



YULU

Pedal The Change

- a case study report

X AE A-12 ke baap

TASK 1

01

Services and products

About the company and its products

02

Market analysis

Industry vertical and market dynamics

03

Potential competitors

Similar startups and competitor analysis

04

Business operations

Areas of operations and processes involved

Services and products

Yulu is a micro mobility platform service with a mission to solve commute problem in urban cities in a sustainable manner by providing rental cycles and electric bikes at just a tap away.

1. Miracle

- Lightweight, durable bike
- Powered by state-of-the-art IoT technology



2. Move

- Smart lock enabled bicycle (dockless)
- Powered by GPS and bluetooth technologies



Market analysis

In terms of industry vertical, yulu comes under **Electric Rentals**.

The current **demand side** market dynamics are governed by:

- Incentives by the Govt.
- Moving drive towards a sustainable world.
- Increasing demand for shared vehicles (especially micro mobility vehicles) because of increasing traffic on roads.

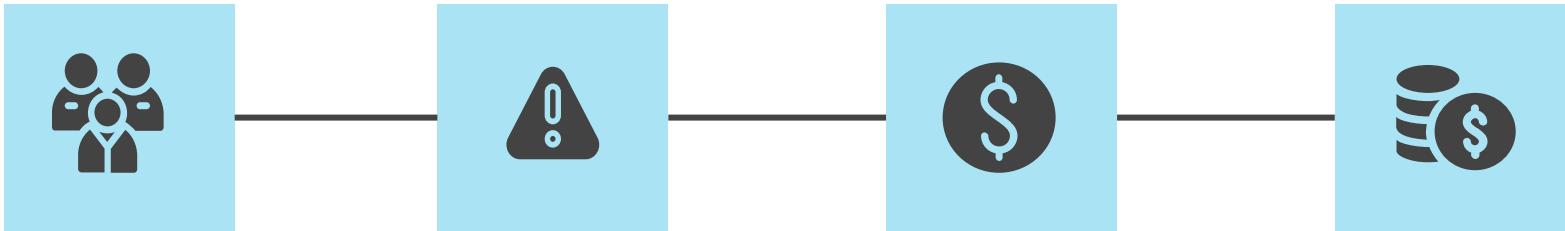
The current **demand side** market dynamics are governed by:

- Govt policies (favouring electric vehicles and new startups).
- Encouraging atmosphere for the companies owing to continuously increasing demand.

Currently the demand and supply in this industry vertical are at their initial levels but they're rapidly changing because of factors mentioned above.



Electric Rentals, a growing market



Population

- With increasing population and ever growing traffic, sharing transport has a huge potential. It is expected* that **1 in 10** vehicles sold by 2030 would be a shared vehicle.

Pollution

- Pollution causes **3% GDP loss** to India every year.
- Electric Rental Vehicles/cycles help curb both Air and Noise Pollution.

Cost Effectiveness

- Usually **75-80% less** expensive when compared to fuel.
- Less expenditure for short trips after public transport travel.

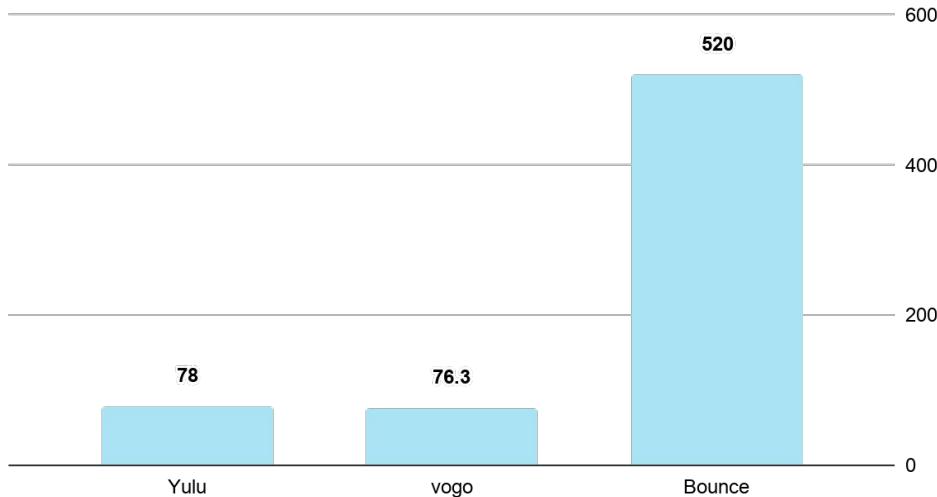
Government Policies

- GST rate is **5%** as compared to **28%** on fuel vehicles.
- Draft National auto policy is building infrastructure.

