

50M T20



Case 3:
Excellence Group

“Round 1”



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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)

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Submission Guidelines

- ✓ Each team has to choose any one of the cases and can make only 1 submission. Please keep in mind, that the teams would need to continue with the case selection for future rounds as well. (In each round an additional line of questioning and complexity will be added, but to the same case)
- ✓ Equal preference would be given to all cases for evaluation.
- ✓ The case submission will be open till 3rd August, 2022, 11:59:59 PM. No submissions will be accepted past the deadline.
- ✓ Teams are required to prepare a PPT of maximum 8-10 slides for their final solution. 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 CollegeName TeamName CaseNumber (e.g., XLRI_Panthers_Case1).
- ✓ Submissions received via the official submission link only will be considered for evaluation.
- ✓ 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