



An emerging Action Learning Success Story

- Established 1995
- Place over 5,500 international students each year
- 4 continents – 38 countries
- Over 600 university partners
- Provide all overseas study support services
- 22 branches in Indian metros
- Contacted by over 350,000 students annually
- Dubai, Nepal and Singapore just started

The Challenge!

Rebuild the company after 4 years of poor leadership and rapidly declining performance in

- Brand image
- All business metrics
- Customer experience & satisfaction
- Staff retention
- Learning & development

In summary – develop a positive organisation culture

The Chopras Desired Culture!

1. Absolute student-centricity
2. Unquestionable integrity and respect
3. Focus on teamwork
4. Exceptional performance with excellent rewards
5. Ongoing learning in every sphere
6. Technology driven
7. Embracing change

Project Objectives!

July 2016 – March 2017

1. Increase revenue turnover by at least 50% by end March 2017
2. Improve customer satisfaction
3. Enhance staff engagement & performance
4. Improve all operational efficiencies
5. Upgrade information technology fundamentally

Organisation Development Projects!

1. Leadership Development
2. Business Planning – Balanced Scorecard
3. Organisation and Job Redesign and Restructure
4. Goals and Measures - At all levels
5. Performance Management
6. Remuneration and Incentive Redesign
7. Career Development
8. Learning

Results to Date

1. Revenue turnover **up by 56%** - with 18% less staff
2. Customer satisfaction up from average Google rating in July of 2,9 out of five to 4,7 out of five – **up 36%**
3. Staff attrition down to 23% from 48% - **down 25%**
4. Substantial anecdotal employee engagement increase.
5. Student applications up from 27 to 61 per day – **up around 105%**
6. Technology upgrade underway

The Role of Action Learning

1. As a problem-solving tool.
2. To develop leadership capability
3. As a change management tool
4. To develop high performance teams
5. To assess and select staff – assessment centres
6. To change culture and create a learning organisation

Review & Reflection – What we learned

1. Winning hearts and minds is where it all starts and finishes
2. It's all about great leadership and great organisation culture
3. It's also about great execution - which is really challenging
4. With a strong WHY behind the WHAT – anything is possible
5. Change is entirely unpredictable and takes longer than planned
6. Make the tough calls very fast
7. Challenge and constructively disrupt everything all the time
8. Diversity is essential
9. **ACTION LEARNING WORKS!!!!**

So what next?

1. Expanding the business internationally
2. Continued execution of current projects - revenue targets up 170% for 2017 / 2018 together with major improvements in all business metrics
3. Rebuilding an underperforming education consulting company purchased by The Chopras
4. Setting up the University of The North West Himalayas
5. Significant growth of the WIAL / Chopras JV consultancy to take on similar OD projects & growth of Action Learning in India

A new WIAL Business Model

- WIAL coaches have been searching for a sustainable business model
- The business model on which this case study is based is about WIAL India receiving a conservative monthly retainer and a very aggressive success fee for increases generated in revenue turnover.
- Risk on this project is shared between WIAL India and The Chopras.
- The rewards from successful project execution are obviously also shared. They result in income many times higher than conventional time/ cost charging.
- This ‘Success Fee Model’ is I believe a huge win win for both parties.
- The challenge is for the AL coach to have the courage and confidence to take on the risk. With WIAL Action Learning as the foundation of any project I believe it is a no-brainer!