

TMI Branded Culture

Brand – your business strategy in action



Transformation Managed with Inspiration

Brand – your reputation delivered by your people

Customers will evaluate your brand based on their experience – and the expectation you create through your marketing.

Imagine, your team of marketing and brand specialists has just completed the plan to build your brand equity over the next three years. They have agreed to next year's advertising and promotion activities. They pat each other on the back on a job well done. They are absolutely certain that the plan will excite the market. As they open their bottle of champagne to celebrate, they can sense the sweet smell of success.

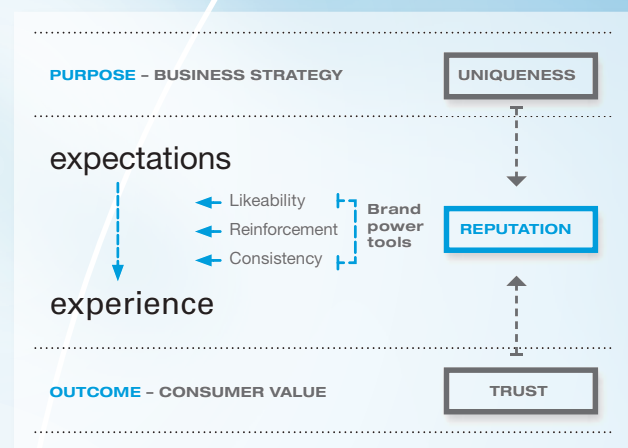
The only problem is that they haven't yet earned their sip of champagne. This is because they have only done half the job of building a strong brand – the 'outside' job. And if your company does not invest in the other half – the 'inside' half – it will not get maximum ROI on its investment in branding.

Your brand is much more than your visual image, and your advertising and promotion. Fundamentally your brand is your business strategy. It determines your uniqueness. A critical element of the business strategy is that it must be differentiated, and authentically delivered by the behaviours of your employees when they are in contact with your customers. Your brand is your 'trust mark'. It is your reputation.

“At the end of the day, FedEx 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.”

– Frederick W. Smith, Founder and CEO, FedEx

'What is a brand?'



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Whatever the promise, it's the experience that counts. And a key part of the experience is what staff deliver – either personally through direct customer service, or indirectly by creating and maintaining a fulfillment process.

Interactions between customers and representatives of the brand – the employees – can either reinforce or sabotage the brand.

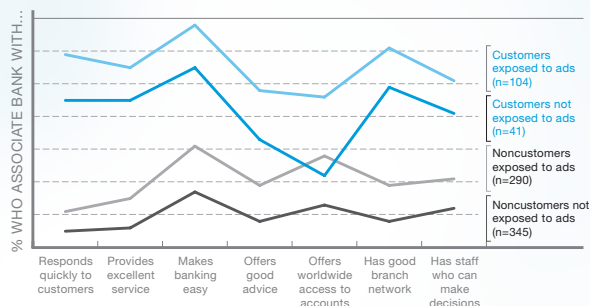
The opportunity branding your culture provides

Getting more value from your marketing spend.

Companies often spend millions to engage and excite the market about their brand, but too often they invest too little in aligning their culture and the behaviours of their people with the brand promise.

If the brand experience that customers have with your employees does not match your brand promise, then trust will be broken. You will not only lose customers, but you will erode the value of your brand in the process.

The power of branded service experiences in reinforcing advertising



From 'Branded Customer Service' – page 3.

In fact, research shows that 40% of marketing spending is wasted because employees unwittingly undermine the brand promise.

If we look at this from another point of view, when the brand experience delivered by your people to your customers *matches* your brand promise, your company will be well on the way to building a sustainable, strong brand. Research across a number of industries showed that employees have an impact of up to 20 times more than advertising in building brand loyalty!

Building a branded culture has more benefits. When your brand promise matches the experience that *your employees have* with your company, you will build a strong employer brand. This creates a virtuous cycle, where the best talent will seek employment with your brand. Success breeds success.

In short, intangibles – culture and people – make the difference.

How are you ensuring you're making the most of this opportunity?

