

Introduction

Situation Overview

Shashi Grewal / Praveen Agarwal the Regional after-sales service manager at NextGen/Velocity Motors, is part of a leading Indian two-wheeler electric vehicle company renowned for its after-sales service and high customer satisfaction. The company has successfully expanded into the Southeast Asian market, establishing a 6.5% market share within two years. This is a notable achievement in a competitive landscape, indicating strong market entry and growth potential.

Strategic Goals

NextGen/Velocity Motors aims to nearly double its market presence to 11% in the Southeast Asian region over the next three years. The company has identified an opportunity to extend its reach into rural areas, which have been relatively untapped compared to urban markets. To support this sales growth, NextGen/Velocity recognizes the need to concurrently expand its after-sales service network to maintain its reputation for customer satisfaction.

Upcoming Strategy Meeting

A strategy meeting has been convened with Regional Heads to discuss and devise a plan for expanding NextGen/Velocity's after-sales service network in line with its sales growth objectives. Shashi Grewal / Praveen Agarwal, along with other Regional Heads, will have 30 minutes to prepare for a 40-minute discussion focused on the following key points:

Formulate a strategy that aligns with the sales goal of increasing market share from 6.5% to 11%, ensuring that after-sales services are scaled up to meet the demands of a broader customer base, including those in rural areas.

- Formulate an after-sales strategy aligned with the sales strategy to increase the market share from 6.5% to 11%.
- Establish a set of performance indicators to evaluate the effectiveness of the expansion strategy focusing on customer satisfaction.
- Create an implementation plan to meet the above objectives across the short and long term.

How to assess:

Please familiarize yourself with the participant instructions before reading the instructions for assessors to understand how participants would prepare for the meeting. This guide is designed to help you effectively evaluate participants. Overall, participants need to work together the best course of action for global expansion in southeast Asian countries while accounting for challenges. The following competencies need to be assessed during the group discussion:

- **Emotional Intelligence**
 - + Is able to work together with other regional heads to finalize action plan.
 - + Should be considerate towards opposing opinions.
 - + Should be able to deliver feedback on other's viewpoints emphatically.
 - + Presents ideas calmly.

- + Is an active listener.
 - Does not let other participants finish an opposing viewpoint by cutting them off.
 - Displays aggression towards others.
 - Does not listen actively.
 - Is not able to take tough decisions with humility and empathy.
- **Executive Presence**
 - + Presents viewpoints with clarity, is able to answer follow-up questions.
 - + Considers ideas which are opposite and is able to consider pros and cons of both the perspectives.
 - + Seeks feedback about the proposed action plan and make amends where necessary.
 - + Showcases active listening by not interrupting others which they are speaking.
 - Finds it difficult to understand others' perspectives and accommodate action plan accordingly.
 - Tends to consider their own inputs superior to that of others.
 - Remains closed off to different ideas.
 - Fails to invite suggestions from others.
 - **Toughness**
 - + Displays resilience to cope with stressful situation.
 - + Remains persistent while finalizing action plan that is beneficial for the overall growth of business.
 - + Recognizes the alternative solutions by considering viewpoints of all stakeholders.
 - + Considers challenges while finalizing final action plan.
 - Fails to see the advantages in other's viewpoints.
 - Focuses on only one line of thought, is not able to consider think from different perspectives.
 - **Crisis Management**
 - + Considers different perspectives in conflict management.
 - + Takes lead in discussion and drives others towards larger goal.
 - + Focuses on arriving on a plan that drives org goals with a focus on budget.
 - Fails to leverage available information to arrive at solutions.
 - Is unable to provide improvements to the suggested ideas.