

**LET'S SOLVE A  
CONSULTING CASE**



# PROBLEM STATEMENT

Our client is the State  
Government of  
Maharashtra. They want  
to improve the traffic  
conditions in the state.  
Help them.

# INTERVIEW THREAD

**Interviewee:** I would like to understand how the client defines traffic conditions. Also, is the client targeting any particular cities/towns in the state?

**Interviewer:** Traffic conditions are defined as the number of vehicles per unit of time, a measure of road congestion and their implications. The client wants to decrease this by 15% from the current levels in each of the three metro cities and five tier 2 cities that the government is focussing on.

**Interviewee:** I would next like to understand the current road conditions in the metro cities and tier 2 cities, respectively.

**Interviewer:** Metro cities are connected with the following types of roads- National highways, State Highways, and Existing 2,4, 6 and 8 lane roads.

**Interviewer:** All these are 90% concretised, with seasonal pothole issues requiring maintenance. Tier 2 cities are connected again with national, and state highways and the internal 2, 4 lane roads are 60% concretised.

**Interviewee:** So, as I understand, the stakeholders in both the Tier 2 and metro cities would be the same, but the issues to be addressed may differ slightly. Hence, I would like to break the issues down depending on the stakeholder to be liaised with.

**Interviewer:** Yes, this approach should be fine.

**Interviewee:** I have 2 more questions before I step into solving the case. Firstly, what is the timeline that our client is looking at to achieve these targets? Secondly, I am assuming that there are no budgetary constraints.

**Interviewer:** Yes, that's a correct assumption for the budget. Regarding the timeline, the government has a tight 2-year target to achieve the reduction in congestion.

**Interviewee:** Thank you for the clarification. I will now like to list down the four major stakeholders that I can identify, namely- The citizens, the municipal corporations, the traffic police and lastly, the construction lobbies. Would you want me to look into any particular stakeholder first?

**Interviewer:** Fair enough. You can explore each of these one by one.

**Interviewee:** Sure. Starting with the citizens of each of these cities, I would like to divide the issues possibly contributing to congestion on the basis of transportation type, i.e. public and private modes of transport

**Interviewer:** Ok. Identify the issues and the possible solutions also.



**Interviewee:** Alright. In the private modes of transportation, I would look at two-wheelers and four-wheelers separately. As I understand, two-wheelers would be more predominant in Tier 2 cities. From my observations, illegal two-wheeler registrations, unlicensed drivers and environmentally non-compliant vehicles are some of the issues. Four-wheeler congestion would be more of a problem in metros, possible issues arising out of peak office hours, increasing disposable income & hence an increase in car ownership while possibly the capacity of city roads have not increased proportionately.

**Interviewer:** What about the recent decrease in the sales of private automobiles?

**Interviewee:** Well, that would still increase the traffic congestion due to private taxis such as Olas & Ubers. There should be laws around the number of vehicles per cab operator allowed to operate on a non-share basis per locality per city at a time.

**Interviewer:** Fair enough. You may continue.

**Interviewee:** Some solutions would be – tighten the regulations to procure a license, increase the PUC checkpoints with frequent checks by the traffic police, and set up a checks system for the sale of non-compliant secondhand vehicles which are environmentally non-compliant. To decrease four-wheeler congestion, offices in a pin code could if possible, stagger their discharge times, incentivize workers to car-pool, borrow the odd-even policy implemented in NCR, and have more restrictions regarding roads and timings, after which heavy vehicles such as trucks, and lorries can enter.

Also, streamline traffic by creating a way during peak hours on 2 lane & 4 lane roads, such as those implemented in certain parts of Mumbai.

**Interviewer:** I think we can move onto the other stakeholders you mentioned.

**Interviewee:** Sure. Moving on to the police, I would like to break this down into centralised systems and decentralised systems. Within centralised systems, I would look into infrastructural and environmental factors. Infrastructural issues could be a lack of proper sign boards, CCTV cameras, improper functioning and inadequate signals, improper lighting etc. In the environmental factors, I would look into the AQI monitors, noise pollution control systems etc. Decentralised systems would include the traffic police functioning at every signal/intersection. Are they equipped with speed sensors and quick response systems to decongest roads due to accidents, stalled vehicles, processions etc, to prevent bottlenecks?

**Interviewer:** That sounds exhaustive. I would like you to now move on to how the conditions of the roads and the seasonal factors mentioned will be dealt with.



**Interviewee:** I will look into these under the Construction Lobbies stakeholder bucket in my structure. As construction of roads is mainly given on a contractual basis to construction companies, I would consider increasing the concretised roads for the Tier 2 cities as there are currently just 40% of concretised roads. In the metro cities, ensuring that construction companies finish existing projects on time as per deadlines and also providing suitable diversions due to the construction work so as not to create further congestion. Undertaking construction of more expressways and broadening existing lanes would also fall here.

