



STRATEGIA

THE BOARDROOM CHALLENGE



TRANSCEND | 2024
the world of
COSMIC CHRONICLES



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THE BOARDROOM CHALLENGE

CASH PRIZES WORTH INR 50K

EXPLORATORY ENDEAVOR

Dear Strategysers,

Congratulations on making it to second round: The Exploratory Endeavor of Strategia 2024. This year, we have seen phenomenal participation from the best B schools in the country. The competition now gets more intense and lies among the top minds of the country. It's commendable of you to have made it till here.

We welcome you into The Exploratory Endeavor, a Case Study Round based on the adventurous sport of Sky diving in lines with the Transcend's theme of **The world of Cosmic Chronicles**. This is a crucial next step for the teams as it will decide which teams will make it to the national stage of the competition

We wish you the best.

Team Strategia

CASE STUDY FOR THE SKYDIVING INDUSTRY

An Overview of India's Skydiving Industry:

Soaring through the vast expanse of the Indian sky, skydiving has emerged as an exhilarating adventure sport, captivating the hearts of thrill-seekers across the nation. India's skydiving industry, though still in its nascent stages, is poised for exponential growth, fueled by a burgeoning middle class, rising disposable incomes, and a growing appetite for adventure tourism.

The Indian skydiving market, currently estimated at around ₹100 crore (US\$13 million), is projected to witness a remarkable CAGR of over 20% in the next five years. This remarkable growth is primarily attributed to the surging popularity of adventure tourism among Indians. According to a recent study, adventure tourism stands as one of the fastest-growing segments of India's tourism industry, boasting a CAGR of over 15%. The Indian skydiving industry figures based on operator insights indicate that the industry generates around ₹10 crore (US\$1.3 million) in annual revenue.

Despite the challenges that lie ahead, such as the lack of a comprehensive regulatory framework, the high cost of skydiving equipment, and the limited number of dropzones, the future outlook for India's skydiving industry remains exceptionally promising. The government's proactive initiatives to promote adventure tourism, including the establishment of adventure tourism hubs are expected to further bolster the industry's growth trajectory.

Top skydiving companies in India along with their estimated market share:

Company	Location	Market Share %
Skyhigh India	Bangalore, Goa, Pondicherry	25%
Nala Skydive	Pune, Mumbai, Bangalore	20%
Fly High India	Gurgaon, Delhi, Manali	18%
Skydive Nirvana	Rishikesh, Goa, Bangalore	15%
Skydive Adventures	Goa, Pondicherry, Karnataka	12%
Skydive Pachmarhi	Pachmarhi	5%

THE CASE DELIVERABLES:

Case Study:

Altitude Ascend - Scaling Operations and Competition in the Indian Skydiving Industry

Company Details:

Altitude Ascend is a leading skydiving company based in India that commenced operations in 2015. Founded by a group of adventure enthusiasts, the company quickly gained traction due to its exceptional safety measures, skilled instructors, and unique skydiving experiences. Over the years, Altitude Ascend has built a strong brand presence and has established itself as a reputable player in the adventure sports industry.

Altitude Ascend's growth trajectory has been impressive since its inception. Starting with a single location, the company expanded its operations to three major tourist destinations within five years. The revenue increased by 25% annually during the initial phase. However, in the past two years, the growth rate has stagnated due to intensified competition and market saturation.

As of 2022, Altitude Ascend operates in major tourist destinations across India, offering tandem skydiving experiences, training programs, and aerial tours. The company has shown consistent revenue growth, reaching INR 15 million annually, and holds a significant market share in the domestic skydiving industry.

However, in recent years, Altitude Ascend has encountered

challenges due to the emergence of new competitors entering the market. These competitors have introduced aggressive marketing strategies, technological innovations, and competitive pricing, thereby posing a threat to Altitude Ascend's market dominance. The company's revenue growth has plateaued, and there's a pressing need to scale up operations and devise effective strategies to maintain its market share.

Problem Statement:

To maintain its competitive edge and propel growth, the company needs a robust go-to-market strategy to expand operations, coupled with strategic HR initiatives to address staffing challenges and retain talent. Solving these challenges will position Altitude Ascend for continued success in the dynamic adventure sports industry. Therefore the company needs a comprehensive plan that addresses:

- **How can Altitude Ascend identify and prioritize three new potential locations within India for skydiving operations within the next year based on a comprehensive analysis of tourist footfall, regulatory approvals, and market demand? (Gather relevant data from publicly available and credible sources as a part of your research)**
- **What specific steps should Altitude Ascend take within three months to enhance its online presence, including website upgrades, a mobile app launch, social media strategies, as well as offline presence to reach a wider audience and improve customer engagement by 30% within a year?**

- How can an HR strategize to retain & facilitate the development of an agile workforce that can quickly adapt to market changes, technological advancements, and shifts in customer preferences in the skydiving industry?

Rules:

- *Submit your solutions to the problem statements in a 3 to 5 slider presentation excluding introduction and thank you slides.*
- *Address all the questions given.*
- *Submission can be made in PPT or PDF format.*
- *Mention the sources of the data used*
- *Introduction slide should contain the details of the team members including member names, college name and team name.*
- *The naming convention should be <team_name>_<college_name>_Strategia*

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