



**National Management Olympiad
Season 5**



Submitted By – Team Agile Strategists

Air Way Delivery-
A New Business Opportunity



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Problem Statement

To expand its services, a renowned Indian courier business plans to use drones for hyper-local delivery. The Directorate General of Civil Aviation (DGCA) has granted the business authorization to perform BVLOS delivery testing. Due of expense, the startup will start with short-range drones. The goal is to break even in the first year, build a great brand, and innovate to lead this category.



Challenges

- Regulatory compliances
- Cost Management
- Market Penetration
- Technology Integration
- Talent Acquisition and Training
- Competitive Landscape

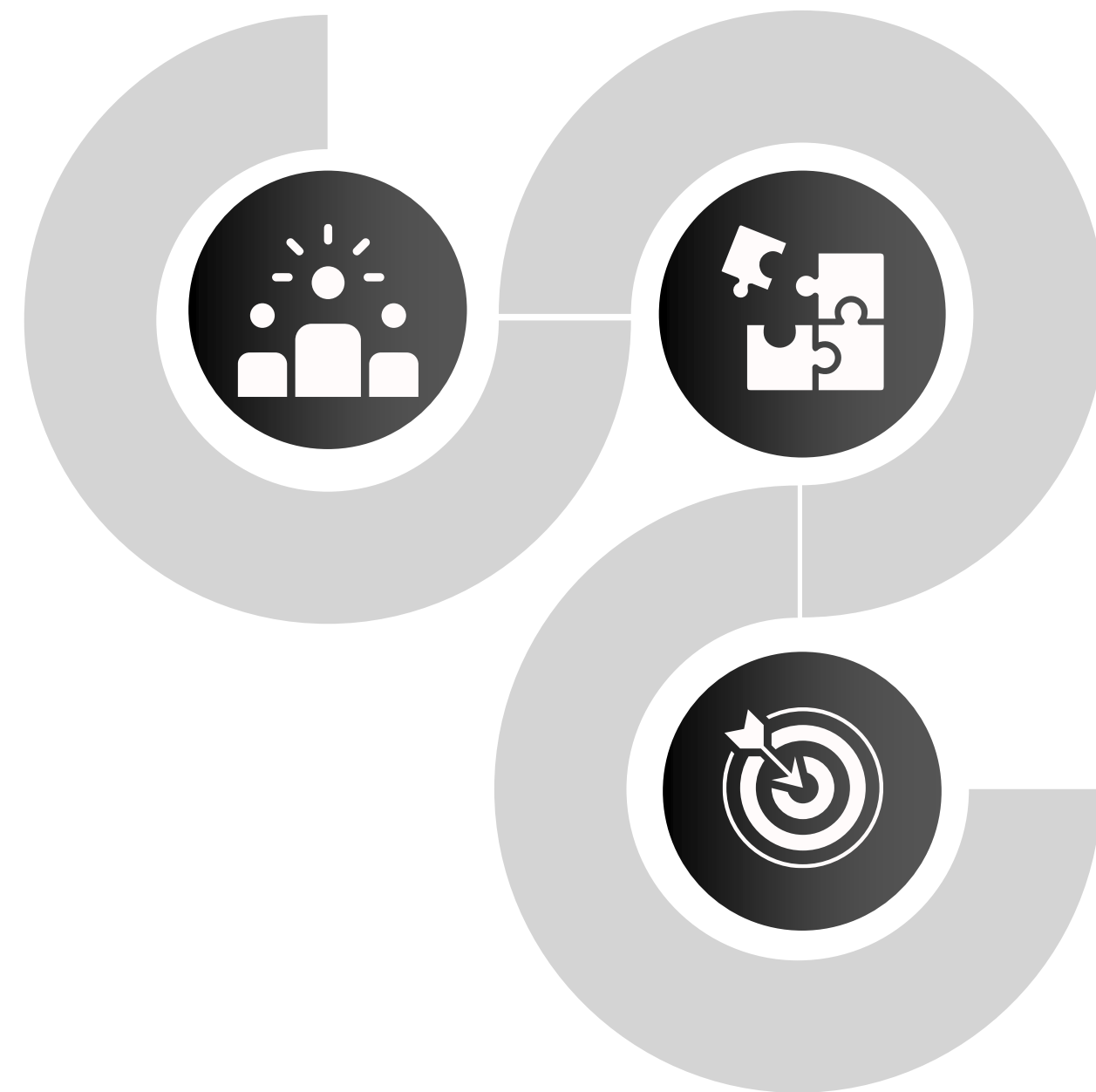


Key Resources

- Skilled Personnel
- Budget Allocation
- DGCA Permissions
- Successful Trials
- Existing Infrastructure

Objectives

- 1** Ensuring that the drone division achieves break-even within 1 year.
- 2** Product & process innovation to become the local market leader.
- 3** Building a reputable image for drone services in the local market.
- 4** Efficient allocation of budget (Rs. 10 Cr) for FY 2023-2024, focusing on cost-effectiveness.



Industry Analysis



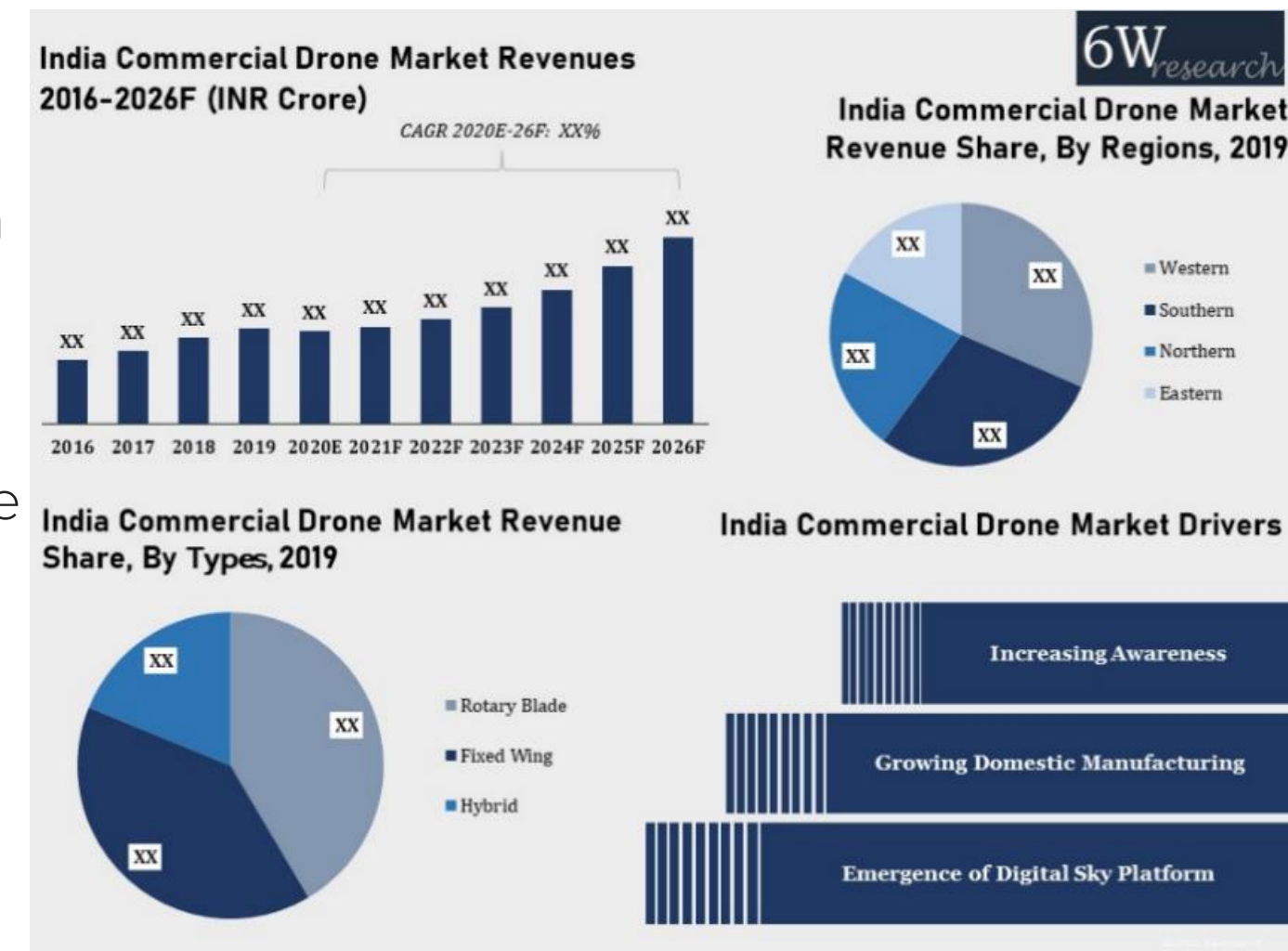
₹ 2900 Cr
2022

₹ 81600 Cr
2025

₹ 2.95 Lakh Cr
2030

Drone Industry Valuation in India

The drone industry in India, valued at Rs 2,900 crore in 2022, is projected to surge to Rs 81,600 crore by 2025 and a staggering Rs 2.95 lakh crore by 2030. The Government of India envisions making the country a Global Drone Hub by 2030. In 2022, the Indian drone market exceeded US\$ 1,020 million. While the military and defence sector remain a significant user, the drone market in India is diversifying into various sectors.



Key Drivers of Indian Drone Industry

Increasing demand

Favourable government policies

Increased adoption of new technologies

Market Research



IdeaForge



Skylark Drones



Astera Aerospace



Aarav Unmanned Systems (AUS)



Garuda Aerospace

Top Drone Companies in India

Major Segments of Drone Applications



Agriculture



Insurance



Energy & Utilities



Media & Entertainment



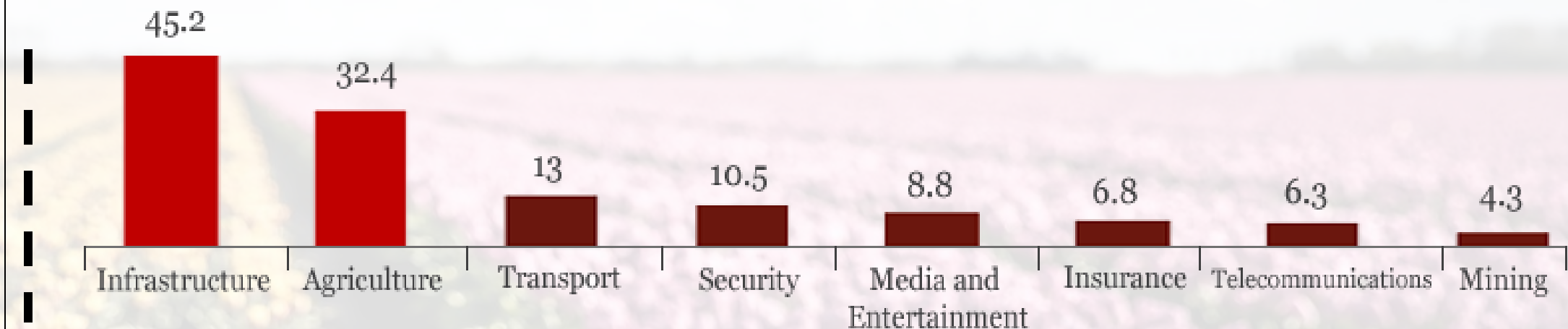
Infrastructure



Mining

Target Customers

1. Commercial real estate brokers
2. Residential real estate brokers who specialize in selling properties with large lots or land
3. Event planners of large corporate events
4. Large churches
5. Wedding photographers.



Source – PwC India (<https://www.pwc.in/industries/financial-services/fintech/fintech-insights/data-on-wings-a-close-look-at-drones-in-india.html>)

Company Analysis – VRIO

Resources	Value	Rarity	Imitability	Organization
Short Range Drones	High	Moderately Rare	Difficult to Imitate	Well-Organized
Long Range Drone	High (Future Potential)	Rare	Difficult to Imitate	Underutilized
Qualified Drone Operators	Essential	Moderately Rare	Difficult to Imitate	Well-Organized
Management Team	Critical	Common (Key Skills)	Difficult to Imitate	Well-Organized
Software (End-to-End System)	High	Unique	Difficult to Imitate	Well-Integrated
Software Development Team	Essential	Moderately Rare	Difficult to Imitate	Critical for Development
Support Staff	Important	Common (Specialized)	Replicable Roles	Contributes Efficiency
Office Space and Facilities	Necessary	Common	Replicable Facilities	Shared, Cost-Effective

The drone division's resources, such as short-range drones, qualified operators, and proprietary software, present a strong competitive advantage in hyper-local delivery. While some resources, like long-range drones, hold future potential, effective organization ensures their collective contribution to the division's success and innovation.

Operating Strategies

01

Cost leadership strategy

Focus on cost-effective operations, prioritize high-margin services and implement efficient financial management practices.

02

Brand positioning strategies

Emphasize safety, reliability, and efficiency in drone operations. Leverage marketing and customer service for positive brand perception.

03

Product & Process innovation strategy

Stay ahead through continuous innovation in both technology and operational processes.

04

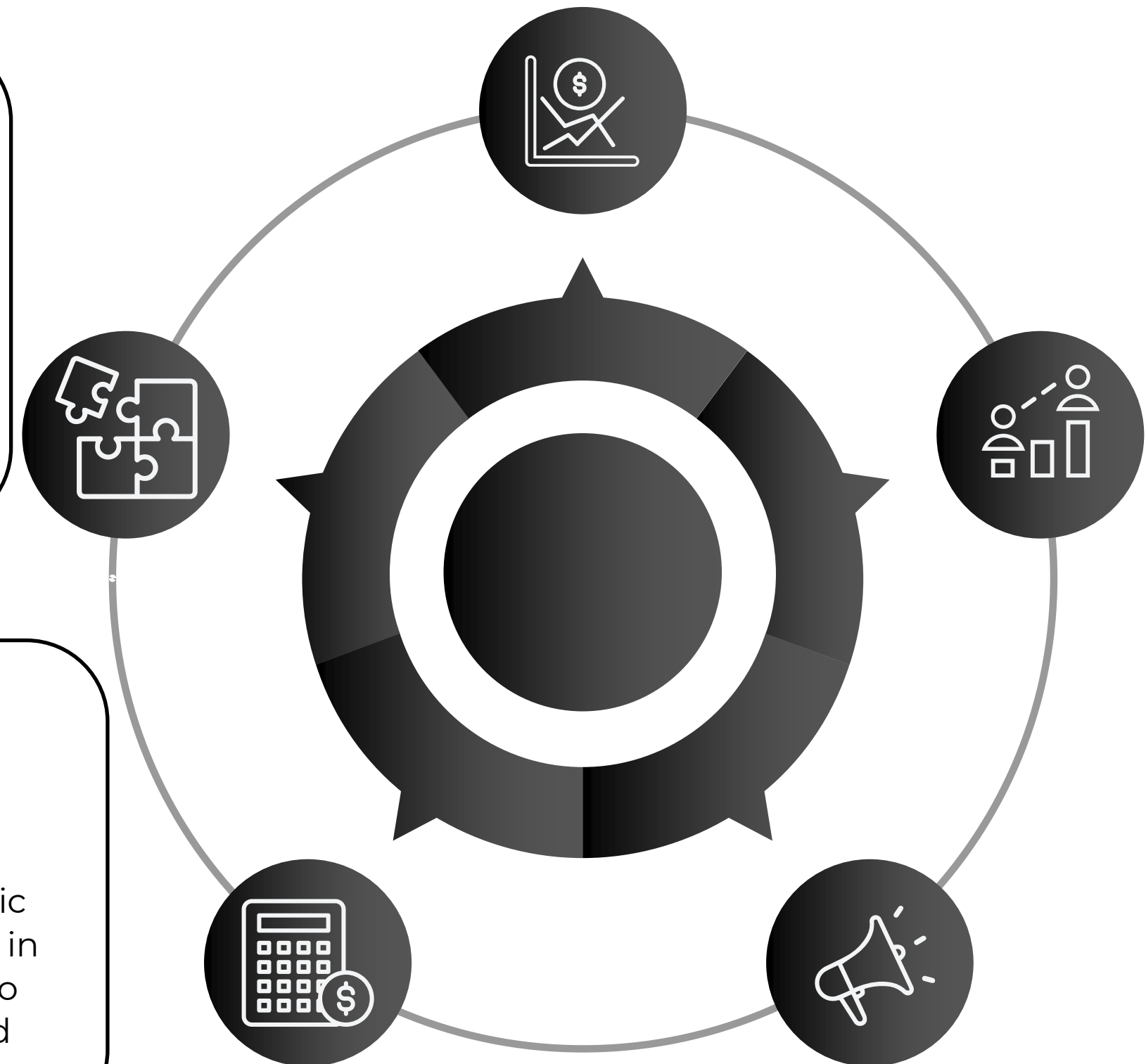
Efficient budget allocation

Prioritize key areas such as technology, safety, and marketing while ensuring cost-effectiveness.

