



Policy No.	3
Policy / Cluster Objective	2W Service– Domestic
Policy / Cluster means	AMD Workshop Profitability

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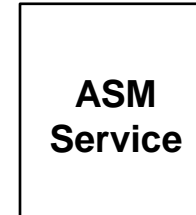
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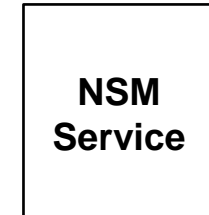
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**ASM
Service**

Members



**NSM
Service**



SL#	Slide#	Content
-	3	Abbreviations
1	5	LY performance
2	10-17	Problem statement and Observations
3	18-22	Analysis
4	23-32	Root cause analysis and development of solution
5	33-39	Action Plan
6	40-44	Customized Solution (Best practices/Known means)
7	45-50	Target Image Plan
8	51	Interface matrix



Sr#	Abbreviations	Expansion
1	AO	Area Office
2	ASM	Area Service Managers
3	APS	Authorized Parts Stockist
4	BEP	Break even Point
5	CFR	Carry Forward Ratio
6	CCE	Customer Care Executive
7	CSI	Customer Satisfaction Index
8	DA	Data Analytics Team
9	DMS	Dealer Management System
10	DO	Dealer Owner
11	DR	Demanded Repairs
12	DR/1KJC	Demanded Repairs per 1000 job cards
13	Impr.	Improvement
14	JD	Job Description
15	LPV	Labour per Vehicle
16	PPV	Parts consumption per vehicle
17	OPV	Oil consumption per vehicle
18	CU	Capacity utilization
19	M/C	Motorcycle
20	NDI	Net Direct income
18	PS	Paid Service
19	PSC	Paid Service Contribution
20	PSG	Paid Service Growth
21	PTC	Product training Center
22	PF	Profitable
23	QTR	Quarter
24	Sr.SA	Senior Service Advisor
25	SA	Service Advisor
26	SOP	Standard Operating Procedures
27	Tech	Technician
28	WS	Workshop
29	UOM	Unit Of Measurement
30	WM	Workshop Manager
31	ZO	Zonal Office

SL NO	CPs / Parameter	Logic/formulas
1	NDI	PS labour +oil & parts margin
2	NDI / ramp / hour	NDI / No. of Ramp / (30 days * 8 hour)
3	NDI factor	NDI / ramp / hour / city threshold
4	LPV	Labour per vehicle serviced in WS
5	PPV	Parts consumed per vehicle serviced in WS
6	OPV	Oil consumption per vehicle serviced in WS
7	POTENTIAL	Customer population based on vehicles sold in last 5 yrs
8	EARNING/ VEHICLE	Labour+ Parts margin +Oil margin)/Vehicle serviced in WS
9	CAPACITY UTILIZATION	Total inflow/ No. of Ramps/ Productivity @6 / No. of days))

City Category	NDI / ramp / hr Threshold
Category A	270
Category B	225
Category C	170

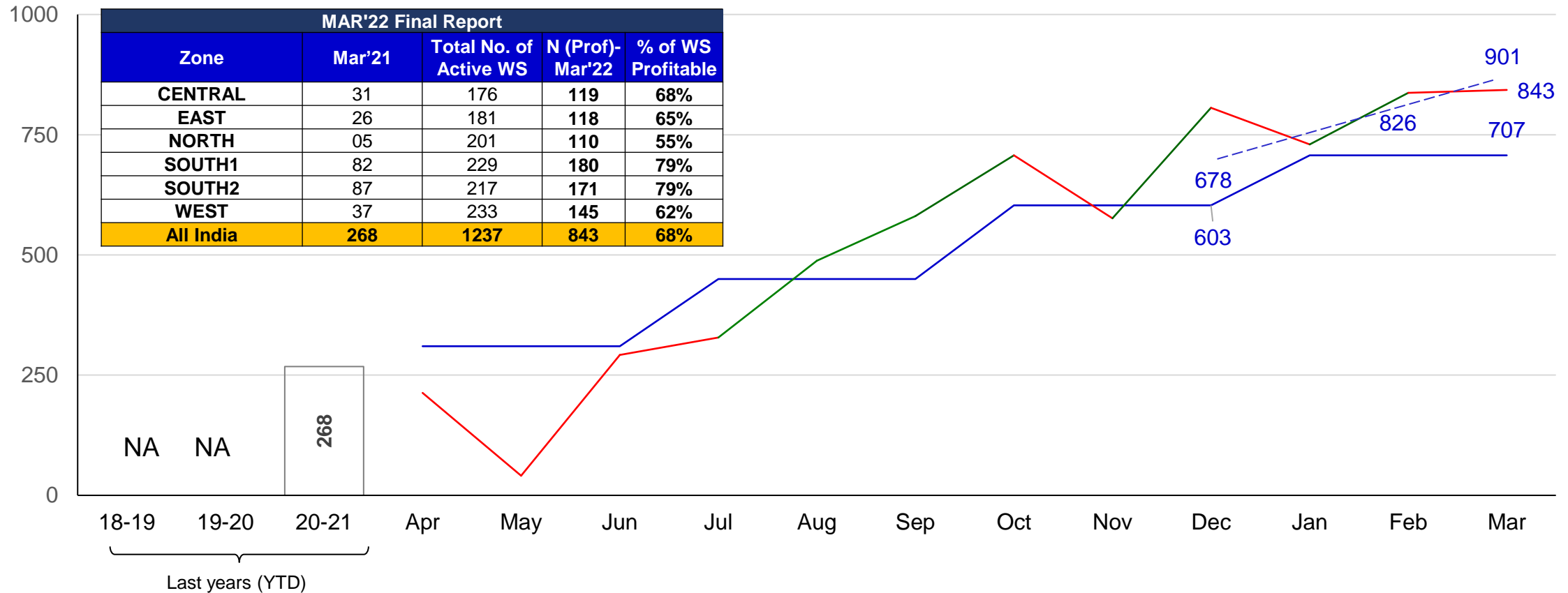
Last Year (FY 2021-22) performance



UOM: No. of WS above Profitability Threshold

Objective performance (3 years)

N: 1237



Inferences:

1. Apart from July'21 & Nov'21, all months targets for Q2 & Q3 have been achieved.
2. Plan has been revised from 707 (at the start of FY) to 901 based on H1 PDCA.

Note: Total WS = 1237, 83 are Watch/Termination category



Key Risk Events	Identified (Yes / No / Partial)	Mitigated (Yes / No / Partial)
Impact from Covid Lockdown 2 nd Wave (May-June'21)	No	Partial ➡
Loss of inflow due to change in potential by -9.96 (plan-49.7, Actual-39.7)	Yes	Partial ➡
SMR App Launch delayed and non effectiveness	Partial	No ➡
Manpower Attrition Technician (Expected -14% and Actual -24%) SA (Expected -28% and Actual -36%)	No	Partial ➡

Manufacturer	TVSM	Hero	Honda
Dealer profitability tracking	Profitability is tracked as a key MP/KRA	On need basis. Tracking happens through Excel tracking But not in KRA/MP. Only Inflow & subscription to “Goodlife” is tracked	No tracking of profitability. Only Inflow & EW/AMC is tracked
Measure of profitability	Net Direct Income/Ramp/Hour i.e (Labour+parts& Oil Margin)/Ramp/hr > threshold	On need basis. Tracking happens through Excel tracking.	-
Key Business Metric	Workshop Profitability PS share - 26.6% PS retention - 44%(non moped)	Free service redemption (FSR) Paid Service share -22%	Paid service retention target for FY 2122-40%,current year retention is ~38%
KRA	No .of Ws above NDI threshold	FSR & PS Inflow Labour & Parts per vehicle. Goodlife	FSR, Inflow, Labour per vehicle, Parts & Oil Per vehicle
Technician Productivity	5.1	5.2	5.4

* Hero does not consider Profitability for KRA as dealer declared income & expense is not considered an accurate representation

** PS retention= (No of Unique customers visited at least once in a year post Free service/Total Unique customer population for 5 Yrs



Policy Objective	Status	Policy Means	Status (Dec'21)
AMD Profitability (Plan: 678, Actual:806)	●	Labour per Vehicle (Plan:425, Actual:439)	●
		Parts per Vehicle (Plan:418, Actual:422)	●
		Oil Per Vehicle (Plan:208, Actual:209)	●
		Capacity Utilization (Plan:75%, Actual:65%)	●
		Paid Service Contribution (Plan:52%, Actual:53%)	●
		Paid Service Inflow in Lacs (Plan:4.83, Actual:4.91)	●

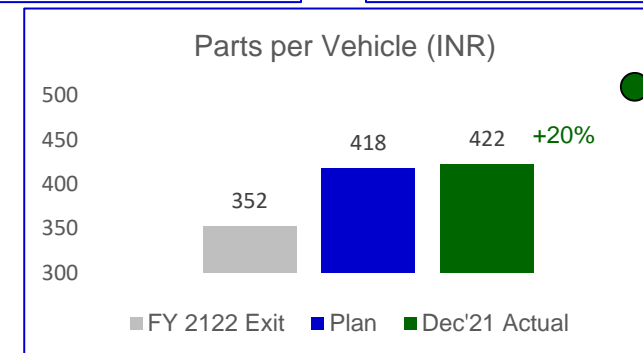
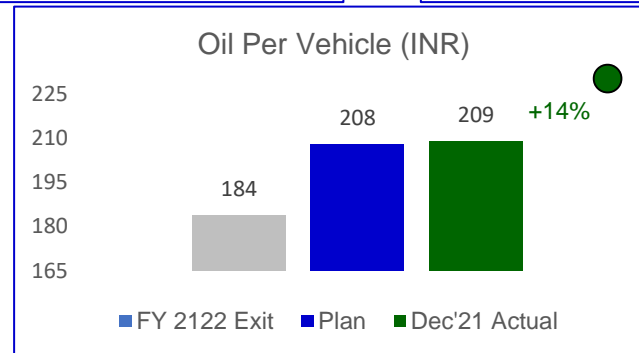
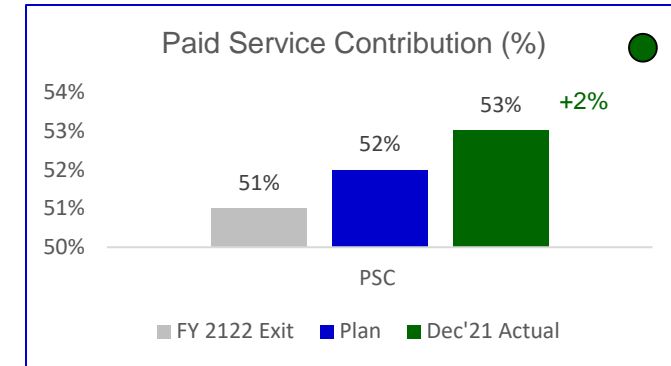
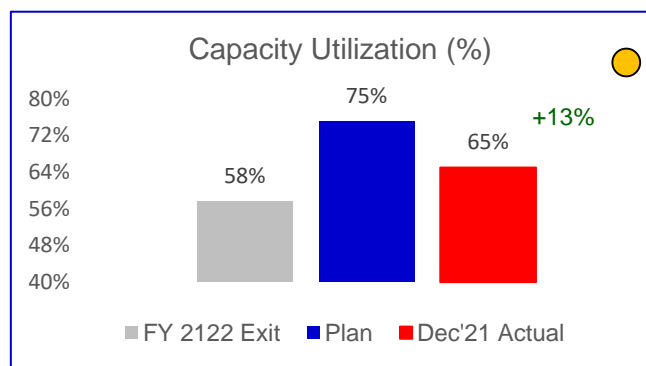
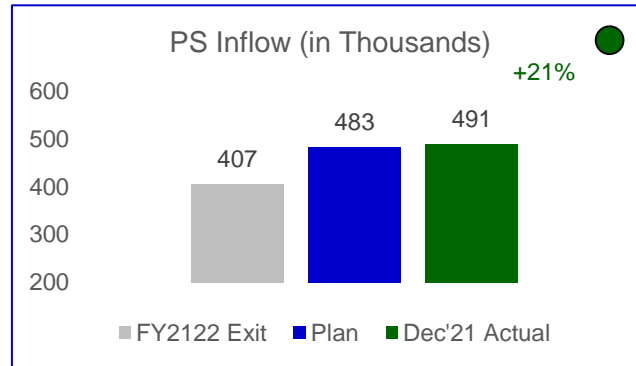
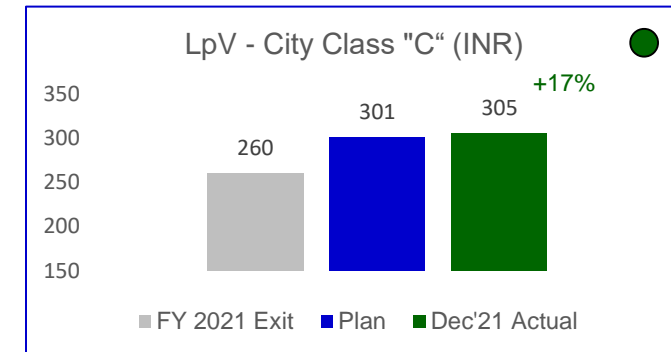
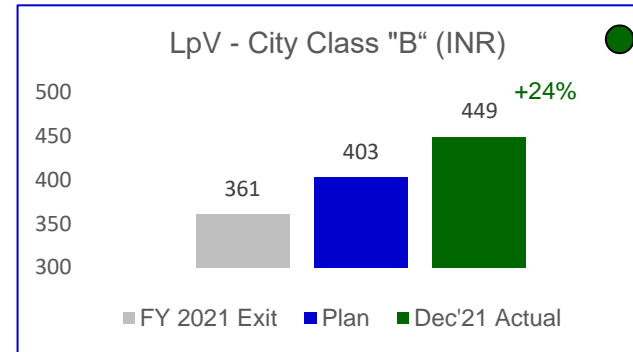
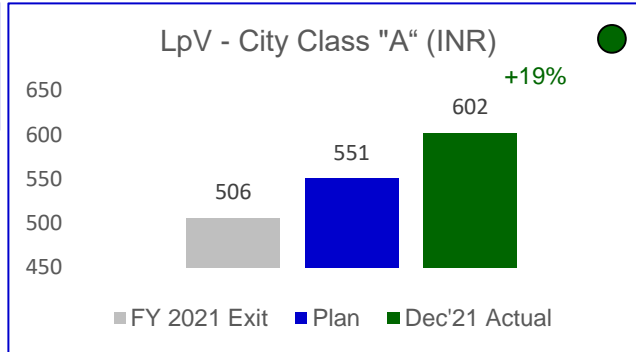
● Achieved

● Not Achieved

● Grown over LY



N: 1237
Period:
Dec'21



Achieved the PD plan



Not achieved the PD plan & above the LY actual



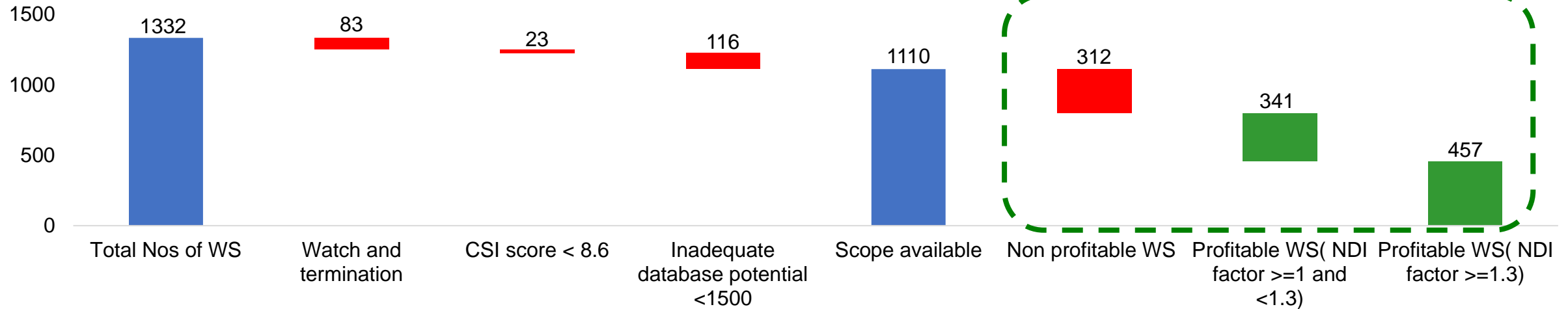
Not achieved the PD plan & below LY

Out of major 5 key checkpoints, Capacity utilization % was not achieved.

