

#AROUND-D-WORLD

Drinking Traditions



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In many cultures, alcohol is an integral aspect of socialising. How people socialise reveals a lot about their culture, celebrations and traditions. While most people simply 'cheer' and 'toast', many countries have a little more interesting and fun drinking approach.

All-out Wine War

The Haro wine festival in Spain, which will take place on June 29 this year, is a full-fledged wine war. The festivities begin the night before with a street party in which the entire town participates. The next morning, partygoers dress in customary white shirts and red scarves and head for the highlands. The participants are then doused in booze using sprayers, buckets, or whatever they can find.

Abducting the Bride

In Germany, the pre-wedding drinking practice is an old tradition. The groomsmen are tasked with surprising the bride-to-be with a mock kidnapping while leaving hints for the groom. They then take her to a bar to wait for the groom to buy a round of drinks and rescue his bride.

The Sourtoe Cocktail

In Canada, for tourists visiting Dawson City Yukon, the Sourtoe Cocktail is essentially a test of courage. If you finish the legendary Sourtoe Cocktail, which contains a hearty portion of alcohol, a shot of whiskey, generally Yukon



Jack, and an alcohol-preserved human toe, you can be admitted into a secret society at the Sourtoe Saloon, known for its pizzas, swinging doors, and amazing decor.

Drinking from the Bride's Shoe

In Ukraine, brides must keep their feet on the ground, or their shoes will be taken and used as traps. If a visitor at a Ukrainian wedding is successful in stealing the bride's shoes, they will have earned the right to make unreasonable demands. And very often, the wedding party is made to sip wine from the bride's stolen shoe.

Pimms and Jägerbom

In England, if you mention the name Pimms, you'll incite a riot. Summertime is when Pimms is customarily offered. Similarly, the Jägerbom, which consists of a shot of Jägermeister combined with red bull, has become linked with England's famed nightlife.

Koupa
The drinking game 'koupa' is treasured in Greece. When someone is summoned, they must drink the contents of their glass and kiss the bottom for good luck. They then summon someone else, and the game continues in this manner. Koupa is very popular at bachelor and bachelorette parties, as well as other celebrations.



Brand is not built by you but by your clients who tell others and become your ambassadors to the world. One referral by a satisfied client is worth a million bucks of advertising. I am not against advertising and PR but want to emphasize that one must keep it in perspective and not imagine that it is some kind of magic wand that once waved will wipe out all the bad taste of indifferent product and service quality. It won't. On the other hand, ad-agency generated PR will come across as an exercise in deception and destroy credibility even more.

Don't Do It Yourself Let Customer Build The Brand



Mirza Yawar Baig
Nationalist and wildlife conservationist

Much has been written about building a winning brand and about the importance of brand and branding in general. In my view successful branding is the result of a 2 - step process which is as follows:

1. Ask: What do we want to be remembered for?
 2. Act always and consistently to create those memories in people's minds.
- So that every time they think of what you provide, they have only one name that they can recall and that is yours. Like all truly powerful ideas, it is very simple. The key is in execution; passionately, seamlessly, and consistently.
- In my view, if you are competing against anyone i.e. if your customers or potential customers are even considering your competitors as potential fulfillers of their need, then you have failed. In the words of Sun Tzu, 'The best general is the one who wins without fighting.' And that is the hallmark of successful branding - that you leverage yourself out of the competition.

How can you do that?

1. Ask: What do we want to be remembered for?
It is essential to ask this question. The answer lies in another question: What am I most passionate about? We can only be remembered for what we do best, and we can only do best what we are most passionate about. So ask, 'What am I most passionate about? What do I truly want from life? What am I willing to do anything to achieve? What do I get the most satisfaction from? Make up your own questions

#BRANDING

and answer them, and you will arrive at that which you are most passionate about. If you always do what you are passionate about you will become known for it and people will remember you for it. Identify that passion.

An important caveat: Never do what you are not passionate about. This is equally important because it is your overall performance that builds or mars your reputation. People don't remember the specifics. Only the overall feeling. As someone said, "People won't remember what you said. They will only remember how you made them feel." If you do some things passionately and others in a lackadaisical manner, it detracts from your overall impression. Pass on what you are not passionate about to someone who is. And if you think that you will never find someone passionate about some things that you do, let me tell you that I have an accountant friend whose hobby is to read telephone directories. Takes all kinds to make a world.

2. Act always and consistently to create those memories in people's minds.

If there's one word which is critical in this statement it is the word 'consistently'. It is regularity that creates dependability. People must become used to expecting the same standard of excellence when they come to you for whatever it is that you provide. Consistent Excellence. Flashes in the pan are good to create awareness but if the pan doesn't flash every time, then credibility gets damaged very quickly.

