

Business Plan of
Rapido Deliveries

**INTERNSHIP
PROJECT
REPORT**

on Rapido Deliveries

Rapido Deliveries
Business Plan of

on Rapido Deliveries

КЕЉОК

БВОЈЕС

ИТЕРНШИП

Business Plan of Rapido Deliveries

By

Shamdanee Tabriz

ID: 11104092

BRAC Business School

BRAC University



To

Mohammad Rezaur Razzak

Associate Professor, Head of Operations, BBS & Director, CED

(External Supervisor)

&

Nusrat Hafiz

Lecturer *(Internal Supervisor)*

An Internship Report Presented in Partial Fulfillment of the requirement for the Degree Bachelor

Business Administration

Date of Submission: 15th July, 2016

Certificate of Supervisor

This is to certify that Shamdane Tabriz bearing ID no - 11104092 was an internee student and has prepared internship report titled “**Business Plan of Rapido Deliveries**” under my close supervision. He is a hard worker and perseverant. He possesses quality of learning agility. He has prepared the report with utmost care.

I wish him a very bright future.

.....
Mohammad Rezaur Razzak
Associate Professor, Head of Operations,
BBS & Director, CED
BRAC University

Declaration

I, Shamdane Tabriz, am here by declaring that this report “**Business Plan of Rapido Deliveries**” has been prepared based on my personal experience as an intern for three months in above-mentioned organization with due integrity and confidentiality. Findings and recommendations are made here from my sheer observation. In addition, I have taken necessary assistance and filtered contents of my report regularly from my supervisor.

However, I would also like to declare that I am responsible for any major or minor mistakes if I have committed here. I seek your kind generosity in this regard.

.....

Shamdane Tabriz

ID: 11104092

BBA Program

BRAC University

Letter of transmittal

15th July, 2016

Mohammad Rezaur Razzak
Associate Professor, Head of Operations,
BBS & Director, CED
BRAC University

Subject: Submission of internship report

Dear Sir

This is informing you that I have completed my internship program at Rapido Deliveries. The internship report has been prepared for the completion of my internship as per the requirements of my undergraduate BBA program at BRAC University.

In writing this paper, I have tried my best to apply the concepts learnt in my program along with the actual experience learned while working for this project in my company. I have reflected in this report what I have done as per the requirement of the company and the decisions taken and the reasons for taking these decisions. However, I will be glad to clarify any discrepancy that may arise on this report. I hope this report will entice your kind appreciation.

Sincerely,

Shamdane Tabriz

ID: 11104092

BBA Program

BRAC University



Certificate of Authorization

This is to certify that Shamdane Tabriz bearing ID no - 11104092 was an internee student and has prepared internship report titled “**Business Plan of Rapido Deliveries**” under the company Rapido Deliveries.

I wish him a very bright future.

Tamzid.R.Ferdous

Chief Executive Officer (CEO)

Rapido Deliveries

71 Pushpo Plaza (1st floor).

Karwan Bazar

Dhaka-1215

Acknowledgement

First of all, I express my gratitude from the bottom of my heart to the Almighty Allah, the most merciful and beneficent, Who has bestowed upon me the blessing and knowledge, and gave me the courage and allowed me to accomplish this task. As a part of our BBA program, I did my internship program at Rapido Deliveries, a startup firm that caters to the E Commerce Industry by providing premium delivery service and cash handling solution to its clients.

In preparing this report the biggest support comes from two individuals: my internship supervisor Mohammad Rezaur Razzak Sir and senior lecturer Saif Hossain. Without their support and motivation I would not have been able to pursue my dreams.

I would also like to take this opportunity to express my wholehearted gratitude to assistant professor Md. Tamzidul Islam, Lecturer Nusrat Hafiz and my friends, who offered encouragement, information, inspiration and assistance during the course of preparing this report. This report may suffer from many shortcomings; nevertheless I have exerted my best efforts in preparing this report.

I hope this report is beneficial for those who want to have an insight on the e commerce logistics eco system of Bangladesh.

Executive Summary

The title of the internship report is “**Business Plan of Rapido Deliveries**”. This report is based on nine chapters.

In the first chapter, **Chapter 1**, the report will discuss about how it is directly related to entrepreneurship, the nature of the report and some of the research methods that were used while the company was still at its idea phase. This report, therefore, will contain the results and observations that were found from that report which led to the initiation of the journey of Rapido Deliveries.

In **Chapter 2** it will discuss about all the various departments as a whole that Rapido Deliveries is comprised of. The various functions and contributions of the respective departments will be discussed briefly. It will also focus on the mission, vision and what Rapido Deliveries intends to achieve as a whole.

Chapter 3 gives an insight of the e commerce industry and how it operates. This chapter contains the SWOT analysis of the company.

Chapter 4 highlights and talks about the target market that Rapido Deliveries is operating in.

Chapter 5 will talk about the identity and the persona of the brand Rapido Deliveries. It will focus on its Marketing Department whose relentless efforts enable Rapido Deliveries to link and interact with the audience base that it has on Facebook. Despite being a startup, Rapido Deliveries allocate a significant budget for this department for various campaigns.

Finance is vital and can help a firm keep a good track on its cash flows. **Chapter 6** focuses on the people behind the finance department and the documents that are maintained to successfully

operate Rapido Deliveries. The chapter also talks about the long term financial plan of the company.

Chapter 7 focuses on the potential and untapped opportunities existing in the market. It goes on to explore the strategies that Rapido Deliveries can implement in the long run and bridge the gap.

Chapter 8 looks deep into the future plans and discusses about the innovative ideas that are still to be executed but is at halt due to the current budget structure. Rapido Deliveries plans on having its own fulfillment centers in all the 64 districts of Bangladesh and this chapter is vital to the stepping stones that are to be laid in order to achieve those goals.

Chapter 9, which is the last chapter of the report, talks about the recommendations on how to improve the overall efficiency of the company.

Table of Contents

Chapter 1	The Beginning	12
	Origin of the report	13
	Rationale of the study	13
	Objective of the study	14
	Methodology	14
	Data Management	14
	Limitations	15
	Background of the Company	16
	The Survey	16
	The Questionnaire	17
	Data analysis and interpretation	21
Chapter 2	Company & Management Profile	30
	Rapido Deliveries	31
	Mission statement	32
	Mission	32
	Vision	32
	Values	33
	Departments	34
	Major Roles of Operations	
	Department	35
Chapter 3	Industry Analysis	45
	Industry Analysis	46
	SWOT Analysis	51
Chapter 4	Target Market Analysis	53
	Target Market	54

Table of Contents

Chapter 5	Marketing Plan & Analysis	56
	Three strategic marketing decisions to effective planning	58
Chapter 6	Finance Department & Plans	62
	Major functions of Finance Department	63
	Financial Plan	65
Chapter 7	Gap Analysis	70
	Existing service module	71
	Potential service module	71
	Identifying the gaps	72
Chapter 8	Future Plans & Innovation	74
	Short Term Plans	75
	Long Term Plans	76
	Innovation	77
Chapter 9	The Team	79
	Experience of Key Members	81
Chapter 10	Recommendations & Conclusion	83
	Recommendations	84
	Conclusion	84

CHAPTER 1

The Beginning



Chapter 1

The Beginning

“From Small beginnings come great things”

(proverb)

Origin of the Report

This report is a requirement for the BBA program by BRAC University. I have been assigned a particular topic under the supervision of Mohammad Rezaur Razzak and Miss Nusrat Hafiz. Along with the theoretical knowledge of the entrepreneurship program, practical orientation of the implication is needed to enrich one's perception about the real life problems and situations. I have tried my best to accumulate all the details and present my experience as a founder of a startup firm. I have included all the information that I have gathered from various reports and surveys to showcase them in the best way possible. While preparing the report, I have worked as an employee in the startup firm, Rapido Deliveries, and under the strict supervision of my esteemed supervisors. It is important to mention that this is probably the first time that any student has been granted the opportunity to explore the journey of an entrepreneur and present their experience through a report. I have tried to prepare this report with my pristine efforts.