**Interviewer:** Ok. But what are the duties of the Municipal Corporations then?

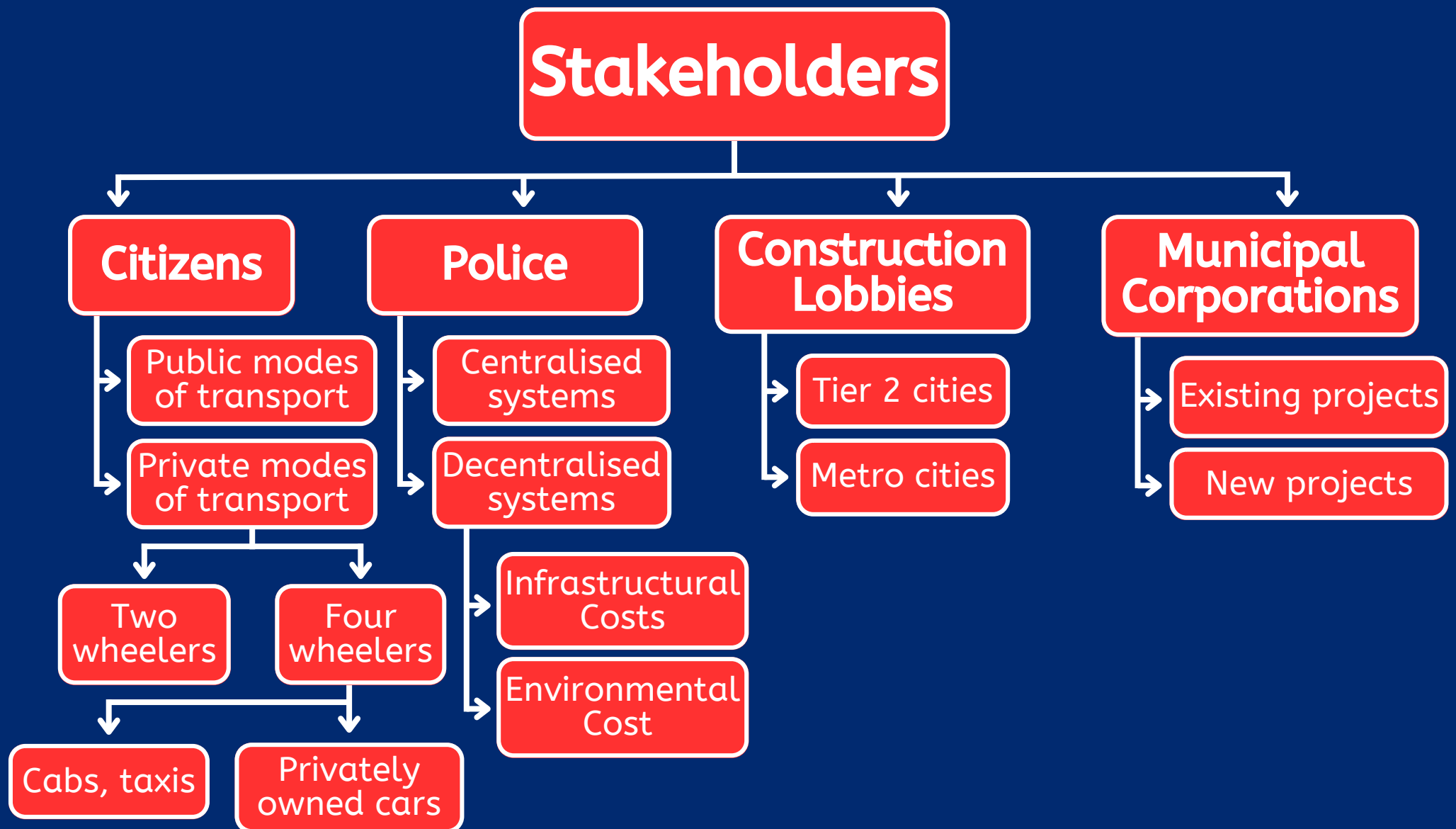
**Interviewee:** I will look into these under the Construction Lobbies stakeholder bucket in my structure.

**Interviewee:** As construction of roads is mainly given on a contractual basis to construction companies, I would look at increasing the concretized roads for the Tier 2 cities as there are currently just 40% of concretized roads. In the metro cities, ensuring that construction companies finish existing projects on time as per deadlines and also providing suitable diversions due to the construction work so as to not create further congestion. Undertaking construction of more expressways and broadening existing lanes would also fall here.

**Interviewer:** Sure, I hope your suggestions help improve the traffic conditions of our client. We can end the case here. Thank you.

**THAT'S A WRAP!**

# FRAMEWORK



# CONSULTING FELLOWSHIP

**Mentors from**

McKinsey  
& Company

BAIN  
& COMPANY



Dalberg

Deloitte. BCG

accenture

- 1 2.5 or 6 months, 10 mentors, and 30+ hours of live mentorship on Consulting careers, CV making (including 1:1 edits), Guesstimates & Case Interviews.
- 2 Rigorous interview practise through real-time guesstimates solving & buddy teams for mock cases.
- 3 Placement Assistance through employee referrals by our MBB & Dalberg mentors. Regular job updates from consulting firms. Industry Breakdown for cases.
- 4 Live case project (& certificate) with a real life client & business problem. CV templates & interview preparation resources along with 1:1 Mentorship.

**SIGN UP**

(Registration Link is in the comments)