When you do this - produce excellence and do it consistently and regularly then dependability ensues, and brand is created. Brand is not built by you but by your clients who tell others and become your ambassadors to the world. One referral by a satisfied client is worth a million bucks of

advertising. I am not against advertising and PR but want to emphasize that one must keep it in perspective and not imagine that it is some kind of magic wand that once

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Many branding 'experts' talk almost exclusively about 'customer perception' and the 'mind of the customer' as if they can read minds. They talk about how to 'influence the customer' to think this way or that as if the customer is a puppet in your control who can be influenced independently of your actions and what you provide. Their 'campaigns' are almost exclusively about logo design, ad-copy, tag lines and colour combinations. Not about product quality, delivery efficiency, service excellence or follow up. The result is that 'branding exercises' are all about advertising and PR and not about creating sustainable quality. This is a very big mistake because the damage to the brand which results from the eventual and inevitable disappointment when the PR mask is off, is something that can't be measured and seldom corrected.

So, what must one do? Focus on 'Moments of Truth' and ensure that these are defined,

TRUTH

Singapore Airlines advertising is supported by in-flight service that even other airlines talk about. BMW's advertising is supported by unmatched engineering to produce a benchmark, not merely a car. Brand building, therefore, in my view, is to listen to the customer, build a close relationship with him/her, and deliver a quality of service that leaves them spellbound.

to create the impression you want the customer to take away and monitored to ensure that every single time, the customer has exactly same experience.

What is a 'Moment of Truth'?

In the words of Jan Carlson, the CEO of Scandinavian Airlines, who first used the term in this context, 'A Moment of Truth is that moment when a customer or a potential customer, comes into contact with any aspect of your business and has an opportunity to form an opinion.'

I have underlined the key phrases in this definition to highlight their importance. Who is a cus-



tomor or a potential customer? In my opinion it is anyone in the world. Anyone who meets you, speaks to you on the phone, logs onto your website, reads your brochure, billboard or any of your literature or contacts you in any way at all must go away with the most positive impression possible about who you are and what you do. This must happen even if the person decides that you are not the person, he/she needs to fulfill their need at that time. They must still feel that you are the best thing that happened to them.

Moments of Truth are defining moments but are for the most part handled either mechanically (websites, answering machines and so on) or by the least paid, least trained employees (telephone operators, security guards, receptionists) with predictable results. I am not suggesting that the CEO must man the phone or stand at the gate (though having said that, it is not a bad idea at all to do that occasionally) but must know what anyone who calls his company or comes to meet anyone experiences. Most CEOs and managers when I get them to call their company anonymously are unpleasantly surprised at what happens. Most Moments of Truth in many organizations go unnoticed and unmentioned upon except by customers, which is a very dangerous situation to be in.

The key to brand building is to ask, 'What do we want our customers to feel when they think of

us?' Then talk to them and ask what they do feel and bridge the gap. This VOC (Voice of Customer) is the most valuable tool for brand building that you can imagine. It is a thermometer to gauge the warmth the customer feels towards your organization - the warmth of love and good feeling or the warmth of irritation and anger. Organizations that listen to customers regularly (by this I mean speak face-to-face not run anonymous surveys) have their finger on their pulse and are able to leverage that knowledge. They build relationships that result in customer loyalty and give them an insight into what their customers want. Apple's iPod and iPad were the result of listening to customers



Whether you are a taxi driver or the Chairperson of a global corporation, rule is the same - do what you are passionate about and do it to a level of excellence consistently no matter what.

minutes later a taxi pulled up. That is where it began. Before I could say anything, the driver jumped out of his seat, came around to the back, opened the door and ushered me into the rear seat, with a flourish. Then he said, "Sir, my name is Zhi Hao (sounded to my Hyderabad ear like Jee Hao - Yes Sir)", which I thought was great. I looked at the inside of the car as I sat and found it to be spotlessly clean with a pleasant aroma of air freshener. Zhi Hao said, "Sir there is water for you and today's newspaper, and a couple of magazines which you may like to read."

He shut the door, went around, and got into his seat and looking in the rearview mirror, asked me, "Sir, where would you like to go?" I said to him, "Mr Hao, I don't want to go anywhere. I just want to sit in your car and enjoy the experience."

He flashed me a huge smile and took me around Singapore, pointing out the sights with great pride. A taxi driver, I tell myself. But one who was passionate about his job, took pride in it and was focused on making a positive impression on his customer.

Let me tell you two stories of my personal experience to illustrate what I mean by passion and consistency.

