

enparadigm 

Transformational Intervention for Entire Customer Facing Workforce

Financial Services

Enparadigm designed and delivered an exhaustive learning journey around end-to-end customer experience and ownership for thousands of employees at a leading financial management company based in Pune, India. Known as the most diversified Indian NBFC (Non-Banking Financial Company) with products across insurance, credit cards, mutual funds, mortgage loans etc., the company employs more than 25000 people and has a presence across 1400 locations in the country. They posted revenues worth \$7.2 Bn (INR 54k Cr) in FY20 and trade on the NSE and BSE.





Identifying the Need

Enparadigm, as the strategic learning partner for the company over the last few years, delivered two major interventions - an Executive Education Program covering the middle management, done to build aspects of all round business acumen, as well as an ambitious mandate for thousands of customer facing junior managers with a transformational intervention meant to build on aspects of customer ownership.

These interventions were aimed at ensuring the company cemented its position as a market leader.





Program Approach

The following outcomes were needed from the participants upon completion of the program:

Develop a customer focused attitude:



Help participants understand who the customer is and what their needs are



Appreciate the fact that to serve the (external) customer, there are multiple internal customers who have to work together



Understand how this customer focus can be driven across the chain of business

Identify customer challenges:



Acknowledge the fact that there are challenges in dealing with customers



Identify the touch points between every individual contributor and both internal and external customers. What governs these touchpoints? (SLAs)?



Understand the potential causes of conflicts in these touch points. Also look at why these conflicts arise and look at things from a customer's point of view

Co-create ideal solution:



Once the reasons for conflicts are identified how does one get to a position of mutually agreeable next steps



Influence the other party to see your side of things, and bring them on your side. Understand your influencing style



Focus on which type of influencing works on which type of person, and how to influence in different scenarios

Mutually agree upon solution:



Ability to communicate - both during and after the influencing process.



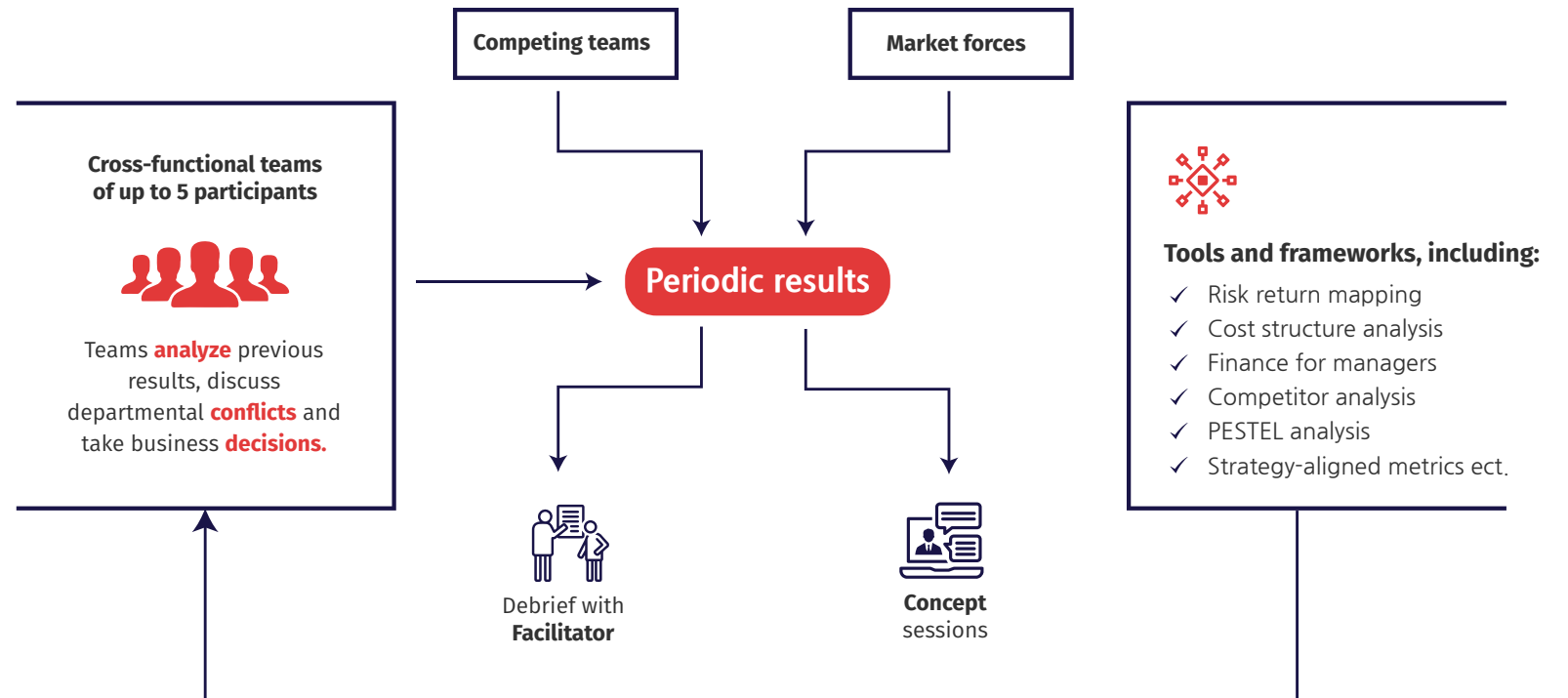
Combine the understanding of external and Internal customers, the challenges they face and influence them to get to a mutually beneficial solution.



