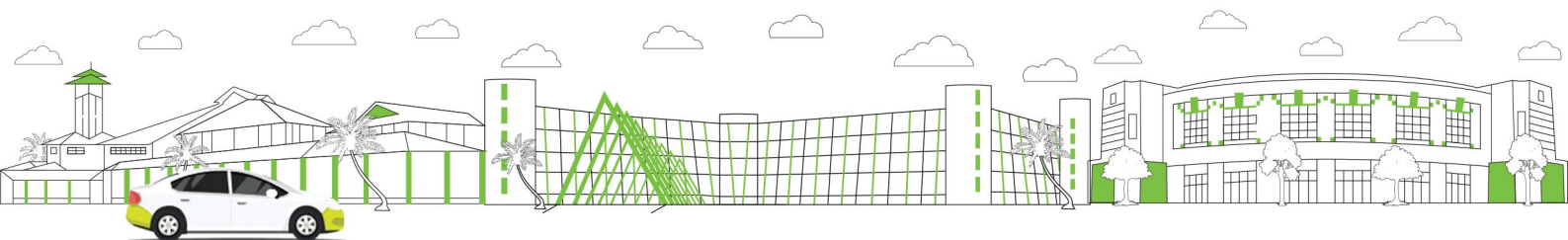




CAMPUS CONNECT CHALLENGE

AIRPORT OPERATIONS CASE STUDY



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CHALLENGE

Background:

Delhi airport is one of the busiest in India with about 40 lakh passengers landing every month at its 3 terminals. Upon landing, there are a number of commute options available to the passengers namely, Metro, personal vehicles, pre-paid taxis, app-based taxi services & buses. Ola has been running operations at all 3 Delhi terminals for a number of years wherein, Ola cabs are allowed to use the parking spaces available at the airport. This allows the company to park vehicles at the premises & quickly service demand from the customers as they land. Ola customers pay a convenience fee which is passed onto DAPS (Delhi Airport Parking Services) for use of its parking facilities.

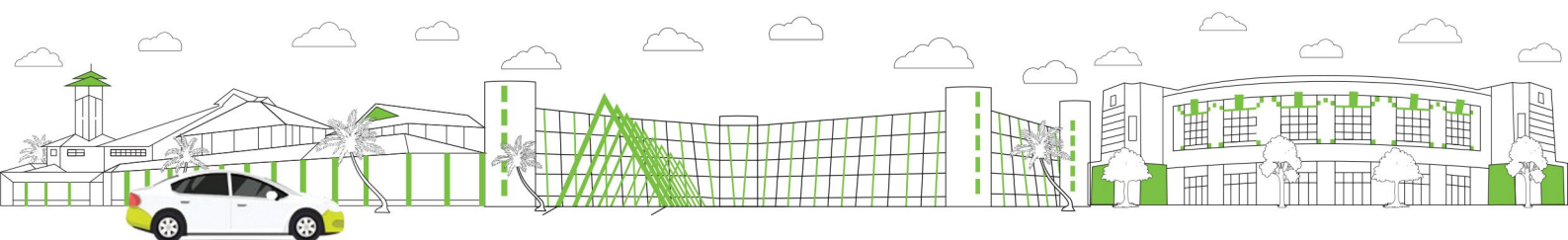
Airport Operations Model:

At the airport, Ola gives the options of four cab categories viz; Micro, Mini, Prime & Prime Play. Cabs are lined up in these categories in queues and the customer can board the first cab in the queue after booking. Minimum cabs are maintained at all times as per demand. Extra demand, beyond the minimum number, is serviced by calling more cabs either from the parking or from the city. For instance, if 3 cabs are in the queue and a 4th customer makes a booking, a cab will be called as per the allocation logic. The drivers must queue their vehicles upon being called. They are unable to see the destination until the customer boards the cab.

Problem Statement:

Ola brings customers & driver partners together to complete a transaction and these are the two aspects of its business at the airport.

1. On the demand/customer side, a very unique problem faced by the customers is due to the fuel type of the cabs. CNG fuel cabs have a fuel cylinder installed in the boot of the car which means that passengers have very limited space to keep their luggage. Passengers end up keeping their luggage on the front seat. However, many times, cab drivers are forced to refuse to serve the customers owing to the lack of luggage space.
2. On the supply/driver partner side, cab availability becomes an issue after 9 pm up until 2 am, the next day. The most important reason for the lack of cabs during this time slot is that Ola drivers who drop customers at the airport do not pick customers from the airport. Airport to airport conversion, where the next ride after an airport drop is from the airport itself, stands at about 33%.



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Guidelines:

1. For problem statement 1, kindly assume that installing a luggage carrier is not a possible solution. Problem solutions can be in terms of different solutions for different passenger segments, upselling bigger cars. Suggest changes on the Ola platform or process changes to deal with such situations by the on-ground team among others.
2. For problem statement 2, think in terms of ride motivators and demotivators. What can be done to motivate drivers to pick up a booking from the airport and what discourages them? Feel free to come up with out-of-the-box solutions. Any primary research conducted will be appreciated.
3. Do check the legality of all solutions suggested.
4. We do not like to waste money and hence any monetary expense suggested must be validated with numbers in terms of customer/partner acquired, LTV etc.
5. Sustainable action items are better than those whose impact can disappear quickly.

Sample data view of Airport:

	Week 31	Week 32	Week 33	Week 34	Week 35
Pick up	30008	31204	33599	31068	32222
Intent	55118	58671	59551	57136	58832
UBR	36929	38136	39304	37138	39417
Fulfilled	31020	32416	34587	32125	33327
Canc.	1012	1212	988	1057	1105
Drops	45013	47430	52079	46912	48495

All figures are fictitious:

- Pick up – Airport ride from airport
- Intent – App opened and price checked by clicking Ride Now
- UBR – Confirm booking clicked
- Fulfilled – Cab provided
- Canc. – Cancelled
- Drops – Ride to the airport

