

**EXCERPT – PAGE 1 – 41**  
Contents + Foreword + Preface + Author's Note + Chapter One

# Loyalty &

# Sacrifice

USHERING NEW HORIZONS  
*for Business Leaders in the Digital Age*

**RAGHU KALÉ**

*Foreword by Ratan N Tata*  
*Preface by Dr. Edward de Bono*

# **LOYALTY AND SACRIFICE**

**LOYALTY AND SACRIFICE**  
**USHERING NEW HORIZONS**  
*for Business Leaders in the Digital Age*

**RAGHU KALÉ**



STRIKINGIDEAS

Copyright © 2019 by Raghu Kalé

All rights reserved. This book or any portion thereof may not be reproduced or used in any manner whatsoever without the express written permission of the publisher except for the use of brief quotations in a book review.

All sources referenced in the book are acknowledged in the reference section.  
The website URLs cited in this book were live and correct at the time of referencing and publishing the work.

Printed in the United States of America

First Printing, 2019


ISBN-13: 978-0-578-56898-0

Striking Ideas LLC

Web: *striking-ideas.com*

email: *striking-ideas.media@raghukale.com*

*Dedicated to my colleagues for their extraordinary loyalty and incredible sacrifice,  
their selfless acts of grace and heroism in facing terror on November 26, 2008*



*The best way  
to get something done is to begin.*

— *Anonymous*

# CONTENTS


---

<i>Foreword by Ratan N Tata</i>	11
<i>Preface by Dr. Edward de Bono</i>	13
<i>Author's Note</i>	17
<b>1. The Context</b>	<b>29</b>
<i>The Digital Impact</i>	30
<i>Leading with Wisdom &amp; Virtuous Governance</i>	33
<i>Getting Back to Basics</i>	38
<b>2. The Human Spirit and Loyalty</b>	<b>43</b>
<i>To Love is Human</i>	43
<i>Dissecting the Definition of Loyalty</i>	44
<b>3. The Soul of Sacrifice</b>	<b>51</b>
<i>Inspiring Altruism</i>	52
<i>Selective Hearing</i>	54
<i>Spine Chilling Accounts</i>	57
<i>The Great Disconnect</i>	63
<b>4. Go Figure!</b>	<b>67</b>
<i>Trust, Shared Values &amp; Vision</i>	67
<i>Beyond Quid Pro Quo</i>	69
<i>Transactional Boundaries</i>	70
<i>The Mistaken Identities</i>	72
<i>The Dissonance Persists</i>	74
<i>A New Awakening</i>	75
<i>The L&amp;S Principles</i>	79

<b>5. The L&amp;S Elusive Principle</b>	<b>89</b>
<i>The Grand Dame of New York</i>	90
<i>The Reclusive CEO</i>	91
<i>A Lifelong Commitment</i>	93
<i>A Speeding Ticket Defines Loyalty</i>	95
<i>An Icon of Desire</i>	96
<i>For Motivation &amp; Camaraderie</i>	97
<i>Hey, I am Loyal to My Clan</i>	98
<i>Persisting Practices Hiding in Plain Sight</i>	99
<b>6. The L&amp;S Wallet Principle</b>	<b>105</b>
<i>The Doctor from London</i>	106
<i>Discerning Customers are Willing</i>	107
<i>A Collage: Reaffirming Share of Wallet</i>	107
<i>He Loved her for Life</i>	109
<i>Is That Customer Intimacy?</i>	109
<b>7. The L&amp;S Passion Principle</b>	<b>113</b>
<i>I can Hear you Loud and Clear</i>	113
<i>Darn! I Dropped my Passport in a Mailbox</i>	114
<i>Living by the Company's Credo</i>	116
<i>Learning to Speed Dial</i>	117
<i>She Tracked him Down — He was Impressed</i>	118
<i>About Life Support</i>	120
<i>The Pharmacy Got Involved</i>	121
<i>Where there is No Struggle, there is No Strength</i>	122
<i>Suppressing Personal Grief</i>	124
<i>Diamonds Are Forever</i>	125
<i>Pizza Order with Toppings of Devotion</i>	126



<b>8. The L&amp;S Silence Principle</b>	<b>131</b>
<i>The Reluctant Heir: Determined to Succeed</i>	132
<i>Sustaining a Thousand Year Legacy</i>	133
<i>Agency-Man Masters the Grill</i>	136
<i>A Love Hate Relationship</i>	138
<b>9. The Latency Factor</b>	<b>143</b>
<i>The Persisting Distortions</i>	143
<i>Learning from The Gurus</i>	144
<i>Proposing The Latency Principles</i>	148
<i>The Persistence of Hindsight-Latency</i>	150
<i>The Allure of Foresight-Latency</i>	151
<i>Mapping The Latency-Factors</i>	152
<i>Question the Unquestioned</i>	156
<b>10. The New Horizons</b>	<b>161</b>
<i>The Age of AI</i>	162
<i>The Shifting Demographics</i>	165
<i>Declining Trust</i>	167
<i>A Vortex of No Return</i>	169
<i>Opening Minds</i>	172
<i>Acknowledgements</i>	179
<i>List of References</i>	187
<i>Author Introduction by Raymond N Bickson</i>	197
<i>Author's Profile</i>	203



