

editorial 01
From the Editor's Desk

cover story 02
Customer Centricity

case study 04
i-care

products 06
operationalising services | CCS

feature 06
National Complaint's Culture Survey

gallery 10
World Congress



The **InspireOne** Newsletter

Vol. 2 Issue 3, Oct 2011 - Jan 2012

Customer Service Experience

The customer is king, again.



From the Editor's desk

Customer Centricity

As the economy moves towards expansion and rapid growth, companies are shifting their focus from pruning costs to stimulating growth, particularly organic growth. Launching new products and services is one way of generating organic growth, but this growth is short lived because competitors almost immediately mimic innovations. Thus, astute companies are increasingly looking to their customers to drive growth – tailoring offering, indeed their whole organisations, to customers' unique needs. The problem many companies face, however, is; how do you build a truly customer centric organisation and culture.

What distinguishes customer –centric organisations from other companies that proclaim their customer focus? In short,

they've moved beyond lip service and re-oriented their entire functions and activities around the customer and customer centric mindset, increasing customer satisfaction and their own profitability in the process.

Customer centric organisations understand that:

- “Customer Centricity” has to move out of the realm of being the value only of Customer Interfacing staff to being an organisational Value
- Customer Care can be delivered consistently to the external customer only if are delivered consistently to the internal customer.

- Deepak Mohla
Editor

Creating Emotional Value for Customers

“Customer is king” ...probably the most overused, misused, misunderstood and inconsistently delivered cliché in the hallways of service. However some organizations across industries have managed to actually to crown and treat their customers like royalty and earn their loyalty by doing so. For the many others customer loyalty still remains an unconquered summit or an unresolved mystery

The regulatory change in the insurance industry brought to a halt the way business was being conducted hitherto. It has forced major players to realign and recommit. MNYL's response has been nimble footed - the company believes that a **sustainable business model has to be centered on customer proposition. The real differentiation will come through the service experience they can bring to the customer.**

The company commissioned an intensive customer in sighting research looking for the response to “what does the life insurance customer **really** want -and is willing to pay for disproportionately”?

Basis the findings MNYL has created an exhaustive framework “TREATING CUSTOMERS FAIRLY”. This framework Cuts across the entire organisation - design of the product, sales, service and covers all stakeholders (employees, customers, distributors) - the bottom-line being - no one gaining at the cost if the other. To lend further “authenticity to their intent and action MNYL has also constituted a Policy Holder protection Committee (at the board level). The aim is to make the intention amply clear through the strategy and every experience that a customer has with MNYL

In order to unlock the mystery of how can organizations can consistently deliver service fit for kings there are two questions to be answered. It is critical is that these questions truly be answered from the “core of the hearts” of organizations; only then are they able to create an impact on the hearts and minds of customers.

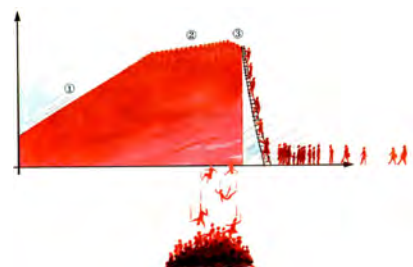
The first question - **does the organization “believe...truly believe” that Customer is King?** The answer to this question would decide the “**authenticity**” of the organization's promise to the customer and more importantly how “**authentically**” the leadership drives customer focus and how this strategic focus will bolster profitability in a sustainable manner.

So what differentiates customer-focused organizations from the rest of the world is that:

- They are evolved enough to pay heed in spirit and action attention to the age old adage “Loyal customers enhance profitability better than new customers”.
- They believe that “service to the customer” goes beyond the realm of

the customer service department - it actually is an organizational KPI and actually the most critical KPI for each function and person. Like Peter Drucker said “ The purpose of any business is to create customers” (create and keep them)

- They believe “every” interaction with the customer is a service opportunity.
- They believe that it is critical to consistently listen and respond to the “voice of the customer”.
- They believe that all elements of their strategy and culture should be aligned to the “value of creating value for the customer”.
- They ensure that when they stage 2 for them continues to be a steady incline rather than become stage 3 as shown in the figure



So whether they are insurance, pharma, high end technology products and services or hospitality the evolved organizations have recognized that the quintessential differentiator can only come from delivering experience that evoke the right emotional response from the customers. Customers are defendable assets and need to be retained.