Rationale of the study

The rationale behind this study is to go deep into the field of e commerce logistics and highlight all the aspects that are associated with this industry. It is found that the E-commerce market has witnesses a staggering growth in the past few years and is predicted to grow every year with a steady momentum. The existing resources in the market catering to the E-Commerce Logistics are not sufficient. To seize this opportunity, Rapido Deliveries is providing a Premium Delivery Solution to best-cater to the specific needs and wants of the E-Commerce and F-Commerce market. The flexible structure of the company has enabled the company to adapt to the dynamic needs of the market and provide superior service.

Objective of the study

The Report has been made as a partial fulfillment of the internship program of BBA program of BRAC University. Apart from that, it has provided me with the opportunity to apply my theoretical knowledge, that I have accumulated from my years in BRAC University as a student, into various departments of the startup firm and put them into test.

Broad Objective: The report broadly explores the e commerce industry in Bangladesh from the logistical perspective of Rapido Deliveries.

Methodology

Research Design: Online Survey method is used to collect the data. The survey was conducted over the internet through Google form questionnaire.

Population: The e commerce vendors and f commerce vendors constitute population size of the study.

Sample frame: Sample frame is a list that includes every member of the population from which a sample is to be taken. In this report sample frame has been identified by considering online business owners that are doing business in Dhaka.

Sampling Design: Sampling is a definite plan for obtaining a sample from a given population.

- a. **Sample Procedure:** My sampling method for preparing this report is non probability convenience sampling,
- b. **Sample Size:** The sample size is 51.

Data Management

Source of Data: There are two sources of data used in this study such as:

Primary source

I was able to visit various seminars on e commerce conducted by the ICT Division of Bangladesh where I came across representatives of various e commerce giants. I was able to

communicate with them and collect data which is relevant to this report. Apart from that, I was able to conduct a survey over a group of 51 e commerce vendors in Dhaka to gather the information by means of a set of questionnaires.

Secondary source

I have also gone through various reports, blogs and websites, which gave me a wide breadth of information and that made the report more informative. Moreover I used the following as my secondary source in order to prepare my report.

External Sources

- Different published reports and periodicals related to the e commerce industry.
- Internet browsing.
- Newspapers
- Blogs

Data Collection

I've collected primary data from the sample. I used questionnaire to collect data from the sample and collected necessary data related to the research topic.

Data processing

I've collected the data & then put them into Microsoft Excel to generate pie charts and bar diagram presentations.

Limitations

E Commerce is a vast topic to explore and the report does have some limitations to it. The limitations acquainted with this report are as the following:

- **Time limitation-** Since the nature of my internship program is different from the conventional ones; I had to present the administrative body of the respected university with certain documents to fit into the criteria. The processing took a while to complete and when I was finally granted the opportunity to work on the report, I had a time frame

of a month to prepare the report. One month is a reasonable time to complete a report, however, since I had to attend my affairs at Rapido Deliveries almost 7 days a week, I was heavily challenged with time constraints to meet the deadline of the submission of the report.

- **Lack of communication-** The lack of communication was entirely from my side as I was unable to correspond and effectively communicate with my most esteemed and supportive supervisors as it were expected of me. This was due to my time constraints while attending my work at Rapido Deliveries that I failed to meet my supervisors routinely once every week.

Background of the Company

It was during the early days of January of the year 2015 that Rapido Deliveries emerged as an idea, jotted down nicely on a diary. It was also the time when Bangladesh, especially Dhaka, was witnessing a staggering growth in shopping on the E Commerce platform. A further research on a report by Boston Consulting Group concluded that 81% of buyers in Bangladesh have faith on online shopping. It was decided that it was the ideal time to give life to this idea and Rapido Deliveries started its operation from the 4th of April, 2015.

The Survey

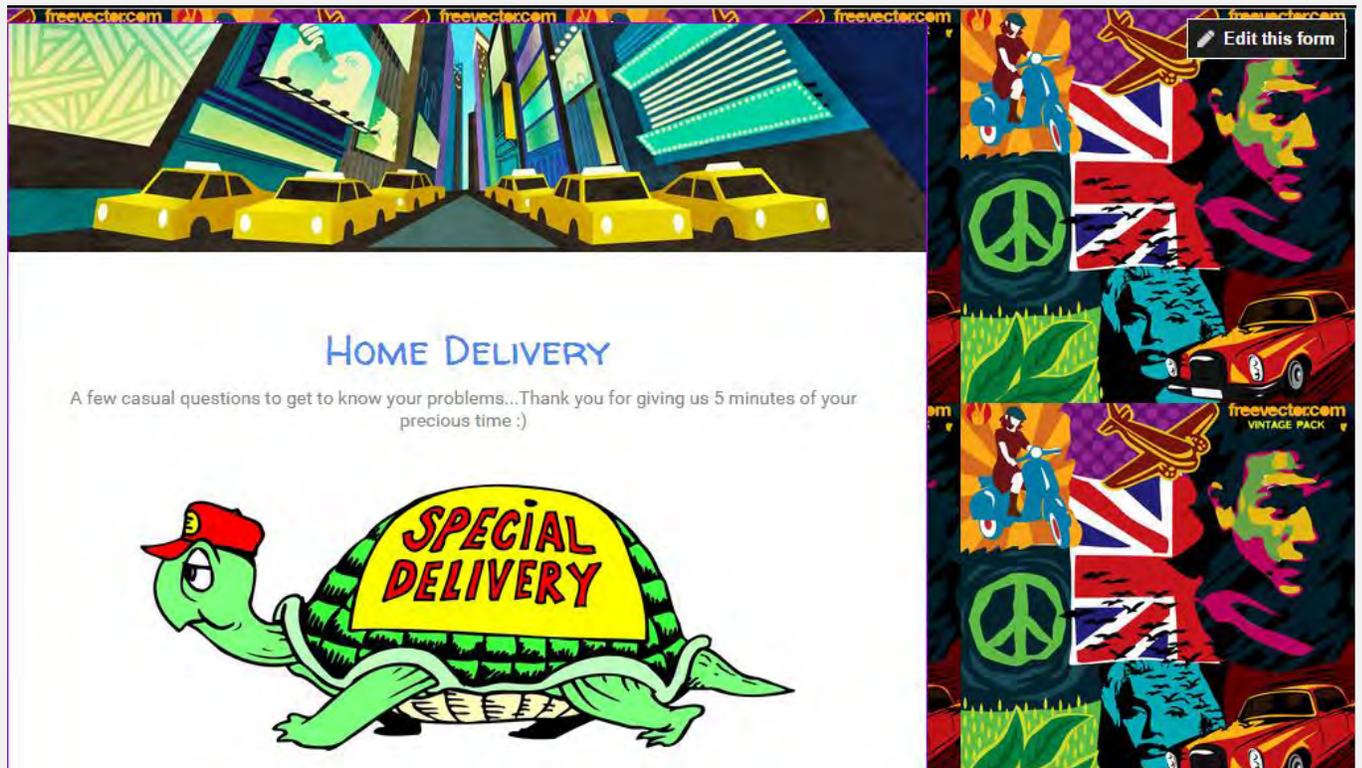
The initial survey conducted on the e commerce and f commerce vendors had a sample size of around 51 people. The samples were all doing their business in the capital Dhaka and were from different sized businesses in terms of its capacity.

Google form was chosen to be the ideal platform to showcase the questions and therefore allow the respondents to give their valuable feedbacks on them. The respondents were provided with a link that would directly take them to the questionnaire.

All the vendors were contacted individually through Facebook, with a custom catered message to intrigue their interest on this survey. Around 200 different vendors were approached over a period of one week and a total of 51 vendors responded to the questionnaire.

