

Case 3: Sales-force Transformation at Mahyco Seeds in 2019



Sponsor: Mr. Shirish Barwale (MD, Mahyco Seeds)

Customer: Mr. Ajay Vaidya (Chief HR Officer, Mahyco Seeds)

Vision: Feed the World with Indian Agriculture

Stated Need:

Mahyco is in the business of Breeding, Production, Sales & Distribution of Hybrid Seeds in Row Crops and Vegetables. Mahyco was once Market Leader for 30+ years, courtesy product leadership. But not anymore. A new leadership initiated some good changes over the last 3-4 years. However, to expect the glory days when long-term product superiority was possible is utopian

The Client wanted the Sales Organization to regain conviction, learn and show real Salesmanship, speak the same language, improve the quality of reviews, work in a disciplined and consistent manner

Solution:

1. The Mahyco Way of Selling

We convinced the client that the way to go ahead is to put the responsibility of improving the Last-milers (Market Dev. Officers - MDOs) on their Territory Managers (TMs). The TMs must see themselves as 'Vighnahartaas' to their MDOs, the 'Karyakartaas'. Towards this, they must continually train and coach them OTJ

To enable the TMs play their role of 'Vighnahartaa', we created the Mahyco Way of Selling in the form of 4 Training Films depicting how The Mahyco Salesmen can make good calls on Retailers, Distributors and how they can conduct small Farmer Meets

2. The Mahyco Way of Working (for Vegetable Seeds Business Unit)

We created a Way of Working (WoW) for each role in the sales hierarchy of the Vegetables Seeds BU. We started with the Last-miler, going upwards in the hierarchy to ensure that the field-time and schedule of the last-miler is of paramount importance. For each role, we created: Reason for existence, Responsibilities, Efforts and Results Measures, Calendars (typical day-week-month in the life of each role-holder, aligned to all others), Required Knowledge-Attitude-Skills-Habits

3. eLearning program for Product Knowledge

4. Train-the-Trainer: We trained ~160 TMs to Train their field-force using the films and PPT we created. We also taught them to Coach On-the-job (OTJ) using a simple 1-page coaching tool

Outcome:

160 TMs learnt The Mahyco Way from us. They trained their field-force of ~700 using the films we created. They coached the MDOs OTJ

The Head of Row Crops BU recently told us that the quality of Calls and Farmer Meets has significantly improved. They are structured and objective-oriented in their Calls and their overall work

Impressed with our work, Mr. Barwale got us to create a Way of Working for their new venture 'Grow Indigo' in a separate project

Here is what Mr. Vaidya has to say about us in a testimonial:

"They're reliable with structured and a tremendous "Can do it for you" attitude! They delivered an outstanding program for our Sales and Marketing teams. We are very happy with the results and look forward to a very long relationship"