THE GLOBAL AND MUTUALLY BENEFICIAL HUB

&

Market Penetration Analysis

(Case Study 3 For 4W, 2W and CV(s))

BY

AOEC

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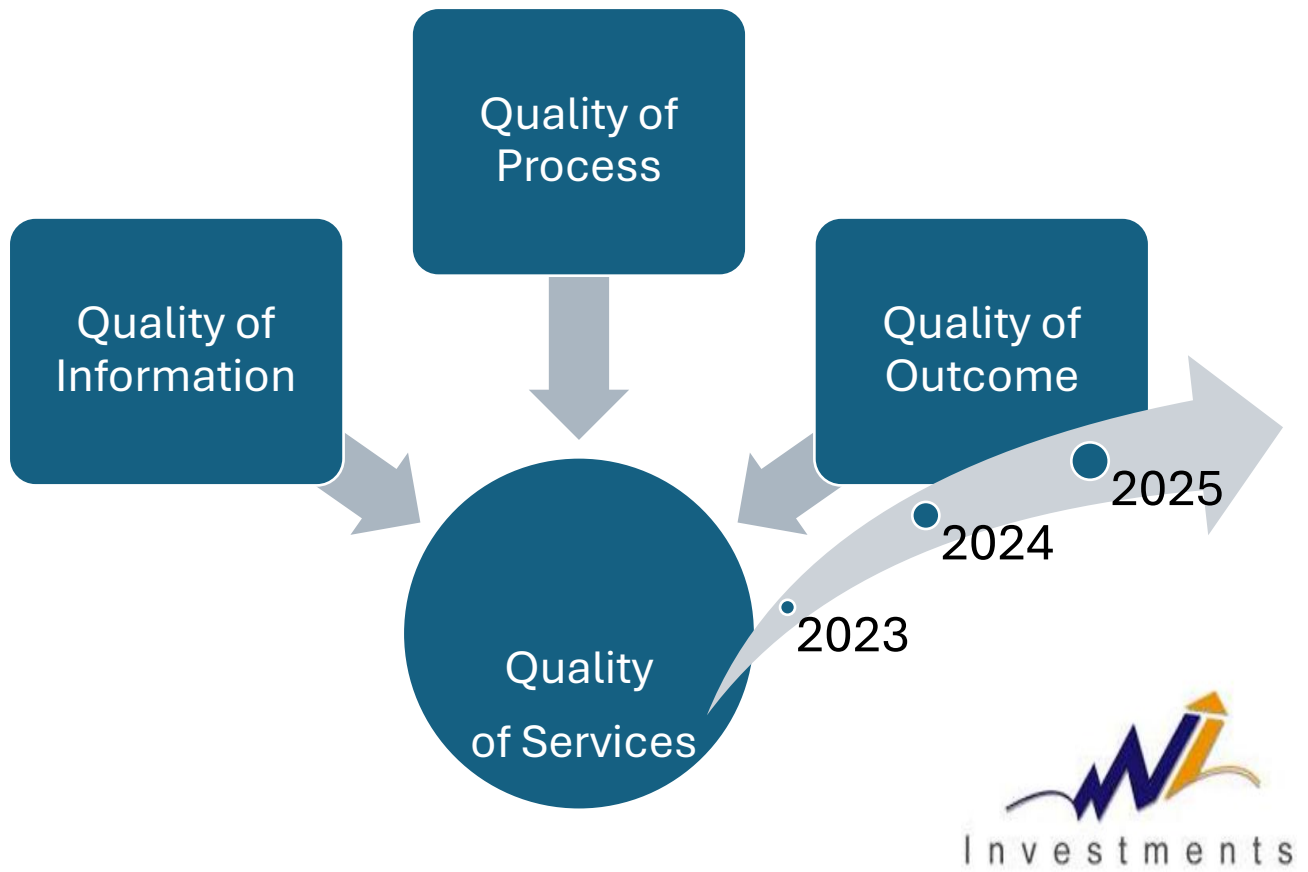
Status: Program Enabler for Improved Branding

DATE: 2nd MAY 2024   **Revised: 8th MAY 2025**

TABLE OF CONTENTS

3. EXECUTIVE SUMMARY

The Case Study focuses on Market Penetration Analysis

Via questionnaires and reviews such as

Transformations or Ripple effect

(1) Proof of Brand Assertion (refer APPENDIX I)

(2) Proof of Brand Satisfaction (refer APPENDIX II)

(3) Proof of Brand Stability (refer APPENDIX III)

(4) Proof of Brand Scalability (APPENDIX IV)

Meaning of Market Penetration

Market penetration is a measure of how much a product or service is being used by target customers compared to the total estimated market for that product or service.

Market penetration also relates to the number of potential customers that have purchased a specific company's product instead of a competitor's product.

Market penetration is a **measure of the reach and sales of a brand, product, or service** within an existing market.

Common market penetration strategies include lowering prices, acquiring competitors, targeting new markets, or introducing new products. This case study recommends improved branding as a strategy.

Why this case study is important?

This case study focuses on Key opinion leadership to make a brand globally & mutually beneficial and sustainable amidst todays agile demand influencers.

Though Market entry strategies require substantial resources for market research, product development, and establishing infrastructure in new markets, Market penetration strategies, require fewer resources as they leverage existing infrastructure and customer base but definitely help improve the Return on investment (ROI) strategy.

Return on investment (ROI) is a **ratio that measures the profitability of an investment by comparing the gain** or loss to its cost.

Market penetration is not the same as Market share, as *Market share measures the proportion of sales your business owns compared to other competitors in the same space.*
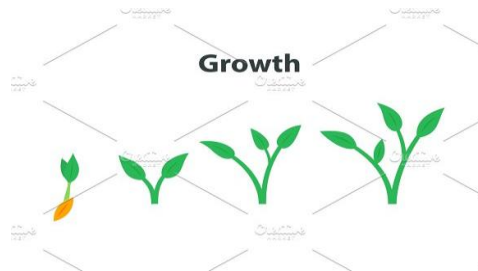
4. A NOTE FOR THE COMPANY ASSESSED

Name:

Nature of business:

5. OBJECTIVES OF THE CASE STUDY 2
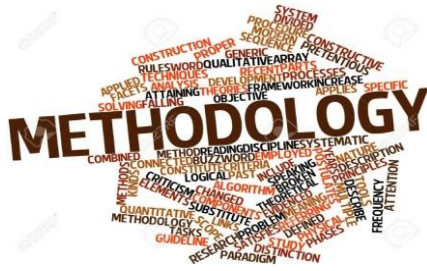
Analyze and support the important management methodologies being used for branding in

    (a) Dealership/Showrooms,

    (b) Service Centre/Workshop related Customer Relationship Management, and

    (c) Business Analytics for Brand Promotion/Penetration/Assertion

Steps followed to evaluate these pain points and present recommendations

1. Understand the impact on market position and business objective of the organization via the help of assigned members of the organization

2. Collect case study data by management level interactions, and interviews to develop evaluation methodologies for improved branding

3. Complete Evaluations via Statistical Tools (and the use of Datasets, Tableau and Excel)

4. Present Results via a Case Study Report

Remarks about how this can help:

5. THE CASE STUDY REPORT

We revisit the understanding of branding for the Automotive sector to mean

✓ Brand Assertion

✓ Brand Satisfaction

✓ Brand Stability

✓ Brand Scalability

✓ Well-managed Market Promotion/Penetration/Assertion

Market penetration strategies use the Ansoff Matrix for action planning/identifying risk
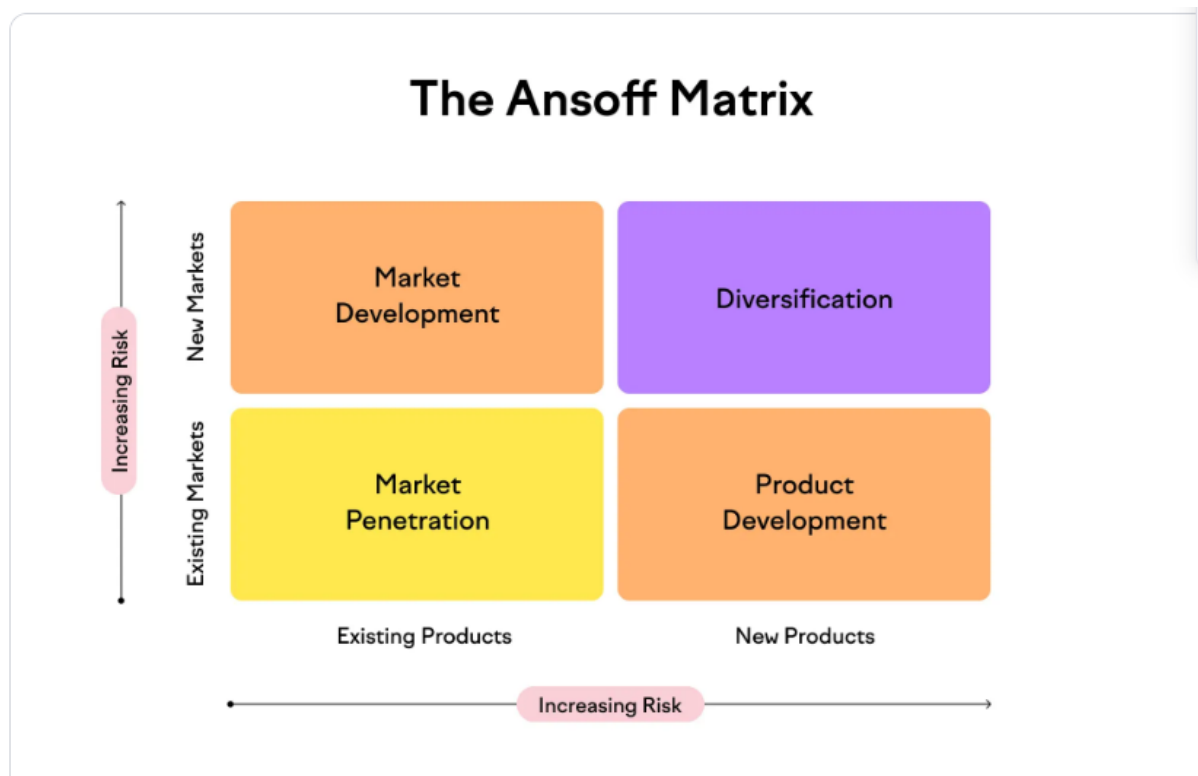
Some mainline Market Penetration strategies are as follows:

1. Micro focus and optimization in pricing strategy (via tiered pricing, promotions & discounts, strategic adjustment to suit buying behaviour)

2. Intensive marketing

3. Widespread (or geo-codified) distribution channels

4. Brand partnerships

5. Brand sponsorship of events/community welfare projects

6. Enhancing of Service Quality   7. Customer Loyalty programmes/incentives

Potential advantages of Market penetration strategies

1. Lowers risk of market dynamics and customer buying behaviour

2. Cost efficiency in branding and brand equity development

3. Greater customer loyalty

4. Increased market share

5. Competitive advantage

6. More Brand Assertion, Brand Satisfaction, Brand Stability and Brand Scalability

Limitations of Market penetration strategies

1. Does not manage market dependency always

2. Does not mitigate risk of market saturation

3. Repeated marketing can cause customer fatigue

4. Risk of competitive reaction

5. Sometimes narrows focus for new or emerging markets

To offset the potential downsides mentioned above, it is sustainable to use market penetration alongside other growth strategies like product development, market development, and diversification. AOEC finds that Key Opinion Leadership and focus can mitigate the limitations mentioned.