Who is TMI?

TMI consultants and programme leaders work with organisations to develop innovative, customised solutions that inspire staff to deliver service so customers want to return.

TMI is a global organisation founded in 1975, with a strong presence in more than 40 countries. We deliver top-quality services, on a worldwide basis.

By sharing and building upon our extensive experience throughout our global Network, TMI has developed a reputation as service leaders. Our philosophy is simple – to engage and connect with people on both an intellectual and emotional level – and we get results!

TMI has more than 400 consultants and trainers around the world and has engaged more than six million people in a variety of consulting and education projects.

We have unique expertise in four Key Focus Areas:

- Service Essentials
- Branded Culture
- Performance Essentials
- Leadership Essentials.

Branded Culture

Leveraging the power of your brand to mobilise the potential in people, create competitive advantage and transform the customer experience.

BUSINESS EXCELLENCE

**branded
culture**



“Your brand is what people say about you when you’re not in the room.”

– Jeff Bezos, former CEO of Amazon.com

Branded Customer Service – build brand equity through on-brand service experiences so that brand reinforcement occurs at every customer interaction.

Branded Organisational Culture – shape your organisational culture and instil new alignment and vitality around the powerful concept of values and the brand.

Employeeeship – instil new vitality and purpose for enhanced organisational alignment and performance through empowering ‘bottom-up leadership’.

A brand is not just a logo or advertising slogan. Essentially, your brand is the external expression of your business strategy. Branded Culture links the dynamics of organisational culture with the psychology of brand. Creating a framework in which we engage and align everyone to the strategic positioning of the business, and help them to deliver ‘on-brand’ behaviours in their dealings with one-another, as well as your customers.

Service Essentials

Instilling refined customer service practices and behaviours to retain and extend your customer base.

- Customer Service Excellence
- Compelling Service Recovery



Performance Essentials

Enhancing personal and team effectiveness to help you meet the business challenges of today – and tomorrow.

- Personal Effectiveness
- Team Effectiveness
- Interpersonal Excellence



Leadership Essentials

Equipping today’s leaders with the insights and capabilities they need to activate strategies and lead contemporary organisations to excel and succeed.

- Emotionally Intelligent Leadership
- Contemporary Leadership Development



Branding your customer service

Delivering on-brand service to enhance the power of your brand.

Customer-facing staff need to be intimately acquainted with the service brand they represent.

It is only in this way that they can deliver customer experiences that are uniquely authentic to their organisation.

People think of brands as logos, advertising messages, and product offerings. Brands, of course, include all these, and they also answer fundamental service delivery questions, especially when the brand is a service brand.

Customer-facing staff must deliver the promise that the brand makes to consumers. Unfortunately, interactions between customers and staff can frequently and easily undermine the brand. TMI has worked extensively in this area and has built an excellent organisational methodology based around the premise of *Branded Customer Service* written by TMI's Janelle Barlow (USA) and Paul Stewart (NZ).

Creating an on-brand organisation can involve multiple interventions – across all touchpoints of the service culture. Branding your customer service is an approach that must be as unique as your brand. It's not a matter of taking a programme off the shelf, as all companies are different.



TMI understands that your brand is unique. We can collaborate with you to ensure that your service delivery style actually reinforces the emotional subtleties of your brand.

We've worked in partnership with dozens of large and small businesses helping them to:

- **Define** the service brand's DNA
- Establish **Measurements** so best behaviours can be identified and encouraged within the organisation
- **Communicate** more effectively by setting up internal Brand Champions and defining a writing style that reflects the qualities of the brand
- **Manage** and align Human Resource interventions with the brand promise by understanding how to recruit, empower, manage performance and recover service
- **Engage** staff to deliver the brand promise on a regular basis – and then occasionally – 'wow' customers with the intense promise a brand represents.



© Branded Customer Service 2005

TMI's Branded Customer Service consultants can help you and your business to deliver a uniquely authentic experience for your customers.

Branded organisational culture

Shaping organisational culture and instilling alignment around values and the brand.