Problem statement

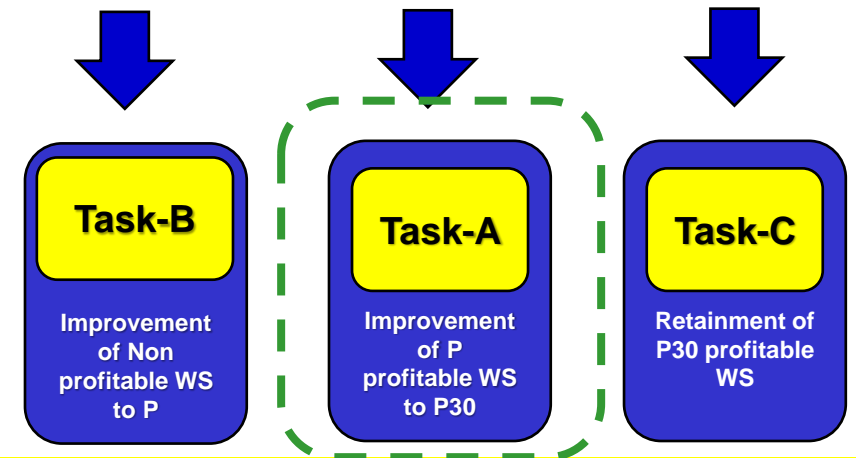


UOM=No of WS



Logic identification of target NDI Factor for P30 Profitability(30% additional profit)

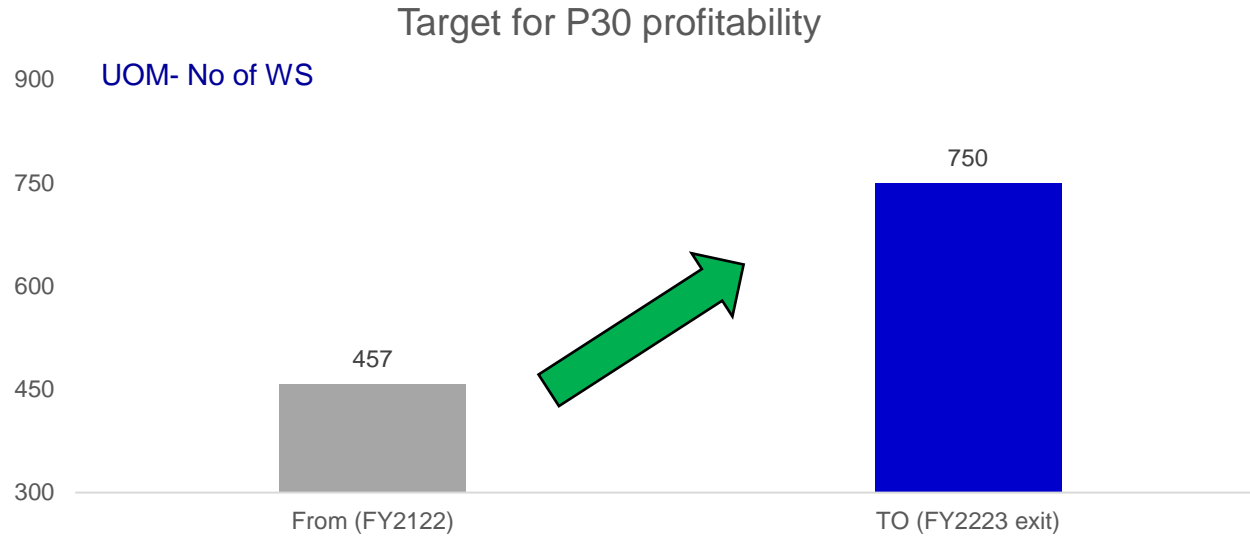
Benchmarking NDI ratio for P30 Profitability				
City Class	UOM	A	B	C
Threshold- T	INR	270	225	170
All Profitable WS NDI/R/H @ 1 st Quartile (Q)	INR	423	293	220
All Profitable WS NDI Ratio (1 st Quartile : Threshold) (Q/T)	Factor	1.57	1.30	1.29
NDI/R/H @ Median	INR	344	248	180
Ratio (Median : Threshold)	Factor	1.27	1.10	1.06



- Total of 457+341=798 (60%) WS will be focused on P30 profitability.
- Total of 312 (24%) WS will be focused on P Profitability.
- Total of 798+312=1110 (84%) WS will be planned for profitability in FY2122.



Objective : To make work shops from P profitability(457) to P30 profitability(750) in FY22-23.



City category wise stratification of P workshops (NDI>1.0 &<1.3)

City Category	Total No. of WS	% Contribution
A	31	9%
B	81	24%
C	229	67%
Total	341	100%

- B and C contributes to 91% of the targeted WS.
- Significant improvement will come from non metro towns WS.

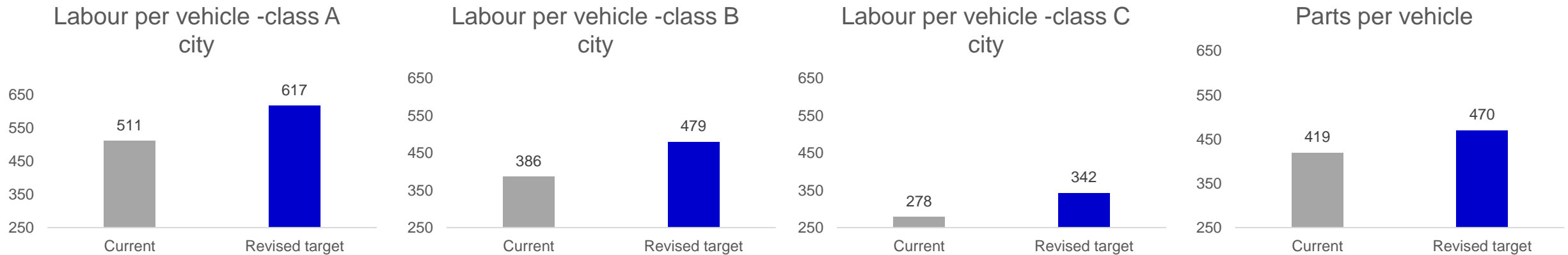


Identification of target NDI Factor for P30- Profitability

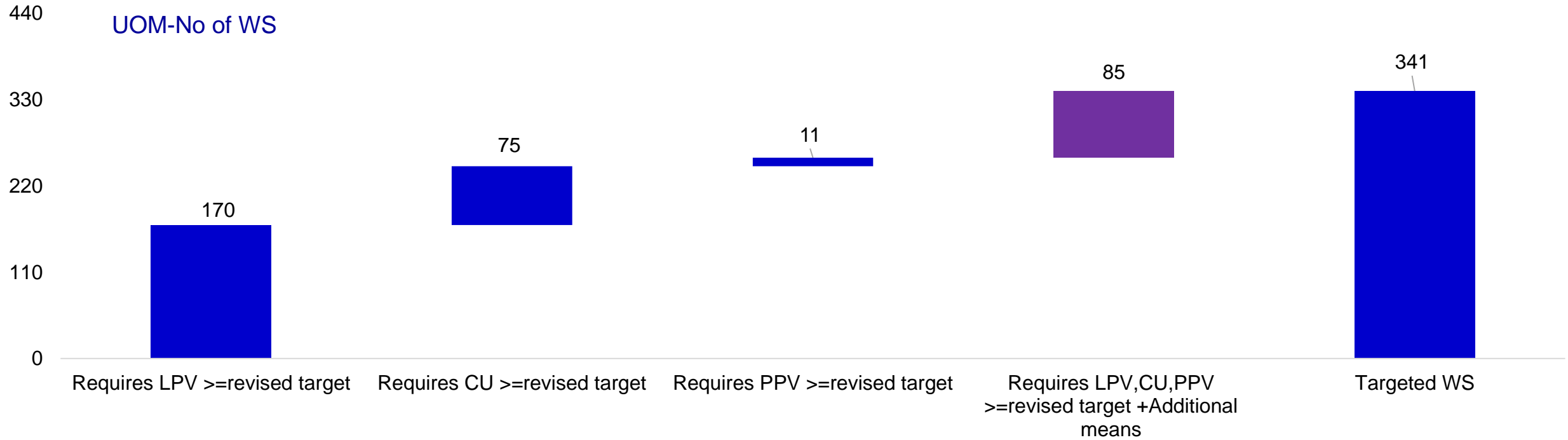
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NDI/R/H threshold- T	INR	270	225	170
All Profitable WS NDI/R/H @ 1 st Quartile (Q)	INR	423	293	220
All Profitable WS NDI Ratio (1 st Quartile : Threshold) (Q/T)	Factor	1.57	1.30	1.29

1. 90% of 341 P WS are from Category C and B city where the median NDI factor of P30 Box WS is 1.3
2. Thus, we have identified 1.3 NDI Factor as the desired threshold to make P profitable to P30 profitable for FY2223
3. **Median of current P30 profitable WS have been taken as targeted threshold for FY2223**

Required revised thresholds of check-points :



We will make WS profitable by achieving Targeted threshold .



- LPV has been identified as vital few
- 170 WS can become P30 profitability if LPV \geq targeted threshold value
- Rest 75 can become P30 profitable if PPV \geq targeted threshold value.
- 85 WS are such where all the 3 CPs –LPV, PPV and CU improvement is required along with additional means.



UOM-Nos of WS

P profitable to P30 profitable
(N=341)

Thresholds : Current Vs Revised

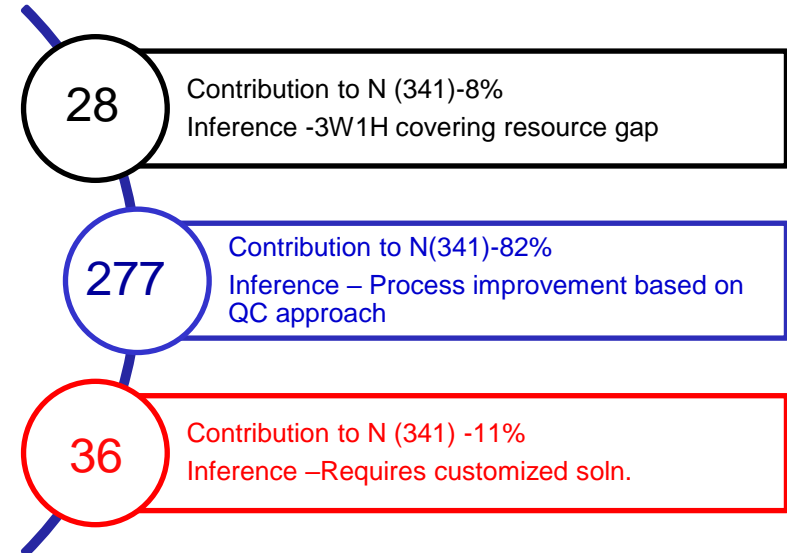
Key Checkpoint	Current threshold	Revised target
Labour per vehicle-A	414	617
Labour per vehicle-B	346	479
Labour per vehicle-C	270	342
Oil per vehicle	209	209
Parts per vehicle	425	470
Capacity Utilization	64%	64%

Low

Effort

High

Achievability			
WS category		Current threshold adequate to achieve P30 profitability	Revised thresholds required to achieve P30 profitability
Action points			
Resources not adequate		Category A 28	Category B 114
Resource not adequate and gap in process		142	21



- 28 WS is expected to become P30 profitable at current threshold. 3W1h covering resource gaps.
- 114+142+21=277 WS is expected to become P30 profitable at revised threshold.
- 31+5=36 WS needs additional means/ New initiatives to achieve P30 profitability.



WS with inadequate resources but can be made profitable @ current threshold

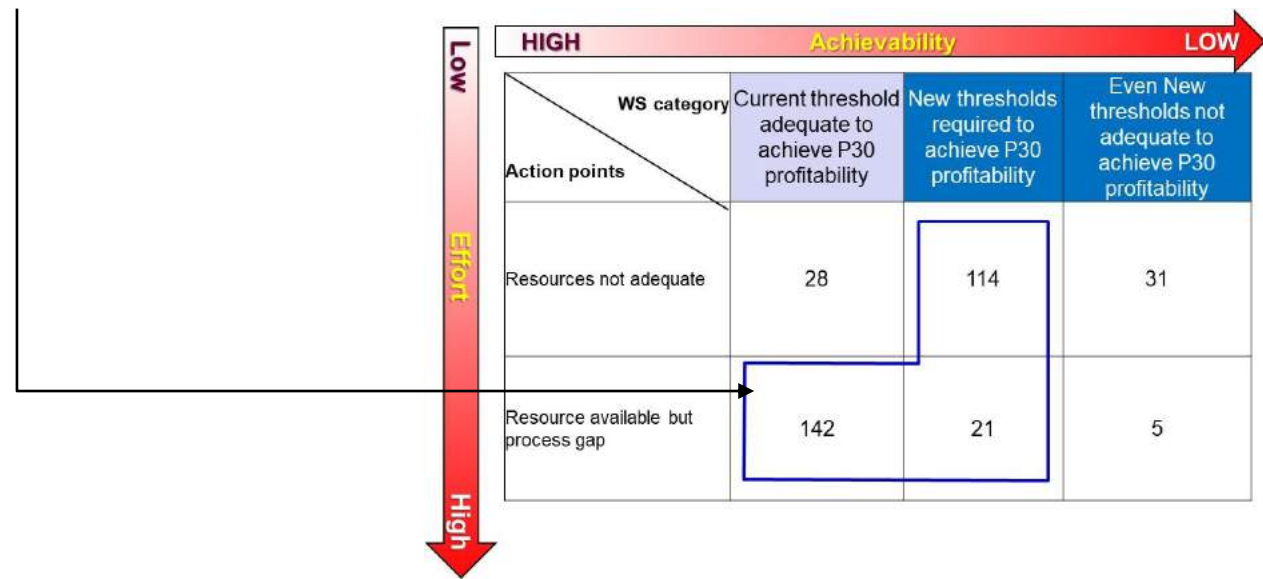
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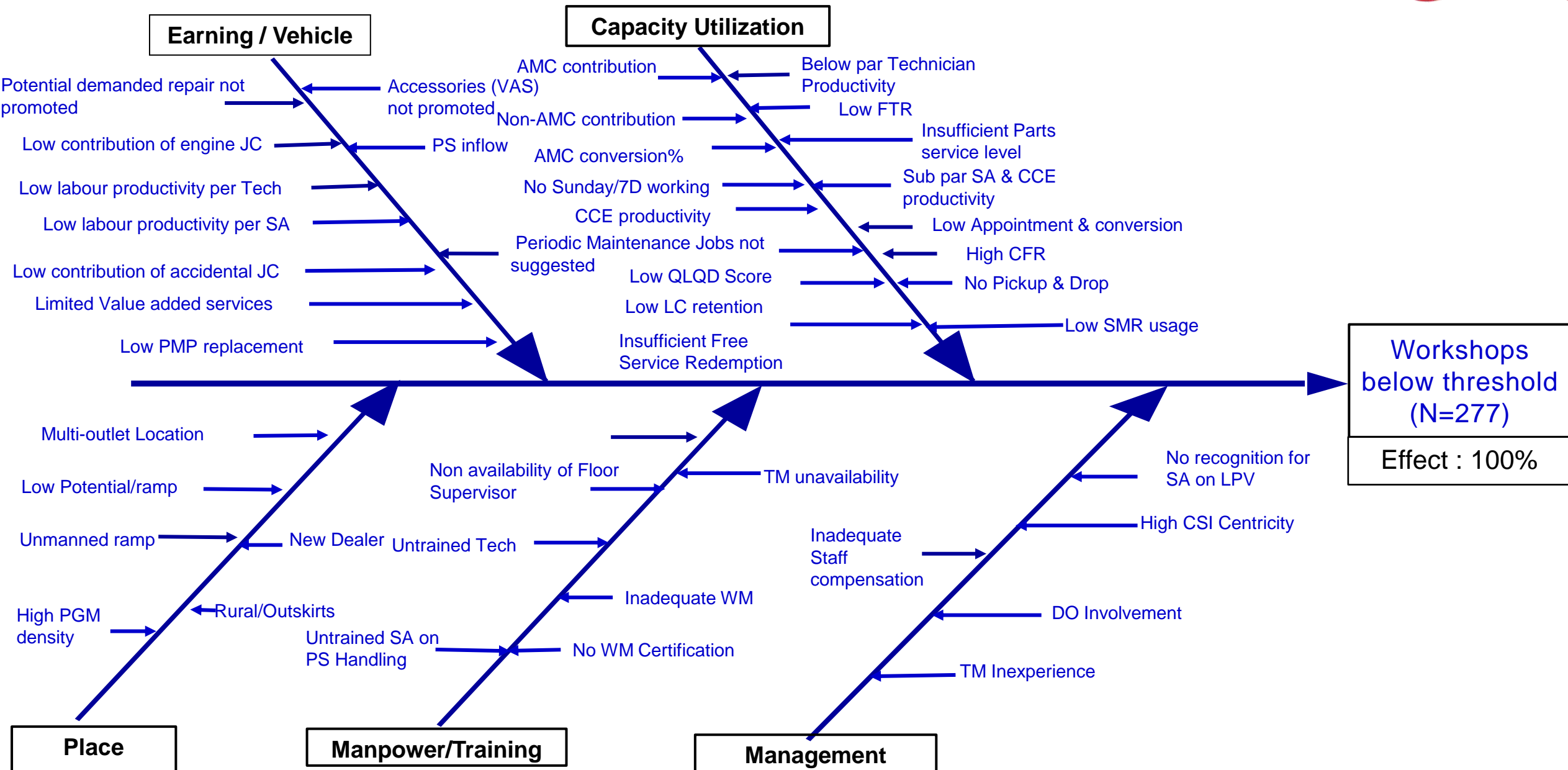
SL No		Activities	Who	UOM	From	To	When	Gap
1	M a n p o w e r	WM Counselling/Practitioner training	NSM/ASM	Nos of WM	18	28	May'22	-9
2		Recruitment of CCEs	ZP/ASM	Nos of CCEs	58	70	May'22	-12
3		Recruitment of Tech	ZP/ASM	Nos of Tech	150	202	May'22	-52
4		Recruitment of SA	ZP/ASM	Nos of SA	47	75	May'22	-28
5		Training of SA on PS Handling Jobs	ZP/ASM/P TC	Nos of SA	27	75	May'22	-48

The manpower gap is observed across all designations in these 28 WS.