The questionnaire was designed to be very interactive which would also include a few irrelevant questions to retain the attention of the subjects. The sample of the questionnaire is mentioned below in **Figure 1**.

The Questionnaire



What is your favorite Childhood Cartoon?

- Tom & Jerry
- Swat Kats
- Naruto
- Captain Planet
- RECESS
- Others

What color comes to your mind when you combine together the words: "COOL" and "FAST"?

pick any

- Blue
- Purple
- Orange
- Red

What type/types of products are you currently offering to the market?

- Jewelleries
- Toys
- Clothing/Apparels/Dress
- Gadgets
- Books
- Grocery
- Medicine



Are you providing 'Home delivery' service to your customers?

- Yes
- No

How are you currently Delivering your products?

- Personal Delivery Boy
- Third Party Logistics support
- I do not offer Home Delivery BUT I am willing to
- I do not offer Home Delivery, I HATE IT!

Which artist would you bring back to life, IF GIVEN A CHANCE

ok fine..you may choose more than one.

- Michael Jackson
- Jagjit Singh
- Bob Marley
- Darrell Dimebag
- Maybe I have someone else in mind

How many Deliveries do you have to make in a week?

approximately

- Less than 10
- Around 10-15
- More than 15
- More than 30

How long does it take to Deliver the product to the customer after the order?

Time in days

- Within 1 Day
- Within 3 Days
- Less than a Week
- More than a week

How much do you spend NOW on Delivering your items in a month?

in Taka

Do you feel prompt (faster) delivery of your product will enhance your Brand Equity compared to your competitors?

- YES
- NO
- YES, Cause I'm the Best!

How much are you willing (YOU WANT TO) to spend if Premium Delivery Service is available?

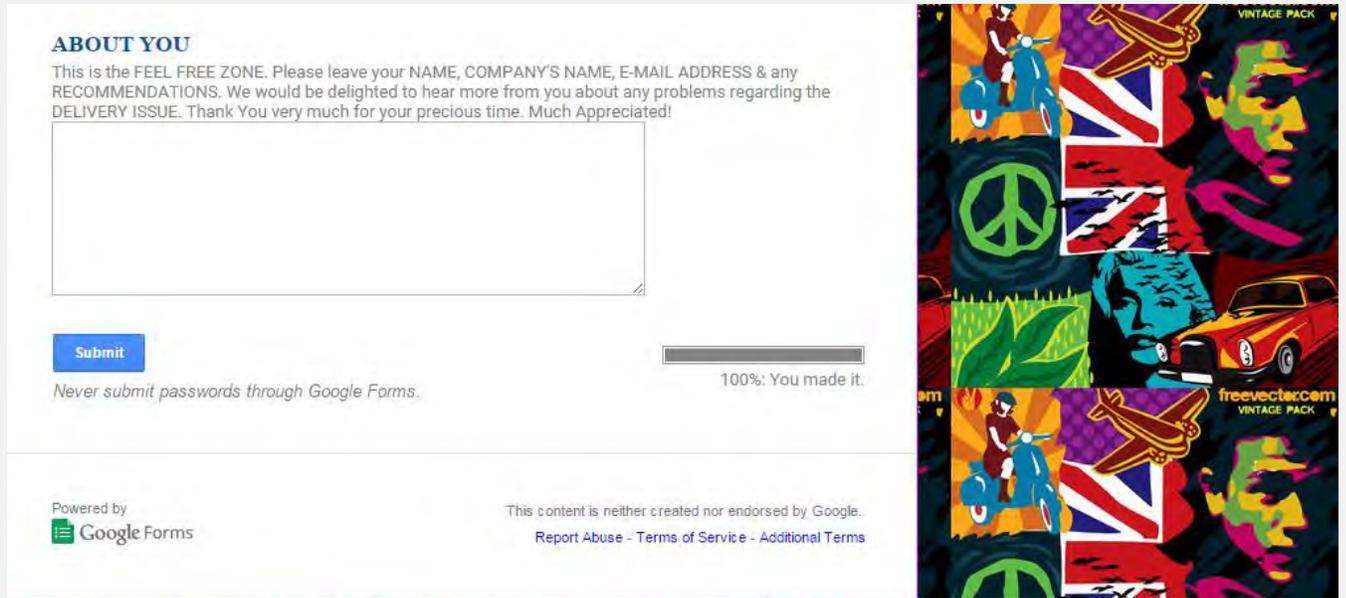
BDT on a monthly basis

What would your preferable payment method be?

completely your choice

- Commission Basis
- Contract Basis
- Monthly Salary Basis





ABOUT YOU

This is the FEEL FREE ZONE. Please leave your NAME, COMPANY'S NAME, E-MAIL ADDRESS & any RECOMMENDATIONS. We would be delighted to hear more from you about any problems regarding the DELIVERY ISSUE. Thank You very much for your precious time. Much Appreciated!

Never submit passwords through Google Forms.

100%: You made it.

Powered by  Google Forms

This content is neither created nor endorsed by Google.
[Report Abuse](#) - [Terms of Service](#) - [Additional Terms](#)

The image on the right is a vibrant, collage-style graphic. It features a variety of elements: a blue scooter with a rider, a yellow vintage car, a green peace symbol, a red and white Union Jack flag, a yellow airplane, and several stylized human faces in various colors. The text 'VINTAGE PACK' and 'freevector.com' is visible in the corners of the graphic.

Figure 1 Sample of the actual questionnaire

The questionnaire is comprised of quantitative research questions which was helpful for making decisions based on numbers and figures on which the statistical analysis was applied. A total of 12 short questions were designed to be asked for a very short and interesting survey.

Close format questions were used and respondents were restricted to choose among those multiple choice questions.

The very last question of the questionnaire is an open format question where the respondent is given the liberty to express their views and share their feedbacks.

Data analysis and interpretation

The questionnaire was circulated to various online vendors through different communities on Facebook. A weeklong effort resulted in a successful campaign and the results were extracted.

The results were then recorded in Microsoft Excel and the total data were accumulated in a chart. The data were then used to develop into pie charts and bar diagrams for a complete holistic picture of the e commerce scenario.

Among the 12 questions, the report will only talk about those particular questions which are directly related to the findings for Rapido Deliveries. These questions talk about the respondent's reaction to costs that they incur for a home delivery, the number of deliveries that they expect would be dispatched from their stores etc. The results mainly focus on the preferences of the vendors which would eventually mould up the pricing for Rapido Deliveries. It would also enable Rapido Deliveries have a better understanding on the average delivery capacity of a mid-range vendor.

The other questions were included to retain the attention of the respondents, which had mostly to do with their personal life and preferences. This passively helped Rapido Deliveries to analyze the respondents and their backgrounds.

Amidst all these close end questions, a few dichotomous questions were included for some direct and obvious responses.

What type/types of products are you currently offering to the market?

Question 3	
Jewelleries	7
Toys	1
Clothing/Apparels/Dress	31
Gadgets	0
Books	0
Grocery	1
Medicine	0
Combination of the above items	12
	51

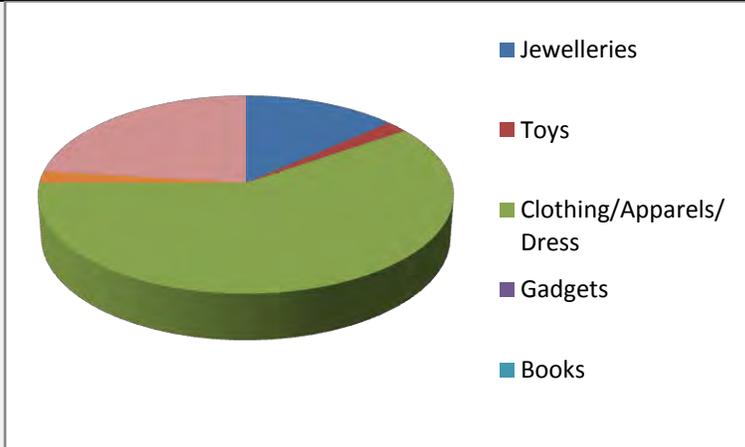


Figure 2 what type/types of products are you currently offering to the market

The first relevant question of the questionnaire asked of the products that the respondents were offering in the market through their online shops. It is seen that approximately around 61% respondents were selling clothing, apparels or dresses, which is actually a true scenario of the e-commerce market today. The market is highly dominated by vendors selling clothes compared to selling other items.

