

CAREER TRACK **SALES & SERVICE**



JAGSoM

JAGDISH SHETH SCHOOL OF MANAGEMENT



TABLE OF CONTENTS

Introduction.....	1
Roles, Competencies, Critical Skills And Interventions.....	2
Career Track Courses.....	4
Faculty.....	8
RFP - Student Project Details.....	11
Marketing Area Courses - Catalogue.....	13
Sample Sales & Service White Paper- Outcome Of RFP.....	16
About JAGSoM.....	32

the 1990s, the number of people with a diagnosis of schizophrenia has increased in many countries, including the United Kingdom (Murray & Lewis, 1998). The prevalence of schizophrenia is estimated to be 1% of the population (Murray & Lewis, 1998).

There is a growing awareness of the need to improve the lives of people with schizophrenia. The World Health Organization (WHO) has developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

The WHO has also developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

The WHO has also developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

The WHO has also developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

The WHO has also developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

The WHO has also developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

The WHO has also developed a number of initiatives to improve the lives of people with schizophrenia, including the 'Global Strategy for the Care of People with Schizophrenia' (WHO, 1993). The WHO has also developed a number of guidelines for the care of people with schizophrenia, including the 'Guidelines for the Management of Schizophrenia' (WHO, 1993).

INTRODUCTION

Sales and Service, as a vital pivot of the economy, have been making a preponderant contribution to national GDP worldwide. Accordingly, this segment is expected to have a continued need for specialized talent who are geared up to serve different sectors, consistent with complexity introduced by the emergence of tech-dependent sectors such as quick serve-commerce, a large and diverse customer base, and higher customer expectations, and newer channels of sales and service that go beyond the physical environment.

The dyadic relationship representing buyer-seller has been evolving way too quickly in recent times. What is also changing is the nature of the classical 4Ps - products, price, place, and promotion. Products are now routinely sold offline /online, delivered offline/online, and very importantly, consumed offline/online. The customer has another myriad choices in terms of payment modes - cash, credit cards, debit cards, e-wallets, smartphone based direct from bank payments. The latter, with the adoption of contactless payments enabled by QR code-based systems, have found significant favour from the Indian buyers. The customer's journey along path-to-purchase is undergoing significant change too. Besides exercising numerous channel options in the online-offline continuum, today's customer is an active participant in the journey with phenomena such as webrooming and showrooming attracting the attention of marketers. The change is not limited to low-involvement consumer goods alone. Today, many of the real-estate players sell apartments through rich virtual reality tours over the internet, avoiding site visits for early-stage customers.

The second phenomenon impacting the buyer-seller interaction is the movement of service towards the offering core. B2B is no more field sales alone, but has gradually become consultative and is characterised by plenty of mutual value creation between the vendor and the client organisations. The success of Indian IT industry has dispelled the notion of B2B buyers and sellers need to be co-located, a model that came into vogue during the success of the automotive industry in the West.

The Sales & Service career track offers a bouquet of learning experiences focussing on competencies and skills that are specific to the context of the emerging role requirements in this domain. It is in this context that the career track in Sales & Service becomes a compelling career pathway.

ROLES, COMPETENCIES, CRITICAL SKILLS AND INTERVENTIONS

In this career track, students are prepared for specific role buckets.

The competencies and skills required, and the interventions through which students prepare for these roles are listed in the table on the next page.

S. No.	Role	Competencies	Critical Skills	Interventions
1	Customer Success Manager /Account Manager	<ul style="list-style-type: none"> Business Acquisition Customer Relationship Management Effective customer communication Cross-Selling Customer Experience management 	<ul style="list-style-type: none"> Email <ul style="list-style-type: none"> Initiating Engaging Replying Following up Presentation <ul style="list-style-type: none"> Organization and Product Pitching CRM Tool <ul style="list-style-type: none"> Segmented emails Update 	<ul style="list-style-type: none"> Account Management B2B Marketing Customer Journey Management CRM Harnessing the Power of the Sales Force
2	Growth Associate / Partnership Manager/Business Development Manager	<ul style="list-style-type: none"> Network management Analytics based decision making Effective Communication Creativity 	<ul style="list-style-type: none"> MIS Dashboard in Excel Data visualization in Tableau Negotiation Persuasion 	<ul style="list-style-type: none"> Ecommerce Customer Acquisition and Journey Management Harnessing the Power of Sales Force Sales and Service Analytics
3	Inside Sales/Presales/Demand Generation	<ul style="list-style-type: none"> Prospecting and prospect classification Lead qualification and nurturing Business Analysis Value Proposition Communication 	<ul style="list-style-type: none"> Email <ul style="list-style-type: none"> Introductory mail Appointment seeking Product/Service walkthrough Presentation <ul style="list-style-type: none"> Preparing and delivering customized presentations Objection handling Spreadsheet <ul style="list-style-type: none"> Pricing calculations CRM tool operations 	<ul style="list-style-type: none"> Account Management B2B Marketing Marketing Management CRM Customer Acquisition and Journey Management

CAREER TRACK COURSES

The Career Track in Sales & Service has the following courses, along with a Capstone Project (RFP):



Masterclass on Service Excellence



Customer Acquisition and Journey Management



Account Management



Harnessing the Power of Sales Force



Sales & Service Analytics



Selling Workshop



Capstone RFP Project

Prerequisite courses

The following elective courses are prerequisites for the Career Track in Sales & Service:

- Sales & Distribution Management
- Services Marketing

COURSE CONTENT

Each course comprises 20 hours of classroom sessions, except for Masterclass on Service Excellence and Selling workshop, which are of 6 hours duration each.