As a starter, calculation of Market Penetration rate (MPR) is done using the following equation but tools like Market Explorer help.

MPR = (Number of customers using product or service / Total Addressable Market) x 100

This Case Study report includes Key Opinion focus (for branding) such as

1. Market Penetration Analysis via Proof of Brand Assertion, Satisfaction, Stability and Scalability

2. Brand Equity Management programmes / enablers

3. Dataset Creation

7. Our Online References

Our TGMB Hub framework solution can also provide scope for Global and Mutually Beneficial research, competition, acclimatization, and progressive problem evaluations for sustainable development and growth.

Contents: Some previews of management frameworks to help nurture the brand or organization's unique tagline and accelerate towards a unique "Global and Mutually Beneficial" (TGMB) experience.

<u>Work in progress</u>

Proof of concept URL for *Business Tableau (or Tab or Showcase*:

https://aakkashkvautoengg.wixsite.com/businesstab

Proof of concept URL: https://aakkashkvautoengg.wixsite.com/transformviability

<u>Additionally</u>

<u>Please ask for the proof-of-concept URL(s) for automotive brands that we have identified</u>

1. Honda
2. Hyundai
3. Kia
4. Maruti Suzuki
5. Porsche
6. Toyota
7. We are work in progress for other brands

APPENDIX I (PROOF OF BRAND ASSERTION)

We at AOEC think this can be designed using the ==Nicosia model== for consumer behaviour.

1. Can the dealer associate a customer behavior model with the customers that have availed of a particular brand, and its products and services? Can this be used to reach more of such customers and increase market share? Yes/No/Not applicable

2.To assess a customer according to the Nicosia model, the dealer must assess the following aspects of purchase.

a. The customer got to know about the dealership or brand & products from an advertisement? Yes/No/Not applicable

b. The customer heard about the dealership or brand & products from another customer/dealer network? Yes/No/Not applicable

c. The customer heard about the dealership or brand & products from an automobile-trends-savvy associate, or referral like a business associate, or more simply a co-worker or direct customer (like a relative/friend)? Yes/No/Not applicable

d. The customer simply purchased the brand/product? Yes/No/Not applicable

The answers to the ==first field of questions can be processed for better advertising strategy formulation==, to form an input to the **second field of questions** that follow:

a. The customer made a choice without considering any alternatives? Yes/No/Not applicable

b. The customer made a choice due to a social accountability policy for green commuting, or for practical commuting benefits, or for a need for value addition, or for a reflection of new interests? Yes/No/Not applicable

c. The customer made a choice after weighing different factors like the brand's or product's credibility, automobile experts specific appropriateness for environmental benefits and commuting safety? Yes/No/Not applicable

d. The customer made a choice for appropriateness to personal preferences, or due to the location & convenience of point of sale, services, customer relationship, pricing? Yes/No/Not applicable

e. The customer made a choice due to specialty of the dealer or brand/product? Yes/No/Not applicable

The answers to the ==second field of questions can be processed for better search and evaluation promotional strategy formulations==, to form an input for the **third field of questions** that follow:

a. Did the customer choose the dealer or brand & product out of influences like distinctiveness, credibility, specialty, environment friendly nature and/or commuter safety practices, etc (known as positive motivation)? Yes/No

b. Did the customer choose the dealer or brand & product as immediate attention could be sought, or point of contact services where simply available, or as the cost for purchase, utilization and maintenance was cheaper in comparison to other alternatives, etc (known as negative motivation)? Yes/No

c. Did the customer choose the dealer or brand & product after seeking some problems, or incidences specific findings or negative feedback clarifications? Yes/No

The answers to the third field of questions can be processed for better brand image or service deservedness specific strategy formulations, to form an input for the **fourth field of questions** that follow.

a. Did the customer provide any positive feedback about the brand, product & services availed or point of sales consulted (known as positive performance)? Yes/No

b. Did the customer provide any negative feedback about the brand, product & services availed or point of sales consulted (known as negative performance)? Yes/No

c. Did the customer discontinue purchase, utilization, or continual utilization & maintenance (known as aborted/ degenerative performance)? Yes/No

d. Did the customer record any complaints about the brand, product & services availed (known as vital input for better performance)? Yes/No

The answers to the fourth field of questions can be processed for better performance and continual excellence strategy formulations. This is possible via the **Proof of Brand Satisfaction section that follows.**

APPENDIX II (PROOF OF BRAND SATISFACTION)

Brand and Product satisfaction can be understood via the Howard Sheth model and its viewpoints, first stimulus & an internal viewpoint and then an exogenous or external viewpoint.

1. The customer got to know about the brand/product due to certain stimulus such as

(Tick as applicable)

- o Specialty in nature of product
- o Distinctiveness
- o Quality
- o Pricing
- o Reflection of trends
- o Reflection of industry insights
- o Specialty in services offered

2. The customer selected the brand or product on the basis of certain internal viewpoints like

(Tick as applicable)

- o Past positive experience
- o Brand specific attitude
- o Proven brand image
- o Proven product quality and cost effectiveness
- o Expert opinion and not just word of mouth influence
- o Decision to invest in niche, or innovative products
- o Decision to invest in more future-useful products

3. The customer selected the brand or product on the basis of certain external viewpoints or exogenous elements like

(Tick as applicable)

- o Positive Manufacturer segment preferences
- o Positive Commuter segment preferences
- o Social accountability requirements for choice making (like being from a country, state, city, location, profession, or segment of industry)
- o Sustainable automobile products/services/solutions for interested commuters
- o Positive reviews and recommendation of certain reference groups

The choices made by customers under the above 3 influencers lead to vital response outcome variables for brand development or brand marketing, where the mentioned focus areas can thereon help the dealership establish or improve its market presence, brand & product visibility, and deservedness.

APPENDIX III (PROOF OF BRAND STABILITY)

Brand stability can be understood via the ==Multi-mediation model and its== aspects, such as first the adaptivity to influencers, next the KPI control methodology and then the decision process to design/develop/improve.

1. The customer got to know about the brand/product due to ==adaptivity to influencers== such as

Pros and cons adherence by the brand/manufacturer/dealer network for

(Tick as applicable)

- o Changing Political opinions and policies
- o Economical policies and regulations
- o Social Accountability expectations and policies
- o Technology incorporation and deservedness
- o Legal norms
- o Environmental friendliness

2. The customer got to know about the brand/product due to ==KPI control methodology== such as Key Performance focus by the brand/manufacturer/dealer network for

(Tick as applicable)

- o Manufacturing and R&D accountability
- o Design and Ergonomic effectiveness
- o Understanding needs holistically
- o Evaluating and addressing problems/incidences effectively
- o Extra interest in catering to Alpha Assistance solutions for differently abled
- o Online Galley based reporting of need to have information for customers/interested parties
- o Online Showcase based reporting of trends, success rate, past performance indicators
- o Converting negative feedback/complaints/grievances to performance focus or action planning

3. The customer got to know about the brand/product due to <mark>decision process to design/develop/improve</mark> such as focus by the brand/manufacturer/dealer network for

(Tick as applicable)

o   Demand and Supply Balancing
o   Need/Problem recognition
o   Awareness, internal search, reflection and evaluation of brand
o   Industry influencers, social contact, external search, and evaluation for branding
o   Preferences about purchase processes that ensure right choice
o   Keenness about post-purchase processes like customer satisfaction, issue resolution or replacement policy, complaint redressal
o   Active interest in tangible evidence like manufacturing & R&D facilities, NEXT generation technology development sites & infrastructure, dealer networks, point of sale showrooms, manufacturer to dealer systems, other point of contact related systems, accountability of records, product/service packaging, added customer/social benefits information, outcome influential statistics, stationery, product & services related communications, part/component color coding, inventory reporting systems, shelf-life information and end of life protocols.

APPENDIX IV (PROOF OF BRAND SCALABILITY)

Brand scalability can be understood via the ==STRIDE model and== other influencing aspects, such as promotional strategies, next customer/need dimensioning and then continual demand improvement.

