

THE BIG BRAND THEORY

Repowering the Revolution: The Ola Electric Renaissance

A Strategic Blueprint for Rebuilding Trust and Scaling Sustainable Mobility

Team Name: Omega

Team Members: OM ACHER



From Bold Promise to Strategic Imperative

Ola Electric entered India's market with extraordinary ambition — to accelerate the nation's electric mobility transition and build a globally competitive EV brand. The vision was bold, the timing was right, and the early momentum was real. Yet today, a widening gap has emerged between what Ola promised and what customers actually experience. This disconnect — rooted in product quality failures, severe after-sales service gaps, and intensifying competition — has eroded market share and damaged brand equity. Our mission is clear: **reposition Ola Electric as India's most reliable, aspirational, and scalable EV ecosystem** by fundamentally rebuilding trust, achieving operational service excellence, driving meaningful innovation, and restoring long-term profitability.

The Original Promise

Ola Electric launched with a bold ambition: to accelerate India's electric mobility transition and establish a globally competitive EV brand that would redefine sustainable transportation for millions of Indian consumers.

The Current Reality

Despite early momentum and a futuristic vision, friction has grown between the brand's promise and the actual customer experience. Quality concerns, service failures, and rising competition have deeply impacted market share.

The Core Issue

Product quality concerns, severe after-sales service gaps, and rising competition have deeply impacted market share. The brand's promise and the customer experience have diverged in ways that require immediate, structural correction.

The Strategic Objective

Our goal is to successfully reposition Ola Electric as India's most reliable, aspirational, and scalable EV ecosystem. We will achieve this by fundamentally improving trust, operational service excellence, meaningful innovation, and long-term profitability.

2026 Macro Market Analysis: India's EV Inflection Point

India's electric two-wheeler market is not just growing — it is accelerating at a pace that signals a structural, long-term shift in consumer behavior. The first four months of 2026 delivered a record-breaking 532,581 units sold, representing a **~29.7% year-over-year increase**. This surge is not a statistical anomaly; it is evidence that Indian consumers have crossed the psychological threshold from "early adoption" to "mainstream acceptance." Policy support, including FAME II subsidies and state-level incentives, continues to lower the total cost of ownership. Meanwhile, charging infrastructure is expanding rapidly across urban and semi-urban corridors. However, this growth comes with a critical caveat: **over 90% of all EV two-wheeler sales are now concentrated among the top five players**. The market is consolidating, and consumer priorities have shifted decisively from novelty and first-mover appeal toward proven reliability, service quality, and brand trust. For Ola Electric, this means the window to reclaim leadership is open — but only if the brand can credibly demonstrate operational excellence.

532K

Units Sold (Jan–Apr 2026)

Record-breaking EV two-wheeler sales in the first four months of 2026, representing the strongest start to any year in India's EV history.

29.7%

Year-Over-Year Growth

YoY increase in EV two-wheeler sales, proving that Indian consumers are rapidly embracing sustainable mobility at scale.

90%+

Top 5 Market Control

Share of total EV sales controlled by the top five players, signaling rapid market consolidation and a shift toward proven reliability over early adoption.

📌 Strategic Implication: The market is rewarding reliability over novelty. Brands that can demonstrate consistent quality and service excellence will capture disproportionate share as consumers shift from "trying EVs" to "choosing a trusted EV brand for the long term."

Competitor Matrix & The Ola Paradox

Ola Electric sits at a paradoxical crossroads. The brand retains strong recall, first-mover momentum, and a loyal early-adopter base. Yet rapid expansion outpaced quality control infrastructure, creating vulnerabilities that competitors are actively exploiting. Legacy automakers with entrenched service networks and consumer trust are capturing market share at Ola's expense, while premium-focused rivals are winning over high-intent buyers who prioritize reliability over price.

The Ola Paradox

Ola Electric still holds strong brand recall and first-mover momentum. However, rapid expansion caused a critical disconnect in quality control and after-sales service delivery. The very speed that built the brand is now undermining it. Rising competition is actively capitalizing on Ola's service backlogs to steal high-intent buyers who were once loyal to the Ola name.

