

Problem Statement (given to students)

Competitive analysis of the cab booking space

You just saw the subject matter expert speak about how to conduct competitor analysis. Suppose you are a PM at Meru Cabs. You want to conduct a competitor analysis of the cab market to improve your understanding of the industry. Answer the following questions:

1. Identify direct and indirect competitors (2 each)
2. Choose any 1 direct competitor to proceed further. Let's call it DC1 for now.
3. Compare the company backgrounds of DC1 and Meru Cabs. Can think on these points: goals, mission, strategies, current employees, funding, revenue details, founders' profiles.
4. Compare the business models of DC1 and Meru Cabs. This should include:
 - The cities in which they operate
 - The target market in which they operate
 - The revenue model
 - (To make your analysis more exhaustive, you can also mention 'the shifts in the business model' which either DC1 or Meru Cabs had to make in the past, and the reasons for doing so.)
5. Compare the strengths and weaknesses of DC1 and Meru Cabs. Include points such as:
 - Compare what works well and what doesn't for DC1 with Meru Cabs
 - What are the pain points which the customers of DC1 and Meru Cabs face while using their service? Also, quote the source from where you get these pain points. You can get these pain points from appstore/playstore, social media, articles, blogs or talking to their customers.
6. Compare the product details and performances of DC1 and Meru Cabs. A few examples of the parameter could be:
 - How many app downloads do they have (across all OS platforms)?
 - What are the app ratings?
 - How is the user experience of the apps?
 - How is the overall functionality of the apps?
7. Predict the future initiatives of DC1. This could be: addition of new features, entering into a different vertical

Student Rubrics

Criteria	Weightage (in %)	Novice	Intermediate	Expert
Competitor identification	5	Direct and indirect competitors have not been mentioned	Either direct or indirect competitors have been mentioned	Two direct competitors and two indirect competitors have been mentioned

Background analysis	20	Background analysis has not been carried out	Background analysis has been carried on some of the mentioned points	Background analysis has been carried on all the mentioned points with relevant details in place
Business model analysis	20	Business model analysis has not been done	Business model analysis covers target market, revenue model, geographical presence but the analysis is not in-depth.	Business model analysis is exhaustive covering all things related to business model like target market, revenue model, coverage area with in-depth details for each. Shifts in business model has been mentioned along with the reasons.
Strength, weakness and pain points analysis	20	Analysis has not been done	Strength (one) and weakness (one) have been mentioned. Pain points have been mentioned but the source of pain points is not provided.	Strengths (atleast 2) and weaknesses (atleast 2) have been mentioned. Pain points have been mentioned along with source
Product analysis	20	Product analysis has not been done	Product analysis has been done covering some of the mentioned points	Product analysis has been done covering all the mentioned points
Analysis of future initiatives	15	Future initiatives planned by the competitor have not been mentioned	Future initiatives of competitor have been mentioned by name and no in-depth explanation for same provided.	Future initiatives of competitor have been mentioned with in-depth details for each initiative. Future initiatives make sense or are convincing along with the details provided