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Key channel management & business challenges Prashaste has addressed in the past

- Profitability
- Operations Management - Sales, Operations
- Customer lifecycle management
- Management Perspective & Implementation management
- Performance Management & Business Analytics
- Employee Productivity & Capability Development Dealers & Channel manager
Key Interventions

- Business Excellence Model & Turnarounds
- HR Systems
- Performance Management & Business Analytics
- SOPs - Design and Implement
- Sales improvement
- Business Diagnosis/ Health
- Customer Lifecycle Management
- Competency Development & Post Training Implementation
- Audit
- Operational efficiency
Optimizing Channel Profitability

Empowering channel managers to improve dealer after-sales profitability for one of the leading automobile manufacturers in the world
Optimizing Channel Profitability

Client: One of the leading Automobile Manufacturer in the world

Objective: Transforming After-Sales Channel Managers to Business Managers for improving dealer engagement & profitability

Coverage: Pan India (50+ Area Managers, 180+ Channel Service Managers)

Timeline: 1 year

Solution:

A 3 phased approach to successfully drive profitability for channel partners was employed. The phases were as follows:

**Competency & performance assessment:** Channel manager wise competency & performance assessment scorecards were designed & developed. The assessment was then done using online questionnaires, personal interactions and performance outcomes and focused on gauging the trainees’ knowledge, perspective, skills & behavioral understanding. Customized feedback was prepared and provided to each trainee based on the assessment conducted.

**Content development and training:** Based on the findings from the assessments, training modules were designed and customized based on the key requirements identified. Trainings were conducted in batches across the country with focus given on solutions to key challenges faced region wise. Trainings also included detailed handholding sessions on the process, roles and responsibilities for post training implementation. Perspective on the requirement for implementation and individual wise accountability with timelines was also established. The trainings covered aspects across areas of business, behavior and process. The objective of the trainings were to transform functional managers to business leaders.

**Implementation:** All trainings were followed by a rigorous 3 month Post training implementation with reporting templates, processes, ranking and grading dashboards, internal benchmarking templates, review & feedback templates, hierarchy wise performance analytics templates. Trainees were brought on a monthly review call with OEM corporate & Prashaste team to review the performance, provide feedback and finalize action points for correction. Performance analytics, ranking dashboards and benchmarks were circulated to the team. Further, best practices implemented across regions were shared and replicated across the country. The post training methodology bought about clear accountability among all stakeholders and fostered a healthy competition among the teams & regions across the country.

A key takeaway for the team was the ability to **connect operational inefficiencies with profitability** through a simplified tool. This equipped channel managers with insights to recommend corrective measures to improve profitability through better operational performance.
Impact:

- Improved operating profit reported by 51% of reporting (post validated) dealerships
- Interest cost got reduced owing to dead stock liquidation through co-dealer network, local mechanics and more
- Improved dealer manpower Productivity with inclusion of process related parameters in incentive scheme
- Improved dealer management system (DMS) utilization owing to reporting and review being done based on DMS
- Increased focus on regaining lost and not turned up customers through proactive telecalling such customers

Way Forward:

Prashaste has taken the engagement to the dealer level and is driving implementation at select dealerships across the country
Training led implementation program

Improving performance through training and post-training implementation program
Training led implementation program

Client: One of the leading tractor manufacturers in India

Objective: To enable dealers to improve customer acquisition and retention, employee productivity and profitability

Coverage: Dealer Competency Development program covering over 100 dealerships, including dealer owners, sales heads & channel managers and drive the implementation of learnings over a 6 month period

Timeline: 1 year

Solution: A 3 phased approach to successfully drive profitability for channel partners was employed. The phases were as follows:

I. Evaluation & Design: This stage involved the following:
   • Study the effectiveness of current processes & practices (operations & financial), customer focus, performance tracking & review mechanism, HR processes, compliances to OEM SOPs & enablers at dealerships
   • Select dealerships across the performance spectrum (high, medium and low) were visited in the different states. The evaluation highlighted specific implementation gaps due to inadequate channel interface and dealer capabilities
   • Based on the findings of pre-training evaluation and inputs of OEM team, customized training content & collaterals and post training implementation tools were developed for the program.

