



# Customer Champions Batch I

*Review at Two Year Mark*

APMEA HR Team

January 2018

Gurugram

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# Recap: Customer Champion Project



## A Talent Disruption in Indian Tyre Landscape

- Customer facing roles in India are usually in the **Sales** team or the **Customer Service Teams**
- The Sales team is **commercial** or revenue-inclined in it's orientation, typically hiring **MBA**s
- The Customer Service is **technical** or service oriented and typically hires **engineers**
- From a qualitative perspective, talent employed was not of the highest calibre. The best talent went to sectors like IT & Software, Automobile OEMs, FMCG etc.
- Apollo Tyres made a well-calculated and audacious move to hire **100 Customer Champions** on top of a pre existing frontline of 300 employees
- With Apollo's Customer Champion project, the following disruptions were targeted in how tyre companies approached the market:
  - ❖ Deploying best-in-class talent with high academic pedigree
  - ❖ Developing techno-commercial capability in frontline force
  - ❖ Converting the **end-customer** to Apollo Tyres, as against the **dealer**, which has been the norm
- This batch of Customer Champions was taken through a comprehensive recruitment and development process to ensure it was well-equipped for its task

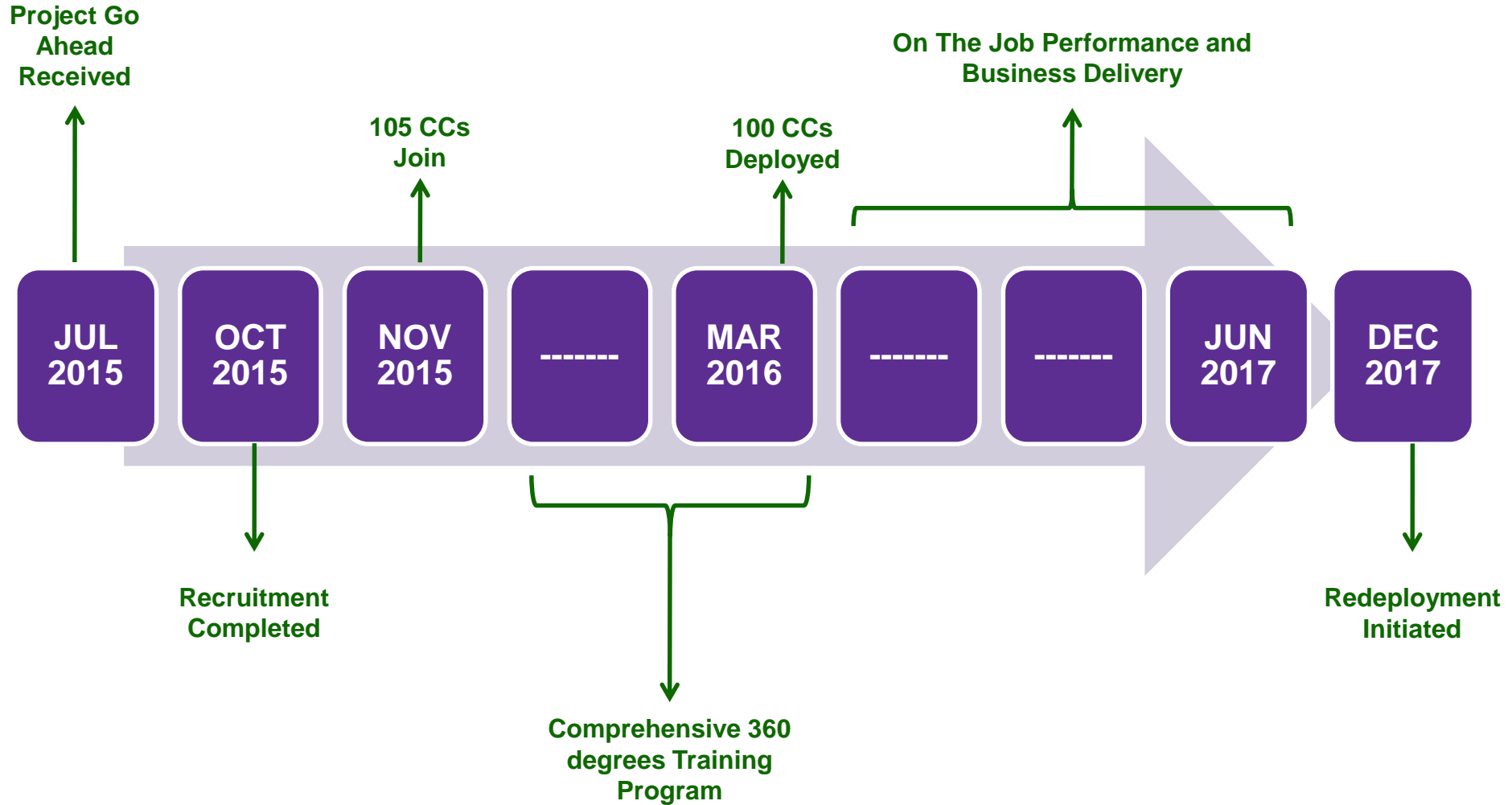


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# Recap: Customer Champion Project



## Project Timeline

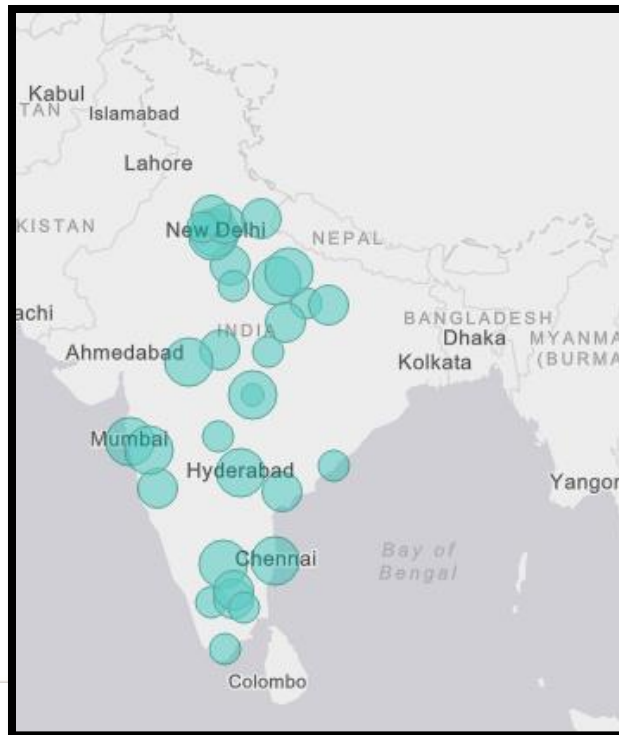


# Deployment Plan

March 2016



- Customer Champions were deployed at carefully selected 36 **weak geographies or weak towns**
- These were towns where Apollo's market share was significantly below the national average market share (~30%) that Apollo enjoyed
- The objective was to use the techno-commercial skills of CCs to acquire customers by evidencing superior tyre performance from the Apollo stable



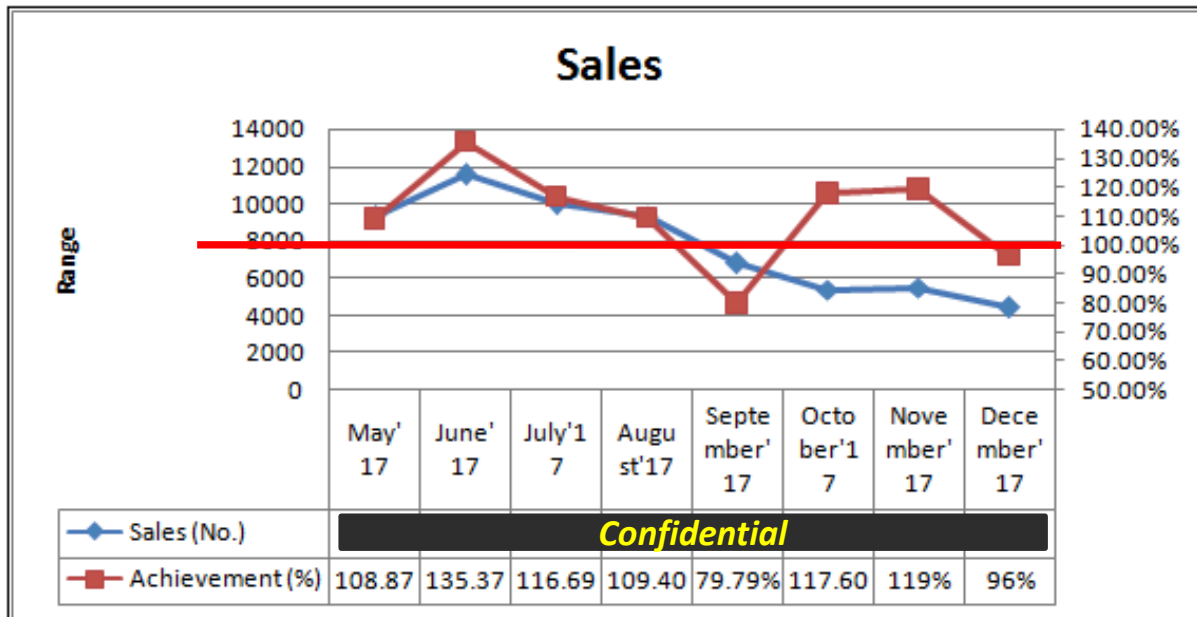
- **102 Customer Champions**
- **36 distinct cities in 8 business regions**
- **Product Category: Commercial Vehicle Tyres**
- **Target: Increase market share**
- **Timeline: 18 months**

