

**Make every  
Moment Magical**  
...a journey has begun





This journey is a tribute...

...to several hundreds of my colleagues, mostly across our resorts who truly inspire all of us and they still do every moment by sharing their stories on how they keep delivering our Credo of "Make every Moment Magical" day in and day out.

Thanks also to:

Darren Cook and Nigel Markwick of Darren Cook Design for helping us articulate and designing our new identity.

Mark Schenk and Shawn Callahan of Anecdote Pty Limited for their workshop on Storytelling and Sense-making.

### **Balaji V**

Mahindra Holidays

The new brand makes me even more responsible. Whether I like it or not, as a strong advocate of our Credo I am aware that I am on display at all times. My actions instantly amplify my true philosophy. I also believe that I cannot escape the obligation of being a role model.





Our new brand was launched on 22nd October, 2013 during which we announced our Credo of "Make every Moment Magical" to the external world.



any Mahindra Holidays & Resorts (MHRL) will launch "new products" within a family by December to expand its business, said Arun Handa, who will add a new dimension to the vacation ownership business in specifying the details.

try, in its bid to consolidate existing business, is trying to adapt success of firms like WDFC Bank and Kotak Mahindra that "paused, consolidated and then others just wound up, while some ended up in legal disputes".

ing to take its membership base from 1,60 lakh to 2 lakh by March-end, 2015, and its 41-property network to 50 resorts by the end of next fiscal.

own apartments to its existing portfolio of 2,500. Mahindra did not share

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## The first phase – dawn of a new meaning



This update is a bird's eye-view of a series of initiatives kicked off in Jan, 2012 when we articulated our raison d'être in the form of our Credo "Make every Moment Magical" and our driving force aka Values of No Room for Ordinary, Make Smiles, Proud to Belong and Experience is Everything. This articulation was the output of a discovery on our "Why of work?" moments, when we were rejuvenated and revitalized as an Organization.

The brand launch in Oct, 2013 was a milestone of sorts in this journey

The need for socializing our raison d'être was high on our agenda and we did this through workshops, initially covering the top leadership teams and subsequently reached out to across 500 of our Managers across the country. The focus of the workshops for Managers was a mix of personal Value clarification and alignment with MHRIL's Value(s).

We followed it up with Open Seasons for the rest of our colleagues facilitated by our Managers – a platform where we invited our frontline colleagues to challenge our Values. The outcome was a loud message – "We will not change our Values but will change our ways of working to deliver our Credo by living our Values".

No transformation is complete without creating conditions of empowerment to express oneself uninhibited on what the Credo and Values meant for each one of us. We attempted this by inviting colleagues across our Resorts and Branches to compete in Elections for the position of Credo Champions. And guess what? We received more than 400 nominations for 57 positions which in a way implied that our employees connected very well with our articulation of Credo and Value(s). The Credo Champions were sworn in by their mentors – directs of our CEO.

## Off-track phase:



We chose Stories as the vehicle for accelerating our journey of transformation and invited all employees to share their personal stories of delivering our Credo by living our Values. The initial response was encouraging @ 500 Stories every week but was very short lived and the overall quality of Stories was not in line with our expectations. The Credo champions were trained on Story spotting and Storytelling but they could not crack the code to augment both numbers and quality.

When an attempt was made to diagnose a rather insipid response, we found that the response to stories shared was not robust and fixing it ASAP was the need of the hour in order to re-create the excitement.

## Back on track



We decided to leverage the Organisational hierarchy to filter the stories and piloted this across Resorts. This initiative began again with a series of workshops where our Managers were put through a hands-on experience in Story spotting and Storytelling. It was also decided that during the first week of every month the Head of every Resort would request for Stories on delivering our Credo from his/her directs. The Resort Head would then shortlist the best of such stories and share the same with the Regional Resort Head, who in turn would share the best of Stories from his/her Region to the Head of Resort Operations.