*McKinsey report on automotive industry

Market valuation and restraints

Valuation (in Million USD)

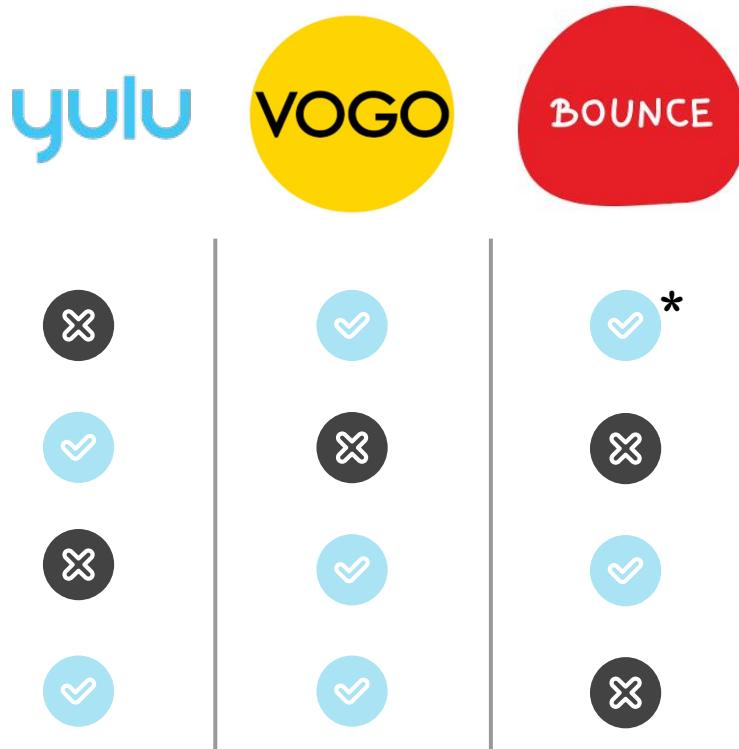


* Bounce and Vogo are prime competitors of Yulu in Yulu's area of operation.

Market Restraints:

- Lack of infrastructure availability required for the successful operations
- Higher expenditure incurred on marketing in comparison to the revenues generated is reducing the sustainability of smaller players.

Main Competitors



*Bounce has few electric vehicles too in its fleet.

Other Competitors:

- Lime
- ZipHop
- Drive On Rent
- Bykemania
- Rapido
- ONN Bikes
- RentoMojo
- Wheelstreet
- Snapbikes
- Roadpanda
- Metrobikes
- RentTrip

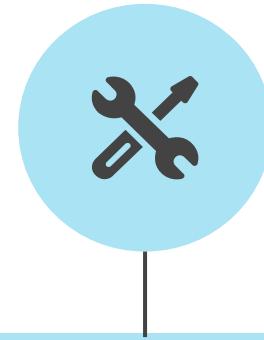
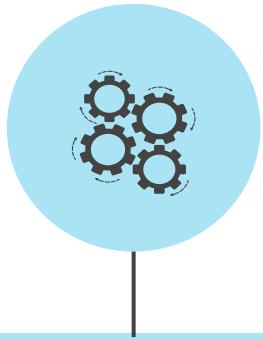
Areas of operation



Yulu has nearly 4000 Miracle bikes and 11,000 Move cycles in the following urban cities.

- Yulu Zones are setup in these cities replicating **Cluster Modeling**.
- In this model on 1000 vehicles they set up 200 to 300 parking stations and 25 to 30 charging stations.

Processes Involved



1. Manufacturing and Raw material

- Metal frame, motor and battery are made completely in India at the Bajaj Plant
- Chips and cells are imported from Korea, Japan and China.
- The manufacturing nowadays follows mostly **Make In India**.

2. Assembly and Final product

- Battery packs are designed and assembled in India.
- All other parts are assembled at **Bajaj Plant**, India to give out final product.