Your brand is your identity as perceived by the world outside, as well as *inside* your organisation.

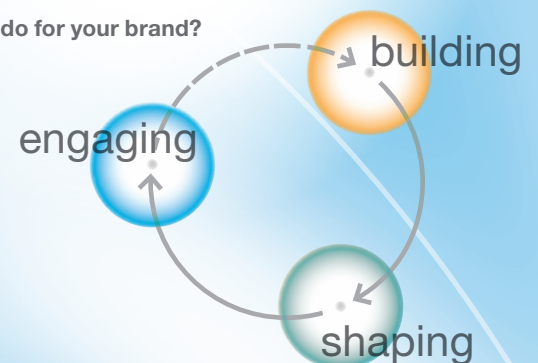
When well defined and implemented with integrity, it is a powerful statement about who you are, what you do, and what you stand for. It sits at the very core of your organisational culture and serves as a guiding light for your customers, as well as your employees.

Branded Organisational Culture links the dynamics of organisational culture with the psychology of brand – combining two powerful concepts in a unique and profound way to help bring your brand to life from the 'inside out'. Using the power of branding inside the organisation to shape its culture, and strengthen the right habits and behaviours. Closing the gap between

aspiration and reality. Engaging and aligning everyone to the strategic positioning of the business, practicing 'on-brand' behaviours in their dealings with one-another, as well as customers.

We can focus on bringing your mission, vision and values to life through the brand (HR Branding); your recruitment and selection practices (Recruit On-Brand); your internal communications (Communicate On-Brand); or your performance management practices (Manage On-Brand). Over the years we've worked with major international brand names, helping to shape their cultures.

What can we do for your brand?



Employeeeship

Instilling new vitality and purpose for enhanced performance through empowering 'bottom-up leadership'.

Staff who feel empowered and supported will be better equipped to deliver high performance.

The Employeeeship concept, first published in 1992, is a management philosophy and consultancy process helping you to shape a healthy and vibrant culture in support of your strategy.

When we consider the key components of effective relationships, it is often characterised by mutual responsibility, loyalty, initiative and trust. Employeeeship helps define and implement the habits, behaviours

and actions needed to build a strong and effective organisational culture, where synergies exist and the total becomes greater than the sum of its parts.

Successful businesses around the globe have experienced the simple and powerful practices of Employeeeship, helping them to build stronger cultures. TMI Consultants are there to help you explore the potential in your organisation.



Why TMI?

Many consulting and training organisations may specialise in brand or culture.

However it's important when choosing a partner to find somebody who focuses on the company's 'total brand experience' – rather than just offering brand or culture training.

TMI has over 30 years of experience helping organisations fundamentally reshape their business to focus on the customer. We know that simply inspiring customer-facing staff to deliver good service will last for a relatively short period of time. And, if the service doesn't align to the core proposition of the brand, then customers become disillusioned. With staff turnover being a costly expense for organisations, having a vibrant culture and brand that staff are proud of can help reduce these costs and build brand equity.

The following client success stories demonstrate how TMI has helped build branded cultures around the world.



SUCCESS STORY

LEADING GLOBAL CAR MANUFACTURER

Building on an already famous brand

Our client is one of the largest car manufacturers in the world. Their sales distribution in Europe was historically the responsibility of local independent distributors and affiliates. In a major initiative to grow market share, a number of significant strategic decisions were taken. The challenge was how to implement the new strategy in a structure that, for years, had been independent, autonomous and self governing. Ultimately we had to implement a massive transformation process within an organisation where the lead organisation only had influence, but not control.

What was delivered:

TMI was invited to be involved in a series of projects in Europe, Japan and the USA. These projects:

- Provided transformation teams with insight, independent advice and support for their alignment projects
- Conducted global brand strategy work-sessions for key personnel
- Designed and developed a communication identity and framework that assisted in the common positioning of the organisation's brand and product range

- Developed and delivered, in partnership with country managers and the transformation team, a set of communication initiatives to create awareness, inspire, and educate the workforce on the strategy for the next 3-5 years
- Created numerous briefing tools and face-to-face communications mechanisms to help engage people in new ways of thinking and behaving.

