Case Study - Opportunity Assessment and Strategy for Mobility based Business Model 1|2

BUSINESS CHALLENGE

- A premium passenger and commercial automotive manufacturer was looking to pre-empt the disruptive trend of vehicle sharing and co-ownership.
- For this the client sought out Evalueserve assistance in identifying several active vehicle sharing and co-ownership platforms across major geographies. Identify KPIs which influence decisions towards co-ownership and accordingly evaluate a long list of cities on the basis of those KPIs.
- Finally, also scout for possible suppliers which could partner with the client across several areas.

EVALUESERVE SOLUTION (1/2)

- **Step 1-** The first step of the project was to identify existing and newly established business models on mobility and future mobility. The Evalueserve team carried out desk research on free, paid and subscribed published sources for the base information. This was supplements by discussions with existing and ex-employees of startups, new entrants and other companies focusing on monetizing mobility based business models.
- **Step 2** – Once the preliminary investigations in Step 1 were completed, Evalueserve brainstormed with the client through several on-shore discussions to pick out 3-4 “mobility business models” for the client.
- **Step 3** – Over the next 4-6 months, the relevant client teams deliberated and selected 1 prospective business model. The client decided to vastly scale up an existing car-sharing and ride-hailing platform.
  The key activities in this step were broken down by the Evalueserve team in further sub-segments.
  - **Consumer Behavior & Preferences** – A combination of desk research on published articles, automotive journals, forecasts by consulting companies was conducted to understand consumer trends and sentiments on vehicle ownership, mobility requirement and other parameters.
  - **Assessing feasibility and sizing up the scale of operations** – Several metrics, indicating the population, average daily commute, preferred modes of commute, expenditure on commute, average price of taxi/metro/rail, congestion levels among others were identified in over 250 cities across the globe. With the availability of these indicators, the client and the Evalueserve teams were able to understand the relevancy, the required scale and potential of mobility services in several regions.

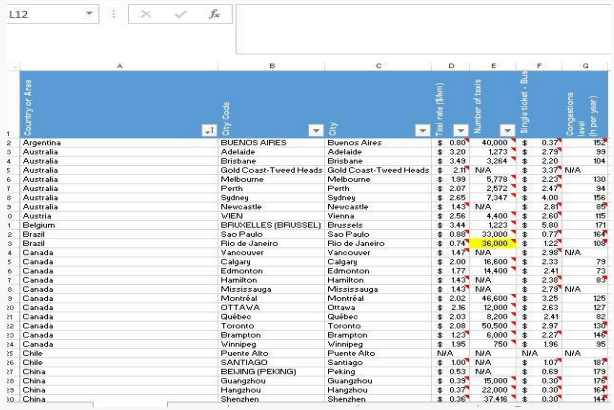
Case Study - Opportunity Assessment and Strategy for Mobility based Business Model 2|2

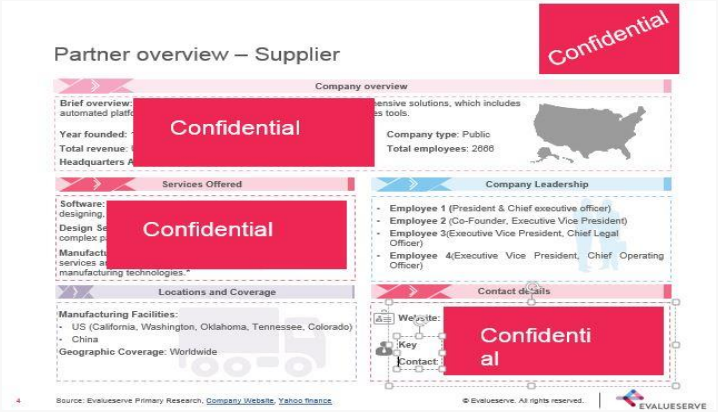
EVALUESERVE SOLUTION (2/2)

- **Competitive Analysis** – The final activity was to have an in-depth look at similar offerings (if any) from other OEMs and startups and understand their strengths, shortfalls and learnings on that.

- **Step 4** – The last phase of the project focused on identifying possible partners for scaling up operations in several regions. Through a blend of desk research and telephonic discussions a list of potential partners meeting the client's criteria and synergies was generated. The potential partner list contained companies from various part of the automotive value chain (component supplier, app based platform providers, in-vehicle service providers, maintenance providers, among others)

Output Snapshot





BUSINESS IMPACT

- Post the completion of this study, the client had a wider understanding of the possible future mobility scenario, their current position vis a vis the industry, possible risks and opportunities.
- By building on the above information areas, the client scaled up their car sharing service which is now among the largest services of its kind across the globe.

EVALUESERVE