II. Training: A three-way training solutions for dealers owners, sales heads and OEM channel managers was conducted

III. Post Training Implementation: A three-way accountability between trainees (dealers/ OEM managers), Prashaste and OEM sales team was established for driving post-training implementation. The post training implementation is structured in two distinct stages as shown below and was driven through implementation tools including scoreboards, automated reports, monthly review & feedback and performance analytics. Further, best practices implemented across regions were shared and replicated across the country. Process audit for select dealerships (high & low scoring dealership) conducted to ensure authenticity and adequacy of performance reported
Training led implementation program

Impact:

- 37% increase in exchange cases in one of the states
- 52% increase in leads generated in one of the states
- 32% increase in satisfied customers

The OEM witnessed a growth in market share in the select states during the year of implementation and recognized Prashaste’s intervention as one of the key contributors for the same
Business Leadership Program

*Transforming dealer functional heads into business leaders*
Business Leadership Program

Client: One of the leading global car manufacturers

Objective: The following are the key objectives of the training program:

- To transform the participants from a business head to a business leader
- To empower them to play the role of a business head, mentor, reviewer and relationship manager
- To equip the participants with strong business knowledge & orientation by imparting an understanding of the key business drivers

Coverage: Dealer Competency Development program covering over 170 business heads (sales & service) representing 88 dealerships across the country. Ten 3-day workshops were conducted.

Timeline: 3 months

Solution:

Content Development -

I. Primary Module - The content was built with a blend of business & behavior. It covered business aspects including profitability, customer acquisition, retention, performance management & employee productivity and behavior aspects including leadership, communication, team management, time management and conflict management.

II. Tools & Techniques – Specific tools & techniques were provided to the trainees to enable post training implementation. These included profitability planner, business planning, internal benchmarking templates, incentive structures, communication technique, time & conflict management profiling tools etc.

III. Engagement tools - Various niche business games, cases studies, role plays and exercises were developed to engage the participants and make the learning process interactive and seamless

Training

A 3-day training program was conducted across the country. The training had components of outbound training.
Impact (within 2 months of the program):

- Commencement of monthly profitability tracking reported by majority of the dealers.

- Enquiry validation process started at a few dealerships. This has resulted in cleaning of old enquiries and reduced ageing of existing enquiries.

- Internal benchmarking system put in place. Incentive system changed at some dealerships to include performance enablers like enquiries, conversion ratios & test drive.
Driven by Performance

Developing a performance management model for one of the leading lubricant manufacturers in India
Client: One of the leading lubricant manufacturers in India

Objective: To improve processes, productivity & profitability of channel partners through post training implementation

Coverage: Pan India 30+ Area Managers, 400+ Channel Partners

Timeline: 6 months

The need: Distributors (PLDs) of a leading lubricant brand were facing the challenge of reduced profitability due to increasing competition and reduced market share

Solution: Prashaste’s approach to resolve the challenge was as follows:

- **Business Evaluation**: Prashaste conducted an in depth evaluation at sample distributors to understand ground level challenges. The selection was strategically done from a mix of high, average and low performing distributors.
- **Collaterals and enablers**: The collaterals and enablers for the distributor teams were then designed considering all challenges identified. The collaterals included reporting templates across key business aspects, mapping data points from system generated reports, automated performance dashboards, feedback templates, implementation process note and responsibility matrix, ranking & grading dashboards etc.
- **Capability development**: Workshops were conducted for channel partners & managers to set the perspective and handhold them on post training implementation. The workshops covered key business aspects & behavioral capabilities.
- **Post training implementation**: A 6 month post training implementation was then done to drive performance outcomes. To induct trainees onto a holistic performance management system, Prashaste team downloaded reports from the existing ERP and generated performance dashboards in the automated templates. Customized performance analytics was then provided to individual distributors on the roadmap for improvement. Ranking and grading of distributors was circulated to the corporate team along with support and implementation points to be ensured by them. This created a clear accountability matrix and ensured implementation of action points. Competition was also fostered across regions and distributors and best practices were shared across region.

Distributors owners saw the value in the model which was implemented by them which resulted in the model being sustained at the distributorships post Prashaste’s exit.
Driven by Performance

Impact:

- Increased customer retention revenue reported by 61% of distributors involved in the initiative
- Improved systems usage at distributorships
- Improved relationship & increased contribution trend from existing customers

Way Forward:

The program is currently ongoing with more distributors from different regions being included in the initiative in phases
Business Excellence Model

Building a business excellence model for an alternate line of business of a leading oil marketing company
Client: One of the leading oil marketing companies in India

Objective: To unlock the potential of a new line of business and drive revenue growth through existing customer contribution.