What has been achieved:

- Our client increased their sales growth and broke through a key sales target within 12 months of the project being implemented – something that had never been achieved before
- They achieved their primary target of unit sales per year – two years ahead of schedule
- They have now been the number one passenger car manufacturer in Europe for the last five years
- They have continued to move from strength to strength. They are now the number one passenger car company in the USA, overtaking Ford and General Motors as number one car company in the world.

SUCCESS STORY

DISTINGUISHED MOBILE COMMUNICATIONS BRAND, SPAIN

Creating a new service experience under one brand

Our client is a leading global mobile communications brand, with over 70 million customers in 17 countries worldwide. Following a series of major global acquisitions, our client decided to integrate all newly acquired companies under one brand. An outstanding, simple, attractive and versatile brand, offering strong differentiation and a lot of potential.

At the beginning of our engagement, our client had 10,000 people working under a range of different brands, with an aim to launch the new integrated brand in just a few months. They wanted to get all people engaged in the process, developing attitudes and behaviours in alignment with the new brand values and communications style of the Company. They also wanted to upskill 8,000 customer-facing staff in their dealings with customers.

What was delivered:

- Design of a 4-hour workshop to communicate the changes, their purpose and importance, the new brand personality, brand values and their implications in day-to-day practice

- 150 brand ambassadors were selected and trained to deliver the message to 10,000 staff over the course of two months
- Design of a 1-day programme for all customer-facing staff on the new branded service experience. TMI consultants delivered this programme to a pilot group and followed up with a 2-day 'Train-the-Trainer' programme for all brand ambassadors.

What has been achieved:

- The launch of the new brand has been a great success – which was a very impressive result given the tight timescales of the project
- Gaps between aspirational brand values and actual reality were closely monitored and action plans implemented to close identified shortcomings
- Internal processes and procedures were overhauled to support brand values in actual customer experience
- The whole initiative has been considered profoundly successful, playing a pivotal role in integrating service cultures and establishing the new brand.

SUCCESS STORY

WORLDWIDE RENOWNED CASINO, USA

Living the brand

Our client is today the world's seventh largest casino. When they first invited TMI to work with their staff, they had just acquired one of their main competitors, doubling in size. Our client requested help with two challenges: a branded style of customer service that would be delivered consistently across all properties; and to emphasise a distinct service culture across all the newly acquired properties. Our client wanted to become a 'top box' company, that is a desired place to work, as well as a home to its guests.

What was delivered:

- Simultaneous multiple interventions with active top management leadership and intense staff involvement
- Establishing a baseline with comprehensive audit and metrics gathering
- Corporate and senior management briefings facilitated, also including all properties to assure active involvement and support
- Internal Brand Champions called 'Navigation Teams' were organised to host and facilitate 2-day *Branded*

Customer Service™ interventions to 12,000 staff in three months. Over 90% of programmes were opened or closed by their corporate leaders

- Half-day empowerment programme 'Power to Please' delivered for service staff
- 40-page 'Brand Book' produced by the staff in the process
- Eight half-day management and supervisory programmes to 1,700 staff to translate their brand values to management and leadership approaches.

What has been achieved:

- Problems stemming from the merger issues immediately and fundamentally disappeared
- Significant progress has been made on branding their customer service
- Staff turnover rates fell from 60% at the beginning of our co-operation to 34%, lowest in the industry
- Our client experienced no difficulty filling 2,000 workplaces at opening of new casino.

SUCCESS STORY

TOP INTERNATIONAL FASHION BRAND, ITALY

Living the brand on the shop floor

Our client is a fast-moving, dynamic, and highly ambitious fashion brand company, with a total annual turnover of over 1.3 billion Euros. This leading Italian brand aims to be one of the best-known fashion icons of the world. With the leadership and active involvement of the owner and founder of the Company, they launched an important initiative – the 'Brand Evangelists Project Team'.

