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Three Wheels United: New Delhi Market Entry Strategy

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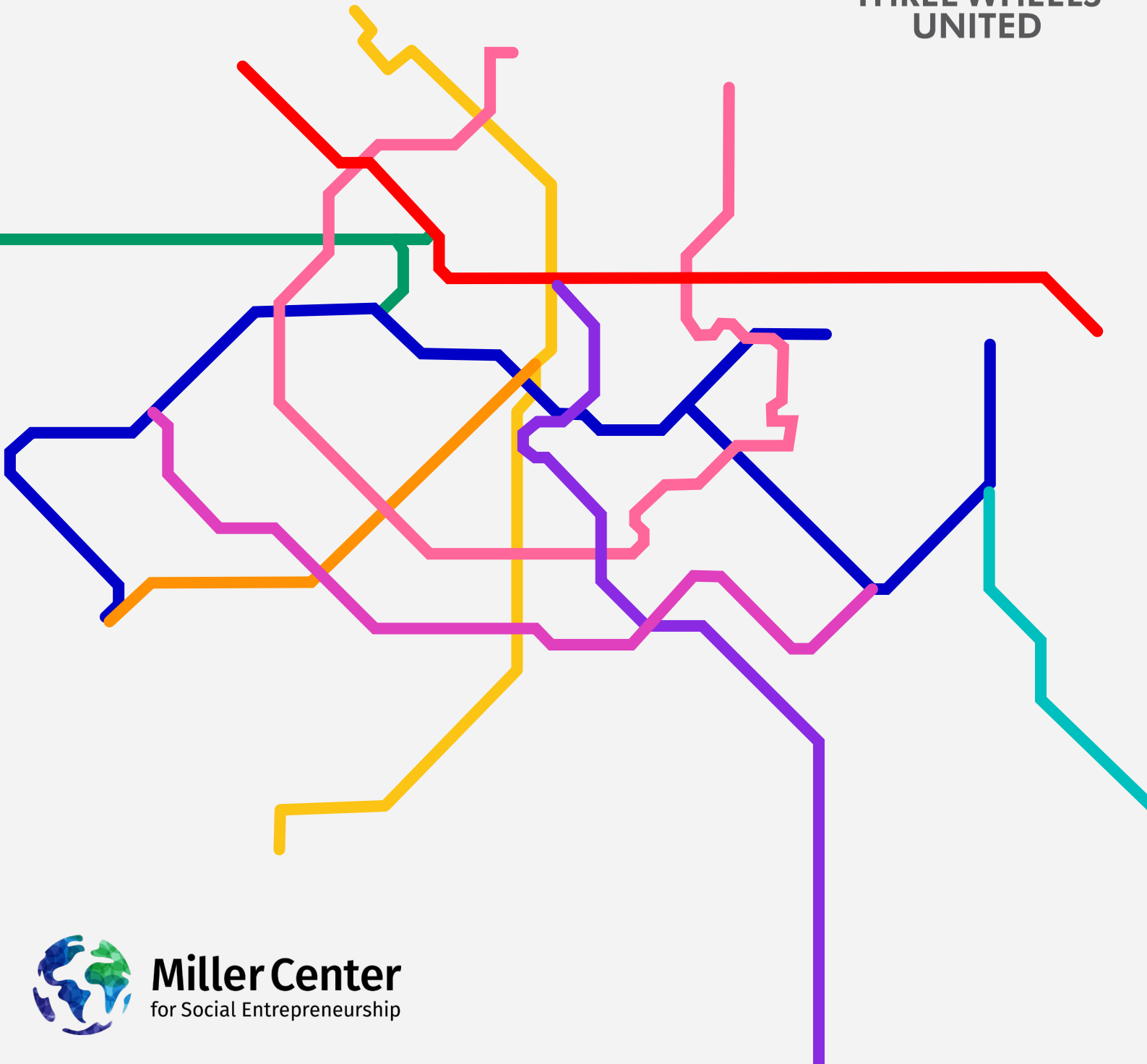
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New Delhi Market Entry Strategy

by Rachael Han & Gavin Cosgrave
November 2019



**THREE WHEELS
UNITED**



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Executive Summary

As the most polluted city in the world, New Delhi is at the forefront of efforts to expand electric vehicle adoption. Drivers, financiers, manufacturers, the government, and the public all understand that the future will be electric. However, technological, infrastructure, and psychological barriers make the adoption of e-rickshaws and e-auto rickshaws a difficult endeavor. Three Wheels United (TWU) offers affordable loans to rickshaw drivers for e-rickshaws and is seeking to scale. This document contains recommendations for a successful TWU expansion into New Delhi.

The findings were derived from 2 weeks in New Delhi where we conducted 40 interviews with drivers, loan agents, financiers, and potential partners.

This document contains both market research and market entry strategies. We identify important attributes of the New Delhi market, analyze a potential partnership, and compare loans offered by different banks. The strategies contain recommendations on improving the loan process, customer acquisition, and customer experience.

Although electric vehicle infrastructure is still inadequate, the companies and opportunities in New Delhi represent the best market for electric vehicles in the country. We recommend that Three Wheels United move forward and begin operations in New Delhi.

Methods

We spent a week in New Delhi visiting potential partners, conducting focus groups with drivers, and obtaining information from banks, NBFC's, and vehicle dealerships. The study was conducted from July 19 to July 25, 2019. Our findings and recommendations stem from these interviews.