Program Methodology

Byte sized learning modules were shared with each participant after their session to ensure maximum retention. Dozens of news nuggets around financial service industry were also shared on their mobile devices through WhatsApp.

The workshop's central piece was Enparadigm's flagship business simulation:



Teams **repeat** this cycle over **many business quarters**, each with it's own set of challenges and concepts.



Program Feedback

Immediate feedback taken from over 3000 participants:

Post attending this workshop I feel confident to serve my customers (internal/external) more effectively:



I feel confident to leverage different influencing styles to drive the desired results at work:



The concept of differentiating between internal and external customer will help me in my approach towards servicing them better:



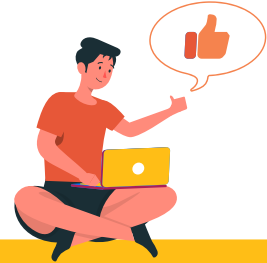
The sessions were engaging and exciting:



This session is a key in my journey towards my personal growth:



Benefits far outweigh the time and efforts spent to attend the course:



I will recommend this course to my colleagues as an essential learning experience:

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Impact Analysis



Participant Designation

Credit Operations Executive, B'lore



Application of Learning

We usually work from 9.30 am to 6.30 pm. I am not involved in direct customer service. One day there was a customer who had come in with some issues related to EMI card at around 7 pm. I took the ownership even though it was not my role and helped him understand the policy, as well as the online EMI option and also helped him download and understand the app.



How They Handled Situations Before

I would not have taken the ownership earlier. I would have directed them to the customer service department.



Reporting Manager's Designation

Senior Area Operations Manager, B'lore



Reporting Manager's Feedback

Yes, I have seen certain changes. Earlier, I had noticed that he did not want to do anything else other than gold loans. So, he never used to meet customers much. Now, he is showing keen interest in customer service as well, and he is able to stretch after work hours. He is also quite flexible in wanting taking up different roles and duties.



Participant Designation

Credit Operations Executive, Kolkata

Manager, Retail EMI Card Sales, Delhi



Application of Learning

In terms of influencing style, I use the negotiation style to bring in the customer to an agreement. For a settlement case, we try to compromise on the percentage of penalty. We bring down the penalty level by 25%, and charge them only 75% in times of dispute settlement. We also deal with internal clients on a regular basis and dispatch products from the concerned person. This leads to better co-ordination with them.

Last week I encountered a very angry customer who was facing some issue with his EMI card. When I checked, I saw he had not submitted some documents while applying for the card online. When I explained to him the root cause with patience, he understood it.



How They Handled Situations Before

Earlier, we would cancel the insurance directly without any negotiation or discussions. Now, we don't do it. We have a detailed discussion and come to a conclusion.