*Those who live in the past limit their future.*

— *Anonymous*

---

*Foreword by Ratan N Tata*

---


**I**n his book *Loyalty and Sacrifice*, Mr. Raghu Kalé emphasizes that digital progress is no longer a trend but the new norm. Artificial Intelligence and advanced algorithms are impacting lives in more ways than we are aware of, and industries are investing heavily in big data powered AI to anticipate customer needs and create hyper-personalized experiences with the intent of building customer loyalty.

These advances highlight the need to revisit old definitions of customer loyalty which can no longer be defined merely by repeat purchase. The book proposes a new definition of customer loyalty and provides all the numerous new-age factors that affect it.

It is hoped that this book will help corporates, students, and proponents of new-age businesses to understand the hidden facets of loyalty and stay relevant in an ever-changing digital age.



Ratan N Tata



*Everyone is ignorant, only on different subjects.*

— *Will Rogers*

---

*Preface by Dr. Edward de Bono*

---

**T**his book is about loyalty and sacrifice and how they are inseparable. There are countless stories about the act of sacrifice that boldly prove one's loyalty and these two dimensions are very firmly bonded together. Unless there is a uniform definition of the basic terms and words, practical understanding and common approaches cannot be developed.

Human mind organizes information in patterns which becomes a deterrent to new ideas. The more firmly the pattern is established, the harder it becomes to dissolve the old notions. If you want to do something but feel something is preventing you, then that something is probably loyalty to some existing system — whether it is family, religion, culture, rigid bureaucratic systems thinking in corporations or anything similar. So, adherence to a particular way of thinking about things is a very crucial part of all lives.

Those of you who have read any of my books will know about my thinking on creativity and new ideas. The mind is

held hostage to old ideas. This may require some courage to think and to do, but if we are to make any progress at all, then there has to be some degree of breaking from old ways; otherwise we are bound forever in old ideas.

It may also be that one of the loyalties you have to escape from is your general thinking about yourself. To understand ‘*sacrifice*’ you also need to understand ‘*loyalty*’ and this book helps you in both cases.

This book makes very clear what loyalty is, and its different aspects, and at the same time, reveals the hidden aspect of sacrifice, which jumps over the boundaries of loyalty.

In many of my books, particularly in *The Mechanism of Mind*, I describe how the brain controls patterns, which then control our future perception and action. The characteristic behavior of the system is shown to create and reinforce patterns. Set patterns in the system determine how new experiences are integrated. Attention tends to flow along well-worn paths and patterns have large catchment areas. Novel experiences are often lost as attention flows down old tracks that are in some way similar to the new experience. Sometimes starting at a different point in an established pattern can lead to a jump out of that pattern to a new one. These behaviors are analogs