1. Masterclass on Service Excellence (Prof. A. Parasuraman)

Session	Coverage
1-4	<ul style="list-style-type: none">• Understanding, Improving & Measuring Service Quality• Services, Customer Service, and Sales—Their Interdependence• Gaps Model of Service Quality and Its Implications for Sales Excellence• Metrics for Assessing Service Quality• Managing & Exceeding Customer Expectations

2. Customer Acquisition and Journey Management (Prof. Rakesh Mediratta)

Session	Coverage
1-2	<ul style="list-style-type: none">• Sales planning• Marketing v/s sales approach• Introduce CPS framework
3-4	<ul style="list-style-type: none">• Sales Funnel• Account Ranking
5-6	<ul style="list-style-type: none">• BANT Approach• Channel Strategy
7-8	<ul style="list-style-type: none">• B2B purchases• Buyer Personas
9-10	<ul style="list-style-type: none">• Customer Acquisition Strategy Exercise
11-12	<ul style="list-style-type: none">• Customer Metrics• CLTV
13-14	<ul style="list-style-type: none">• Retention Strategies
15-16	<ul style="list-style-type: none">• ROI of Distribution

3. Account Management (Prof. Anand Deo)

Session	Coverage
1-4	<ul style="list-style-type: none"> • Introduction to account management • Obstacles, Skills, Systems, Resources, Organisation
5-8	<ul style="list-style-type: none"> • Entry strategies, • Selling to an Organization • Competition analysis
9-12	<ul style="list-style-type: none"> • B to B selling - Industrial Products • Meeting the Customer Needs-Meeting Business needs, Positive Impact Analysis • KAM in On Line Business- L'Oreal/ Amazon • KMA- Cost-Benefit Analysis of KMA, Customer relationship Models
13-16	<ul style="list-style-type: none"> • KAM IN IT Industry • Customer Decision Process and Decision-Making Unit • Selling to Govt.- Different skills and mindset • Planning and Implementation of KAM in Real Life

4. Harnessing the Power of the Sales Force (Prof. Kartik Raina)

Session	Coverage
1-4	<ul style="list-style-type: none"> • The Role of the Sales Function • Identifying Customers, their roles and their Bases of Power • What is the Power of the Sales force to influence? • Matching Sales Force Structure to Business Life Cycle
4-5	<ul style="list-style-type: none"> • Helping Sales Force execute Channel Design & Management
6-8	<ul style="list-style-type: none"> • Design & Execution of the Sales Process • The Importance of Market Structuring & Coverage
9-12	<ul style="list-style-type: none"> • Competency Mapping and Assessment • Coaching & Training • Gap Analysis • Gap vs the desired level
13-14	<ul style="list-style-type: none"> • Measuring Sales Force Efficiency & Effectiveness

15	<ul style="list-style-type: none"> • Motivating the Sales Force
16	<p>The Role of Technology in Harnessing Sales Force Power</p> <ul style="list-style-type: none"> • How Big Data is used in sales • Sales Force Automation Systems • Distributor Management Systems

5. Sales & Service Analytics (Prof. Sivagnanasundaram)

Session	Coverage
1-2	Sales forecasting
3	Target setting, sales funnel management, incentivization
4-5	Territory alignment
6-7	Lead scoring, customer needs analysis
9-10	Prediction of user behaviors: Churn, Loyalty Prediction of failures
11	Service Bundling
12-13	Customer complaint analysis
14-15	Customer experience analysis; customer emotion and sentiment analysis
16	Analysis of Service Documentation

6. Experiential learning workshop on Selling (Prof. SK Bal Palekar)

This experiential workshop will focus on how to prepare for a field sale, stakeholder identification, effective pitching techniques, objection handling, and closure. It will broadly cover the following:

- Models & Frameworks to Support Sales Planning
- Direct selling in B2B ecosystem
- Selling vs Solutioning
- Soft Skills in Sales
- Strategic Sales Management

FACULTY



Prof. A. Parasuraman

Pro-Chancellor,
Vijaybhoomi University

Prof. A. Parasuraman (“Parsu”) is Emeritus Professor and the James W. McLamore Chair in Marketing at the University of Miami. He is considered one of the most influential figures in the field of services marketing and service quality, and is widely known for his work on SERVQUAL, E-SERVQUAL, and the Technology Readiness Index (TRI).

He is currently the Pro-Chancellor (Academics) at Vijaybhoomi University and Mentor, AIM Parasuraman Center for Service Excellence at JAGSoM.



Prof. Kartik Raina

Sales & Marketing Expert

Prof Kartik Raina is an accomplished sales and marketing expert who has held C level positions in Unilever, Dr. Morepen and Dalmia Consumer Care. He is an alumnus of Jamnalal Bajaj Institute of Management Studies.