1. The manufacturer/dealer network/dealer plans market entry/presence/penetration via the ==STRIDE model==, where this ensures brand management programmes can address

    (Tick as applicable)

- o **S**ales estimations and targets
- o **T**rendiness
- o **R**evenue expectations
- o **I**ndustry insights and recommendations
- o (Sustainable geo-coded) **D**istribution of dealership
- o **E**mphasis on responsive quality of service

2. The manufacturer/dealer network/dealer plans market entry/presence/penetration via ==promotional strategies==, where brand management programmes include different types of promotions such as

- o Does the organization use a well-established plan to grow & develop market share? Is this plan based on any SD&G model and learning system for building business? Yes/No/Not applicable
- o Does the organization periodically invest in ==permitted== billboards in choicest locations? Yes/No/Not applicable
- o Does the organization periodically invest in and publish product advertisements via newspaper or magazine inserts, commercials, timely spot coverage to announce success stories or to draw attention of people? Yes/No/Not applicable
- o Does the organization design, distribute or send product brochures to geo-coded "customers/ corporate houses/suppliers/sections of the government (known to be investing in commuting solutions)", to potential customers/corporate houses/suppliers, or others enquiring? Yes/No/Not applicable
- o Does the organization publish journals, papers, case studies, customer, supplier and dealer education material and ensure the same is delivered to the right audience? Yes/No/ Not applicable
- o Does the organization invest in business sales representatives, telemarketing to reach out to specific categories of customers/corporate houses/suppliers/sections of the government? Yes/No/Not applicable
- o Does the organization design, author and package its brand/product/service, point of sale records, consultation sheets, instruction slips, reports, booklets, folders and other product/service information, so as to improve awareness, accessibility and deservedness amongst customers/corporate houses/sections of the government who may be needing its specialty products and services? Yes/No/Not applicable
- o Does the organization invest in web site(s), web pages, and inclusion in premium search engines to provide details and draw attention? Yes/No/Not applicable

- Does the organization invest in advertisement hot spots on other web sites? Yes/No/Not applicable
- Does the organization know its human resources may interact with other brands or its suppliers may deal with other dealer networks, if so, does the organization mandate any protocol to draw attention to its need for non-disclosure, availability, credibility and deservedness? Yes/No/Not applicable
- Does the organization invest in promotions for its presence outside the city where the brand/products/services are being used? Yes/No/Not applicable
- Does the organization invest in catching the interest of corporate houses / sections of the government via networking or agencies? Yes/No/Not applicable
- Does the organization periodically conduct any promotional campaigns or drives to reach out to sections of customers/corporate houses/sections of the government who can avail of its products/services in larger numbers or at select locations? Yes/No/Not applicable
- Does the organization actively work on its referral mechanisms and point of sale expectations with other customer contact points/suppliers/automobile networks? Yes/No/ Not applicable

3. The manufacturer/dealer network/dealer plans market entry/presence/penetration via customer/need dimensioning, where brand management programmes include different steps such as

(Tick as applicable)

- SMART parameters to identify **proportion of demand**
- SMART parameters to understand **dimension for supply**
- Geo-codified **customer profiling**
- SMART reviews of the **needs & preferences of the bio-cluster of customers**
- Analysis on **how best to serve the customer and bio-cluster**
- Analysis of the **scale accelerators for the dealership/dealer network**
- Policy for **Push/Pull proportion for product(s) and/or services**
- Policy for **Driving Need for product(s) and/or services**
- Policy for **Designing Connected involvement and influence to improve brand equity**
- Policy for **Designing Connected usefulness of brand, products and/or services**
- Policy for **Understanding of Common expectations of brand, product(s) and/or service(s)**
- Policy for **Understanding of Corporate expectations of brand, product(s) and/or service(s)**
- Policy for **Understanding of specific Government expectations of brand, product(s) and/or service(s)**

4. The manufacturer/dealer network/dealer plans market entry/presence/penetration via <mark>continual demand improvement</mark>, where brand management programmes include different steps such as

(Tick as applicable)

- o 1. **<mark>Building Brand/Product USP and Benefits</mark>** via the following

    - ▪ **<mark>Geo-codified Customer Profiling</mark>** for Dimensioning, Business Proportion and Key Opinion Leadership for the segment of the automobile industry

    - ▪ **<mark>Benefits Topic modelling</mark>** to elevate focus for specific topics of vital importance, to achieve proportionate problem solving, where these topics could become elements of brand promotion campaigns and/or customer dimensioning

    - ▪ **<mark>Brand Equity Improvement Projects, Training and Predicting</mark>** to plan Sense and Respond elements and Key USP indicators

    - ▪ Brand Equity specific **<mark>Recommendation System and Collaboration via a Brand Analytics Centre</mark>** to improve Key Opinion Leadership for the segment of the automobile industry and to design Brand/Product USP Management in the manufacturer-dealer network/dealership

FYI: Some of these details have been covered in the TGMB Hub case studies by AOEC. In case of any interest in the same, let us know by emailing us on venkataoec@gmail.com or aakkashkvautoengg@gmail.com

o 2. **<mark>Designing the Brand Analytics Centre</mark>** to understand or recommend a plan of action via the

A. <mark>Development of a Project management approach</mark> for the brand and its products & services, where details such as the following are maintained for a product by the dealer/dealer network to incorporate Metrics/KPI(s)/Market Penetration Analysis

(Detail as applicable)	
Being planned as per roadmap	Products:
Being finalized for the market	Products:
Being reviewed for pain points/innovations	Products:
Being actively purchased	Products:
Being actively utilized	Products:
Being continued to retain customers	Products:
Reported as high performing	Products:
Under surveillance	Products:
Rejected by customers due to costs	Products:
Rejected by customers due to risks	Products:
Rejected by customers due to problems	Products:
Under-problem resolution	Products:
Being discontinued	Products:
Discontinued	Products:

B. For the brand and each product, the ==**Project management approach** could maintain Sense and Respond details== such as

(Complete as applicable)	
Product:	**Nature of product performance** expected by customers/corporate houses/sections of the Government
Product:	**Nature of product improvement** expected by customers/corporate houses/sections of the Government
Product:	Reviews on **How-best-to-serve-the-customer-for-the-product**
Product:	**Promise of Brand/Product, Service, Support and Training Quality**
Product:	**Sensitivity analysis** to meet needs for the automobile industry's/segment's Sustainable development & growth and commuting related climate change mitigation & environmental quality

APPENDIX V (Well-managed Market Promotion/Penetration/Assertion)

The details serve as a highlight only, more in-depth recommendations are possible on a in-person case study for the organization.

1. Strategic areas for well-managed Market presence and promotion

Area: Sales and Marketing

Practice 1: Business policy for Marketing and Sales

a. Structured Marketing

b. Structured Sales

c. Being truthful and non-manipulative

d. Responsiveness to short-term or long-term needs of customers

e. Training to understand expectation, circumstantial need and benefit analysis for the customer

f. Trends inferring to be customer focused to stimulate business value and market penetration

g. Gathering of inputs and feedback for Unique Sales Points or Marketing Mix that is Products needed, Prices expected, Promotions due and Places / Modes for delivery

h. Relevant and Bias-free communication process

i. Regard for time

j. Regard for environmental safety

k. Focus on compatibility for Good standard of service, Professional interaction, Intelligence conditioning for Needs identification with required Level of sophistication in methods adopted

l. Regard for brand equity in product, service and communication

Practice 2: A value added After Sales policy

- o Checklist for quality, cost and delivery assurance
- o Relevant returns or reject policy
- o Stand taken for responsiveness to build trust with valuable service
- o Information inferring to become preferred go-to-dealer
- o Help benefits-understanding for the customer
- o Non-manipulative problem solving

Practice 3: Dependable Quality of service- terms and conditions

- ➢ Right methods/approach for order getting
- ➢ Right methods/approach for order taking/booking
- ➢ Right methods/approach for order delivery
- ➢ Right methods/approach for any promotion
- ➢ Ensure customer friendliness
- ➢ Ensure environmental safety
- ➢ Trends based process for ensuring quality of product / service

Practice 4: Brand Equity policy

- ➕ Build Marketing and Sales strategy based on the AIDA* vision
- ➕ Build brand via Right product/service, Competitive price, Effective promotion and Relevant distribution policy with accountable influencer* and selling psychology

Note

AIDA: Attention of Customer, I: Interest of Customer, D: Desire of Customer and A: Action of Customer

Influencers: Quality, Return/Reject policy, After-sales service, Feedback and Grievance Redressal

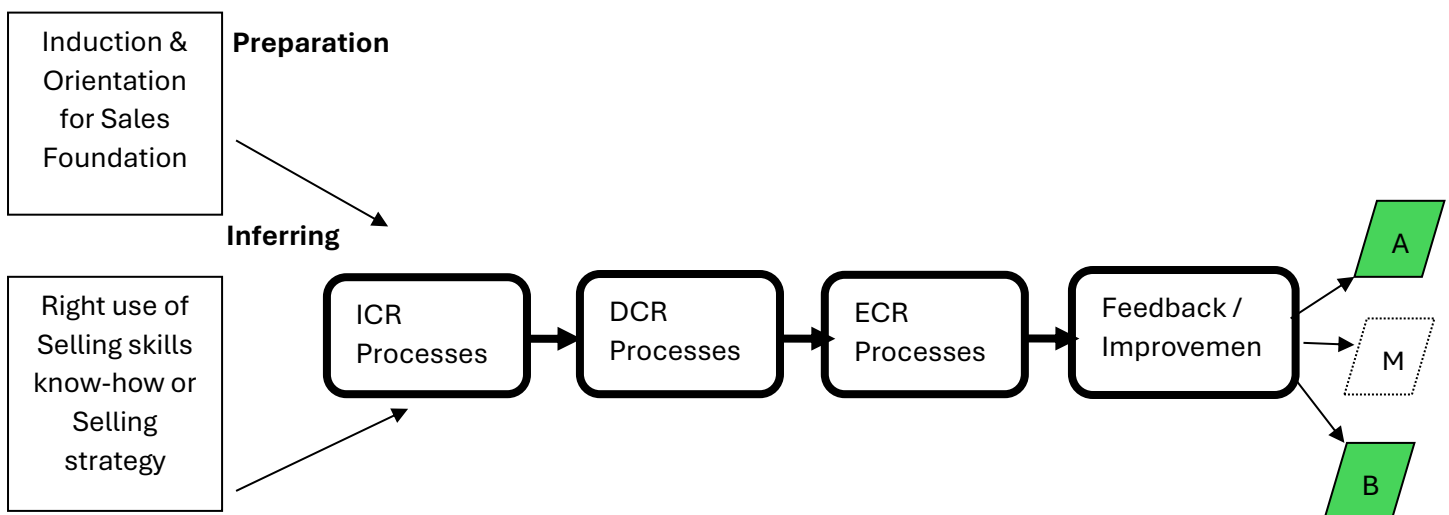**Closure will be possible via an in-person case study for this**

Practice 1: Working out sales strategies for the customer/customer segment

2.1.1 Plan perspective-driven Promotion, Direct Selling or Appropriate Contact selling with right Sales Engagement and Communication, where the process involves

- ✓ Acceptable and Selective Introduction
- ✓ Suitable Prospecting and Time Management
- ✓ Right judging of stakeholder's and customer's needs and importance for Service, Price, Quality and Delivery
- ✓ Trustworthy closure of Sales
- ✓ Regardful (not out of need only) after-sales services
- ✓ Customer Relationship Enabling via a stay in touch policy, remembering of important dates and events, Standard of service to align with expectation or need
- ✓ Redefining business and functional policies, strategies, Standards of service to meet focus for brand equity

