

octara.com

January - March 2012 / Issue 8

Helping you Succeed



Also inside

Khalid Awan, Chairman TCS
on Investment In People



Cover Story

In Challenging Times, Service Matters

most!

Ron Kaufman!

LIVE & IN PERSON
21 April 2012, Karachi

 octara

Training | Conferences | Events | Publications

www.octara.com



If one were to go by the incessant chirping of media commentators, Pakistan is in a real fix! The economy is sparking. Some would say this is good and soon we will have ignition and lift off.

I am happy to report that in the midst of this seemingly unending hurly burly, life has carried on at Octara, and here we are once again with a fresh edition of Octara.com. Our parent enterprise TCS has gone onto the front foot and in these generally contracting times of business, TCS is poised to launch a major business expansion that leverages its human resource through some fine out-of-the-box thinking and lateral movement. We carry a report on Mr. Khalid Awan's presentations at the Management Association of Pakistan's annual conference and at the Royal Aeronautical Society's seminar, that speak volumes about what can be

achieved by investing in people.

Our cover story is by Ron Kaufman stressing on service being the most crucial factor for a company in challenging times. He talks about eight proven principles to provide superior service in his article that companies can implement and benefit from. The Trainers Resource Group (TRG) pulled off a very successfully 2nd edition of Learnfest, painting upon a much bigger canvas this time by organizing it both in Karachi and Islamabad, and our collage provides a glimpse of the proceedings.

Octara's senior associate Dr. Dermot Carey has contributed an article that associates value for money with integrated supply chain management, and he says that a dollar saved in the supply chain process goes straight to the bottom-line, and can be a measure of our success and failure.

The perfect partnership of Mind Mapping and Coaching is elaborated upon by Octara's senior associate Graham Moore. He says that as coaches, our primary role is that of facilitating the way forward for the person we are coaching. Can't argue with that.

Ramez Helou joins us from Lebanon in this issue, and writes about Key Account Management, a hot topic given the fierce competition for customers in these recessionary times. Dave Crane brings his sharp critique on social media and flags ten Dos and Donts that we would do well to bear in mind. And finally, senior Octara associate Jim Truscott offers his End-2011 Crisis Foresight, and talks about physical and virtual War Rooms.

Wish us well.

jamil janjua, CEO, Octara & Chief Editor

Inside

In Challenging Times, Service Matters Most! -Cover Story
Value for Money & Integrated Supply Chain Management
Key Account Management - The New Standard!
Mind Mapping and Coaching: Perfect Partners
Use Technology Effectively to Run Your Transport Ops
End-2011 Crisis Foresight
Social Media Do's And Don'ts
Octara in Bangladesh
Learn Fest

Ron Kaufman
 Dr. Dermot Carey
 Ramez Helou
 Graham Moore
 Nigel Devenish
 Jim Truscott
 Dave Crane
 Muhammad Arif
 Hajra Amir

Feedback: info@octara.com



Patron-in-Chief
Khalid N. Awan

Who we are



Editor:
Adil Ahmad



Member Editorial Committee:
M. Arif (Head of OCTARA)



Customer Relationship Manager
Jason D'souza



Product Manager:
Hajra Amir



Marketing Executive:
M. Adeel Khalil



Customer Relationship Executive
Fatima Abbas



Customer Relationship Executive
Ch. M. Ehtisham



Assistant Manager,
Marketing & Communication Planning:
Usama Rafi



Senior Graphics Designer:
Asif Ali



Asst. Graphics Designer:
Haris Khan



Sr. Executive Accts. & Admin.:
M. Imran Anwer



Business Support Officer:
Parkash Bhatia

Wanted! Corporate Trainers (Part time or Full time)

Octara seeks to expand its pool of professional Trainers. Opportunities exist to partner with Pakistan's premier training & event management company. Write to: janjua05@gmail.com



Investment In People Guarantees The Enterprise

"The best is yet to come!"

Khalid Awan, Chairman TCS

Unveils the Shape of Things to Come

Why has the best yet to come? It is so because the full potential of TCS has not yet been realized. This change shall manifest itself over the next couple of decades because that's how long it takes, and that is the reason for the TCS focus on grooming its young people for it is they who will be in the driving seat then. This, in essence, was the message that the Chairman TCS delivered at two august gatherings recently. At the Management Association of Pakistan's annual conclave he had 20 minutes, moderated by seasoned HR practitioner Haroon Waheed. The corporate audience was all ears, and would gladly have spent the entire day quizzing this entrepreneur extraordinaire about how success is achieved in a volatile environment like Pakistan's. Alas! There was so much else on the menu of the MAP Conference, and the time constraint didn't allow Mr. Awan to get into his stride.

At the Royal Aeronautical Society, in the company of his peers and specially invited cross-section of young and bright sparks, Mr. Awan had a leisurely one hour discussion wherein he waxed eloquently on all that TCS was planning and implementing in the service of the Pakistani nation, and the many philosophies that had driven the phenomenal growth of his enterprise.

"TCS is deeply imbedded in the lives of 180 million people that have a tremendous economic potential. We have a lot of catching up to do. Our young people will live in a time of tremendous opportunity. We hope that our generation would have laid out an infrastructure for our youth to build upon."

SINGLE GENERATION ORGANIC GROWTH

Welcoming Mr. Khalid Awan, Air Marshal Arshad Saleem (Rtd), President, Royal Aeronautical Society (RAS), said that it was incredible how TCS had nurtured and built a household brand in a very difficult operating environment in Pakistan. "This brand has built itself up

to its present most admirable position in the short span of just one generation. What has impressed me immensely is that TCS has not borrowed from any financial institution. They have financed their growth from their earnings. That is something one doesn't normally see. They have executed their organic growth successfully as evident in the stature of their brand. Hats off to you Sir and to your family for being able to do this! The nation needs to learn from this model."

FROM COURIER TO BANKER

The hot and happening issue at TCS is its foray into the world of financial services, and Mr. Awan's appearance at both the MAP and RAS were in great measure designed to raise the curtain before these selected gatherings on what is being billed as a major departure from the traditional TCS product line. Ghazanfar Azzam was introduced as the man in the new venture's hot seat.