Category B-Analysis





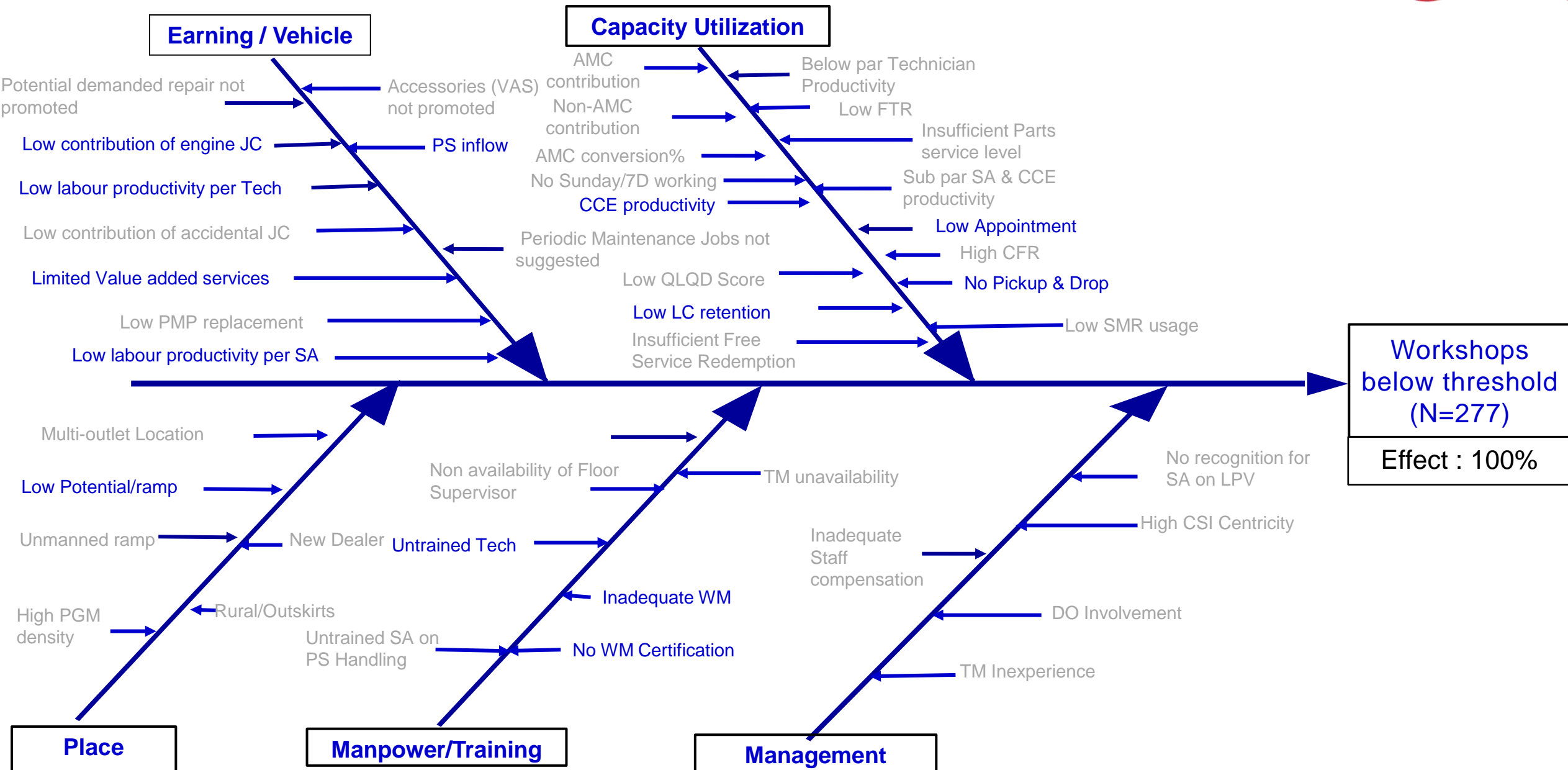


SL NO	6M's /4P's	Probable causes	UOM	Value of Good Sample	Value of Bad sample	Correlation value	Relationship
1	Earning/vehicle	Addl Demanded repair/PS	Additional demanded repair /PS inflow	2.9	3.1	-0.05	△
2		Free service redemption	% of FS redemption	75%	96%	-0.11	○
3		Last Free Service redemption	% of last FS redemption	53.0%	52.0%	0.02	△
4		Net Labour Productivity per Technician	Labour earning/Tech	53951	33877	0.27	◎
5		Net Labour Productivity per SA	Labour earning/SA	128315	89207	0.36	◎
6		Engine JC contribution	No of engine repair /PS inflow	6.3%	2.8%	0.28	◎
7		Accidental JC contribution	No of accidental JC/total inflow	17.9%	16.6%	0.04	△
8		PMP replacement	% of PMP replaced	49.4%	38.1%	0.22	○
9		Value added service	Income in INR (lacs)	0.32	0.15	0.27	◎
10	Capacity utilization	Inflow Volume	Total inflow	1404	455	0.90	◎
11		Paid service retention	PS inflow/Total potential	60.0%	50.5%	0.34	◎
12		PS Appointments	average appointment/WS	711	185	0.72	◎
13		PS Appointment Conversion %	Inflow via appointment/total appointment taken	34.5%	28.7%	0.16	○
14		7 day adherence	Lean day inflow/average week day inflow	40.4%	42.1%	-0.01	△
15		Sunday inflow contribution	% of inflow on Sunday	57.6%	52.5%	0.03	△
16		Pick and drop adherence	% Customers availing PnD	4.49%	2.47%	0.55	◎
17		AMC inflow contribution	% of AMC inflow	0.22	0.21	0.02	△
18		Non AMC inflow contribution	% of Non AMC inflow	0.78	0.81	-0.07	△
19		AMC conversion %	AMC sales/PS inflow w/o AMC	0.30	0.27	0.05	△
20		SMR implementation	% of WS SMR implemented	25.0%	13.3%	0.14	○
21		Carry forward ratio	% of CFR	23.5%	18.3%	0.20	○
22		Digi JC Usage	% of DIGI usage	62.7%	57.0%	0.06	△
23		FTR%	% of FTR	90.5%	90.1%	0.04	△

	Good sample (from 457)	Bad sample (from 277)
Nos of WS	45	98
Criteria	NDI>1.8	NDI >1.0 and <1.2

◎ Strong
○ Medium
△ Weak

SL NO	6M's /4P's	Probable causes	UOM	Value of Good Sample	Value of Bad sample	Correlation value	Relationship
24	Manpower and training	CCE adequacy	% of adequacy	95%	126%	-0.20	○
25		WM adequacy	% of adequacy	100%	65%	0.33	◎
26		% of WM certified as Practitioner	% of trained manpower	90%	48%	0.41	◎
27		SA Adequacy	% of adequacy	87%	97%	-0.09	△
28		% of SA certified as beginner	% of trained manpower	90%	83%	0.12	○
29		% of SA certified as practitioner	% of trained manpower	83%	73%	0.11	○
30		Tech Adequacy	% of adequacy	99%	112%	-0.12	○
31		% of tech Advance Trained	% of trained manpower	75%	55%	0.33	◎
32		% of tech Basic Trained	% of trained manpower	88%	75%	0.20	○
33		Tech Productivity/WS	No of inflow /tech/day	6	5	0.19	○
34		SA productivity/WS	No of inflow /SA/day	12	12	0.09	△
35		CCE productivity/WS	No of inflow/CCE	314	147	0.57	◎
36		CSI Score	score out of 10	8.8	8.8	-0.05	△
37		D2S	% of D2S	51%	43%	0.12	○
38		VPS	% of VPS	79%	78%	0.11	○
39		Availability of TM/TTY	% of availability	89%	95%	-0.12	○
40		TM experience in TVS in Years	Years	4.6	4.8	-0.04	△
41		Total experience in Years	Years	9.6	8.9	0.06	△
42	Place	Customer potential/ramp	No of due service /ramp	414	215	0.46	◎



Root cause analysis and Development of Solution



Sl no	Root Cause	Why 1	Why 2	Why 3	Why 4
1	Low Appointment generation/ Conversion (29%)	Lack of prioritized list of customers	S408 Logic/Current SMR logic does not differentiate	KM based/ Propensity based logic not available	
		Lack of personalized reminders based on history	Lack of call audit/ standardization	No post analysis of calls done	Lack of recording & feedback mechanism
			Not easy to find History & suggestions in current DMS Module		
		Re- follow-up of customers do not happen	Not easy to keep track in current module		
		Transparency of Jobs done	Jobs done not explained by SA/CCE during call	Training not retained by SA Ready reckoner not used by CCE	
		Low contactability	RNR	Customer doesn't pickup seeing "Spam Tag/TVSM WS Tag" on Trucaller	
			Wrong number/ number does not exist	Alternate/ Updated contact number not entered in DMS during service	Loss in transmission
Actions		1. SMR Phase 1.2 implementation and tracking (Once SMR 2.0 is implemented, CCE call evaluation by WM) 2. Soft skill training to CCE on customer convincing (through external agency) 3. Audit on re-follow up of customers through S106 4. Advance training of SA at concern workshops (Additional demanded repair ready reckoner to be deployed for SAs) ➡ 5. Verify spammed contact numbers through quarterly check list audit and replace with new contact numbers. 6. Evaluation of SA training (Post training assessment)-Daksha 7. Ensure second contact number through JC audit.			





Sl no	Root Cause	Why 1	Why 2	Why 3
2	Low P & D (11 MA)	PnD not offered to customer	Target group is not available with CCE during calling	No system / visibility
		Management of P&D difficult	No visibility on PnD executive movement	
		2 Picker model is not cost effective	High cost of operation	Poor awareness of SOP
Actions		1. Develop and deployment of Pnd potential dashboard. 2. Integration of Pnd potential in SMR module. 3. PnD tracking Module in Digi 4. PnD drive day once in a month (including 1 Tech for 1 PnD)		



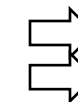
Sl no	Root Cause	Why 1	Why 2	Why 3	Why 4
3	Low CCE productivity (147 inflow/month)	CCE are not screened at recruitment	Criteria for candidate recruitment is not adhered		
		Not specialized in Reminder calling/conversion	Multi tasking of service reminders and PSF (while both jobs require different skill sets)	SOP is not comprehensive (As per current norms, 1 CCE is sufficient for total inflow <500)	
		CCEs are untrained due to higher rate of attrition, New CCEs take time to be groomed	CCEs are trained by peers & calling methodology (call flow) is not standardized		
		Currently there is no evaluation mechanism for CCE	Criteria for evaluation of quality check & mechanism is not available		
			Requires WM time & patience to evaluate	Not prioritized by WM	System for quality check & mechanism is not available
		Action		1. Recruitment of CCEs as per CCE recruitment form (attached) ➡ 2. Centralized Call center where SMR can be used by call agents to book an appointment on behalf of low volume WS. 3. Advance training of technicians at concern workshops 4. Evaluation of CCEs through CCE effectiveness score sheet (attached) from SMR call recordings.(evaluation will be done by WM followed by random audit by Call Center) ➡ 5. Soft skill training to CCE on customer convincing (through external agency)	



Sl no	Root Cause	Why 1	Why 2	Why 3
4	Lack of competent WM (65%)	Dealer owner does not consider that necessity of WM for low volume (specially branch) WS	Not cost effective	
		Qualified WM is not hired	HR policy of not followed	
		Training is not effective	Training content is not curated	Old module of Practitioner course does not contain Additional demanded repair , TGR
			Online module is not effective	
5	Lack of Advance trained certification (55%)	Technician wise labour is not monitored		
		1. Development of WM practitioner module through Daksha.  2. Recruitment of WMs as per WM recruitment form (attached)  3. Technician wise Labour to be monitored through VCS		



Sl no	Root Cause	Why 1	Why 2	Why 3
6	Net Labour Productivity per SA (89207 INR MA)	No motivation for SA	Incentive scheme is not declared for SA	
		SA is not able to capture the required / additional repair job	Technical training gap SA is not aware about periodic maintenance Job or PMP	Advance training is not planned for SA
		Technician has not conveyed the additional repair job	Lack of communication	No ready reckoner is available with SA
		SA is not able to convince the customer	Rush in pick hour	Non availability of adequate SA
			Additional demanded repair not suggested by SA	Highlighting mechanism for demanded repair job not available
		Action		1. Availability of performance based incentive for SA on net labour productivity. (Incentive scheme under preparation)
2. Evaluation of SA advance training (Post training assessment)-Daksha 3. Additional demanded repair ready reckoner to be deployed for SAs 4. SA adequacy w.r.t QLQD norm 5. Additional demanded repair job can be communicated through SMS & approved by customer (WIP project)				





SI no	Root Cause	Why 1	Why 2	Why 3	Why 4	
7	Low PS Retention (50%)	Low potential at Branch WS at new market	Inadequate customer database			
		Inadequate DUE customers at new WS	Old dealer database does not get migrated	There is no SOP for data migration		
		Low AMC conversion	AMC product not standardized			
			Dealer is unwilling to promote AMC	Dealers considers AMC is a type of Discount on revenue		
		Low retention of customer (Last FS)	Low Appointment generation/ conversion	Already covered in slide no. 24 ➡		
			Low contactability			
			TGRs not offered	Target group is not available with CCE during calling	Already covered in slide no. 25 ➡	
			Pending vehicles become bottleneck for getting more customers	Technician takes more time to do a job	Skill/ competence gap	Resolution of few issues take time as solutions are not known
				Poor floor management	Floor manager not trained on Queuing	
				Dealer team not aspirational	No motivation due to lack of R&R	
Action	1. Customer data sharing through standardized data sharing policy. 2. Pilot project for Multi Brand workshop 3. AMC standardization 4. Improve usage of TVS Forum -productivity module 5. Training of floor supervisor on Job allocation through Daksha. 6. Availability of performance based incentive as per QLQD. (Incentive scheme under preparation)					



SI no	Root Cause	Why 1	Why 2	Why 3	Why4
8	Low Engine Jobs contribution (3%)	Technicians are not confident to take Engine job	Lack of confidence of handling major /engine jobs	Lack of exposure to advanced training	
		Diagnosis and identification of additional jobs not suggested to target Customer by SA	SA not able to identify target customer to convince	Lack of training/poor application of learning.	Assessment and effectiveness not tracked
		Inadequate stocking of engine parts	Dealer does not order in fear of increasing inventory	No system available for planning stock of parts.	
		Unavailability/ Poor utilization of tools	Tech not trained to use special tools.	Remote training is not effective	
		Engine jobs not planned			
Action		1. Advance training of technicians at concern workshops. 2. Evaluation of SA training (Post training assessment)-Daksha ➡ 3. Development of automated parts ordering system. 4. Resumption of physical training (advanced training) 5. Monthly Engine camp (attached Calendar)			



Sl no	Root Cause	Why 1	Why 2	Why 3	Why 4
8	Value added services not offered (0.15 lacs)	SA not identifying & convincing the Customers	Insufficient soft skills to convince Customers for VAS	SA not aware of VAS jobs	Not trained on VAS module
		Customers not aware of VAS jobs	Poor marketing and promotions by dealer	There is no promotional and branding material from TVSM	
		Inadequate stock maintenance	No tracking by WM/SPM	Not defined as KPI to WM/SPM	
Actions		1. Pocket reckoner for VAS. To be audited by TMs as per checklist. ➡ 2. Point of sale display of VAS branding material (All metro WS and other WS >1000 inflow) ➡ 3. Exclusive PBI dashboard for tracking VAS			

Sl no	Root Cause	Why 1	Why 2	Why 3
9	Low net labour productivity / Technician (33.8K)	Additional demanded repair not suggested by SA	Highlighting mechanism for demanded repair job not available	
		Additional demanded repair not highlighted by Technicians	Lack of incentive motivation	
Action		1. Additional demanded repair job can be communicated through SMS & approved by customer (WIP project) 2. Availability of performance based incentive as per QLQD. (Incentive scheme under preparation)		

Action plan



3W1H covering resource gap

SL No		Activities	Who	UOM	From	To	When	Gap	When
1	M a n p o w e r	WM Counselling/Practitioner training	NSM/AS M	Nos of WM	18	27	May'22	-9	May'22
2		Recruitment of CCEs	ZP/ASM	Nos of CCEs	58	70	May'22	-12	May'22
3		Recruitment of Tech	ZP/ASM	Nos of Tech	150	202	May'22	-52	May'22
4		Recruitment of SA	ZP/ASM	Nos of SA	47	75	May'22	-28	May'22
5		Training of SA on PS Handling Jobs	ZP/ASM/ PTC	Nos of SA	27	75	May'22	-48	May'22

1. The manpower gap is observed across all designations in these 28 WS.
2. 3 WS are having gap across all 3 designations i.e. Tech, SA & CCE whereas 8 WS are having gap in both Tech & SA
3. WS with inadequate resources but can be made profitable @ current threshold.



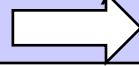
Process improvement based on QC approach

N=277

Broad categories of activities

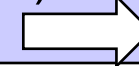
Dispersion reduction through SDCA

(No. of Projects = 20)



Horizontal deployment of good practices for incremental gain

(No. of Projects = 7)



New initiatives/pilot projects

(No. of Projects = 10)



BUILDING BLOCKS

SDCA score improvement

N = 13

Management policy Control

N = 7

Training & Skill development

N = 4

Reward & Recognition

N = 1

Support & interfaces

N = 12

37 actions planned for 277 WS



SI No	What					When	Who
	Last Why	Proposed action	UOM	From	To		
1	KM based / Propensity based logic not available	*SMR Phase 2 to be implemented & Soft skill training to CCE on customer convincing ability thru SMR.	No. of WS	288	500	Jun'22	DA/ZO/WM
	Lack of recording & feedback mechanism						
	Not easy to find History & suggestions in current DMS Module						
	Not easy to keep track in current module	Audit on re-follow up of customers through S106	Appt Contribution %	29%	32%	Monthly / daily	TM / WM
	Customer doesn't pickup seeing "Spam Tag/TVSM WS Tag" on Trucaller	*Monthly Spam Check via truecaller (As per business checklist)	No. of WS	TBD	TBD	TBD	HO
	Loss in transmission	*Utilization of DIGI to update contact number (Explore as Popup w.r.t previous day)	-	Action completed by Mar'22			
	Training not retained by SA	*Evaluation of SA training (Post training assessment)-Daksha	Certified SA Count	175	252	Mar'23	PTC
2	Ready reckoner not used by CCE	* Soft skill training to CCE on customer convincing (Daksha).	No of Ws covered 100% (min. 24%)	140	277	Sep'22	HO/Call center/IT
	No system / visibility	* Develop and deployment of Pnd potential dashboard.	-	0	1	Jun'22	BG / DA
		*PnD tracking Module in Digi	-	0	1	Sep'22	BG / DA / IT
		* Integration of Pnd potential in SMR module.	-	0	1	Sep'22	BG / DA
	Poor awareness of SOP	PnD drive day once in a month (including 1 Tech for 1 PnD)	No. of WS	27	56	Oct'22	TM / WM/HO
	Revenue benefit from PnD is not showcased	TGRs-% of Ws converting 5% of F+P customers for PnD	% of WS	25%	30%	Oct'22	
		Dealer handholding / review on PnD potential	No. of reviews/ qrtr	0	6	Mar'23	ZO

Note :Proposed action highlighted with “*” are already considered under ISSM



SI No	What					When	Who
	Last Why	Proposed action	UOM	From	To		
3	Criteria for candidate recruitment is not adhered	Recruitment of CCEs as per CCE recruitment form	Development of Guidelines	0	1	May'22	HO/DO/TM
	SOP is not comprehensive (As per current norms, 1 CCE is sufficient for total inflow <500)	Centralized Call center where SMR can be used by call agents to book an appointment on behalf of low volume WS.	-	0	1	Aug'22	HO/Call center/IT
	CCEs are trained by peers & calling methodology (call flow) is not standardized	*Evaluation of CCEs through CCE effectiveness score sheet (attached) from SMR call recordings.	No. of CCEs evaluated	0	50	Sep'22	WM/CCE
	System for quality check & mechanism is not available						
	Technician inadequate skill & Non adherence to Final Inspection (FI)	*Advance training of technicians at concern workshops	% of Advanced trained tech	64%	76%	Mar'23	PTC/ZO/Tech
	Criteria for evaluation of quality check & mechanism is not available	*Soft skill training to CCE on customer convincing (Daksha)	%CCE with productivity>10 PS /Day	13%	60%	Mar'23	HO/Call center/IT
4	Incentive scheme is not declared for SA	performance based incentive for SA on net labour productivity.	No of Ws	0	135	May'22	HO
	Advance training is not planned for SA	*Evaluation of SA training (Post training assessment)-Daksha	Certified SA Count	175	252	Mar'23	PTC
	No ready reckoner is available with SA	Pocket reckoner implementation	Dispatch/ Development	0	567	Mar'23	HO
	Non availability of adequate SA	Availability of SA as per QLQD norm	No. of WS with 100% adequacy				
	Highlighting mechanism for demanded repair job not available	Additional demanded repair job can be communicated & approved by customer through WIP project	No of Ws deployed	0	946	Jun'22	HO / DA

Note :Proposed action highlighted with “*” are already considered under ISSM



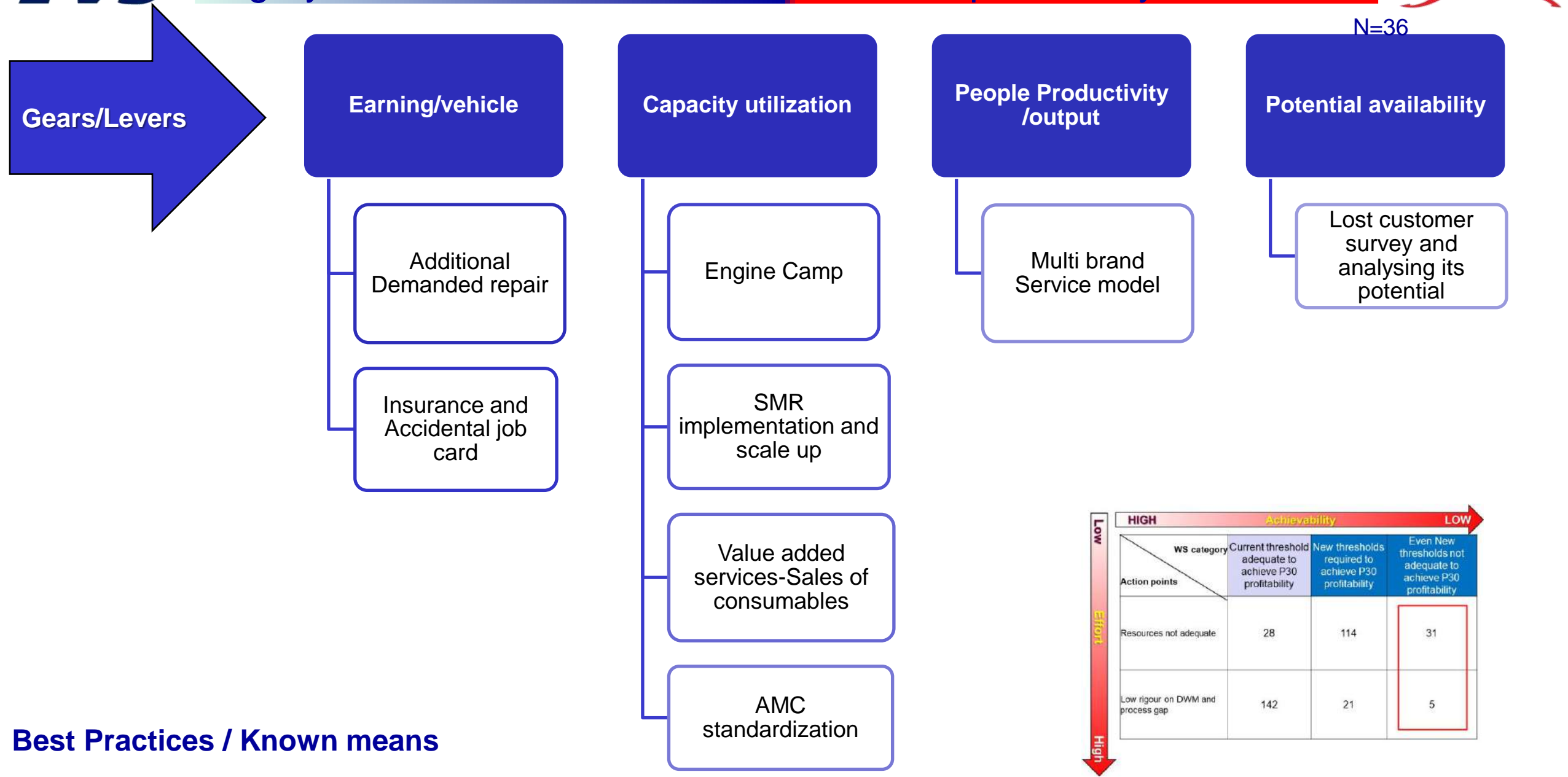
SI No	What					When	Who
	Last Why	Proposed action	UOM	From	To		
5	WM recruitment is Not cost effective	Recruitment of WMs as per WM recruitment form	No. of WM	208	277	May'22	HO/DO/TM
	HR policy of not followed for WM recruitment						
	Old module is continued in Practitioner course	Development of WM practitioner module through Daksha	No of certified WM	168	275	Mar'23	PTC/ZO/W M
	Online module is not effective	*Resumption of physical training for WM training (as per HO Technical training plan)					
6	Technician wise labour is not monitored	* Technician productivity >30k labour to be considered under AO review	No of WS	0	100	Mar'23	HO Spl Proj
7	Inadequate customer database	Pilot project for Multi Brand workshop	No. of WS	TBD	TBD	Jun'22	HO/ZO
	There is no SOP for data migration	*Customer data sharing through standardized data sharing policy	Development of Policy	0	1	July'22	HO
	AMC product is not standardized	*AMC standardization module roll out	-	0	1	Nov'22	HO
	Dealers considers AMC is a type of Discount on revenue						
	Resolution of few issues take time as solutions are not known	* Improve usage of TVS Forum -productivity module	No. of kaizens	0	23	Mar'23	HO Spl Proj
	Floor manager not trained on Queuing	*Certified Floor Supervisors in ws with inflow > 750 pm	No of FS	0	113	Mar'23	HO
	No motivation due to lack of R&R	*Availability of performance based incentive as per QLQD.	No of Ws	0	341	May'22	HO

Note :Proposed action highlighted with “*” are already considered under ISSM



SI No	What					When	Who
	Last Why	Proposed action	UOM	From	To		
8	Lack of exposure to advanced training	*Advance training of technicians at concern workshops.	% of Advanced trained tech	64%	76%	Mar'23	PTC/ZO/Tech
	Assessment and effectiveness not tracked	*Evaluation of SA training (Post training assessment)-Daksha	No. of WS	0	77	Mar'23	PTC/ZO/HO
	No system available for planning stock of parts.	*Development of automated parts ordering system.	-	0	1	Sep'22	HO Sp
		Implementation at WS (S1 & S2) as Pilot	No. of WS	0	50	Sep'22	HO Sp
	Remote training is not effective	Resumption of physical training for advanced training (as per HO Technical training plan)	% adv. Certified Tech	64%	76%	Mar'23	PTC/ZO/Tech
	Engine camp not planned	*Monthly engine camp	No. of WS	288	500	May'22	DA/ZO/WM
9	Not trained on VAS module	*Pocket reckoner for VAS & Training module to be upgraded.	Dispatch/ Development	0	567	Mar'23	HO
		To be audited by TMs as per checklist	As per Business checklist norm			Monthly / daily	TM/WM
	There is no promotional and branding material from TVSM	*Point of sale display of VAS branding material (All metro WS and other WS >1000 inflow)	% WS coverage	Action completed by M/s Haritha			
	Not defined as KPI to WM/SPM	*Exclusive PBI dashboard for tracking VAS	Development of Dashboard	0	1	June'22	M/s Haritha/DA
10	Highlighting mechanism for demanded repair job not available	Additional demanded repair job can be communicated & approved by customer through WIP project	No of Ws deployed	0	277	Jun'22	HO / DA
	Lack of incentive motivation	Availability of performance based incentive as per QLQD.	No of Ws	0	341	May'22	HO

Note :Proposed action highlighted with “*” are already considered under ISSM





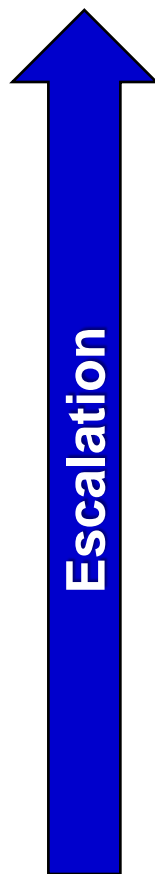
SL NO	Best Practices	Operational model	NDI of WS not practicing	NDI of WS practicing	Delta expected	WS applicable
1	SMR implementation	1. To be implemented where appointment creation is low. 2. Target 5 star customers (customers more likely to visit for service) for appointment booking. 3. Target of closing minimum of 30 appointments per day. 4. Exclusive android phones for SMR calling, 5. High speed internet connectivity.	1.22	1.27	0.05	1. Low volume WS where CCEs are not present. SMR can be used externally by call agents to book an appointment. 2.WS where appointment creation is low.
2	Value added services-Sales of consumables	1. Target consumables – a. Silencer coating b. Battery terminal coating c. Disc brake cleaner d. Chain spray 2.Adequate VAS stock availability in WS & tracker in PBI 3.Preparation of marketing/branding materials. 4.Pocket ready reckoner for VAS 5. Standardization of tracking	1.28	1.37	0.09	1.All P30 WS 2.WS below LPV thresholds. 2.WS where tech productivity >5
3	Multibrand Service Model	1.Identifying the W/S with scope for capacity enhancement 2. Creation & roll out of Guideline for Infrastructure, manpower, System (IT) 3. Mapping with APS (TVS & others) 3. Customization of DMS with other 2W models, provision for customer creation, part issuance from APS, claim creation 4. Training to manpower	-	-	Impact to be evaluated	1.Where potential is low 2. CU < threshold 3. Within MBO / competitor mkt
4	AMC standardization	1.Reducing the verity of AMC type across All India. 2.Digitization of standard AMC process including warranty policy, Type of services and validity 3.Track the effectiveness on AMC conversion%.	1.12	1.33	Impact to be evaluated	1.P30 WS where sourcing is not an issue.



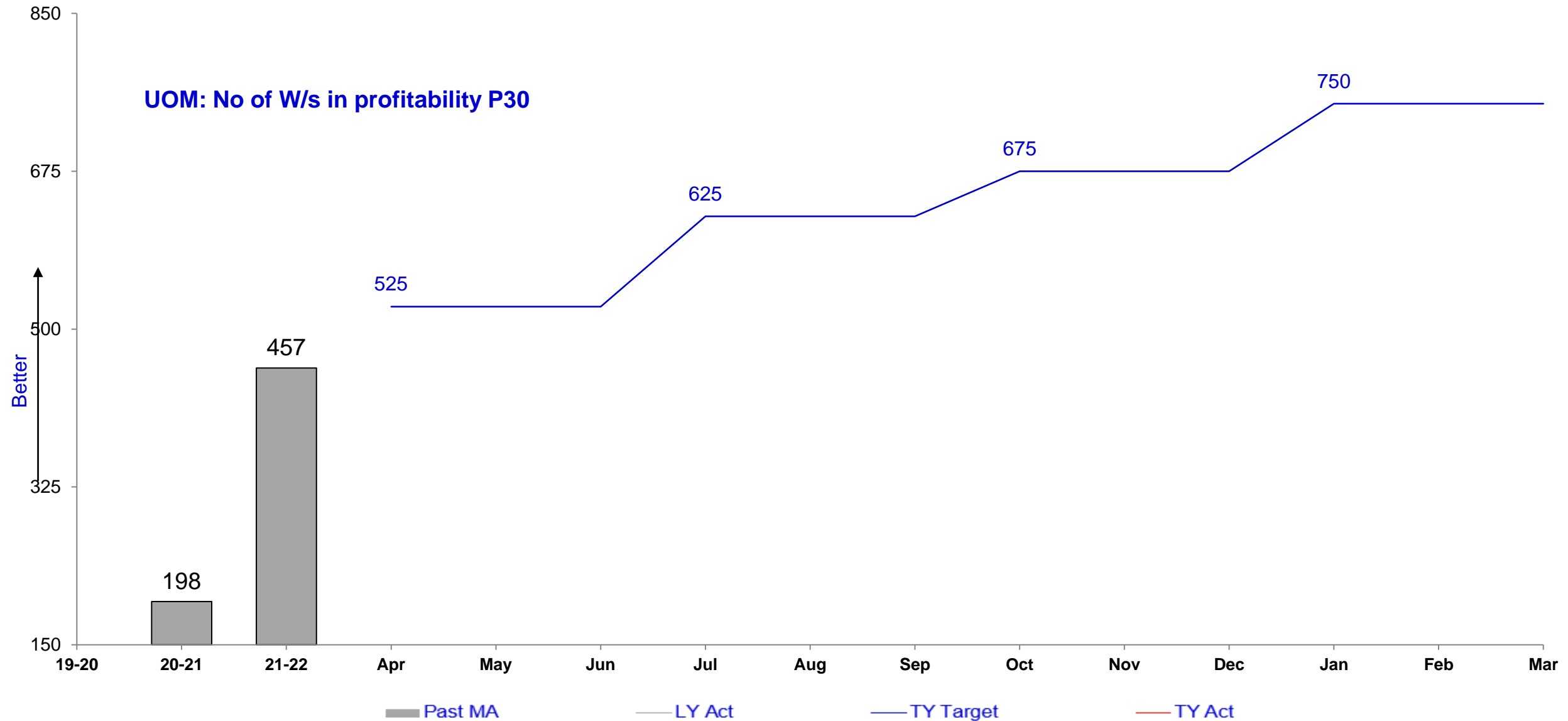
SL NO	Best Practices	Operational model	NDI of WS not practicing	NDI of WS practicing	Delta expected	WS applicable
5	Additional Demanded Repair	<ol style="list-style-type: none"> 1. Customer sensitization activity through POP to showcase necessity of part replacement based on KM coverage 2. Train SA on additional demanded repair jobs during Practitioner course to enhance skill of customer convincing 3. Upgradation of DIGI JC Module to capture due Additional demanded repairs 4. Improve parts consumption (as per Business Check sheet) 	1.10	1.21	0.11	WS below PPV
6	Insurance and Accidental job card	<ol style="list-style-type: none"> 1. Module or calculator to be established to showcase earning potential to Dealer Owner (especially in 'C' category) 2. Insurance claim & renewal training module (including cashless facility) to be developed 	1.30	1.38	0.08	WS below PPV
7	Engine camps	<ol style="list-style-type: none"> 1.Target models –Jupiter and Ntorq 2. Adequate tech to be advanced trained 3.Camps to be conducted on lean days. 4.Camp calendar to be fixed at the start of the month. 	1.20	1.31	0.11	<ol style="list-style-type: none"> 1.High Jupiter and Ntorq contribution WS 2.WS below LPV and PPV thresholds.
8	Lost customer survey and analysing its potential	<ol style="list-style-type: none"> 1.Customer survey via 3rd part vendor to understand the root cause for not visiting TVSM WS- <ol style="list-style-type: none"> a. Service reminder b. Service quality c. Cost and time factor d. Reachability and convenience factor e. Flexibility in visiting PGMs 	-	-	"Project life skill" to conduct survey- May'22	<ol style="list-style-type: none"> 1.High PGM and MBO dominated cities. 2.Areas with low spread of TVSM network.



Role	Escalation management	Escalation lead time post non achievement	Review frequency
HO	Monitoring and improving SDCA improvement points P30 bottom TTY/AO review mechanism along with 3W1H and other CPs. Suggesting appropriate solutions to ZO. Identification of new means to improve profitability.	30 days	Weekly
NSM	1.Consequence management for both TVSM and dealer team. 2.Establish consequences by creating consensus with stake holders. 3.Ensuring Quality of variance analysis and PDCA of new initiative. 4.Suggest Hypothesis & support it with validation through DoEs & test it out in field with an understanding to make the solution through 5 Es 5.Identify attractive ways to recognize & reward.	30 days	Weekly
ZP	1.Facilitate AO team with solutions in order to ensure target achievement through analyzing the progress and deviation from P30 targets. 2.Help AO analysis of complicated issues, closure of P30 review/open points through 3W1H & escalations to NSMs/HO in gap areas. 3.Driving and PDCA of DOEs.	14 days	Weekly
ASM	1.Vital few identification for AO level non achievement based on TM's escalation/continuous non achievement. 2.P30 bottom TTY review mechanism along with 3W1H considering precedence. 3.Formation of steering committee to share best practices.	14 days	Weekly
TM	1.Standard process implementation and PDCA. 2.Daily tracking and gap analysis of SDCA issues through 3W1H tracking. 3.Closure of open points with dealer owner from QLQD.	7 days	Alternate days
DO	1. Motivation to the workshop team on Business parameter achievement 2. Escalate critical / concern issues to AO team		
WM	1.Manpower recruitment & training. 2.DWM handholding(target, incentive, prioritisation) with dealer owner and WS team towards P30 achievement. 3.Standard process improvement and PDCA. 4. Execution and feedback on new initiative.	1 day	Daily

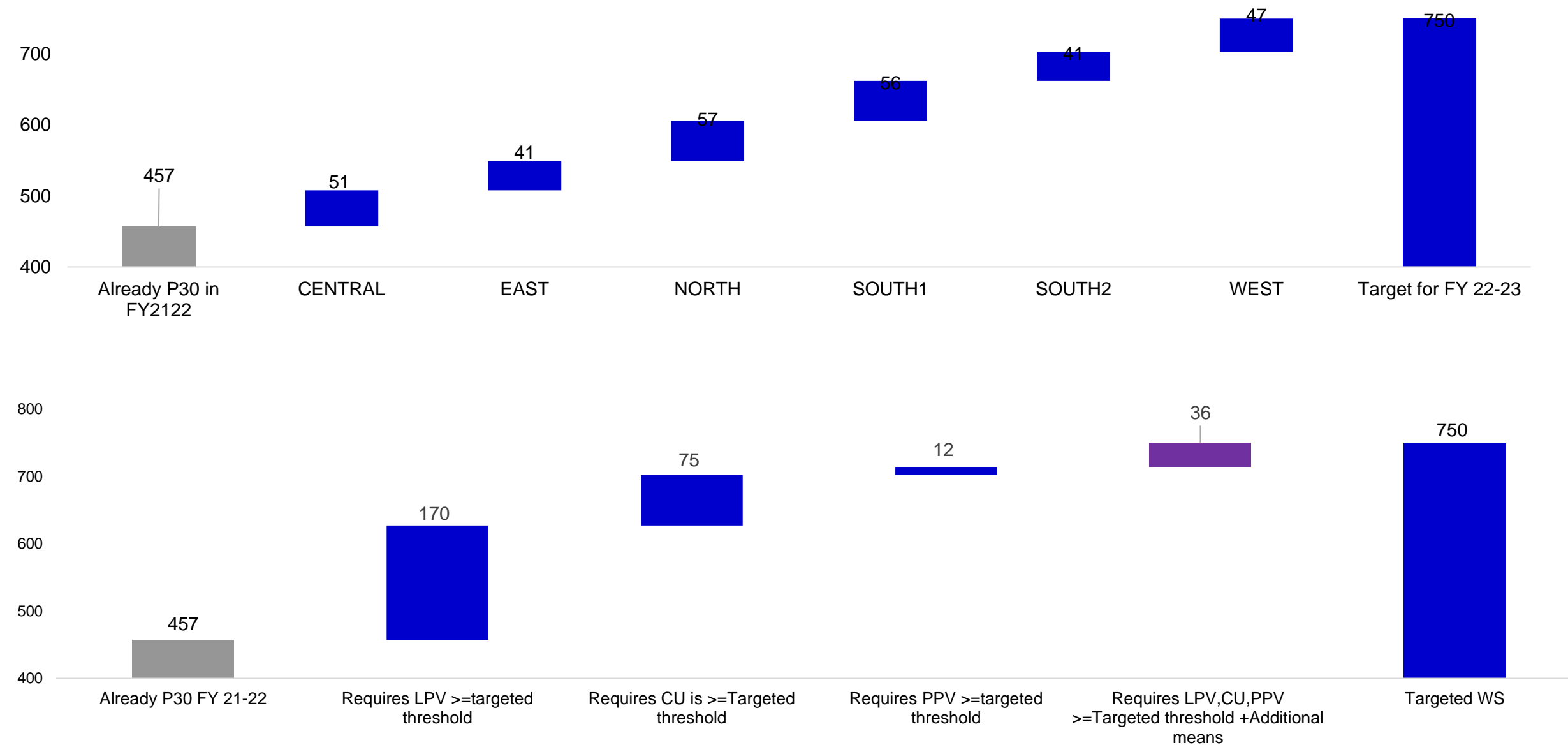


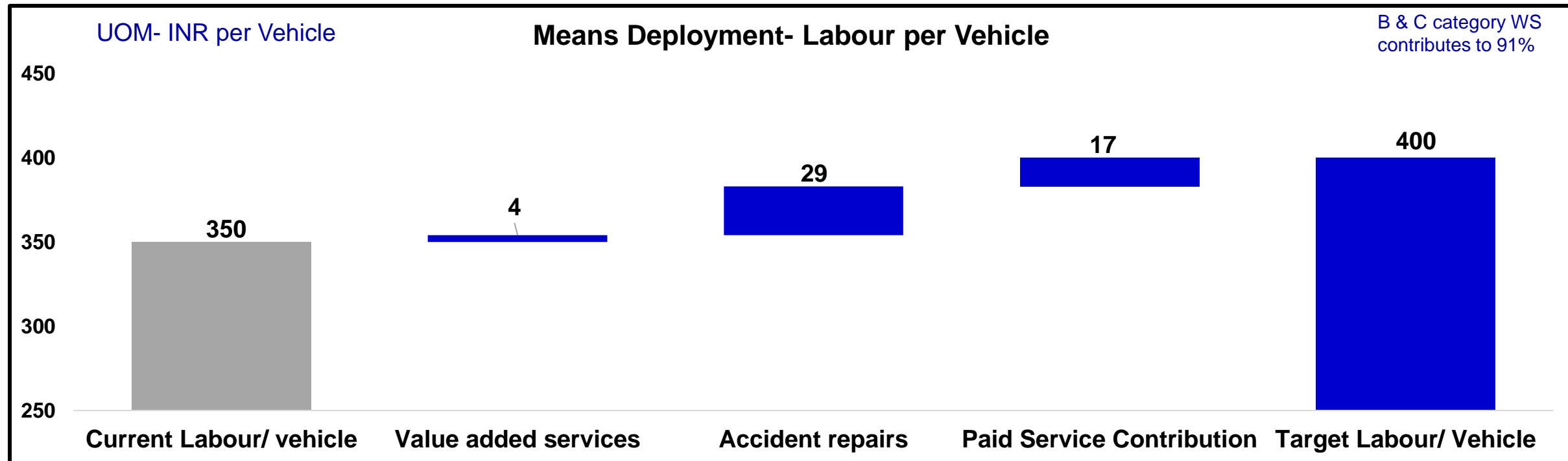
Target Image Plan-Task A





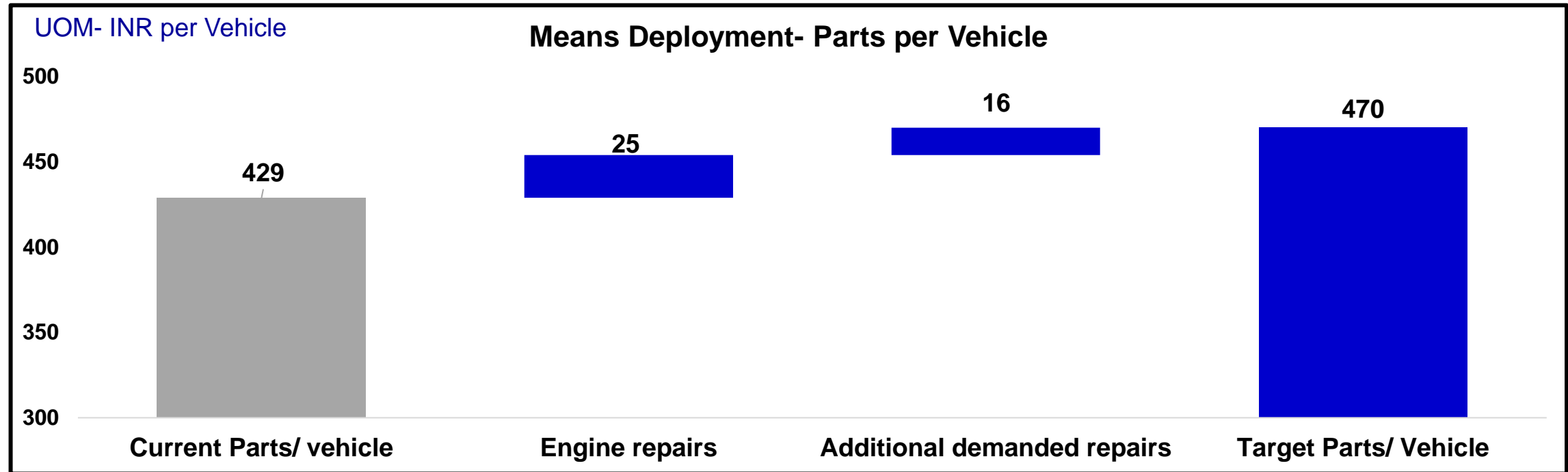
UOM- No of WS





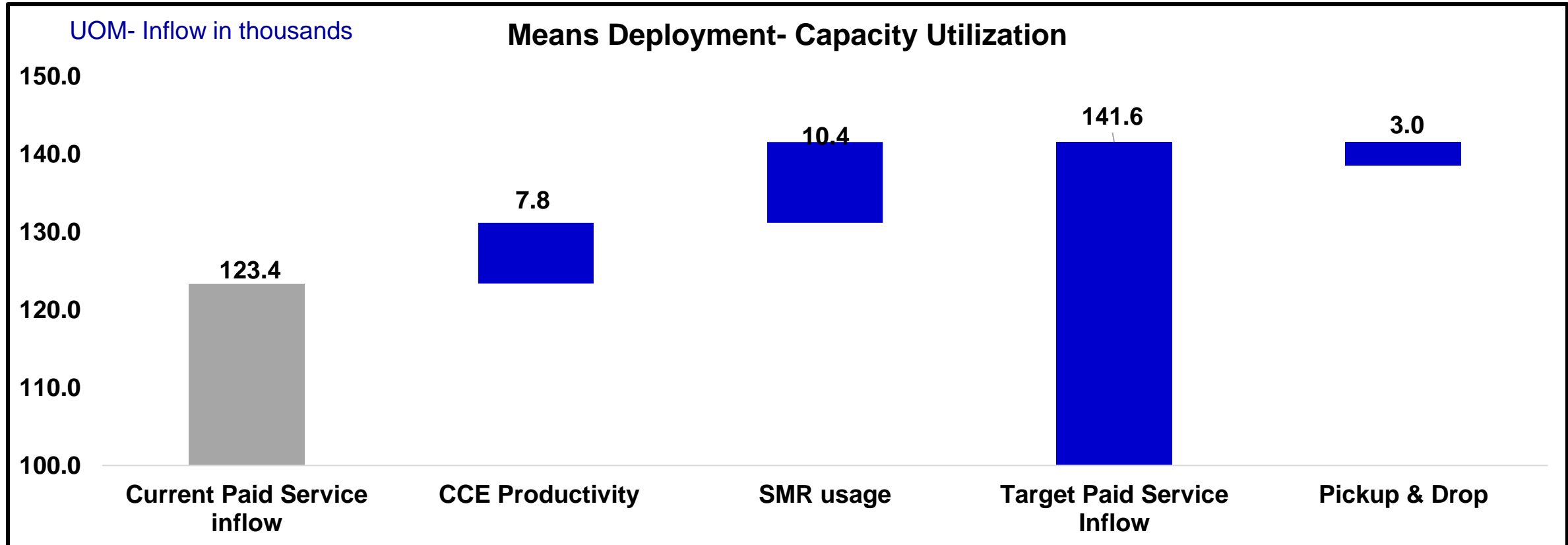
Key Checkpoint- City class wise	Current Threshold	New threshold
Labour per vehicle-A	414	617
Labour per vehicle-B	346	479
Labour per vehicle-C	270	342

Means	Value added services	Accident Repairs	Paid Service contribution
UOM	VAS consumption per vehicle	Contribution%	Contribution%
No. of Targeted WS	320	145	169
From	21	1%	54%
To	37	2%	62%



Key Checkpoint	Current Threshold	New threshold
Parts per Vehicle	418	470

Means	Engine repairs	Additional demanded repairs
UOM	Contribution%	ADR per 1000 JC
No. of Targeted WS	111	171
From	2%	1284
To	3%	2088



Means	By improving CCE Productivity	By improving SMR usage	Pickup & Drop
No. of Targeted WS	179	162	239
From (Inflow in Thousands)	52.4	70.9	5.6
To (Inflow in Thousands)	60.2	81.3	8.6

CCE Productivity (Appt converted /day)		
Means	By improving CCE Productivity	By improving SMR usage
From	3.8	7.4
To	10	



SI No	Action	Interface with			
		Parts / Harita	Finance	D & AI / IT	Marketing
1	SMR 2.0			⊙	
2	Parts Availability-Automated parts	⊙			
3	PnD Tracker in Digi			⊙	
4	Costing per vehicle through VAS	⊙		⊙	○
5	VAS Labour code standardization	⊙		⊙	
6	Multibrand business model	⊙	⊙	⊙	○
7	Performance based Incentive as per QLQD		⊙		
8	AMC Standardization			⊙	○
9	Service Marketing through Social Media	○		⊙	⊙
10	Improve Customer retention : Lost Customer Survey		⊙		
11	Service Camps	⊙	⊙	⊙	⊙
12	Digi roll out for AD		⊙	⊙	

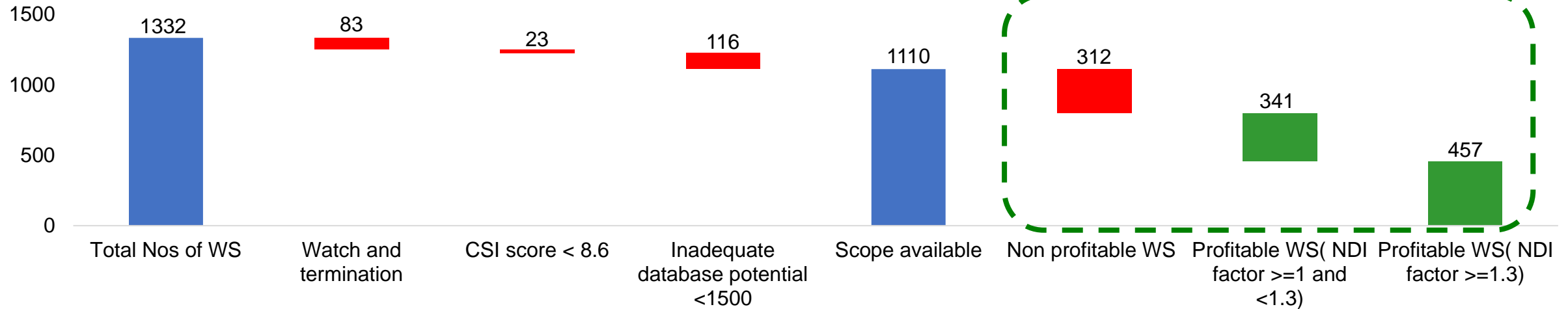
⊙ - Strong

○ - Medium

TASK-B

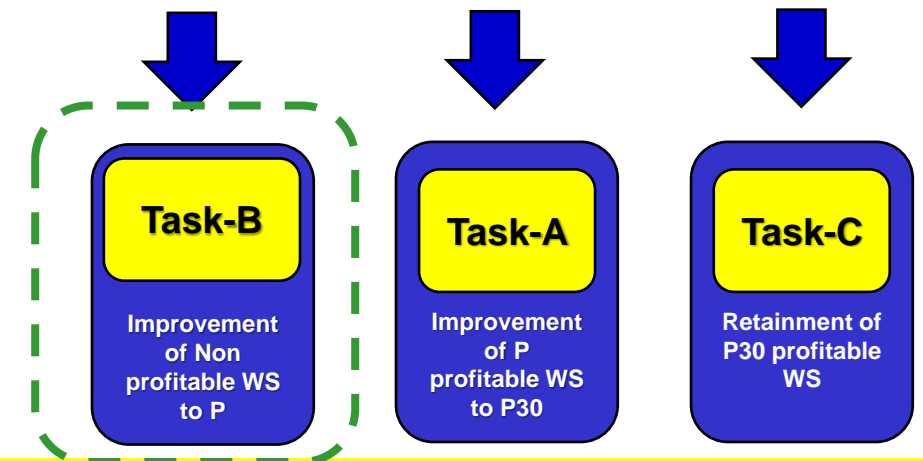


UOM=No of WS



Logic identification of target NDI Factor for P30 Profitability(30% additional profit)

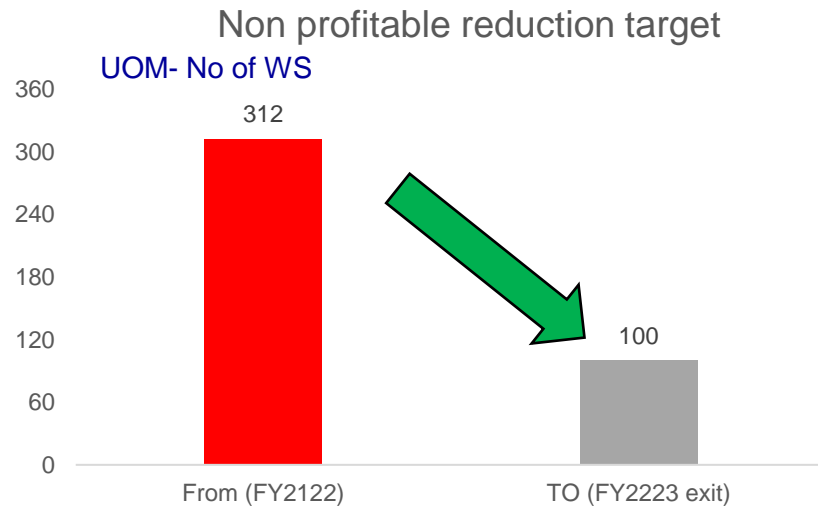
Benchmarking NDI ratio for P30 Profitability				
City Class	UOM	A	B	C
Threshold- T	INR	270	225	170
All Profitable WS NDI/R/H @ 1 st Quartile (Q)	INR	423	293	220
All Profitable WS NDI Ratio (1 st Quartile : Threshold) (Q/T)	Factor	1.57	1.30	1.29
NDI/R/H @ Median	INR	344	248	180
Ratio (Median : Threshold)	Factor	1.27	1.10	1.06



- Total of 457+341=798 (60%) WS will be focused on P30 profitability.
- Total of 312 (24%) WS will be focused on P Profitability.
- Total of 798+312=1110 (84%) WS will be planned for profitability in FY2122.

N: 1007
UOM: No. of WS
Period: Dec'21

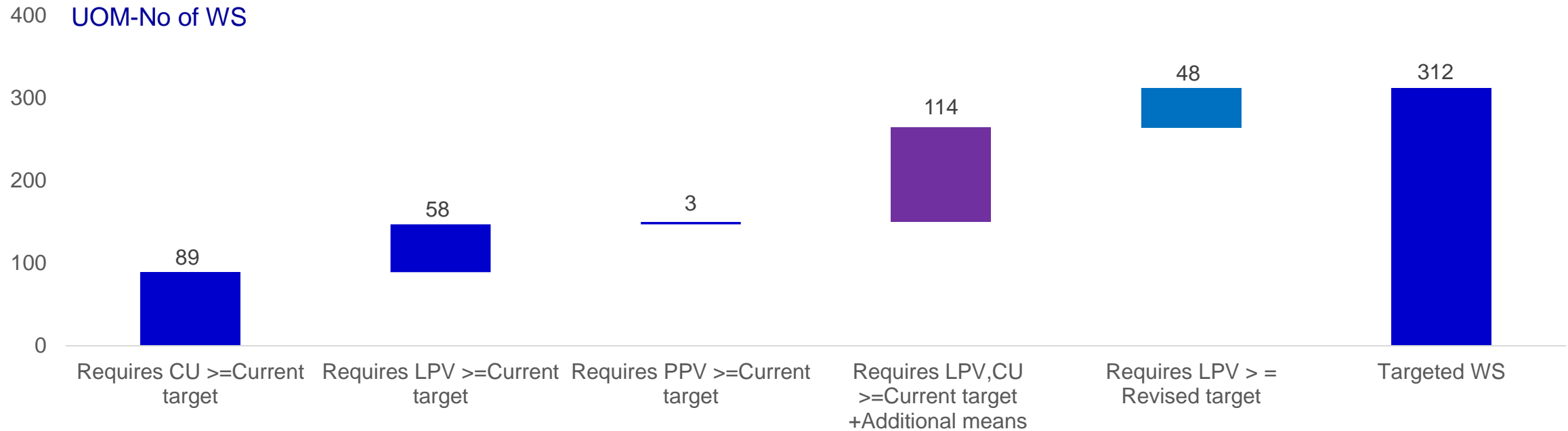
Objective : To make workshops from Non profitable(312) to P profitable in FY22-23



City category wise stratification of NP workshops (NDI<1.0)		
City Category	Total No. of WS	% Contribution
A	15	7%
B	41	20%
C	153	73%
Total	209	100%

- **P profitability** –WS with NDI factor of 1.0
- **P30-Profitable**- WS with NDI factor of 1.3
- **NDI Factor**-(NDI/H/R)/city NDI threshold

- B and C contributes to 93% of the targeted WS.
- Significant improvement will come from non metro towns WS.



- 114 Additional means + current LPV and CU has been identified as vital few
- 89 WS can become P profitability if CU \geq current target.
- 58 can become P profitable if LPV \geq current target.
- 48 WS can become P profitable if LPV \geq revised target.



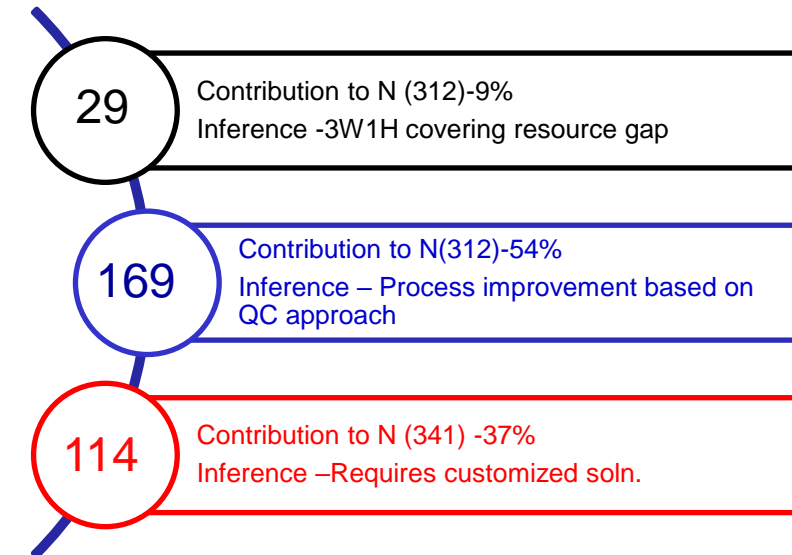
UOM-Nos of WS

Not profitable to P profitable
(N=312)

Thresholds : Current Vs Revised

Key Checkpoint	Current threshold	Revised target
Labour per vehicle-A	414	617
Labour per vehicle-B	346	479
Labour per vehicle-C	270	342
Oil per vehicle	209	209
Parts per vehicle	425	470
Capacity Utilization	64%	64%

Low Effort High	Achievability			
	HIGH	LOW		
WS category	Current threshold adequate to achieve P30 profitability	Revised thresholds required to achieve P30 profitability	Even revised thresholds not adequate to achieve P30 profitability	
Action points				
Resources not adequate	Category A 29	Category B 08	Category C 14	
Resource not adequate and gap in process	121	40	100	

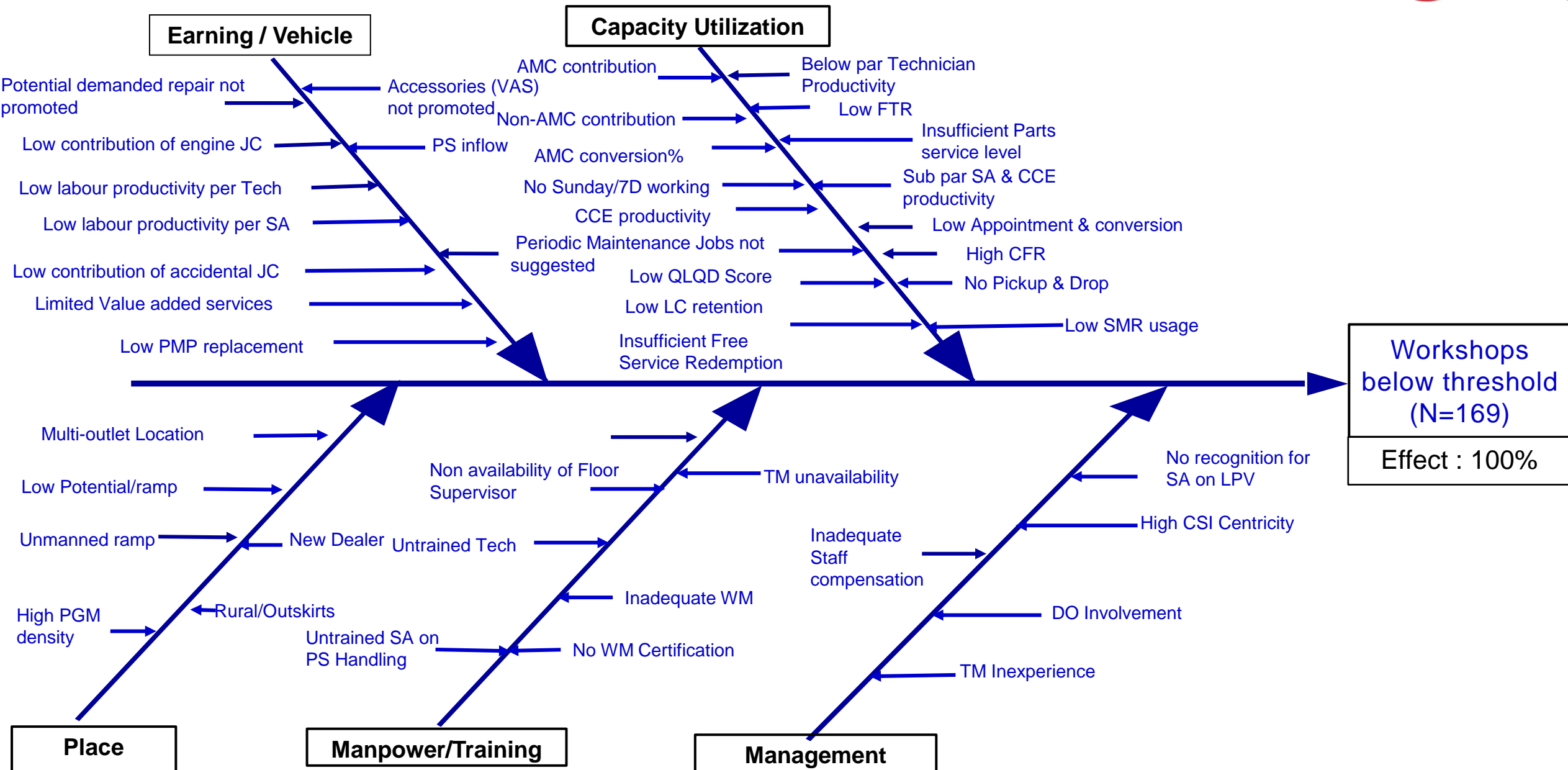


- 29 WS is expected to become P30 profitable at current threshold. 3W1h covering resource gaps.
- 8+121+40=169 WS is expected to become P profitable at revised threshold.
- 14+100=114 WS needs additional means/ New initiatives to achieve P profitability.



Category B-Analysis

		<div> <div>HIGH</div> <div>Achievability</div> <div>LOW</div> </div>		
Action points	WS category	Current threshold adequate to achieve P30 profitability	Revised thresholds required to achieve P30 profitability	Even revised thresholds not adequate to achieve P30 profitability
Resources not adequate	Category A	29	Category B 08	Category C 14
Resource not adequate and gap in process		121	40	100





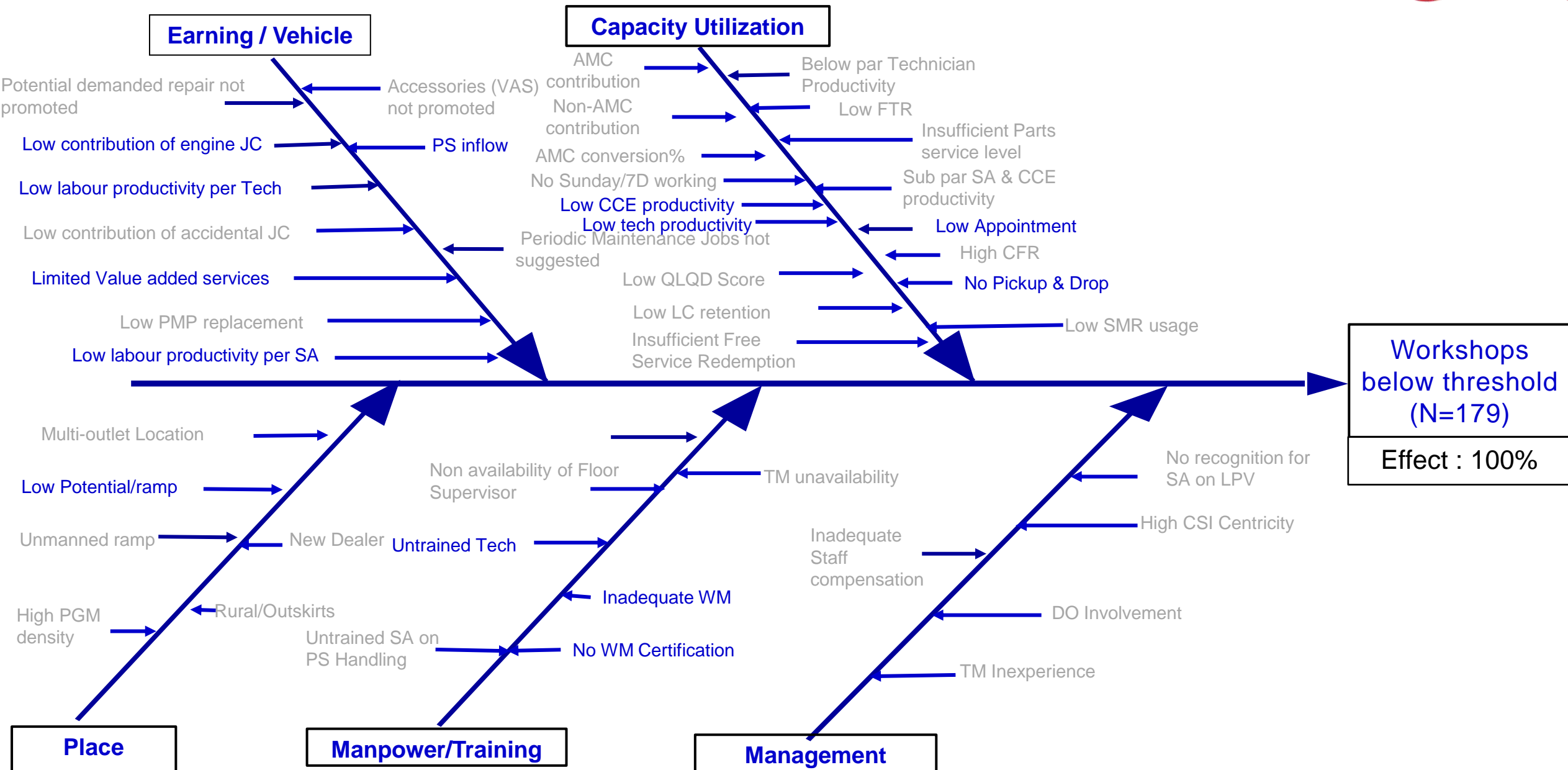
SL NO	6M's /4P's	Probable causes	UOM	Value of Good Sample	Value of Bad sample	Correlation value	Relationship
1	Earning/vehicle	Addl Demanded repair/PS	Additional demanded repair /PS inflow	2.9	4.3	-0.11	○
2		Free service redemption	% of FS redemption	75%	103%	-0.06	△
3		Last Free Service redemption	% of last FS redemption	53.0%	48.0%	0.11	○
4		Net Labour Productivity per Technician	Labour earning/Tech	53951	21202	0.44	◎
5		Net Labour Productivity per SA	Labour earning/SA	128315	53954	0.60	◎
6		Engine JC contribution	No of engine repair /PS inflow	6.3%	2.9%	0.28	◎
7		Accidental JC contribution	No of accidental JC/total inflow	17.9%	14.2%	0.12	○
8		PMP replacement	% of PMP replaced	49.4%	41.4%	0.19	○
9		Value added service	Income in INR (lacs)	0.32	0.23	0.15	○
10	Capacity utilization	Inflow Volume	Total inflow	1404	277	0.92	◎
11		Paid service contribution	PS inflow/Total inflow	60.0%	49.4%	0.38	◎
12		PS Appointments	average appointment/WS	711	112	0.75	◎
13		PS Appointment Conversion %	Inflow via appointment/total appointment taken	34.5%	19.9%	0.38	◎
14		7 day adherence	Lean day inflow/average week day inflow	40.4%	41.8%	-0.04	△
15		Sunday inflow contribution	% of inflow on Sunday	57.6%	55.0%	-0.01	△
16		pick and drop adherence	% Customers availing PnD	4.49%	1.56%	0.45	◎
17		AMC inflow contribution	% of AMC inflow	0.22	0.14	0.20	○
18		Non AMC inflow contribution	% of Non AMC inflow	0.78	0.88	-0.28	○
19		AMC conversion %	AMC sales/PS inflow w/o AMC	0.30	0.15	0.12	○
20		SMR implementation	% of WS SMR implemented	25.0%	10.6%	0.20	○
21		Carry forward ratio	% of CFR	23.5%	22.7%	-0.04	△
22		Digi JC Usage	% of DIGI usage	62.7%	44.7%	0.24	○
23		FTR%	% of FTR	90.5%	89.4%	0.12	○

	Good sample (from 457)	Bad sample (from 277)
Nos of WS	45	57
Criteria	NDI>1.8	NDI <1.6

◎ Strong
○ Medium
△ Weak



SL NO	6M's /4P's	Probable causes	UOM	Value of Good Sample	Value of Bad sample	Correlation value	Relationship
24	Manpower and training	CCE adequacy	% of adequacy	94.7%	113.8%	-0.11	○
25		WM adequacy	% of adequacy	100.0%	53.2%	0.49	◎
26		% of WM certified as Practitioner	% of trained manpower	89.8%	39.4%	0.57	◎
27		SA Adequacy	% of adequacy	86.5%	123.6%	-0.34	○
28		% of SA certified as beginner	% of trained manpower	89.7%	92.1%	0.00	△
29		% of SA certified as practitioner	% of trained manpower	82.7%	83.3%	0.02	△
30		Tech Adequacy	% of adequacy	98.8%	139.9%	-0.28	○
31		% of tech Advance Trained	% of trained manpower	75.3%	56.7%	0.35	◎
32		% of tech Basic Trained	% of trained manpower	88.1%	87.2%	0.03	△
33		Tech Productivity/WS	No of inflow /tech/day	5.8	4.7	0.30	◎
34		SA productivity/WS	No of inflow /SA/day	12.4	8.2	0.50	◎
35		CCE productivity/WS	No of inflow/CCE	313.9	106.9	0.63	◎
36		CSI Score	score out of 10	8.8	9.0	-0.24	○
37		D2S	% of D2S	0.5	0.6	-0.15	△
38		VPS	% of VPS	0.8	0.8	-0.15	○
39		Availability of TM/TTY	% of availability	0.9	1.0	-0.19	○
40		TM experience in TVS in Years	Years	4.6	4.4	0.02	○
41		Total experience in Years	Years	9.6	7.7	0.20	○
42	Place	Customer potential/ramp	No of due service /ramp	414	175	0.55	◎





WS with inadequate resources but can be made profitable @ current threshold

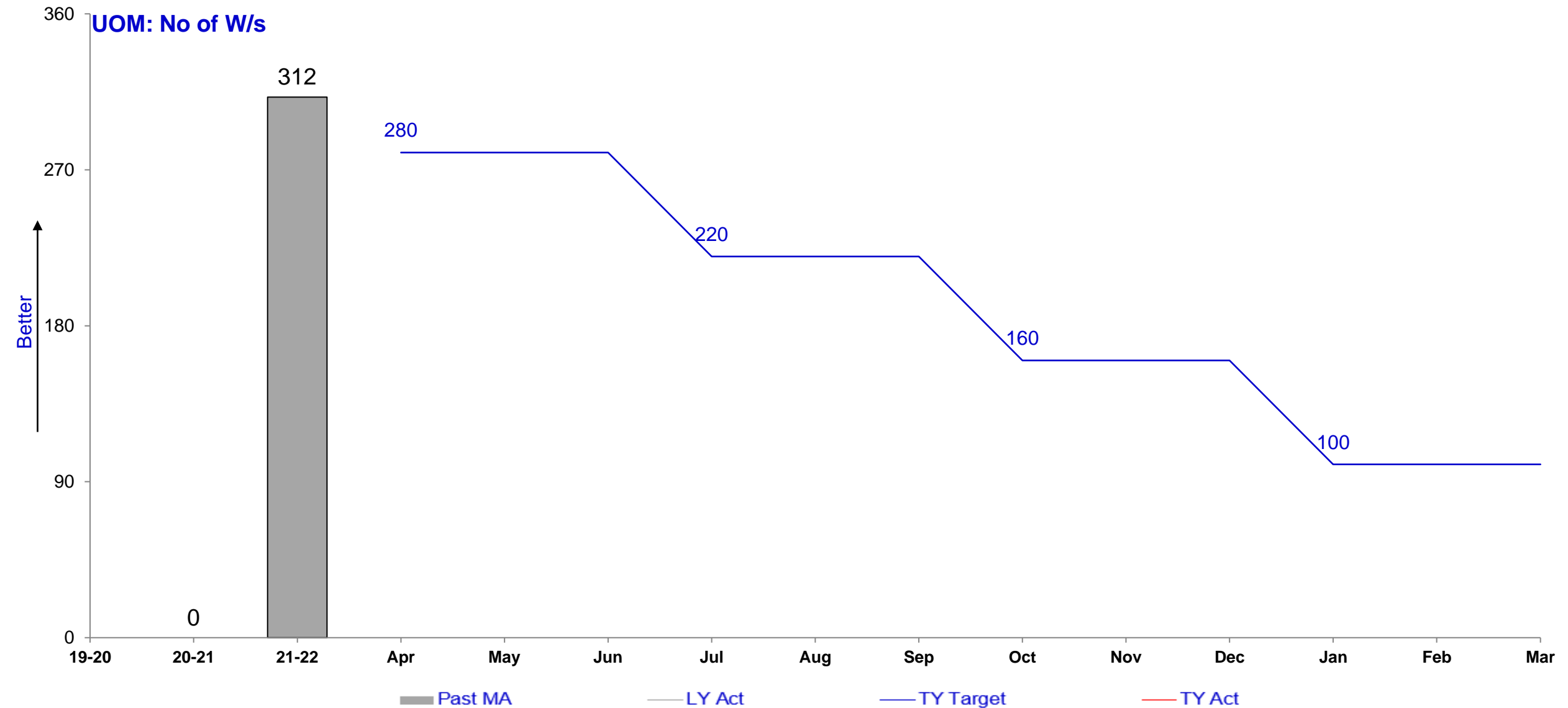
N=29

SL No		Activities	Who	UOM	From	To	When	Gap
1	M a n p o w e r	WM Counselling/Practitioner training	NSM/ASM	Nos of WM	19	29	May'22	-10
2		Recruitment of CCEs	ZP/ASM	Nos of CCEs	45	62	May'22	-17
3		Recruitment of Tech	ZP/ASM	Nos of Tech	153	178	May'22	-25
4		Recruitment of SA	ZP/ASM	Nos of SA	47	68	May'22	-21
5		Training of SA on PS Handling Jobs	ZP/ASM/P TC	Nos of SA	23	68	May'22	-45

1. The manpower gap is observed across all designations in these 29 WS.

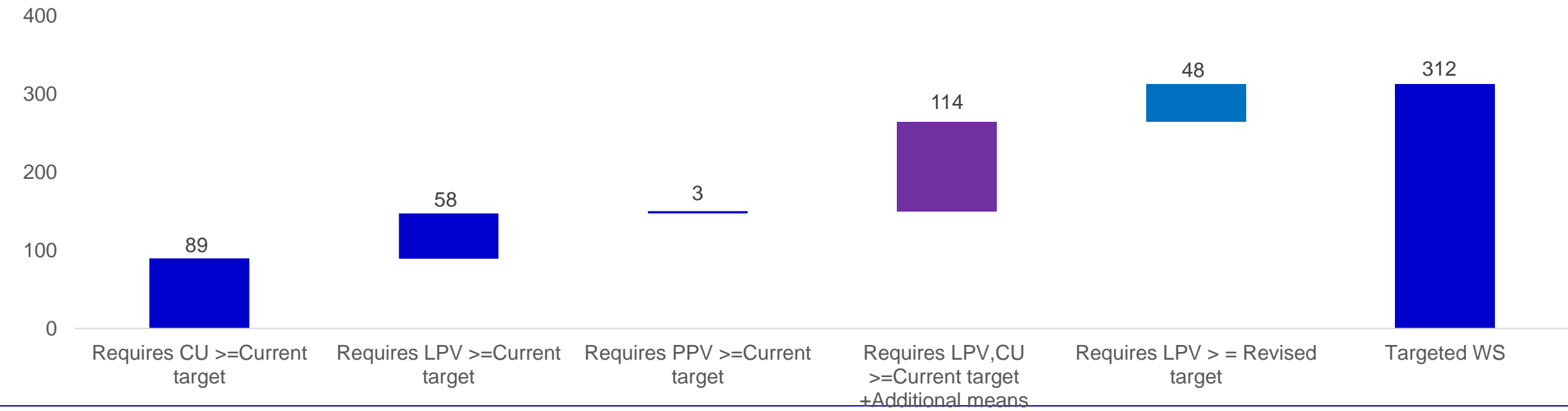
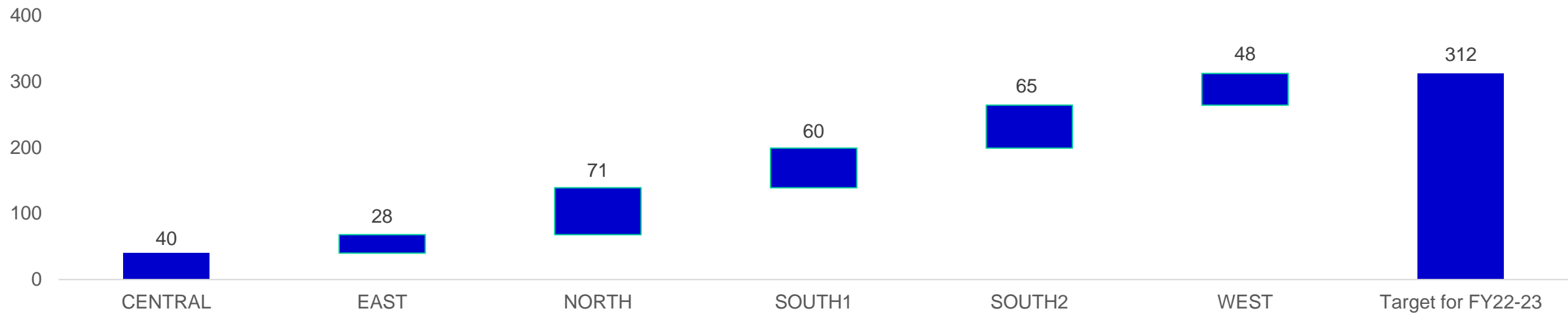
SI No	Proposed action	UOM	From	To	When	Who
1	Monitoring mechanism on CCE productivity	%CCE with productivity> 10 PS /Day	144	194	Mar'23	HO/Call center/IT
2	Technician productivity	Technician Productivity >5 veh.	142	242	Mar'23	PTC/ZO/Tech
3	Improvement in inflow	No. of vehicle / SA	8.2	13	Mar'23	PTC
4	WM competency	No of certified WM availability	197	300	Mar'23	PTC/ZO/WM

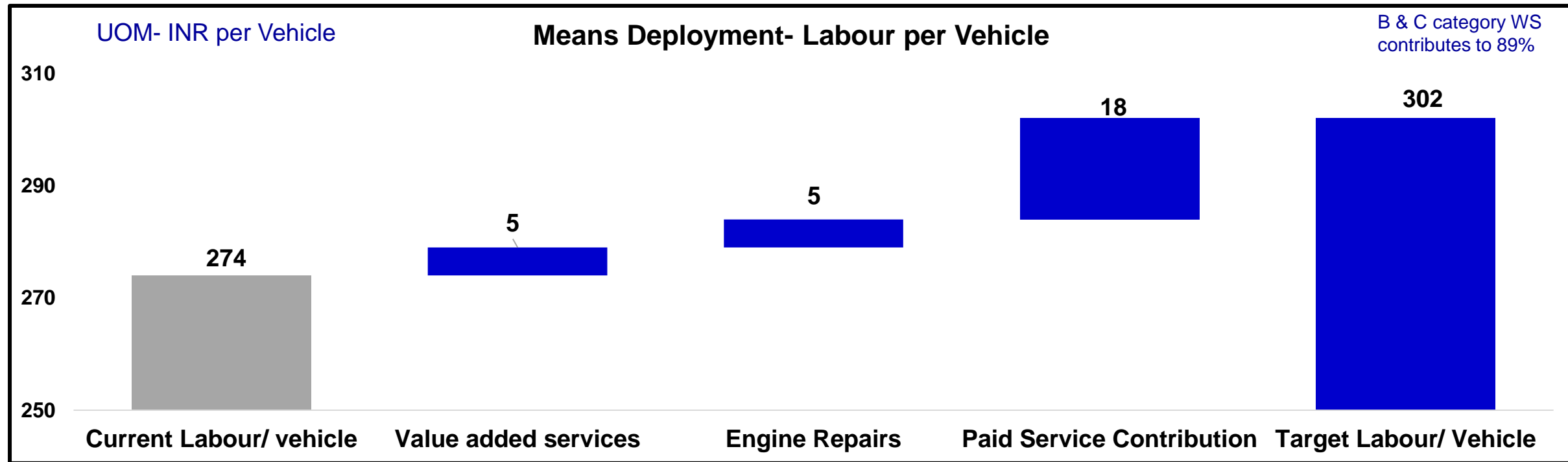
Target Image Plan-Task B





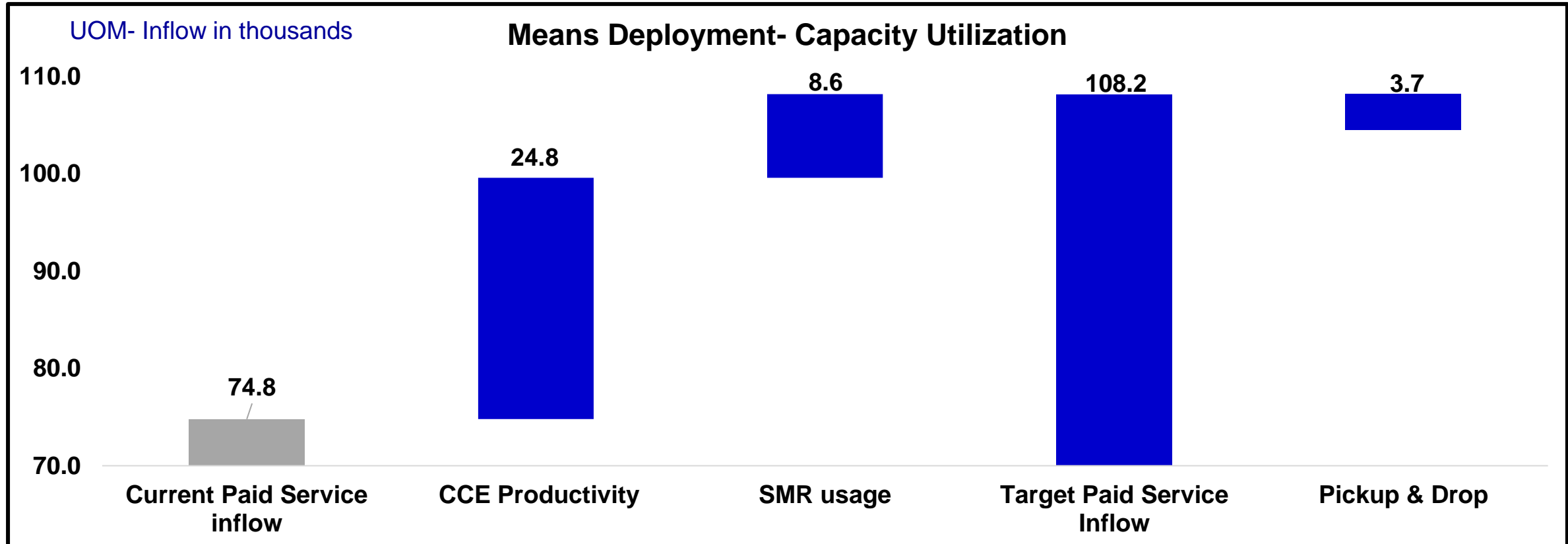
UOM- No of WS





Key Checkpoint- City class wise	Threshold
Labour per vehicle-A	414
Labour per vehicle-B	346
Labour per vehicle-C	270

Means	Value added services	Engine Repairs	Paid Service contribution
UOM	VAS consumption per vehicle	Contribution%	Contribution%
No. of Targeted WS	233	212	156
From	16	0.3%	50.6%
To	45/37	1.0%	61.0%

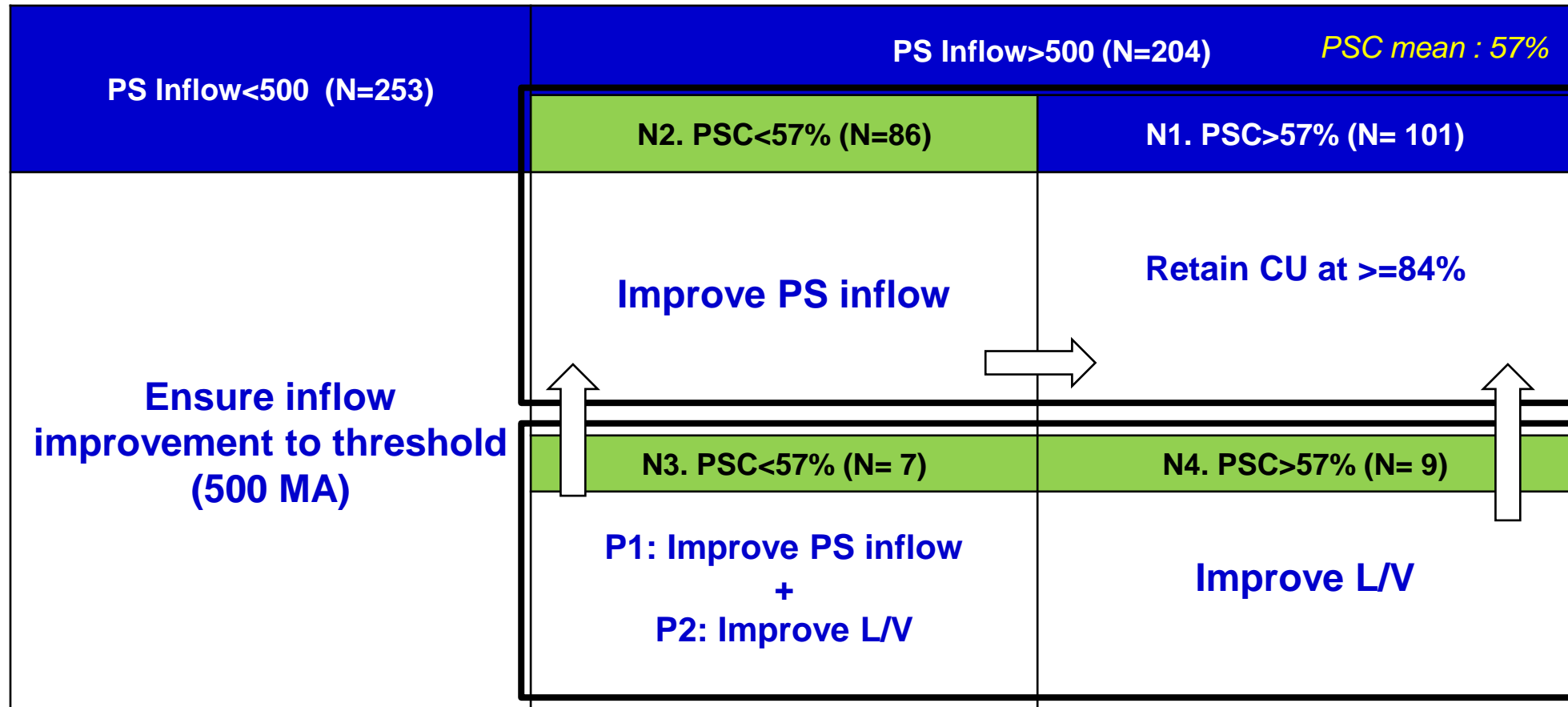


Means	By improving CCE Productivity	By improving SMR usage	Pickup & Drop
No. of Targeted WS	238	74	266
From (Inflow in Thousands)	52.9	21.9	2.4
To (Inflow in Thousands)	77.7	30.5	6.1

CCE Productivity (Appt converted /day)		
Means	By improving CCE Productivity	By improving SMR usage
From	2	9
To	10	

TASK-C

- Retain 457 WS at P30 profitability





S.No	Project Details	Expected timeline by service	Project Type	Type of Activity
1	DIGI - SMR 2.0 (Significant upgrade from PDCA of 1.0 & 1.1) Should include Identification of PnD potential customer in SMR with revised logic for proactive suggestion by CCE)	3 rd week of Jun'22	New Initiative	DIGI App
2	AMC standardization & recommendation	1 st week of May'22	New Initiative	Data science
3	PnD Potential Dashboard	4 th week of May'22	New Initiative	Data science
4	PnD tracking Module in Digi	1 st week of Jun'22		
5	Contactability improvement	1 st week of Aug'22	New Initiative	Data science
6	Updation of data for Pincode analysis (Refresh frequency)	TBD	Enhancement	Dashboard
7	Promo code & offers integration in DMS	2 nd week of Jul'22	New Initiative	DMS
8	Customer lifetime value & churn model Cost of ownership (Outcome - Pt.19)	2 nd week of Aug'22	New Initiative	Data science
9	Retention dashboard	3 rd week of May'22	New Initiative	Dashboard
10	VAS (Value Added dashboard)	2 nd week of Jun'22	New Initiative	Dashboard
11	AD NDI Dashboard initiation	2 nd week of May'22	New Initiative	Dashboard
12	AMD NDI Dashboard upgradation w.r.t 2022-23 approach	1 st week of May'22	Enhancement	Dashboard
13	Differential services inclusion in inflow dashboard Dealer level day wise inflow report	1 st week of may'22	Enhancement	Dashboard
14	Improve usage of TVS Forum -productivity module	3 rd week of May'22	New Initiative	TVS FORUM



S.No	Activity	Type of activity
1	Multi Brand Business model roll out	New Business Model
2	Digi roll out for ADs	New Initiative
3	Incentive policy for dealer (Inflow)	R&R for dealer team
4	Incentive policy for TVSM TM, SE, ASM, NSM	R&R for TVSM team
5	VAS labour code standardization	DMS
6	PnD drive day once in a month (including 1 Tech for 1 PnD) / using RAPIDO	New Initiative
7	Accidental Service & Insurance renewal Project	QSP development
8	Database sharing policy for Watch Category / termination category WS	QSP development
9	WM recruitment format standard	QSF standardization after field validation
10	CCE recruitment format	



Theme	Level 1	Level 2	Level 3
A. Profitable Network	1. Net direct Income(NDI) at AMD & AD- No of W/s Above threshold (Threshold value would be changed year to year)	% of w/s < Labour per vehicle threshold ●	Additional Demanded repair /1000 JC ●
			% of customers availing VAS ●
			Fair & Quick reimbursement based on FRT for Retro fitment ■
		% Technicians > Productivity 5.0 / 30k Labour ●	Advance (Engine job) trained Tech ●
		% SA> Productivity of 1L Labour ●	Certified SA in Micromodule ●
		%CCE with productivity> 10 PS /Day ●	Certified CCE in Micromodule ●
			Certified Floor Supervisors in ws with inflow > 750 pm ●
			% of Due - Unique customers visited 2nd, 3rd & 4th yr (Once in a yr) - ((Adherence to service schedule)- Clarity from HOD ■
			FS Redemption (Last FS or Dispersion) ■
			%Appointment Conversion through SMR - MoM ●
		Service Inflow Paid Service in Lacs – AMD & AD ●	% contribution of appointment from App/Online ■
			TGRs-% of Ws converting 5% of F+P customers for PnD, ●
			% of Workshops with >50% of weekday inflow on 7th Day ●
			AMC Conversion- MoM as part of AMC standardization ●
			Service Camps ●
			Project - Service Marketing through Social Media ■
			No. of Service/Partner Branch initiation ●



Considered under Action plan



On going projects / to be initiated

END OF PRESENTATION