Processes Involved



3. Clustering and Zone location

- Using **GPRS and IoT data**, it quickly shows the users the best yulu zone which meets users demands.
- Specific areas are setup as **Yulu zones** for organised parking.

4. Mobile App

- Locate a **nearby** Yulu vehicle and unlock it using **an app**. (Yulu/Uber)
- Payments are processed on the app after ending the ride.

Partners

- Bajaj Auto has invested \$8 million into the mobility startup Yulu while promising to extend the deal. Bajaj have also signed a deal with Yulu enabling them to manufacture and assemble Yulu vehicles in Bajaj plants contrary to current scenario where only assembling takes place in Bajaj plants. Through this, Yulu plans to increase it's fleet to 100,000 by next year.
- Uber is in talks with Yulu for an investment deal, as of now Uber app allows users to ride Yulu vehicles. Uber has also said that it thinks Yulu is the perfect partner for them to enter shared mobility services market in India.

These are few well known partners of Yulu



TASK 2

01

Existing Audience

Analysing current audience

02

Target Audience

Analysing the potential audience and making guesstimates

03

User Persona

Generating a user persona representative of its audience

04

Attracting the audience

Analysing ways to rope in the audience

Existing Audience



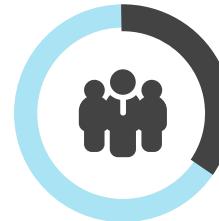
Urban Working Professionals

Nearly 40% of Yulu users constitute of Urban Working Professionals who travel using public transport. These are majorly used for short commutes.



In campus and In office

Yulu has partnered with few **office and college campuses** like Intel, Cisco, Asian Institute of design, Cummin's College etc. people there use it for in-office/in-college commuting.



Other Groups

These include other small groups of audience like **students, fitness enthusiasts** and **general commuters**.



Target Audience



Urban working class

On an average, they have **20%** of their commute in non-metro forms but that takes up more than **50%** of the total cost and **40%** of commute time. Whereas a Yulu could help that save a lot of time, money and energy.



Colony and apartments

People in Residential areas like **children, freelancers, working from home ones, house helps, older people** etc. need options for their day to day tasks. Yulu collabs there would attract a large population.



Tourists and Travel Bloggers

Most **tourists, influencers and travel bloggers** try getting an inside view of the city with new options. Yulu is a green option and **doesn't require** License, hence can be an asset. Also, it becomes an indirect mode of advertisement.

Target Audience



Delivery and logistics

Last mile delivery is a potential space where Yulu could enter because of Yulu Miracle having **large space** to store items and also because people now don't need to buy a vehicle and could rent one easily.

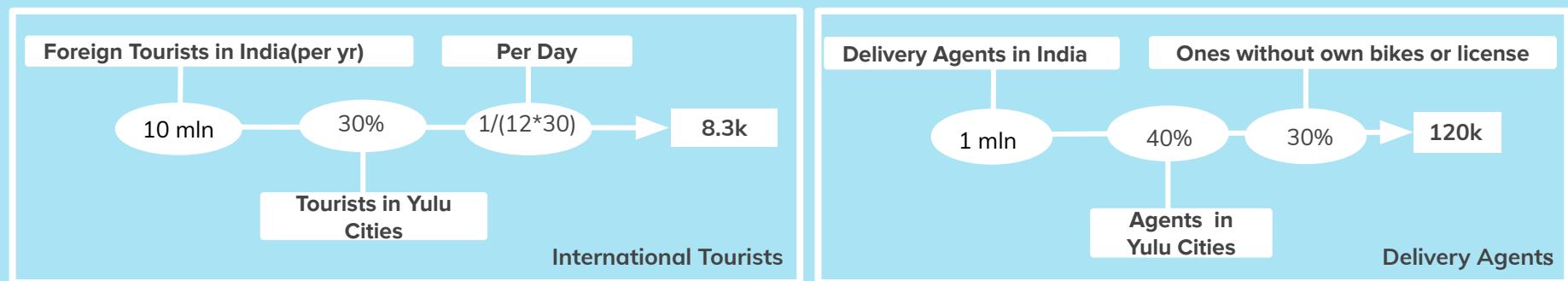
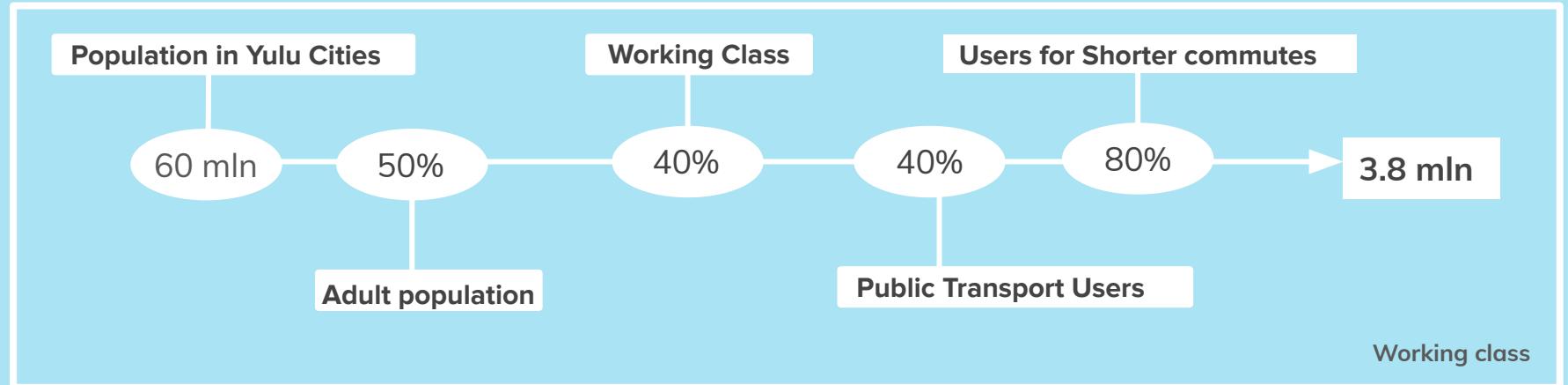
Fitness enthusiasts

