



MA Foi[®]
A CIEL HR GROUP COMPANY



CASE STUDY

Service Excellence in Aviation: A National Flag Carrier's Transformation

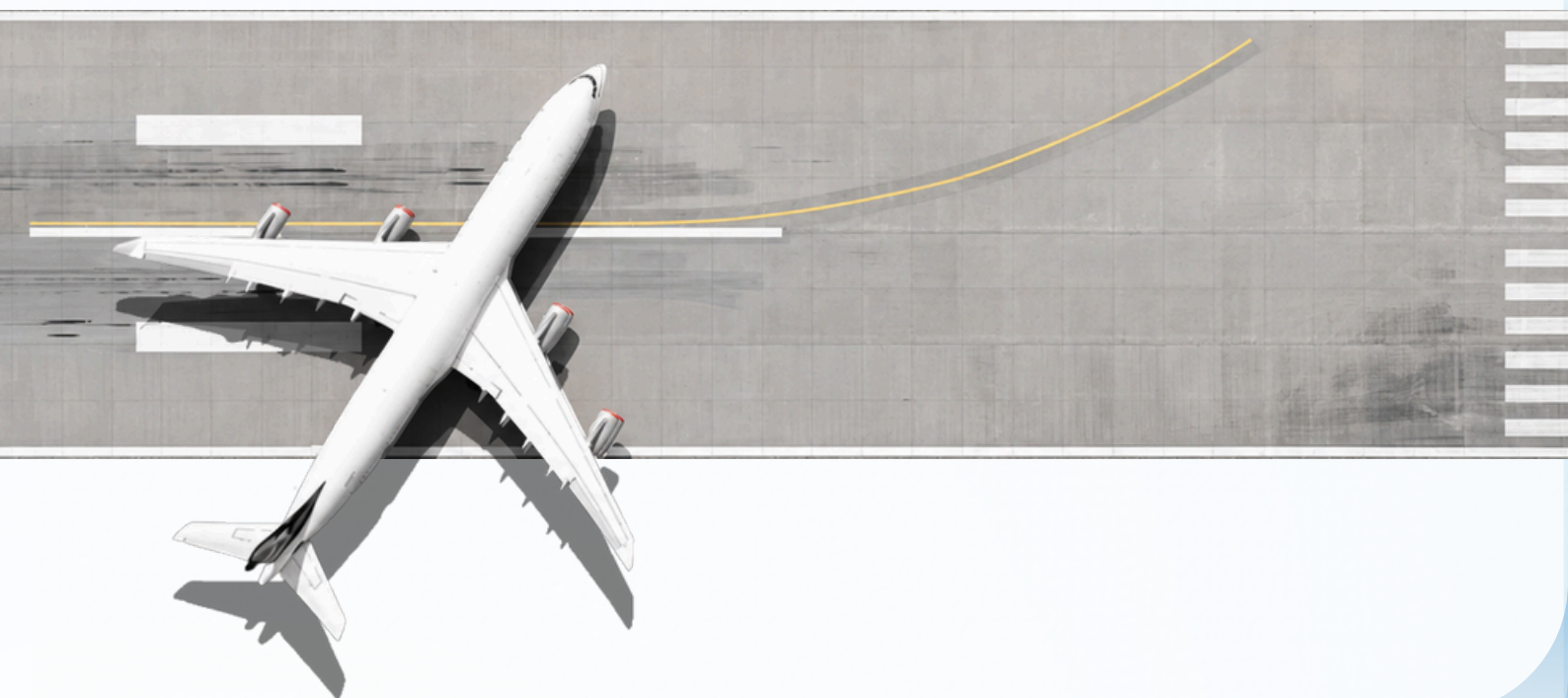
CLIENT PROFILE

Industry: Aviation

Profile: A national flag carrier with a 90+ year history, connecting the country globally

Ownership: Reacquired by one of the country's largest industrial conglomerates after decades of state ownership

Scope: Behavioral standards for Individual Contributors, Managers, and Leaders, supporting performance appraisal, recruitment, and training and development



BACKGROUND

Our client, a 90-year-old national flag carrier, was recently reacquired by one of the country's largest industrial conglomerates after decades of state ownership. The transition marked a significant homecoming and the beginning of a major transformation centered on world-class service, technology, reliability, and hospitality. As part of this transformation, the airline needed a consistent way for employees across all functions to understand what the organisation's values looked like in practice.

