

Our Introduction and Capabilities

### **Our Introduction**

### What

A team of seasoned professionals with deep expertise in automotive sales, after-sales and marketing related activities. Our founding members have worked with strategy consulting firms, marketing agencies major automotive OEMs present in India.

To transform market approach of our clients with tailored strategies, performance enhancements, and effective field execution in following

key areas:

### Market Study and **Surveys**

- Market Research & Analysis (Primary and Secondary research)
- Consumer trend analysis and surveys

#### **Customer Experience Survey and Transformation**

- · Internal (dealer) and External customer experience survey
- Process(KPI) monitoring and coaching

### Market Intelligence

- Market trend analysis and forecasting
- Government policy mapping
- Market Sizing TAM, SAM, SOM analysis and forecasting





### **Business Transformation and Performance Improvement**

- Sales, After-sales process optimization
- Discount control through in-store auditing and mystery shopping

### **Business Coaching**

- Business performance improvement analysis and coaching
- · Setting up and coaching for Specific, Measurable, Achievable, Relevant, and Time-bound goals

### How

Leveraging our database, SOP and CX playbooks, survey templates and project management framework; coupled with our core team:



Shray Gupta Lead - Strategy and Performance Improvement

15+ years of professional experience in consulting and automotive industry working with:











Expertise in channel partner scouting and management, sales funnel management, after-sales and market research domains



Amit Srivastava Professional Advisor, Internal Audit

17+ years of professional experience in consulting and automotive industry working with:







HYUNDRI ASHOK LEYLAND

Expertise in internal audit, SOP design and compliance, channel partner operations



Rajat Nag Professional Advisor, Transport and Logistics

20+ years of professional experience in transport, logistics and supply chain working with:







Expertise in operational efficiency, manpower training and management, fleet operations



Sanchit Kumar Professional Advisor, Technology

15+ years of professional experience in IT Products & Services







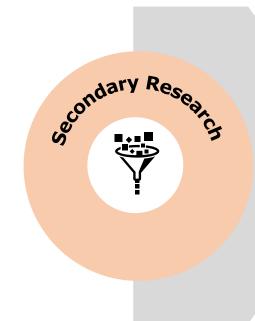
Expertise in designing, developing and deploying scalable software systems.

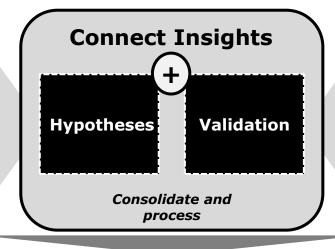
### Market Study - Research Methodology (1/2)

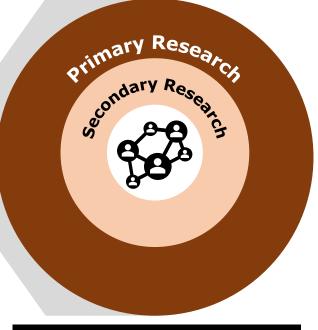
Market Research (Quantitative)

Stakeholder Insights (Qualitative + Quantitative )

Definition of Hypotheses







**Customer/ Channel Partner Surveys** 

**Customer/ Network Partner Interviews** 

**Focused Group Discussions** 

**Product/Consumer trends** 

Regression testing on purchase drivers & buying behaviour patterns

Data driven market sizing

**Comparative analysis** 



**Business Planning** 



**Strategy Formulation** 



Validation of Hypotheses

### **Market Study -** Research Methodology (2/2)

### **Qualitative Surveys**

### **Quantitative Surveys**



### **In-depth Interviews**

- Primary objective is to understand the mindset of a customers and sellers along with the value they place on the brand, services and products
- In-depth interviews are conducted with internal and external stakeholders from the industry
- Varying stakeholders from shortlisted segments and markets are covered since buying behavior will vary across them



### **Focus Group Discussions**

- **Primary objective** is to understand **motivation** for buying and possible price value attached to product/services offered
- **Multi-city FGDs** are conducted for the target markets and segments
- A healthy distribution across customer demographics (age, income, utility, etc.) is maintained to ensure adequate spread of data points