To engage with customers successfully, it is vital that the Company's distinctive brand values are embraced and practiced everywhere in the world: headquarters, subsidiaries and each single store. To foster this alignment and shape a branded culture, they decided to create a new role – the 'Brand Evangelist'.

TMI Italy was asked to support them in creating, training and guiding this group of Brand Champions from seven different countries: Italy, USA, UK, Netherlands, Spain, France and Germany.

What was delivered:

- TMI helped the client's HR team define the role profile, select the right people, develop the right skill-set,

manage internal relationships, and design creative new approaches aligned with brand values

- Seven 'Brand Evangelists' were carefully selected and prepared to work as a team of Brand Champions across borders
- Various workshops designed to prepare Brand Evangelists for their role, including a joint debut presentation in front of 700 store managers and distributors
- KPI's defined to measure return on investment (e.g. Internal satisfaction indicators; unit per transaction; conversion rate; customer satisfaction and loyalty indicators).

What has been achieved:

- In the early stages of the project, clear and visible results were reported: increased energy in stores, enthusiastic feedback from store managers and salespeople involved
- The initiative is being rolled-out to stores worldwide, coupled with further initiatives giving more power and responsibility to stores in delivering an authentic brand experience to customers.

SUCCESS STORY

GLOBAL TELECOMMUNICATIONS COMPANY, UNITED KINGDOM

Entering a new market-space globally

Our client is a global telecommunications service provider helping multi-site corporate customers master the complexity of business communications. The company launched a new solution-based, service-oriented ICT company, providing global outreach and a seamless international service.

Through the creation of this new business model, brand promise and product range, our client aimed to re-create itself and enter a new market space. The challenge for TMI was to help our client identify and embed a set of new service values, and 'on-brand' behaviours across the world to create a consistent branded customer experience, assist to unify the new organisation, and drive down costs.

What was delivered:

- Worked in partnership with the client to design, write and document an engagement workshop to help make the new brand values become the lifeblood of the company
- Assisted the client to recruit, assess, develop and accredit a pool of 250 internal facilitators to roll-out the workshop all over the world in local languages

- Designed and developed a Performance Management workshop and methodology with other external agencies to reinforce the service values and behaviours to become 'business as usual'
- Designed and delivered a one-day Customer Service training programme, aligning the global attitudes and behaviours towards providing simple and complete customer interactions that maximise the potential of customer spend; the programme was attended by over 21,000 employees world-wide
- Supplied all project management resources and the administration of all global delegate and venue requirements.

What has been achieved:

- Increased customer satisfaction percentiles of more than 20% above the industry standard
- Increase in overall revenue, which means this new venture contributes well over 60% of the Group's revenue, becoming the largest operational unit in the Group
- Winning multiple customer service Telemark gold awards for new IP services.

SUCCESS STORY

GLOBAL BANK, MALAYSIA

Getting on-brand

Our client is a large global bank operating in Malaysia, with over 5,000 staff. With an aspirational global positioning promise, the Malaysian team wanted to ensure they were able to live the brand locally and be Malaysia's most preferred bank. While they had been making progress in growing the market-share, there was still opportunity to differentiate themselves in the minds of consumers. To sustain their growth aspirations they needed to broaden their appeal, widen their reach, and adopt a long-term customer relationship approach, together with continuing their transformation of systems and service culture. TMI Malaysia partnered with ON-Brand Partners™ to develop and design the solution.

What was delivered:

Through a range of consulting, analysis, workshops, communication design and events, the initiative focused on:

- Differentiating the customer experience
- Giving the service experience more vitality and attitude
- Fulfilling the brand promise through better alignment of systems, processes and people

- Lifting the capability and competency in sales, service and people management
- Building pride and confidence in the brand and a winning attitude
- Strengthening alignment and collaboration across business units and functions
- Increasing empowerment of people by providing them with a framework to drive and shape changes
- Shift from a compliance mindset to an outcome orientation.

What has been achieved:

A word from the deputy CEO – "Hiring TMI looks to be one of the best professional decisions I've ever made."