# Performance On-the-Job



## FY'17 and FY'18 – Tyre Sales

- Customer Champions were deployed in the 8 business regions under the supervision of 8 specially trained **Road Staff Managers**
- Road Staff Managers coached and mentored the CCs to deliver on the steep ask of converting customers from the competition's stable into Apollo's
- Starting from scratch, Customer Champions started entering into fleets and slowly converting them
- The annual target achievement for **FY'17 stood at 116%** and the trend continues in FY'18 as shown:

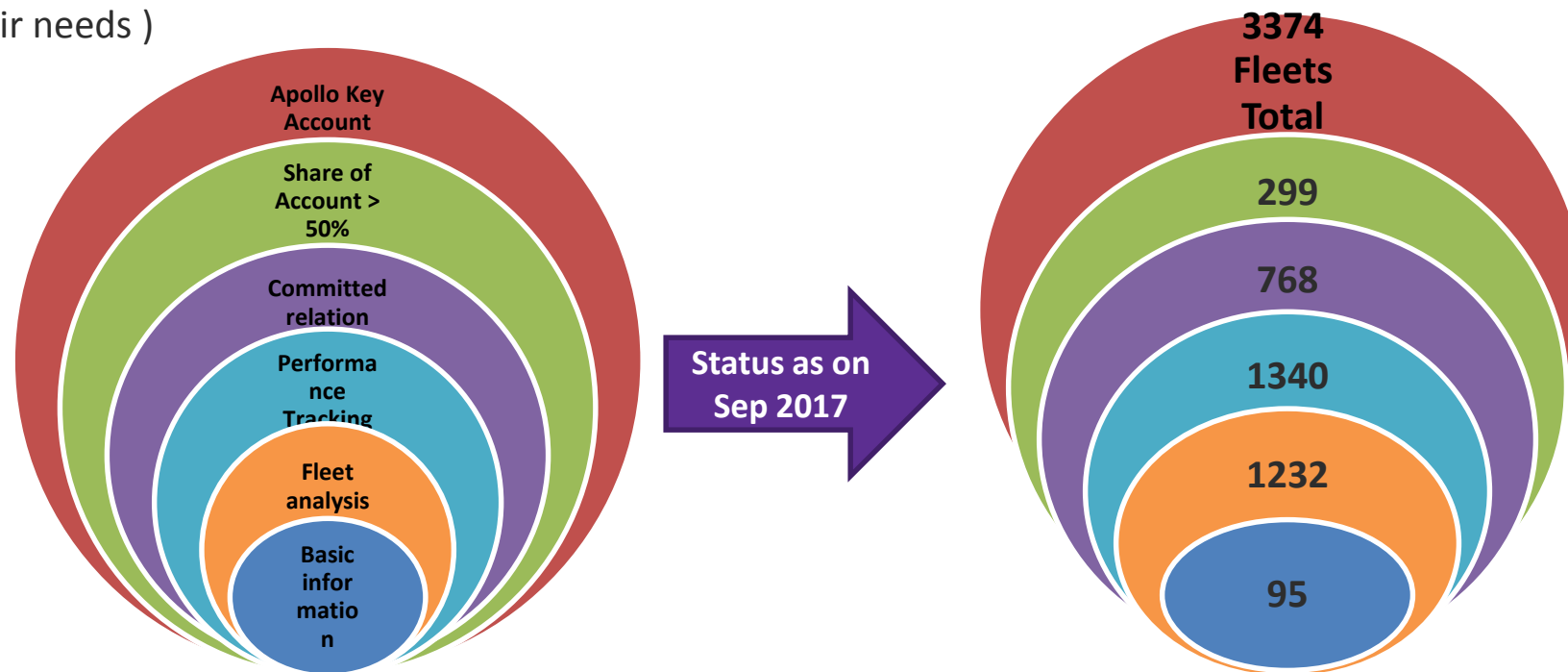


\* Sales numbers show a dip starting September '17 despite Achievement % remaining high. This is because as CCs were redeployed to new roles, tyre sales volume through CCs saw an expected decline