- * Was General Manager (All India Sales) at SmithKline Beecham Consumer HealthCare (now GlaxoSmithKline Consumer HealthCare. Also Country Head, Bangladesh
- * CEO Dabur Foods & Excelcia. conceived and launched ‘Real Fruit Juice’.



Prof. Rakesh Mediratta

Associate Professor – Marketing,
Jagdish Sheth School of Management

Prof. Rakesh Mediratta brings with him a very rich corporate experience. His three decades of industry experience include senior leadership positions like being the National Sales Head at Park Avenue, Raymond Ltd; and Vice President-Retail at Vodafone.

A BITS Pilani graduate, Prof. Mediratta has also worked as an Associate Professor at IMT Ghaziabad. Prof. Mediratta is a subject matter expert in Sales and Distribution, Services Marketing, and Strategic Marketing.



Prof. Anand Deo

Prof Anand Deo, an alumnus of IIT Bombay and JBIMS, is a corporate executive who has held leadership positions in TTK Healthcare, Zydus Cadilla, and Zydus Wellness.



Dr. M. Sivagnanasundaram

Professor, Marketing Area,
Jagdish Sheth School of Management.

Dr. Siva teaches Marketing Analytics, Marketing Research courses at JAGSoM. His research interests are Choice modelling, User generated content, and cause related marketing



Prof. Rajesh Kumar

Associate Professor - Marketing,
Jagdish Sheth School of Management

Prof Rajesh Kumar has spent 18 years in the B2B service industry and has headed marketing for an engineering design and IT services company. His expertise lies in overlap of technology and marketing, and he has offered courses in these areas at IMT Ghaziabad and JAGSoM. He is an alumnus of BIT Sindri and IMT Ghaziabad.



Prof. SK Bal Palekar

Professor - Marketing,
Jagdish Sheth School of Management.

Prof. Sarvadaram Krishnarao Palekar is a Professor in the area of Marketing. Prior to his current position at JAGSoM, he has worked with S P Jain Institute as Full Time Professor, IMT Ghaziabad as Professor, and NMIMS, JBIMS, IIMs as Visiting Professor.

He also has 34 years of corporate work experience in MNCs as well as Indian companies in consumer / industrial verticals.



AIM - PARASURAMAN
CENTRE FOR SERVICE
EXCELLENCE



JAGSoM
JAGDISH SHETH SCHOOL OF MANAGEMENT



CERTIFICATE OF COMPLETION

for Career Track in Sales and Services being awarded

to

Shuvam Kumar Patel

in

September, 2021

PROF. RAJESH KUMAR
Course Chairperson



PROF. RAKESH MEDIRATTA
Deputy Director

RFP - STUDENT PROJECT DETAILS

Learning by Solving

Students join hands with faculty in wearing the consulting hat and advise organizations on real-life business problems. They carry out the problem definition, and after analysing the problem, come out with recommendations.

The problems under this initiative are solicited under the *Request for Problem* (RFP) initiative.

S. No.	Company	Project Title	Project Description
1	Porter	Developing a Customer Transaction Satisfaction Monitoring and Management Process.	Porter creates a compelling offering in the logistics market by leveraging a large number of partners. However, there are gaps between the customer's expectations and the delivery. In this project, the endeavour is to identify the service encounter touchpoints with the highest impact on customer satisfaction.
2	Vidal	Developing a Customer Transaction Satisfaction Monitoring and Management Process.	Vidal, an insurance TPA, is a vital intermediary across a network of healthcare providers and health insurance, balancing the needs of the insurance buyers, hospitals, and insurance companies. It seeks to identify those processes and touchpoints that have the highest impact on customer satisfaction.
3	Infomerics	How to eliminate the middle-man in B2B ratings	As a mid-market focussed rating agency, Infomerics enables organizations to approach lending agencies with ratings. However, most of the SMEs, do not directly approach Infomerics but prefer to approach via intermediaries, who add a high cost on the customer acquisition process.
4	Edelweiss	Digital origination and on-boarding of MSME clients in India for business loans	Despite MSMEs being priority lending sector, MSMEs face numerous hurdles in raising capital. One of the possible approaches to ease MSME funding is by using technology attract MSME and to enable them to apply for loans.

5	NextFirst	Growth potential and market gap analysis of Micro-fulfilment centres	Quick ecommerce is fuelling the rise of micro-fulfilment centers across the world. Automated fulfilment centers help reduce the order-to-fulfilment cycle and improve warehouse space efficiency. This project evaluates the competitive market scenario across various markets in APAC and Europe.
6	Almabase	Increasing subscription renewal rate in SAAS based services where renewal rate is low.	The customer churn after the first year has been noted to be relatively high in certain SAAS products. This study seeks to explore the causes behind the same.

