

Case 4: Improving the Productivity of Bosch India Distributor Sales Reps

Sponsor: Mr. Anjan Kumar (Regional President – Automotive Aftermarket)

Customer: Mr. Bhalachandra Phadke (GM, Marketing)



Stated Need:

Bosch India Independent Automotive Aftermarket has a large no. of sales people (120+) and Distributor Sales Reps (DSR) (1000+). They **wanted to ensure the company is using these resources gainfully** so that they are effective. They wanted the right KPIs, SOPs, Roles & Responsibilities, ensuring Beat Plans, no. of calls are made; and for all of them to be **monitored to ensure they follow these, are effective** and deliver results

Solution:

1. The Bosch Way of Selling – Refresher of older Alchemists Ark intervention done in 2018

We had created The Bosch Way of Selling in 2018 for the 2-wheeler spares and Passenger Car spares teams. In 2020, we trained all the Area Managers including Commercial Vehicles Spares Team in Train-the-Trainer Programs. They trained all their respective Distributor Sales Reps using the PPT and Films we provided

2. The Bosch Way of Working (for Distributor Sales Reps)

We created a Way of Working (WoW) for the Last-miler. We increased the company's expectation of 8 Retailer Calls per day to 15 calls per day for each DSR. Gave them the method to create Permanent Journey Plans and Fixed-day Fixed-time visits to Retailers. We rolled this out in the above mentioned Train-the-trainer Programs. Area Managers got the DSRs to create PJPs and feed in their Effort Capturing Mobile App

3. Suggested Changes in the KPIs and IT systems to monitor the KPIs

Outcome:

The total number of Calls being made on Retailers every month by 1000 Distributor Sales Reps has **gone up by ~50%**

The client is also seeing **steady growth in the Number of Retailers billed every month**