

Case Study



New category launch

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GUIDELINES

- There is a slide for every question. You can go deeper for any of the 5 questions, but overall it shouldn't exceed 7 slides.
- **Assumptions** to be made as per your understanding
- Convert the **PPT to PDF** before submission
- Innovative and crisp Solutions
- All entries must have realistic assumption and solutions
- Save the final PDF / folder as "**Name<Underscore>Roll No<Underscore>Institute**"
Example: *Raj Malhotra_12345_IITD*

New category launch

Background

Tourism industry is one of the fastest growing sectors in India with a CAGR of around 9%. Several government initiatives, e-visa etc. are further helping in attracting more international tourists too. There is at present a growing demand for adventure, wildlife and pilgrimage tourism which involves visiting and staying in remote offbeat destinations forests, deserts and riversides. There are multiple digital platforms on which rental cars and hotel accommodation can be booked for major destination points. Still proper accommodation, safety and hassle-free sight-seeing at remote areas remain a big challenge.

A new category like caravan/recreational vehicle (image below) has the potential to meet this growing demand and Ola is planning to tap this niche market as well.



source:indiamart.com

New category launch

Problem Statement

As a product manager for new category/new initiatives, detail out what should be Ola's strategy to enter this market and if this will be a right product-market fit given the current mobility offerings from Ola. Any details around financial projections or pricing strategies are not required.

Questions

- **Customer Segments:** Clearly identify the customer segments for your product and how would you approach to understand the requirements for identified segment(s)
- **Competition Benchmarking:** Highlight competitors/potential competitors and benchmark against your product using business/industry specific metrics
- **Feature Planning:** Detail out how you would go about planning for the new category (viz. caravan). You can touch upon the features/essentials you would like to see in the vehicle.
- **Customer Booking Flow:** Focus on the end-to-end customer booking flow (and post-booking flow). You are free to add supporting flow diagrams to explain the same.
- **Key Performance Metrics:** Highlight some key performance metrics you would use to gauge the success of your product

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Case Solution



Customer Segments

Conventional Market Segments

Users	Requirements
Adventure Lovers	Stay at remote locations Safety & guided sightseeing Some personal requirements/ preferences (like food restrictions for old-age people) First hand local-life experience Hassle free trip
Pilgrims	
International Tourists	



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New Market Segment

Users	Requirements
Immediate Travellers <i>These are the travellers who couldn't pre-plan and book the whole travel plan or the ones whose plan are formed recently.</i> <i>This is a big segment of tourists as the amenities in tourists spots (like hotels, guides) are booked quite early, even months and the ones available are not reliable, of good quality or expensive</i>	Proper Accommodation Safety and guided sightseeing Some personal requirements/ preferences (like food restrictions for diabetic people, lactose intolerant) Hassle free trip

Offering

We are offering a caravan based service say Travel Better which provide following features:

- RV(Recreation Vehicle) comprising of bedding, washroom & basic utilities
- A driver for the whole tour
- Verified, rated guides specialised for the particular locations/ regions
- Food (with options and special requests) & errands
- High level of Safety, Backup and medical emergency support
- Ola operated lounges for resting and refilling the food and supplies
- Add on facilities like barbeque, drone photography, outdoor cycling, errands etc.

Feature Planning



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RV (Recreation Vehicle)

The exact type of vehicle and offerings depend upon the number of passengers and routes. Basic facilities includes bedding, seating space, washroom with water supply (hot & cold), entertainment sources, basic amenities like fridge, burner/microwave, primary healthcare kits, etc

Driver

A full time driver as the vehicles are large and routes are not easy to drive by. Also, the driver seemingly have to be available for full time as it is not safe to leave the passengers alone in caravan in remote places.

Guides

An important element of trip is well guided plan, formed of what to visit, explore and a knowledgeable person to guide through it all. A major problem is that there is no good method to identify which is a good local guides and know about his/her track record. We strive to provide the Ola's approved guides each carrying a rating and past track record along with report and rating option. Also, we provide a guide specialised for a particular region, discussed ahead in customer journey.

Food

Ola will provide the food, by either establishing its own region level or collaborate with local restaurants and then form a delivery chain (on the lines of oyo hotels, they create in a central kitchen and deliver it to all) maintaining uniform quality and maybe look after person level requirements, can also provide various options in the menu. Passengers can be confident of the quality through food ratings and will not fall ill, at least due to poor quality of food.

Feature Planning



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Safety, Backup & Health Support

As Ola's caravan will be spread throughout the area, it would be economical to allocate some backup vehicles in case of vehicle breakdown, health issue and safety/harassment issues. Also, the SOS, tracking feature will be provided in the app and vehicle which will send the message to Ola and backup vehicles that will come to aid, as well as local agencies, proving instrumental in critical situations. Because of the cost spreading per caravan, Ola can additional level of Support by tying up with Helicopter Services like Pawan Hans for emergency situations (*a bit ambitious*). Thus, in case of emergency, in addition to local infrastructure Ola can provide additional help through road (*and probably air*).

