

Consensus Building Exercise – Participant Brief

Case 1.2

Instructions

- This exercise constitutes a group discussion to be undertaken by the participants in groups of four. Your group represents the cross functional team of SpeedX . The context for the discussion is provided below.
- You can make assumptions, give realistic commitments or responses that you feel are appropriate during the discussion.

Timelines:

- Total Duration: 45 minutes
- 15 minutes: Read the case brief individually
- 25 minutes: Discuss within your group to arrive at a solution through consensus
- 5 minutes: Summarize the discussion and decision taken by the group

Situation:

As a part of the business strategy, SpeedX, aims to revolutionize transportation with its innovative and eco-friendly electric two-wheelers. Based in an urban setting, SpeedX has made a name for itself through sleek designs, advanced technology, and commitment to sustainability. Now, SpeedX is planning to venture into rural markets to provide efficient, affordable, and sustainable transportation solutions to underserved areas. SpeedX is preparing to introduce its latest electric scooter model, the SpeedX RuralX, specifically designed for rural markets. The RuralX features robust construction, high-capacity batteries, and affordability to meet the unique needs of rural customers. The company aims to launch the RuralX in several rural regions, focusing on areas with inadequate transportation infrastructure and high demand for cost-effective mobility solutions.

Here are some of the data points

Rural Rider Persona:

- Farmers, small business owners, students, and rural families aged 20-50.
- Rural areas with limited access to reliable transportation and infrastructure.
- Practical, value-oriented, and seeking reliable, cost-effective transportation solutions.

Competitive Landscape:

- Major Competitors: Local low-cost gasoline-powered scooters and motorcycles.
- Market Share: Competitors hold approximately 80% of the rural two-wheeler market.
- Unique Selling Proposition: SpeedX's RuralX offers lower operational costs, zero emissions, and minimal maintenance compared to gasoline-powered alternatives.
- Current Brand Awareness Level: 40% in targeted rural markets.

Customer Feedback

- Strengths : Customers appreciate the affordability, durability, and eco-friendly nature of existing SpeedX models.

- Areas for Improvement: Some customers have reported concerns about the availability of charging stations and battery life.
- Current Satisfaction Rate for Existing Models: 80% and target Satisfaction Rate for RuralX: 85%

Product Details - SpeedX UrbanX

- Product Details: SpeedX RuralX:
- Battery Life: 120 km per charge.
- Charging Time: 4 hours for a full charge.
- Top Speed: 60 km/h.
- Durability: Enhanced suspension and rugged tires for rough rural roads.
- Price: \$800 (competitive pricing compared to gasoline-powered scooters).

The company has set the below Strategic goals for the current next 1-2 years

- Market Penetration: Capture a 15% market share in the targeted rural markets within the first year of launch.
- Customer Satisfaction: Achieve a customer satisfaction rate of 85% by addressing key pain points like battery performance and charging infrastructure.
- Brand Awareness: Increase brand awareness through grassroots marketing campaigns and partnerships with local businesses and cooperatives.
- Target Brand Awareness Level: 60% within the first year.

The Meeting Agenda

SpeedX's management team is conducting a strategic planning meeting to finalize the launch strategy for the RuralX. The team comprises senior executives, product managers, marketing experts, and engineers.

Meeting Agenda: To discuss on the following

1. How can we leverage our unique selling points to challenge established competitors in the market?
2. What steps can we take to ensure we meet and exceed customer expectations with UrbanX and are more accessible to a diverse range of customers?
3. How can we enhance the customer experience to create joy and satisfaction?
4. How can we foster better collaboration between departments to ensure a successful product launch?