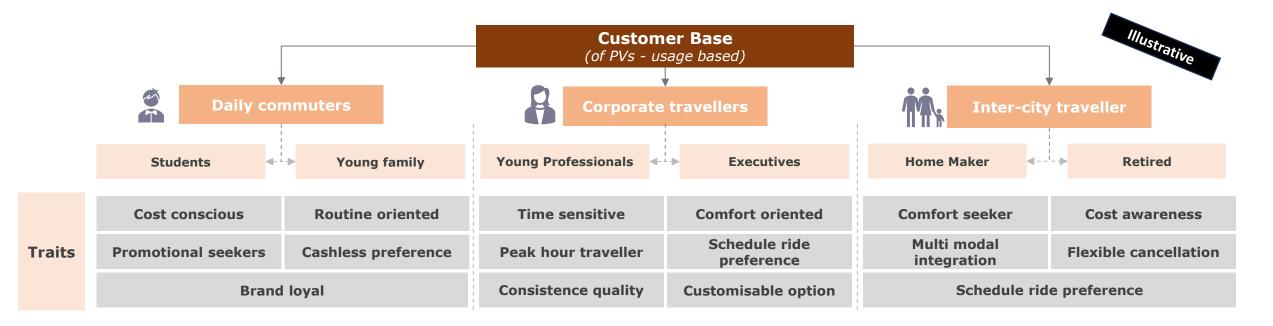


### **Individual Surveys**

- Primary Objective is to validate and quantify major themes arriving from FGDs and interviews with a larger audience
- Questionnaires are targeted for the respondents through social media/e-mail/door-to-door; as per requirement
- Questionnaire will comprise of questions around products on offer, expected pricing and its competition in any given subcategory



### **CX Study -** Approach for Target Persona Identification (Illustrative)



### **Market Study's Expected Outcome**

### Survey

Platform preferences
Income insights
Community engagement

### **F2F Interaction**

Association experience
Operational challenges
Features and Wishlist
Barriers in current ecosystem

#### **FGDs**

Work and leisure balance
Emotional triggers
Overall satisfaction
Emergency/ crisis management

#### **F2F Interaction**

Factors effecting loyalty

Brand impact

Community Influence



# **CX Study –** Understanding different generations (1/2)

	Boomers (1946 to 1964)	Generation X (1965 to 1980)	Millennials (1981 to 2000)	Generation Z (2001 to 2020)
Background	<ul> <li>Conventional school of thought with low awareness</li> <li>Relatively less diverse</li> </ul>	<ul> <li>Looks for better ways of generating income but not good at cost efficiency</li> </ul>	<ul> <li>1st Generation not expected to do as well financially as their parents</li> <li>Cosmopolitan, well-educated</li> </ul>	<ul> <li>Ethnically diverse and tolerant</li> <li>Socially liberal and financially prudent</li> </ul>
Personality trait	<ul> <li>Dependent and fixated school of thought</li> <li>Resistant to change</li> </ul>	Independent, Self-reliant, Resilient	<ul><li>Optimistic and idealistic</li><li>Dependent and entitled</li><li>Conversational attention span</li></ul>	<ul> <li>Pragmatic and realistic</li> <li>Environmentally conscious</li> <li>Text-message attention span</li> </ul>
Value	Family/Community	Success	Time	Individuality
Work ethic	<ul> <li>Dedicated</li> <li>Pay your dues</li> <li>Work hard</li> <li>Respect authority</li> <li>Hard work</li> <li>Age=seniority</li> <li>Company first</li> </ul>	<ul> <li>Driven</li> <li>Workaholic-60 hrs/weeks</li> <li>Work long hours to establish self-worth and identity and fulfillment</li> <li>Work ethic = worth ethic Quality</li> </ul>	<ul> <li>Balance</li> <li>Work smarter</li> <li>Eliminate the task</li> <li>Self-reliant</li> <li>Want structure &amp; direction</li> <li>Skeptical</li> </ul>	<ul><li>Ambitious</li><li>What's next?</li><li>Multitasking</li><li>Tenacity</li><li>Entrepreneurial</li></ul>
Motivation	<ul><li>Being respected</li><li>Security</li></ul>	<ul><li>Being valued,</li><li>Needed money</li></ul>	<ul><li>Freedom and removal of rules</li><li>Time Off</li></ul>	<ul><li>Working with other bright people</li><li>Time off</li></ul>



