

CASE STUDY 3: THE CAMPAIGN NOBODY TOLD THE BRANCHES ABOUT

NSIA's marketing function launches an attractive promotion on a personal accident product, with a strong digital push and a short deadline. Customers begin calling and walking into the Tesano office and several branches within hours. The problem is that the frontline learned about the promotion from the customers, not from an internal briefing. Branch staff cannot confirm the terms, the ADC channel gives one answer while a branch gives another, and two brokers complain that they were undercut by the direct campaign on clients they introduced.

Within a week, the promotion has generated genuine interest but also a wave of confusion, a handful of public complaints on social media, and visible friction between the marketing, branch, and broker functions. Each blames the others. The Head of Marketing argues the campaign was a success on the numbers; the branches argue it damaged trust they spent years building.

Discussion Questions

1. Where exactly did the value chain leak in this scenario, and which handovers failed?
2. What should each function have done before launch?
3. As a manager caught in the middle, how would you handle the conflict between the functions this week?

