

EXPORTING CULTURE:

SCALING CX WITHOUT DILUTING YOUR DNA



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AZURE

Standard of Healthy & Abundant Living

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How partners built a real-world blueprint for culture-led outsourcing



AGENDA

- The real risk when CX scales
- Azure Standard's CX DNA
- A practical framework for exporting DNA
- How Azure + GTCX made it work
- Interactive exercise



CUSTOMERS DON'T CARE WHO EMPLOYS THE AGENT

- They only experience the brand
- Any disconnect feels like betrayal
- Culture does not automatically scale—most outsourcing decisions unintentionally strip it out

WHERE CULTURE TYPICALLY BREAKS

- Culture gets summarized, instead of translated
- KPIs reward efficiency, while culture demands judgment
- Partners are told what to do, not why it matters

REDEFINING CULTURE

CULTURE IS NOT:

- . A mission statement
- . A slide in an onboarding presentation
- . A list of values on the wall

CULTURE IS:

- . What gets reinforced
- . What gets measured
- . What people believe they are allowed to do

THINK OF CULTURE AS

- Decision-making permission
- Trade-off logic — e.g., when speed and empathy conflict, which wins?
- Behavioral defaults under pressure



A BRAND BUILT ON CULTURE, NOT TRANSACTIONS

- Deeply loyal, values-driven customer base
- Long customer relationships
- CX is a differentiator, not a cost center



HEALTHY LIVING
HAS NEVER BEEN
SO EASY



WHAT MAKES AZURE'S CX DIFFERENT

- Agents are encouraged to spend real time with customers
- Connection is prioritized over speed
- Trust and continuity matter more than handle time
- Customers are treated like neighbors, not tickets

THE OUTSOURCING MINDSET *SHIFT*

Common Assumptions

- External agents won't care
- Values will erode under scale

NO:

“How do we make a BPO act like us?”

What Azure Decided

- Culture was too important not to scale
- The risk was doing it wrong, not doing it at all

YES:

“How do we make our culture executable by someone else?”

WHAT PARTNERS REALLY NEED

What a typical BPO briefing sounds like:

- “Be empathetic.”
- “Sound like our brand.”
- “Deliver great CX.”

What partners *really* need:

- Specific behaviors
- Clear trade-offs
- Permission boundaries



DISTILLING CULTURAL NON-NEGOTIABLES

Azure started by asking:

What behaviors are sacred?

What trade-offs are we unwilling to make?

Where do we allow flexibility?

