

# Expert facilitated workshops for an Indian telecom operator

## 1. Situation & Challenges

The client had a complex organisational structure. Image-building functions were clearly divorced from sales and operations, which resulted in a big gap between the brand promise and delivery. This led to a variety of issues, including low ARPU, diminished margins, commoditisation and lack of discovery of new but unmet customer needs.

## 2. Our Approach

We defocused image branding, functional branding and threshold branding in favour of experience branding. We demonstrated the importance of aligning delivery with brand promise via tangible and intangible experiences and benefits. Workshop attendees gained insights from other success stories within the region.

## 3. Results

The client decided to move from image-focused branding initiatives towards experience-focused initiatives that would link brand promise to delivery. Several services aligned to the brand promise were launched successfully.