2.1.2 Execute all sales or selling using the company's Sales Enabling & Communications Foundation

```
┌─────────────┐   Preparation
│ Induction & │
│ Orientation │
│  for Sales  │
│ Foundation  │ ──────────┐
└─────────────┘           │
              Inferring   ▼
┌─────────────┐   ┌───────┐   ┌───────┐   ┌───────┐   ┌──────────┐       [A]
│ Right use of│   │ ICR   │ → │ DCR   │ → │ ECR   │ → │ Feedback/│ →     [M]
│Selling skills│→ │Process│   │Process│   │Process│   │Improvemen│ →
│know-how or  │   └───────┘   └───────┘   └───────┘   └──────────┘       [B]
│  Selling    │
│  strategy   │
└─────────────┘
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Explanation of short forms:
ICR: Initiating Customer Relationship
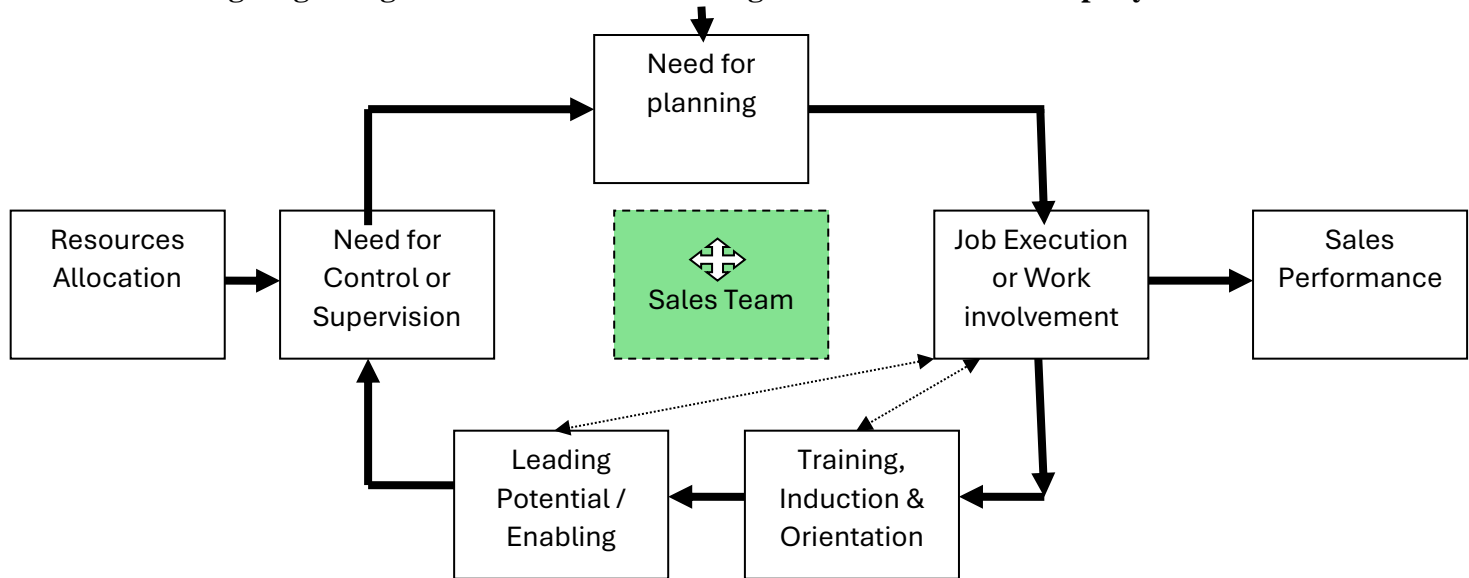**DCR:** Developing Customer Relationship
ECR: Enhancing Customer Relationship
A: AIDA improvement (related to A: Attention of Customer, I: Interest of Customer, D: Desire of Customer and A: Action of Customer)
B: Handling Objection or Rejection in relevance to role
M: Maximize Value Proposition, Sales and Public Relation Potential

Design right alignment for the Sales Management functions of company

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                              ┌──────────────┐
                              │   Need for   │
                   ┌─────────►│   planning   │──────────┐
                   │          └──────────────┘          │
                   │                                     ▼
┌────────────┐  ┌────────────┐  ┌┄┄┄┄┄┄┄┄┄┄┄┄┐  ┌──────────────┐  ┌─────────────┐
│ Resources  │─►│  Need for  │  ┆  ✛         ┆  │ Job Execution│─►│    Sales    │
│ Allocation │  │ Control or │  ┆ Sales Team ┆  │  or Work     │  │ Performance │
│            │  │ Supervision│  ┆            ┆  │ involvement  │  │             │
└────────────┘  └────────────┘  └┄┄┄┄┄┄┄┄┄┄┄┄┘  └──────────────┘  └─────────────┘
                   ▲         ┌──────────────┐  ┌──────────────┐          │
                   │         │   Leading    │  │   Training,  │          │
                   └─────────│  Potential / │◄─│  Induction & │◄─────────┘
                             │   Enabling   │  │  Orientation │
                             └──────────────┘  └──────────────┘
```

2.1.3 Develop a holistic Sales process that is likely to occur in order to make a successful sale

1. As the CRE/ Sales Team, first interests would be **to understand the role of the salesperson or customer relations executive from the company's point of view**

The roles of relevance being

a. Selling aim and/or motivation

b. Consumerism and awareness

c. Need for psychology enabling and relevant promotion of product or service

d. Problem solving approach in order getting, order booking, order taking and delivery too

e. Consultative intelligence and knowledge to be gathered

2. Due to the products and services being of niche and often life critical value, the **know-how of making a sale would commonly include**

a. **Sales management functions** relevant for the job position

b. **Market study and expected sales planning**

c. **Affirmation of interaction via orientation & induction**

d. **Access to training and leading role play using technology & automation wherever important**

e. **Supervisory control and evaluation of sales, accounts and channels related to orders and sales**

3. **Review of knowledge bases** to understand past experiences, sales know-how/ selling skills Foundation that induces right approach to sales

4. Systematic **use of order enquiry, order getting, order booking and order taking functions**
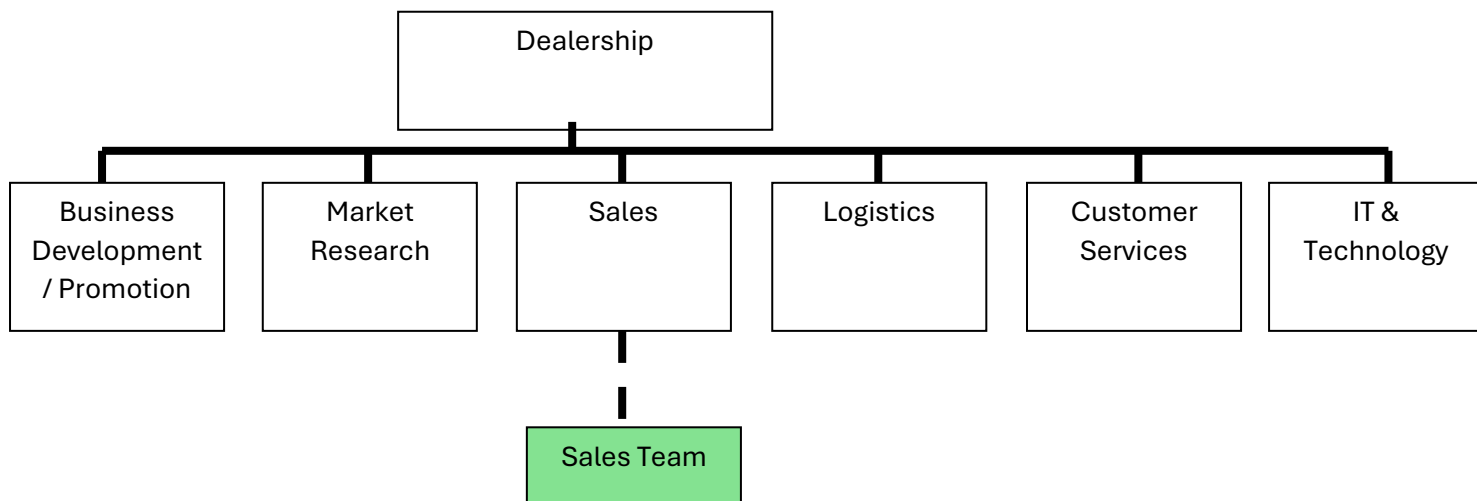
5. **Use of available channel building, channel management, distribution strategies and logistics management**

6. **Reports preparation, inputs, feedback** to higher ups or business development department

7. **Inputs on performance of processes, technology and emergent needs for a techno-savvy sales experience**

Also important would be the

Designing of a planned organizational hierarchy

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                          ┌─────────────┐
                          │ Dealership  │
                          └──────┬──────┘
    ┌──────────┬──────────┬──────┼──────────┬──────────┬──────────┐
┌───┴───┐  ┌───┴───┐  ┌────┴───┐ ┌───┴───┐ ┌────┴────┐ ┌────┴────┐
│Business│ │ Market │ │ Sales  │ │Logistics│ │Customer │ │  IT &   │
│Develop-│ │Research│ │        │ │        │ │Services │ │Technology│
│ment    │ └────────┘ └────┬───┘ └────────┘ └─────────┘ └─────────┘
│/Promotion│              │
└────────┘           ┌────┴────┐
                     │Sales Team│
                     └─────────┘
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As Sales and Marketing are bread winning functions and help Market Penetration, AOEC thinks it important to add baseline details/reviews/influencers that highlight what is important about these functions.

A Brand management programme could continually update these details to help market presence and market share.