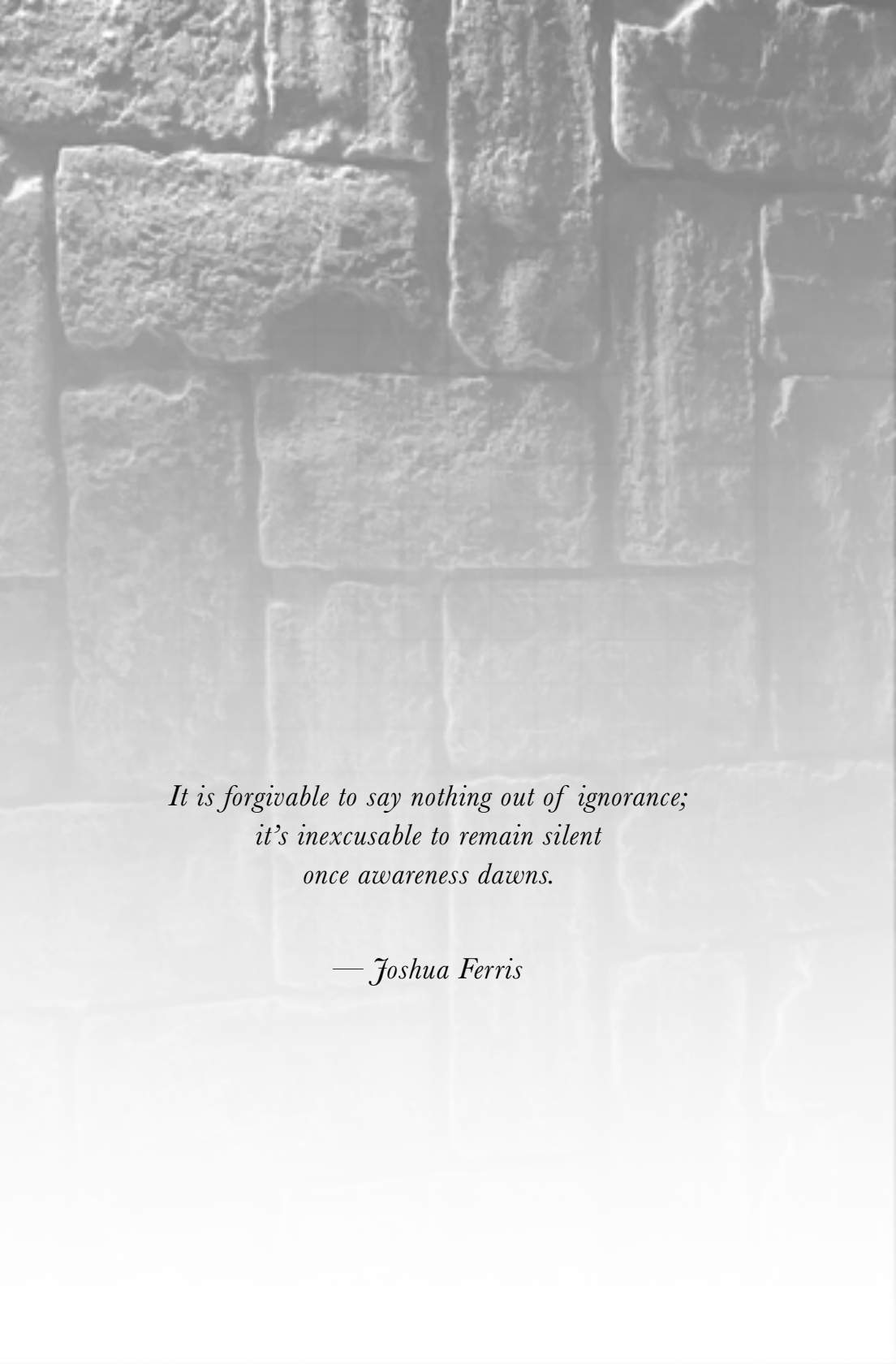
to human thinking behaviors such as circular thinking, prejudice, polarization, insight, and humor.

In a sense, any new idea is a sacrifice if it breaks the loyalty of an existing pattern. But sometimes, new ideas are necessary. We may be aware of the sacrifice involved in any particular idea and still decide whether to use it or not. And yet there are times when the sacrifice is hidden in plain sight and it gets ignored due to mental bias.

This book opens a new conversation, and I am hopeful this book will help a discussion on the hidden facets of loyalty.

A handwritten signature in cursive script that reads "Edward de Bono". The signature is written in dark ink and has a long, sweeping horizontal line underneath it.

Dr. Edward de Bono



*It is forgivable to say nothing out of ignorance;  
it's inexcusable to remain silent  
once awareness dawns.*

— *Joshua Ferris*



---

## *Author's Note*

---

**I**t was a breezy summer evening, calm and peaceful, a perfect full moon casting its glow on the lovely golf course in the army cantonment area where I went to school during my teenage years. I was having a lively discussion with a gentleman who had served in the army. Our conversation gradually turned towards leadership in the corporate world. I was a rookie out of business school, my head full of newly acquired impressions about inspiring corporate leadership and management principles, and I was enthused about sharing my views. The colonel, meanwhile, had gone silent — I presumed he was absorbing my comments as he nursed his drink. I was not prepared for what followed.

After a long silence, he placed his drink on the table and exclaimed: *“You think you guys in the corporate world have leaders? Do you have followers who can take orders and do what is required? That really should be the key question.”* He paused. I reflected. The silence was deafening. He continued: *“Knowing full well that a certain percentage of those who run across the minefield will be maimed.*

*Knowing that for some, death is a certainty if they choose to run across the minefield.” He paused again, I had nothing to say. The silence was a blessing. It helped me think. “When the captain of the platoon says that we must run through a minefield and capture the post on the other side — there is no second guessing the captain. He is the first to lead and the platoon follows with zeal to achieve a tactical move — that’s what leadership is all about. It takes courage. It is leading from the front — I don’t see leadership in the corporate world that can match such ordeals; and yet you talk about leadership?”*

The colonel’s remarks stayed with me through the years and I often pondered over our conversation. Gradually I began to grasp the elusive potential of sacrifice that is endured by all those who implicitly follow their leader. There is no time to say O captain! My captain! There is no time for grief and sorrow. In the blink of an eye the troops spring to action to execute their captain’s orders. A leap of faith. An absolute trust in the leader. An alignment of shared vision and values enabling plausible action.

