



S E A S O N 9

CHANGING GEARS

Case Brief

Enhancing Customer Experience
through Digital Interventions



BML MUNJAL UNIVERSITY™

A Hero GROUP INITIATIVE

Academic Partner

Function Name:

India Business Unit (IBU)

Function Description:

India Business represents entire portfolio concerning revenue and growth of Domestic Business. Largely it represents Outbound Logistics, Channel Appointment & Development, Sales, Marketing & After Sales for the entire organization in the country. IBU works with ~10K channel partners across Sales & After Sales with team size of 1k spread across the country.

Problem Statement:**Enhancing customer experience for premium segment portfolio through the required digital interventions**

Key strategic growth lever for the organization is to win big in Premium segment portfolio. While we build the right products for the market, it is important to offer best in class customer experience through the different channel of selling Premium Products. With evolving consumer needs, we need to be ready with the evolving consumer preferences in the premium segment. The intent is to understand the end to end customer journey, map the evolving needs of a consumer in the customer journey with a view of best in class customer experience, benchmark success stories from the same/different industry.

You are required to come up with the ideal customer journey keeping in mind digital first approach as consumers are getting tech savvy, the needs are very experiential and digital plays an important role in the building the best in class experience which is more personalized, non-person dependent & communication is seamless. Running models can also be presented as part of building the case. Proposed solution should be divided into short term/mid-term & long term which can be built along with running the business. The proposed ideas can be experimented as proof of concept as well.

Additional Details:

Premium 2W Industry growth: Fast growing segment, CAGR of 12-13% in last 4 years (excluding pandemic), Upper Premium growing by 15-16%. All 2W OEM players focussing in the segment, getting crowded. Imperative to win by staying ahead of the curve & building the capabilities fast to serve the growing consumer needs.

Potential Solution and Use Case:

You are required to design a working model of the ideal customer journey. You should also detail out your suggested areas of experimentation along trial runs for proof of concept.

Note:

The solution should detail out end-to-end customer journey for best in class customer experience and digitally enabled solutions with benchmarks from the industry best practices mapped with emerging consumer needs.



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Create Charging Infrastructure
Pricing Model for 2-Wheelers



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Function Name:

Emerging Mobility Business Unit - EMBU

Function Description:

Emerging Mobility Business Unit (EMBU) focuses on developing sustainable mobility vehicles. The team has recently launched two models of electric vehicles launched under the brand name - VIDA. With smart mobility and connectivity playing an important role in the mobility industry, the business is evolving at a never seen before pace. This evolution presents various challenges and opportunities for OEMs. Hero MotoCorp being known as the market leader for Internal Combustion Engines based 2-Wheelers, has to be the torch bearer in defining innovation for emerging mobility as well.

Problem Statement:**Create Charging Infrastructure Pricing Model for Electric 2-Wheeler Owners**

The model should include the various plans you would want to offer to the EV owners. The pricing should be attractive enough to drive adoption yet should maximize the overall revenue.

Additional Details:

There are electric vehicle charging stations available for vehicle owners to use and charge their vehicles , as a part of VIDA's worry free ownership approach to gain customer traction. You are required to establish the price that customers are willing to pay for charging their vehicles fast in public through Primary research. And also further develop different strategies to add revenue opportunities for the business. Using Primary research again, you should also gauge the acceptance of your proposed pricing model.

A vehicle takes an hour to charge in public and consumes 4 units of electricity. The same vehicle takes 6 hours to charge at home consuming the same amount of electricity. Users can end the session anytime. You need to establish clear value - price proposition for the end customer.

Hypothetical Scenario - Assume Top 5% of Vehicle Owners can consume around 200 units of energy per year , next 5% around 40 units , next 15 % around 15 units of energy and the rest completely depend on home charging.

Potential Solution and Use Case:

While framing your solutions, make sure you consider the following –

- Subscription services for unlimited charging
- Subscription services for energy discounts
- Additional revenue through ads
- Monetizing reservation of slots

Note:

You need to devise pricing plans that are acceptable to the end user and maximizes revenue for the business pricing units - Energy Dispensed vs Duration of Charging Session vs Other Metrics. It should include Subscription Plans and Pay Per Use Plans.