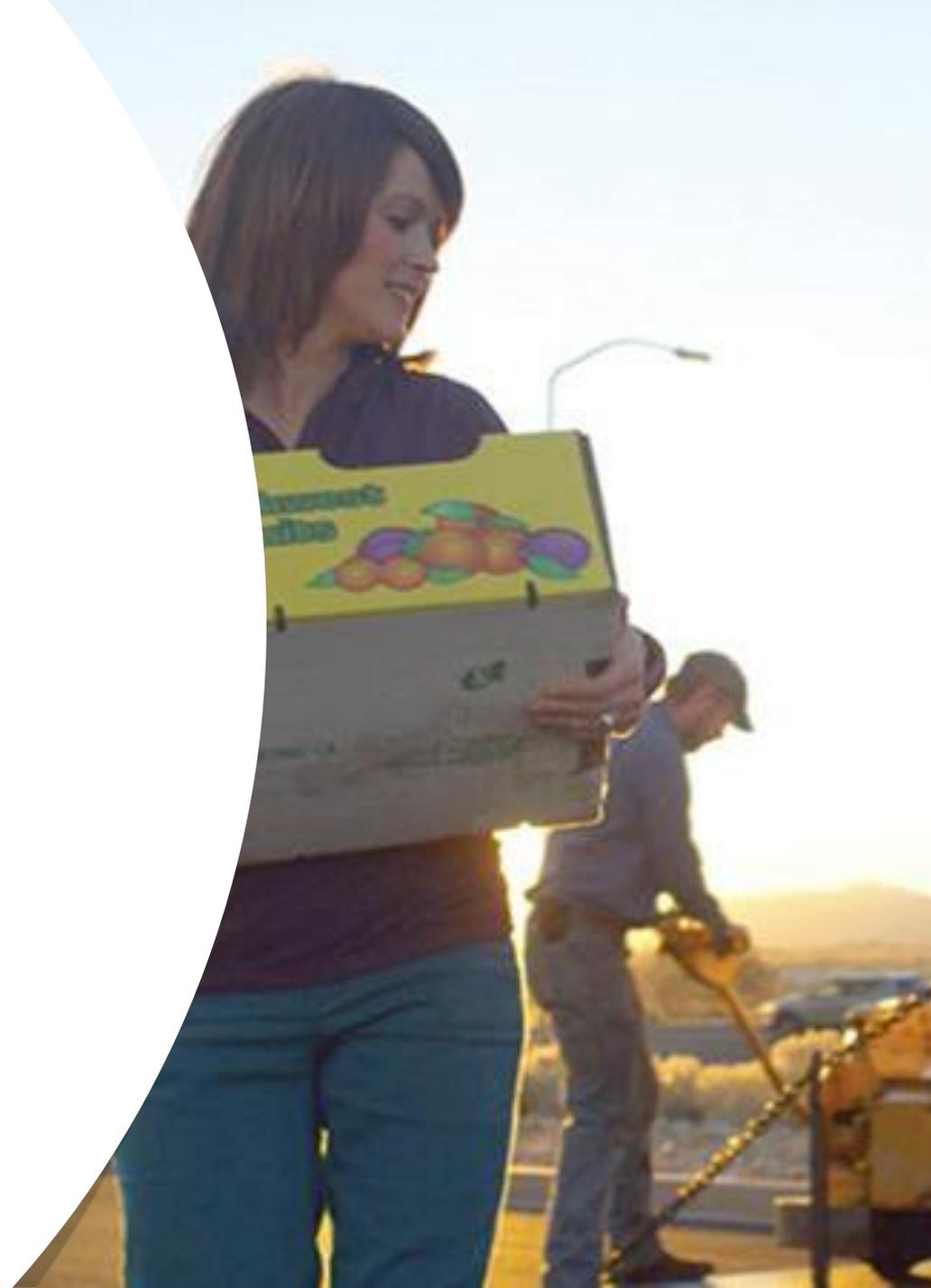
The goal:

Strip culture down to a small number of essential traits—in language operators can use.

FROM WORDS TO BEHAVIORS

“Relationship-Driven” Becomes:

- Agents may stay on the call if it builds trust
- Speed is secondary to resolution quality
- Continuity matters





WHERE CULTURE IS BUILT

- **Hiring profiles**
- **Training scenarios**
- **Coaching conversations**
- **QA frameworks**
- **Incentives and recognition**

OUR SHARED APPROACH

- Scenario-based learning
- Real customer stories
- “Why this matters” before “how to do it”



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MEASUREMENT & CALIBRATION

The KPI Trap:

- Overweighting AHT, underweighting relationship signals

The Fix:

- Balance efficiency with trust indicators
- Reward the behaviors you claim to value

Staying Calibrated:

- Shared QA standards
- Regular brand-side calibration
- Open dialogue about edge cases



WHAT MAKES IT WORK

GTCX needed:

- Clear cultural guardrails
- Access to context, not just rules
- Ongoing feedback, not one-time training

Both sides committed to:

- Mutual transparency
- Willingness to slow down initially
- Accepting that culture is iterative



WHAT IT LOOKS LIKE IN PRACTICE

Proven outcomes

- Consistent CX across internal and external teams
- Agents empowered, not constrained
- Customers experience one brand, one voice

GUARD AGAINST

- Treating culture as static
- Delegating culture ownership entirely to any single partner
- Measuring the wrong things because they're easy





FRAMEWORK SUMMARY

**Exporting culture
successfully requires:**

1. Distillation
2. Translation
3. Reinforcement
4. Measurement
5. Partnership

INTERACTIVE EXERCISE: FIVE WORDS THAT DEFINE US

1. Write down five words or short phrases that define your CX culture
1. Share at your table
1. Identify the hardest trait to export
1. Design a plan to export it

INTERACTIVE EXERCISE: DISCUSSION GUIDE

As you share, consider:

- Which traits are actively taught today?
- Which are implicit or assumed?
- Which would break first if outsourced?

Then choose one trait and answer:

- How would you communicate it to a partner?
- What training or rituals would reinforce it?
- How would you know it took?

IF YOU REMEMBER NOTHING ELSE

- The hardest traits to export are emotional, not technical
- Partners can only replicate what you operationalize
- Outsourcing does not dilute culture. Ambiguity does.





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QUESTIONS?