LEVERAGING TCS HUMAN RESOURCE

"We have two means of reaching out to our customers," said Mr. Awan. "The first are the TCS mobile motorcycle riders, numbering about 2500 across Pakistan. The second are the TCS shops throughout the country that number 400. We want to do more than just pick-up and deliver.

Here the main opportunity lies in the domain of financial services. This has become possible with the advent of technology and the foresight of the State Bank of Pakistan that formulated four years ago the policy on branchless banking. This tremendously increases the outreach of banks outside of their physical branches deep into the communities both urban and rural whom TCS is reaching out to anyway on a daily basis".

TCS is positioned to provide the banking and insurance sector with that additional outreach for their many products, said Mr. Awan. "Technology has made all this



"The best is yet to come!"

possible. TCS Riders in the field have handheld devices that connect them directly to the backend management teams. The bank can now be available at your doorstep in physical form offering saving products. TCS Riders can do disbursement of loans and pensions. You can make government payments or any other private payments right there and then. The regulatory environment is now encouraging this kind of intimacy with the customer for the financial sector. We can service the insurance sector by selling their general and life insurance policies. At TCS, we just do not see it in terms of physical delivery.

It's the all-important human contact that makes the difference in customer satisfaction in a marketplace that is growing tired of talking on the phone or standing in long lines."

SELF-EMPLOYING EMPLOYEES

To make the financial services business viable, we must have thousands of shops across the country, and not just the 400 that we have at the present moment, says Mr. Awan. "Naturally enough, the cost of such an infrastructure expansion would be prohibitive. TCS has come up with an innovative scheme to overcome the cost hurdle. We are franchising these shops, with the first hundred franchises given to our own TCS employees who have spent their lives with the Company and are now approaching retirement. It'll keep them in touch with the Company and allow them to leverage their knowledge of their business in their post retirement period. I have not selected any particular individual for this project.

I believe that one should be respectful of everybody, and trust everybody, because at the end of the day 99.9 % of the people want to make an honest and dignified living. All one has to do, is give people an environment in which merit is appreciated, and they will respond in ways you haven't imagined."

ENCOURAGING PEOPLE TO GROW

Inculcating entrepreneurship amongst its employees has always been a human resource development area of major emphasis at TCS, said Mr. Awan. "From our work force of 7000, 3200 are self-employed. A major success factor for TCS has been this encouragement of

entrepreneurship within its employees. The first successful experiment in this regard was in 1984, just one year after TCS was formed. We had hired a lot of motorcycle couriers on fixed salaries, and they would work long hours delivering from early in the morning to collecting until late at night.

Upon returning to TCS they would submit their overtime vouchers since their day extended well over the eight-hours work day. I noticed there was very little motivation amongst them, and by the end of the day they presented a sorry sight, tired and despondent. They were working all day on their own in the field with no supervision and no incentive to actively market TCS products. So we reinvented the model. We revoked their salaries and employment contracts, and put them on a

per shipment incentive with a signed agreement with immediate effect. So the more shipments they generated, the more they earned. We witnessed a sharp increase in business and happy faces! They took ownership of their territories and started viewing TCS customers as their own customers. It worked so well that

some of the couriers increased their earnings ten folds. Our couriers in the more productive territories began earning more than TCS general managers! This initiative was a major factor

behind the success of TCS. The culture of entrepreneurship has fostered trust and encouraged people to grow."

ALL IN THE FAMILY

TCS has a professional attitude and has its sights well into the future, says Mr. Awan. "TCS is an honest business that has grown organically. Our Information Technology setup is

world class. With all of this in place we are confident about the future. I have shared with you my dreams. In the future there will be many reasons for you to visit TCS. We will be deeply embedded in the lives of 180 million people that have a tremendous economic potential. We have a lot of catching up to do. Our young people will live in a time of tremendous opportunity. We hope that our generation would have laid out an infrastructure for our youth to build upon. But first and foremost we focus on the development of our own people at TCS, the education of their children, and their care in retirement. The TCS people are part of our family."



Feelings of
Love... Happiness... Joy...
need to be shared!

Express your Sentiments through
Sentiments Express with a fresh
bouquet of flowers, a personalized gift
or a box of fancy chocolates to your
loved ones in Pakistan, UAE and UK.

To book your orders:

Visit your nearest TCS express centre

Order online: www.SentimentsExpress.com

or Call: 111 123 456





Key Account Management The New Standard!

Ramez Helou

CEO and Founder, The Academy for Sales Excellence

I get the following questions from people all the time:

- 1) What is Key Account Management (KAM)?
- 2) Will this work for our business and our country?
- 3) What's the difference between traditional selling and KAM?
- 4) Our sales team is not ready for the shift. How long can we wait before implementing these strategies?



Former Head of Sales and
Business Head at Unilever Food
Solutions in the Gulf countries

Former Regional Sales
Training Manager for Asia,
Africa & Middle East at
Unilever Food Solutions

Trained and inspired more
than 50,000 professionals in
20 countries on 4 continents

More than 21 years of field
experience of B2B and
B2C strategies

Author of Unilever Food
Solutions' Global B2B
Sales Training Program
implemented across
the world

Let me cover some basics during the next few paragraphs.

1) If we apply the "Pareto" principle to any business, we can conclude that 80% of business comes from 20% of our clients. In an ever more competitive market, where the barriers of entry have been lowered drastically, companies are finding more competitors entering their markets with very similar products and services. These competitors are of course going after the same obvious large clients. Now that buying companies have new choices that simply didn't exist a few years ago, they are taking a closer look at their suppliers and their offers. They are no longer willing to pay a premium unless they can see a real benefit in doing so. Faced with this new reality, those companies that ignore this trend will ultimately find their large customer base and profits shrinking causing a serious threat to their existence. Thus, KAM becomes the tool to help companies secure their existing customers and acquire new ones by being able to provide them with noticeable and differentiated value added solutions.