The second question only becomes relevant when an organization meets all of the above the criteria. The question then is **how do organizations ensure that customers are compelled to be loyal to them for their lifetimes!**

The answer to the question has been in "plain sight" for all of us now for decades...however only some organizations have "seen" and therefore embedded the answer in the way they work. High quality products are the hygiene element of the customer experience so what is the

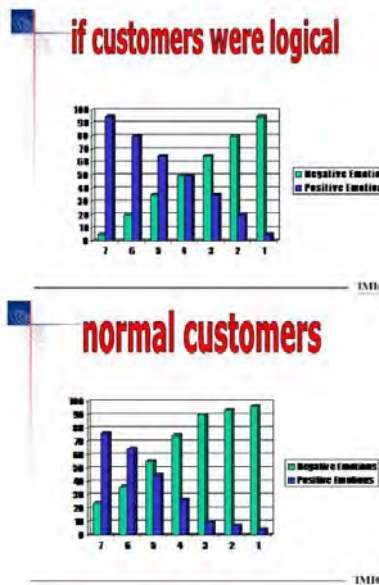
A global leader in technology / IT products established that the route to sustainable growth is "Lifetime Loyalty"

This was then followed by a very considered approach to loyalty:

- Customer In sighting helped the company to establish a promise to the customer which had 4 elements of the experience that the customers wanted:
- Vital Insights – customers wanted to be understood – technology needs, business environment, constraint, past history - Vital insights
- Seamless service: Irrespective of who the customer is dealing with, and irrespective of how many service lines need to get involved – the customer wants a seamless experience
- "Trusted Advice" pertaining to use of technology whether it involved the company's product or any others. Problem Solving with interest of the customer at heart.
- Lasting Relationships: Proactive rather than incidence based relationships.
- Strategy to ensure that the articulated experience is delivered:
- Technology tools were developed to deliver on the Vital insight promise
- Development of managers on how they can enable team members to deliver on lasting relations, trusted advisor promise.
- Development of processes for seamless delivery of service. Sensitization of team members on behaviors required to deliver on the promise

differentiator? Customers want "positive, emotionally sensitive and memorable experiences". It is the challenge of creating "Emotional Value".

Research conducted by various eminent management schools and organizations has been in various ways highlighting that "Loyalty is a behavior with its roots in emotions". Positive feelings toward a company keep customers loyal so even when price are rock bottom, customers will leave if they are treated badly. Similarly, incentive programs cannot guarantee loyalty. Most airlines know that even their most profitable high mileage customers will switch if their needs are not responded to with efficacy. When customers have positive emotion they more willingly tolerate delays and mistakes. So when do we know that customers will be loyal to us?



Michael Edwardson, an eminent psychologist from the university of New South Wales indicate that setting goals to increase customer satisfaction are meaningless and seriously limit our discovery and understanding of the total customer experience". In terms of creating loyalty, the most important aspect of customers' experience is emotional rather than satisfaction based. Edwardson measured the emotional reactions of people who filled satisfaction surveys. He

In Conclusion the raison d'être of Creating experiences for customers that would compel them to stay loyal to us has been given very succinctly and aptly by Mahatma Gandhi.

"Customer is the most important visitor on our premises. He is not dependant on us. We are dependant on him. He is not an interruption on our work. He is the purpose of it. He is not an outsider on our business. He is a part of it. We are not doing him a favour by serving him. He is doing us a favour by giving us an opportunity to do so." - Gandhi

correlates rating on 1 to 7 satisfaction scale with emotional reaction that he ascertains through in-depth interview. The main finding – it is only at the highest level (7) of satisfaction that customer have more positive emotion than negative. And only when customers have strong positive emotions do they choose to be loyal.