During my stint in hospitality, I had the good fortune to work with some of the finest hoteliers from around the world. In my endeavor to understand and unravel the mysteries and magic that create defining moments in hospitality, I had to dig deep to understand the tenets of

service. How does one explain the true essence of service? A tricky question indeed.

The dictionary definition lacks depth. What made my colleagues in hotel operations enthusiastic about serving their customers? What drove them to show kindness, consideration and warmth towards strangers? On one occasion I heard this explanation: *“You can’t teach people to be nice — either you have it, or you don’t — some people enjoy serving others — while some are not cut out to serve.”* A statement that alludes to the roots of service residing in deeper personality traits. *“Hospitality is not just a profession; it is a way of life”* — an assertion I often heard during my myriad deliberations on the subject over the years. *“The service demeanor has a cultural dimension influenced by the regions of the world — the West, the Far East, Asia, the Middle East — and religious influences emanating from cultural stands.”* Everyone had something valuable to share.

On one occasion I found myself engaged in a conversation with a senior colleague, a consummate hotelier. Our chat circled around what service indeed is? This was my attempt to get to the bottom of how one truly comprehends the depth of service. Where does one draw inspiration for service? He asked me, *“...as a child do you recall ever running a fever? And then your mother taking care of you?”*

Promptly, I responded, “...yes, *I remember that — my mom supported and comforted me while I was sick and in pain.*” Then he asked me: “*Did you thank her for the services she rendered?*” I said, “*Gosh, no! not precisely at that time!*” He pushed further, “*Did you give her a five-star rating?*” He went on and his remarks made me perceive the esoteric nature of service. That it was something spiritual. I realized that service is not about a transactional mindset — it is embedded in the very mental and attitudinal make-up of those who love to serve. Hospitality is inspired subliminally by what humanity has to offer. It can never substitute the care and affection that family bonds exude in a relationship and yet it is these human values that inspire those in the hospitality and services business and drive them to act with a passion to serve. Much like moths drawn to a flame.

Taking pleasure in serving others and drawing comfort from the smiles on their faces — this breed of people are the well-wishers and custodians of hospitality. Looking closely into the lives of my colleagues in hospitality I realize that they are truly loyal to their profession — they are ready to leap over minefields to achieve their goals and follow their passion. Extraordinary stories about frontline associates at *Taj Hotels Resorts and Palaces* going beyond the call of duty seem to be never-ending and confirm the existence of a service

philosophy deeply rooted in loyalty and love for the institution. This service philosophy was conspicuous during the 2008 terror attack on the iconic Taj Hotel, Mumbai. During that tragedy, I witnessed the incredible acts of courage and selflessness of the employees of the Taj who willingly endangered their lives to save their guests and colleagues. As I listened to the poignant accounts of how the staff risked their lives, formed human walls and even took bullets to save the lives of their guests, one thing became clear — they were driven to act selflessly out of a sense of spiritual connect they felt with the hotel, a steadfast devotion to the institution and an unwavering allegiance to its ideals.

The Taj has always been known for its inimitable hospitality and the acts of its employees in extending themselves to serve guests has an unconquerable sense of duty and pride in the institution. While the world praised their courage, grace and hospitality, the Taj employees maintained that they were only doing their duty. Even in the face of imminent danger to their own lives, they continued looking after their guests — inspired by the deeply embedded values of the organization and propelled by an immense sense of loyalty towards their workplace.

And so, it appears that loyalty is the silent particle charge. It is the potential energy, an equity willing to be discharged. It is what whets the appetite to sacrifice for a cause, prompted by a clear sense of duty and desire to fulfill a mission.

Thus, loyalty and sacrifice are bonded together. These two facets are inseparable. I have witnessed closely the sacrifices of colleagues and the silent compromises that they endured. These thoughts lingered in my mind over the years and finally pushed me to write this book. The relevance of my propositions in this day and age of digital capabilities is relevant for exploring new horizons. In this book I outline my views, thoughts and propositions.

---

## **CHAPTER 1 – THE CONTEXT**

---

We are at the cusp of a digital revolution and it is an opportune time to take into context how the digital age is ushering change. This chapter includes a few examples that shine a spotlight on the challenges of surviving the onslaught of technology and a hope for good governance.