The Head of Resort Operations would finally choose the best of Stories across our Values and the selected ones were published in our Hall of Fame section of our MeMM microsite (featuring on our intranet) – Annexure I. Month after month during the JFM '13 quarter, we had the crème de la crème of stories featuring on our microsite. Every story carried the co-ordinates of the author for the rest of the Organisation to reach out to them just, in case.

## Key Insights



Some of the key insights unearthed during the course of interactions with multiple stakeholders during the course of our journey include the following:

1. Stories offered a perfect platform to amplify the intimacy aka romance which every employee shares with his/her work.
2. Stories offered a non-threatening script to learn from one another – the experts call it “beating the confirmation bias”.
3. Stories provided insights into likely “normal expectation(s)” of key stakeholders in future. The proactive efforts across the organization in preparing itself for the same is a potential Blue Ocean strategy opportunity – it is all about creating uncontested market place so crucial for a multiX growth.
4. The pride of the author was best sensed when we called them to thank them for their inspiring stories – this we thought was the best recognition which any employee could ever get, in a way the employee concerned was leaving his/her legacy behind.





A true reflection of the real picture...

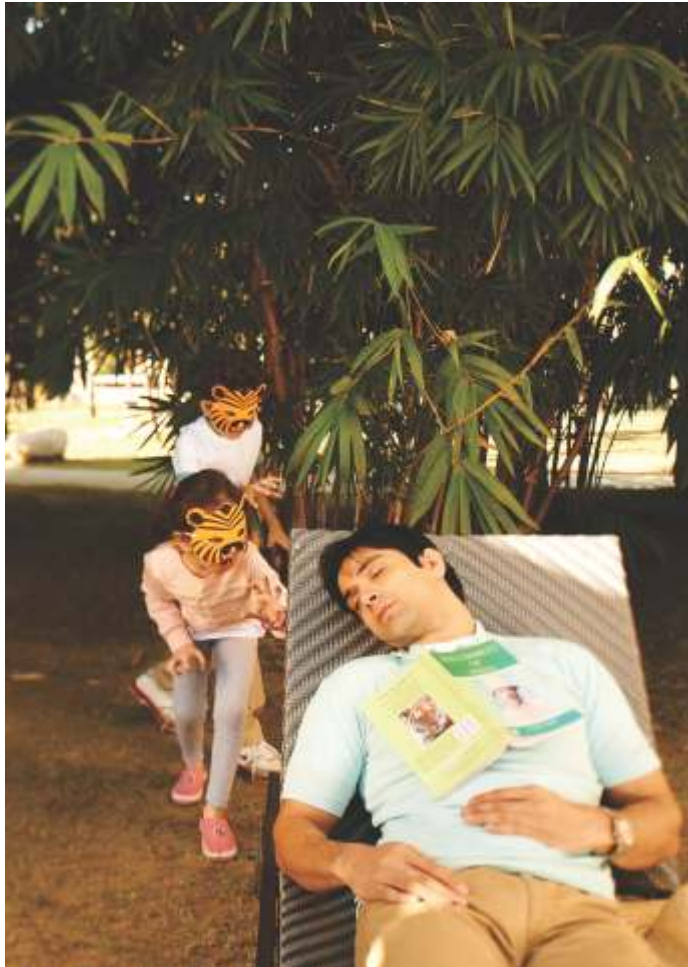
This is how it sunk in for our colleagues at our Coorg Resort in April 2012 during our annual sales conference.



