

Case 2: Improving Customer Engagement at Mahindra Tractors in 2004-06

Customer: (Late) Mr. Gautam Nagwekar (EVP - Sales and Marketing)

Vision:

1. Worlds' largest tractor manufacturer!
2. Shape industry behavior in India!



Stated Need:

M&M's chosen strategy was Customer Intimacy through excellence in Sales & Service at dealerships. However, with 7,000+ Dealer Sales Executives (DSEs), who were not highly educated or motivated, the client was, and rightly so, anxious about their strategy getting executed at Dealership level. To add to this was the high attrition rate of DSEs. It was estimated that, each year, about 1/3rd of the DSEs would be replaced by new ones! So, how do you go about creating a sustainable training program that would be simple enough for DSEs and effective enough for Mahindra Tractors?

Solution:

We convinced the client that depending on 3rd party trainers is never going to be sustainable enough for what they wanted to achieve. We put the responsibility of Training and Coaching DSEs on the Company Frontline i.e. Territory Managers (TMs)

We developed selling methods for different types of buyers to deliver on what he values, for 'A Memorable Buying Experience' - The Mahindra Way (of helping the buyer decide, in favour of Mahindra)! We created a 10-module training film to depict how we would like the DSEs to go about their selling in progressive stages

We trained their 150 TMs to Train their DSEs using the film and PPT we created. We also taught them to Coach On-the-job (OTJ) using a simple 1-page coaching tool

Outcome:

150 TMs learnt The Mahindra Way from us. They trained 7,000+ DSEs using the film we created. They coached the DSEs OTJ. The film we created in 2005 was being used till at least 2014-15 as we know as a part of their sales induction

Pleased with our work, Mr. Nagwekar got us to train the entire Customer Care Team

Post this work, we created 'The Mahindra Way' for Mahindra Trucks & Bus Division, Mahindra Powerol (Gensets), and Mahindra Spares