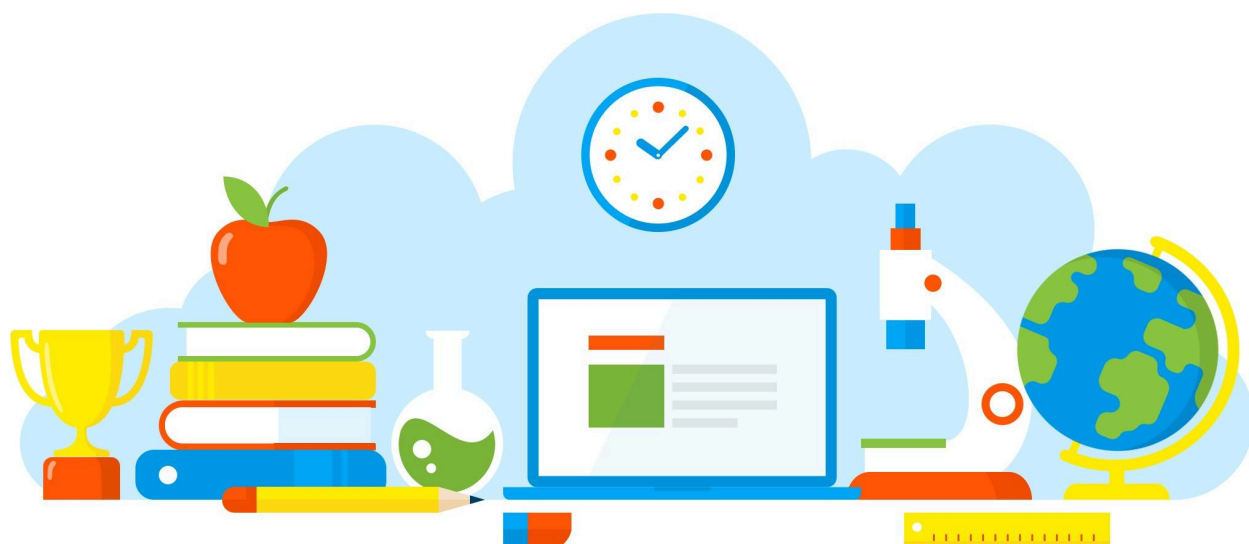




Consulting & Analytics Club



# SUMMER PROJECTS '24

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# Reducing Road Congestion in Greater Mumbai

## Background

The Municipal Corporation of Greater Mumbai (MCGM) is grappling with severe road congestion problems, which are adversely impacting the quality of life for residents and the city's economic efficiency. This congestion leads to longer travel times, increased pollution, and higher stress levels among commuters. Moreover, it hinders the smooth movement of goods and services, thereby affecting businesses and the overall economy. To address these pressing issues, MCGM has engaged consultants to carry out a thorough study. The objective is to develop a detailed report that not only analyzes the current state of road congestion but also provides actionable recommendations. These recommendations will encompass both short-term measures to provide immediate relief and long-term strategies to ensure sustainable improvement in traffic flow and urban mobility. The study aims to create a more efficient, accessible, and environmentally friendly transportation system for Greater Mumbai.

## Key Considerations

- To analyze the current state of road congestion in Greater Mumbai.
- To propose actionable recommendations to alleviate congestion through both supply-side and demand-side interventions.
- To explore innovative solutions for future implementation, such as dynamic congestion pricing, new modes of transport, etc.

## Deliverables

This study should deliver a comprehensive analysis of Greater Mumbai's road congestion issues, focusing on both road infrastructure and public transport systems. It should provide recommendations for short-term and long-term interventions to improve road quality, enhance public transport, and promote non-motorized transport options. The study should propose innovative solutions such as dynamic congestion pricing and strategies to encourage carpooling. Additionally, it should outline potential risks and suggest measures to ensure equitable access to transportation and public acceptance of proposed changes.

