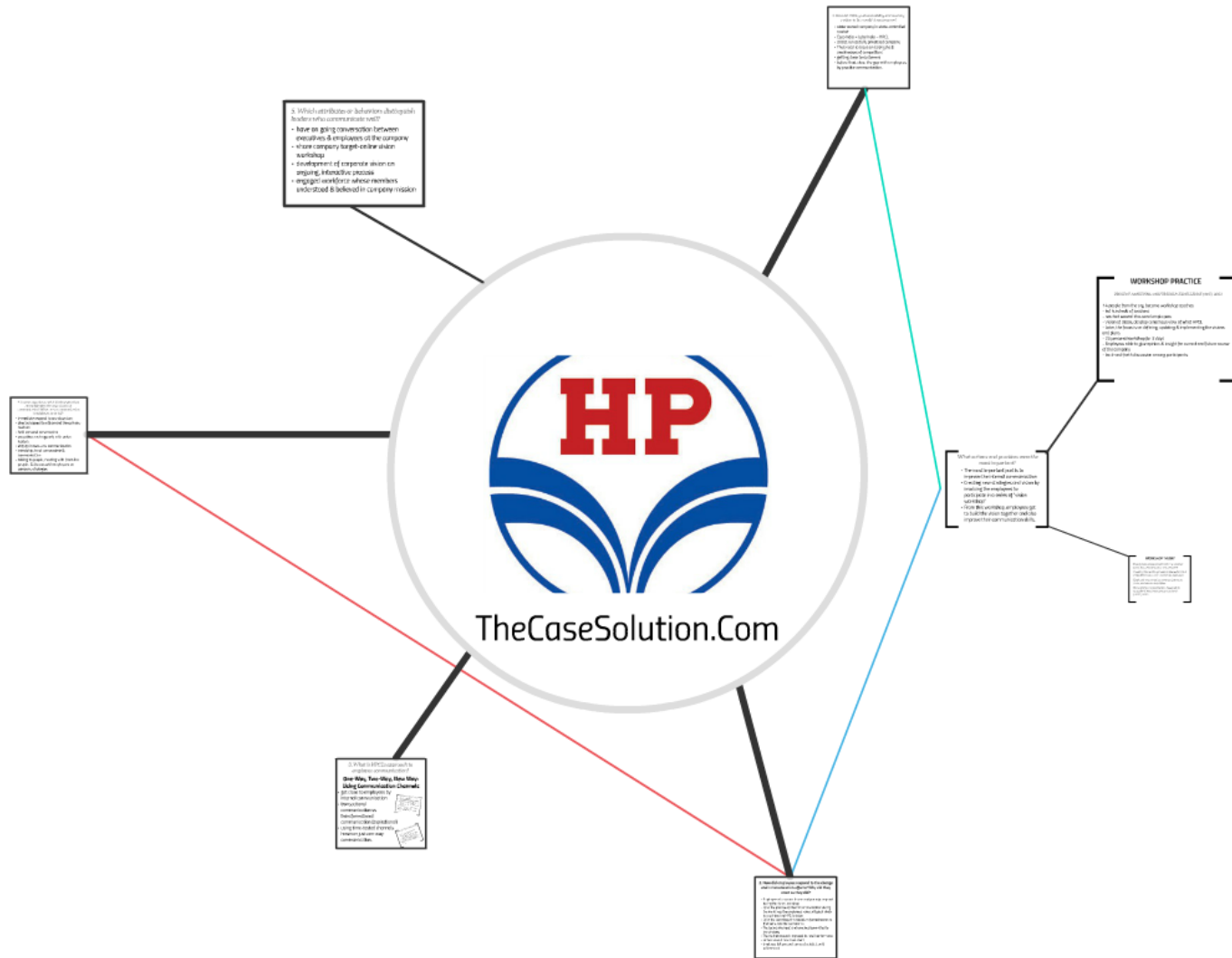


CASE STUDY: HINDUSTAN PETROLEUM CORPORATION LTD: DRIVING CHANGE THROUGH INTERNAL COMMUNICATION



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1. How did HPCL go about building and reaching a vision to be a world-class company?

- state owned company in state-controlled market
- Esso India + Lube India = HPCL
- 2003, run as fully privatized company
- Thus need to focus on strengths & weaknesses of competitors
- getting close to customers
- before that, close the gap with employees by practice communication.

What actions and practices were the most important?

- The most important part is to improve the internal communication
- Creating new strategies and vision by involving the employees to participate in a series of "vision workshop"
- From this workshop, employees get to build the vision together and also improve their communication skills.

WORKSHOP PRACTICE

PROJECT ACHIEVING CONTINUOUS EXCELLENCE (ACE), 2003

14 people from the org. become workshop coaches

- led hundreds of sessions
- reached several thousand employees
- Vision of 2006, develop consensus view of what HPCL
- Later, the focus is on defining, updating & implementing the visions and plans
- 20 persons/workshop for 3 days
- Employees able to give opinion & insight for current and future course of the company
- back-and-forth discussion among participants

WORKSHOP THEORY

Enabled employees to talk with one another about the core purpose of the company

Creating interactive process & listened to what employees had to say - bottom up approach

Emphasis on promoting communication to, from, and among employees

More informal conversation. Feedback is necessity & need more grassroots-level participation

2. How did employees respond to the change and communication efforts? Why did they react as they did?

- Employees show commitment and powerful respond during the vision workshop
- After the practice of internal communication during the workshop, the employees have unity goal which is to achieve the HPCL's vision
- After the workshop, the executives formed teams to find out where the customer is.
- The teams give input and remained committed to the strategy.
- The market research improved its retail performance
- come out with new investment
- Employee felt personal sense of satisfaction & achievement