SMART Comparison of Marketing and Sales functions for Market Penetration

Marketing	Sales
Create pull for business	Create push for business
Identify and define marketing mix	Persuade leads to buy
Aim to increase revenue by advertising, more practical market research, 360 degree evaluation of sales and marketing functions	Increase territory selling, improve relationship selling, evolve tactics and action plans to maximize sales
Design and Build brand equity	Enhance brand equity Use unique sales points
Feedback and inputs to Sales	Feedback and inputs to Marketing
Design and Build Marketing mix of 4P(s), Products, Prices, Promotions and Places available	Enhance Market share using 4P(s) via Sales Leadership, Sales Management and Sales Supervision
Market penetration	Decide on new or improved distribution channels Improve logistics

Trend-matching expectations of Marketing and Sales functions for Market Penetration

Department	Functions
Marketing	▪ Win new business ▪ Increase revenue ▪ Create environment for stakeholder or customer to buy again ▪ Build trust and relationship (motivation) to recommend product or service and company to others ▪ Increase belief in company's products / services ▪ Profit maximization
Sales	▪ Sell to new stakeholder / new customer / new industry segment ▪ Sell to existing stakeholder or customer ▪ Sell to short listed prospective customers ▪ Sell to second list stakeholders or customers (from the No or Not now category) ▪ Sell in territory ▪ Use relationship and consultative intelligence ▪ Firm foundation for selling based on 6 vital ingredients ▪ Sales maximization
Brief on the 6 Vital ingredients to win business	▪ Sound and Relevant 2W/4W/EV and manufacturer specific knowledge ▪ Competitive industry knowledge

	• Awareness of company's policy, key departments and people • Accountable products/services knowledge • Sales skills of the modern era • Positive and enthusiastic attitude to earn client's trust, relate to product / service need with customer oriented synergy, also address circumstantial need

Design a supportive and synergetic relationship between Marketing and Sales for Market Penetration

Business function	Marketing	Sales
Win new business	Market Research strategy Forecast and budget customer oriented approach for Business relationship and Selling 5Ms stand for Manpower, Machines, Methods, Measurements and Management	Sales and Distribution strategy Enable sales force via resources based on the 5M(s) framework to enquire, relate, recommend and sell Select priority / motivation for sales to each customer
Increase revenue	Develop tactics to acquire market Negotiate and sign agreements with suppliers	Sales force Training, Motivation and Compensation
Create an environment or experience for the customer to buy again	Design a membership programme that helps create and manage accounts of customers *Read customers as sections of the Government or corporate houses or customers	Decide on sales quotas for customers Or customer accounts Recommend products/services to customers Provide incentives Feedback to management on new or deficient areas
Build trust and relationship (motivation) to recommend product, service, company to others	Develop terms and condition for Quality of Service Develop Brand equity policy *Read customer as sections of the Government or corporate houses or customers	Honour terms and conditions for Quality of Service Provide relevant after sales services Rely on Business and Consultative Intelligence (that is implement and improve the 6 Vital ingredients)

		Build and use customer profiles for interactions, relationships and nature of selling
Increase belied in company's products/services	Design and Develop brand equity	Enhance brand equity Exercise right push
Profit Maximization Sales Maximization	Develop and improve the Marketing mix	Enhance Marketing mix via Sales Leadership, Sales management and Sales supervision
Brief on the 6 Vital ingredients to win business	- Sound and Relevant business knowledge - Competitive industry knowledge - Awareness of company's policy, key departments and people - Accountable products/services knowledge - Sales skills of the modern era - Positive and enthusiastic attitude to earn client's trust, relate to product / service need with customer-oriented synergy, also address circumstantial need	
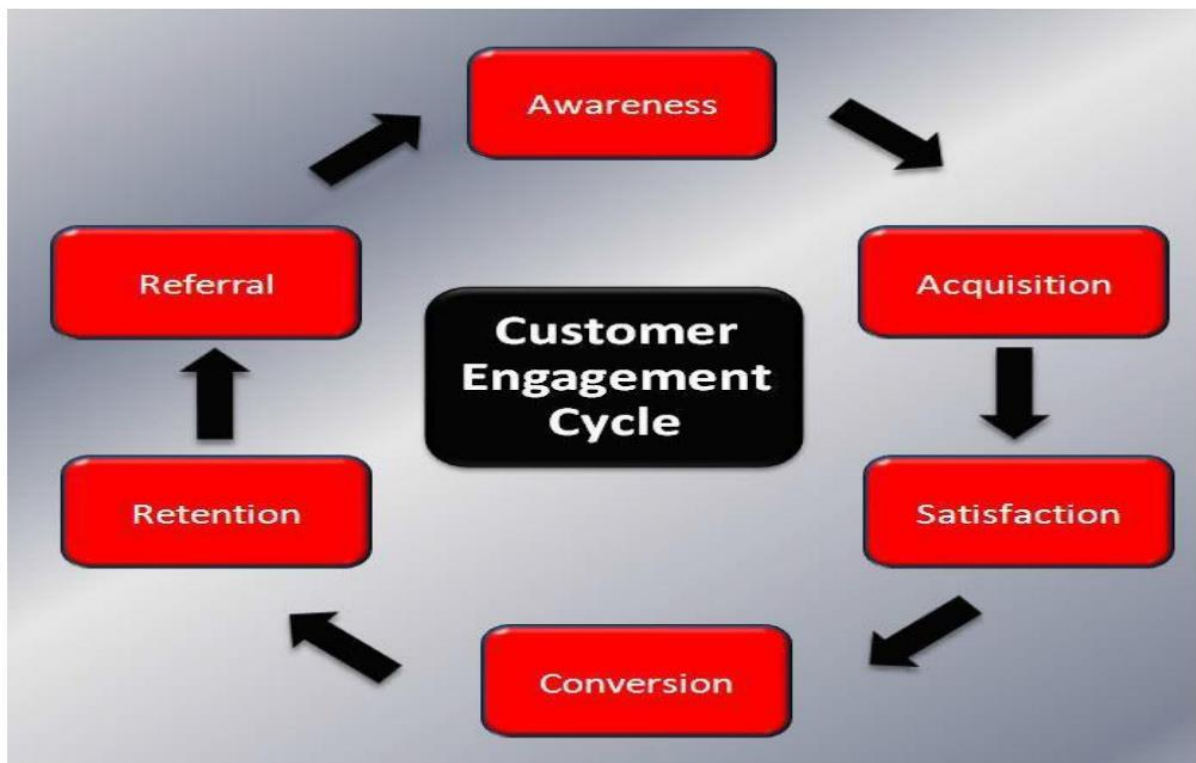
**Design a Project management system to conduct and use analysis of the following
functions for the brand, its products and services**

CRM Dashboard
Key Performance Indicators
Satisfiers/ Dissatisfiers Evaluation
Feedback and Surveys
Complaints and Redressal
Management Intervention
Dealer level escalation

Closure will be possible via an in-person case study for this

3.1 Decide on the Performance metrics for this, for example

1. Market share for a product

2. Return on total assets for a product

3. Average annual market share growth for the past ___ years for a product

4. Average annual sales growth over the past ___ years for a product

5. Average annual growth in return on total assets over the past ___ years for a product

6. Market Penetration rate (MPR) for a product

7. Overall competitive position for a product

3.2 Design a template (following tabulation) and questionnaire on how to rate business generated

Nature of work	Business generated
Marketing	**(Market share acquired):** Track record for company Entry level to Sustaining business involvement
Sales	**(Sales quota maximization):** Track record for different customers
Business development and growth	**(Profits maximization):** Track record for company **(Sales maximization):** Track record for company

3.3 <u>Survey Growth Areas that need evaluation</u>

- Customer engagement

- Understanding of customer needs & benefit analysis

- Responsive dealership and service management

- Analysis of Functional Safety or crash worthiness of vehicles in context of accidental repairs or incidence evaluation

- Effectively coordinating dealership, service-operations, systems and processes to sell the existing and upcoming models

- Deploying a Brand management programme to implement all of the above and accentuate the brand

3.4 <u>Assess Pain points for dealership/showrooms</u>

- Improved Customer engagement

- Improved First Contact data recording

- Effectively coordinating QCD (<u>Quality, Cost and Delivery</u> Management) for dealership, service-operations, systems and processes

- Responsive CRM based data recording/analysis

- Basal Pain point specific Management Accounting

- Global and Mutually Beneficial brand image and brand equity development

3.5 <u>Assess Pain points for Service Centres / Workshops</u>

- CRM dashboard of customer's experience (part of the consumer model)

- CRM dashboard of dealer's experience (part of the producer model)

- Basal spare parts management experience (part of the producer-consumer model)

- Voluntary Crash worthiness and safety analysis with accidental repairs or incidence evaluation

- Scorecard of experience for the brand's forward lifetime theory (part of the sense and respond dynamics)

3.5 Set or revise Quality and Performance standards

Whether the company holds the following certifications (Tick as applicable)

☐ Accredited certifications
☐ ISO 900/9001 for Quality management
☐ ISO 14000/14001 for Environmental management
☐ ISO 9004 self-certified for continual quality and excellence

Projected value of the certifications with the latest revisions

ISO 9001 (as applicable):

1. Competitive edge in market
2. Services of right quality with cost effectiveness
3. Customer centric and customer friendly services
4. Operating climate for consistent improvement in services
5. Quality improvement processes are more streamlined
6. Improved attitude of management and workforce
7. Improved management, administration, and quality awareness

ISO 14000 (as applicable):

1. Cost savings with emphasis on resource, waste and energy management
2. Protects the company, its assets and directors
3. Ensure legislative awareness and compliance
4. Improved corporate image and credibility
5. Quantify, monitor, and control impact of business operations and customer awareness on the environment, now and in the future
6. Develop platform for increased business partnership

Improved Auditing capability (as applicable):

1. Assessment of the extent to which the business meets requirements mentioned in standards
2. Identification of non-conformance
3. Corrective and preventive action for effective quality system
4. Reduce liability costs of the business

3.6 Plan Investments for the dealership

This mainly involve investments for

1. The Dealership and its business units
2. Quality assurance of sale
3. Quality assurance of service
4. Customer Satisfaction
5. Electronic data management with Proven granularity and authentication based practices
6. Brand Equity improvement or management

Investments for a Dealership

Dealership
CRM
SRM
HRM
Finance, Accounting and Billing
Stock management
IT
Legal
Front-office
Back-office
Market research / investor research

Investments for Quality assurance of sale

Dealership
CRM
Brand advisors
HRM
Finance, Accounting and Billing
Stock management
IT
Legal
Front office
Back office
Promotion, Forecasting and Events management

Investments for Quality assurance of service

Service Centre / Workshop
Tools and technology
CRM
SRM
Service Management / Advisories / Standardization
Adhoc services / Breakdown Assistance / Accidental Repairs
Accounting, Costing and Billing
Stock and spares management
IT
Legal
Front-office
Back-office
Feedback and Surveys
Complaints and Redressal

Investments for Customer Satisfaction

CRM Dashboard (Custom made, Tableau)
Key Performance Indicators
Satisfiers/ Dissatisfiers Evaluation
Feedback and Surveys
Complaints and Redressal
Management Intervention
Dealer level escalation

Investments for Electronic data management with Proven granularity and authentication based practices

Dealer software
Service Centre software
Accounting software
Stock management software
HRM software
Performance Appraisal and Training software
SRM software
CRM software
Management Information / Business Reports software
Documentation and Workflow management software

Investments as a brand

Promotion and Brand Equity development
Management Accounting and Forecasting
Inventory turnover and Stock keeping
Strategic Learning, Training and Skills Development
Global and Mutually Beneficial Assurance and Partnerships
Key Opinion Leadership for growth areas and pain points
Porter's 5 forces and SWOT Analysis

Porter's 5 forces

The TGMB Hub Analysis finds that Porter's 5 forces influence organizations, where the business model for operations decides the impact of these forces. The 5 forces are:

1. Threat of new entrants

2. Bargaining power of suppliers

3. Bargaining power of buyers

4. Level of competitive rivalry

5. Threat of substitutes

Resolution for Porter's 5 forces: Start a TGMB Hub Analysis programme to help nurture the company's tagline and develop a unique "**Globally Integral Insight (GII)**". Ask for AOEC's case study series for more details.

