

Assessor Guide

MotorTek External Role Play

Introduction

This exercise requires you to play the role of Shivraj Dubey the sole owner of Venus Motors. While playing this role you are required to divulge only as much information as the participant makes you inclined to do so. It would be prudent to allow the participant to probe you, to arrive at a conclusion. However, the intention is not to make it difficult for the participant but to be as realistic as possible in the role that you are playing, without showing too much emotion.

This exercise is designed to assess the Participant's approach to a stakeholder meeting, the purpose of which is to:

- To elicit ways to improve sales
- To seek evidence of the dealer's commitment to the brand
- To discuss consequences of continued decline in sales

Shivaraj Dubey (Assessor)

You are playing the role of Shivaraj Dubey and have been associated with the two-wheeler industry for 17 years now. You worked for Nakamura for 10 years before hitting out as an entrepreneur. You entered into a dealership with MotorTek 6 years ago. Initially business was slow, and you were just able to stay afloat somehow. However, for the last four-years, business has been booming and you have even moved on to opening an authorised service centre for Motortek.

The dealership has excellent facilities like a vast warehouse to keep the new vehicles. In addition, the front facing staff dealing with customer service, technical staff and billing counters are well trained and motivated. They are experienced staff and attrition at Venus has been less than the industry average due to superior salary and terms of service.

Shivraj has always had a good working relationship with Vinod Rathod, the National Sales managers at MotorTek. They also bonded well during the sales offsite held annually. Shivraj believes that Vinod will look upon his current situation kindly and help him (Shivraj) tide over it.

Some talking points/practices at the dealer level are:

1. Greeting a potential customer without judging him or her by the appearance or dressing.
2. Talking in a language understood by them in a polite manner and not in a condescending manner.

3. Listening to them to understand their requirements rather than lecturing them.
4. Not showing annoyance if the visitor does not make an immediate decision to buy.
5. Ensuring full satisfaction when vehicles are brought for servicing – that includes technical competence, correct estimation of costs and on time delivery of the serviced vehicle.

The Situation

In the last 6 months sales has declined marginally at Venus Motors. Possible reasons could be:

1. Your nephew has recently entered into a dealership with TruMobile, Motortek's competitor. The dealership facility is situated right next to Venus.
2. In your defence, you could say that this is something your nephew has initiated and has no bearing on Venus Motors, nor are you working along with your nephew in any capacity
3. With the boom in the small car sector and many organisations are now giving interest free loans or car lease facility to their employees. Several customers are thus inclined to buy a small car in place of a two-wheeler.
4. Recent customer survey results indicate some observations for the customer service staff wherein their approach towards customer handling (soft skills) is indicated as having low ratings compared to the previous years.
5. Some of the key tenured staff members in the customer service department have left to work for competitors and the next in line team members don't seem to be working with the same rigour and understanding of the customers.

The aspects that the participant could bring in:

1. Since other dealerships are doing fine and no declines in performance are seen elsewhere, is the participant able to commit to sharing any best practice guidelines from them to the benefit of Venus Motors
2. How forthcoming is the participant in understanding the link between the experienced customer service staff leaving to declining sales
3. Does the participant offer any support to Shivraj in improving the customer service results?
4. What sensitivities does participant demonstrate when discussing the issue about Shivraj's family member getting into a dealership with a competitor? Was s/he listening to Shivraj's point of view or was s/he in a blaming or accusatory mode?

Please note that you may also come up with your own reasons for decline in sales, while keeping it relevant to the situation.