Sometimes, I used to get nervous while handling angry / customer but now I can definitely say my confidence level has gone up.



Reporting Manager's Designation

Assistant Manager, Fraud & Risk RCU

Senior Regional Manager, Delhi



Reporting Manager's Feedback

There have been some changes in him. He has become more aggressive with regards to his targets, and has been achieving them on a month-on-month basis. He is perfect in terms of customer-ownership. He is also good with customer compliance. Last year, he won an award for his performance as well.

His response rate in dealing with the stakeholders has improved a lot. I am aware of the incident that he has shared. He was always very good at handling customers, but I'm sure he will definitely improve more.



Participant Designation

Credit Operations Executive, B'lore

Credit Operations Executive, Chennai



Application of Learning

Recently, I have started to take ownership, and I try to resolve customer from my side. I have addressed some complaints that weren't for my particular division or product, and I try to assist the customers.

Even when it comes to negotiations, I try to use Win-Win style of negotiations to ease the situation and make the customers happy without compromising our objectives.

Recently we had a customer for loans against property (LAP) and he wasn't convinced with the schemes and policies that we offered initially but we convinced him. We explained the policies clearly by comparing other products in the market so that he gets better clarity, and we were able to close the deal successfully.



How They Handled Situations Before

I would have directed the customers to the specific department and let them solve the issues but now I try to understand and help the customer to my level best.

Earlier we used to have small customers and deals, and this itself was a big challenge for us to convince and handle the customer.



Reporting Manager's Designation

Manager, B'lore

Manager, Chennai



Reporting Manager's Feedback

I have seen some kind of improvement in the way he approaches his customers now. He is trying to be more patient. We have recently separated our department to improve the quality and it is working fine. He is able to assist the customers well.

Yes, we did have a discussion and he said he gained a lot of knowledge. He is right about that deal. I have also seen certain improvements in him and in the way he is able to handle customers now. He is also able to take up additional tasks, and he has improved quite a bit.



Participant Designation

Branch Manager, Rural Sales, Chittorgarh

Branch Manager, Rural Sales, Ahmedabad

Branch Manager, Rural Sales, Alwar



Application of Learning

Recently, a colleague's customer was sanctioned for a loan amount of 1.46 lakh. The amount was credited to his account post deducting the processing fees, and he was not aware of this policy. Hence he was very upset, I intervened and helped the customer to understand the complete process, after an hour of explanation with facts he understood and the issue got resolved.

There was a case of a pre-approved loan for a salaried customer, who wanted to close her loan before the tenure. As per the policy she had to bear 1.72% to close the loan before tenure. She wasn't aware of this, so she got angry and was shouting. I told her about the company's policy, and also suggested that she opt for part payment. She listened to me, and came back after a week, and gave me great feedback.

The rejection percentage of my cases stands at 30-35%. I try to resolve any issue that crops up from another department as soon as possible. If I am unable to resolve, then I direct them to the concerned person.



How They Handled Situations Before

I am in a sales job and we stay in a lot of pressure. Many a times we used to become aggressive but post the program I understood how to stay calm and patient. The situation I shared would have taken a full day to resolve, but thanks to the training I could manage it in an hours' time.

Normally I would have told her about the policy and left it there, but post the program I understood the importance of service and customer satisfaction, so I took the effort to check the system and her status, and giving her a solution, although she wasn't even my direct client.

My rejection percentage of cases was a lot higher. I am also more aware of the influencing styles (rationalizing) now.



Reporting Manager's Designation

Senior Manager, Rural Lending Business

Senior Cluster Manager, Ahmedabad

Sr Area Sales Manager, Jaipur



Reporting Manager's Feedback

His confidence level has increased and the amount he used to spend on customers to handle and make them understand has also reduced and he does it in an effective way.

There is lots of improvement I have noticed in him. He has dealt with angry customers with a smile and a lot of patience.

Earlier, there were a few issues with the way he used to work. In the last 20 days, I have noticed a spark in him! Things are moving forward, and I have seen few good results. I spoke to him this morning also and realised he is now motivated and ready to take challenges and move forward.

Find out more at
www.enparadigm.com

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