SWOT Analysis

The TGMB Hub Analysis focuses on the following questions/interests

Strengths:

- Advantages the company has in the Product, Technology and Price model
- Whet is done better or SMARTER?
- What is unique?
- What is the important cost policy?
- What is the special expertise?

Weaknesses:

- What can be improved?
- What should be avoided?
- How can the TGMB Hub Analysis help the brand development/growth?
- What are the factors causing loss of sales?
- What are the factors causing loss of services?
- What are the factors causing loss of business?

Opportunities:

- What are the future related business opportunities?
- What are the Sourcing related business opportunities?
- What are the trends seen or known?
- What are the trends forecasted?
- What are the model variants being planned?
- Whether there is any upcoming Governmental / Regulatory policy for taxation, benefits, consumer goods?
- What is the interest for mobility seen in the working class and/or targeted segments?
- What is the profiling possible for customer demand?
- What are the events planning that can be done?

Threats:

- What are the current obstacles?
- What are the future (next few years ___) related obstacles?
- Where does the company stand versus competition?
- What expected changes are seen in dealership management?
- What expected changes are seen in operations management?
- What expected changes are seen in service management?
- What expected changes are seen in tools and technology?
- What skill-up or reskilling is seen important?
- Whether there are bad debt or cash flow problems?
- Could any weakness seriously threaten the business?
- What are the key objectives that are not being met?
- What are the key objectives that need to be planned for and met?
- Whether there are any technical manpower issues?

<u>For the manufacturer-dealer's branding, AOEC states that the following interactions help develop and grow business</u>

Porter's 5 forces and SWOT Analysis
Promotion and Brand Equity development
Management Accounting and Forecasting
Inventory turnover and Stock keeping
Strategic Learning, Training and Skills Development
Global and Mutually Beneficial Assurance and Partnerships
TGMB Analysis for Key Opinion Leadership
GII Analysis for Performance

Ask for AOEC's case study series for more details.

TGMB influencers and Customer Satisfier KPI(s) / Performance metrics

1. Determination of future customer expectations

2. Determination of key factors for building and maintaining customer relationships

3. Evaluation of the customer's ability to seek assistance

4. Evaluation of formal and informal complaints

5. Follow up with customers for quality or service feedback

6. Interaction with customers to set reliability, responsiveness and other standards

7. Measurement and evaluation of customer satisfiers for the TGMB influencers

Closure will be possible via an in-person case study for this

APPENDIX VI (Brand management and strategic learning)

The details serve as a highlight only, more in-depth recommendations are possible on a in-person case study for the organization

1. Brand management and strategic learning

Reviewing the available customer expectations, feedback or complaints on a brand, product and/or services, any solution finding will need to use different facilitators and KPIs to manage business dynamics and also align for future outcomes & events.

This solution finding often will need to ensure there is a sustainable and responsive system of processes, strategic learning and responsibilities for driving RoI, profitability, performance and customer retention.

This case study proposes management mechanisms more related to:

1. Organizational culture

2. Expectation and Code of Conduct

3. Future outcome or event Advisories

4. Course of action Advisories

5. Cost ownership Advisories

1.1 Organizational culture

Step 1: This could relate to ensuring Accountability expectations such as

1	Business Outcome focus
2	Customer focus
3	Honesty and Integrity
4	Respect for organizational policies and strategies (Discipline, Attendance, Leave patterns)
5	Loyalty

Step 2: This could relate to ensuring Employee/Manager Development goals such as

1	Goal setting
2	Patterns learning
3	Loyalty
4	Mobility
5	Technical know-how
6	Achievements orientation
7	Initiative
8	Planning and organizing
9	Urgency and Time management
10	Communication
11	People management
12	System / Process orientation
13	Logical thinking
14	Adaptability

Step 3: This could relate to ensuring there is Training specific feedback for the:
(1) Head office:
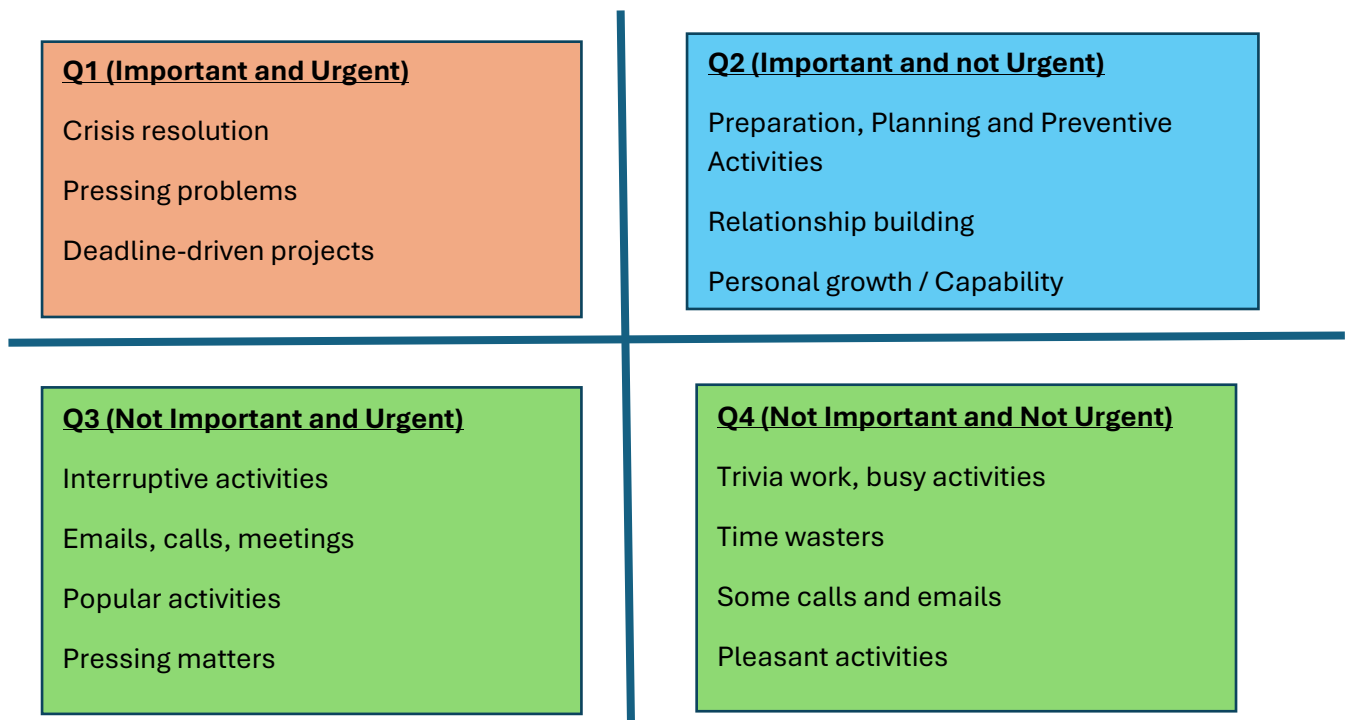**(2) Service Centre/Workshop:**
(3) Showroom:

Where the feedback could relate to broad expectations such as

1	Management knowledge
2	Management attitude
3	Discipline
4	Human Relationship
5	Responsibility
6	Positiveness and Stress Management
7	Cost consciousness

8	Job Competency and/or Technical knowledge
9	Communication
10	Creativity
11	Leadership
12	Team building (for management staff)

Step 4: This could relate to incorporating a <mark>culture of Time management</mark> in the managers based on the 4 quadrants method

Q1 (Important and Urgent)	**Q2 (Important and not Urgent)**
Crisis resolution	Preparation, Planning and Preventive Activities
Pressing problems	Relationship building
Deadline-driven projects	Personal growth / Capability
Q3 (Not Important and Urgent)	**Q4 (Not Important and Not Urgent)**
Interruptive activities	Trivia work, busy activities
Emails, calls, meetings	Time wasters
Popular activities	Some calls and emails
Pressing matters	Pleasant activities

1.2. Expectation and Code of Conduct

Sl No	Steps that involve ensuring Aspects of Expectation and Code of conduct for
1	Work culture adherence
2	Job competency specific Learning areas
3	**Response to specific situations**
3.1	Performance standards
3.2	Competency level
3.3	Accountability
4	**Response to new situations** **(New Technology/Product)**
4.1	New responsibility
4.2	New technical know-how
4.3	New Team building
4.4	New cost consciousness
5	Commitment
6	Inter-personal Communication Ability

1.3 **Future outcome or event Advisories**

Step 1: Identifying the possible Nature of concern/Subject of interest

☐	(1) CRM Dashboard
☐	(2) Key Performance Indicators
☐	(3) Satisfiers/ Dissatisfiers Evaluation
☐	(4) Feedback and Surveys
☐	(5) Complaints and Redressal
☐	(6) Management Intervention
☐	(7) Dealer level escalation

Step 2: Designing Performance via a Recommended Advisory

☐	(1) Review / Improve Quality control (for nature of concern)
☐	(2) Review / Improve Cost control (for nature of concern)
☐	(3) Review / Improve Delivery system (for nature of concern)

Step 3: Enabling Performance via Recommended steps

Sl No	Future Outcome or Event specific steps
1	Method improvement
2	Process improvement
3	Technology improvement
4	Product line improvement
5	Service improvement
6	Cash flow improvement
7	Market strategy improvement