# **CX Study –** Understanding different generations (2/2)

	Boomers (1946 to 1964)	Generation X (1965 to 1980)	Millennials (1981 to 2000)	Generation Z (2001 to 2020)
Entitlement	Seniority	Experience	Merit	Contribution
Money is	Livelihood	Means to an end	Task and Results	Today's payoff
Technology	<ul> <li>Adapted</li> <li>Relatively less tech-savvy</li> <li>Prefer getting media through newspapers and cable television</li> </ul>	<ul> <li>Acquired</li> <li>Getting used to the technical world through newer generations</li> <li>Prefer old media transmitters</li> <li>Read newspapers, magazines and watch television</li> </ul>	<ul> <li>Assimilated</li> <li>Tech-savvy (use up to 2 devices a day)</li> <li>Pioneers of social media, smartphones, mobile revolution</li> <li>Preferred social media: Facebook</li> </ul>	<ul> <li>Digital natives (can use over 4 devices a day)</li> <li>Preferred social media: Instagram</li> </ul>
Shopping Preferences	<ul> <li>Highly Price-sensitive</li> <li>Prefers visiting physical store and refrains online purchase</li> </ul>	<ul> <li>Price-sensitive</li> <li>Prefer long-term     programmes, loyalty     offerings, and building     relationships</li> </ul>	<ul> <li>Price-sensitive and stimulated by discounts</li> <li>Prefer visiting stores to get merchandise immediately</li> <li>Prefer loyalty programmes</li> </ul>	<ul> <li>Don't mind purchasing second-hand products</li> <li>"Buy now, pay later" preferred</li> <li>Enjoys social shopping, using Social media platforms to browse and make purchases</li> </ul>



### Tools and Enablers (1/2) - Consumer Questionnaire

### **Consumer: Screening Questionnaire**

#### Voice of Customer Illustrative Name of Respondent Designation: Address(Residence): PIN: Fixed Phone (Residence): Mobile No.: Email ID: Interviewer: Date of the interview: Quality Check: Accompanied Back checked Scrutinized Supervisor (initials) 1 field Executive (initials) 2 3 3 Frost & Sullivan QC Team (initials) 3 Questionnaire No. Circle relevant Center code Center Code Center Code Ahmedabad Cochin Delhi Bangalore 6 3 Mumbai Chandigarh Chennai Pune SECTION 1 - SCREENER SECTION 1. Do you come from any of the following background? (SINGLE RESPONSE): Working with a Vehicle Manufacturer → TERMINATE → TERMINATE Authorized Service Center 2 Dealer of vehicles → TERMINATE Broker/Financier of vehicles → TERMINATE Media & Advertising (Print, electronic, etc.) → TERMINATE 5 Market Research → TERMINATE → TERMINATE Automobile Consulting → CONTINUE Does your family own atleast one Passenger Car in your family? (SINGLE RESPONSE) → CONTINUE No

→ TERMINATE

### **Consumer Questionnaire**

Q1 How aware do you feel you are in understanding the following type of engine technologies?

Alternate Powertrain	Very aware	Aware	Somewhat aware	Notaware	Not aware at all
1. LPG	5	4	3	2	1
2. CNG	5	4	3	2	1
3. Electric	5	4	3	2	1
4. Bio Fuel	6	4	3	2	1
<ol><li>b. Hydrogen</li></ol>	6	4	3	2	1
<ol><li>Micro Hybrid (start / stop)</li></ol>	5	4	3	2	1
/. Mild Hybrid	5	4	3	2	1
8. Full Hybrid	5	4	3	2	1
9. Plug in Hybrid	5	4	3	2	1

