



Ad<sup>v</sup>anced  
Leadership  
Programme

# **Building a sustainable Retail Franchise**

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# 8 Components of a sustainable retail franchise



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# Building a resonant brand



What is the central customer insight?

Build a core brand identity

Align products with brand identity

Create mindshare

Engage your customers with the brand

Design consistent, positive customer experience

Deliver what you promise



## Distribution – Many strategic questions to answer

Distribution Channels

- Own
- Outsourced / partner
- Electronic

What are your branches for?

- Sales?
- Service?
- Advisory?
- Brand building?

How much distribution do we need?

- Number of branches
- Number of external partners

Branch formats – horses for courses

- Large vs Small
- Manned vs Automated
- Premium vs Mass

Branch layout

- Space allocated to transactions vs advisory
- Linked to chosen role of branches

Where?

- Geography choice – follow the customer
- Micro-market strategies

Branch profitability and break-even

- Staffing choices
- Productivity

# Product Excellence

## Unit Linked Pensions

Retirement Solutions  
Retire from work, not life.

LifeTime Super Pension



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LIFE INSURANCE  
We cover you. At every step in life.

## Happy Ending Home



**EMI ki happy ending!**  
Pay your EMIs regularly and get your last 12 EMIs waived off\*

- Innovate around customer insight
- Empower teams to experiment

## Diabetic Care



**Rank 19**  
This ranking is a testimony to our unwavering focus on keeping the customer at the heart of our business  
— SUJIT GANGULI

**ICICI PRUDENTIAL**  
LIFE INSURANCE  
We cover you. At every step in life.

- Case study in C.K.Prahalad's book *The Age of Innovation*.
- Ranked 19 in Pitch-IMRB's *International Top 50 brands survey*



