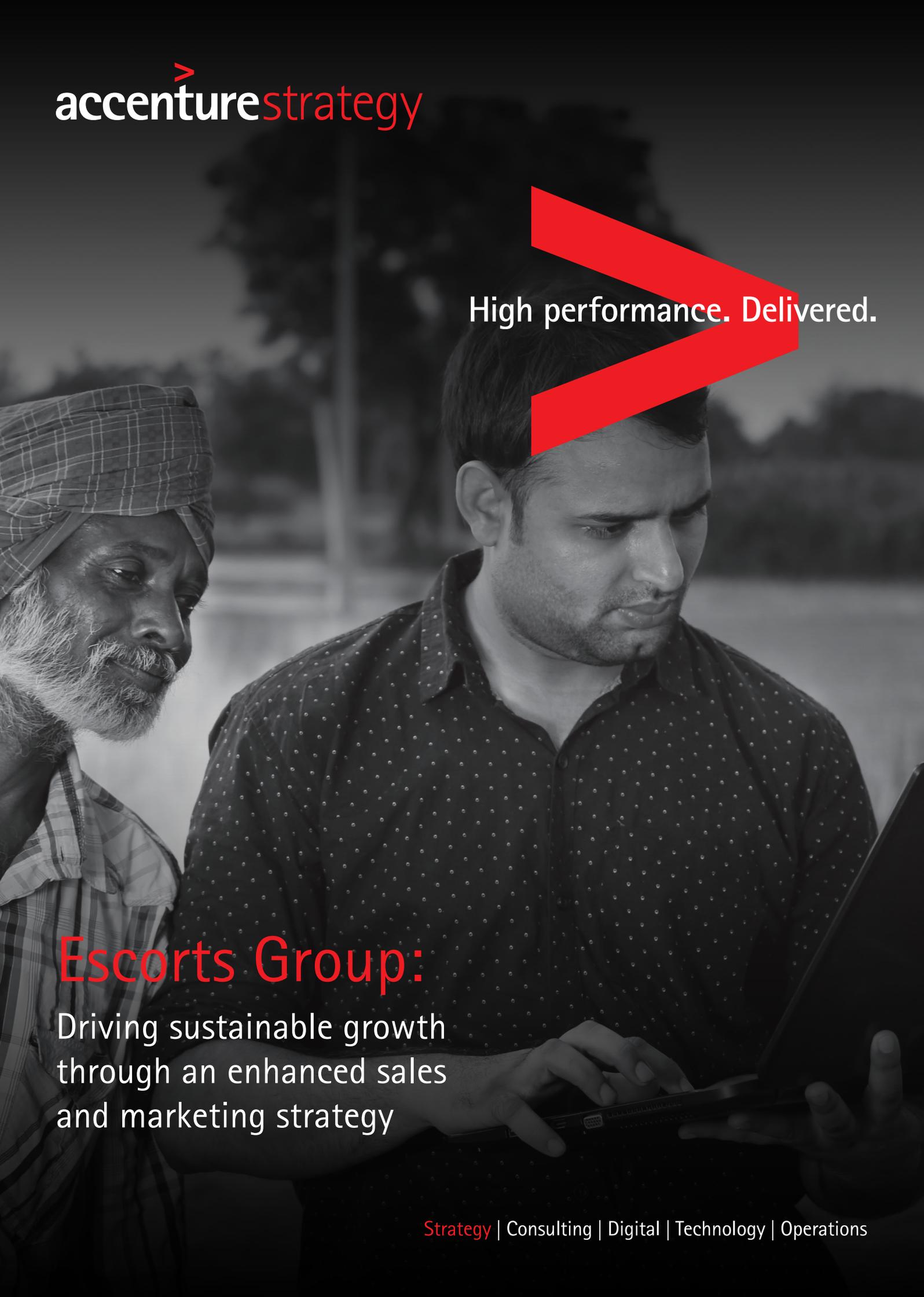


A large red chevron graphic pointing to the right, partially overlapping the text.

High performance. Delivered.

A black and white photograph of two men. On the left, an older man with a white beard and a turban looks towards the right. On the right, a younger man in a dark patterned shirt is looking down at a laptop he is holding. The background is blurred, suggesting an outdoor setting.

Escorts Group:

Driving sustainable growth
through an enhanced sales
and marketing strategy

Client profile

The Escorts Group is one of India's leading engineering conglomerates in the sectors of agri-machinery, construction and material handling equipment, and railway equipment. A pioneer in farm mechanization, the organization has played a vital role in the agricultural growth of India for over fifty years.

Opportunity

The Indian farm equipment market was in decline and the Escorts Group's agri-machinery division (EAM) was challenged to gain market share in this highly-competitive market.

To overcome these challenges, EAM engaged Accenture Strategy to help it design and implement a growth strategy to gain market share and achieve sustainable growth.

Solution

To find new ways to build market share, Accenture Strategy met with more than one hundred dealers—both EAM and competition dealers—as well as a similar number of client and competition customers. Insights gleaned from these meetings, together with sales and market trend analysis, and Accenture Strategy's understanding of the rural automotive market in India, were then used to develop an appropriate growth strategy for the organization.

Key initiatives were designed to help build market share which included an increase in EAM's reach and enquiry base, and an improvement in the efficiency of its sales operations and enablers across the customer buying process.

In addition, Accenture Strategy developed unique market coverage tools based on mapping sales trends, market trends, and GPS-enabled micro-market mapping, to formulate a sales execution plan. This was further IT-enabled through proven assets developed to help EAM plan and monitor its sales force.

To support the solution and help ensure its sustainability, a sales force training scheme was implemented for more than 700 people, including a number of change management activities implemented across both dealerships and EAM sales teams.

The solution was first piloted in the largest Indian state which allowed for adjustments before introducing it more broadly into two more states.

Results

A two to three percent increase in market share at these dealerships was achieved, which is significant as typically in its industry, a one percent increase annually is seen as a benchmark. Overall, EAM has met this one percent market share increase across three of its largest markets, contributing to more than 50 percent of the organization's overall tractor sales.

In recognition of this success, EAM is now extending the program nationally with Accenture Strategy's support.

EAM, with Accenture Strategy, has successfully increased market share, attracted new customers and developed preferred sales operations processes, placing it firmly on the road to becoming a high-performance business.

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 375,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

About Accenture Strategy

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow [@AccentureStrat](https://twitter.com/AccentureStrat) or visit www.accenture.com/strategy

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