1.4 **Course of action Advisories**

Step 1: Identify the Nature of concern/Subject of interest

☐	(1) CRM Dashboard
☐	(2) Key Performance Indicators
☐	(3) Satisfiers/ Dissatisfiers Evaluation
☐	(4) Feedback and Surveys
☐	(5) Complaints and Redressal
☐	(6) Management Intervention
☐	(7) Dealer level escalation

Step 2: Decide on the Action plan for brand equity improvement

☐	(1) Review / Improve Process map (for nature of concern)
☐	(2) Review / Improve P-D-C-A cycle (for nature of concern)
☐	(3) Review / Improve KPI(s)/KPA(s) (for nature of concern)
☐	(4) Review / Improve KRA(s) (for nature of concern)
☐	(5) Review / Improve Capability and Maturity (via the use of First Contact and Responsive CRM as described in AOEC's case study series)

P-D-C-A: stands for Plan Do Check Act

KPI(s): Key Performance Indicators

KPA(s): Key Performance Areas

KRA(s): Key Responsibility Areas

Step 3: Decide on recommendations

Sl No	Course of Action specific Recommendations
1	Method improvement
2	Process improvement
3	Technology improvement
4	Associated Department/Function improvement
5	Service improvement
6	Cash flow improvement
7	Market strategy improvement

PDCA and process improvement concepts
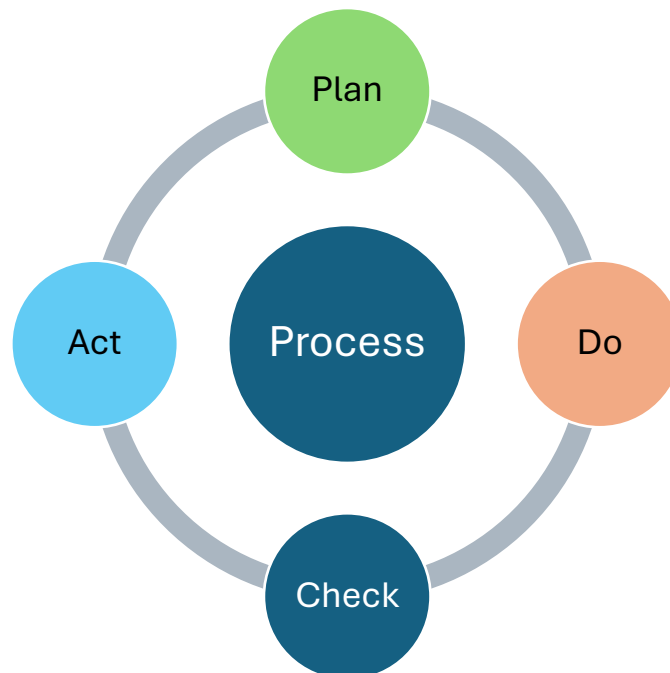
Steps that are to be followed in the PDCA cycle

Step 1: Select the process to be improved and establish a well-defined process improvement objective
Step 2: Organize a team to improve the process
Step 3: Define the current process using a flowchart
Step 4: Simplify the process by removing redundant or unnecessary activities
Step 5: Develop a plan for collecting data and then collect baseline data
Step 6: Assess whether the process is stable
Step 7: Assess whether the process is capable
Step 8: Identify the root causes that prevent the process from meeting the objective
Step 9: Develop a plan for implementing a change based on the possible reasons for the process's ability / inability to meet the objectives set for it
Step 10: Modify the data collection plan developed (if this is necessary)
Step 11: Test the changed process and collect data
Step 12: Assess whether the changed process is stable
Step 13: Assess whether the change improved the process
Step 14: Determine whether additional process improvements are feasible

Effective Analysis for any problem solving

1. For the problem statement

Define Insights:

- ❖ Do not have pre-conceived ideas of the problem
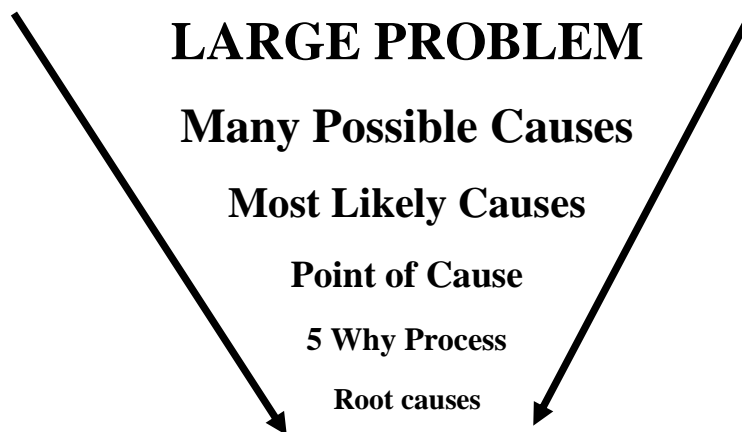- ❖ Always follow the genchi genbutsu principle of going to see to verify the source of the problem

Step 1: Initial 5 Why Analysis (using 4Ms, details follow)

Step 2: Second 5 Why Analysis

Step 3: Value-added or Non-value added analysis

Step 4: Final pass 5 Why Analysis
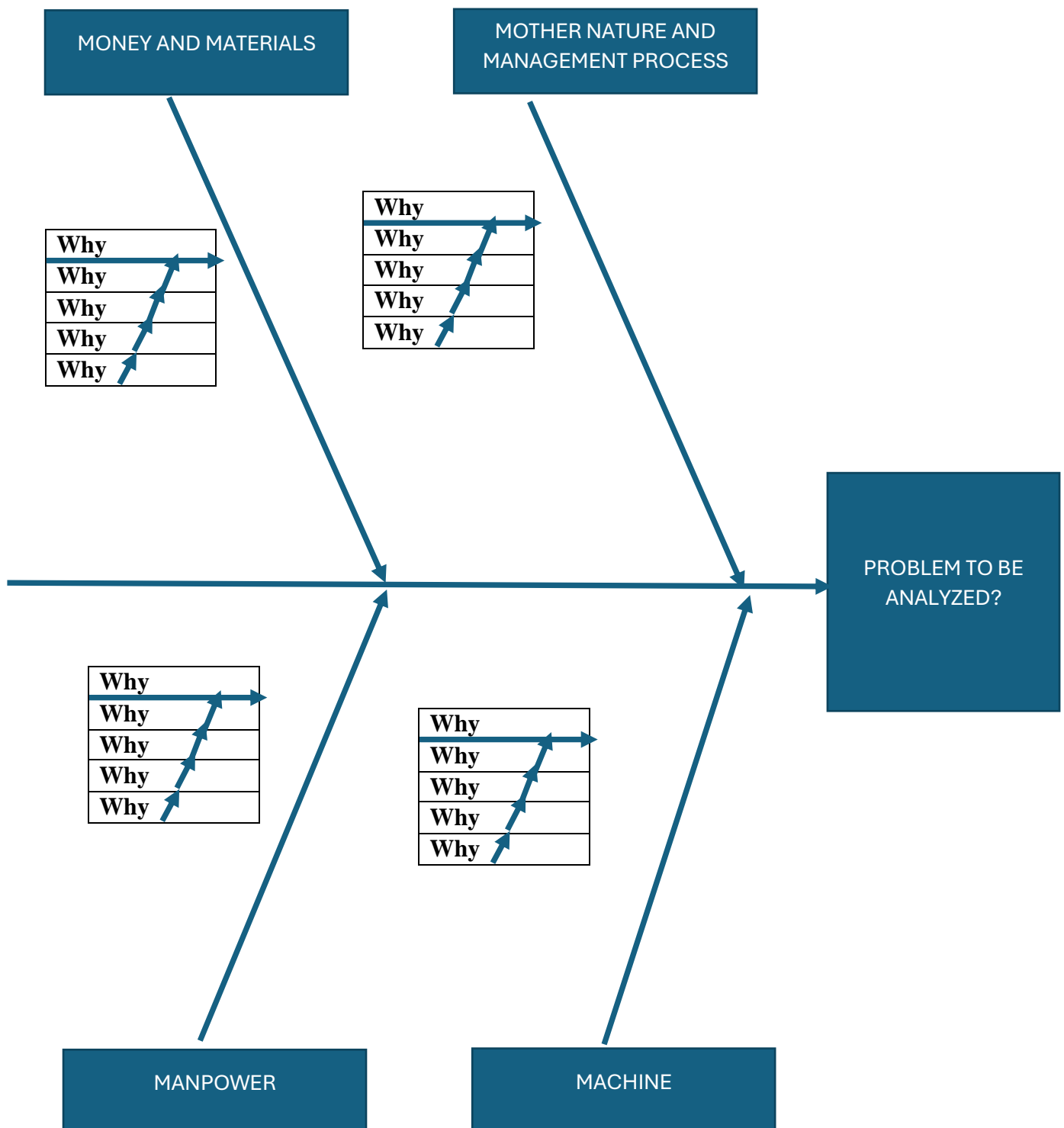
Step 5: Narrowing and focusing process

LARGE PROBLEM

Many Possible Causes

Most Likely Causes

Point of Cause

5 Why Process

Root causes

Step 6: Piece it all together using the A3 one-page report

2. Adopt a Process Map

	WHO? STEP?	SAMPLE TEMPLATE OF A FLOW CHART				
		CUSTOMER	GROUP 1	GROUP 2	…..	GROUP XYZ
P R O C E S S M A P	PLAN	Request for.. →				
	DO					
	CHECK					
	ACT	Request satisfied ←				

3. Develop the 5 Whys conceptual approach

1.5 **Cost ownership Advisories**

Stating whether the health of these financial ratios is Good, Unsatisfactory or Not Applicable helps plan ahead, or develop business vision and operating policies.

