to great and On-Brand.

Experience Branding is about asking:

■ *Are we giving our customers good service? Or are we delivering On-Brand service?*

■ *Do we have a generic service strategy or a branded service strategy?*

■ *Are we driving customer satisfaction or customer engagement?*

To articulate succinctly, it is only when branding is seen as a quality process to ensure that all customer experiences are aligned to the expectations created through marketing exercises, does it unleash the full potential of a business. It makes customer service so distinct that it starts creating as much value as the brand idea possesses.

On-Brand Service is applicable to all industries: banking, insurance, manufacturing, logistics, hospitality and tourism, retail, consulting etc. Often, it is considered too expensive by companies; ironically however, the big expense for the organizations is in shifting from poor generic service to only good generic service and not great and On-Brand Service ☒

SOME TIPS FOR ON-BRAND SERVICE:

■ **View brand as a quality process.** Working from **inside-out**, your brand provides a strategic framework for alignment of policies, processes and service culture around your point of difference.

■ **Educate (*not train*) your staff.** They are your **brand champions** but they cannot deliver what they do not know

■ **HR has to be a strategic brand partner.** It is possible to make an argument that branding actually lives more in HR department than it does in marketing. Your people-related practices need to be **in-sync with the brand**.

■ **Don’t be prescriptive.** While it is tempting to closely control the language and behavior of your staff, it undermines the emotional connection. Make them **“experience” the brand** themselves so that they can deliver that experience to the customer.

TMI ONE STAR INITIATIVE OF THE YEAR 2008



Shaping Customer Centric Cultures: Experiencing the brand



OUR CLIENT, A LEADING GLOBAL LOGISTICS PROVIDER was a forerunner in the industry to realize that to stay ahead of the fierce competition; simply good service would not work. With a network in over 200 countries and 1,20,000 service destinations, it recognized that great service that was consistent and in alignment with the company's brand worldwide, was critical to ensure customer delight and loyalty.

We partnered with them to create an innovative approach to achieve their long term goal of: *Delivering the brand promise across various touchpoints, by aligning the entire organization towards customer centricity and creating a sustained customer centric culture.*

To ensure that customers are offered a real life brand experience, together we developed an OD intervention to ensure that Customer Centricity became an all-pervasive value in the company →



SOLUTION:

We realized that to bring the organizational culture On-Brand, the intervention would have to cover the entire 360 degrees of an organization's change process.

Our hallmark 5I process that covers all aspects of a development solution: Investigation, Identification, Inspiration, Implementation, and Integration, was used to launch Project SHINE. The project was led across India with a series of interventions by a cross functional team, covering approximately 1500 people across 5 metros. Project Shine involved a combination of consulting and training and evolved over eight months through five stages.



5 | PHILOSOPHY:

INVESTIGATION: Diagnostics were conducted for the organization to identify the areas of strength and development vis-à-vis Customer Centricity through Service Culture Survey, Focus Group Discussions, Interviews, Mystery Shopping and Observations.

IDENTIFICATION: Findings were presented to the Top Management in a one day workshop during which critical success factors for Customer Centricity were identified.

INSPIRATION: A well-known fact is that only 2% of people are actually open to change. We have always believed that inspiration is key to enable any organizational transformation. Therefore, strong change agents through an empowered project team were appointed to take this project forward. Robust internal communication, pre and post launch, and an engaging project mascot: Mr. Spark, created a buzz for the initiatives, thereby engaging people throughout the process. Mr. Spark as represented alongside was friendly, motivated and added a human and tangible element to the project. The agents and Mr. Spark became the ambassadors of Customer Centricity and facilitators of the change process.

IMPLEMENTATION: The entire organization was then energized through cross-department, cross-level Putting People First (PPF) workshops of TMI that released tremendous energy into the organization. This was followed by coaching workshops for all managers so that improvement areas within departments could be driven appropriately.

INTEGRATION: Integration was ensured through improvement projects. The SHINE process recognized the fact that it is equally important to focus on hard aspects of customer centricity apart from the soft areas that were covered through the above steps. In keeping with that, throughout the process, Improvement Areas were identified by taking employee feedback during PPF workshops and improvement projects were rolled out ✕

SHINING RESULTS

Project Mascot: Mr. Spark



The company won a very prestigious award for the most customer responsive company in logistics sector.

The company recognized SHINE as the second best HR initiative they took across 40 countries

Employee engagement scores rose from 77% in 2004 to 82% in 2006.

A common understanding of Customer Centricity throughout the organization was observed as employees were oriented through high energy workshops to display On-Brand behaviors and focus on organization's critical success factors. Examples of On-Brand behaviors were reinforced through formal and informal reward and recognition programs.

TMI India won the prestigious International STAR ONE Award for the Initiative of the year amidst 40 countries.

BRANDED CULTURE SOLUTIONS

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We have been partnering with organizations worldwide to help them enable exceptional customer focused cultures through various Organizational Development interventions.

EDITORIAL

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GALLERY



SERVICE CULTURE TRANSFORMATION

Putting People First (PPF): Introduced in year 1982, PPF is perhaps the most well known process and philosophy for organizations to transform their service cultures. Known for transforming cultures of companies like British Airways, SAS, DHL and Fiat. Today, SAS is a Harvard Business School case study.