MARKETING AREA COURSES - CATALOGUE

S. No.	Course Type	Course Name	Course Snapshot
1	Core	Marketing Management	Understanding of the basic principles of marketing; Difference between B2B vs B2C markets; Identifying consumer segments and target market; Developing positioning strategy; Designing and communicating value proposition and developing brand equity; Basics of pricing; Generating sales plan
2	Core	Business Strategy and Simulations	Differentiating strategic and operational decisions; Assessing the attractiveness of industries and their profit potential; Evaluating competitive advantage of firms and developing strategies for sustainable competitive advantage; Designing, implementing and measuring and evaluating strategies using balanced score card approach.
3	Core	Service Operations Management	Understanding the nature of services and aligning service strategy to competitiveness; Designing a service process, process selection, and facility layout including managing demand and capacity; Developing solution to waiting lines in service organizations; Evaluate inventory management in services set-up; Creating and executing a Service quality – SERVQUAL model; Generating a project management plan in service organizations.
4	Elective	Consumer Behaviour	Developing good sensitivity about the customers; Understanding the importance of customer centricity for the business.
5	Elective	Brand Management	Integrate key principles and frameworks of branding; Apply models of Brand Visioning and Architecture; Develop effective Brand Strategies and assess Brand Health; Apply branding for Industry 4.0

6	Elective	Integrated Marketing Communication	Develop IMC campaigns and assess their effectiveness; Developing creative briefs and evaluate creative work; Integrating offline and digital IMC Tools & Media
7	Elective	Digital & Social Media Marketing	Content marketing strategy for a brand; User experience and website design; Mobile marketing strategy & tactics; Design & development; Social media strategy and Social Media advertising; Google Ads; SEO, VSEO, ASO; Video marketing strategy & tactics; Conversion optimization; Web analytics; Digital copywriting.
8	Elective	Marketing Research	Differentiate management decision problems and marketing research problems; Create a research design; Tools & techniques for gathering data; Understanding appropriate statistical test for testing hypothesis; Generate solutions to marketing research problems.
9	Elective	Sales and Distribution Management	Application of the basic principles of sales; Designing sales territory and resource allocation plan; Evaluating CPS for effective sales strategy; Generating sales process plan; Generating sales team and human resource management plan in its entirety with particular focus on contingent pay. Designing and managing channels.
10	Elective	Marketing Analytics	Understanding of the nature and scope of marketing analytics problems and the methods used to solve those problems; strategic application of analytics tools useful for marketing decisions.; Becoming familiar with specific tools, techniques analysing the data and using those analyses to make better marketing decisions.
11	Elective	B2B Marketing	Understanding, designing, constructing and analysing a typical B2B sales cycle for key vertical industries like IT, Financial Services, Industrial Products and hospitality; Evaluation of B2B and strategic selling; Introduction to concepts like Miller-Heisman, SPIN, Holden and Challenger with respect to the sales cycle.

12	Elective	Customer Relationship Management	Importance of acquiring customers and retaining them for a lifetime; Construct an effective CRM program; Understanding CRM strategies and marketing tools; Identifying strategic capabilities through application of conceptual knowledge with applied orientation in both local and global context.
13	Elective	Services Marketing	Comparing and contrasting marketing of product and services; Application of consumer behaviour in services. Evaluate quality in services and design a quality improvement plan; Use targeting to improve services business; Integrate concepts from behaviour science and create a service marketing plan.

SAMPLE SALES & SERVICE WHITE PAPER - OUTCOME OF RFP

The 'Request for Problem' (RFP) project is an integral component of the 'Career Track' Program.

Each year, JAGSoM invites industry partners to refer business problems that they are currently facing which student consulting teams help to solve, each led by a full-time faculty member (or an interdisciplinary team of faculty members).

The outcome of the 'Request For Problem' (RFP) projects are converted to White Papers which are then published as an Edited Volume - 'LEARNING BY SOLVING: SELECT WHITE PAPERS'.

One of the White Papers produced by the students of the PGDM 2020-22 Batch has been included in this brochure (on the next page). The White Paper is titled '**Developing a Customer Transaction Satisfaction Monitoring and Management Process**'. The students were guided by Prof. Rajesh Kumar, Associate Professor - Marketing, Jagdish Sheth School of Management (JAGSoM) and Prof. Raghavan Srinivasan, ex-CEO, Kantar.

DEVELOPING A CUSTOMER TRANSACTION SATISFACTION MONITORING AND MANAGEMENT PROCESS

Isha Mukesh
Janardhan Reddy
Sainath Sharma
Sandeep Boddu
Simran Kaur
Vishal Rao

1. INTRODUCTION

The Local Logistics Industry Landscape and the Disruptor

India is fast emerging as a start-up nation. The Indian service landscape has seen tremendous transformation by the success of startups such as Flipkart, Ola, Oyo, which have significantly impacted their industry sectors on the strength of unique service design and problem-solving. These startups have often been the market disrupters in the industry. Many of these startups have made an unorganized industry into being organized and easy to access.

The local logistics sector in the country has been one of the unorganized where the customers wanting to transport their packages for short distances, have had to rely on past contacts, or visit a pre-designated location where drivers of light commercial vehicles gather every morning in quest of fresh business. Customers and truck drivers debate as well as agree on the assignment and the price based on spot negotiations. These drivers often exhibit collusive behavior with the customers who don't have many choices, and this often leaves the customers quite dissatisfied with pricing and performance. Besides, there has been no organized way to know a driver's past performance. This imperfection results in many customers not being able to find a driver on a given day, and the driver often remains without trips.