Decisive Financial Ratios

Ratio	Health	Formulae
Profit (ROIC)		Return on invested capital = Net profit / invested capital
Profit (ROA)		Return on total assets = Net profit / Total assets
Liquidity Ratio (Current Ratio)		Current Ratio = Current assets / Current liabilities
Liquidity Ratio (Quick Ratio)		Quick Ratio = Current assets – inventory / Current liabilities
Activity Ratios (Inventory Turnover)		Inventory turnover = Cost of goods sold / inventory
Activity Ratios (Days sales outstanding)		DSO = Accounts receivable / (Total sales/360)
Leverage Ratios (Debt to Assets ratio)		Debt to Assets ratio = Total debts / Total Assets
Cash flow position		--------

Total costs for dealership = Costs (HO/dealership/service centre) + Costs (Operations) + Costs (Manpower) + Costs (Processes) + Costs (Measures and Metrics) + Costs (Tools and Technology) + Cost (Administration) + /Costs (Inventory) + Costs (Spares) + Costs (CRM)

The Main Profile Elements of Cost Control for the Head office are

Costs (HO)
Costs (Operations)
Costs (Manpower)
Costs (Processes)
Costs (Measures and Metrics)
Costs (Tools and Technology)
Cost (Administration)
Costs (Inventory)
Costs (CRM)

The Main Profile Elements of Cost Control for the Service centre are

Costs (Workshop)
Costs (Operations)
Costs (Manpower)
Costs (Processes)
Costs (Measures and Metrics)
Costs (Tools and Technology)
Cost (Administration)
Costs (Inventory)
Costs (Spares)
Costs (CRM)

The Main Profile Elements of Cost Control for the Showroom are

Costs (Showroom unit)
Costs (Operations)
Costs (Manpower)
Costs (Processes)
Costs (Measures and Metrics)
Costs (Tools and Technology)
Cost (Administration)
Costs (Inventory)
Costs (Spares)
Costs (CRM)

Stores and Spares Management (To be reviewed as per practices)

1. Stores and item classifications:

Finished Goods
Workshop Consumables
Machinery and Equipment
Hand tools
Scrap
Office Consumables
Reserves

2. Stores and recording:

Stores ledger
Codification system
Inward or Outward register
Stock register
Issue register
Surplus register
Empty containers and packaging register
Rejects or Faulty register

3. Inventory models and techniques:

Economic Order Quantity Model
Safety Stock or Buffer Stock
Continuous Inventory System
ABC Analysis

4. Inventory management concepts:

Demand forecasting
Order cycle
Lead time
Safety stock
Inventory turnover
Re-order level (Danger/Reserve, Maximum and Minimum inventory levels)
Re-order quantity

4.2   Inventory Costs:

Ordering cost
Capital cost
Inventory carrying costs
Shortage costs (like backorder, loss of future business, loss of customer goodwill, extra urgency costs, loss of profit in effect)

4.3 Ordering cost

Ordering cost
Purchase cost
Inspection costs
Accounting

4.4 Inventory carrying costs

Storage
Handling
Depreciation, tax, insurance
Record keeping
Deterioration and obsolescence
Spoilage, Leakage
Pilferage
Other Internal Costs

Warehouse Management (To be reviewed as per practices)

1. Warehouse and product classifications:

Inwards vehicles
Inspected vehicles
Rejected vehicles
Outward vehicles
Reserved vehicles (delayed delivery)
Insurance cover and RTO paperwork vehicles

2. Warehouse and recording:

Warehouse ledger
Inward or Outward register
Stock register
Issue register
Reserved register
Empty containers and packaging register
Rejects or Faulty register

Warehouse Management Processes:

Receiving
Put away
Storage
Picking
Accessory Fitting
Packing & Shipping/Delivery

3. Inventory models and techniques:

Order fulfilment system

4. Inventory management concepts:

Order forecasting or fulfilment
Order cycle
Lead time
Safety stock
Inventory turnover
Rate of product return
Receiving efficiency or productivity

4.2   Inventory Costs:

Ordering cost
Capital cost
Inventory carrying costs
Shortage costs (like backorder, loss of future business, loss of customer goodwill, extra urgency costs, loss of profit in effect)

4.3 Ordering cost:

Ordering cost
Purchase cost
Inspection costs
Warehouse costs
Accounting costs

4.4 Inventory carrying costs:

Storage
Handling
Depreciation, tax, insurance
Record keeping
Deterioration
Spoilage, Leakage
Pilferage

Capital structure and cash flow

Fixed Capital
Working Capital
Partner's/Board's Stake holding Funds
Cash
Deposits
Securities
Credit facility / Overdraft
Interest accruals

<u>Associated advisory – period:</u> Quarterly / Semi-annual / Annual/ Recommendation specific advice for improved Financial Ratios

Sl No	Cost ownership specific Recommendations	Quarterly Advisory	Semi-annual Advisory	Annual Advisory	Recommendation specific Advisory
1	**<u>Bridge financing</u>**	--------------	--------------	-------------	-------------
1.1	Mergers and Acquisitions	--------------	--------------	-------------	
1.2	Micro-targeting customers / customer segments				
1.3	**<u>Cost influencers</u>**	--------------	--------------	-------------	-------------
1.3.1	Balance operations to manage costs				
1.3.2	Innovate to manage costs				
2	**<u>Degree of risk focus</u>**	--------------	--------------	-------------	-------------
2.1	Contingency funds				
2.2	Late stage capital				

Balance operations to manage costs: Monthly/Quarterly**/Semi-annual/Annual/Recommendation specific use of 5 Whys for the cost profile**

Sl No	Balance operations to manage costs	Specific Review	Measurable Review	Achievable or Assurable Review	Relevant Review	Time related Review
1	Employee level learning					
2	Empowered learning					
3	Continuous learning					
4	Process/System/ Technology learning					
5	Learnings from Leadership					
6	Dialogue and Inquiry					
7	Team learning					

Innovate to manage costs: Monthly/Quarterly**/Semi-annual/Annual/Recommendation specific use of 5 Whys for the cost profile, KOL objectives and brand equity**

Sl No	Innovate to manage costs	Specific Review	Measurable Review	Achievable or Assurable Review	Relevant Review	Time related Review
1	Focus on problems of practice					
2	Active learning through process of Inquiry and Presentation					
3	Collective ownership					
4	Appropriate to work culture (related to strengths and weakness)					
5	Appropriate to work culture (related to opportunities and threats)					

Key Opinion Leadership (KOL) objectives of: Reliability, Safety, Quality, Mobility as a valuable proposition*, and Customer Satisfaction

Brand equity developed by strategies for: Right Product/Service mix, USP, Competitive offers, Effective Promotion and Relevant influencer and selling psychology

APPENDIX VII (Responsive CRM)

The details serve as a highlight only, more in-depth recommendations are possible on a in-person case study for the organization

<mark>**Responsive CRM**</mark>

1. Vehicle owner/Associated person:

[   ] New customer   [   ] Existing customer [   ] Referral

Optional

1.b Type of vehicle (Tick as applicable): 2W/4W/EV/Hybrid

1.c Vehicle details:

2. Address:

3.a Email   3.b Phone:

4. Nature of ownership of vehicle (Tick as applicable):

[ ] Individual Owner [ ] User/Caretaker [ ] Via Financial Assistance [ ] Used in Business

5. Need for a particular type of assistance/service (Tick as applicable):

[ ] Services (Free and Paid)

[ ] Breakdown Assistance

[ ] Accidental Repair

[ ] Insurance and Claims   [ ] Emission and/or Fitness certificate

[ ] Vehicle registration

[ ] Vehicle inspection/evaluation/pricing

[ ] Exchange facility

[   ] Health parameterization like (Need to use different wear-ons that accentuate behavioral or stress vulnerability (Artificial limbs or prosthetics; Aids for hearing or speaking; Pacemaker for the heart, Impacted by injury/affliction)

6. Describe your customer experience: (Tick as applicable)

Review of the

▪ Showroom	☐ Satisfied	☐ Unsatisfied
▪ Sales	☐ Satisfied	☐ Unsatisfied
▪ Workshop process (overall)	☐ Satisfied	☐ Unsatisfied
▪ Job card process (overall)	☐ Satisfied	☐ Unsatisfied
▪ Service Advisor performance (overall)	☐ Satisfied	☐ Unsatisfied
▪ Workshop Facilities (overall)	☐ Satisfied	☐ Unsatisfied
▪ Service Delivery (overall)	☐ Satisfied	☐ Unsatisfied
▪ CRM	☐ Satisfied	☐ Unsatisfied
▪ HR involvement and Reception	☐ Satisfied	☐ Unsatisfied
▪ Admin, Housekeeping, Inspection	☐ Satisfied	☐ Unsatisfied
▪ Accounts	☐ Satisfied	☐ Unsatisfied
▪ Billing	☐ Satisfied	☐ Unsatisfied
▪ Stores and Spares management	☐ Satisfied	☐ Unsatisfied
▪ Warehouse management	☐ Satisfied	☐ Unsatisfied
▪ Registration and legal paperwork	☐ Satisfied	☐ Unsatisfied
▪ Other interactions	☐ Satisfied	☐ Unsatisfied

Details for unsatisfied ratings:

7. Would like to record additional details or feedback for: (Tick as applicable)

▪ Showroom	☐ Positive Feedback	☐ Negative Feedback
▪ Sales	☐ Positive Feedback	☐ Negative Feedback
▪ Workshop	☐ Positive Feedback	☐ Negative Feedback
▪ Inspection / Identification of service requisites	☐ Positive Feedback	☐ Negative Feedback
▪ Services	☐ Positive Feedback	☐ Negative Feedback
▪ CRM	☐ Positive Feedback	☐ Negative Feedback
▪ HR involvement and Reception	☐ Positive Feedback	☐ Negative Feedback
▪ Admin, Housekeeping, Inspection	☐ Positive Feedback	☐ Negative Feedback
▪ Accounts	☐ Positive Feedback	☐ Negative Feedback
▪ Billing	☐ Positive Feedback	☐ Negative Feedback
▪ Nature of repair and/or replacements	☐ Positive Feedback	☐ Negative Feedback
▪ Stores and Spares management	☐ Positive Feedback	☐ Negative Feedback
▪ Warehouse management	☐ Positive Feedback	☐ Negative Feedback
▪ Registration and legal paperwork	☐ Positive Feedback	☐ Negative Feedback
▪ Other interactions	☐ Positive Feedback	☐ Negative Feedback

If there is Feedback, provide relevant details:

8. Would like to participate in these surveys of interest: (Tick as applicable)

[   ] Your experience of a global brand

[   ] Your experience of EV products/Hybrids

[   ] Your experience of Dealership

[   ] Your experience of Services

[   ] Your experience of Vehicle's dashboard, toolkit and systems

[   ] Your experience of Vehicle's battery, battery management system

[   ] Your experience of Health parameterization

9. Complaints and Redressal:

9.a Complaints

Details:

9.b Redressal or Actions taken:

Details:

10. Management intervention:

Details:

11. Dealer level Escalation:

Details: