

**Shree Ambica Auto Sales & Service has taken a number of steps in consultation with Tata Motors, which have helped it to increase its returns, improve its customer service and enhance its worker's productivity.**

## THE CONTEXT

Tata Motors Limited's dealer, Shree Ambica Auto Sales & Service was not generating enough returns from its standalone workshop. The workshop's limited spread across the dealership territory resulted in a low volume of customers. The attrition rate was high as the workers were not earning enough incentives, and the workshop bay productivity was less than one. Low feedback scores from customers who serviced their vehicles also meant that customer confidence and loyalty were a concern. The reduction in vehicle numbers thus affected margins while revenues from allied services remained low as the team was not focused on generating income from them.

## THE INNOVATION

Shree Ambica redressed the situation by initiating a number of measures in consultation with Tata Motors. It set up a 3S (sales, service and spares) facility at every 30km of its territory. It also segregated the workshop bays as per the product line and introduced dedicated manpower for each bay. Besides, it ensured spare part availability for quick repairs.

To improve its customer service, the dealership set up a centralised call centre with a dedicated toll-free helpline and increased its customer retention rate by focusing on Tata Prolife. It also took steps to improve worker motivation and customer satisfaction levels such as getting an in-house doctor to practice for a fixed number of hours at the workshop and be available on call for customers and employees at all times. Besides, it set up a comfortable waiting lounge with special amenities like a play zone for customers apart from an exclusive lounge for key account customers. It even provided a night halt facility for drivers.

## KEY CHALLENGE

**HUGE INVESTMENT AGAINST UNCERTAIN RETURNS**

## THE IMPACT

All these measures have helped the workshop to increase its business. The availability of the in-house doctor has made the workers feel safe and motivated, which has improved their efficiencies. The additional amenities have also enabled the workshop to retain its key accounts under the Tata Motors brand and also increase its sales to them.