Next comes vendors offering multiple items on their online shops that starts from apparel items, gadgets, toys and jewelleryes.

Are you providing 'Home delivery' service to your customers?

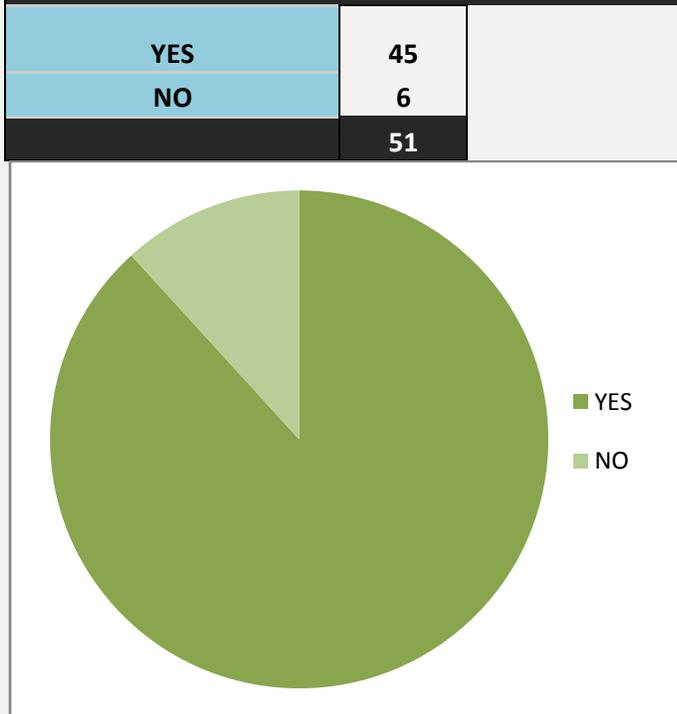


Figure 3 Are you providing 'Home delivery' service to your customers?

In the following question it was asked if the respondents, despite being vendors in the online platform, are providing a „Home Delivery“ service to their customers. It is a vital question and helped to understand exactly how mature the small medium enterprises are over the internet.

An approximation of a staggering 88% of the vendors were already aware and providing this service for their customers.

Later, Rapido Deliveries was able to sign up those 6 vendors for their service as their very first customers.

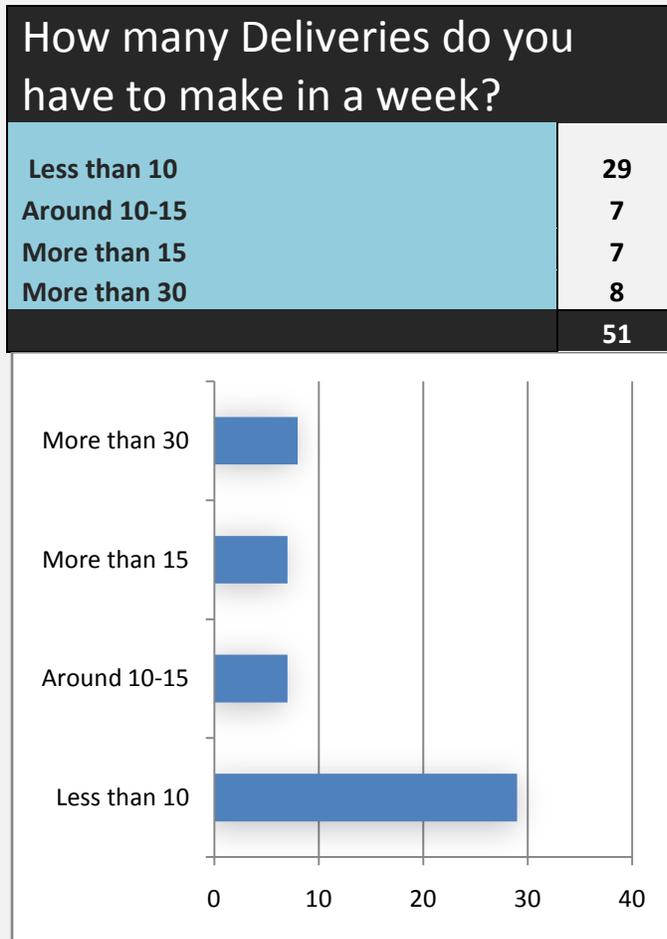


Figure 4 How many Deliveries do you have to make in a week?

It is important to note that some of the vendors were promoting their products over the internet and selling it at their physical stores or business locations. Although, the majority of the vendors were providing the home delivery service as mentioned previously in **Figure 3**. Therefore, all 51 of the respondents were able to participate in this question.

It appeared that most of the participants were selling less than 10 products per week. That means 29 among the 51 respondents were small business owners and were unable to make most of their businesses.

8 out of 51 respondents were selling more than 30 parcels per week. These are the big fishes in the e-commerce industry. Making a sell more than 30 products every week reflects the strength of a business and it was an opportunity for Rapido Deliveries to get their valuable insights.

How much do you spend NOW on Delivering your items in a month?

Question 7		
Less than 1000	15	
1500	4	
1600	1	
2000	3	
3000	1	
6000	5	
8000	1	
More than 10,000	12	
	42	

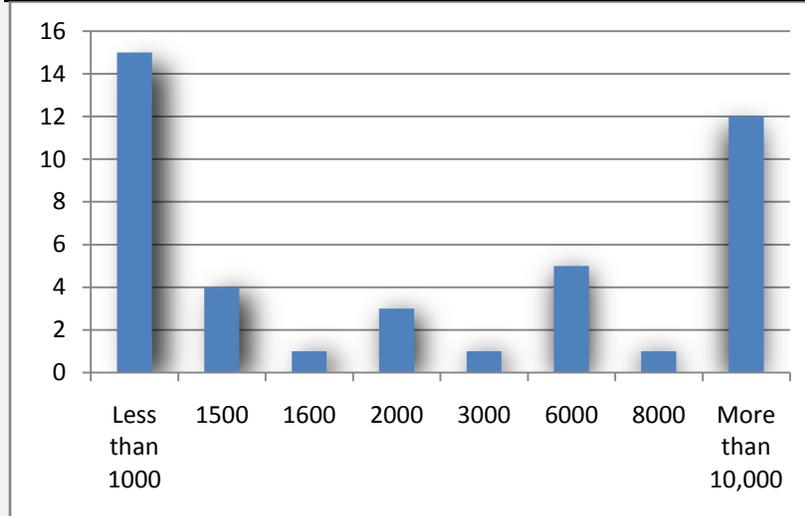


Figure 5 how much do you spend NOW on delivering your items in a month?

Question 7 was directed to know the amount that each of these respondents were spending on delivering their parcels to their customers. The options provided to them were between Tk.1000 to Tk.10, 000 per month. Interesting part of this result is that only 42 respondents answered to this question and 9 of them did not participate. This category might include those 6 vendors, as discussed previously, and 3 other vendors who were not comfortable in sharing this detail with Rapido Deliveries.

It appeared that 12 vendors were spending more than Tk. 10, 000 per month on delivering their products to their customer’s doorstep. If we look deep into the previous result in **Figure 4**, we found that only 8 vendors were selling more than 30 products per week. This suggests that 4 among these 12 vendors were spending more than they were making enough profits in return.

