

**Building Sales Capability  
Around Key Competencies:  
E-Commerce Sector**





**Enparadigm** designed and delivered a learning journey for an Indian e-commerce unicorn in the food and groceries delivery space, headquartered in Bangalore.

The company has seen phenomenal growth in the last decade, with close to **\$400 Mn** revenues posted in FY20 and a presence in **500+ Indian cities**. With over 100 million app downloads, the brand finds itself in virtually all smartphones in urban India.





# Identifying the Need

In the course of a spectacular growth story, the company ramped up its sales force across the country, and set up different tiers of sales managers to handle restaurant chains at national and regional levels.

These managers form the most crucial link towards company's revenue generation through deliveries from restaurants and cloud kitchens.

The company's learning team wanted to transform its sales force into a world-class set of trusted advisors and consultants for their restaurant partners. They wanted the sales team to take end-to-end ownership of each of their restaurant partner accounts and build strong relationships with them.

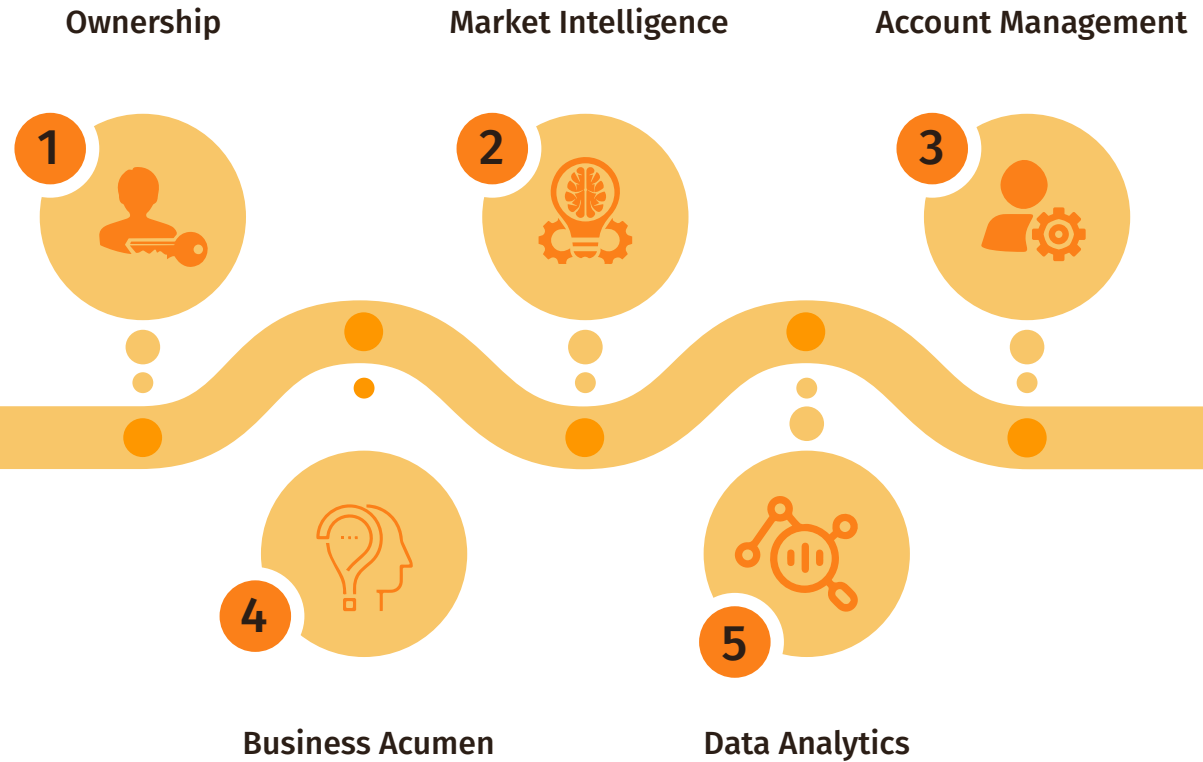




They wanted each salesperson to:

- Be fully aware of trending food searches in their geography, have conversations with restaurant partners to add them to the menu to improve their turnover
- Understand cost structure of a restaurant partner and have menu re-engineering conversations with them to help improve their profitability
- Advise restaurant partners on how to improve their visibility on the platform, and what processes to implement to improve their customer experience, ratings and feedback reviews

The company then identified five key competencies to drive those outcomes and eventual success for the business, which are as follows:



Each competency was further broken up into success behaviours that the company wanted its sales team to demonstrate.

1



Enparadigm started off the research by interacting with members from the salesforce as well as restaurant partners, by getting their expectations from the program.

2



Inputs were then taken from the business leaders, to understand the role of the sales team and how they can help the brand dominate the market.

3



Enparadigm designed the learning journey, and trained the on-roll trainers at the company (using a **Train the Trainer approach**) to be thorough with these concepts as well as be able to disseminate it at scale to the end audience, i.e. the salesforce.

4



These company trainers were certified for these competencies once they successfully finished teaching back the concepts to Enparadigm master facilitators.



# Program Structure

The Instructor Led Sessions specifically covered the following competencies:



## Ownership

- a. Accountability vs ownership
- b. Cost of ownership
- c. Two pillars of ownership
- d. Ownership continuum and supporting quadrant



## Business Acumen

- a. Basics of Finance, P&L and balance sheets
- b. ROI and margin analysis – discussion with restaurants



## Market Intelligence

- a. Industry examples
- b. Competitor intelligence
- c. Customer buying behaviour – partner perspective



## Data Analytics

- a. Hypothesis formulation
- b. Working with data
- c. Cost benefit analysis
- d. Actionable insights



## Account Management

- a. Partner performance data analysis
- b. Opportunity gap analysis
- c. Menu re-engineering



# Program Feedback

Upon finishing the TTT and teach-back sessions, the training was done by company trainers for the salespeople. The following is the feedback from all completed sessions:

Net Promoter Score  
(on a scale of 100):

85/100



Average Feedback Score

4.6/5



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[www.enparadigm.com](http://www.enparadigm.com)

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