*It took about nine dedicated hours of effort throughout night to make this floral arrangement floating on water. This incidentally was the standard background theme for our Credo and Value(s) related communication.*



## Related reinforcements

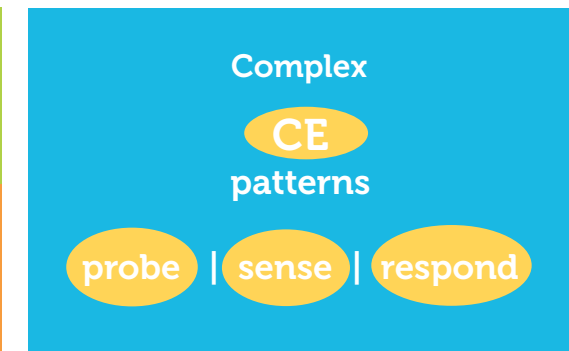


Leveraging the renowned Cynefin framework, we created structures for delivering our Credo captured in the crème de la crème of stories as a way of life, across. This we did by revising existing SOPs and creating new ones.

### Cynefin framework

<b>Complex</b> <b>CE</b> Patterns probe   sense   respond	<b>Complicated</b> <b>C-E</b> analysis   expert sense   analyse   respond
<b>Chaotic</b> <b>C#E</b> No Patterns act   sense   respond	<b>Simple</b> <b>C=E</b> best practice   SOPs sense   categorise   respond

### Our stories fall in Complex domain



## Identifying patterns in our stories using Cynefin framework

**Hall of Fame – Inspiration 1:**

One of the guests complained that the heater and kettle in his room weren't working. Since we did not have any engineering staff available at that moment, I immediately went to check what the matter was. I found out that the guest had used his own adapter which had caused the MCB to trip. Promptly I rectified the issue and told the guest that things were ok now. He was thrilled to know that people from other departments could also address his problem which was related to engineering.

**What's interesting?**

Preparedness of employees to fix small bugs beyond their roles.

**What is unusual/important?**

Dexterity of employees will help in catering to member's requirements more effectively.

**What's the moral of the story?**

Cross functional training to employees to fix low end bugs in other functions.

## Identifying patterns in our stories using Cynefin framework

**Hall of Fame – Inspiration 2:**

"...we heard the news of a boat tragedy at the Periyar lake...found that two rooms were unoccupied and that the guests were not in resort & their phones were also not reachable... we decided to rush to the lake to rescue them, just in case... It was after an hour's time during the same operation that we got the news that our guests were safe in market place..."

**What's interesting?**

Paranoia – what if the member had gone to the lake?

**What is unusual/important?**

Heightened concern deep down pushed us to act immediately.

**What's the moral of the story?**

There is scope for enhancing, version tagging and revising safety SOPs in this regard for guests in resorts.



## Identifying patterns in our stories using Cynefin framework



### What's the moral of the story?

Taking cues from the moral of the story, we revisited existing SOPs, and created new one's as appropriate - our way of creating structures for delivering our credo by living our values leading to enhanced service levels.

The revised SOPs serve as best practice template for the rest of the Organisation to emulate and patented with the name of the author. We call it as <author's name> effect.



## The next steps



The next batch of Credo Champions was nominated with its entity Managers as mentors to lend a formal structure to local initiatives.

To retain the conversation, live chats were scheduled with select CXOs.