Creating Emotional Value or customers through well defined customer experiences therefore is the challenge that needs to be consistently surmounted If organizations want to reap the benefits of loyal customers.

In our experience the Application of the research above is

- Listening to the voice of the loyal customers: An in depth in sighting of loyal customers: How do they define good service? What is irritating about service that they receive? What do they want to feel when they deal with us? Also find answers to the question: How are you loyal to your loyal customers?
- Designing the customer experience in line with the emotions the customers want to feel: This would encompass aligning the hard and soft aspects of the experience to the desired emotion
- Right people, Right training, Recognizing and Nurturing: Hiring, developing, rewarding and growing people for the desired experience. The route to this is to also evoke similar emotions in employees as you would like them to evoke in customers. Employee retention is closely linked to customer retention.
- Aligning decision making, policies, processes to ensure consistent delivery of the defined experience:
- Leadership staying the course: to lead, inspire, drive and reinforce the imperative of Customer Loyalty.

Leaders who have been able to transition this poster on the wall to a way of life ..to the way their organisations function are on the path to loyal customers and sustainable profitability.

Ref: Emotional Value by Janelle Barlow and Dianna Maul. Research by Michael Edwardson, university of New South Wales, work done by InspireOne with organisation on creating customer centric cultures



Creating CARING Service

Case Study

This is the largest mobile handset manufacturer in India with annual revenues of approx Rs 13,000 crores.

The client has a separate service vertical.

A Customer Centric Initiative that led to a fresh Approach.

The service vertical of the company realized that despite growing sales and revenue, the company is still losing its market share and the competition is increasing theirs. Clearly, sales was just not the only way to maintain its market dominance. It was critical to retain customers as well. With a clear focus on delivering service and initiatives supporting the same the client reached certain levels of service delivery. Now the organization realized that they were ready to take service to the next level. They needed to bring in an expert in the area of creating **Customer Centric Culture and Service Management**. Someone who could turn the brand into an industry benchmark. Someone who could make their service levels comparable with highly customer focused

industries like hospitality or airlines. The client approached TMI to help them transform their service experience. The brief was simple – *"We want to provide the best customer service experience to our customers so that they never want to leave us. We do not want our service to be compared with our competitors. We want to be compared with the leaders in hospitality and airlines."*

Action

TMI with its expertise in the area of **Shaping Customer Centric Culture**, started the diagnostic work by conducting mystery audits. TMI recommended that targeting only the 'finger tips' is not enough because "External customer service can not exceed internal

iCare iCare

customer service” and went back to the client with its findings. For any change to sustain the environment needs to support the right behaviors and the signaling has to be from the top team. TMI helped the client appreciate that it was not enough to train the customer service executives and it was critical to expand this circle and include Team leaders, the proprietors of the centers and the team on the roles of the company.

Based on the initial findings and to ensure the highest levels of customization, different programs were created to suit the learning objectives of each group (Front line, Proprietors and the client team). The focus was to shift the mindset to ensure sustenance.

Based on the **5 Box Frameworks**, TMI recommended that it is essential to ensure that systems and structures are aligned with the skills that have been imparted. TMI made recommendations around technological gaps and the R&R that would help sustain the change and deliver 'caring service'.

Outcome

TMI supported the client on the internal communication for creating excitement in the system for the initiative. The initiative was branded and a mascot was created. The workshops were run across the country in a span of 45 days and 43 workshops at 4 regions, 8 cities, 5 languages, covered 700 people and

received overall feedback rating of 4.9 / 5.0! The company has seen tangible impact in the performance of their managers wherein there was an increased focus on the change in the mindset of the managers from a transactional to a more collaborative approach.

The client organization that the iCare Initiative has had a significant impact on the customer service. As a result of InspireOne-TMI iCare partnership, company has been able to:

- Initiate a large number of internal process which support customer centricity and each person has a clear line of sight to the end customer.
- In collaboration with InspireOne, company has been able to create a robust MIS process to support their R & R Scheme and measurements.

Intensive internal communication and reward and recognition schemes were implemented to improve customer centricity which has elevated the scores by 4%.



Product Showcase

At InspireOne, it is our constant endeavor to not only highlight the key issues in the business world but also partner with you to help you address them effectively. This showcase gives you a snapshot of two of our products that we think will help you align you internal and external customers.

Operationalising Service

As management guru Peter Drucker once put it "the purpose of a business is to create customer." Recognising and delivering upon customer expectations is essential to building any successful business.

To accomplish that one must offer a differentiated service valued by customers - both external and internal and fulfil the promise consistently.

Operationalising Services is a comprehensive development process that has been designed for service organizations seeking to capitalize from a major improvement in customer service through:

- Retaining and growing a loyal customer base through a distinguished service experience
- Increasing sales and ancillary sales
- Improving customer service efficiencies

This process helps you define and embed customer service experiences into the lifeblood of your organization. The process is especially relevant for 'operational' service organizations with large numbers of staff and clients, multiple sites, and a large number of customer experience touch points and 'moments of truth'. Such organizations include Airlines, Airports, Trains, Financial Services and Retail

Operations.

Who will benefit?

- You want to improve service levels and decide to implement a customer service training initiative. Then the question emerges "why?" and "where are you moving the customer service level from and to?"
- Perhaps you've done some generic customer service development already, and realized that you actually need to offer a truly differentiated experience to your customers.
- Perhaps consistency is an issue for you that will trigger a more comprehensive and thoughtful intervention.

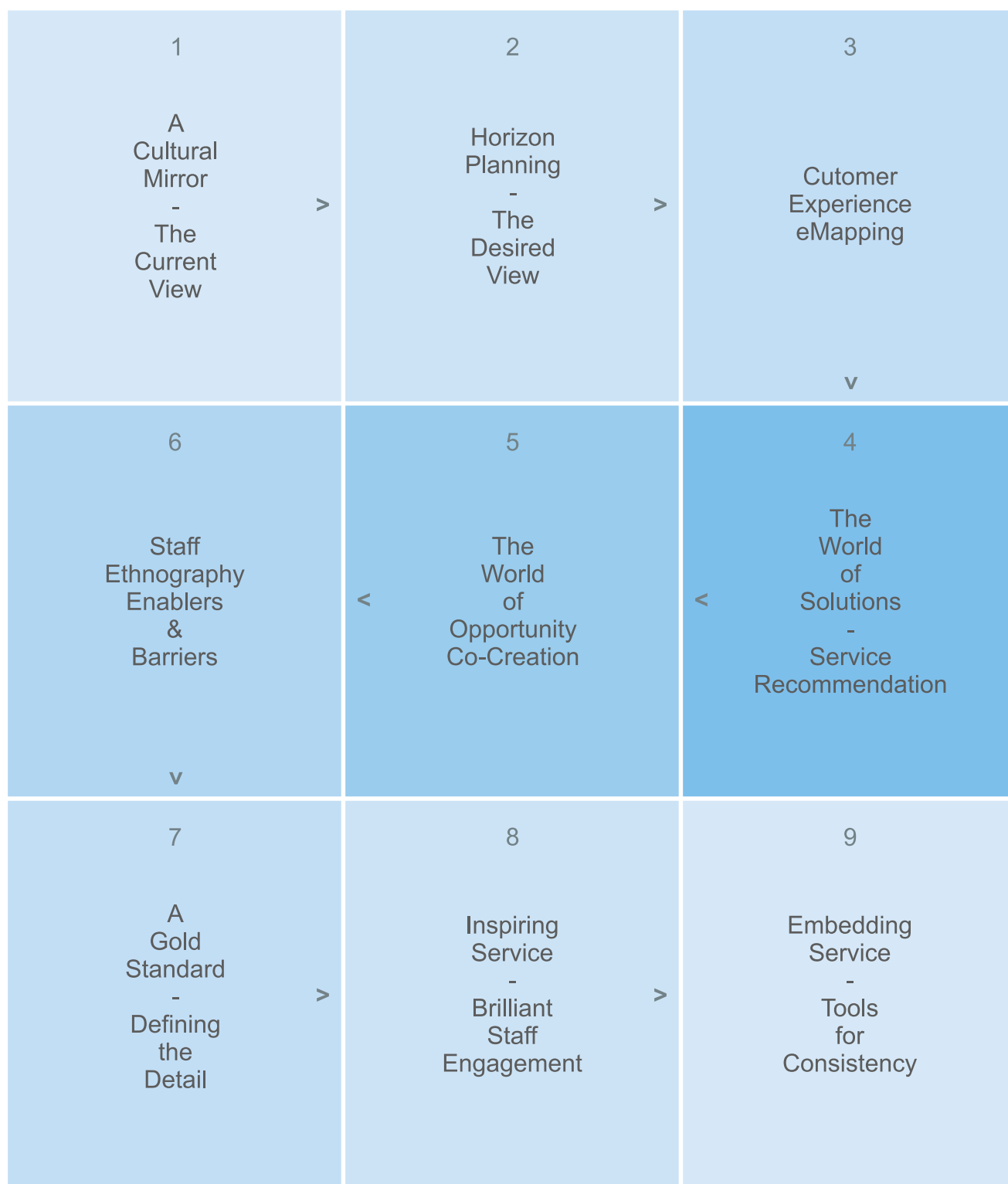
The customer service improvement process involves bespoke customer-focused interventions using multiple methods, such as:

- Customer Ethnography – the study of your customers in their 'native environment' while they're using your services
- Employee Ethnography – the study of your service personnel while going about their daily work

- Customer Journey Mapping – mapping out all your customer touch points and moments of truth and evaluating these
- Co-Creation – designing the ideal customer experience involving customers, staff, managers, and service experts alike

- Implementation – service experience competencies, customer service training boot camps, shop floor tools, coaching, cards, rhythm and routine, service management, leadership role modeling and more.

A Possible Operationalising Service Journey



News

L&OD Master Class “Employeeeship”



Success in corporate life is about mobilizing the energy of all employees to ensure the survival and growth of the company. Both leaders and team members need to do things differently to achieve this success on a continuous basis. Every individual needs to be committed towards the success of the company. It is that unique culture where the entire workforce shares responsibility for success and failure. What is required of both leaders and team members to develop that special personal commitment called Employeeeship. If a company has to survive then the employees have to bring their '**Hearts To Work**'.

Saumya Chandra, a senior Consultant from InspireOne conducted a session on Employeeeship on the 17th of November 2011 at the L&OD Roundtable, held at Sunville Banquets, Worli, Mumbai, which invited one of the largest turnouts as on date. Around 95-100 people attended the interactive session which was rich in terms of content as well as levels of participation. The Roundtable facilitated collective thinking and reflection with the facilitator providing a number of real life applications of Employeeeship-using excellent presentation aids.

HR Leadership Congress

India 2011, Mumbai

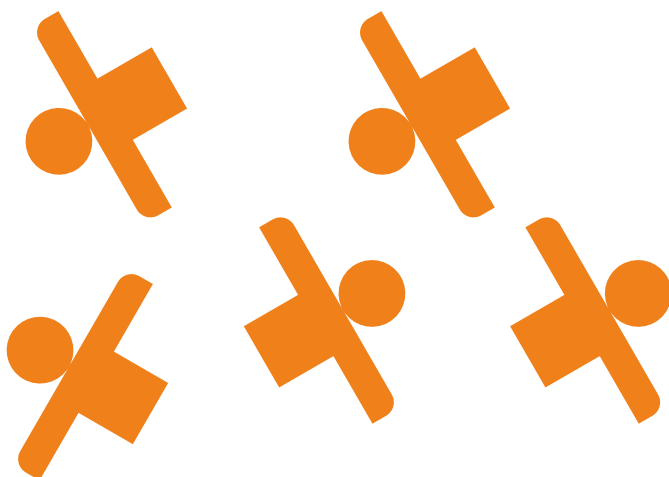
InspireOne participated in the third edition of the HR Leadership Congress on 27th- 29th September. HRLC, is a very focused community platform that brings together HR leaders from across India and overseas to specifically acquire solutions to their most pressing and critical business challenges, not only of today but tomorrow as well.