2. PORTER- ORGANIZING THE UNORGANIZED

Porter has positioned itself as a bridge between the drivers and the customers in the intracity logistics industry. Porter began as a platform to address inefficiencies in the last mile logistics sector and improve the way items are transported around cities, allowing tens of thousands of firms to move anything on demand. Since then, it has scaled up, improving company productivity, producing enormous value for the partner drivers, and impacting local logistics across five cities where it currently operates. It helps customers and drivers find each other using a mobile platform.

With Porter, proficiency and accommodation are at the clients' fingertips alongside unwavering quality; efficiency, organized and straightforward pricing, and real-time tracking, so that a client can follow their shipment. The client can look over a wide scope of vehicles (Tata Ace, Chota Hathi, 407, etc.) as per the hiring/renting requirements, and the vehicle ETA is under 15 minutes.

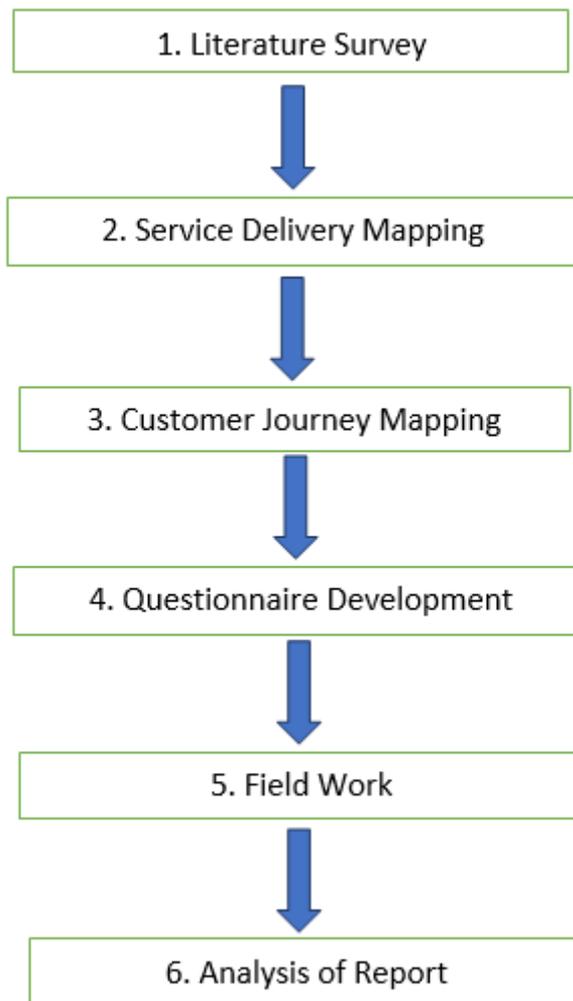
Porter, likewise offers a wallet framework and the choice of paying through Paytm with a legitimate charging receipt to assist the customer with monitoring the revenue and keeping up with the spending plan of the client. The application-based stage continually refreshes highlights, as indicated by developing client, needs making it increasingly easier to understand. Porter believes in this ideology firmly and is continuously working to leverage its technical know-how to introduce maximum efficiency in its operations.

3. PROJECT STATEMENT

This study focusses on how to enhance customer transaction satisfaction and management systems of logistics aggregators by modifying its app interface and user experience. It aims to identify customer satisfaction through various attributes and standard operating practices (SOPs) that impact small and medium enterprises' (SME) customer satisfaction.

Our Approach

The approach to the problem is as follows:



4. RATIONALE AND SCOPE OF PROJECT

The project requires a study of Porter's SME customer journey and identification of the probable gap between expected and actual service delivery. A two-stage process is used to develop these measures. First, an in-depth literature review and in-depth interviews with managers as well as customers to find any gaps between the actual and expected delivery. This will be represented using one single number.

5. PROJECT EXECUTION PLAN

A comprehensive qualitative study was conducted before finalizing the survey questionnaire. The insights from the qualitative study are presented below.

5.1 Exploratory study to shortlist attributes for overall satisfaction and retention

- Measuring the quality of logistics services in the transport company using the SERVQUAL model.
- An integration of SERVQUAL dimensions and logistics service quality indicators.
- Researching websites of Global MR firms like Kantar & IPSOS for their Customer Satisfaction/ Experience management tools. Additionally, read up the literature survey of known methods of customer experience managing and measuring.

5.2 Service Delivery Mapping

- Mapping Service Delivery Cycle (SDC) with internal stakeholders to understand the depth of the entire service delivery process that happens in the company right from onboarding, point to point and multi-point trips, payments, followed by customer contact calls and support.
- In-depth briefing by a key person from these segments for 30 minutes.

5.3 Company Service Delivery

To begin with, Porter's delivery services are available in 5 cities- Delhi, Bangalore, Chennai, Mumbai, and Hyderabad.

At first, the customers who wish to use the Porter delivery services would need to download the Porter app through which they can book their preferred service.

The company provides 2-wheeler, 3-wheeler, and 4-wheeler vehicle services. The customer can select the type of vehicle depending on the number of goods. The

app also provides information on the capacity of each of its vehicles along with its terms and conditions. With this information, the customer can finalize which vehicle is best suitable for the goods (size and importance/delicate goods).

Porter has also partnered with Google Map services (GPS) for a hassle-free journey. The customers can travel with ease and comfort and the driver can rely on the maps instead of asking the customers for directions. This partnership also helps the company get the most accurate locations which in turn would help the drivers reach their desired location on time.