05

Pricing strategies – Dynamic pricing

implement dynamic pricing techniques in various situations to bridge the demand supply gap.



Department wise Strategies

Finance Department

Key Activities:

1. Budget Management
2. Financial Performance Optimization
3. Risk Management

HR Department

Key Activities:

1. Talent Acquisition and Development
2. Culture and Performance Management
3. Compliance and Diversity

IT Department

Key Activities:

1. Operational Excellence through Technology
2. Customer-Centric Technological Innovation

Marketing Department

Key Activities:

1. Strategic Branding and Digital Presence
2. Business Development and Community Trust

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Phase II

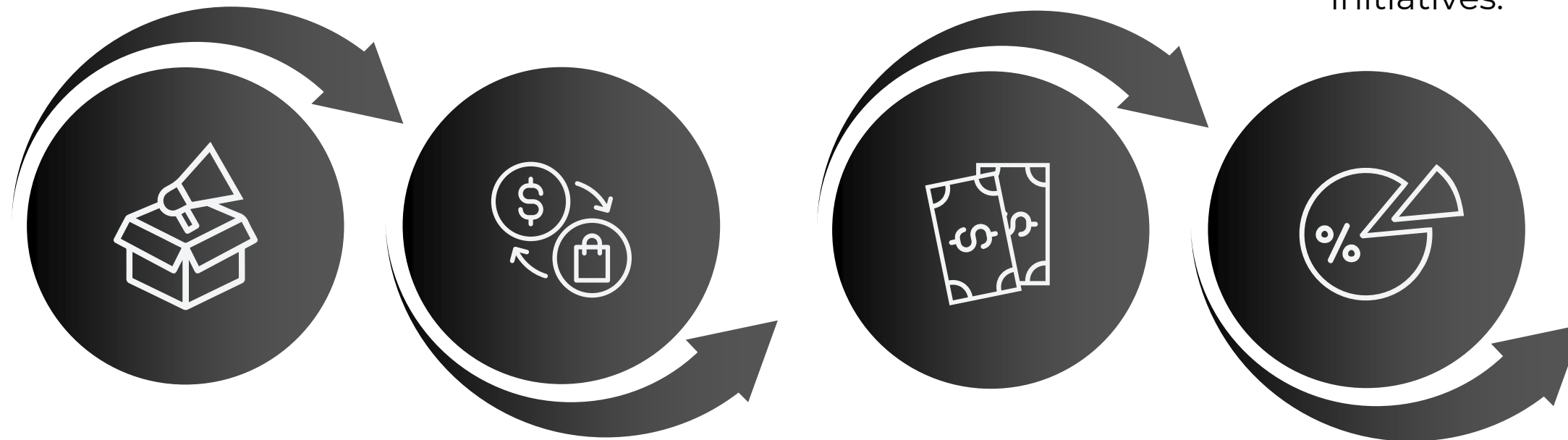
3-5 months

- Conduct regular safety training programs.
- Implement initial technological upgrades.
- Initiate R&D projects for process innovation.

Phase IV

11-12 months

- Evaluate financial performance and adjust strategies as needed.
- Finalize the budget for the next fiscal year based on learnings.
- Continue customer feedback and satisfaction initiatives.



Phase I

1-2 months

- Complete initial drone operator training.
- Launch a targeted marketing campaign to acquire first clients.
- Begin software development for necessary features.

Phase III

5-10 months

- Launch innovative service/product based on R&D findings.
- Analyse and adjust marketing strategies based on performance.
- Optimize drone operations for cost-effectiveness.

Conclusion

Strategic Focus:

•The company aims to transform local logistics in India using drone technology, aligning strategically with the growing drone industry in the country.



Holistic Operational Plan:

•A detailed department-wise plan covering finance, HR, IT, and marketing ensures operational excellence, talent development, innovation, and effective marketing initiatives.



Diversified Success Strategy:

•With a multifaceted approach, the company targets sectors like agriculture, insurance, energy, media, infrastructure, and mining, positioning itself as a leader in the evolving drone solutions market in India.



OUR TEAM

Komal Kolte	Om Prakash Kumar	Piyush Mehta	Shrutika Shelke	Sounak Bandyopadhyay
Head, IT & Business Analysis	Head, Human Resources	Head, Finance	Head, Leadership	Head, Marketing

THANK YOU!