I would like to give an example in the food service industry. As you can see, new restaurants are popping up in every possible corner in Karachi, Lahore and other areas. Suppliers are keen to enter and

serve this new emerging market that is here to stay. All of a sudden, we see many companies wanting a piece of that pie and they enter the market offering similar products to these clients. This extra choice gives the customer additional power allowing them to be very selective. This is especially the case with companies that have premium products that are becoming commoditized due to advanced technologies allowing competitors to almost copy their quality. If products alone are no longer the advantage, we must find new ways to show the difference. This is just one example of the many industries that are booming and facing the same increased competition.

2) Selling involves understanding customer needs and then offering solutions. Many times, faced with pressures of sales targets, I've been on many field visits with reps on 5 different continents where the sales person easily skips this critical step and starts offering his product or service. There can be no KAM unless we apply the critical step of properly identifying customer needs not just with one point of contact or decision maker, rather with the various decision makers in the buying organization. These contacts need to be structured, involving people from various departments of the buying organization to meet with their

counterparts in the selling organization.

These meetings become the essence of the KAM process as they ensure visibility at multiple contact points and provide a two-way communication between the seller and the buyer to establish common goals for their relationship and then be able to work on them together. A Key Account Manager then becomes the facilitator, coordinator and even sometimes the politician in managing such a complex relationship. They require a deep understanding of the issues, concerns, and opportunities of the buying organization making them and their company be perceived as adding relevant value to the buying company. The more people inside the buying organization feel that way about the selling organization, the more likely this becomes a long term partnership where price sensitivity is minimal. In conclusion, it's no longer what we are selling that is the advantage, rather how we are selling. This integrated approach allows the building of closer relationships between the buyer and the seller organizations by being relevant to issues, concerns and aspirations of the various contact points in the buying organization.

As an example, you will notice that the bigger the organization the more

complex is its structure and the decision making process in it. Whether we are talking about modern trade, the restaurant business, manufacturing or even the textile industry, we know that you won't simply walk in with your product and expect the targeted customer to be impressed with it. There are multiple people involved that will have a say about it and if you're not visible to these people and understand their goals and needs, you risk being completely out of the game. So if an engineer of a manufacturing plant is concerned about having the latest lubrication technology to minimize downtime or maximize the output of his machine, you need to involve an engineer from your company to speak his language. If a Managing Director is concerned about reducing the carbon footprint of his company to meet the corporate mission and vision, you better get your MD involved in that conversation to be able to understand these issues and align their organization to support and create solutions that will create a long term partnership with the customer. These solutions become so customized to meet the clients' need that the selling companies become a necessary extension or an asset in some way to the prospective customers.

3) Regardless of the country and the industry, KAM process works where more than 2 people are involved in making a buying decision for a company. That said, I am assuming that the desire to engage in such a value-added relationship is mutual between both buyer and seller. In this way, you are differentiating what you do from your competitors or the selling organizations are willing to invest in that relationship to create that differentiation. Unless the differentiation is clear in the eyes of the various decision makers of the customer, your competitors will have an easier time to enter. The more people are involved in the buying decision, the more critical it becomes to know how to apply a KAM engagement strategy.

Not all relationships can lead to strategic partnerships. Actually there

are various levels of partnerships. As an example, McDonalds and Golden State Food (GSF) have a highly evolved relationship. GSF is the trusted partner that not only manufactures certain goods

"They say the best time to build a roof above one's head is before it rains. As such, start building it now!"

especially customized for McDonalds but also helped launch McDonalds in the international market place that currently exceeds 120 countries. This is a true partnership making it almost impossible for any other competing supplier to enter in areas where GSF has already established their ground. As a lower level partnership we know that Wal-Mart's goal is to provide the lowest possible price for quality items in their outlets. As such, they will not engage in high level partnerships as they aim to keep their supplier lean in order to provide them with a rock bottom price. You see, a higher level of partnership usually bring in lots of added values however in the case of Wal-Mart, their main goal is price and not what their suppliers can do for them. Therefore, it's critical to establish the need to enter such a relationship on both sides to ensure the desired return.

4) My recommendation is to start the process sooner than later. If you look back at the last 5 years in business, what do you notice? Up till the end of 2008, it was easier to do business in general. Outlook has changed, right? If you look forward into the next 5 years, do you see it being more or less competitive? Do you see your customers demanding more value or less value from you? Do you feel that the buying function in your customer is/or becoming more structured? If you leave these 2 points to chance, what could that cost your

business? Or better yet, how much more sales could you be achieving if you develop a systematic KAM process to face these growing challenges? They say the best time to build a roof above one's head is before it rains. As such, start building it now! You'll be glad you did when you look back at the end of the year and especially in 3 years time. Making significant progress in this regard will be slow. It's like wanting to change the direction of a cruise ship. Even if you turn the rudder, the cruise ship will slowly change its course unlike a small motor boat! This will be a slow process; however it will definitely change the course of any business forever!

octara
Training | Conferences | Events | Publications

Presents
2 Exciting Programs
with

The Sales Doctor
Ramez Helou



Program 1

Systematic Key Account Management Process

March 2012
Karachi & Lahore

Course Benefits:

Participants will be enabled with specific skills to:

- Differentiate between selling and key account management
- Understand the buying process & influencers involved in it
- Define the hierarchy of needs of the client and the stages of the Key Account Relationship Development Continuum
- Structure the engagement strategy and contact matrix
- Analyze macro and micro environment to structure optimum customer opportunities
- Develop the Key Account relationship plans and activities
- Create action plans and accountabilities

Ideal Candidates:

Key account managers, sales managers, sales directors and other "C" level executives that are involved in Key Accounts and customer engagements will greatly benefit from this course.

Program 2

The Sales Success Seminar
20 March 2012, Karachi



"With coordinated actions, good inventory management will influence how well warehousing operates"

Dr. Dermot Carey, Octara Associate



Getting Value for Money & Integrated Supply Chain Management

A dollar saved in the supply chain process goes straight to the bottom line. It can be a measure of our failure or success. Our success in achieving Value for Money (VFM) will only be fully achieved when we have processes in place to consistently measure savings and efficiencies across multiple activities correlated to the cost elements of the supply chain cycle. This correlation raises some important questions, for example: Does how we spend money achieve VFM? Is there anything different we can do to improve VFM? Do we collaborate with other organisations sufficiently? Do we measure our VFM achievements to a standard and with challenging targets? The financial and commercial challenges facing us for the foreseeable future means we can no longer rely on the old ways of doing things. Every element where a cost arises in the Supply Chain Cycle must be challenged and managed for VFM. It means for some a radical shift in thinking, approach and culture. We do not have the luxury to be complacent when our futures are at stake.

How supply chains are managed and measured determines not only the quality of service delivered but also VFM. In this context, it makes common sense that we manage our supply chains as an integrated body. If we fail to address this fundamental approach, we are exposing ourselves to unnecessary costs and multiple fragmented activities with no value addition. The integrated approach to supply chains has been advocated for over a decade now and many organisations are striving to adopt the concept.

We will explore some aspects of the integrated approach and how it can influence VFM. Organizations that effectively collaborate with their supply chain partners position themselves for success in 21st-century markets. When focused methods and tried and tested techniques are adopted or transferred to specifically address the objectives of the Supply Chain arena, the results are always positive, by contributing

substantial savings, efficiencies and benefits. When these methods and techniques are followed, it means that you are working to a set of practices and principles that deliver benefits in a consistent manner. There is a growing awareness that Integrated Supply Chain Management provides companies with the extra edge for greater efficiency and differentiate themselves from the competition.

One way to achieve this is for SCM managers to look at their operation from a holistic perspective by adopting effective, proven methods to increase the chances of success. Not every manager has the skills or indeed the time to implement an integrated approach. That can lead to difficulties when being held accountable for efficiency improvements and/or cost reductions against a common background of expectations. Whatever the expectations, the reality is that supply chains will be competing with each other and that means VFM is core to success.

If we take one element of supply costs, for example, inventory, a primary focus will be to achieve optimum stock turn rates. Not only will this support providing high service levels when properly managed, but also frees up valuable working capital. With coordinated actions, good inventory management will influence how well warehousing operates and, in turn, logistics. By integrating these efforts on a cross functional level, VFM will be optimised.

The integrated concept demands a structured approach supported by detailed information. Research and decades of experience have led to the development of implementation models that have proven successful for many organisations.



Dr. Dermot Carey will be conducting a 2-day **open enrolment** program with Octara on **"Warehouse Management"** on **16 - 17 February** in Karachi and **20 - 21 February, 2012** in Lahore. For more information: info@octara.com

Disclaimer: All investments in mutual funds are subject to market risks. The NAV of units may go up or down based on market conditions. Investors are advised in their own interest to carefully read the contents of the offering document in particular the Investment Policy mentioned in Clause 4.2, Risk Disclosure mentioned in Clause 4.8 and Warnings in Part 19 before making any investment decision.

HBL | ASSET MANAGEMENT

Jahan Khwab, Wahan HBL

Life cannot be a permanent vacation. Or can it?

It all depends on what the future has in store for me! HBL MoneyMarketFund is a smart way forward for my hard-earned cash. The Fund invests in short-term, high-rated securities and strives to ensure low risk with consistent returns. The Fund also remains protected from TFCs and stock market risks and gives

me easy access to my cash whenever I need it.*

I can now sit back and relax, because with HBL MoneyMarketFund I do not need to worry about my future. My vacation starts today!

*Constitutive Documents allow up to six working days.

(021) 35290171-86 | www.hblasset.com

HBL Asset Management Limited

HBL MoneyMarketFund





In Challenging Times, Service Matters **most!**

by Ron Kaufman ■

“Appreciate your
complaining customers.
Customers with complaints can
be your best allies”

In difficult economic times, some businesses cut costs by cutting corners on customer service. This is exactly the wrong thing to do. Right now, service matters more than ever. Here's why:

■ When people buy during an economic downturn they are extremely conscious of the "hard earned" money that they spend. Customers want more attention, appreciation and recognition for their purchases, not less.

■ Customers want to be sure they get maximum value for the money they choose to spend. They want assistance, education, training, installation, modifications and support. The basic product may remain the same, but they want more service.

■ Customers want stronger guarantees that their purchase was "the right thing to do". In good times, a single bad purchase may be quickly overlooked or forgotten, but in tough times, every expenditure is scrutinized. Provide the assurance your customers seek with generous service guarantees, regular follow-up and speedy follow-through on any queries or complaints.

■ In tough times, people spend less time travelling, dining and shopping, and more time carefully shopping for each and every purchase. Giving good service enhances the customer's shopping experience, and boosts your own company image.

When times are good, people move fast and sometimes don't notice your efforts. In tighter times, people move more cautiously, and notice every extra effort that you make.

■ When money is tight, many people experience a sense of lower self-esteem. When they get good service from your business, it boosts their self-image. And when they feel good about themselves, they feel good about you. And when they feel good about you, they buy.

■ In tough times, people talk more with each other about saving money and getting good value. "Positive word of mouth" is a powerful force at any time. In difficult times, even more ears will be listening. Be sure

the words spoken about your business are good ones.

So giving good service in tough times makes good business sense. But how do you actually achieve it? Here are eight proven principles you can use. I call them "The Secrets of Superior Service":

1. Understand how your customers' expectations are rising and changing over time. What was good enough last year may not be good enough now. Use customer surveys, interviews and focus groups to really understand what your customers want, what they value, and think about what they are getting, (or not getting) from your business.

2. Use quality service to differentiate your business from your competition. Your products must be reliable and up to date but your competitors' are too! Your delivery systems must be fast and user-friendly but so are your competitors'!

Make a real difference by providing personalized, responsive and an "extra-mile service" that stands out in a unique way so that customers will appreciate, and remember you.

3. Set and achieve high service standards. Go beyond basic and expected levels of service to provide your customers with desired and even surprising interactions. Determine the "norm" for service in your industry, and then find a way to go beyond it. Give more choice than "usual", be more flexible than "normal", be "faster" than the average and extend a "better" warranty than all the others. Your customers will notice your higher standards. But eventually they'll be copied by your competitors, too. So don't slow down. Keep on improving!

4. Learn to manage your customer's expectations. You can't always give customers everything their hearts desire. Sometimes you need to bring their expectations into line with what you know you can deliver.

The best way to do this is by first building a reputation for making and keeping clear promises. Once

you have established a base of trust and good reputation, you only need to ask your customers for their patience in the rare circumstances when you cannot meet their first requests. Nine times out of 10 they will extend the understanding and the leeway that you need.

The second way to manage customer's expectations is with the tactic called "Under Promise, then Over Deliver". It works like this: your customer wants something done FAST. You know it will take one hour to complete. Don't tell your customer! Let them know you will rush the project but then promise 90 minutes. Then, when you are done in just an hour (as you knew you would be all along), your customer will be delighted that you actually finished the job "so quickly".

5. Bounce back with effective service recovery. Sometimes things do go wrong. When it happens to your customers, do everything you can to set things right again. Fix the problem. Show sincere concern for any discomfort, frustration or inconvenience. Then "do a little bit more" by giving your customers something positive to remember - a token of goodwill, a small gift of appreciation, a discount on future orders, or an upgrade to a higher class of product.

This is not the time to lay blame for what went wrong, or to calculate the costs of repair. Restoring customer goodwill is worth the price in future orders and new business.

6. Appreciate your complaining customers. Customers with complaints can be your best allies in building and improving your business. They point out where your system is faulty, procedures are weak or problematic. They show you where your products are below expectations or your service doesn't measure up. They point out areas where your competitors are getting ahead, or where your staff is falling behind. These are the same insights and conclusions that people pay consultants to provide. But a "complainer" gives them to you free!

And remember, for every one person who complains, there are many more who won't even bother to tell you. The others just take their



business elsewhere. At least the complainer gives you a chance to reply and set things right.

7. Take personal responsibility. In many organizations, people are quick to blame others for problems or difficulties at work: managers blame staff, staff blame managers, engineering blames sales, sales blames marketing and everyone blames finance. This doesn't help. In fact, with all the finger pointing going on, it tends to make things worse.

Blaming yourself doesn't work either. No matter how many mistakes you may have made, tomorrow is another chance to do better. You need high self-esteem to give good service. Feeling "ashamed" doesn't help.

It doesn't make sense to blame the computers, the system or the budget, either. This kind of justification only prolongs the pain before the necessary changes take place.

The most reliable way to bring about constructive change in your organization is to Take Personal Responsibility and help make good things happen. Make recommendations, propose new ideas, give your suggestions, volunteer to help out with problem-solving teams and projects.

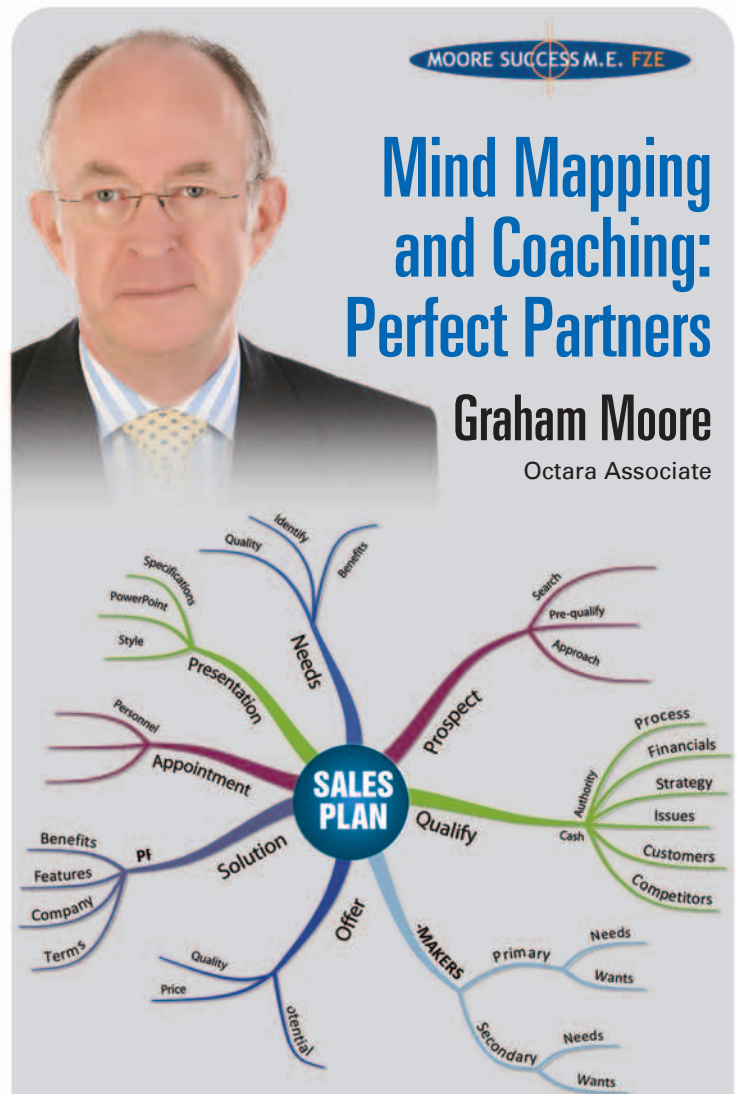
8. See the world from your customers' point of view. We often get so caught up in our own world that we lose sight of what our customers actually experience.

Make time to stand on the other side of the counter, or listen on the other end of the phone. Be a "mystery shopper" at your own place of business. Or be a customer for your competition. What you notice is what your customers experience every day!

Finally, remember that service is the currency that keeps our economy moving. I serve you in one business, you serve me in another. When either of us improves, the economy gets a little better. When both of us improve, people are sure to take notice. When everyone improves, the whole world grows stronger and closer together.



Mr. Jamil Janjua, CEO Octara and Mr. Talib Karim, Executive Director MEC, IoBM are signing MOU to jointly host Ron Kaufman's program in Pakistan on April 21, 2012.



As coaches, our primary role is that of facilitating the way forward for the person we are coaching. Done correctly, Mind Maps are designed to replicate the way the brain works organically, creatively, without limiting possibilities and with relevant ideas linked.

One of the key outcomes of the Mind Mapping process is that it enables information to be expressed in a way that can be seen logically and at a glance. As a tool for coaching, Mind Maps can set out the overview of the coaching process, show the coaching process for an agreed outcome over a set period of time, and be used as a summary of each coaching session.

Graham Moore will be conducting an **open enrolment** program with Octara on **"Mind Mapping for Sales Success"** on **20 February** in Karachi and **22 February, 2012** in Lahore. For more information: info@octara.com



The Legend Leads...

SOMETHING FOR EVERYONE

English Biscuit Manufacturers (Pvt.) Limited started manufacturing and marketing its range of biscuits in 1967 to provide Pakistani consumers with the best quality, nutritious, wholesome and tasty biscuits. The Peek Freans Pied Piper today is the most popular icon in the industry leading biscuit lovers to experience one superb product after another. Offering the largest variety of delicious biscuits with crispy crunchy textures, we have something for everyone, for all tastes and occasions.

JWT

ENGLISH BISCUIT MANUFACTURERS (PRIVATE) LIMITED



End-2011 Crisis Foresight



Jim Truscott

Chief Executive Officer
Truscott Crisis Leaders, Asia Pacific.
Author of 'Riding the Tiger'
The Art of Crisis Leadership

promulgated to all the top companies

PHYSICAL AND VIRTUAL 'WAR ROOMS'

"Make it so....." Go to action

CONTROL ROOMS & COMMAND POSTS

Dodge the Tiger - "Eyes on, hands on"

- Same time and same place;
On Scene Commander centric
- Point to point communications and adaptability
to changing situations

EMT ROOMS

Ride the Tiger "What I want to happen is ..."

- Same time but different place; uncluttered war
rooms with practical, efficient communication
suites. Wall mounted and projected bunker lists
- Efficient, common-use, proven emerging
technology

CMT ROOMS

Dance with the Tiger - "I see it happening this way...."

- One team to many teams projecting immediate
to medium term strategy, think tank culture,
brainstorming and proactive ownership with
efficient support groups



BOARD ROOMS

Be the Tiger - "It will be this way...."

- Directing and projecting medium to long term
strategy and thinking unforeseen consequences.
- Being creative and utilizing everything to be visionary

CLOUDS

Tweet the Tiger - "Here we are ..."

- Many teams to many teams with global information
pull and push
- Meets all places, at all times, all at once with social
media on board

Truscott Associates will be conducting a 2-day open enrollment program with
Octara on "ISO 31000: Enterprise Risk Management" in March, 2012
For more information: info@octara.com

Use Consumer Technology Effectively to Run Your Transport Operations

Nigel Devenish, based in Ireland, is a Managing Director at Macdui Business Solutions, a business providing knowledge capital and thought leadership solutions to businesses both nationally and internationally since April 2010.

Transportation industry fleet managers in emerging markets have the opportunity to avoid mistakes made by their equivalents in developed markets and to by-pass the use of expensive proprietary technologies that have prevented developed markets from operating efficiently.

In the UK, for example, 28% of all heavy goods vehicles run empty, the average lading factor is 60% with some vehicles remaining completely unused. In the UK we have seen total optimisation of dedicated fleets as an impossible task. Unless the Supply Chain Owner's (SCO) business is in a particularly dense geography where backhauls are always available, there will always need to invest in surplus assets running empty miles at less than optimum utilization.

Faced with these issues and highly variable demand, SCO's fleet managers have reduced their own fleets and outsourced more work to independent subcontracted hauliers. However, using these subcontractors without proper controls often leads to poor customer service and negatively affects the SCO's competitive position.

For the small independent haulier, finding work can be equally as difficult, with each SCO asking them to install thousands of dollars' worth of proprietary in-cab and proof of delivery technology for a supply of work that cannot be guaranteed.

Despite the expensive equipment, the Supply Chain Owner is still likely to suffer and pay a price for inefficiencies. Ever-growing back-

office teams are constantly on the phone trying to find someone, or anyone, willing and able to carry a load. Where a SCO does tie a haulier to its computer systems there is an immediate loss of efficiency. Part of the haulier's fleet becomes dedicated to that SCO, with no opportunities for sharing assets with other supply chain owners. Hauliers resent being held to a single contract by one SCO and seeing their margins squeezed ruthlessly.

With the growth of mobile technology, emerging markets have the opportunity to avoid these problems. We foresee a solution to these problems that will not require investment in expensive computer systems, knowledge of optimization algorithms or mathematical genius. It will work on the simple operation of market forces and fits the transportation industry well. The key for the SCO will be in "optimising the use of other people's assets through market forces, not optimising its own assets through mathematics", with full control over service execution and costs. The key for the haulier is in having information readily available, wherever and whenever they want it - being fully aware of the need within the market and being able to intelligently match it with their capability to fulfil that need. The



Nigel Devenish

market place and its pricing will be transparent and liquid, maximising the opportunity to use all empty capacity at any time.

The creation of such a market enables collaboration based on the fundamental desires of both Supply Chain Owner and Carrier to make money and profit. Such optimisation will work for the entire industry and countries, not just a single company, enhancing efficiency and profitability for all parties. At Stratus, we have developed a detailed roadmap for implementing this vision and would welcome the opportunity to discuss it with interested parties.

Nigel Devenish will be conducting an **open enrolment** program with Octara on "**Effective Fleet and Transportation Management**" in **April, 2012**. For more information: info@octara.com





Here are the **10 Killer** Dave Crane Social Media Do's And Don'ts:



1) DO – Treat Social media like going to a party

You'd never shout, sell to complete strangers or ignore people talking directly to you in polite conversation. Nor would you hand out business cards to people who never asked for them. Don't do so here either.

2) DON'T – Worry about getting things wrong.

You can't break through the internet, but you can easily boost or damage your brand without thinking too hard. Get advice before entering any website or program – even if means Googling what others have said about it first. Each one has a flavor and a protocol for conversing. Get it wrong and you may find your account closed without question or appeal. You will also lose any friends, contact or conversations that went with it.

3) DON'T – Ever hold anyone's contact details to ransom

Never spam, always ask permission to market to someone. Don't buy unfocused lists, people are private and busy and will hate you forever, if they didn't ask for and don't want your product. Offer a way to be removed from future messages and respect their choice.

4) DO -Talk to an expert

Connect with the best in the game. There are certain types of online etiquettes that you should know before engaging. Let an expert show you the ropes so you don't spend all day chatting and getting nothing done. Also an expert can make every minute cost effective and run your campaigns. Remember as this is now a two-way conversation, you can get more feedback than the biggest billboard would ever bring to you. You can talk to me.

5) DO – Be yourself (or at least the image that people should see)

Never fake your identity, nor make every conversation about selling. Online, people buy people and not products. Don't be too honest (about your hangover, for instance) but also tell people what will make them want to do business with you.

6) DO – Be relevant

Time is precious and Google loves relevance.

So does every search engine (You Tube, LinkedIn and Twitter included). So do people. Never hijack their conversations, listen for a while and then join in when you have something to say that they will want to hear.

7) DON'T – Forget IT'S NOT YOUR ACCOUNT!!!

Seriously. When you signed up for Face book, LinkedIn, Twitter and You Tube, the small print says that THEY have the 100% ownership of anything you post (pictures, videos and messages). Be wary of what you say and do. It could be made public even if you said it in private. Always retain a sense of humour in whatever's going on.

8) DO – Only post what you want people to see.

You don't have to share the truth about a bad break up. You don't have to actually share it at all. Right now Facebook only allows the search engines to post advertising-related posts you've made (key word related). What if Google was allowed to make all your posts public? Be aware, be sensible and if in doubt – keep it out!

9) DON'T – Libel, slander or defame

You have a profile and an audience

and THIS MAKES YOU A PUBLISHER. Whether or not you have 5 friends and live in a cave, you are subject to the laws of your host country and possibly international laws too. Don't laugh at the newspapers when they get sued, they can sell more newspapers on the back of the publicity to compensate. What are YOU gonna do?

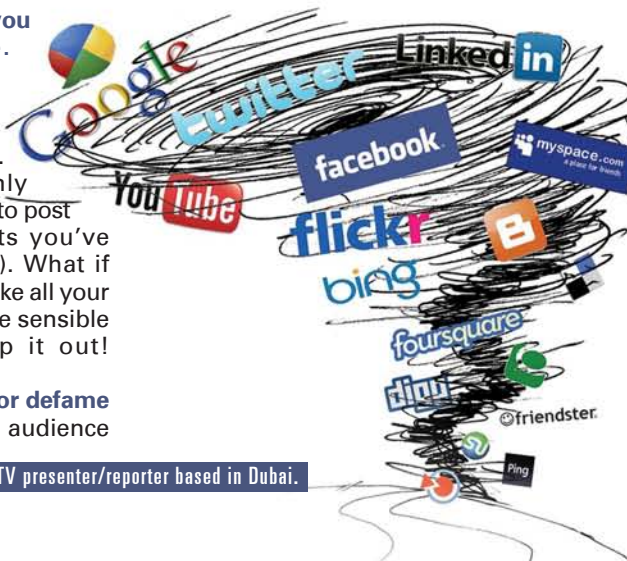
10) DO – Connect with everyone

There has never been an unparalleled opportunity to rediscover old school friends (my current project), grow communities of like-minded people and sell with out paying a bean for advertising. Make sure that you are polite, get introduced through a friend (especially on LinkedIn and Facebook) and respect the privacy of others. Unless of course, they choose to tell the world all about their own misadventures – in which case send them THIS ARTICLE.

Of course this doesn't even skim the surface of the possibilities of using social media to make a regional impact. To do that you need to ask what people really want and then give it to them.

But you can research, start relationships and do really profitable business from your laptop to someone else's mobile phone. Everything is possible online with just the click of a mouse.

Want to turbo charge your brand? Talk to me.



Dave Crane is a Freelance journalist for many high profile publications, and a Freelance TV presenter/reporter based in Dubai.

Debut in Bangladesh



Bangladesh is an emerging economy with flourishing business activities. The size of the corporate training market is huge. An estimated amount for training & development per year is about US \$ 300 million (Ref: AusTrade, 2009) and almost all sectors of the economy (public & private) have general and specific training needs.

Considering this trend, Octara extended its services to the Bangladeshi market, a step that we hope will not only add to our bottom line, but also contribute in bringing the two countries even closer. Muhammad Arif, our Business Head, has recently returned from his second trip to Dhaka and Octara, in collaboration with HR Kites, feels proud to announce the successful debut in Bangladesh in the form of two inaugural public training workshops with highly acclaimed international experts, Roger Harrop and Paul Walsh in Dhaka at the Radisson BLU Hotel in the last week of November 2011. The event had over 100 participants and a very positive response overall. We look forward to more exciting sessions in 2012.