This finding is interesting because Rapido Deliveries can learn more from their mistakes and get an opportunity to offer them a better solution at an economical price.

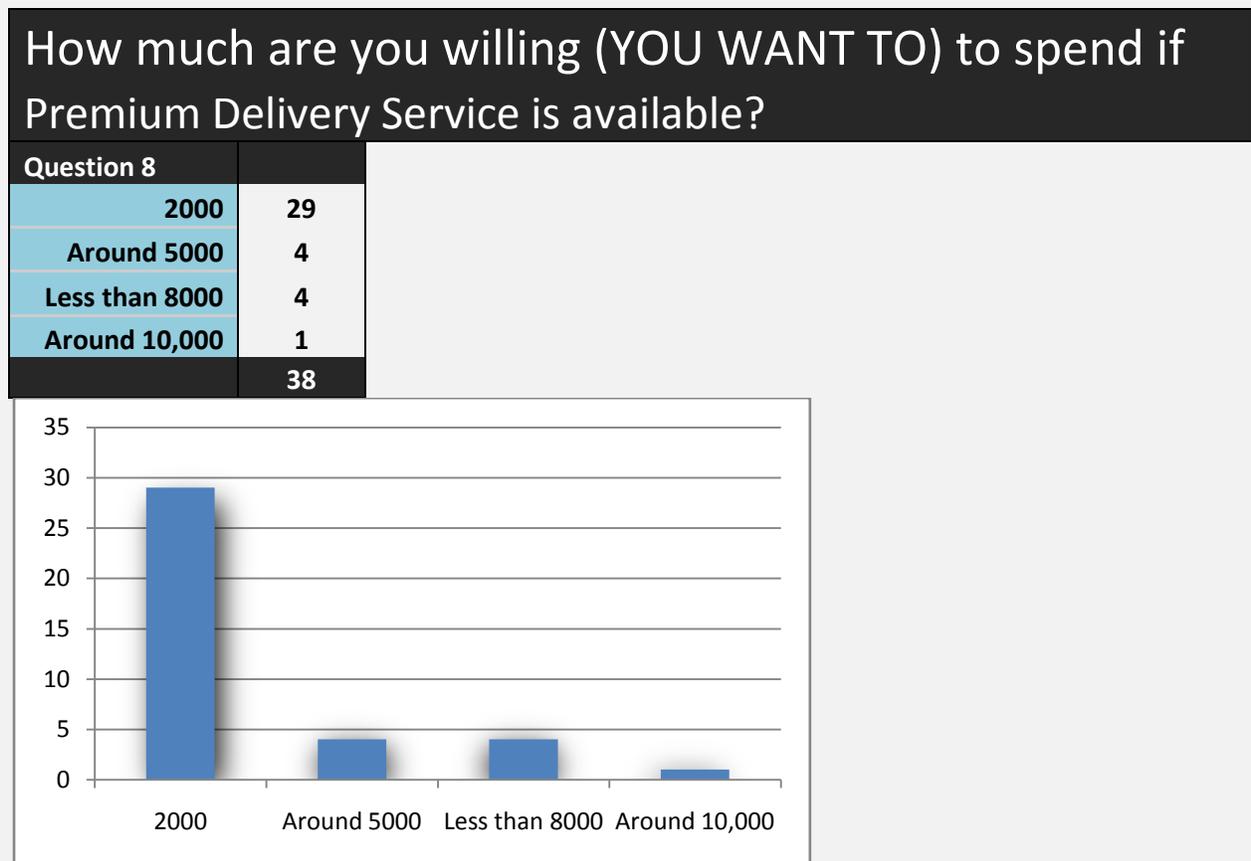


Figure 6 How much are you willing (YOU WANT TO) to spend if Premium Delivery Service is available?

The immediate next question was getting to know the respondents preferences. They were asked on how much they were willing to spend if they were provided with premium delivery service.

Surprisingly, there are vendors who are currently spending more than Tk.10,000 a month, as

referred in **Figure 5**. However, when asked, they did not choose to spend around that figure anymore for a premium delivery service.

This either means that they would want a cheaper solution anyway or currently they are spending way more than they should.

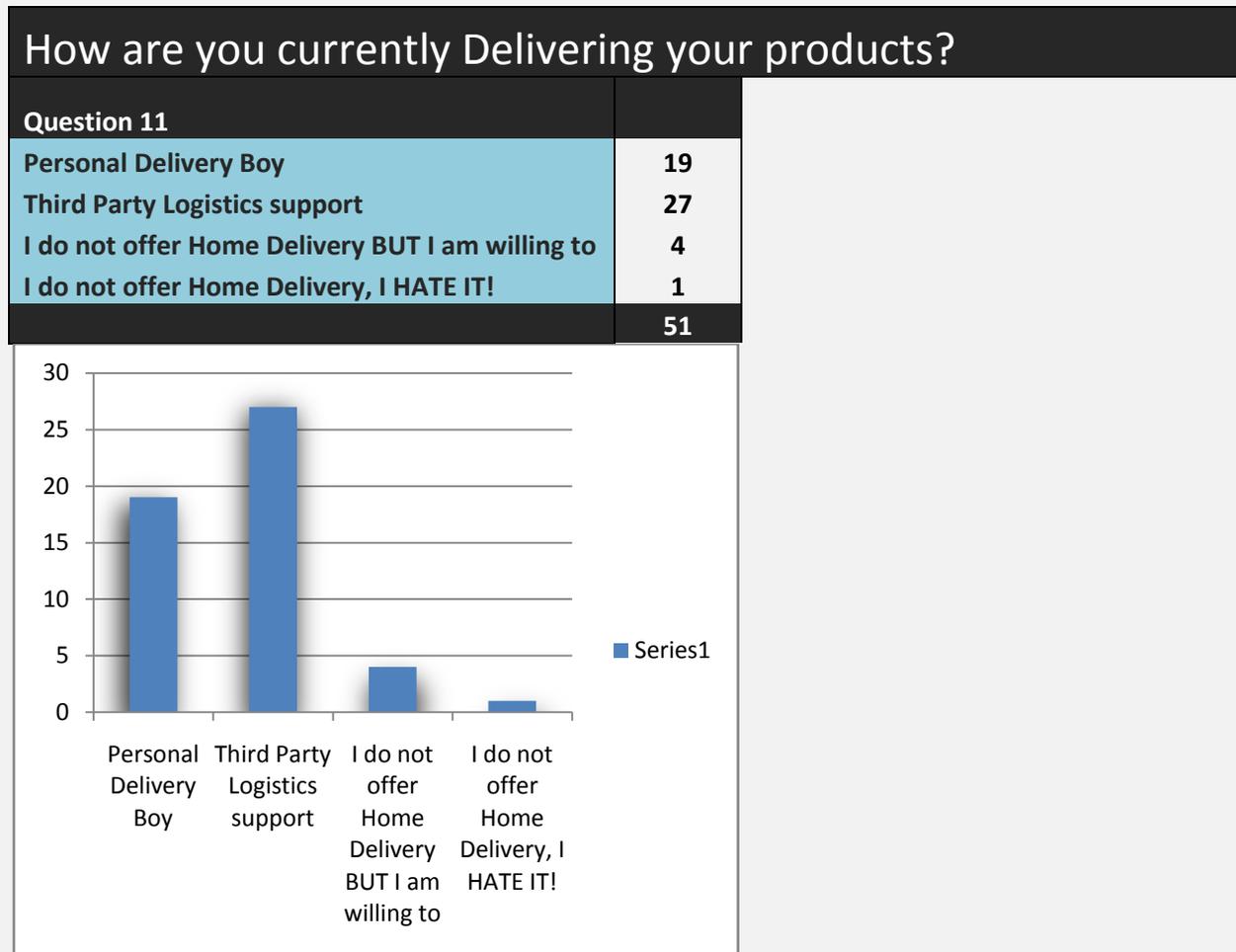


Figure 7 How are you currently Delivering your products?