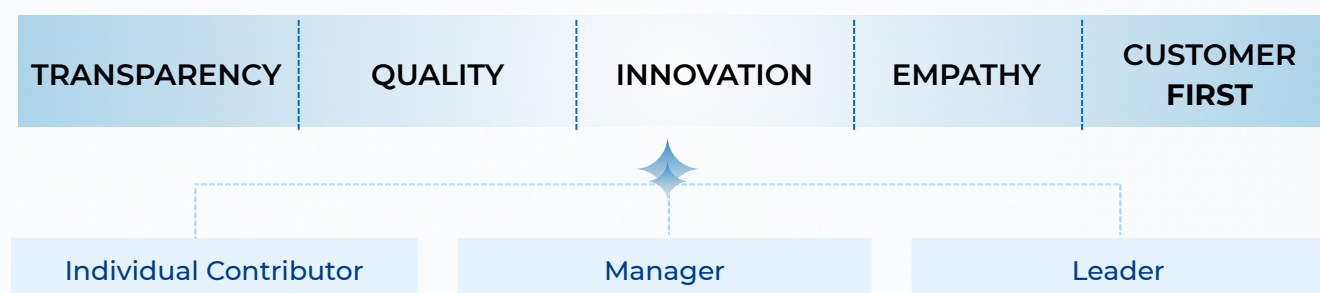
CHALLENGE

The organisation had a clear cultural aspiration. The challenge was making it tangible. Different employee cohorts needed to understand what the desired culture looked like in their day-to-day roles, from individual contributors to people managers and senior leaders. The organisation needed a common behavioural language that could turn cultural intent into something people could understand, demonstrate, and reinforce every day.

THE MA FOI SOLUTION

Ma Foi designed a behavioral standard covering three role levels, Individual Contributor, Manager, and Leader, built around the airline's core values. The team worked closely with senior leadership and the L&D function, tested each behavior against real operational scenarios, and referenced established industry practice to ensure the standard was practical and credible.

The result was a set of specific, observable behaviors spanning customer service, communication, safety, teamwork, ownership, problem-solving, and leadership, designed for direct use in performance appraisals, hiring interviews, and training programs.





BUSINESS BENEFITS

In just four days, Ma Foi worked through three review cycles with the leadership team, translating extensive stakeholder inputs into a clear, role-relevant set of behavioural expectations that was aligned and approved by leadership.

The organisation now has:

- **A common behavioural language** that translates the desired culture into clear expectations across employee cohorts
- **Role-relevant behavioural descriptors** that make the expectations practical and observable in everyday work
- **A foundation for embedding culture** across key people processes including selection, performance management, talent management, recognition, feedback and learning
- **Leadership alignment and ownership**, ensuring that the desired behaviours are understood and reinforced consistently across the organisation

The result is a practical bridge between cultural aspiration and everyday behaviour, giving the organisation a clear way to communicate, develop and reinforce the culture it wants to build.

KEY LEARNINGS

- *Start with the role. Define behaviours that make sense in context.*
- *Use rapid review cycles to sharpen the framework without losing momentum.*
- *Bring leadership into the process early to build alignment and ownership.*
- *Differentiate expectations by level so the culture becomes practical, not abstract.*



CONCLUSION

The result is a clear, leadership-aligned behavioural framework that turns cultural aspirations into practical, observable expectations creating a foundation for embedding the desired culture across the employee lifecycle.



ABOUT MA FOI STRATEGIC CONSULTANTS

Rooted in the Ma Foi legacy since 1992, our HR Advisory practice brings over three decades of experience to help organisations navigate complex people and organisational challenges, from leadership and culture to performance and talent strategy.

Ma Foi Strategic Consultants is part of the CIEL HR group of companies, one of India's largest HR services organisations, with a presence across 83 offices in 41 locations.

The result is a team that can move fast on complex, high-stakes assignments, backed by the depth of a specialist consultancy, the reach of a nationwide network, and decades of hands-on HR experience.



30+
Years

83
Offices

41
Locations

Connect with us

www.mafoibusinessconsulting.com



businessenquiry@mafoigroup.com



+91 7305572111

