



IIMC CASE RESEARCH CENTRE (IIMCCRC)

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MARKET ANALYTICS AT YOUGO CABS

On a warm September evening, Mr Ravi Kumar, the most recent operations head at YouGo Cabs, contemplates on the work that he and his team have been engaged in for the last year and a half, which is to culminate in a meeting with the Board of the company in early October. Ravi Kumar began his career at YouGo Cabs in the early months of 2018, with the primary aim of solving the problems that the company was facing for adapting their business model in India.

He joined the company in the aftermath of the adaptation of a standardized solution that the consulting company implemented, which led to a steep crash in the market share of the company and the reported level of customer satisfaction. A large proportion of the driver-partners had also joined competing firms citing a reduction in job flexibility along with reduced percentage in profits, as reasons for the change.

After this, the company had decided to have the problem handled by the in-house analytics team, following which they had hired Ravi Kumar who was considered a specialist in emerging market operations and strategy. Before this job, he was working at XYZ Corp., where he had been recognised for his success at the rollout of a European based self-care products' brand. Before that, he had worked with various other companies across India and South East Asia.

Since he joined the company, Ravi Kumar had created various teams directly under his supervision, and had studied not only the business model and the problem itself but also its

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various aspects. It was up to him and his team, now, to analyse the data they had collected and to draw pointers that the company could focus on, for increased profits.

He was concerned because the time to present these findings and pointers to the Board members was fast approaching. It was only after that he would start projects to study each problem in detail.