This is one of the most important questions of this survey. The respondents were asked about their existing setup that came into play while delivering their products to their customers.

According to **Figure 7**, 27 vendors out of 51 were using third party logistics support. The next majority are the ones who are delivering the products through their own personal delivery person. This is interesting because it answers the questions to why were few of these online shop

owners spending more than they were making profit. This is because their expenditure on their delivery function is a fixed cost and not a variable cost. In simple words, to hire a full time delivery person one has to pay their fixed monthly salary regardless the volume of their products being sold. Therefore, about 19 out of 51 vendors were could use a better logistical decision.

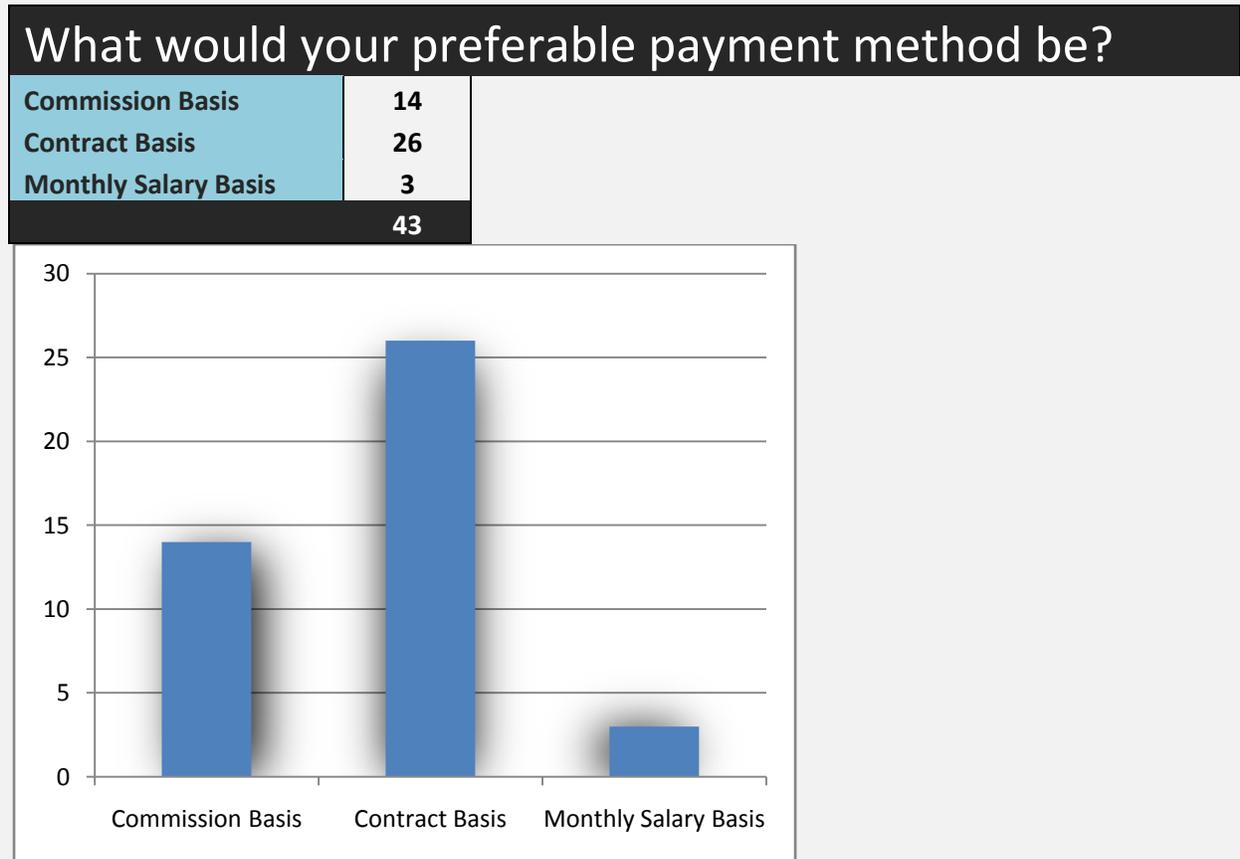


Figure 8 What would your preferable payment method be?

After the previous question, this has to be the second most important question of the survey. The respondents were asked about their preference in terms of the arrangement with the courier company.

Almost half of the respondents, 26 out of 43 that replied, preferred to choose a contract basis arrangement. This means they will be under an arrangement with the courier company on a „pay as you go“ basis.

Commission basis arrangement is very similar but does not include the exclusivity of the arrangement between the two parties.

These data gave a new insight for Rapido Deliveries before the soft launch of the idea. It helped the firm to understand the needs and demands of the online vendors based on the response of the respondents of the survey. Most importantly, it allowed Rapido Deliveries to stick to its core principle of „Always listen to your customers“.

CHAPTER 2

Company and Management Profile



Chapter 2

Company and Management Profile

“I don't believe in collective guilt, but I do believe in collective responsibility” (Audrey Hepburn)

Rapido Deliveries

Rapido Deliveries is a courier company which has established itself to exclusively cater to the growing E-Commerce industry, by providing a one stop Product Delivery and Cash Handling solutions.

However, Rapido Deliveries started its first day with just two employees with their bicycles and backpacks. The two delivery agents were the founding members of Rapido Deliveries and they both had to engage themselves in dynamic activities.

The days that followed by led Rapido Deliveries to create enough demand in the market and hire more full time delivery agents to cater to the needs of the clients. The company currently employs a team of 8 delivery agents including 2 part time employees, a manager, a finance department comprising of a team of 3 and its founding partners as the board of directors.

Over the past one year, Rapido Deliveries has achieved various milestones and has been mentioned on various blogs. One of them was to be featured on the novel „Maya“ written by the veteran writer Ferdous Hasan. The novel was published on the Ekushe Boi Mela 2016

Rapido Deliveries currently caters to over 200 consignments everyday and more than 172 online shop owners are using our service.

However, prior to the soft launch of Rapido Deliveries, an extensive research and surveys were conducted for three long months. The questionnaire covered various aspects regarding this industry and their individual lifestyle. The data collected from various e commerce vendors enabled Rapido Deliveries to understand the target market and shape up its service model to better focus on its offerings.

Rapido Deliveries is a premium delivery service provider that caters exclusively to the online shops. Therefore, it is easy to presume that it majorly focuses on its Operation Department. However, without its other departments working seamlessly, it would be just another courier service carrying a product from point A to point B.

Mission Statement

To provide a one stop premium delivery and cash handling solution to the e commerce market at an affordable price.

Mission

The mission of Rapido Deliveries is to take a part and help create an ecosystem for the consistent growth of the E Commerce industry. The world is changing and it demands for a dynamic solution for its new problems. Up until lately, people were not familiar with online shopping. Therefore, this new trend demands for a solution that is custom catered to better provide a lean solution to address to the problem.

Online shopping is a relatively new culture in this part of the world. Therefore, Rapido Deliveries looks closely into the wants and needs of the market and is willing to be flexible in terms of its service offerings.

Vision

The vision of Rapido Deliveries is to become a one stop solution to the E Commerce companies. Starting off with the delivery and cash handling solution has enabled Rapido Deliveries to be an intermediary between the buyers and sellers. This opportunity has given Rapido Deliveries to get

a new insight of the market. These valuable data will help Rapido Deliveries to generate market predictions and help new companies of to setup their businesses.



Figure 9 Vision of Rapido Deliveries

Therefore, Rapido Deliveries thrives to position itself as a complete E Commerce solution firm that would allow new business to enjoy the solutions, relevant to their businesses, all under one roof.

Values

Rapido Deliveries gives the uttermost priority to customer satisfaction. Unlike the conventional courier services, Rapido Deliveries is catering to the business customers. This means that the firm has to provide service to a very small segment of the population overtime and their satisfaction is a key to the company's existence.