Mr. Deepak Mohla, MD at InspireOne moderated the panel discussion on '**why leaders matter: aptitude wins games, however leadership and acumen wins championships**'. Some of the most fascinating ideas germinated from the discussion and attendees received tremendous value that's practical enough to be used in live work environment.

Some of the other topics that were discussed at the HRLC included:

- Need for developing innovation abilities
 - War for talent: Critical analysis of current talent management needs
 - Innovation in engagement: Growth paths for the potential talent within the organization
 - Need for leaders to transform themselves in order to transform their teams
 - Benefits of effective succession planning
- On HR Leadership Congress's success, InspireOne commented, "*The Leadership*

event by HRLC was well attended by senior HR leaders and relevant issues of Leadership development were discussed. Interesting perspectives came to the fore including High Performance Behaviors and how imperative are they to becoming a true global leader especially in a fast changing global environment. I wish HRLC all the very best!" – Deepak Mohla, Managing Director at InspireOne



Gallery

TMI & TACK World Congress 2011

Vilnius, Lithuania

TMI Master Class on Shaping Customer Centric Culture



The 4 days **SCCC Boot Camp** was conducted at the TMI world congress in Vilnius, Lithuania by Mr. Deepak Mohla and attended by 10 partners from as many countries spanning four continents!

Shaping a Customer Centric Culture (SCC) for an organization is an exciting and a challenging process for any consultant. Exciting because it takes the organization on a unique journey and challenging because like any change management project, there will be resistance along the way. In order to successfully cover this journey, it is critical that our consulting process is based on sound frameworks and processes. Having a strong consulting framework helps us to offer appropriate recommendations to clients and having robust processes minimizes the chances of failure. The consulting process has been built on three such frameworks/models: TMI's 5 box model, SCC process architecture and

Customer centric persona model based on PPF Philosophy.

It was an engaging, rich and intellectually stimulating experience for all the participants. The boot camp saw the participants working on real life cases (Pepsico , Nokia, Airtel, DHL) and put in to practice all the tools, frameworks and concepts that were shared all throughout the four days.

This case based methodology was highly appreciated by all the participants as it helped them internalize the learning and walk out with immense confidence as true world class consultants ready to create sustainable value for their clients in their respective countries. Many have already begun using the SCCC consulting process. We wish them loads of success and truly look forward to them sharing their success stories in the near future.

TMI MASTER CLASS

“Building Human Capital”



If an organization is to grow and adapt, the organization's leadership must recognize the value and contribution of people. Thus one of the major responsibilities which today rest on the leadership revolves around **Human Capital** - **inducting, enhancing and retaining Human Capital.**

To meet the emerging need, a 5 days **BHC Boot Camp** was conducted at the TMI world congress in Vilnius, Lithuania by Mrs. Neeta Mohla, which focuses substantially on the following components:

- **Emotional Intelligence** - *its impact on the individual and the team*

- **Leadership** - *the soft competencies that drive leadership behavior*

The Leadership Workshop was designed to provide for individual and collective opportunities. It reflects on the changing dimensions of leadership behavior and how this applies to our professional and personal lives. The workshop was highly interactive and included role-plays, exercises, discussions and presentations. However, the real learning came from the sharing of experiences and ideas as well as from challenging some widely held beliefs.