# Performance On-the-Job

## FY'17 and FY'18 – Customer Conversion

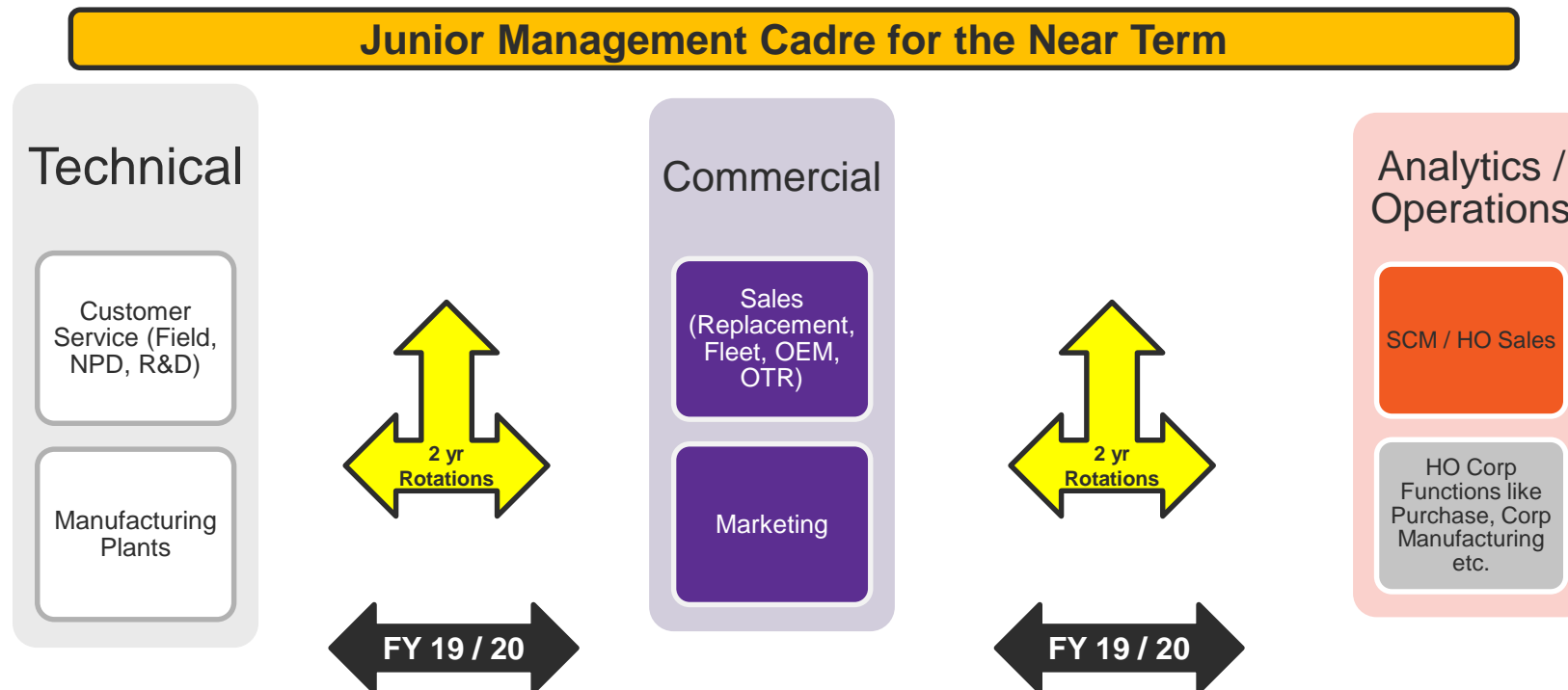
- Apart from the core objective of tyre sales number (revenue targets), the other key metric for the success of Customer Champion project was **Customer Conversion**
- Customer Conversion is the route that will lead to market share gain since it depletes the competition's revenue base and adds to ours
- The infographic below depicts the impact of CC project in terms of Customer Conversion
- Reading from innermost circle (Fleets for Which We Only Have Basic Information), CCs handheld the customers up the value chain to the outermost circle (Fleets that use Apollo Tyres for more than 50% of their needs )