- Strong brand awareness and early-mover advantage
- Rapid expansion outpaced service infrastructure
- Quality control gaps eroding consumer confidence
- Competitors actively exploiting service backlogs

The Competitive Threat

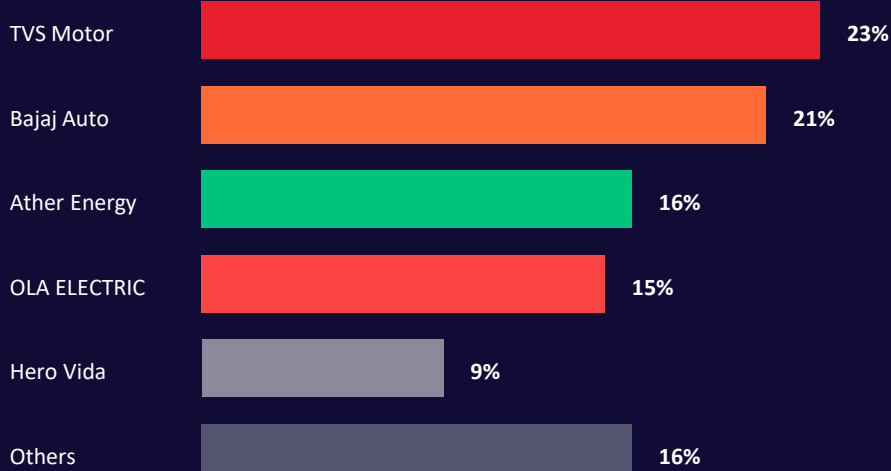
TVS Motor & Bajaj Auto

Legacy brands leveraging massive, pre-existing service networks and decades of consumer trust. Together, they have captured **over 45% of combined 2026 market share** by offering the reliability that Ola cannot yet guarantee.

Ather Energy

Positioned as the "premium, reliable" alternative, Ather achieved nearly **79% growth in early 2026** through steady execution, high-quality software/hardware integration, and a reputation for responsive customer service.

2025 E2W MARKET SHARE



960K

E2W Units Sold (2024)

1.28M

E2W Units Sold (2025)

80%

Govt EV Target for 2Ws by 2030

E-scooter race heats up in India

TVS Motor leads 2025 market share; Ola Electric drives strong growth

By Aayush Shastri

The electric two-wheeler market in India continued its upward trajectory in the first quarter of 2025, with TVS Motor emerging as the market leader with a 23% share, according to the latest industry data.

Bajaj Auto followed closely with 21%, while Ather Energy captured 16% of the overall market. Ola Electric secured 15%, reflecting its steady expansion and aggressive retail push.

The competition is pushing every player to innovate faster and deliver more value to customers," said an industry analyst.

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EV WATCH

Ola Electric strengthens retail network, targets 4,000 stores by Dec

By Neha Das

Ola Electric is accelerating its retail expansion plan and aims to have 4,000 experience centres across India by December 2025.

The company currently operates over 3,000 stores and plans to enter deeper into Tier 2 and Tier 3 cities.

The move comes as Ola looks to solidify its position in a market that's becoming increasingly competitive.

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Ola Electric showroom in Pune.

MARKET SNAPSHOT

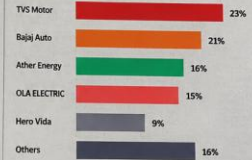
TVS Motor takes the lead in India's E2W segment



TVS Motor has emerged as the market leader in the electric two-wheeler segment with a 23% market share in 2025. The company's Klubz series continues to see strong demand across urban markets.

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2025 E2W MARKET SHARE



Source: Industry Estimates

COMPETITION TRACKER

Bajaj Auto holds strong second position



Bajaj Auto captured 21% market share in 2025, driven by the popularity of its Chetak electric scooter line. The company is focusing on expanding production capacity.

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STARTUP SPOTLIGHT

Ather Energy continues to innovate



Ather Energy secured 16% market share in 2025. The Bengaluru-based startup is betting big on its new 450 series and software upgrades to stay ahead.

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GROWTH STORY

Ola Electric on the fast track



With 15% market share, Ola Electric continues to grow its footprint. The company recently launched new models and improved after-sales service.

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ANALYST TAKE

E2W market to cross 1 million units in 2025

Analysts predict the electric two-wheeler market in India will cross the 1 million units mark in 2025, up from around 800,000 units in 2024.

"Policy support, better infrastructure and more product options will drive the next phase of growth," said an analyst at a leading brokerage.

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Govt to push for domestic battery manufacturing

The government is planning new incentives for advanced battery cell manufacturing to reduce import dependence and boost local EV supply chains.