Coverage: 30 Distributors in Bangalore

Timeline: 8 months

Solution:
A pilot was undertaken by Prashaste at 3 select distributors in Bangalore. These distributors were selected based on their scale and distributor management involvement. The pilot was to be completed in 6 months and had the following phases:

- **Phase 1:** 3 months: Design and implement of various performance enablers, process tools etc.
- **Phase 2:** 2 months: Implementation and driving performance at 3 select distributors
- **Phase 3:** 3 months: Introduction of enablers & implementation at 30 distributors

Multiple initiatives taken across aspects

- Customer Focus
- HR
- Profitability
- Performance Management
- Sales & Marketing
- Technology solutions
Distributor HR
A robust HR system was established at the distributors to drive organizational transformation internally and bring about focus on the new line of business across hierarchies of the distributor. This included organization structures, KRAs/KPIs, capability development programs etc.

Customer Focus
Prashaste established a benchmark customer management process including detailed SOPs for each customer touch point and distributor manpower. From creation of an authentic customer database to implementing an automated customer profiling system, Prashaste also developed various scientific tools including customer segment-wise pitches.

Sales & Marketing
Initiatives were taken to drive sales effort which included Design of product catalogue / brochures, Competitor-wise USPs, Product-wise & area-wise strategy Events, SMS campaigns, Sales pitch design, Discount & pricing finalization etc

Performance Management:
A strong performance planning, tracking and review system was designed & implementation along with client team. Performance tracking was optimized through a mix of existing DMS reports and excel based automated performance dashboards. Designation-wise internal benchmarking was done for the key roles including sales executive, CRMs and managers to recognise high performers and reward them.

Profitability
In order to ensure an optimum working capital cycle multiple initiatives such as inventory control, receivables management, vendor evaluation were introduced. The process of recording inventory was revised in order to provide robust insights on inventory planning & ordering. A basic profitability tracking system was established in order to track the profits from the new line of business.
**Key Technology Enablers:**

Our technology team developed a CRM software “**Connect**”, a business ERP tailor made to the requirements of the business line and “**Beat**” which tracked profitability across different segments and developed Business Intelligence Reports(BIR).

**Impact:**

From 0.01% in month 1 to **29%** Contribution of new line of business to distributor revenue by month 4 for the pilot project across three distributors.

With significant increase in performance outcomes and the high acceptance of the model by the distributors, the client was extremely pleased and has now engaged Prashaste to implement this model for all its distributors pan-India.
Driving business transformation at one of the leading spare parts distribution & retail organizations in the country
Business Transformation

Client: One of the leading spare part retailers of India having 7 Brands, 40+ customer touch-points

Objective:

a. Evaluation: To examine the drop in profitability by 80%, identify the areas of concern and analyse the root cause contributing to the drop in performance by evaluating the current business processes and practices in the key aspects of customer acquisition, retention, contribution, working capital management, HR processes, performance planning, tracking and review across business lines, brands and locations


Timeline: Evaluation (3 months), Implementation (6 months)

Solution:

Evaluation

Detailed evaluation of operations culminated into Prashaste Business Compass which highlighted the performance gaps, analysed root causes and recommended multiple initiatives to the client management for transforming the business and improving performance outcomes. Key coverage of evaluation are as mentioned under:

1. Line of business (LOB) wise analysis of key contributors to drop in bottom-line
2. LOB wise Business health scorecard encompassing customer acquisition, retention, contribution
3. Performance management systems (Operational, Financial)
4. Incentive analysis on impact of prevalent incentive schemes on employee motivation & productivity
5. Study of current customer experience and impact thereby (Transaction vis-à-vis Relationship)
6. HR processes & enablers including organization structure, designation wise key responsibility areas, key performance parameters and alignment with goals
7. Working capital management effectiveness
8. Warehouse and logistics management
9. Study of the current IT system

Based on the evaluation exercise, corrective measures were recommended to be undertaken to improve Processes, Productivity & Profitability of spares parts business
Implementation

Based on the recommendations of business evaluation, Prashaste was engaged to drive business enablers required to transform the organization. Key enablers implemented are listed under:

1. **HR Management:**
   a. **Restructuring:** Organisation structure across the operations was restructured in order to provide a clear customer orientation & reporting hierarchy
   b. **Establishing** of new teams for Customer lifecycle management & Business Intelligence
   c. **Segregation** of Acquisition & Retention team
   d. **Introduction** of designation wise KRAs/ KPIs aligned with organization objectives

2. **Customer lifecycle management:** A comprehensive customer focused process was designed to ensure unified customer experience across all customer touch points. Enablers were designed & implemented for lead management, customer retention, relationship building, feedback management, customer validation, customer profiling and analytics

3. **Business Intelligence Systems was designed** in order to track performance outcomes across 150+ parameters, 7 dimensions, 7 aspects and 11 designations. The system included daily dashboards and review reports to facilitate effective performance management system across all hierarchies.