---

## **CHAPTER 2 – THE HUMAN SPIRIT AND LOYALTY**

---

This chapter deep-dives into the facets of loyalty by citing a few anecdotes. Here, I have crafted a new definition of the word ‘loyalty’. It has ramifications on sharpening a universal common definition of the term. With the accelerated pace of digital progress, it can have a long-term impact on stakeholder engagements and help design more effective employee and customer loyalty programs based on a common yardstick. This chapter proposes four fundamental loyalty axioms that apply uniformly to any human act without cherry picking.

---

## **CHAPTER 3 – THE SOUL OF SACRIFICE**

---

A deep connection between the soul of sacrifice and its invisible ties to loyalty is illustrated. This deep connection is unraveled with anecdotes to amplify its relevance. Based on the foundation of loyalty axioms this chapter proposes the basic tenets of loyalty that apply to customers and employees uniformly.

---

## CHAPTER 4 – GO FIGURE!

---

*Go Figure!* illustrates conceptually the impact of actions delivered and derived by employees and customers under a common framework. This chapter presents four *L&S Principles* of loyalty — *L&S Elusive Principle*, *L&S Wallet Principle*, *L&S Passion Principle* and *L&S Silent Principle*. A unified framework can open opportunities for a common vocabulary and facilitate a conversation to enhance the subject besides allowing measurement and identifying correlation across all four *L&S Principles*.

---

## CHAPTER 5 – THE L&S ELUSIVE PRINCIPLE

---

Within the framework of *L&S Elusive Principle* real-life accounts illustrate the existence of sacrifice that customers endure as a mark of their loyalty. This chapter showcases a few stories and allows reflection about such occurrences that are unaccounted for in relation to measurement of loyalty in appreciation towards customers. A long lasting relationship could be secured if there was a way to unearth these blindspots. The digital revolution can trace consumer



behavior in ways that was unthinkable in the past and the new age provides a platform to take into account new dimensions of loyalty that is based on the four axioms of loyalty. The real life accounts connect the dots with the new definition of loyalty.

---

## **CHAPTER 6 – THE *L&S* WALLET PRINCIPLE**

---

Within the framework of *L&S Wallet Principle* real-life accounts illustrate consumer loyalty in accordance with a revised and unified definition that can be applied to all the stakeholders. This chapter highlights real stories that corroborate a new dimension of sacrifice as seen from the ‘share of wallet’ point of view.

---

## **CHAPTER 7 – THE *L&S* PASSION PRINCIPLE**

---

When employees are passionate about their work and believe in the organization’s vision and values, there is a potential for them to go beyond the call of duty to provide exceptional service to their customers. This chapter depicts the *L&S Passion Principle* through real examples of spirited employees going beyond the expected to delight their customers.

---

## **CHAPTER 8 – THE L&S SILENT PRINCIPLE**

---

Sometimes the call of duty is so strong and the sense of responsibility so powerful that it drives people to make silent sacrifices for the ones they love or for the cause they believe in. This chapter showcases a few stories that illustrate this *L&S Silent Principle*.

---

## **CHAPTER 9 – THE LATENCY FACTOR**

---

War heroes and employees sacrifice in the name of loyalty and their acts are applauded, celebrated and recognized. However, when asked if customers are capable of sacrifice it draws a blank. Customer loyalty is defined by repeat purchase which has become the basic building block to measure loyalty. Why this distortion and discrepancy in definitions? In this chapter I have attempted to explain these anomalies. This chapter dwells on heuristics and mental patterns under the umbrella of the ‘Latency Factor’ and defines the concepts of Hindsight Latency and Foresight Latency.

---

## CHAPTER 10 – NEW HORIZONS

---

New Horizons brings out the relevance of the demographic shifts, digital capabilities, and existing practices — with a forward-looking expression to design a better tomorrow and emphasizes this as an opportune time to engage with a unified definition of ‘loyalty’ based on a foundation of the *L&S Principles* and puts forth a series of questions to navigate the next steps for interested audiences.

I have had the benefit of knowing professionals from myriad disciplines spread around the world who took time to read my concepts at various stages of development. During the development phase it was clear that this subject deserved a full throated expression that digs deeper into breaking mental patterns of adherence, as attention tends to flow along well-worn paths — and so this culminated in my attempt to write this book in 10 chapters for an easy read on a short flight, for corporate leaders, marketing professionals and bright minds in academia.