In the first 12 months:

- Employee engagement increased 12%
- Quality focus improved 40%
- Customer wait times down 59%
- Error rates down 93%
- Cost-efficiency ratio improved by over 4.5%
- Net profit growth +7%
- Gallup score improvement of 10 points.

SUCCESS STORY

MAJOR BANK, NEW ZEALAND

On-brand Customer Experience

Our client is one of the big 4 bank brands in New Zealand with around 3,000 retail staff. They recognised that there had been a weakening of their relationships with customers following a period of low investment and restructuring. Positive perceptions of the brand had fallen and market share had been gradually eroded.

Following a programme of performance improvement projects, the leadership team wanted to accelerate the momentum around the improvements, and align staff around the brand promise.

What was delivered:

- 'Executive Engagement' programmes to ensure alignment around the strategic direction
- Alignment of HR, Marketing, Learning and Development, and Business Improvement initiatives
- Design and delivery of a two-day, high activity, high engagement event for the top 300 managers
- Design, development and delivery of 'engagement' programmes for Brand Leaders, Line Managers and Brand Champions
- Development of on-going tools and resources to sustain and build momentum

- Executive and Leadership Coaching
- 'Sales and Service' programme for all Retail Network Managers.

What has been achieved:

- Highly engaged leadership team around the strategy and vision
- Employee engagement increased by 9% being the best in the wider group
- Improved staff retention – attrition fell from 13.7% to 8.1%
- Sick leave fell by 17.5%
- Customer delight score (happy to recommend to others – top score) improved 6% in 12 months
- Internal business referrals improved 400% in 12 months.

Some staff comments:

"The aspirational measures help us understand what we are aiming for and how I contribute..."

"I've noticed increased communication and people working together across the business..."

"It's great we're looking at this from the customer point of view..."

SUCCESS STORY

LEADING REGIONAL AIRLINE, USA

Starting anew

Our client, a leading regional airline in the Caribbean Islands, officially started anew its business after closing down its previous operation. TMI USA was invited to help the company establish its new service brand. Their vision for the brand is 'To be our customers' first choice carrier on the routes that we fly'. They aspire to make customers feel like 'being there before you get there', making sure they experience the warmth, colour and magic of the most beautiful islands in the world, the instant they step on board one of their flights.

What was delivered:

- Established the DNA of the client's service brand
- Unification around the clear vision, values and brand strategy based on the company's cultural values; buy-in across all levels of the organisation
- Certification of managers in the Branded Customer Service process to apply the concept internally

- Inspired and engaged staff at all levels throughout their network of operations.

What has been achieved:

- By keeping a firm focus on its service promise and its internal culture, our client launched its new operation with rave reviews from the market it services today
- They enjoyed the #1 ranking of online take-offs around the world shortly after beginning their operations
- Public reviews of their service remain high after two years of working under the new service brand position
- A word from the Manager of Corporate Affairs: *"The numbers clearly indicate that we have in place the processes to make us a leader in customer service and reliability. We are delivering on our promise to bring the warmth of the islands to each of our customers by achieving on-time performance, value for money prices, and safe, reliable and welcoming service."*

SUCCESS STORY

RENOWNED CONSUMER ELECTRONICS BRAND, GERMANY

Branding from the inside out

Our client is a Germany-based global market leader in consumer electronics. In a major initiative to reinvent and reposition the brand to better connect with target consumers, our client wanted to achieve the following main objectives:

- Re-establish the brand promise and brand values in a way that better resonates with consumers, and in full alignment with the company's worldwide ethical and business conduct
- Communicate and launch this in a way that makes all 700 staff embrace and actually act upon these
- Re-engineer existing brand positioning, and implement the new brand promise and brand values in a way that external customers recognise and positively respond to changes.

What was delivered:

- Brand DNA workshops with the full management, including the company president and all functional area managers
- Brand promise and brand values checked for perception and resonance across the organisation, including a brand perception survey comparing perceived reality to aspirational brand value statements

- Establishing specific action plans, and nominating 20 internal Brand Champions to lead implementation internally
- Training Brand Champions to facilitate brand meetings to communicate brand values, their implications and lead the implementation internally
- Facilitating frequent review meetings with the management steering group to keep track of progress and amend the process, as necessary
- Establishing new and innovative communications practices, including weekly branding blogs written by the management.