4. **Internal benchmarking model** was established across the key designations to foster internal competition, recognize parameter wise weak, strong and best employees, share success stories and reward mechanism. It was also integrated with the annual appraisal process across designations to arrive at the increments and incentive structure.

5. **Working Capital management**
   1. **Receivable management** was improved through establishing agreements as well as centralized follow-up mechanism
   2. **Inventory management** system was improved through branch ordering by system as well as analysis of parts requested but not issued. Scientific ordering was facilitated through consumption pattern and seasonality

6. **Financial Systems:** Profit centre accounting was established in the in order to track the financial health of the organization across lines of business, departments & resources
Business Evaluation and Excellence

Impact:

Complete re-alignment of operational team on business objectives

Increased focus on lost/ not turned up customers to improve customer retention

Improved system usage with accurate tracking of pick rate & lost sale led to increased parts service rate

Reduced parts inventory and better warehouse management leading to reduction in logistics & inventory cost
Driving Performance

Setting up a robust performance management and HR systems to drive business at a leading passenger car dealership
Driving Performance

Client: One of the leading automobile dealerships of India.

Objective: Set up a business excellence model by:

- Develop robust performance management system including planning, tracking & review system
- Establish a robust HR management system including designation-wise KRAs & KPIs and productivity linked incentive structured to ensure employee alignment and maximize productivity

Timeline: 9 Months

Solution: A phase-wise approach was followed to drive the successful implementation

Phase 1 - Evaluation- This phase shall involve a comprehensive business evaluation covering the following aspects:

a. Historical performance analysis across key profitability & productivity parameters
b. Assessment of key processes and practices and identify performance gaps.
c. Adequacy and authenticity of operational MIS, KRAs, KPIs & incentive schemes

Phase 2 - Design & Introduction of Enablers- During this phase, the platform shall be set for sustainable performance improvement. The key performance enablers shall include the following:

a. Business Intelligence Reports (BIR)- BIR will provide a robust performance tracking system for all the functions including sales, pre-owned, service & spares and put in place an effective review & corrective mechanism
b. Key Responsibility Areas (KRAs) & Key Performance Indicator (KPIs)- This will ensure the alignment of the manpower with organizational objectives
c. Incentive structure - A profitability & productivity linked incentive structure shall be designed to ensure that the incentive schemes is in line with the organizational business drivers and rewards performance

Phase 3- Handholding & Implementation: This is the performance improvement phase where Prashaste team will handhold team at Dealer team for leveraging the above enablers and drive performance improvement.
Impact:

Earnings per Repair Order increased by 25%

Improved system usage especially for tracking individual performance outcomes

Effective reporting & review system across the organization
Turnaround of Hospital Operations

Improving processes, productivity & profitability at a 200-bed multi & super specialty tertiary care hospital
Turnaround of Hospital Operations

Client: A leading provider of premium quality healthcare in a city in Tamil Nadu

Objective: Transform operations and establish the hospital as a professionally run progressive, productive & profitable enterprise.

The Challenge: To remain competitive, maintain market leadership by maintaining high levels of customer satisfaction.

Timeline: 12 Months

Solution:

Multiple initiatives were taken, each of which played its part in transforming the hospital into a more productive, profitable enterprise.

- **HIS**: Prashaste team designed & implemented a comprehensive hospital information system (HIS) in order to track performance outcomes across aspects such as OP, ward management, lab & investigations, operation theatre, ICU, pharmacy, ambulance services etc.

- **Financial Systems**: Profit Centre Accounting (PCA) was established in the hospital in order to track the financial health of the hospital across lines of business (OP, IP, Ambulance, Lab, Investigations, Pharmacy), branches & resources.

- **CRM**: A robust feedback & complaints resolution system was implemented by designing a process and establishing a patient relations team at the hospital. Based on the ‘Voice of the patient’, a regular tracking, review & correction mechanism was designed.

- **HR Management**: The organization structure across the hospital was restructured in order to provide a clear reporting hierarchy. A productivity linked incentive scheme was introduced for all designations in order to drive performance across the organisation.

- **Working Capital Management**: Multiple initiatives were taken to ensure optimum working capital cycle including effective inventory management system, receivables management, regular reconciliation system and vendor evaluation were introduced.

