AVALON Consulting

Sun Tzu

Case 3: Excellence Group

"Round 2"

Excellence Group

Excellence Ltd has a market share of 18-20% in India in the 2-wheeler category. Their range includes scooters, motorcycles, off-road and sports motorcycles and a newly launched range of Electric bikes.

Their market share has grown by a substantial 4-5 % in the last 2-3 years boosted by growth in previously underperforming states like UP & Haryana. That boost was a result of new product launches and significant effort in the augmentation of the dealer network. However, in Andhra Pradesh this approach did not work, and this improvement was only marginal. Despite efforts in product launches and significant growth in the low network, the share in that state is still only approximately 6%. While the share has increased marginally as a result of its efforts, another key player Viking Ltd. has doubled their share in scooters. Conversely, market leaders in the scooter segment (not Excellence Group) have lost share.

There is also a wide disparity observed within the state. In South AP, share is lower than state share in all segments. In 3 districts within AP, premium bikes share is higher than national average.

The client would like to understand the reasons for poor performance and steps that they could take to strengthen the market shares in the state at the overall level

Key Deliverables – Round 1

Develop an issue tree/hypothesis and identify the key issues to be discussed. Also identify key questions you would like to ask the client, that could be useful in further analysis.

(Here we are looking at the breadth of issues you bring up and how you plan to test these points. It should not be stuff just laid down theoretically, but testable practically)

Key Deliverables – Round 2

In line with the hypothesis developed in round 1, please develop a detailed strategy to increase the market share

Note:

- *Your hypothesis submitted in round 1 could undergo some modification basis the data shared and interactions in round 2, though not entirely.*

- *We have provided some additional data in this file for your reference. Clarifications can be provided, but they must be consolidated.*

- *(It would be advisable to not raise minor queries repeatedly, rather bunch them together and get it clarified in one go)*

- *In addition, we will be providing you with the opportunity to conduct a couple of 20-30 minute conversations with relevant stakeholders, which will be communicated shortly. The schedule for these interactions will be communicated shortly too.*

Additional Case Data

Please refer to the embedded excel file for additional case data for your consideration in your round 2 submission:

Microsoft Excel
Worksheet

Submission Guidelines

- ✓ Each team has to continue with the case they chose in Round 1. Equal preference would be given to all cases for evaluation.

- ✓ The case submission will be open till <u>5th September, 2022, 11:59:59 PM</u>. No submissions will be accepted past the deadline.

- ✓ Teams are required to prepare a PPT of <u>maximum 30 slides</u> for their round 2 submission (including cover and closing slide). You may choose to include your round 1 slides if you feel it is necessary to carry forward the storyline.

- ✓ The PPT files along with other supporting documentation can be uploaded in the form of a .zip or .rar format file. Files that exceed 25MB in size will be disregarded.

- ✓ The cover page should mention the team name, college name and the case selected. The end page should mention the name, mobile and email ID of each team member. The slide limit includes the cover page and end slide

- ✓ Please name your submission file as <u>CollegeName_TeamName_CaseNumber</u> (e.g., XLRI_Panthers_Case1).

- ✓ Participants are required to <u>email their submissions</u> to suntzu@consultavalon.com

- ✓ Please explicitly mention all the assumptions (if any) you make to solve the case. You can incorporate those as part of your submissions for each round.

- ✓ No additional slides beyond the set limit shall be accepted for evaluation.

- ✓ We encourage you to carry out your own research while working on this case. However, please ensure all your data points are obtained through authentic and reliable sources and should be mentioned in your submission.

For any queries contact suntzu@consultavalon.com