What has been achieved:

- Activated new communication channels to improve internal communication clarity and speed by over 30%
- Introduced a new 'field force' approach to connect with customers effectively in a brand-related way
- Created a new and innovative working environment in company headquarters supporting core brand messages
- As a result staff started talking and acting in terms of relevant brand terminologies, signifying a major shift in mindsets and behaviour.



SUCCESS STORY

DISTINGUISHED CONSUMER PRODUCTS BRAND, INDIA

Customers back in focus

Our client is one of the largest and most respected engineering and consumer products companies in India. While the company's appliances business enjoyed good customer perception and was considered trustworthy, both consumers and staff perceived the brand as a bit slow-moving, inflexible, and not sufficiently customer focused. To change this, they launched a new focus on customer care – 'Smart Care'. In addition to advertising to consumers, the client wanted to re-energise staff delivering the service, putting customers back in focus. They approached TMI India to help establish a competitive internal brand image with 'service' as a key differentiator; and bring about sustainable change within the Service department. Following a detailed diagnosis the following development areas were identified: alignment of goals within the department; lack of common values shared; and low level of internal services resulting in poor external service.

What was delivered:

- Using the concept of 'Balanced Scorecard', a new alignment was established with management around key goals and objectives

- Senior management workshops were facilitated to establish an agreed set of values and behaviours
- Coaching kits were created and managers at all levels were trained in how to communicate, encourage and support, and act as coaches in their roles
- Putting People First™ workshops were facilitated to help establish the right mindsets, approaches and processes in terms of internal service and inter-departmental co-operation to enable high quality external service
- A new reward and recognition programme was introduced, and a range of improvement projects were launched across the organisation.

What has been achieved:

- Improved clarity and alignment within the department on values, goals and expectations
- Reignited the passion for service to customers
- Major improvements in actual behaviours and customer service at the frontline
- Our client continues to work with TMI on follow-up programs to this initiative.



George Aveling

CEO, TMI Consultancy Sdn Bhd

QUALIFICATIONS/PERSONAL MEMBERSHIPS

- Masters in Business (Marketing) – Curtin University
- Bachelor of Economics (Honours-1st class) – University of Western Australia
- Graduate Diploma in Professional Accounting – Canberra University
- Member, Market Research Society of Australia and New Zealand
- Branded Customer Service Certified Consultant

About George

George is a highly experienced consultant, with expertise in the areas of strategic planning, customer service, customer and employee feedback, marketing and marketing communication. George is an expert facilitator and has the ability to bring complex concepts to simplicity and accessibility for clients. He is valued for the insights that he brings to organisations after having spent 20 years working with a wide variety of companies.

Clients served by George range in turnover from global organisations turning over 10 billion dollars a year, down to business start-ups. George's experience spans a huge range of industries including, but not limited to, hospitality, building, biotechnology, agriculture, banking, finance, toys, gas, electricity, professional services, transport, mining, tourism, wine and many government departments. George has written numerous articles on marketing for business magazines in Australia and Malaysia.

You can contact George directly by emailing him:

george@tmimalaysia.com.my



Sumit Sahni

Principal Consultant – Branded Culture, TMI India

QUALIFICATIONS

- Diploma in Management – University of London
- Bachelor of Arts
- Diploma in Hotel Management
- Certified Branded Customer Service Consultant
- Certified PEQM Consultant
- TMI International Master Trainer

About Sumit

Sumit has successfully spearheaded branded culture related initiatives in many sectors. All his projects have been holistic change projects with development initiatives focusing on changing internal mindsets, establishing change agents, building capabilities, deploying improvement projects around systems, and developing innovative internal communication strategies. His structured and innovative consulting techniques have helped the clients to develop workable solutions.

He's recently been recognised when one of his projects not only won the prestigious 'Initiative of the Year' award among TMI Global in 2008, the same project went on to win the 'Best HR initiative' in the client's organisation globally.