*Indeed it is time to break away from established patterns  
and sharpen the definitions for ushering new horizons.*

# 1

*Round, Like a circle in a spiral  
Like a wheel within a wheel  
Never ending nor beginning  
On an ever-spinning reel  
Like a snowball down a mountain  
Or a carnival balloon  
Like a carousel that's turning  
Running rings around the moon  
Like a clock whose hands are sweeping  
Past the minutes of its face  
And the world is like an apple  
Whirling silently in space  
Like the circles that you find  
In the windmills of your mind ...*

— *Alan Bergman and Marilyn Bergman*

## 1. THE CONTEXT

---

first  
things  
first

The human mind's inquisitiveness and urge to discover, expand knowledge and explore the unknown has driven some of the most significant achievements in history. From the pure arts to finding solutions to complex issues, its creativity finds expression in myriad ways. Yet, the mind remains an enigma — for decades philosophers and scientists have attempted to understand what makes human beings more than just complex robots. And while the workings of the mind continue to befuddle, the field of artificial intelligence ( AI ) — which focuses on recreating the abilities of the human brain — has progressed stupendously and is influencing mankind in ways that we have only begun to fathom.

The Oscar-winning melody *The Windmills of Your Mind* is one of my favorite songs. Its lyrics have a somewhat allusive reference to the sentiment of holding our minds hostage to

## *Loyalty and Sacrifice*

well-established thinking patterns. No wonder this melody has inspired over a hundred renditions in the past fifty years. It's a testament to this wistful melody that attracts the creative mind to these lyrics and mesmerizes listeners in its patterns. It is about familiar compliance that makes it hard to break from forceful associations.

The phenomena of holding our minds hostage to desirable patterns is not just evident in creative expression. It permeates organizations, businesses and even judicial establishments. Landmark Supreme Court judgements are cited as reference points and signal a lighthouse syndrome as precedent for other cases to follow. In the corporate world the inclination to enquire about past practice is a common occurrence when faced with conflicting or uncertain decisions. People are blinded to new ways of thinking by perspectives they acquired through past success. *The Windmills of (Y)our Mind* are all pervasive.

## *THE DIGITAL IMPACT*

Fascinating aspects of human life are being touched by forces of digital revolution that we are only at the cusp of. Much like the way the human mind works, machines — on the basis of vast amounts of data — are becoming

## *The Context*

stunningly adept at making recommendations that influence and inform decisions we take in our daily lives. There is just no escaping from machines monitoring and analyzing our behavior. A case in point: a *Forbes* story about an angry man who went into a department store:

*“My daughter got this in the mail!” he said. “She’s still in high school, and you’re sending her coupons for baby clothes and cribs? Are you trying to encourage her to get pregnant?” The manager didn’t have any idea what the man was talking about. He looked at the mailer. Sure enough, it was addressed to the man’s daughter and contained advertisements for maternity clothing, nursery furniture and pictures of smiling infants. The manager apologized and then called a few days later to apologize again. On the phone, though, the father was somewhat abashed. “I had a talk with my daughter,” he said. “It turns out there’s been some activities in my house I haven’t been completely aware of. She’s due in August. I owe you an apology.”<sup>1a</sup>*

The confluence of digital technologies with decision making is churning out new realities. Bots and trolls are profoundly introducing a bias, sometimes by design, and amplifying our likes and dislikes. They are also accelerating polarization of attitudes.

## *Loyalty and Sacrifice*

The movie *Brexit* illustrates the use of digital powers to change the trajectory of a nation. Writing about the movie, the HBO website says:

*The result of the Brexit referendum in summer 2016 caused a political earthquake ... and sent political tremors around the world. This provocative feature-length drama goes behind the scenes, revealing the personalities, strategies and feuds of the Leave and Remain campaigns. The tactics employed by Vote Leave during the data-driven campaign swayed a historically silent voting bloc that would ultimately decide the outcome of the referendum, as well as affecting future elections around the world.*

The perils of the 2016 US election is but a slow moving glacier. Andrew Keen, a British-American entrepreneur writes:

*...rather than demonstrating the empowering glory of the Information Age — when citizens should have access to more information about candidates and issues than ever before — what we are seeing is the rise of the Misinformation Age.<sup>1b</sup>*

The digital revolution has hit humanity at many levels ranging from privacy — its impact on free speech and its bearing on the electoral process to the manner in which public opinion is shaped and shared on social networks, going beyond the personal sphere and influencing consumer behavior.



## *The Context*

### *LEADING WITH WISDOM & VIRTUOUS GOVERNANCE*

Businesses are competing on their ability to predict what a consumer is highly likely to do or want next, and the agility of delivering it, in order to optimize the customer experience and encourage loyalty in a highly competitive environment. Vast amounts of consumer data merged with refined algorithms supported by ever-improving computing power and very sophisticated measurement matrixes has enabled the development of incredibly complex algorithms that assist in reading human emotions behind nuanced and fleeting facial expressions, to maximize advertising and market research campaigns.

Specialists armed with data mining capabilities are ready to dissect with surgical precision their target audiences with an intention to modify their behavior in accordance with the goals of the masters they serve.