INTERVIEWER - IRRESPECTIVE OF RESPONSE TO Q 22, CREATE AWARENESS ON EACH TYPE BY SHOWING DEFINITION (U.S.E. SHOW CARD -

Limited overall performance Inconvenience of monitoring and maintaining battery charge Inconvenience of fuel stations Less attractive vehicle designs and styles Low reliability/durability Limited availability of models Low resale value Fuel efficiencies are not significantly better than many conventional vehicles Safety concerns (because of high pressure tank) Limitation in space (passenger/luggage compartment, because of bigger tank)	High Price	
Inconvenience of fuel stations Less attractive vehicle designs and styles Low reliability/durability Limited availability of models Low resale value Fuel efficiencies are not significantly better than many conventional vehicles Safety concems (because of high pressure tank)	Limited overall performance	
Less attractive vehicle designs and styles  Low reliability/durability  Limited availability of models  Low resale value  Fuel efficiencies are not significantly better than many conventional vehicles  Safety concems (because of high pressure tank)	Inconvenience of monitoring and maintaining battery charge	
Low reliability/durability Limited availability of models Low resale value Fuel efficiencies are not significantly better than many conventional vehicles Safety concems (because of high pressure tank)	Inconvenience of fuel stations	
Limited availability of models  Low resale value  Fuel efficiencies are not significantly better than many conventional vehicles  Safety concerns (because of high pressure tank)	Less attractive vehicle designs and styles	
Low resale value  Fuel efficiencies are not significantly better than many conventional vehicles  Safety concerns (because of high pressure tank)	Low reliability/durability	
Fuel efficiencies are not significantly better than many conventional vehicles Safety concerns (because of high pressure tank)	Limited availability of models	
Safety concerns (because of high pressure tank)	Low resale value	
	Fuel efficiencies are not significantly better than many conventional vehicles	
Limitation in space (passenger/luggage compartment, because of bigger tank)	Safety concerns (because of high pressure tank)	
	Limitation in space (passenger/luggage compartment, because of bigger tank)	

Q3 What do you like most about Hybrid and Alternate Fuelled Cars?

Eco friendly by means of reduced fuel consumption	01
Eco friendly by means of reduce emission	02
Reduced fuel costs	03
Cool Image	04
Savings/reductions in taxes or potential subsidies	05
Enhanced performance as a result of engine boosting from the electric motor	06
	07
Use of innovative technology	08
Can use air conditioning even when engine is off	09
Others (Please specify)	10



### Tools and Enablers (2/2) - Focused Group Discussion

### **FGD Screening Questionnaire**

# Recruitment Questionnaire Name of the respondent Address Area / Locality City Telephone Number Name of the Interviewer

1. Do you come from any of the following background:

Working with a Vehicle Manufacturer	1	→ TERMINATE
Authorized Service Center	2	→ TERMINATE
Dealer of vehicles	3	-> TERMINATE
Broker/Financier of vehicles	4	→ TERMINATE
Media & Advertising (Print, electronic, etc.)	5	-> TERMINATE
Market Research	6	→ TERMINATE
Consulting	7	→ TERMINATE
Any other	8	→ CONTINUE

2. Have you participated in this kind of research regarding vehicle within last 6 months?

Yes	1	→ TERMINATE
No	2	→ CONTINUE

3. Does your family own atleast one Passenger Car in your family?

Yes	1	-> CONTINUE
No	2	→ TERMINATE

4. Which of the following describes your profile for the Passenger Car you own?

Owner	1	-> CONTINUE
Owner cum driver	2	→ CONTINUE
Only driver	3	→ TERMINATE

Which of the following describe your role in the decision making process of the passenger car you own or intend to buy in future?

Key Decision Maker	1	→ CONTINUE
Key Influencer	2	→ CONTINUE
One of the influencer	3	→ CONTINUE
Neither decision maker nor key influencer	4	→ TERMINATE

#### **FGD Discussion Guide**

#### Discussion Guide for Future of Mobility

Expectations from the Customer future Mobility Preference

#### Theme:

Section	Detalls	Time
1	Warm-up and Respondent profiling     Current vehicle ownership     Attitude towards vehicle ownership	20 mln
2	How has the mobility trends changed in past 5 years & future perspective  Mobility Changing requirements  Shared Mobility  Type of Vehicle (Segment, Powertrain)	45 min
3	Measuring customer expectation through future Mobility  • Alternate Fuel vehicle (Electric Vehicle, CNG/LPG)  • Expectation from the future car/OEM  • Will prefer own Car/Shared Mobility  • Willingness to pay	45 min
	Total Duration	110 mln (1 hr 50 mln)

#### SECTION - 1: WARM-UP AND RESPONDENT PROFILING - (20 min)

Helio and good day to all of you. We are very thankful that you all took the time to come and attend this group discussion.

Have any of you attended groups like this before? [MODERATOR TO VERIFY THAT NO RESPONDENT HAS ATTENDED A SIMILAR GROUP IN THE LAST 6 MONTHS]

I would like to give you an idea of why we are conducting these groups. For us, the decision to purchase a car is an extremely rational one, taken after due consideration of cold, hard facts and much calculation of what our car would cost to run and maintain in the long term. We would like to understand from you, as to what are the key parameters that you would consider before deciding on the brand and model that you would like to own.

There is no right or wrong answers, so please feel free to express your opinion, even if it is different from that of the others in a group. Only if you express yourself freely, will you find it enjoyable, and also we will find it useful!