The Trust Deficit: Diagnosing What Went Wrong

The challenges facing Ola Electric are not isolated incidents — they are symptoms of a systemic trust deficit that developed during the brand's hyper-growth phase. Three interconnected root causes have created a compounding crisis that must be addressed holistically, not piecemeal. Understanding these root causes is essential to designing a recovery strategy that is durable, not merely cosmetic.



Service Center Gridlock

Severe after-sales service gaps are the primary growth bottleneck. Wait times for basic software resets or part replacements have stretched from days to weeks, leading to so-called **"scooter graveyards"** at service centers.



Quality Assurance Lapses

Product quality concerns have plagued the lineup, ranging from persistent software glitches to hardware failures — including suspension issues and battery degradation problems that surfaced well before expected lifecycle milestones.



Perception Disconnect

A futuristic, aspirational brand vision paired with poor ground-level execution created severe friction between the brand promise and the customer experience. Ola marketed itself as the future of mobility while customers experienced the frustrations of an under-resourced startup.

From Hyper-Growth to Hyper-Reliability: Three Pillars of Revival

The path forward requires a fundamental identity shift. Ola Electric must pivot from a brand defined by aggressive scaling and ambitious promises to one defined by **operational excellence, customer trust, and sustainable growth**. This is not a retreat from ambition — it is a maturation of it. The three pillars below form the strategic architecture of Ola's renaissance, each addressing a distinct dimension of the trust deficit while reinforcing the others to create a self-sustaining cycle of improvement.



Pillar 1: Trust & Service Excellence

Halt geographic and volume expansion temporarily to focus entirely on fixing current infrastructural bleeding. Rebuild consumer trust through transparent communication, dramatically improved service turnaround times, and a decentralized service network that meets customers where they are. Trust is the foundation upon which all other strategic objectives rest — without it, no product innovation or marketing campaign will succeed.



Pillar 2: Practical Innovation

Shift R&D focus from experimental, headline-grabbing technology to resilient, foolproof hardware and software that customers can depend on every day. True innovation is not just about being first — it is about being best. This pillar emphasizes durability, longevity, and seamless user experience over feature proliferation. Innovation must serve reliability, not compete with it.



Pillar 3: Long-Term Profitability

Stabilize unit economics by reducing warranty bleed, improving production quality to lower defect rates, and building a service infrastructure that generates revenue rather than consuming it. Long-term profitability is not just a financial goal — it is proof that the business model is sustainable and that Ola Electric can deliver on its promises without sacrificing quality for volume.

Operations Overhaul: Fixing the Foundation

Before Ola Electric can scale again, it must prove it can serve. Phase 1 of our go-to-market strategy is entirely focused on operational repair — eliminating the service gaps and quality failures that have damaged the brand. This phase requires discipline, investment, and a willingness to prioritize long-term brand health over short-term volume metrics. The three initiatives below are designed to work in concert, creating a service and quality infrastructure that can support sustainable growth.

Decentralized "Ola Neighborhood Care"

Move away from the mega-service center model that has proven insufficient at scale. Instead, partner with local, trained third-party garages to handle minor software resets and routine part replacements. This approach dramatically expands service coverage without the capital cost of building proprietary centers, eliminates geographic service gaps, and reduces customer wait times from weeks to days. Each partner garage undergoes rigorous Ola certification and ongoing quality audits.

Mandatory QA Freeze

Institute a **90-day product quality freeze** during which production volume is deliberately slowed to implement strict six-sigma quality control protocols. Every unit produced during this period undergoes enhanced testing for software stability, battery performance, suspension integrity, and chassis durability. This pause is not a retreat — it is a strategic investment in the product's reputation.

Proactive Diagnostics Ecosystem

Leverage Ola's existing scooter telemetry infrastructure to **predict part failures before they happen**. By analyzing real-time data on battery health, motor performance, and software behavior, Ola can identify at-risk components and ship replacement parts to local service hubs pre-emptively. This transforms Ola's service model from reactive (waiting for breakdowns) to proactive (preventing them), dramatically improving customer experience and reducing warranty costs. This is a competitive moat that legacy players cannot easily replicate.

✔ **Target Outcome:** 70% reduction in average service turnaround time within the first 90 days of Phase 1 execution.

Product Relaunch & Sustainable Scale

Once operational foundations are secure, Phase 2 focuses on reigniting product excitement and expanding responsibly. This phase is about proving that Ola Electric has learned from its challenges and emerged as a more mature, more reliable, and more customer-centric brand. Every product decision and expansion move in Phase 2 is designed to reinforce the reliability narrative established in Phase 1.



The "Ola S-Series Reforged"

Relaunch the core S-Series lineup with a strict focus on durability and dependability. The reformed lineup features a strengthened chassis, resilient software with over-the-air update capabilities, and a **5-year unconditional battery warranty** — the strongest in the Indian EV market. This warranty is not just a customer benefit; it is a public declaration of confidence in product quality that competitors will find difficult to match without similar operational discipline.



Aspirational Ecosystem: Ola Fast-Pods

Capitalize on the evolving charging infrastructure landscape by launching universal "**Ola Fast-Pods**" — charging stations designed to serve all EV brands, not just Ola vehicles. This positions Ola as the backbone of Indian EV infrastructure, generates a new revenue stream, and reinforces the brand's commitment to the broader electric mobility ecosystem. It transforms Ola from a scooter company into an infrastructure company.



Sustainable Scaling into Tier-2 & Tier-3 Cities

Expand only into tier-2 and tier-3 cities where a localized service partner has already been fully onboarded and certified. This "service-first expansion" model ensures that Ola never again outpaces its ability to serve customers. Growth follows infrastructure, not the other way around. This disciplined approach protects brand reputation while unlocking the enormous growth potential of India's smaller cities, where EV adoption is accelerating rapidly.

"Ola: Forward, Together" — A Three-Phase Brand Renaissance

Marketing cannot fix operational problems — but it can accelerate trust recovery once operations are improving. Our campaign is designed to be transparent, humble, and ultimately aspirational. It acknowledges past missteps without dwelling on them, demonstrates concrete action without making empty promises, and ultimately repositions Ola Electric as a mature, customer-first leader in India's EV ecosystem. The campaign unfolds in three deliberate phases, each building on the credibility earned in the last.

Phase 1: "We Heard You"

Apology & Action. A digital and print campaign featuring Ola leadership directly addressing product quality concerns and after-sales service gaps with transparency and accountability. Paired with live, publicly accessible trackers of service resolution rates, this phase demonstrates that Ola is not just saying it will improve — it is proving it in real time. Vulnerability, when paired with action, is a powerful trust-builder.

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Phase 3: "Charge the Future"

Aspirational Re-positioning. Highlighting Ola's investment in localized battery technology, national charging infrastructure through Fast-Pods, and next-generation R&D. This phase restores the futuristic vision that made Ola compelling in the first place — but this time, it is grounded in operational reality. The brand promise and the customer experience are finally aligned.

Phase 2: "The Reliability Guarantee"

Trust Building. User-generated content featuring high-mileage riders who rely on Ola scooters daily — delivery professionals, students, small business owners. Their authentic stories reposition the brand as a reliable workhorse, not just a tech showcase. This phase leverages social proof to counter negative perceptions and demonstrates that for millions of Indians, Ola Electric is already a dependable part of daily life.

- ❑ **Campaign Principle:** Every marketing touchpoint must be backed by operational reality. A campaign that promises reliability while service centers remain gridlocked will accelerate brand damage, not reverse it. Marketing and operations must move in lockstep.

Execution Roadmap, KPIs & The Path to 25% Market Share

Strategy without execution is aspiration. The roadmap below translates our three-pillar revival plan into a disciplined, time-bound execution schedule with clear, measurable KPIs at every stage. Each phase builds on the last, creating compounding momentum toward our ultimate goal: **reclaiming 25%+ market share by the end of FY2027** and re-establishing Ola Electric as India's most trusted EV brand.



The Ultimate Goal

Reclaim **25%+ market share** by the end of FY2027 by being India's most aspirational, reliable, and scalable EV ecosystem. This target is ambitious but achievable — it requires disciplined execution, genuine operational improvement, and a brand narrative that customers believe in because it is backed by real experience, not just marketing.

Questions & Discussion

Thank you for your attention. We welcome your questions, challenges, and feedback on this strategic blueprint for the Ola Electric Renaissance.

All decisions regarding eligibility and final judgment shall rest with the organizing team. The judge's decision shall be final in all circumstances.

THANK YOU