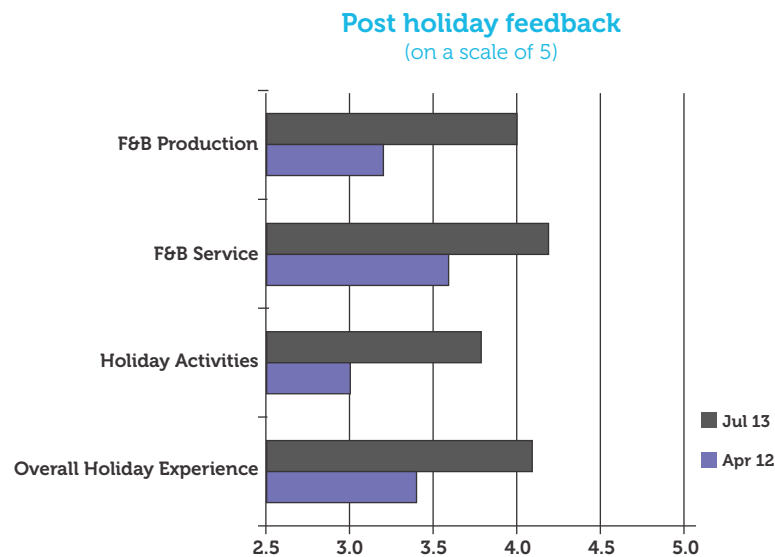
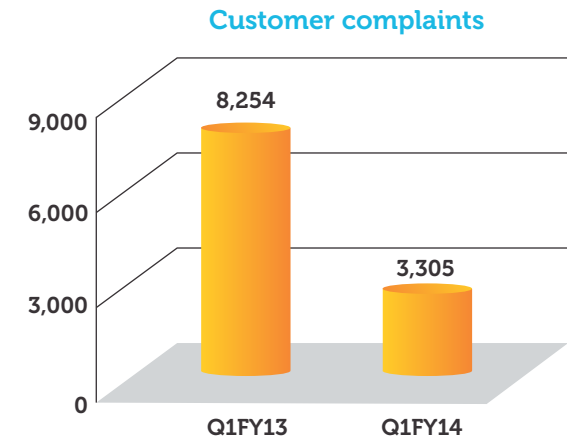
To reinforce behaviours that support our Credo and Values, we have launched an Online Value ticker which provides an opportunity for every Manager to capture positive outlier moments of their team members – moments when they delivered our Credo by living our Values. The names of the top few entities living our Values will be announced periodically.

All stories which featured in the Hall of Fame were translated into local languages to ensure maximum reach amongst employees.

Another initiative titled Inspiration d'stories empowered employees to spot Values being lived in their vicinity. Also they could share instances when our Values were compromised under the theme "Anti-Stories".

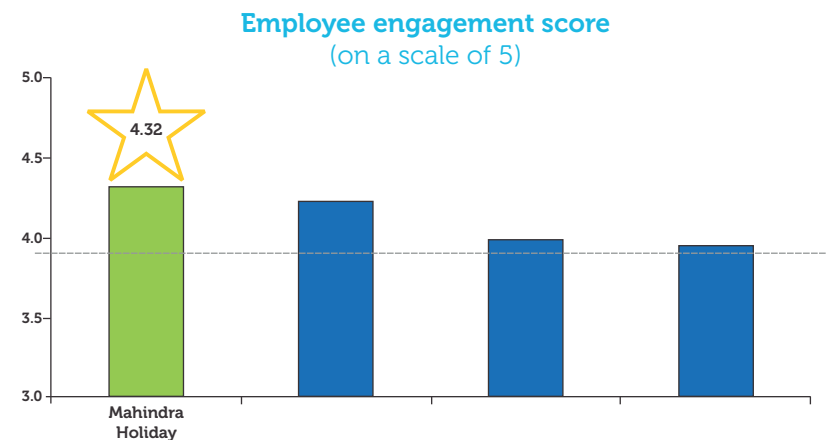
## Some measurable outcomes

The first quarter of financial year 2014 saw (member) **customer complaints** drop by 60% over previous year.



**Post holiday feedback** across multiple parameters showed mark improvement during financial year 2014 as compared to FY 2013.

**Mahindra Holidays scored the highest employee engagement score** and employee as a promoter score across the Mahindra Group as part of the Internal Employee Engagement Score.





Annexure I -  
Roll of Honour



## Roll of Honour



ClubMahindra

No room for ordinary

We are proud to present the story which has lived up to our Credo of 'Making every Moment Magical'. Read the story that inspired us.





**Sunit Nasker**  
Derby Green Ooty

One day, one of our members holidaying with us, requested for lunch to be delivered to his elderly parents' rooms early since they had planned an afternoon of sightseeing and wanted to proceed for the same right after lunch. I went to deliver the order at the scheduled time. However, on repeatedly ringing the bell, I did not get any response from inside. I stood a little closer to the door and I could hear a noise similar to someone gasping for breath. Without wasting any time, I got the spare key from housekeeping and opened the door to find the elderly lady on the floor struggling to breathe. I looked around the room and spotted an inhaler on the table and fetched it. The lady felt a little better with the inhaler while in the meanwhile I contacted her son and husband who had gone out for some errand. The entire family was very grateful for my timely assistance.