# Re-Deployment Plan

Initiated in June 2017

- After the high-impact performance in FY'17 and beyond, the management identified this pool of **techno-commercial force** as a Key Talent Group
- To get the best out of Customer Champions, a freeze on external hiring was enforced for all positions at their level. All vacancies are advertised to Customer Champions first.
- The Customer Champions are given a free hand in selecting an internal career destination by choice
- This pool will form the **Junior Management Cadre** for Apollo Tyres by the year 2020





# Re-Deployment Plan



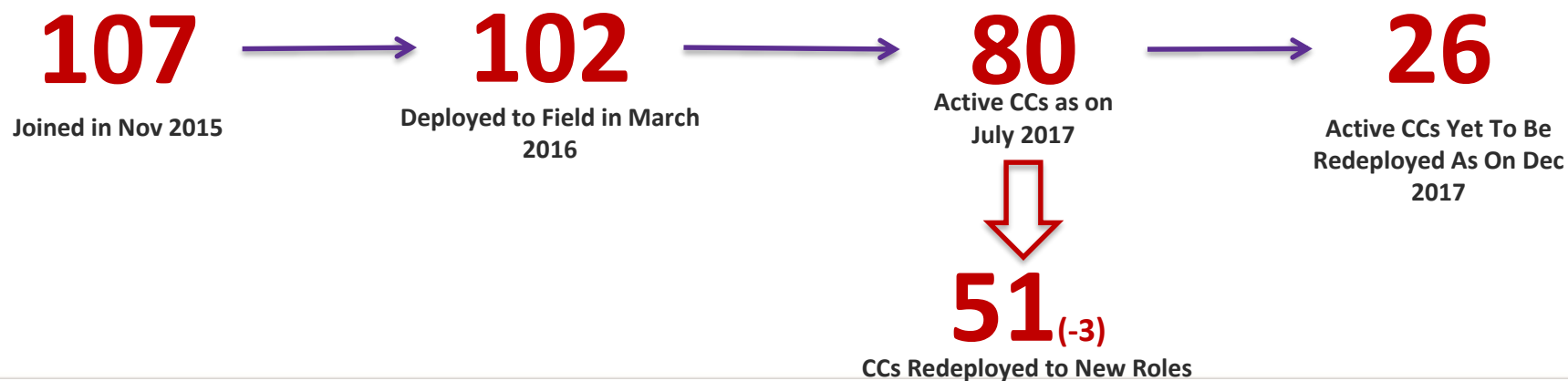
## Process For Redeployment

- 1. Vacancy Enlisting (in Batches):** Available internal vacancies across the organization to be gathered by HR and shared with CC Group in batches
- 2. Opening Vacancies for Application:** Vacancies are opened for application by CCs. Job details such as JD to be shared. VCs may also be arranged for candidates to know about roles in depth from Recruiting deptt.
- 3. CC Preference Compilation:** CC's individual preference for the various vacancies to be collected before the selection process begins
- 4. Profiles Shared with Recruiting Manager:** All eligible applications (in case any eligibility criteria are applied) will be shared with Recruiting Manager for shortlisting
- 5. Selection Process:** Shortlisted candidates will go through selection process that may include written test, psychometric test, group discussion, personal interview etc. or any combination of these
- 6. Final Selection:** Recruiting Managers will share their finally selected candidate. HR will then liaise with Recruiting department as well as Relieving department to work out transition plan. Candidate will complete transition as per the approved plan.

# Re-Deployment Plan

## Reactions to Redeployment

- The announcement on Redeployment brought with it an ambiguity of future that caused a fair bit of anxiety in the group
- Multiple townhalls – both real and virtual – were organized to answer all queries and doubts
- Field HR team and respective Road Staff Managers coached and counselled CCs individually
- Customer Champions exhibited an openness of mind in applying for positions that were not necessarily natural extensions of their profiles
- Tellingly, all positions to which CCs applied were closed rapidly – indicating a high acceptability amongst internal recruiting managers
- The batch shows a high degree of engagement. We have suffered an attrition rate of **12.22%** per annum for this in-demand talent group which is very good in comparison with the average of 17% for Sales and Customer Service Executives