A major youth population in urban cities are opting for **non conventional fitness** options. There is a shift towards **cycling**, open-air workout and other natural options. Yulu Move can be a boon for them.

Leisure rides and others

A bigger section of Youth in urban cities love to **hangout with friends** and explore the city especially on **weekends**. There's still a lot of potential in campuses for micro-mobility vehicles.

Guesstimates



User Persona



Name

Mayank

Job

Software Engineer

Location

Bangalore

Demographics

- 27
- Male
- Bachelor
- B.Tech Degree
- Lives with friends
- 25 - 30 lac pa.

Goals and Challenges

- To become an entrepreneur
- Save his time, money and effort in office commuting

Hobbies and Interests

- Gaming
- Stock market
- Binging Netflix
- Playing Piano
- Reading

How Yulu is helpful?

He spends half of his commuting expenses and time on Home-Metro and Metro-office wherein a Yulu can help him save that time and money.



Name

Ritika Sharma

Job

Interior Designer (Freelancer)

Location

Mumbai

Demographics

- 24
- Female
- Unmarried
- Lives with family
- 6 lac pa.

Goals and Challenges

- To get more projects
- To get her own office
- Go on a world tour
- Find an easy way of commuting

Hobbies and Interests

- Trying different cuisines
- Reading
- Cycling
- Travel vlogging
- Browsing reddit

How Yulu is helpful?

She goes Grocery Shopping ,Gym, breakfasts on weekends etc. but books auto/cab for commuting. A yulu zone in her building could be helpful.

Attracting the Audience

Urban Workers

- Tying up with **Metro, offices.**
- **Strategic Zoning**
- Special incentives for working class

Colony and Residents

- Partnering with colony presidents.
- In **colony events**
- Family **discounts**
- **Free trial cycles** for specific colonies.

Travel bloggers and Leisure rides

- Post a pic on social handle and get disc.
- Run **social media campaigns.**
- Group booking discounts.

Delivery & Logistics

- Zoning
- Tying up with **Local mom n pop stores.**
- Delivery passes
- Discounted prices for **monthly rentals.**

Fitness Enthusiasts

- Collabing with gyms
- Fitness **campaigns**
- Social media challenges like #nobreak5km, #cycleisthefuture

Tourists

- Zoning in hotel area
- Collab with hotels
- Yulu app showing **popular places** nearby, things to do, local slangs,etc.

TASK 3

01

Marketing strategies

Analysing different marketing strategies and ones most apt for the case.

02

Timeline and feasibilities

Creating timeline for the plan of action and analysing the cost and feasibility factors.