To relive the story, call 8961329101 or write to [Sumit.Naskar@mahindaholidays.com](mailto:Sumit.Naskar@mahindaholidays.com)



ClubMahindra

Make smiles

We are proud to present the story which has lived up to our Credo of 'Making every Moment Magical'. Read the story that inspired us.





**Ricky Goorg**

On a Saturday night an Innova stopped at the porch of our resort to drop off some guests who were travelling to Coorg from Mangalore. While unloading the luggage, the driver unthinkingly closed the door of the driver seat without realizing that the key was in the ignition. He was shocked and distressed at what he had done. As an aged person, he was sure that the owner would thrash him for this act. I was watching this from a distance and immediately swung into action. I sent a bell boy to bring a tandoori skewer from the main kitchen and slowly made a gap in the door with a screwdriver and inserted the skewer inside and pressed the power window switch which opened the window through which we could get the door open. The driver was overcome with happiness and relief and thanked me for saving his day. I told him that the smile on his face was worth it.

To relive the story, call 9611192413 or write to [Ricky.Madappa@mahindaholidays.com](mailto:Ricky.Madappa@mahindaholidays.com)



## Roll of Honour

Proud to belong



We are proud to present the story which has lived up to our Credo of 'Making every Moment Magical'. Read the story that inspired us.



**Bhadresh Trivedi**  
Gir

One of our members had migrated to London and after a long time had decided to visit India. He had chosen our resort in Gir as the perfect destination. When he arrived, as a team we decided to make his stay a very memorable experience. The Resort Manager asked me to organize a village trip on one of the days for the member. So I took him to Haripur Village and made arrangements so that he could have a unique experience. We walked along the by-lanes, visited the villagers' houses where we were very cordially welcomed and got to experience the rural culture in Gujarat. He met the children on the street and played with them. We also visited a peanut farm and tasted fresh peanut. He had never experienced that in his life. We walked down to the village temple which is beautifully located at a short distance away from village where we were greeted by the Pujari. The Pujari offered him a nice cut of Kathiawadi Tea. Finally it was dusk and we took our way back to the resort. He ultimately said, "This was more than a million dollar experience, I couldn't have found it anywhere else".

To relive the story, call 8238095808 or write to [td-Bhadresh.trivedi@mahindraholidays.com](mailto:td-Bhadresh.trivedi@mahindraholidays.com)



We are proud to present the story which has lived up to our Credo of 'Making every Moment Magical'. Read the story that inspired us.

Experience is everything



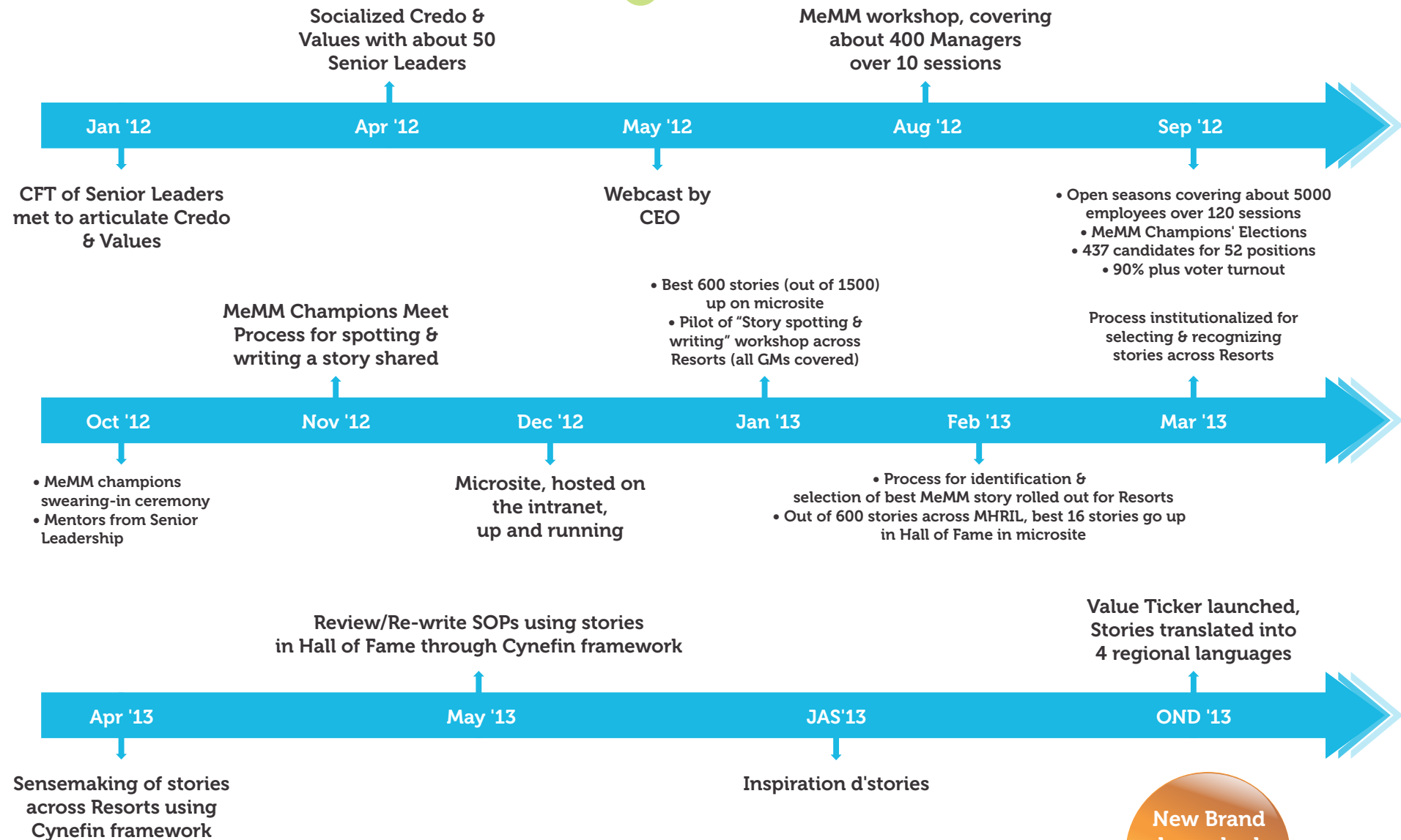
**Janaki**  
Coorg

One day, in the month of September, one of our members walked in to see the doctor at the Spa. While they were speaking to the doctor, they seemed interested in the various therapies we provided, but the lady was hesitant to try the same since she had very sensitive skin which had recently been treated by an ayurvedic doctor, and they did not want to take the risk of undergoing any skin therapy lest it would damage the skin. The doctor however allayed all their fears and assured them that the therapy would only benefit her. Listening to this, she agreed and I was assigned to be her therapist. I was informed about her history and accordingly I selected the perfect combination to suit her condition. After the session got over, the member praised me very highly for the session and informed me that she felt extremely relaxed now. Further, she went ahead and booked a session for her mother-in-law for the next day.

To relive the story, call 9686964090 or write to [Svaastha.Coorg@mahindraholidays.com](mailto:Svaastha.Coorg@mahindraholidays.com)



## MeMM journey in a nutshell



For any queries in understanding this journey, please contact [balaji.v@mahindraholidays.com](mailto:balaji.v@mahindraholidays.com) or call on +91 9840859291

**New Brand  
Launched  
on Oct 22nd  
2013**