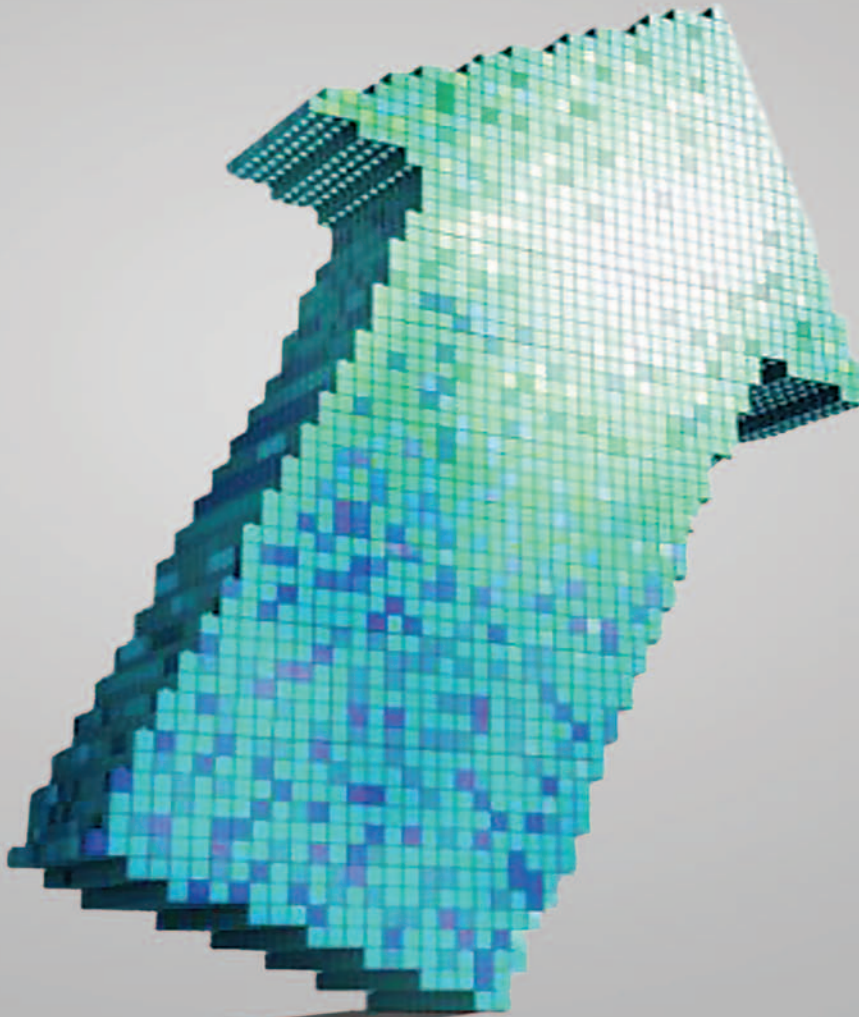
For the second year in a row, TRG LearnFest was a roaring success! LearnFest 2011 focused on reviving the learning spirit in the festival of ideas in the crisp back to back sessions, stalls, various games and learning activities on November 15 at Karachi Sheraton and on December 15 at Islamabad Serena Hotel! Octara had noteworthy speakers on its platform in both cities who actively participated in the event with great interactive topics. In Karachi, our star trainers were Dr. S. A. Rab who spoke about rising to the top in the corporate world by dealing with organizational politics and Ali Saeed who enthralled his audience with his session on Power of digits in Business. Other interesting sessions were on Conventional vs. Blended Learning by Nooruddin Surani and a two hour session by Rehan Allawala on the future of social media and how to use it to safeguard an organization's reputation.

We were all charged up for the event in Islamabad after such an exciting day in Karachi and we experimented with brilliant speakers from Lahore and Islamabad. The most captivating and engaging sessions in Islamabad were of Ahmad Fuad who spoke about daring to dream and Yasar Lodi who spoke about the inner motivational drive in individuals in his session using his unique story-telling style. Kicking up a storm, Arshad Ali had an hour long session on creativity, planning and change management where he used exciting games to teach his audience with fun and Wasif Mazhar had a motivating session on going full circle! Warda Zaman also spoke very well of story-telling within organizations while Adil Masood spoke about Emotion Management.

LearnFest 2011 attracted 250 professionals in Islamabad and 600 professionals in Karachi. The day-long events on both locations provided a good forum for networking, learning, and discussion on the impact of training and organization development. It is also proven that we have more than enough expertise, enthusiasm and interest to foster sharing and learning in Pakistan. Both the events were superbly managed by Torque and TRG. See you all in 2012!



LEADING WITH EXCELLENCE



EFU Life has been recognized as the best life insurance company by Brands Foundation and continues its leadership position in the insurance industry.
Led with **excellence**, driven by **trust**.



ISO 9001:2008 Certified
Rated AA- by JCR-VIS
Registered and Supervised by the Securities & Exchange
Commission of Pakistan



UAN: (021) 111-338-111

Website: www.efulife.com

"Ron Kaufman designs and delivers service improvement programs for our management, country offices, sales teams, ground staff, pilots and cabin crew. He helps us keep our service flying high!"



Ron Kaufman **LIVE &! IN PERSON!**

A dynamic, lively and enlightening seminar with world's leading expert in Service Partnerships and Customer Focus

UPLIFTING SERVICE™

The proven path to Service Transformation for Sustainable Competitive Advantage

Ron Kaufman is one of the world's most sought-after educators, consultants, and thought-leaders in achieving superior service and uplifting service cultures.

- Author - Uplifting Service and 14 other books on service, business & inspiration
- Rated as one of the world's "Top 25 Who's Hot" speakers by Speaker Magazine
- Brings powerful insights from working with clients all over the world in every major industry for more than twenty years
- Inspiration to leaders, managers and service providers in his high-energy speeches and workshops

21 April 2012

Sheraton Hotel & Towers, Karachi
9:00 am - 5:00 pm

Watch Ron Kaufman speaking live at:
youtube.com/ronkaufman



Look who is learning with Ron!

Singapore Airlines | Emirates Airlines | BMW | Ford | Toyota | Rolls Royce
| Chevron | ExxonMobil | Shell | AMEX | MasterCard | Visa | Prudential | AIG
| NTUC Income | DHL | FedEx | Maersk | UPS | 3M | Motorola | Canon | Sony | Philips
| Nokia Siemens Networks | World Bank | Citibank | HSBC | SCB | Unilever | Pfizer | J&J



All participants will receive a complimentary copy of Ron's highly acclaimed book "Up Your Service™"



For Details on Sponsorship & Registration, please contact:
Muhammad Arif, Tel: 021-34548428, Cell: 03008275091, 021-34520092, E-mail: info@octara.com | www.octara.com
Samra Javed, Tel: 111-002-004, E-mail: mec@iobm.edu.pk | www.iobm.edu.pk