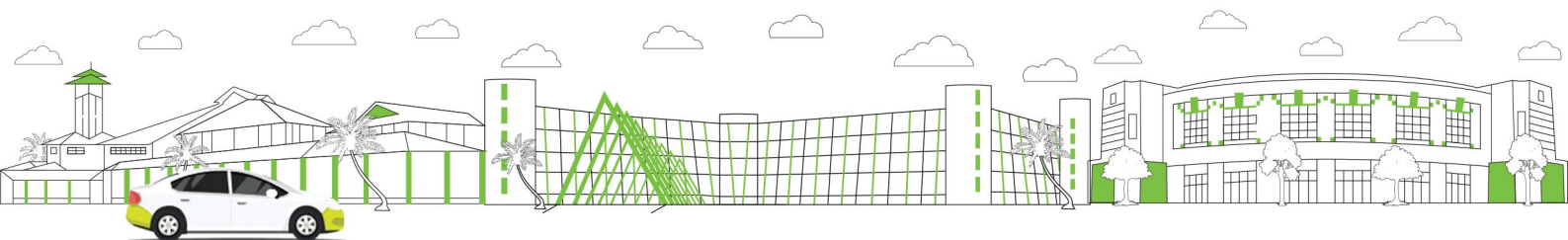




CAMPUS CONNECT CHALLENGE

SELF DRIVE CAR SUBSCRIPTION CASE STUDY



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Background

The personal car segment in India is witnessing a significant reduction in growth. All major car makers had to shut down factories for at least a couple of weeks in Q2 to push out inventory. This is not just the case with India, but is a global phenomenon. And has led to the growth of subscription led services globally - both OEM sponsored (Passport by Porsche, Jeep Wave, Mercedes Benz Collection) and independent and well-funded start-ups (Fair, Canvas, Less, etc).

The challenge for India:

While the subscription services tend to provide flexibility, choice and remove commitment from the equation - all of this has a cost associated with it. As such, they invariably turn out to be costlier than purchasing a car (if the requirement is not specifically for a short duration of time). On top of that, buying a car in India is considered a milestone in life (spoken in tandem with marriage and buying a home) and somewhere signifies 'settling down'.

How do you grow the subscription business in India given that:

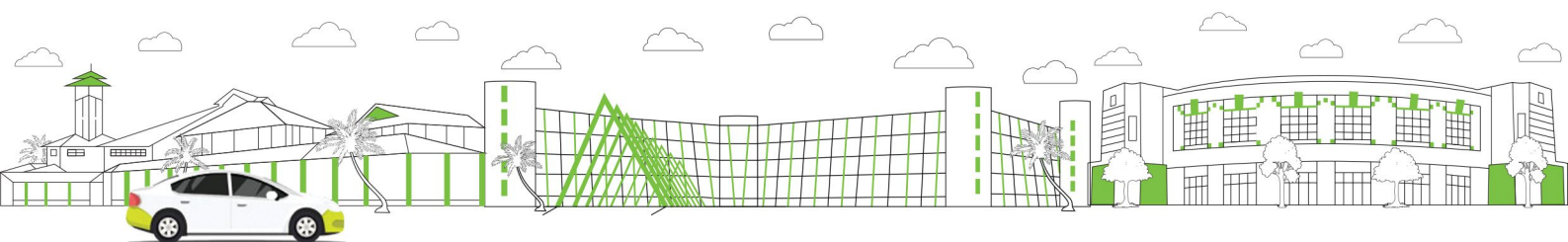
- India is a very price-sensitive market
- Car purchase speaks straight to the heart, how do you detach, de-emotionalize this event?

Problem Statement:

You and your team comprise the category team that is responsible for the growth of the business. You are expected to come up with a two-year business growth strategy to gain the majority market share in the self-drive car subscription business. Detail out the product design, product propositions, and growth plan to be presented to Ola leadership.

You are expected to:

1. Perform a competitive analysis to understand the product, pricing, policies, positioning & marketing practices followed by competition & respective market share, strongholds within various consumer segments & markets.
2. Identify the consumer segments relevant for Ola & the go-to-market positioning.
3. Recommend product offerings, pricing strategy & policies necessary to gain leadership.
4. Articulate the consumer value proposition supported by reasons to believe.
5. A two-year growth plan & marketing strategy to gain a leadership position.
6. Category launch buzz ideas.



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Guidelines:

1. Limit the markets to the top 7 cities - Delhi NCR, Mumbai, Bangalore, Pune, Hyderabad, Kolkata & Chennai
2. In-depth research on consumer understanding and product features required
3. Selection of features/pricing to be weighed against the effort/investment required v/s impact expected
4. Feasibility of scaling up marketing ideas
5. Creative ideas to have a strong word of mouth with minimal investments
6. Any assumptions or market intelligence to be stated with the analysis.

