

High performance. Delivered.

Tata Motors

Achieving high performance through sales transformation

Tata: R. Ramkrishnan

In 2005, Tata Motors revolutionized India's small commercial vehicle segment when we introduced ACE. The four-wheeler quickly became a market leader. However, after just three years, sales stalled. We needed to recapture our sales momentum.

We launched "Race with ACE"—a transformation program aimed at boosting sales and laying a foundation for long-term growth.

To help get this program up and running, we turned to Accenture.

Accenture: Marco Hecker

We started with an overall assessment of ACE's potential. We examined Tata's existing operations and identified the growth levers that drive incremental sales improvements.

Tata: Anil Kapoor

All of that gave us the foundation we needed to put an action plan in place. That plan focused the Tata/Accenture team on four key areas:

The first was aligning our sales programs to the needs of our customer segments.

Accenture: Marco Hecker

The second area of transformation involved making sure the dealer network was running as smoothly and effectively as possible.

Tata: Anil Kapoor

Third, we set new processes in place to optimize our sales pipeline activities—from lead generation to prospect acquisition to sale conversion. The fourth area was sales process enablement.

Accenture: Anindya Basu

We piloted Race with Ace in Tamil Nadu. Sales growth rates topped 50 percent. Market share rose to 90 %.

Post the pilot, we rolled out the program in three more states.

Sales growth increases in these states ranged from 47 to 64 percent—far higher than in the rest of the country. The growth levers we identified contributed directly to these volume increases—anywhere from 50 to 85 percent in each state.