In 1965, I was invited to teach a leadership course for GE Asia in Singapore by Bonnie McIvor, the training head for GE Asia. I took the Singapore Airlines flight from Chennai and landed in Singapore late in the morning, a day before the course was to begin. I checked into my hotel and since it was my first visit to Singapore, I decided to see the city. I didn't know anyone there and went to the concierge to ask him for advice and to call a taxi for me. He said to me, "Please go out of the main gate and stand by the curb and you can get a taxi, which will be much cheaper than the one I will call for you. Tell the driver that you want to see the city and he will take you sightseeing." I walked out of the gate and two

A City Resting on Two Continents

Istanbul is located in both Europe and Asia, with the Bosphorus Strait running through its middle. You can cross the Bosphorus Bridge between the two sides, with the more populated European side serving as the commercial and historical centre. The largest city in Turkey as well as on two continents with 14 million people. It has a 2,000-year-old history that includes serving as the capital of the Rome, Byzantine and Ottoman Empires.



My second story is from 1994, when I first arrived at GE Corporate University in Crotonville. I was there to audit the NMDC and get accredited on it to teach it in India and Asia. I was greeted at the airport by a limo driver carrying a neatly printed placard with my name. He took my luggage and seated me in his limo, Lincoln Town Car. As we neared Crotonville, he called ahead on radio car-phone (days before mobiles) and I was met at the bottom of the flight of stairs leading to the Crotonville Hotel lobby by the receptionist.

She ushered me into the lobby and said, "Please come with me Mr Baig. You are pre-checked in. Let me show you to your room. Your luggage will be there shortly." She opened the door to a huge luxurious room and showed me all the bells and whistles, and said, "The telephone is an independent international line, and you are welcome to call anyone you like, anywhere in the world. The fridge is stocked with snacks and drinks and will be restocked every morning. If you need anything more, please call me

at the front desk."

I was very impressed with the level of service provided and thanked her. "We value our teachers, Mr Baig," she replied. "That value was seen in her actions, not in any corporate slogan or billboard.

As it happened, Jack Welch, the famous Chairman of GE was due to arrive next morning and was to take one session in the NMDC that I was auditing. I asked the lady, "I understand that Mr Welch will be here tomorrow. Where will he stay?" "He will stay here," she replied. "Is there a Chairman's suite that he will stay in?" I asked.

"No, Mr Baig, he will stay in a room just like this. May be in the room next to yours. All our rooms are 'Chairman standard.'"

Whether you are a taxi driver or the Chairperson of a global corporation, the rule is the same - do what you are passionate about and do it to a level of excellence consistently. That is your brand, and your customers will take it to the world. As I am doing here today.

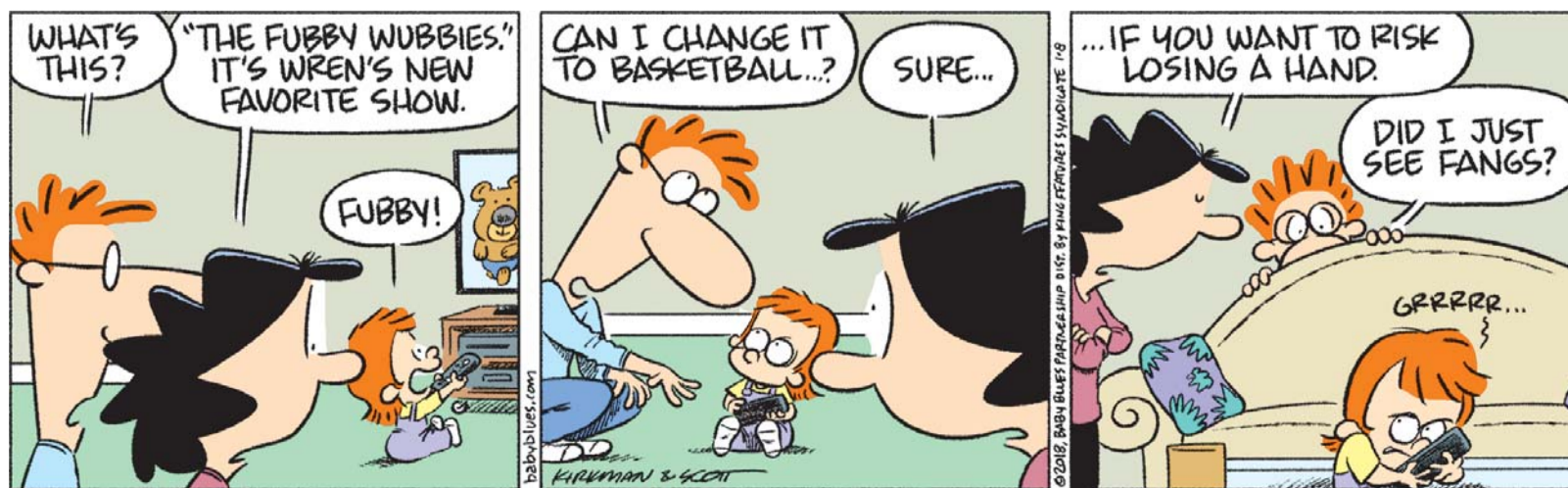
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GE-Crotonville-NMDC