Once a booking is confirmed by the customer, the nearby vehicles (depending on what the customer chooses -2 wheeler, 3-wheeler, or 4-wheeler) get a notification and any driver can accept the request. Once confirmed, the details (number and pick up and drop location) of the driver would go to the customer along with the live tracking. The contact details would go to the driver as well. In case a person is booking the services for another person, his contact details would be shared with the driver as well. Only after the booking is confirmed by the driver, live tracking is initiated.

Once the driver reaches the pickup location, a 20-30 min standard waiting time would be given to the customers to load their goods. After the allotted time, a waiting charge would be applied (extra charge).

Usually, Porter's services are within the city and extend only up to a 100km range outside the city. The services are charged according to the km from the pickup location to the drop location. Through the GPS, the shortest distance is displayed on the screen to get to the drop location as fast as possible. Even though the driver takes a longer route, the fare that the customers agree to before selecting the service, according to the locations and distance, the price would remain the same.

Payment is done in cash or using cashless apps such as BHIM, GPay, PhonePe, and Paytm,

If the customers pay by cash, it is paid directly to the driver and if paid online, it directly goes to Porter. Porter charges around 10-15% commission for each service and the remaining amount goes to the partners/drivers.

At the end of each ride, every customer gets to rate their services and leaves comments in the comment section provided in the app in case their experience was good or if there is any room for improvement.

6. TOUCHPOINTS & ROADBLOCKS

The inferences derived from our analysis suggest a couple of actionable insights that the e-grocer in focus may consider adopting:

After studying the app, and interacting with the customers, we identified the thirteen salient touchpoints and their respective roadblocks to service usage.

Touchpoint	Aspect	Roadblocks
1	Getting to know about the Porter Services	
2	Porter App Login	<ul style="list-style-type: none"> • Error during Signup/login to the app. • App navigation • Complex User Interface
3	Selecting the desired service	<ul style="list-style-type: none"> • Availability of needed service • Confusion during selecting the type of service (Logistics /hourly Rentals /Packers and movers) • The application assumes the customer's current location as the pick-up point, which may not be the case always
4	Route Information	<ul style="list-style-type: none"> • The app should show which route would be the fastest & mostly economical • Options for choosing the fastest road, without halts, even if it's more expensive • Route updates
5	Selection of multiple pickups and drop locations	<ul style="list-style-type: none"> • No clear options for multiple stops • Clear price break up for adding multiple pickups or drop points

Touchpoint	Aspect	Roadblocks
6	Vehicle selection	<ul style="list-style-type: none"> • Unavailability of the desired vehicle • Goods dimension limits as per vehicle allotted are not specified
7	Helper services	<ul style="list-style-type: none"> • Confusion about who will be the helper • Reluctancy in helper behavior. • Price charged by the additional services
8	Price and pick up time estimate	<ul style="list-style-type: none"> • The shown estimate is slightly variable or highly variable
9	Confirmation of booking	<ul style="list-style-type: none"> • Chances of a ride getting cancelled by the driver. • The selected vehicle will come or a different vehicle. • The chances of the vehicle reaching within the estimated time at the pickup location. • Current vehicle's live location, and the route to reach the pickup location
10	Loading / Pickup of Goods	<ul style="list-style-type: none"> • Loading profile as per the type of goods (Open truck/Closed truck) • Uniformity in goods arrangement.
11	Transit	<ul style="list-style-type: none"> • The chances of vehicle reaching safely at the drop

		<p>location</p> <ul style="list-style-type: none"> • Breakdowns caught by the police/RTO/Tax department • The probability of the live location being updated in real-time or not
12	Drop off location arrival and unloading	<ul style="list-style-type: none"> • Waiting before unloading and charging for it. • Expectation of the driver to help in unloading
13	Payments	<ul style="list-style-type: none"> • Online / Cash acceptance. • Errors in online payments • Driver preference for cash
14	Feedback	<ul style="list-style-type: none"> • Options for precise feedback
15	Access to customer care	<ul style="list-style-type: none"> • Timely resolution of the problem as well adequate support provided

7. CUSTOMER JOURNEY MAP

Mapping Customer Journey for each process was created through in-depth interviews with 5-6 SME customers by each member, which required a database of **20-30 customers (recent customers, point to point and multi-point trips, call center, and customer support contact)** – including the use of the App for Value added services as well as finding the best way and timing to engage the customers for measuring their satisfaction.