03

Analysing KPIs

Comparing some important KPIs for the marketing strategy used.

04

Conclusion

Conclusion of the study, about the activity, thank you slide and resources.



**Steer into the right
direction.**



YULU

An Affordable Green
Solution To Your Traffic
Delays!

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Oh ! That blue vehicle?

- Yulu provides an active ecosystem for sustainable mobility.
- The company has a **versatile range of partners** ranging from gyms to delivery companies, from software companies with huge office campuses to hospitality corporations.
- A **strategic use** of those partners can prove out to be a Win-Win deal for both sides.

Strategic Use
of Partners

Associating
with
Communities

- Going deep into communities will create an **emotional connect** with the people.
- Deep rooted connect in community can rope in **large no. of people** as it connects to a very personal level
- The multiple **direct and indirect marketing** associated with it can also turn out as a boon for the company.

There are other marketing strategies which could work out in favour for the company like **digital marketing**, improving **digital presence**, few guerilla marketing strategies etc. but we strongly believe that the above chosen strategies have a tremendous potential after considering various factors. Although due to considerable response of social media, we have explained that part in a slide.

Community Partnering

Yulu Dost

- **Yulu dost** constitute of people in a society administration and people who could help us in marketing in return for a profit percentage.
- These people help in **organising community events, marketing** about the product (driven by **referral incentive**), spread awareness about new stuff, bridge gap between consumer and company.
- A pre-decided amount of money transferred to them from the profits earned by their referrals.

We estimate each colony to have 2k people on average. Having events at that level would create a deeper impact through branding.

Schemes



1. Community events

Organising Fitness drives and regular fun/festive activities in colonies.

2. Targeting Public gatherings

Marketing and branding at all major public gatherings like festivals and society meetings.

3. Incentivising and Free Trials

Providing incentives like discounted rates, monthly passes, family passes, group booking discounts for these colonies.

4. Local Dealers

Partnering with local dealers to use Yulu for regular home to home deliveries in turn they get cheaper rates and monthly passes.

- Analysing heatmaps to determine which colony to choose
- Creating a **Yulu community** of Yulu Dosts

- Targeting **public gatherings**
- Organising **events/ campaigns** in those colonies.
- Partnering with local groceries

PHASE- 1

PHASE- 2

PHASE- 4

PHASE- 3

Campaigns include fitness drives, plantation drives. Events include festivities and fun events within the colony.

- Strategic **setting up of Yulu Zones** in those areas.
- Launching **Incentives** for group bookings and family discounts.

- Ingraining more into the colonies and **expanding** the model along with added incentives in the current ones

Strategic Use of Partners

Campus Partners

Goldman
Sachs

Infosys



Fitness and Hospitality Partners



oyo



Delivery Partners



shadowfax

DUNZO

Schemes

1. Events

Organising Fitness drives/campaigns with the help of our fitness partners and regular fun activities in college and office campuses with branding.

2. In campus commuting

Providing passes to campus people and incentivising Yulu rides for in campus commuting in office and college campuses.

3. Yulu guide for Tourists

Targeting tourists in the city by setting up Yulu zones in tourist areas and near our hospitality partners. Including a feature of Yulu guide specifically for tourists.

4. Delivery and Logistics

Incentivising and giving passes our Food delivery partners for delivery services.

- Partnering with **fitness brands, Campuses, Hotels.**
- Launching **incentives** for specific groups.

- Targeting **Major events** with help of partners
- Organising **events/ campaigns** in with partners.

PHASE- 1

PHASE- 2

PHASE- 4

PHASE- 3

Campaigns include fitness drives, adaptive campaigns. Events include In-campus and fun events within the campuses and fitness destinations.

- Rolling out the **delivery partnering** plan where delivery firms can use yulu vehicles at a **subsidised price.**

- Capitalising on the current strategy and adapt to the profitable outcomes in these when expanding.

Digital Presence

- The world has grown **digital** now.
- Improving presence and **organising digital campaigns** would definitely attract majority of **youth** population.
- Yulu is a product which can connect to ethnicities and **different cities** in India.
- The **online presence** of Yulu's digital platforms could be better in some particular areas like directive marketing, blending into everyday lives of people.