# Market Entry Strategy for a European Airline in India

## Background

Your client is a European low-cost airline company operating across most countries in Europe. Faced with stagnant growth in Europe, they are exploring entry into the Indian market, aiming for long-term growth rather than immediate profit. The Indian domestic airline market, currently dominated by five to six major players, with Indigo holding the largest market share, is growing at a rate of 20% per year. The client targets major cities for its initial operations.

## Client Objectives

- As one of the big brands in Europe, the client wants to focus on revenue growth through the Indian market.
- The client is open to entering different sectors within the airline market.
- The client is seeking suggestions on how to position and price their product in the Indian market.

## Deliverables

You have to conduct a comprehensive analysis of the market size and share, calculating the potential revenue from the Indian market evaluating if this meets the client's growth objectives. You will need to estimate the annual revenue from the Indian market and assess the annual growth to determine alignment with the client's growth targets. Additionally, you have to perform an operational feasibility study, analyzing market entry strategies such as entering on their own, through a joint venture, or through mergers and acquisitions (M&A). The evaluation criteria for these entry strategies should include cost, control, time to market, etc. Furthermore, you must analyze Indian consumer preferences and the competitive landscape to suggest positioning strategies that align with the client's brand as a low-cost airline. You will also need to propose competitive pricing models considering India's price-sensitive market and benchmark against existing low-cost carriers in India.

# Analyzing the Future of Automobiles

## Background

The global and Indian automobile sectors are at a pivotal point, driven by increasing environmental concerns and the urgent need for sustainable solutions. This case study requires a comprehensive analysis of the comparative advantages and challenges of Battery Electric Vehicles (BEVs) over the Green Fuel vehicles and Hybrid Vehicles. You are expected to explore the environmental impact, cost-efficiency, market dynamics, and strategies employed by major automobile manufacturers. The goal is to provide a detailed understanding of the current landscape and predict future trends.

## Objectives

- Evaluate the environmental benefits and drawbacks of BEVs, Green Fuel vehicles, and Hybrid Vehicles.
- Compare the cost structure and efficiency, including purchase price, maintenance, and operational expenses.
- Investigate market trends and consumer preferences in India and globally, identifying key players and their strategies.
- Examine strategies and innovations of leading manufacturers, focusing on R&D investments, partnerships, and technological advancements.
- Predict future trends and provide strategic recommendations for investment in BEVs, Green Fuel vehicles, and Hybrid Vehicles.

## Deliverables

Prepare a detailed case study including a comprehensive Environmental Impact report assessing the pros and cons of BEVs, Green Fuel CNG vehicles, and Hybrid Vehicles, focusing on lifecycle emissions. A detailed Cost and Efficiency Analysis, that will compare purchase price, maintenance, and operational expenses for each vehicle type. Analyze the consumer preferences and market dynamics, highlighting key players, and a Strategy and Innovation analysis that will outline industry strategies and innovations. Finally, an Investment Roadmap will provide strategic recommendations for future investments and growth in the automobile sector.

# Growth Strategy for Zoom Video Communications

## Background

Zoom Video Communications experienced phenomenal growth during the COVID-19 pandemic as remote work became the norm. However, with the return to hybrid work models, Zoom faces challenges in sustaining its user base and revenue. Develop a growth strategy for Zoom Video Communications that ensures its long-term success in the evolving video communication landscape.

## Key Considerations

- Analyze the evolving video conferencing market landscape, including new competitors, user preferences, and the rise of hybrid work models.
- Identify potential new market segments for Zoom's services beyond traditional business communication.
- Consider how Zoom can expand its product offerings beyond video conferencing to create a more comprehensive communication platform.
- Evaluate the potential for integrating emerging technologies like AI and AR into the platform.
- Develop strategies to attract new users and retain existing ones in a competitive environment. Consider tiered pricing models, freemium options, and targeted marketing campaigns.
- Address ongoing concerns around security and privacy to maintain user trust and brand reputation.
- Explore potential partnerships and acquisitions to accelerate growth.

## Deliverables

The proposal should present a thorough growth strategy that outlines key initiatives and recommendations, along with a financial analysis evaluating the potential impact of the strategy. It should also include an implementation roadmap with detailed timelines and resource allocation.