Stages Of Journey	Motivation	Understanding about the Logistic partners	Evaluation of Alternatives			Booking process				Tracking and notifications	Delivery
			Looking for options	Looking the reviews of individual partners	Comparing the reviews & charges	Visit to Porter's app	Entry of pickup/drop location	Deciding on the type of vehicle	Booking & Payment		
Activities	Need to shift goods from the actual to the desired location	General awareness about the popular logistic services in the city	searched websites, reviews, ads, hoardings, WOM for available options	Landing onto Aggregators website and checking reviews.	Reading customer testimonials, offerings on aggregators website.	Creating a customer profile	entering the details of pick-up & drop location and contact details	Choosing the vehicle according to the terms, capacity & condition.	linking to different upi, payment wallets, COD and Porter credits wallet.	Getting notification updates & tracking details from pre pickup to the drop point.	Unloading of the parcel
Feelings											
Very happy											
Overall Satisfied											
Unhappy											
Experience	Anxious to find a immediate solution	Would form an initial perception about the logistics options on the search page	Awareness of the different services provided by the available partners	Considering Porter & other aggregators as a viable option	Considering Porter as the best fit option for their need	creating a profile in the app.	Automatic entry of pickup location can be confusing at times & service options are also confusing.	Precise predefined conditions was displayed	Flexibility & Easy payments	No proper notification, tracking details and use of ambiguous message confuses the customer.	On time delivery & ensuring no product tampering
Customer expectation	Ease of finding a suitable & reliable Logistic Partner	Top results on the search engine page should match my requisites	To find a service aligned to my need	Web/app should motivate me to book a ride on Porter	Clear communication of the services and the process on the website.	Hassle-free login & easy booking	Clarity in service options and pick-up entry details.	Availability of the chosen vehicle, helper.	Flexibility & Easy payments	Timely and clear notifications right from pickup to final delivery.	On time delivery & ensuring no product tampering

The company provided its customer database with relevant contact details. From the customers, a set of questionnaires to know about their journey map, their frequency of usage, and their satisfaction on a scale of 1 to 7.

8. ATTRIBUTES IDENTIFIED AFTER QUALITATIVE ANALYSIS:

1. Complex App interface
2. Complex App navigation
3. Brand awareness and Brand USP
4. Availability of the desired vehicle
5. Accurate live tracking
6. Precise time to time delivery process notification
7. Inefficient real-time tracking
8. Inconsistent price estimates
9. False assumption of customer's current location as his/her pickup point
10. Availability of the preferred routes
11. Choice of multiple pickups & drop locations not offered
12. Uncertainty of goods loading capacity
13. Unsure of who is the helper (driver/ additional person)
14. Unclear delivery time till the booking confirmation
15. Lack of AI-assisted chatbots
16. Not able to connect to a customer service agent
17. Language barrier of the driver allotted.

8.1 Field Work: Customer ratings were obtained from a random sample of customers approximately, 150 were provided by the company's database, followed

by analysis via multivariate methods to identify the critical attributes and the SOP's performance concerning SME customers' requirements.

- Measures from which overall satisfaction metrics that predict retentivity can be created
- All the relevant stages attribute in evaluation in each stage and the related SOP

8.2 Viable recommendations:

- Accurate Real-time notification in the text message, emails, and app notifications to the customers with fixed intervals based on the time duration taken by the service from booking to delivery.
- Improved Live Shipment Tracking of the vehicle in which the transfer of the goods is carried out
- Optimizing App navigation as the app directly navigates to the drop location and autofills the present location without even asking the user to opt for the user's existing location. Therefore, a clear self-explanatory display to input drop and pickup locations are to be created.
- Simplifying the App interface as it is quite confusing for new users and for the existing users to opt for different types of services offered like Packers and Movers, Rental Packages, bike, 3 and 4-wheeler truck services.
- Chatbot to enhance the customer support services.
- Offline booking options through the Booking centers which are to be established in potential areas like Markets etc.

8.3 Methodology, tools, and techniques used – selection rationale

We have used Qualitative and Quantitative Analysis as a methodology for analyzing and arriving at accurate results on Porter's SME customer journey. We used SPSS as our main source for extracting the end data result by using multivariate analysis in SPSS and cluster analysis using the R language.

8.4 Dataset or data collection exercise conducted

We got access to some customer databases which were shared by PORTER which have customers' contact details and critical attributes like Active, Inactive, and new

customers which make this study more valuable. We then found some critical pain points of different category SME customers in and around Bangalore.

Furthermore, we segmented the data set, connected the customers, collected all the needed data points, and ended the conversation with Likert scale questions which consisted of the entire customer journey. We gathered all the touchpoints and scale ratings which were then analyzed using SPSS and R language to get a graphical representation of the satisfactory customer curve.

8.5 Key Challenges and how these were met

We managed to pull through some key challenges. Lack of adequate response from the customers was the most challenging as there were times we could not elicit an appropriate response. The team members made follow-up calls and built rapport by convincing the customers that they were there to listen to their pain points while using Porter's service. One of the key challenges faced was a language barrier, so we made sure we passed the call to a person comfortable in that language. Another roadblock we faced was respondent biases. Therefore, we researched on competitors' applications and services and understood the respondent's stand on indirect competitors.

9. CONCLUSION

9.1 Results and Findings

- The majority of PORTER'S SME customers complained of facing difficulty while navigating the PORTER App. The app was very confusing and involved too many steps. It was not user-friendly, and people were not comfortable using it.
- Live shipment tracking did not provide precise and accurate information. The app only showed that the vehicle had started but didn't show where it was on the go.
- Shipment pickup and delivery updates weren't real-time. There have been delays in the pick up as well as the drop. The app said that it would drop at a certain time but in reality, the time did differ.

- A simpler app interface with better in-app navigation was required. For more people to use the app, even for those who aren't tech-savvy, it could be simplified.