Schemes

1. **Different Accounts for all cities.**
All cities have different clientage, posting universal content doesn't fulfil the need of accounts. Posting relatable stuff as per each city, memes and content related to its people can connect to people on roots.
2. **Collabs with influencers of that city like food /travel vloggers.**
Influencer Marketing and organising different and viral campaigns and drives.
3. **Advertising and promoting in specific city groups**
All cities have groups specially dedicated to their population on social media platforms. Promoting and advertising the product/content attracts the youth.
4. **Facebook and instagram marketing**
By far one of the most effective solutions to attracting the digital audience is this method.

Cost and feasibility

Total no. of wards in all Bangalore	400
No of wards where this could roll out(After considering heat maps and traffic)	40
Population in all 40 wards combines	2 mln
Estimated no. of people attending events	5-10% 150k
Estimated conversion rate	41-46% 64k
Considering for all the cities combined (5.2*)	335k + subsequent word of mouth

Each ward has(no. of colonies)	8-12
Total no of colonies	100
Expenditure for each event	₹400k-600k
Estimated no of events	6-8
Total estimated cost for all events	₹3.5M
Conversion rate for yulu dost concept	20%
Estimated money spent for each new customer (each first ride)	₹15
Total money spent	₹500k
Total expenditure	₹4M

This slide is done by only taking **community partnering strategy** into consideration as for the other strategy, the data is vague and unclear on how it'll be unfolding. Because they're driven by the deals the company chooses to make

KPI Comparison Matrix

1.	Monthly Sales Bookings	Currently Yulu has 160k rides per month.	Our strategy will give at least 43-67% increase in number of rides per month.
2.	Customer Engagement	Right now, Yulu is not engaged in branding. Rather they focus on R n D and depend on Word of mouth for branding.	By our schemes at least 600-800k new people will get to know about the product.
3.	Customer Onboarding	Currently Yulu has had 2.5 mln users till date.	Our schemes will increase 16-20% customer base.

KPI comparison is done by only taking **community partnering strategy** into consideration as for the other strategy, the data is vague and unclear on how it'll be unfolding. Because they're driven by the deals the company chooses to make.

KPI Comparison Matrix

4.	Follower Growth	Right now, the follower growth of Yulu is nearly stagnant .	With our methodologies, Yulu can have at least a growth of 150-250% in follower count.
5.	Brand value	As of now yulu hasn't spent much on branding and hence has minimum brand value. It runs on word of mouth	Since now the branding is to very personal level, as close as community branding, it increases the brand value significantly.
6.	Marketing Spent per person	BINOD	Spending 4 mln to get a consumer base of at least 200k .

Consultants at XÆA-12 ke baap



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About **Do It Like Tesla**

It is a unique Intra club marketing case study event by **Consulting and analytics club, IIT Guwahati** to analyse the operations of multiple growing startups in the country.



THANK YOU!

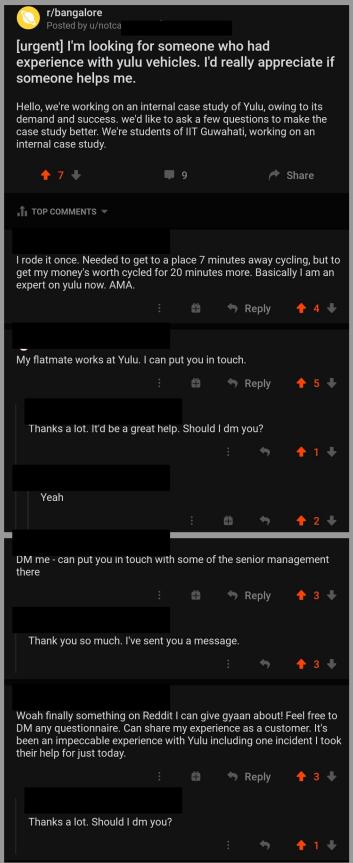
A heartfelt gratitude to CnA club for providing us the exceptional opportunity to work on a real-life company with interesting observations and resources.

The meticulously designed tasks and instructions helped us having a smooth journey throughout the case study. We had an amazing experience working on it and it has really paved our way to enter the world of Consulting.

