

ERP ASSESSOR GUIDE

Basic Details:

- You will be playing the role of Bhavya Ranjan, head of operations at Delish Deliveries.
- Delish Deliveries is a rapidly expanding food delivery platform (like Swiggy).
- Your organization has entered an exclusive five-year contract with NextGen/Velocity for the design, production, delivery, and maintenance/diagnostic services of 50,000 electric scooters in select cities across the region, out of which your operations are primarily based in the country.
- According to the contract, 5000 scooters are to be delivered to Delish's delivery executives every 6 months.
- This collaboration has resulted in a unique model of electric two-wheeler specifically tailored to meet the needs of Delish's delivery executives.
- Key features of this model named eZypp include superior handling to navigate on Indian roads, a specialized compartment to store food packages, and easily replaceable battery packs.
- The contract has drawn spotlight on Delish's commitment towards sustainability and safety of its delivery executives. This strategic move has been appreciated by Delish's shareholders and investors as well.
- Uniformity in the method of mobility of the executives, as well as the special design features of the vehicle will lead to standardization of various processes when it comes to vehicle maintenance. Adding to this, NextGen/Velocity has provided a dedicated team for the maintenance of these vehicles.
- Because of these data points, it is projected that these efficiencies will lead to an overall increase in productivity of executives by 7-10%. If this becomes true, then Delish will have a competitive edge over its competitors when it comes to delivery time.
- The contract also states that NextGen/Velocity will replace components with newer ones, if any major design flaw is detected in them.

The Situation:

- Six months ago, the first batch of 5,000 eZypp scooters was delivered to various delivery partners across key cities and towns of the region.
- In recent months, there has been a noticeable increase in reports of vehicular breakdowns experienced by Delish's delivery partners.
- Your team's communication with NextGen/Velocity has revealed a design flaw in the battery packs of these electric scooters, because of which the batteries have been prone to overheating.
- This is a major cause of concern as besides negatively impacting Delish's business, it is also hazardous for the delivery executives, who already operate in a tough Indian environment.
- While NextGen/Velocity has been quick in identifying the root cause of the issue and is committing to take care of these issues in the future, especially in the 5000 units due this month,

you are disappointed with how NextGen/Velocity team has been keeping quiet when it comes to replacement of the components of the vehicles currently on the road.

- It has already been 2 weeks since the design flaws were rectified. Till now, you have only received a report of replacement of batteries in 150 units. These are the units that were taken to the service centres with overheating issues, post the identification and rectification of the design flaws.
- You will bring this up strongly in the meeting as you expected them to show proactiveness in initiating the process of replacement. This has impacted the confidence that you have had on the NextGen/Velocity team.
- You have written an email to Shashi Grewal / Praveen Agarwal (The participant), head of after sales service delivery of the region at NextGen/Velocity.

This email reads as follows:

Subject: Replacement of eZypp electric scooter across the region

Dear Shashi / Praveen,

We had entered this partnership 6 months ago with a vision to provide sustainable mobility to all our delivery executives across the region. As you know, the eZypp model was designed keeping the unique requirements of our executives and the conditions they operate in. We began well, and our operators found ease in commuting and delivering with these vehicles. However, in the last couple of months, we have found out that the average time for delivery has actually increased across the region. This is mainly because of the increase in the number of incidents of breakdown of these scooters.

I understand that the NextGen/Velocity team has identified and rectified these issues in the design and the next batch of 5000 units will not face such overheating issues. However, we at Delish firmly believe that the 5000 scooters that are still on the roads are a major cause of concern, both from a business perspective as well as from the perspective of well-being of our executives.

I request you to take swift action and get these 5000 scooters replaced with the new ones and deliver another 5000 scooters (due this month) within the next 2 months.

Regards,

Bhavya Ranjan

- While the timeline you have mentioned here is unrealistic, you expect Shashi / Praveen to realize the mistake. You also know that he will ask for replacement of the battery packs in place of the entire vehicle. Here, you can play the role of a hard negotiator to assess how the participant responds when unrealistic expectations are put forward.

- In addition, you expect Shashi / Praveen and his team to provide appropriate compensation for the losses incurred by your organization, especially in the last 2 weeks.
- You are keen to know what systemic changes are being implemented at NextGen/Velocity to ensure that there are no such occurrences in future.
- Even though there has been a breach of confidence, you hope to continue this partnership in the future with an even stronger working relationship with the partner (given that the conversation is supportive to your goals).

Competencies being assessed:

1. Perseverance

- The participant's ability to negotiate and reach an agreeable agreement.
- The participant's ability to strive towards winning the trust and confidence of the client.
- The participant's ability to work around difficult situations and stay focused on his goal.

2. Executive Presence

- The participant's ability to put forward his points confidently and with conviction.
- The participant should not bog down during the conversation.
- The participant's ability to keep a calm and composed demeanour.

3. Entrepreneurial

- The participant's ability to identify the impact of his choices on the business.
- The participant's ability to identify areas of opportunities to strengthen the partnership.
- The participant's ability to identify the interests of both parties while negotiating.