Lounges

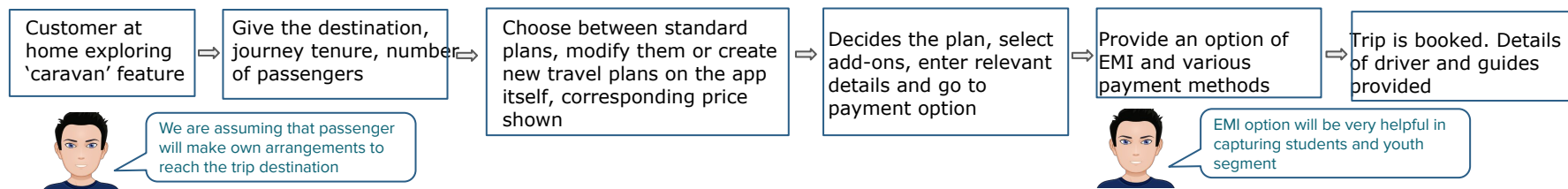
Ola operated lounges (leased or partnered) will be present on the major points of the routes that will act as resting spaces for passengers and for filling food and other requirements/cleaning/maintenance of RVs. Also, passengers can book some errands (like specific medicines, utilities like scissors nail cutters etc.) and the stuff gets delivered to passengers in these lounges.

Add-ons

Additional features like Barbeque, Drone Photography, Outdoor cycling can be selected during booking or in some later time window and be provided at additional charge.



Customer Booking Flow



Consumer Journey (Example)

- [7:00 AM]Passengers arrive at the destination, say Airport. Ola can provide the car/bus facility from airport to nearest Caravan picking point
- [8:00 AM]Passengers board RV and provided with welcome drink and food, snacks and basic requirements. Guide/Journey Host can come now or later.
- [8:30 AM]Journey starts *(Note: However remote a place is, most of the route belongs to one of the main roads/highways of the region. Ola establishes lounges(partner up with existing, maybe) there, will call them pickup point.)*
- [1:30 PM]Passengers reach their first pickup point. Guide comes in, food and other requirements are re-filled. Passengers can chill out in the lounge
- [2:30 PM]Journey commences. Guide gives an idea about today's journey, places of visit, may organise some fun activity depending on passenger cohort. Can post a complaint, suggestion or information on Ola's help portal.
- [6:30 PM]Last pickup point closest to our place of interest. Collect food for the night & morning along with additional stuff like tents, barbeque, etc
- [8:30 PM]Reach destination. Enjoy the place! Guide becomes instrumental. Maydo barbeque and some fun activities.
- [8:00 AM]If possible, hot breakfast comes if the location is not too remote. Start for today's journey. Next target, next pickup point for chill.
- [10:30 AM]Reach pickup point. This guide leaves and new location specific guide enters. RV maintenance, re-filling and cleaning happen and some chill time for passengers. This goes on till the final day of trip.
- [6:00 PM, last day]Start from the last place of interest, back to home. RV drop to the nearest pickup point or point of start, depending on the situation and next RV booking. Ola provides cab/bus for airport.
- [9:00 PM]Passenger boards the plane, with sweet memories of trip.
- [Next Day]Receives the feedback from Ola about driver, guides, RV, places of visit additional features, food, places and other suggestions.

Note: For new segment, they would have typically stayed in the hotels. RV can provide them the opportunity to stay in some picturesque places in the vicinity of the city

Competition Benchmarking

Component	Factors of interest	Conventional	Ola
Accommodation & Local Travel	Multiple bookings required	Have to book hotels & travels if booking by own or not much option of hotels, travel and stay conditions in tour plans	Personalised tours & accommodation with no hassle of confirmations
	Comfort of travel and stay	Quality of available accommodation & vehicles changes at places	Uniform with RV
	Space & Comfort sleep	Beds provide sound sleep	A bit off issue with space constraint
Food	Quality, Variety & Special Requirements	Just the local options available, own arrangements for special requirements	Can provide variety, quality & cater to certain requirements
Guides & Sightseeing	Reliability of guides	Get what comes first, can't spend much time in checking each	Rated guides with past track records
	Pricing & Trust	Not much pricing power and may not be trustworthy	Standard Prices as per past ratings and Trusted partner guides only
	Overall Experience	May hamper due to poor guide's knowledge, character	Specialised guides for locations ensuring best experience
Safety & Backup	Safety, Health & Backups	Local small companies unable to provide much support due to resource constraints	Ola's network of caravans, lounges and backups provide exceptional safety, health aid and backups

Key Performance Metrics

Metric	Definition	Impact
Percent Interest	$\frac{\text{(Number of users who looked at different plans)}}{\text{(Number of users who entered their journey details)}}$	Tells the interest of users in the Ola's caravan feature
Personalisation Index	$\frac{\text{(Number of users who modified/created custom plans)}}{\text{(Total users at this booking flow step)}}$	Tells how much users are interested in personalisation
Cost Effectiveness Index	$\frac{\text{(Number of people who created plan)}}{\text{(Number of people who paid)}}$	How valuable/economical the trip is to users
Trip ratings	1-5 ratings of drivers, guides, RVs, etc	Tell where Ola did good and where to improve



THANK YOU