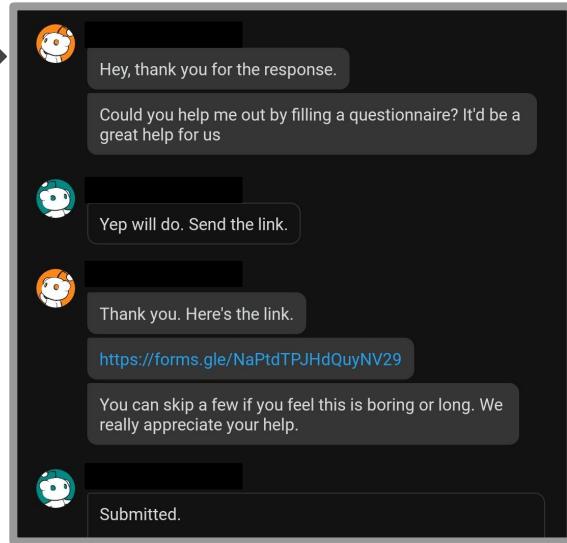
RESOURCES

- <https://www.bASF.com/in/en/who-we-are/sustainability/future-perfect/stories/India-s-automotive-future-looks-electric.html#:~:text=On%20the%20economic%20front%2C%20large,owner%20save%20up%20to%20Rs.>
- <https://inc42.com/features/what-is-the-future-of-electric-cars-in-india/>
- <https://www.livemint.com/money/personal-finance/bike-sharing-apps-can-help-cover-the-last-mile-but-hurdles-remain-11572967225992.html>
- <https://yourstory.com/companies/yulu>
- <https://techcrunch.com/2019/11/25/yulu-bajaj-auto/>
- <https://inc42.com/startups/can-yulu-bikes-be-the-solution-for-indias-hyper-congested-roads/>
- <https://innovationsoftheworld.com/pedal-power-for-cleaner-air/>
- <https://blog.letsventure.com/insights/yulu-rides-into-product-market-fit/>
- <https://www.equityboxx.com/post/2019/03/07/future-of-electric-vehicles-in-india>
- <http://www.moneycontrol.com/eye-on-india/articles/future-of-electric-vehicles-in-india-challenges-and-opportunities-2414709.html>
- <https://www.yulu.bike/>
- <https://yourstory.com/2019/02/ebike-rental-startup-sustainability>
- https://yourstory.com/2019/02/yulu-electric-vehicles-launch-3kpqpjdrgu?utm_pageloadtype=scroll

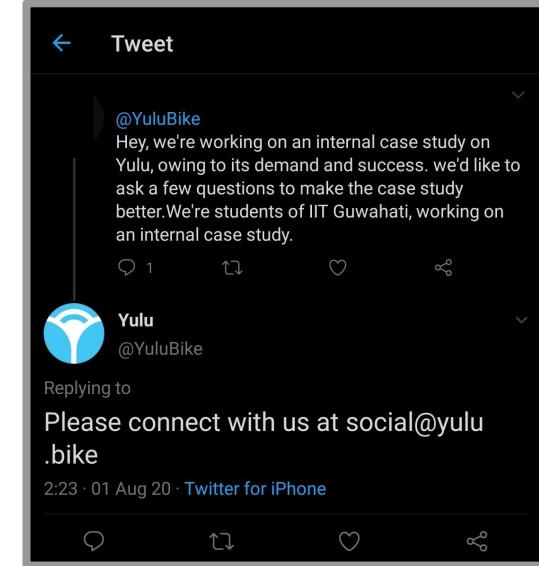
RESOURCES



To get an understanding on Yulu users we wanted to actually ask Yulu users and know their perspective. We're glad we could get many responses. Thanks to reddit.



Since we thought the information online is not up to date or didn't give a clear perspective, we wanted to reach out to the users and the management.



We've reached out to them on twitter too. We're thankful for their quick response.

RESOURCES

I'm the franchise partner of Yulu for
City only

So you can get better data from their end. If
you want i can give their contact details.

FRI AT 20:27

Yes, that'll be a great help.

16:05

[REDACTED] Ecosystem partner.



*partner

You may contact her for all the details.