The employees at Rapido Deliveries undergo brief grooming sessions to adapt themselves into the company's culture. Here, the employees have to understand and indulge into the „Customer is always right“ mantra.

Departments

Rapido Deliveries is comprised of three departments that has to work alongside each other to be able to deliver its service.

The three departments are as follows:

- Operations Department
- Marketing Department
- Finance Department

The three departments have to sync their efforts everyday to be able to provide a complete premium delivery solution. Starting from picking up the packages from the clients doorstep, data entry in Microsoft Excel, delivering the packages to their customers on time, collect their money, prepare the necessary documents *i.e: Cash Memo & Bank deposit slip*, transferring the money back to the clients on time and designing campaigns actively for better communication.

Company Organogram:

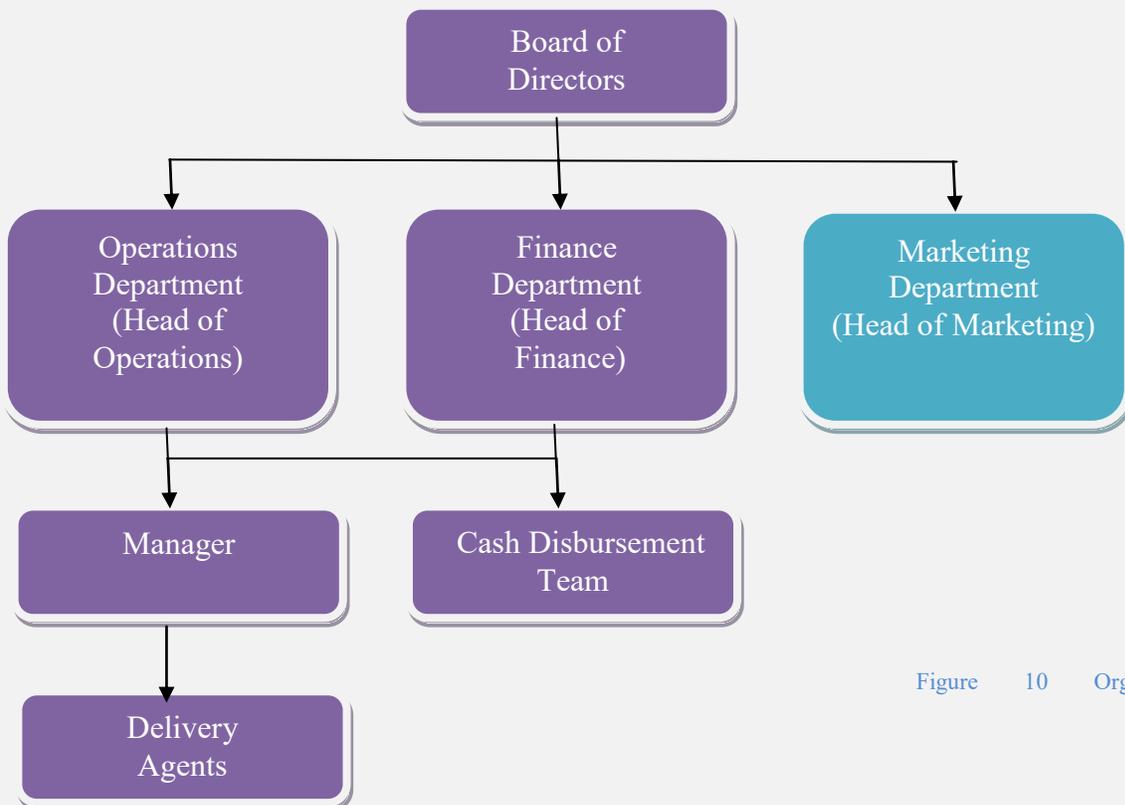


Figure 10 Organogram

As shown above in **Figure 10**, all the departments are led by the Board of Directors that decides the course of the plans and goals for the company. The Operations Department and the Finance Department works simultaneously to keep track of the parcels that has been delivered and are paid for. To make sure that both the departments are aware of every individual package, they have to communicate every night at the end of business hours.

The Manager is accountable to both the departments and works as a bridge between them. The Delivery Agents works directly under the manager carries out the most important part of Rapido Deliveries.

The Marketing Department rather works independently compared to its other departments. More than a rigid plan, this department focuses more on the creativity. The Marketing Department has to be updated about the recent trends and news, and has to implement them to better communicate with its clients and potential customers. The department is also given the space to share any innovative ideas to be implemented for the growth and development of the firm.

The Operation Department of Rapido Deliveries is mostly about being efficient and executing the strategies properly. The service starts in the hand of this department and major part of the company's goodwill are based on the performance of this department.

Major roles of the Operations Department

- Prepare new Inventory file from the order List
- Pickup parcels from clients
- Cross check picked up parcels with the Inventory file
- Distributing zones and assigning parcels to the delivery agents
- Update the status of the packages to the clients
- Assigning the Return parcels to be sent back to the clients

Prepare new Inventory file from the order list

Rapido Deliveries starts its day by preparing this particular list at the beginning of the day. This list is extracted from the Order form that the clients place at Rapido everyday prior to the pickup.

Figure 11 shows a sample of the order form perceived from a clients end.

The image displays two screenshots of the Rapido Deliveries order placement form. The top screenshot, titled "Order Placement (Type A)", shows a "Your Details" section with fields for "Pickup Date", "Name of Your PAGE", and "Your Email", along with a "Next" button. The bottom screenshot, titled "Customer Details", shows a "Parcel 1" section with fields for "Name of the Customer" (First and Last), "Mobile", "Product Picture (optional)", "Customer Address" (Address Line 1 and 2, City, State / Province / Region, Postal / Zip Code), "Cash on Delivery Amount (BDT.)", "Product Description", "Any Requests", and "Any Preferred Time of Delivery?". A "Back" button and a "Confirm Order" button are at the bottom.

Figure 11 Order Placement Model

After the confirmation of the order, the clients receive an automated confirmation message as shown in **Figure 12** and the details are directly sent to the Operations Department every time.

Therefore, the Operation Department can extract details from this list and include them in the Inventory file of any particular respective dates. The order placement has a limit and Rapido Deliveries takes its last order sharp at 8 am for that day's pickup.



Figure 12: Automated Confirmation Message

Pickup parcels from clients

The Operations Department then send the pickup lists to the delivery agents of those respective zones. The pickup list is sent through as SMS message.

The pickup operation is strictly initiated by 9 am everyday and the delivery agents reports back to the office with their parcels by 12 pm.

Cross check picked up parcels with the Inventory file

This task requires the full attention of the Operations Department. After the parcels have arrived to the office, the team led by the operations closely inspects and cross check every parcel with the list provided by the clients.