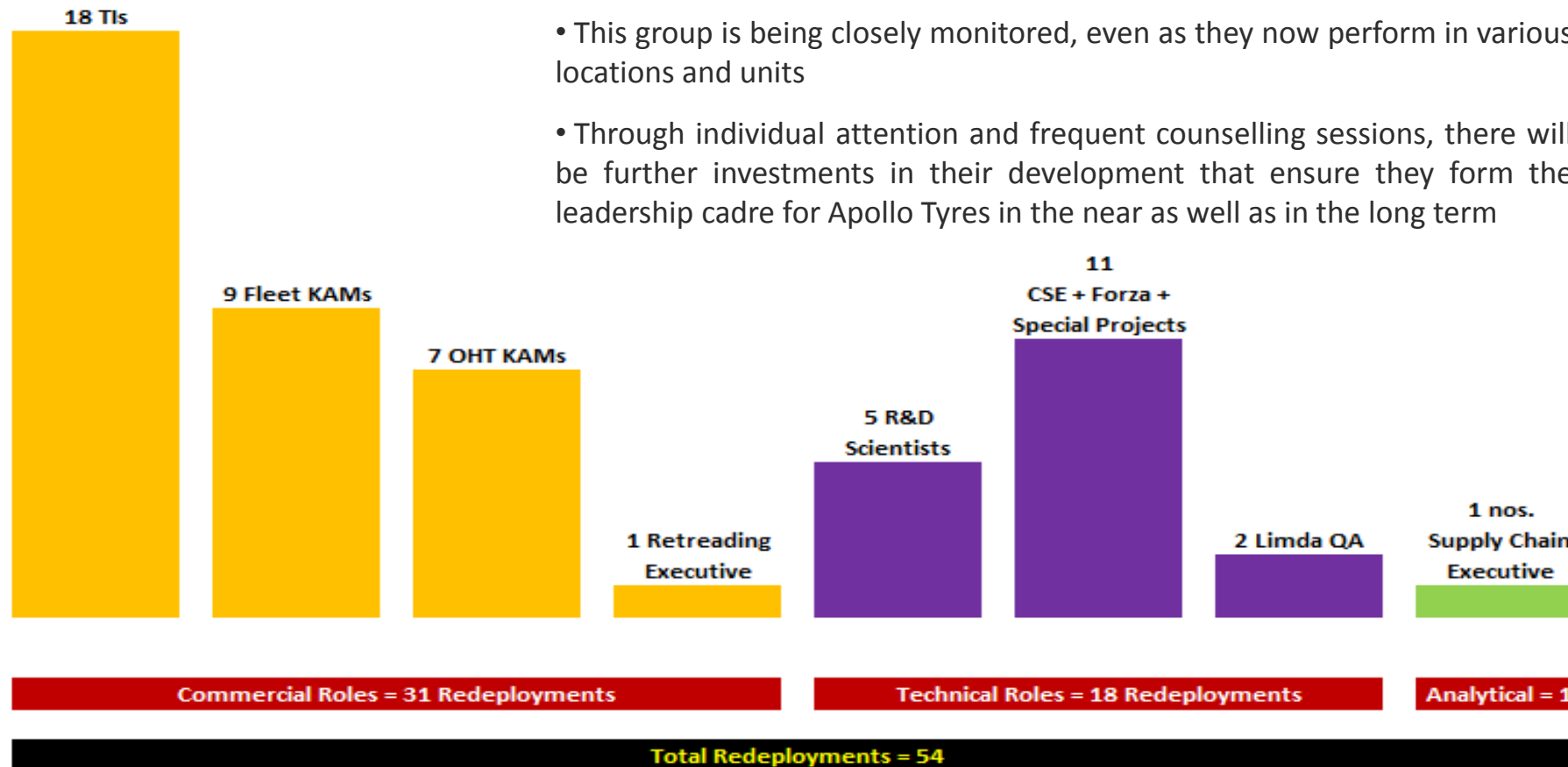


# Re-Deployment Plan



## Seeding Across the Apollo Universe

- Customer Champions have shown interest in all Job Families – **Commercial, Technical, Analytical**
- The cross-seeding of CCs has been done in all business units - Plants, R&D, Head Office and Field Ops
- This group is being closely monitored, even as they now perform in various locations and units
- Through individual attention and frequent counselling sessions, there will be further investments in their development that ensure they form the leadership cadre for Apollo Tyres in the near as well as in the long term



***Thank You***