### Performance Improvement - Dealer Sales review approach

### **Prepare Policy**

Formulation of policy to be followed by all dealers to ensure consistency.

Training staff to sensitize them about policy.

# Real time audit of files

Audit of each file prior to delivery and documentation of pricing aspects in our in-house tool developed specifically for the program.

# **Management** confirmation

Obtain confirmation from management for each non-compliance of policy through communication in individual dealer group.

# Reporting on observations

Event based reporting on dealer specific groups.

Monthly meetings for combined reporting

### **Business Insights**

Benchmarking reports through web based and app-based tool with individual access to dealers

### Sales Process Review (SPR)

### **Project Setup**

Identify key drivers across review cycle and co-develop a detailed questionnaire/ checklist for objective assessment

### **Planning**

Schedule mystery visits across retail outlets

Create **customer profiles** based on regional specifications

### Orientation

Orient the mystery shopper on the Do's and Don'ts for the mystery visit

### **Mystery Visits**

conduct mystery shopping visit to gauge customer experience on agreed parameters using our propitiatory dealer quality application

### **Feedback**

Mystery Audits

Obtain the **feedback** of mystery shopper and record the feedback in our **proprietary** application

### Reporting

Real time reporting of mystery shopping results in our proprietary application and periodic reporting to management



### Performance Improvement - Dealer Sales review approach

### Illustrative aspects forming part of policy



### **Booking validity**

- 1. Booking intimation and submission
- 2. Completeness of documents
- 3. Obtaining minimum booking amount
- 4. Parallel bookings
- 5. Out of purview bookings



### **Receipts**

- 6. Cash receipt only in front of auditors
- 7. Auditors to put his stamp on each cash verified
- 8. Vehicle released on receipt of full payment
- Tracking of amount received against DO
- 10.3<sup>rd</sup> Party payment supporting's



### **Allied Services**

- 11. Discount on insurance OD
- 12. Service packages
- 13. Accessories
- 14. RSA
- 15. Extended warranty
- 16. Fast tag
- 17. Finance pay-out
- 18. Registration



#### **Grey Area**

- 19. DSA deals
- 20. Implied DSA
- 21. Margin on trade in vehicles
- 22. Demo Vehicles
- 23. Management referral
- 24. OEM approvals
- 25. Leasing commissions



### Reporting

- 26. Escalation status
- 27. Observations
- 28. Business Insights
- 29. Benchmarking reports
- 30. Penetrations

















