Driving Growth Strategies India Two Three Wheeler Manufacturer

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Introduction

India's top 2 & 3-wheeler manufacturer is grappling with a growth challenge. The industry is expanding at a robust **9-10%** annually, yet the company's growth is stuck at **4-5%**. The **Scooter segment**, which accounts for **25%** of revenue, grows at **10%**, lagging behind competitors who achieve **20%**. Meanwhile, the **E-Rickshaw segment**, holding a **70% market share** and contributing **70%** of revenue, is in a stagnant market. This analysis presents *actionable strategies* to boost the company's growth to match or exceed the industry's **9-10%** within one year, focusing on revitalizing Scooters and expanding E-Rickshaws.

Methods

We employed a structured **four-step approach** to address this challenge:

- **Understand & Clarify the Problem**: Analyzed company performance, industry benchmarks, and segment-specific issues to pinpoint growth gaps.

- **Structure the Problem**: Used the *A4 sheet technique* to organize data by segment, applying frameworks like **SWOT analysis**, **Porter's Five Forces**, and the **BCG Matrix**.

- **Analyze the Case**: Compared growth trends over time and against competitors, identifying causes like limited electric Scooter offerings and E-Rickshaw market saturation.

- **Arrive at a Conclusion**: Developed *specific, realistic recommendations* with an implementation plan, validated for feasibility

- against the growth target.

Results

Here are our findings and recommendations, broken down by focus area:

- **Current State Analysis**

- Company growth: **4-5%** vs. industry **9-10%**.

- Scooters: **10%** growth vs. competitors' **20%**, due to weak EV offerings and marketing ([BikeWale](#)).

- E-Rickshaws: **70% market share**, but stagnant due to infrastructure gaps and saturation ([MarkNtel Advisors](#)).

- **Strategic Recommendations for E-Rickshaws**

- *Market Expansion*: Target **Tier-II/III cities** (e.g., Lucknow, Coimbatore) to unlock new demand ([Future Market Insights](#)).

- *Product Enhancements*: Introduce premium models with **AC and GPS** for niches like tourism ([Transparency Market Research](#)).

- *Charging Infrastructure*: Collaborate with local entities to develop charging networks ([MarkNtel Advisors](#)).

- **Strategic Recommendations for Scooters**

- *Innovation & R&D;*: Launch an electric scooter with **150 km range** and **2-hour fast charging**, inspired by OLA S1 Pro ([BikeWale](#)).

- *Customer Segmentation*: Focus on **urban youth** (stylish EVs) and **families** (reliable ICE models) ([ACKO](#)).

- *Marketing Strategy*: Run a digital campaign with **Instagram/YouTube influencers** ([BikeDekho](#)).

- **Framework Application**

- *SWOT*: Strengths (E-Rickshaw dominance), Weaknesses (Scooter lag), Opportunities (EV trend), Threats (competition).

- *Porter's Five Forces*: High competition in Scooters; infrastructure barriers in E-Rickshaws.
- *BCG Matrix*: E-Rickshaws as **Cash Cow,** Scooters as **Question Mark.**

Conclusion

These strategies will drive the company to **9-10% growth** within one year. Scooters can achieve **20% growth** through innovation and marketing, while E-Rickshaws target **5-7% growth** via expansion and enhancements. These *practical and creative solutions* leverage industry trends and company strengths to close the growth gap and potentially outpace the industry.

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