By Rick Kirkman & Jerry Scott

BABY BLUES

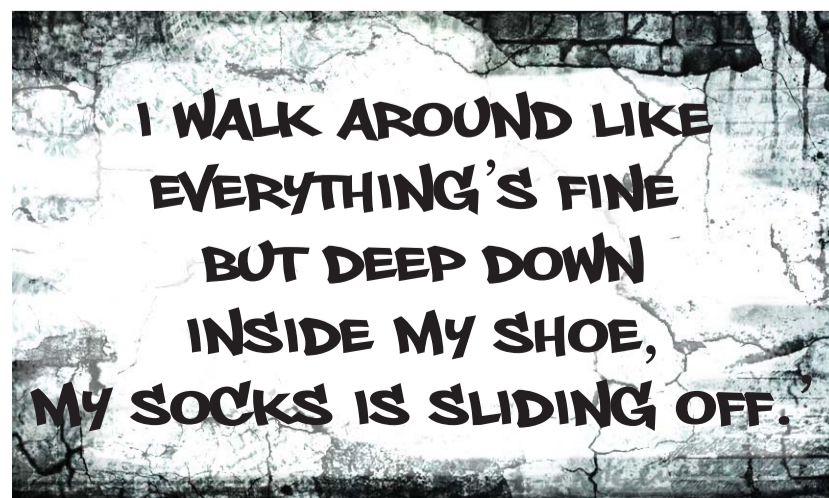


ZITS



By Jerry Scott & Jim Borgman

THE WALL



#RESEARCH

Earth Is Cooling Faster Than We Thought

The evolution of our Earth is the story of its cooling: 4.5 billion years ago, extreme temperatures prevailed on the surface of the young Earth, and it was covered by a deep ocean of magma.



Researchers suspect that the Earth's heat may dissipate sooner than previously thought.

The researchers have come to this conclusion after showing in the lab how well a mineral common at the boundary between the Earth's core and mantle conducts heat. The evolution of our Earth is the story of its cooling: 4.5 billion years ago, extreme temperatures prevailed on the surface of the young Earth, and it was covered by a deep ocean of magma. Over millions of years, the planet's surface cooled to form a brittle crust. However, the enormous thermal energy emanating from the Earth's interior set a dynamic processes in motion, such as mantle convection, plate tectonics, and volcanism.

Still unanswered, though, are the questions of how fast the Earth cooled and how long it might take for this ongoing cooling to bring the aforementioned heat-driven processes to a halt.



One possible answer may lie in the thermal conductivity of the minerals that form the boundary between the Earth's core and mantle.

This boundary layer is relevant because it is here that the viscous rock of the Earth's mantle is in direct contact with the hot iron-nickel melt of the planet's outer core. The temperature gradient between the two layers is very steep, so there is potentially a lot of heat flowing here. The boundary layer is formed mainly of the mineral bridgmanite. However, researchers have a hard time estimating how much heat this mineral conducts from the Earth's core to the mantle because experimental verification is very difficult.

Now, researchers have developed a sophisticated measuring system that enables them to measure the thermal conductivity of bridgmanite in the laboratory, under the pressure and temperature conditions that prevail inside the Earth. For the measurements, they used a recently developed optical absorption measurement system in a dia-

mond unit heated with a pulsed laser.

"This measurement system let us show that the thermal conductivity of bridgmanite is about 1.5 times higher than assumed," says Motohiko Murakami, a professor at ETH Zurich. This suggests that the heat flowing from the core into the mantle is also higher than previously thought. Greater heat flow in turn, increases mantle convection and accelerating the cooling of the Earth. This may cause plate tectonics, which is kept going by the convective motions of the mantle, to decelerate faster than researchers were expecting based on previous heat conduction values.

The researchers have also shown that rapid cooling of the mantle will change the stable mineral phases at the core-mantle boundary. When it cools, bridgmanite turns into the mineral early-post-perovskite. But as soon as post-perovskite appears at the core-mantle boundary and begins to dominate, the cooling of the



mantle might indeed accelerate even further. The researchers' estimate, since this mineral conducts heat even more efficiently than bridgmanite.

"Our results could give us a new perspective on the evolution of the Earth's dynamics. They suggest that Earth, like the other rocky planets Mercury and Mars, is cooling and becoming inactive much faster than expected," Murakami explains.

However, he cannot say how long it will take, for convection currents in the mantle to stop. "We still don't know enough about these kinds of events to pin down their timing."

To do that calls first for a better understanding of how mantle convection works in spatial and temporal terms. Moreover, scientists need to clarify how the decay of radioactive elements in the Earth's interior-one of the main sources of heat-affects the dynamics of the mantle.

The research appears in Earth and Planetary Science Letters. Additional researchers from Carnegie Institution for Science contributed to the work.