9.2 Learning and insights

- Logistics Aggregators like PORTER operate via Apps, so a simplified App interface for its diverse customer base belonging to different strata of the society will enhance the overall customer satisfaction. If the app was user-friendly, more people would go for it instead of using competitors' services. Most of the time, customers opt-out of Porter not because of its services but because of the app.
- Customers need live shipment tracking and regular updates on their shipments as they are often concerned about their shipment's safety and timely delivery. A good live tracking system would give the customers more confidence and build more trust for PORTER.
- Simplified and accurate navigation menus and options are the major pre-requisites of customers for optimum customer satisfaction. This would help the drivers as well as the customers as the drivers would not need to constantly ask the customers for directions and the customers could have a quiet ride.
- Logistic aggregators like PORTER often provide services to customers belonging to different strata of the society who may/may not have the requisite technical skills. Thus, an omnichannel approach with options of booking offline can enhance overall customer satisfaction.

9.3 Industrializing the solution - putting into production to work at scale

- Deploying a team of website and app developers who fix the app glitches and simplify options. Hiring a smart team of tech-savvy people would help in solving app-related problems quite quickly resulting in efficiency and increased customer satisfaction.
- Prioritizing the solutions amongst the range of findings and ensuring a consumer-centric approach is given utmost importance. Aiming to constantly improve customer satisfaction would help the company expand and gain more customers each day.

- Conducting a pilot testing after improvising and simplifying the App interface and processes.
- Responsive navigation and tracking software for live tracking.
- Precise and timely live updates on shipments & drivers. This would help the customers in getting to know where their vehicle exactly is and how long it would take for a pickup or drop.

By addressing the identified gaps, Porter would not only create a differentiator for itself, but also set higher entry barriers for other players.

AUTHORS



Isha Mukesh



Janardhan Reddy



Sainath Sharma



Sandeep Boddu



Simran Kaur



Vishal Rao

This Whitepaper is based on a capstone project undertaken by Isha Mukesh, Janardhan Reddy, Sainath Sharma, Sandeep Boddu, Simran Kaur, and Vishal Rao of PGDM 2020-22 Batch as a requirement for the fulfilment of the Career Track Program in Sales & Service, offered at Jagdish Sheth School of Management.. Students received inputs from Prof. Rajesh Kumar, Associate Professor - Marketing, Jagdish Sheth School of Management (JAGSoM) and Prof. Raghavan Srinivasan, Consumer Centricity Consultant, and ex-CEO, Kantar.

ABOUT JAGSoM

Jagdish Sheth School of Management (JAGSoM) is amongst the first 6 business schools in India to be awarded the AACSB accreditation. JAGSoM PGDM (Marketing Major) and PGDM (Finance Major) were ranked in the 51+ band and the 101+ band respectively in the QS Business Masters Rankings 2021.

Programs at JAGSoM include

1. PGDM: 2 Year residential Post Graduate Diploma in Management with the option to major in Marketing, Finance, HRM, Analytics & Digital Business.
 - a) PGDM (Marketing Major) - For those who wish to pursue a career in Marketing (with option of career tracks in MarTech or Sales & Service).
 - b) PGDM (Finance Major) - For those who wish to pursue a career in Finance (with option of career tracks in FinTech, Capital Markets or Banking).
 - c) PGDM (Analytics & Digital Business Major) - For those who wish to pursue a career in Business Analytics.
 - d) PGDM (HRM Major) - For those who wish to pursue a career in Human Resources Management (with option of career track in HRTech).
 - e) PGDM (with option of International Immersion) - For those who wish to pursue studies abroad at our international partner institutions.
2. PGDM Executive: For professionals with work experience with option to attend on-campus sessions during weekends or learn from home (LFH) online.
3. MBA: 'The Right Brain MBA' for new age professional roles that require creativity, innovation, design thinking and imagination at our picturesque campus at Karjat, near Mumbai.
4. BBA: A unique residential program with a curriculum that facilitates the process of self-discovery in the initial years and then preparing for a career in business with the benefit of co-learning with MBA participants and mentoring by faculty and industry practitioners.

Actively engaged in research and consulting, JAGSoM hosts several Centers of Excellence such as AIM-Parasuraman Centre of Service Excellence and Vithala Rao Centre for Business Analytics. JAGSoM is led by an eminent board with globally acclaimed scholar Padma Bhushan Prof. Jagdish Sheth as the Chairman.

JAGSoM has four distinct anchors that support its overall educational philosophy:

- Grooming T shaped professionals with a unique curriculum aligned to the needs of industry 4.0
- The program is delivered by domain specialist faculty, with professional experience in the industry.
- Global connects through partnerships with globally acclaimed business schools preparing for career tracks in new-age areas.
- Industry-connect programs to groom "Beyond Tomorrow" professionals.

For more information, visit <https://www.jagsom.com/>

CAREER TRACK
**SALES &
SERVICE**



BANGALORE CAMPUS

#8P & 9P, KIADB Industrial Area,
Electronics City 1st Phase, Bangalore 560 100, India
Mobile: +91 99000 67702 | Tel: +91 85302 69228
www.jagsom.com

GREATER MUMBAI CAMPUS

Vijaybhoomi University
Village: Jamrung, Post: Ambivali, Taluka: Karjat, Dist: Raigad,
Greater Mumbai 410201, India. Tel: +91 2148 - 240 600 / 700
www.vijaybhoomi.edu.in