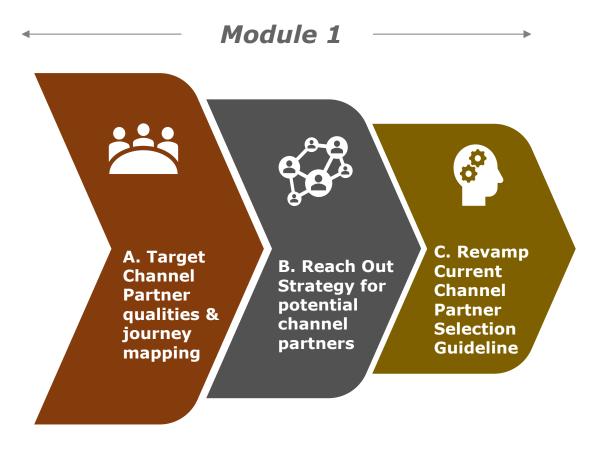


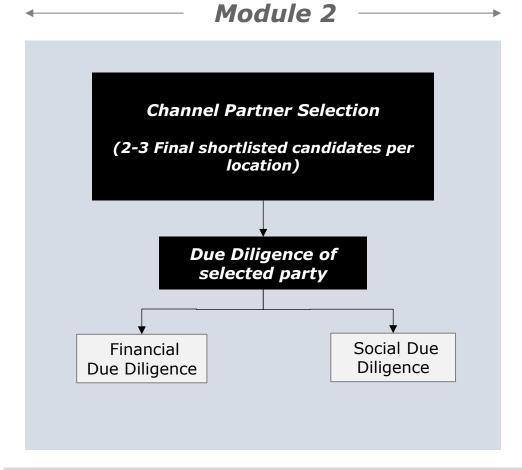




### **Performance Improvement –** Channel Partner Selection Framework

The support framework is divided into two Modules







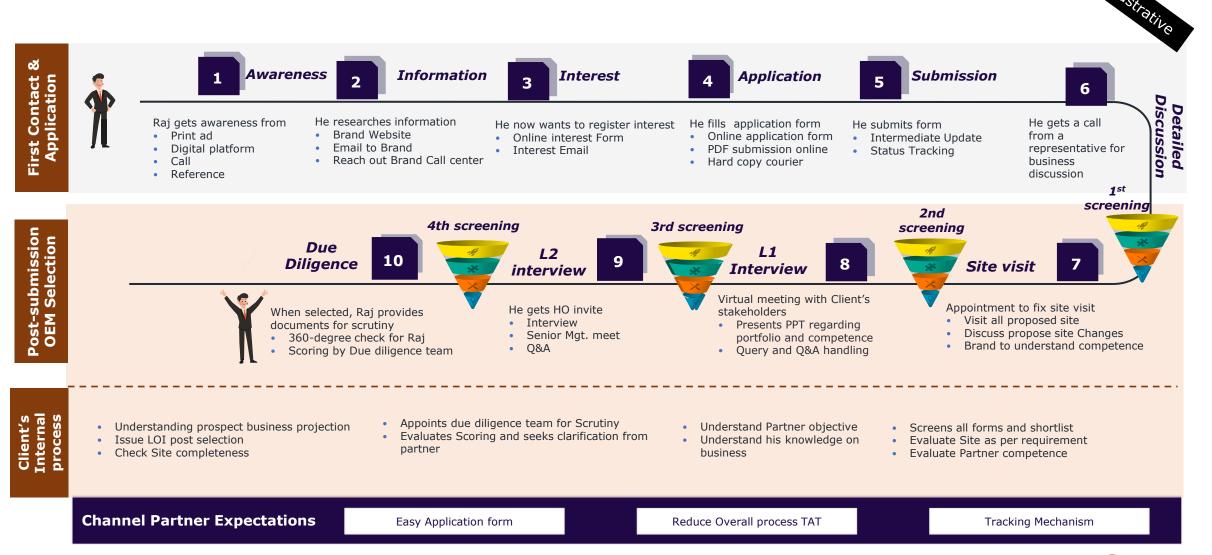
4 Weeks (Module 2 pilot post 3<sup>rd</sup> week. 4<sup>th</sup> week for on-the-go iterations) Shortlisted candidates submission - 4 weeks after receiving requirement

Social due diligence - 1 week after receiving requirement



## **Performance Improvement – Channel Partner Selection Process (1/2)**

Channel partner prospect touchpoints through his/her application process





### **Performance Improvement –** Channel Partner Selection Process (2/2)

Criteria Matrix for input into Balance Scorecard (BSC) evaluations

### **Weighted score**

- Comparison matrix to arrive at weighted score for each parameter
- Assigning 0,1 weights to each parameter w.r.t. priority against the other

### **Key considerations**

Cultural Fitness with Client





Past Business Experience

Investment & Infra Evaluation



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				•				670/ 0/ Ma	rko —
6 Phase 2 Evaluation: Qualified 82% % Marks				•				67% % Mai	rks
		5 Phase 1 Evalua	tion:	Qualified					

CONSULTING

### **Our Value Proposition in Channel Partner Selection Journey**

### Requirement



**Business Justification of** identified open city

- Assist Client team in State wise, district wise potential for business case development
- Multiple workshops across organisation to handhold the end to end process

#### Reach out



#### **Prospect Reach-out**

- Extensive prospect reach out through:
  - ✓ Our database
  - ✓ Tie-ups with Association, property dealers, advisor, Investor groups etc
  - ✓ Ground scouting
- Deployment of team with extensive experience in dealer development & concerned segment

#### **Evaluation**



#### **TGC & Client Evaluation**

- Standard neutral scientific evaluation through of prospect (BSC)
- Multiple rounds of interviews for effective evaluation
- Collection of critical documentation to ensure quality prospects

### **Monitoring & Governance**



#### Governance

- Single point of contact for overall project co-ordination
- Live Project Progress Dashboarding Update
- Monthly steercom with insights on selected persona, backout and rejection analysis

- Validated Business case justification
- Valuable insights through workshops for auick selection
- Multiple propsects options for an open city leading to better decision
- Reduction in delear identification TAT

Channel partner identification with financial strength for long term partnership with Client

Robust governance & program monitoring for effective decision making



# To discuss further, please feel free to connect at:



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**Chandigarh | Gurugram**