- **Benchmarking**: A detailed research on the current market was conducted and analyzed to identify the hospital’s competitive edge and areas of improvement. **A progressive pricing cum service model** was introduced which immediately resulted in increased revenue & customer satisfaction.

- **Business Processes**: The process redesign covered the entire gamut of operations from simple tasks such as customer receiving to complex processes like discharge.
Turnaround of Hospital Operations

**Impact:**

- Increase of 18% in operating revenue and 24% in profit before tax within a year.
- Robust customer feedback system implemented and improved customer experience at the pharmacy.
- Revised process reduced the discharge cycle by 50%.
Capability Development System

Building a Capability Development System for one of the largest wired broadband service providers in India
**Client**: One of the largest wired Broadband service providers in India

**Objective**: Establishing capability development system to ensure high impact customer experience across the customer lifecycle

**Timeline**: 6 months

**Background**

4th largest broadband provider in India, with close to 1.5 million customers, had recently expanded to multiple states in India through both organic as well as inorganic growth. Due to recent acquisitions, the organization was keen to establish a robust, standardized capability development framework across the functions, hierarchy and employee lifecycle (New hires, On the job etc) to ensure unified experience for customer. Customer service team who handle calls from customers was selected for pilot as they are the key stakeholder who interact directly with customers over phone.

**Solution**:

4 phased approach to ensure achievement of capability development intervention outcomes

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**Role expectations and competency mapping**: Interaction was done across the stakeholders to understand the role expectations and competency mapping was done for customer service (call center team) including call center agents & team leaders across following:

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<td>Behavioural</td>
<td>Telephone Etiquette &amp; Listening, Courteousness, Customer Interaction Skills, Empathy, Customer Delight, Probing &amp; Objection Handling, Voice, Motivation, &amp; Attitude and Synergy</td>
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### Capability Development System

**Content development:** Comprehensive content was developed including training modules, facilitators’ guide, learners’ take-away, assessments, games, role plays etc

**Effective Communication**
- Visual depiction, simplified language

**Improving scalability of training delivery**
- Facilitator’s guide

**Enhancing Retention**
- Learner’s takeaways

**Content Type:**
- Interactive
- Role Plays
- Games
- Videos
- Audio

**Assessment Center:** Centralized assessment center was established with repository of content, tools, libraries (scenarios, role plays, calls etc) and techniques to continuously upskill and measure the effectiveness

1. **Internal Benchmarking**
   - Leveraging Internal benchmarking to foster Internal Competition

2. **Increasing Motivation**
   - Increasing motivation/driving competition by awarding badges/caps based on assessment scores

3. **Certification**
   - Certification process was designed & introduced for the induction and on the job training process

4. **Grading**
   - Grading of certified employees with Pillar wise, Aspect wise, Topic wise feedback and areas of improvement for On the job training
**Implementation:** Through a focused train the trainer process and robust review & feedback mechanism the entire client team was handheld on the entire capability development process.

**Way Forward:**
Prashaste has been engaged by client to extend the capability development framework to other functions in parallel to overseeing the implementation of current assignment.
Driving Customer Delight

Improving customer delight at a leading passenger car dealership
Driving Customer Delight

Client: One of the oldest passenger car dealership in India

Objective: To establish the dealership as a benchmark in customer delight and experience

Timeline: 6 months

Background

The dealership was facing a severe challenge of customer retention with customer complaint rate at alarming level of 41%. The management had engaged Prashaste to drive customer centricity across the organization and drive improvement in customer satisfaction.

Solution: The following key enablers were put in place over a period of four months

1. **HR processes**: A complete restructuring was done to ensure that customer orientation flows through the dealership. This involved re-designing designation wise KRAs & KPIs and developing customer focused incentive schemes and internal benchmarking based rewards & recognition system.

2. **Customer lifecycle management**: A robust customer lifecycle system was established to ensure customer satisfaction and better customer experience. This involved the following key initiatives:
   a. Feedback management & complaint resolution system
   b. Validation of key customers touch points
   c. Service reminder process
   d. Service marketing system comprising:
      i. Customer Database management
      ii. Customer profiling and targeted schemes/ campaigns
      iii. Acquisition and retention marketing

3. **Operational processes** including the following was put in place
   a. Stage wise time tracking and employee-wise accountability
   b. Audit mechanism
Driving Customer Delight

Impact:

- Time Adherence increased from 45% to 62%
- Increase in customer satisfaction from 53% to 72% with complaint reduction by 50%
- Improved the productivity of tele-calling team
“PROCESS DEFINES RESULTS”
- M K Gandhi

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