Apart from leading branded service and organisation development projects, Sumit has led many service capability development projects. He is able to transcend a range of industry sectors including the Banking, Telecommunication, Manufacturing and Insurance sectors.

Sumit is passionate about making a difference; his ability to inspire people and his ability to develop simple yet robust processes are just a few of his unique strengths. Sumit's career has seen him working in Sales, Operations, Human Resources and Organisation Development.

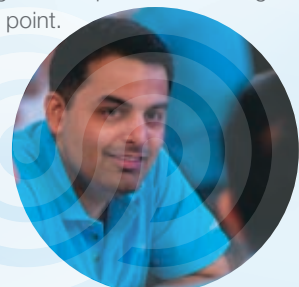
Prior to joining TMI he has worked with organisations like Max New York Life Insurance and Taj group of hotels, both of which are service leaders in their business in India.

An inspiring international speaker, he has facilitated executive and senior management workshops for various organisations, including DHL, Unilever, YPO, GMR, etc.

If you're seeking inspiration and passion, coupled with quality processes and strategic development consulting, then Sumit is a great starting point.

You can contact Sumit directly by email at:

sumitsahni@inspireone.in



Bernward Mönch

CEO, TMI Training and Consulting GmbH

QUALIFICATIONS

- Studies of English, History and Education Science

About Bernward

Bernward has led TMI Germany since 1996. He is a highly experienced consultant, with expertise in the areas of senior management consulting and coaching, strategic planning and process consulting.

Building upon his extensive management experience he has designed, developed and implemented a range of *Branded Customer Service* projects in a variety of leading companies, including Deutsche Telekom, Sharp, Daimler and ABB.

Bernward has the ability to make complex concepts simple and accessible for his clients. The focus of his work is the mobilisation of everyone in the business – employees and executives.

His approach is to involve everybody in a company, developing a branded culture. He supports them in comprehending their brand values and creating an implementation and integration process for their unique brand promise.

His inspirational style and his professional experience in many areas means he is a sought after international keynote speaker.

You can contact Bernward directly by email at:

b.moench@tmi-germany.de



Nick Brice

Principal Consultant & Partner, TMI United Kingdom

QUALIFICATIONS

- BSc (Hons) Psychology, University of Nottingham, 1982
- Brighton College School
- American Express, Management Development Manager, Europe, Middle East, Africa – American Express Europe, Middle-East and Africa Award of Excellence for Management Curriculum Roll-out in 22 countries
- 5-star ratings at Brighton and Edinburgh Festivals; Brighton Festival Angel Award for Artistic Excellence; Top 5 Carol Tambor 'Best of Edinburgh' Award; Fringe First Nominee

About Nick

Nick is an experienced management consultant and communicator, co-author of the book 'Brand Alchemy'. He is grounded in IT, HR, international communications, management and training.

His experience in blue-chip companies has given Nick a depth and breadth of experience that he brings to his client projects. In recent years, Nick has worked closely with organisations large and small to help them achieve consistently high levels of brand performance and align their people to strategic brand goals. His client work includes a project to achieve global seamless, brand service delivery across four continents in IT; four years working on various projects to achieve new brand and culture alignment for Toyota in Europe, Japan and the U.S.

Nick's client base includes Toyota – Europe, Japan and USA, Toyota and Lexus Financial Services, Scottish & Newcastle, CSFB, Orange Business Services (was Equant), UUNET (Worldcom), Mercedes Benz, Galileo International, Wickes, BP Amoco, Shell, BAe Systems, IPC Media, Pizza Express, Virgin Atlantic, British Airways, BT, Empower Training Services, and T&J Bernard.

You can contact Nick directly by email at:

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The **journey** to success
can be **challenging**.

But **success** is more **meaningful**
and the sense of accomplishment
greater when we **persevere** and
overcome obstacles.

Are you **motivated** and **inspired**
to **take up the challenge** and
become equipped to **achieve**
your full potential?



Transformation Managed with Inspiration

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