On Brand Service: is an integrated organization development approach which aligns the entire organization with the brand. It helps the organization to deliver “branded” service rather than “generic” good service. TMI’s unique “On-Brand pathway” helps organizations to chart an appropriate road map.

EMPLOYER BRANDING

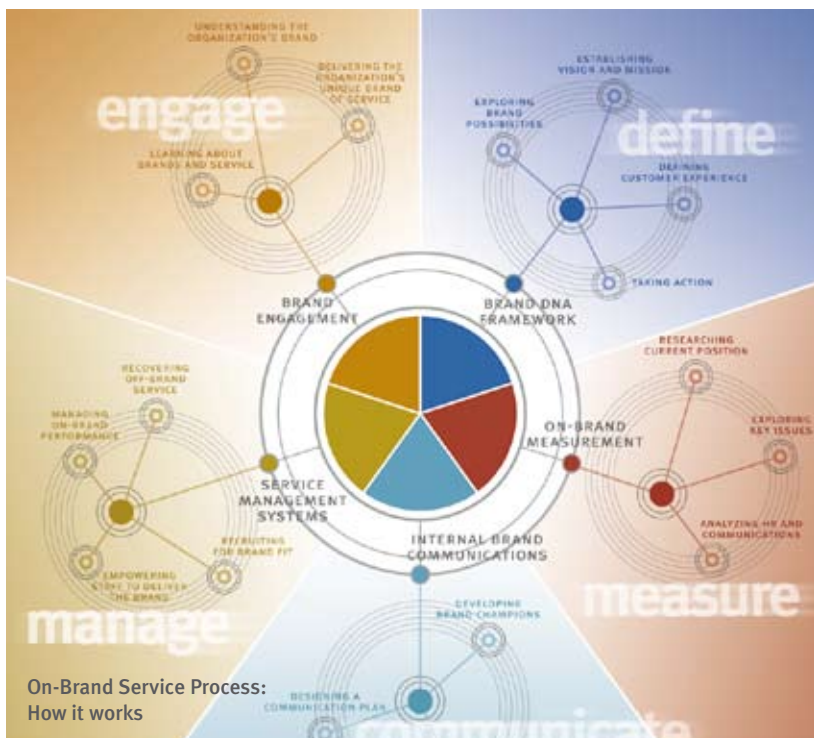
Employeehip is TMI’s unique solution aimed at vision and values cascading. This amazing process unleashes highly positive energy into an organization thus helping it to ride the wave of change. The 7 step process below indicates TMI’s process for this initiative:

- Diagnostics & Understanding
- Management Commitment
- Employeehip For Everyone
- Employeehip For Departments
- Systems & Policies
- Toolbox creation
- Keeping The Momentum

Learning Academy

Degree to which an organization trains and develops its employees is always proportional to its image as an employer. Many organizations that are serious to become employers of choice are establishing learning academies. We can consult with your organization to:

- Develop the vision for learning academy and strategy to achieve the same.
- Develop appropriate learning and development frameworks
- Design internal communication strategy for your academy
- Roll-out certification processes for key roles



THE BRANDED CULTURE PRACTICE USES VARIOUS INNOVATIVE TOOLS:

- National Complaints Culture Survey • Energy Meter • Brand Connection Survey • Teamship Audit • Workplace Effectiveness Survey

To know more about these tools and how they can help you, please contact sumitsahni@inspireone.in

U&I

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A Complaint Is A Gift



BY DR. JANELLE BARLOW

President TMI US

DR. BARLOW WAS IN INDIA between 2 -12 July, 2008. On July 8, 10 and 11 she conducted one-day seminars in Delhi, Mumbai and Bangalore, on *A Complaint Is A Gift—Inspiring Customer Centric Cultures*. She introduced her latest “Service Recovery Map” that can be used by organizations to listen and align to customer expectations and launched the latest edition of her book *A Complaint Is A Gift: Recovering Customer Loyalty When Things Go Wrong*.

While complaint friendliness was the focus of the events, the seminars were about a much more important and broader topic: delivering great service and getting the culture right. The leading corporates of India came together and concluded that complete adherence to customer centricity will have a significant impact on the profit margin of organizations.

From that stand point, a couple of key questions were addressed:

- How can an organization welcome and use customer feedback as a strategic tool?
- How can senior management align the organizational culture to the voice of the customer?
- How can leaders create and enable customer friendly organizations?

Although this cannot happen overnight, the interactive and stimulating discussions, did kick start an engaging dialogue on how to align organizational cultures to be more customers centric; how to become a brand known for great service; and how to make service focused cultures the number one priority.

On July 7th, TMI India and FICCI Alliance for Consumer Care (FACC) also co-hosted a CEO luncheon meeting for Dr. Barlow, where she made a presentation on Branded Customer Service to key members of the Indian corporate world. The afternoon was time well spent on exchanging ideas on strengthening the customer relations of organizations, and global benchmarking with Dr. Barlow herself, a global thought leader in Employer Branding and Customer Service. ✕

“When organizations see complaints as gifts, they also have available to them inexpensive market information about the wants and needs of customers.”