16:24

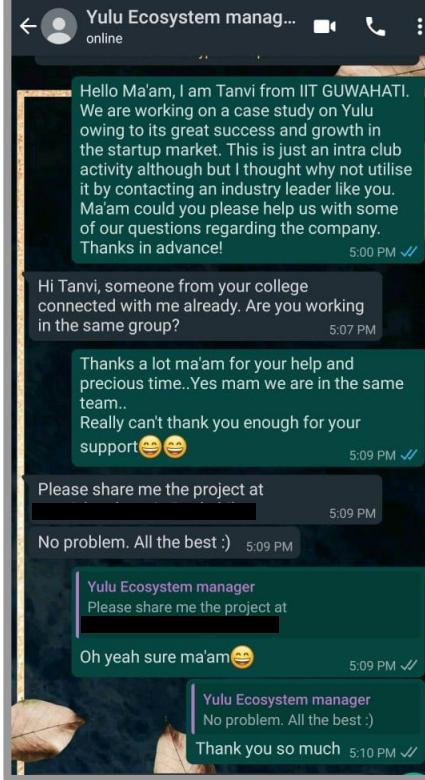
Thank you so much for the help.



Aa

We've reached out to senior management to know more about it's operations and details about them.

We've made a [google form](#) to collect required information from the users in order to generate a factually correct user persona.



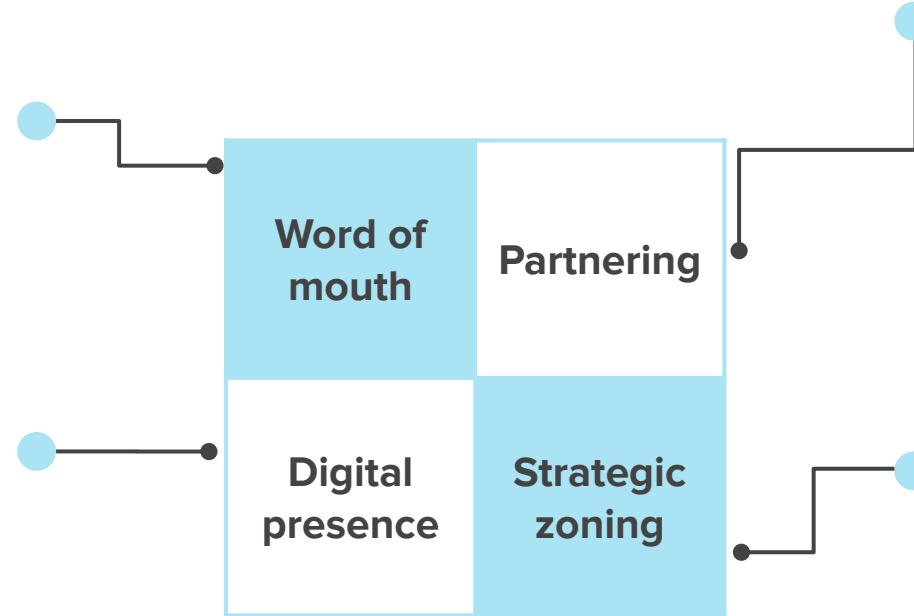
We had a brief call with the Ecosystems Manager of Yulu and got to learn a lot about their current and future plans.

We also got to know their marketing strategies and their view on users.

RESOURCES

Owing it's design, affordability, comfort levels and unique body design, the company can touch milestones by just this method.

The world has grown digital now. Improving presence and organising digital campaigns would definitely attract majority of youth population.



Partnering with Metro, stores, delivery agents, travel vloggers, hotels, fitness organizations, campuses would get people in that potential market familiar with Yulu. Hosting an event /campaign with the help of partners would fetch people.

Placing yulu zones in areas with high people traffic like near cluster stores, apartments and colonies

RESOURCES

How Yulu is a cost effective solution?

Cab

Auto

Yulu Bike

Less than 3 km
(under 10 minutes)

₹50-70

₹30-50

₹10+10

3-10 km
(over 10 minutes)

₹100-150

₹50-100

₹10+30

To and fro destination
(more than 3 km
away)

₹200-300

₹100-200

₹10+60

BINOD

Yeah yeah, the previous slide was the conclusion. We don't know why we are including this slide. We could **slide** into your DMs as we have been doing all the time and say these but we prefer this **slide** because this is our first case study, we're gonna keep this with us all the time. Whenever we look at this we don't wanna see our weird team name and stupid pictures but to acknowledge the things this case study has taught us which wouldn't be possible without you. Ab uddo mat kyuki this is what you guys have been doing, providing extensive resources and bearing with us and we hope this continues. Mazaa aagaya bhai. A special thanks for the team and especially Utkarsh for bearing with us.

<3