## Swipe On

# Delivering quality Customer Service

## Transparency in pricing

*Hidden charges are the #1 trust-killer in banking*

## Use technology

*Delivering reliable, consistent service is baseline*

## Offer self-service capabilities

*If the customer wants to be left alone, leave her alone!*

## Segment service levels

*Some customers are indeed first among equals!*

## Identify “moments of truth”

*Systematically invest in Moment of Truth processes*

## Design complaint resolution process

*Dedicated teams, clear escalation matrix*

## Measure service

*Create metrics and dashboards*

## Build a service culture

*Customer Service is about people!*

# Holistic risk management

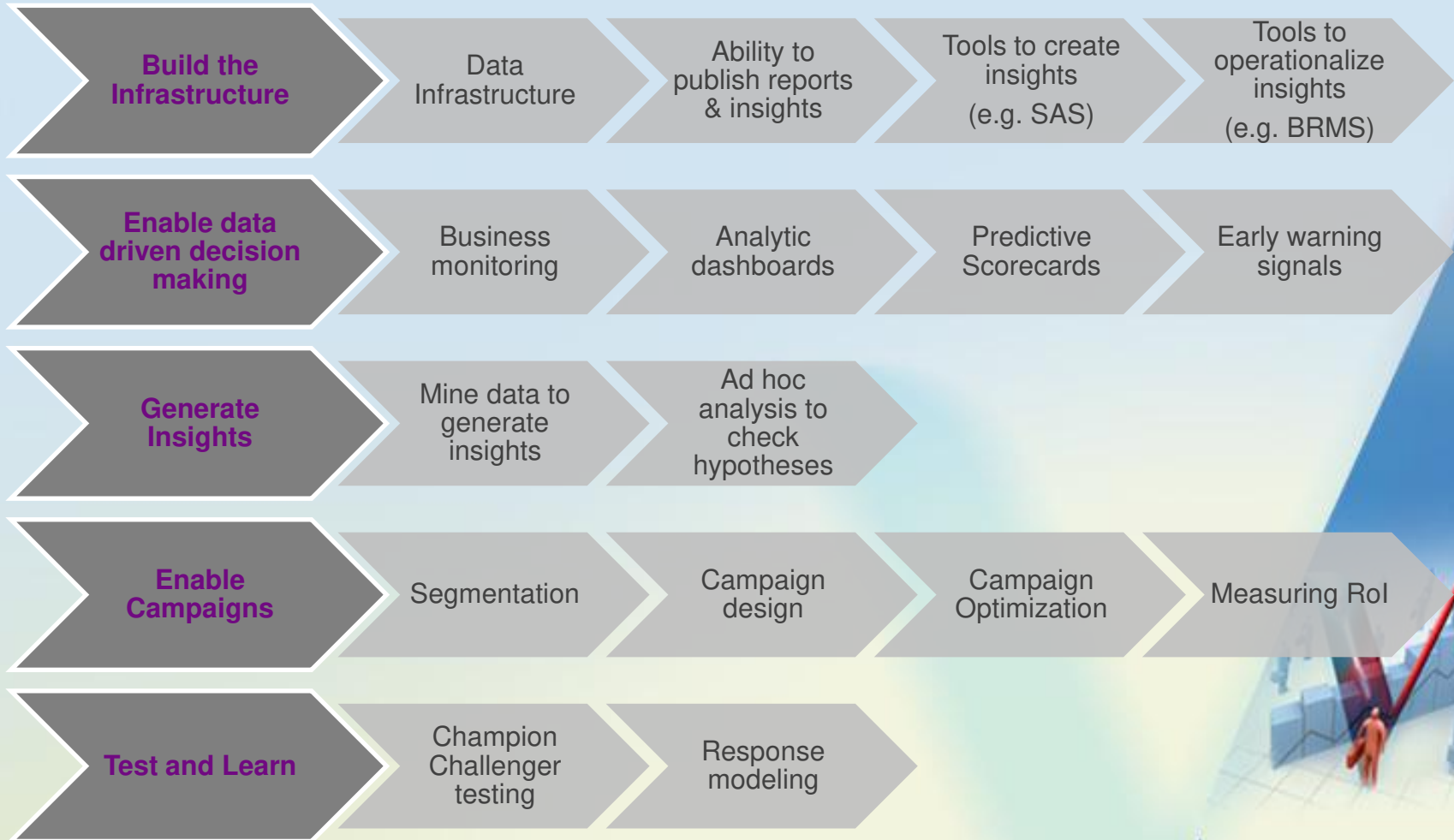


# Processes and Productivity



Source: Boston Consulting Group's "5 Star on Productivity"

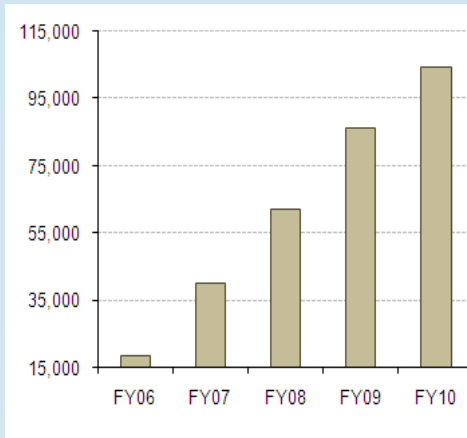
# Data Driven Decisions: Build analytic capabilities



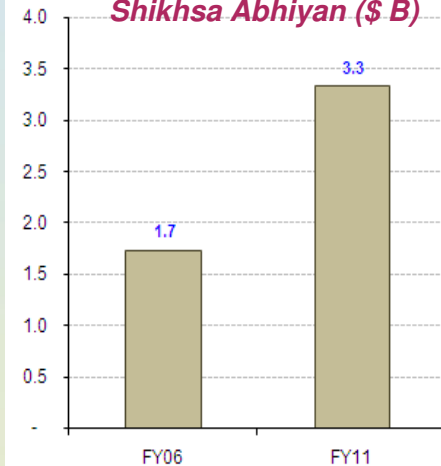
# Learning Agility: The environment is undergoing major changes

Rural consumers are getting integrated ...

**Cum. Kms of roads built**

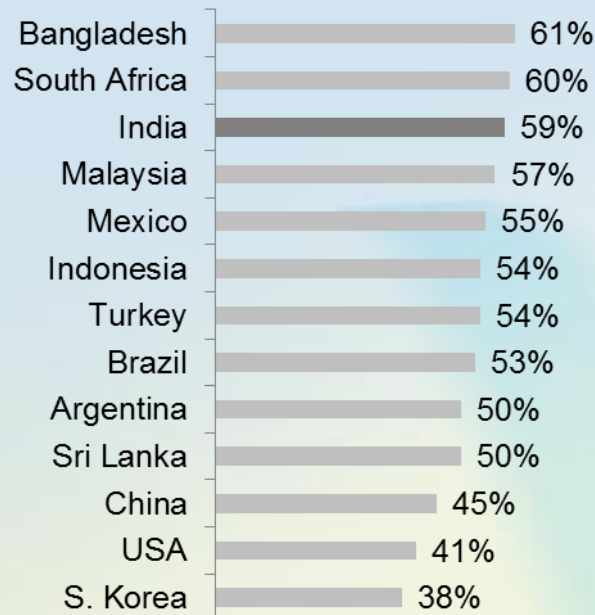


**Budget allocation for Sarva Shiksha Abhiyan (\$ B)**



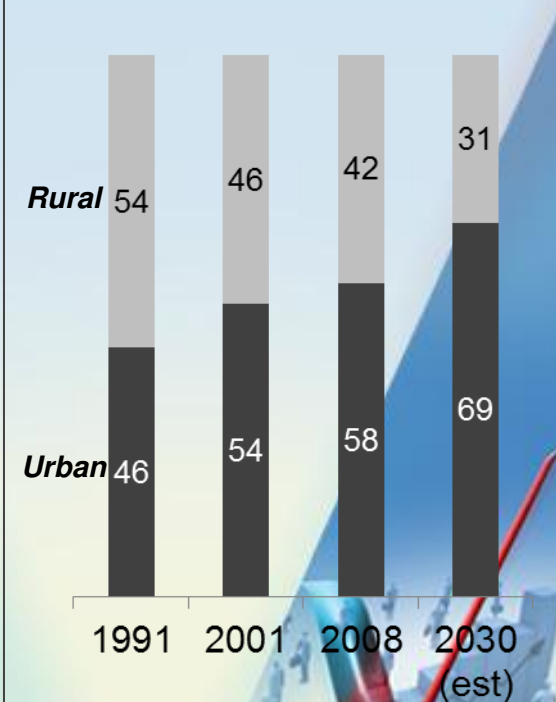
The youth are becoming a major force ...

**% population below 30 yrs**



Urbanization continues ...

**Share of GDP**



**In a rapidly changing environment, only the agile learners will thrive**

# Recap - 8 Components of a sustainable retail franchise



# Thank You