—JANELLE BARLOW

Brand Equity, July 23



“For true customer centricity we need to examine how customer complaints are handled. Complaints should not be perceived as an attack, especially if the complaint is delivered in a blaming manner. Effective complaint handling requires capturing instinctive tendencies. If the emotions of the customers are not addressed well, they will always be upset. We must understand the psychological dimensions of complaint handling”.

—DR. BARLOW IN BRAND EQUITY

“Successful organizations will have to focus on customer centricity to survive in these difficult times. Attending Janelle Barlow’s seminar on A Complaint Is A Gift has reinforced our belief in the concept of customer centricity. The seminar was a real educative experience.”

—JUGDIEP SINGH, MANAGING DIRECTOR, APOLLO HOSPITALS

High Performance Leadership



BY DR. TONY COCKERILL

Founder CHPD, UK

INSPIREONE PARTNERED WITH the premier national HR body of the country, the National HRD Network of India to host special panel discussions with Dr. Cockerill as the key note speaker in Delhi (September 15) and Mumbai (September 18) on: High Performance Leadership: Rapid Development and Deployment Across Organizations.

The high-powered panels in Delhi and Mumbai included esteemed members of the industry. In Delhi, the panel comprised of Mr. Arun Sehgal, Director HR, GlaxoSmithKline; Mr. Vineet Kaul, Vice-President, HR and Executive Director, Phillips and Mr. Rajan Kalia, Executive Vice-President and Head, HR, Max New York Life Insurance. The discussion was moderated by Mr. S.Y. Siddiqui (Maruti Suzuki) President, NHRD, Delhi Chapter.

For Mumbai, the panelists included Mr. Aquil Busrai, Director HR, IBM; Dr. Santrupt Misra, Director, Group HR and IT, Aditya Birla Group. Mr. Rajeev Dubey, President HR and Corporate Services, Mahindra and Mahindra and President, NHRD, Mumbai Chapter facilitated the discussion. Mr. D. N. B Singh, General Secretary, NHRD introduced Dr. Cockerill and the panelists and was key to the success of the event.

Dr. Cockerill's presentation addressed the application of CHPD's research on High Performance Behaviors: how companies can use the know-how to develop and implement talent management strategies to improve business performance and manage the challenges of leadership in the Indian context.

Through the discussions, it emerged that there is a consensus on the increasing need for leadership development. India has progressively become a microcosm of the global economy, bringing various challenges with its accelerated pace of growth. While the rest of the world has evolved steadily, in India the speed of people development and especially leadership development has not kept pace with that of market opportunity.

Dr. Cockerill, restated the importance of leadership in today's dynamic and competitive environment with emphasis on how it is the key driver of superior

organizational performance and a vital source of competitive advantage. CHPD's High Performance Behavior (HPB) model, which rests on 11 HPBs that are proven to be key for driving successful leadership, was extensively discussed along with the two variables that make up a high potential leader: nature and nurture.

Over all, it was a stimulating discussion and the time was well spent on exchanging ideas, experiences and thoughts on strengthening leadership abilities of organizations in India. After Dr. Cockerill's presentation, the house was thrown open to questions and the panelists offered real time examples to enhance the discussion and allow practical understanding of the topics discussed x

"Our research has identified 11 leadership behaviours that are the difference between average and high performing organisations. To perform effectively in complex and dynamic environment, a management team needs to have strengths in all these 11 leadership behaviours – we call them High Performance Behaviours (HPBs)."

—DR. TONY COCKERILL, Founder, CHPD

"Most organizations in India are now looking at developing leadership capability in a short span of time and across large numbers and levels. People are being entrusted with leadership roles not because of their ability to perform, but because of the need. Rapid development of HPBs and their deployment across the organization has become critical for Corporate India

—DEEPAK MOHLA, MANAGING DIRECTOR
INSPIREONE CONSULTANTS

PICTURE GALLERY: InspireOne Knowledge Events

A COMPLAINT IS A GIFT | DR. JANELLE BARLOW | JULY 8, 10 AND 11 | DELHI, MUMBAI, BANGALORE



1. Event Venue, Delhi 2. Dr Barlow during the Mumbai Seminar 3. Delhi seminar: Dr. Barlow signing the latest ACIAG book 4. Dr. Barlow in The Strategist, July 15, 2008 5. Deepak Mohla introducing InspireOne & the memento: Notes to Myself.

HIGH PERFORMANCE LEADERSHIP | DR. TONY COCKERILL | SEPTEMBER 15 & 18 | DELHI, MUMBAI



1. Event Venue, Mumbai 2. Mr. D.N.B. Singh, General Secretary, NHRD 3. Panel Members: Dr. Cockerill, Mr. Aquil Busrai, Mr. Rajeev Dubey, Dr. Sanrupt Misra 4. Panel Members in Q&A session 5. Mr. T. Palani Kumar (right) Member, Advisory Board, InspireOne in discussion with NHRD Members 6. Dr. Cockerill in India Inc., October 16, 2008