*Are they making a Frankenstein out of us?*

Are we living in an age that could best be described as — *So much data yet so little wisdom?* The so-called gurus will tell you to put your money where your mouth is. As noble as the intention behind this expression may sound, it leans towards an animal-like instinct. The digital revolution keeps putting

## *Loyalty and Sacrifice*

money where its mouth is, and we know what we have got. There are respectable businesses that are not persuaded by the letter of the law alone. It takes conviction to quell temptations in conscious choices to abide by the spirit of the law and conduct their affairs by their moral compass. Even the most respected businesses can fall prey to *‘seen to be doing the right thing’* rather than *‘choosing to do the right thing’*. In stark comparison, tech businesses — as the new kids on the block — may lack maturity and wisdom, and yet they hold the most potent tools that can shape the future of humanity.

Issie Lapowsky is a senior writer for WIRED covering the intersection of tech, politics, and national affairs. Her article is revealing: “How Cambridge Analytica Sparked The Great Privacy Awakening”:

*On October 27, 2012, Facebook CEO Mark Zuckerberg wrote an email to his then-director of product development. For years, Facebook had allowed third-party apps to access data on their users’ unwitting friends, and Zuckerberg was considering whether giving away all that information was risky. In his email, he suggested it was not: “I’m generally skeptical that there is as much data leak strategic risk as you think,” he wrote at the time. “I just can’t think of any instances where that data has leaked from developer to developer and caused a real issue for us.”*

## *The Context*

*... But Zuckerberg couldn't see what was right in front of him — and neither could the rest of the world, really — until March 17, 2018, when a pink-haired whistleblower named Christopher Wylie told The New York Times and The Guardian/Observer about a firm called Cambridge Analytica.*

*Cambridge Analytica had purchased Facebook data on tens of millions of Americans without their knowledge to build a “psychological warfare tool,” which it unleashed on US voters to help elect Donald Trump as president.*

*... Wylie's words caught fire, even though much of what he said was already a matter of public record. In 2013, two University of Cambridge researchers published a paper explaining how they could predict people's personalities and other sensitive details from their freely accessible Facebook likes. These predictions, the researchers warned, could “pose a threat to an individual's well-being, freedom, or even life.” Cambridge Analytica's predictions were based largely on this research. Two years later, in 2015, a Guardian writer named Harry Davies reported that Cambridge Analytica had collected data on millions of American Facebook users without their permission, and used their likes to create personality profiles for the 2016 US election. However, in the heat of the primaries, with so many polls, news stories, and tweets to dissect, most of America paid no attention.<sup>1c</sup>*

## *Loyalty and Sacrifice*

The term ‘*digital gangsters*’ seems to have been coined by the British parliament to label the leadership in the digital realm. It is no secret that companies plunder and harvest consumer data and sell it to other businesses who unlock its value by targeting consumers. *The New York Times* reported in November 2018 that “*Christopher Wylie, who helped found the voter-profiling firm, said that clothing preferences had been key to helping ‘Steve Bannon build his insurgency’.*”<sup>1d</sup>

Polarization has surely caused a wisdom deficit. An investigative piece in *The New York Times* noted:

*Facebook has gone on the attack as one scandal after another — Russian meddling, data sharing, hate speech — has led to a congressional and consumer backlash.*

*“We’re not going to traffic in your personal life,” Tim Cook, Apple’s chief executive, said in an MSNBC interview. “Privacy to us is a human right. It’s a civil liberty.” — (Mr. Cook’s criticisms infuriated Mr. Zuckerberg, who later ordered his management team to use only Android phones — arguing that the operating system had far more users than Apple’s.)* <sup>1e</sup>

My intention is not to chime in on the argument that Tim Cook or Mark Zuckerberg appeared to be at loggerheads over; while one is passionate about protecting privacy and

## *The Context*

civil liberties, the other is ready to put their money where their mouth is. I intend to illustrate missing priorities of governance over greed.

Human progress cannot be measured solely by the yardstick of economic success — morality and ethics are important. In almost every sphere conflicting values seem to hinder progress; hence great emphasis must be placed on nurturing values that ensure holistic development.

The difference between abject criticism and constructive criticism is far too stark, yet ignored for what it can do to support progress. The lethal powers of digital technologies have been at play. A new term ‘cyberbullying’ has made its way into the dictionary. Vested interests use social media as their battle ground and the innocent are the victims. We are at the mercy of the wisdom of our leaders to secure practices for good governance.

In this short book, I argue that elevated awareness is required in these turbulent times to summon the better angels of our nature and fill the value based deficit that we see around us. What makes this so pressing is the relentlessly Darwinian nature of technological development. The evolutionary pressures surrounding technological growth are every bit as

## *Loyalty and Sacrifice*

intense as in nature — corporations and governments are investing huge amounts of money with the intent to build faster, more effective and efficient systems, that keep consumer upgrade cycles running smoothly.

### *GETTING BACK TO BASICS*

Typically, marketers have used consumer data to implement a system of loyalty programs that rewards purchasing behavior, in an effort to build and retain customer loyalty. These loyalty programs are used as a vehicle to drive incremental sales and grow market share. Customer loyalty has been reduced to being just a transactional relationship where repeat purchase is an indicator of customer loyalty and is rewarded with free merchandise, coupons and other incentives and the frequency of repeat purchase becomes a measure of loyalty. Somehow this makes me uneasy and forces me to go back to basics and revisit the tenets of ‘loyalty’ as a concept. Its origins reside in how we organize information in patterns which becomes a deterrent to new ideas. The more firmly the pattern is established, the harder it becomes to dissolve old notions. Remember *The Windmills of Your Mind?*

## *The Context*

Practices reinforce conformance. Over time it becomes customary. Then it turns into a relevant norm. This is how definitions of certain words appear to gain contextual relevance. This book attempts to unravel the nexus between ‘loyalty’ and ‘sacrifice’. These two human traits appear inseparable. Going beyond the call of duty is an accepted trait and seen as a dimension of sacrifice. Something that the loyal soul is willing to forgo. It is expected, accepted and celebrated. Employees and war heroes make sacrifices as they are loyal to the cause and the purpose they seem to pursue. It is clear that loyalty can’t exist without sacrifice.

*The question is — are customers capable of sacrifice?*

There are customer loyalty programs that are central to the relationship that various brand initiatives attempt to forge with the customer. A host of studies have strived to offer insights for better decision making towards strategic goals in achieving success. And yet, the definition of loyalty as applied to employees and veterans is not the same as the definition of loyalty that is applied to customers. These distorted and skewed definitions are a result of holding the context hostage to adherence of applied norms.

## *Loyalty and Sacrifice*

The assimilation of knowledge and its application is a significant factor in considering the achievements of humanity. Digital advancements challenge us to introspect and ask ourselves what it means to be creatures of language, self-awareness and rationality.

Our best hopes of progress remain in understanding our purpose that serves not only our survival, but also our thriving; and striving to stimulate conversations and build systems that serve rather than subvert these.

This book portrays the human dimension of loyalty and sacrifice that organizations witness, celebrate, confront and sometimes, inadvertently, are oblivious to. I hope this book ignites a conversation to further the cause of humanizing our lives in these changing times.



---

**IN SUMMARY — THE CONTEXT**

---

- ★ Digital capabilities have been changing our lives. The confluence of digital technologies with decision making is churning out new realities. Bots and trolls are profoundly causing bias, sometimes by design, to amplify our likes and dislikes. Arguably it is also accelerating polarization of attitudes. The power of digital tools are used to manipulate the electorate and extract value in consumer markets and disastrous consequences of digital manipulation is threatening freedom.
- ★ A call for consciousness and corporate wisdom appears to be the need of the hour.
- ★ The marketing application of new technologies is encouraging. Convergence of the growing appetite for data and refined algorithms supported by very sophisticated measurement matrixes is mapping emotions. Dedicated effort has been put into the development of algorithms that assist in reading human emotions behind nuanced and fleeting facial expressions, to maximize advertising and market research campaigns.

“ ... It is hoped that this book will help corporates, students, and proponents of new-age businesses to understand the hidden facets of loyalty and stay relevant in an ever changing digital age.”

— **Ratan N Tata, Chairman Emeritus, Tata Sons**

“ ... This book opens a new conversation, and I am hopeful this book will help a discussion on the hidden facets of loyalty.”

— **Dr. Edward de Bono, Lateral Thinking Pioneer**

Loyalty and Sacrifice are inseparable. In the case of war heroes and employees, sacrifice is well recognized and celebrated. In the case of customers, the question is: *are customers capable of sacrifice?*

This book proposes a holistic and uniform definition of loyalty and embraces its hidden facets to re-define customer loyalty.

It provides a new framework with four axioms of loyalty and four L&S Principles supported by over 30 true accounts.

A new concept of Latency Factors, based on cognitive bias and mental patterns, that identifies the blind spots in our thinking, is also introduced in this book.

The relevance of this book is timely as the world is witnessing rapid digital progress. Only if basic definitions are precise, can advanced algorithms be useful for worthwhile human progress.

**LOYALTY CANNOT EXIST WITHOUT SACRIFICE**

*are customers capable of sacrifice?*

ISBN 978-0-578-56898-0

9 0000 >



9 780578 568980