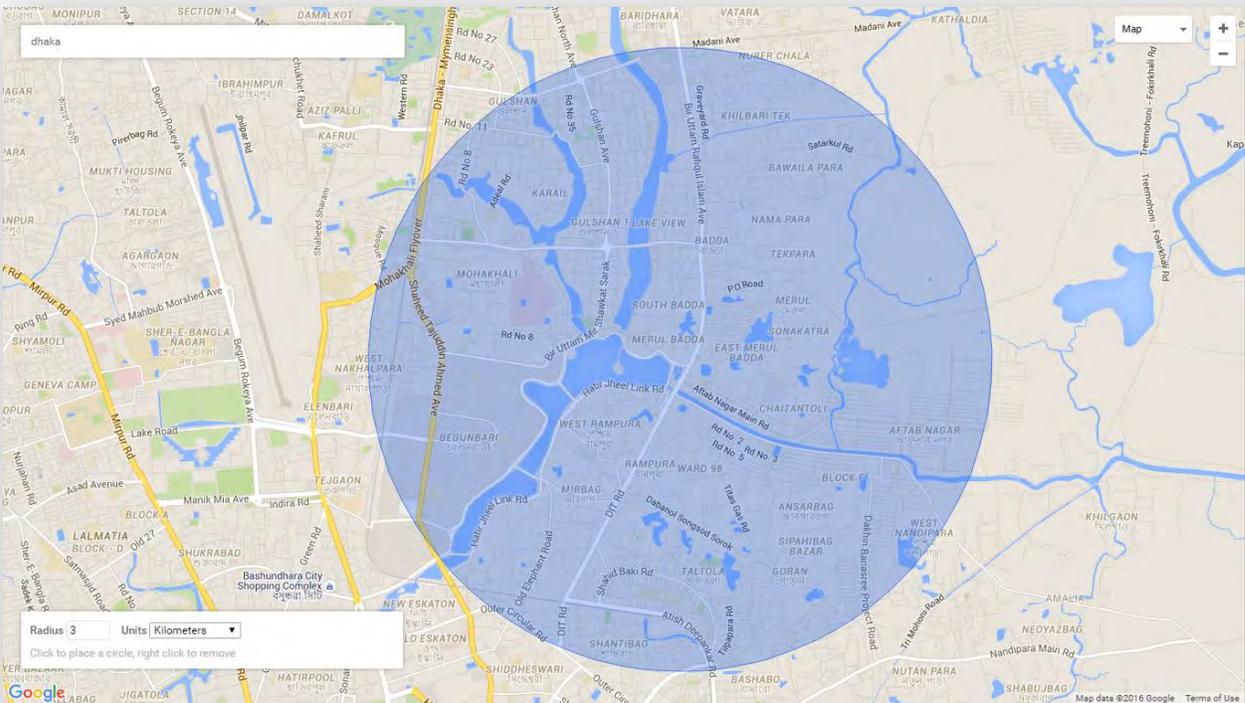
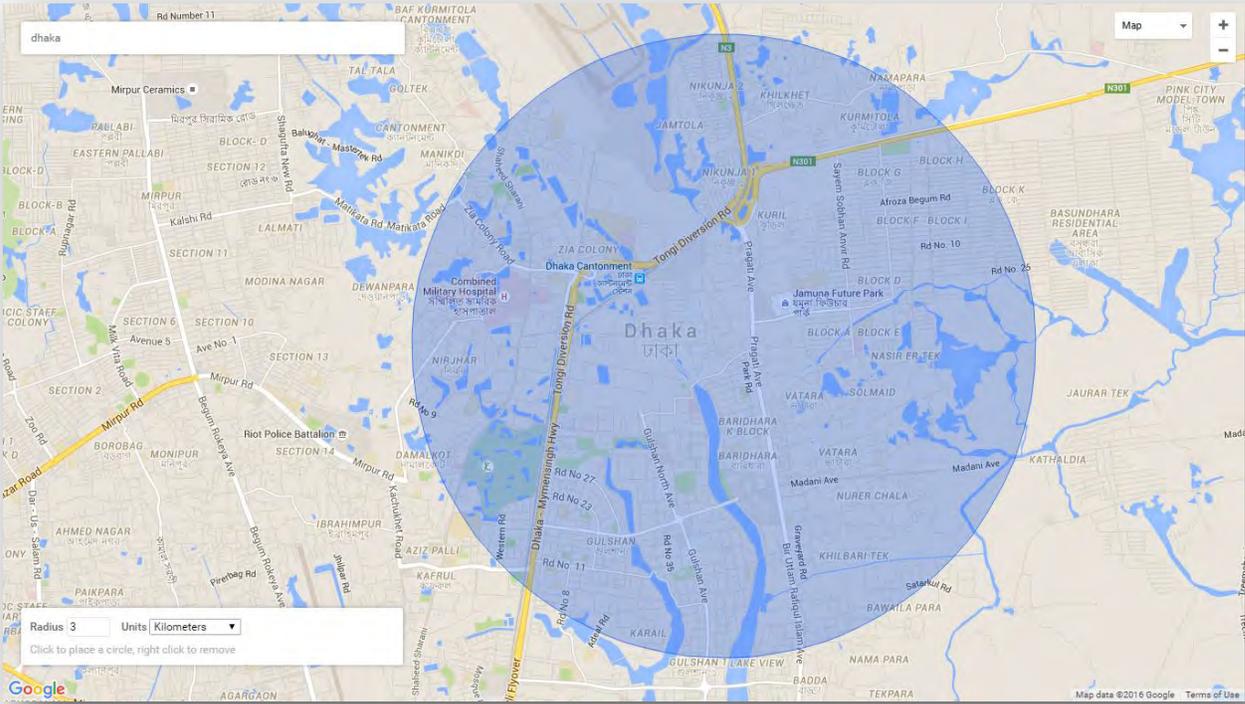
However, this function was not a part of Rapido Deliveries plan from the very beginning. It was later introduced to avoid any mishaps and to keep a proper track of the packages that Rapido Deliveries is accountable for.

If any parcel is found to be extra or even missing from the list, it is immediately communicated with the client and resolved.

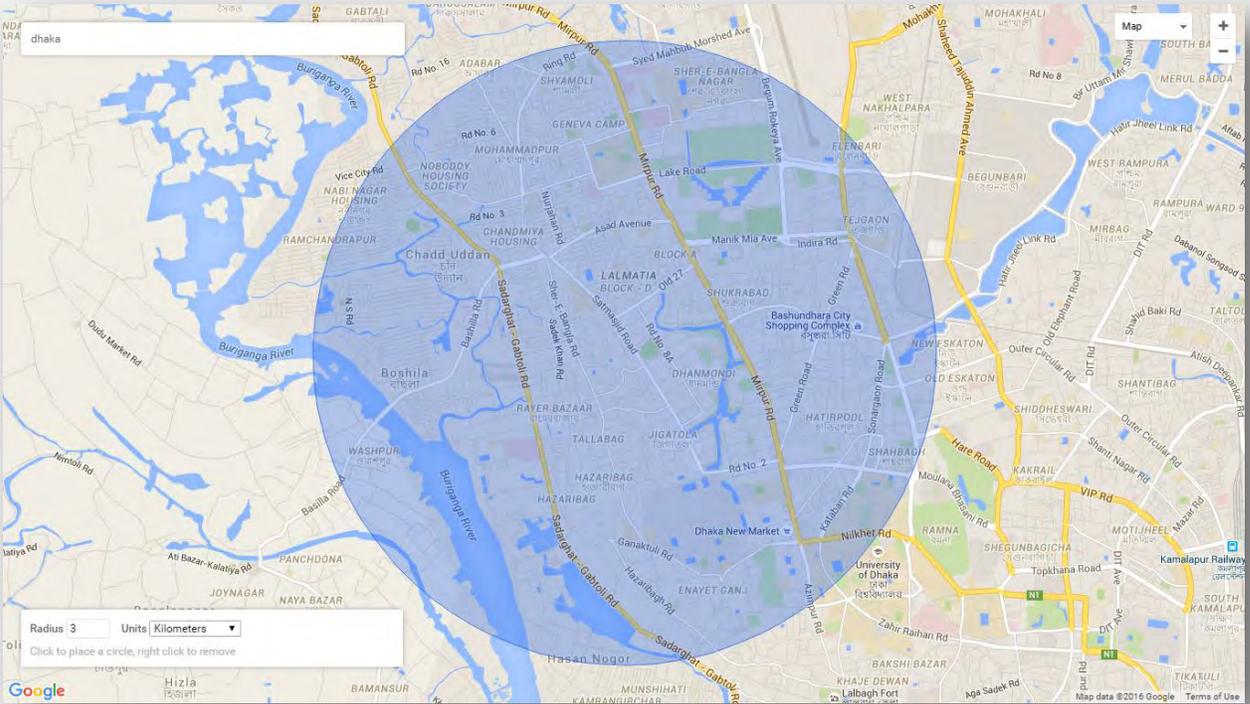
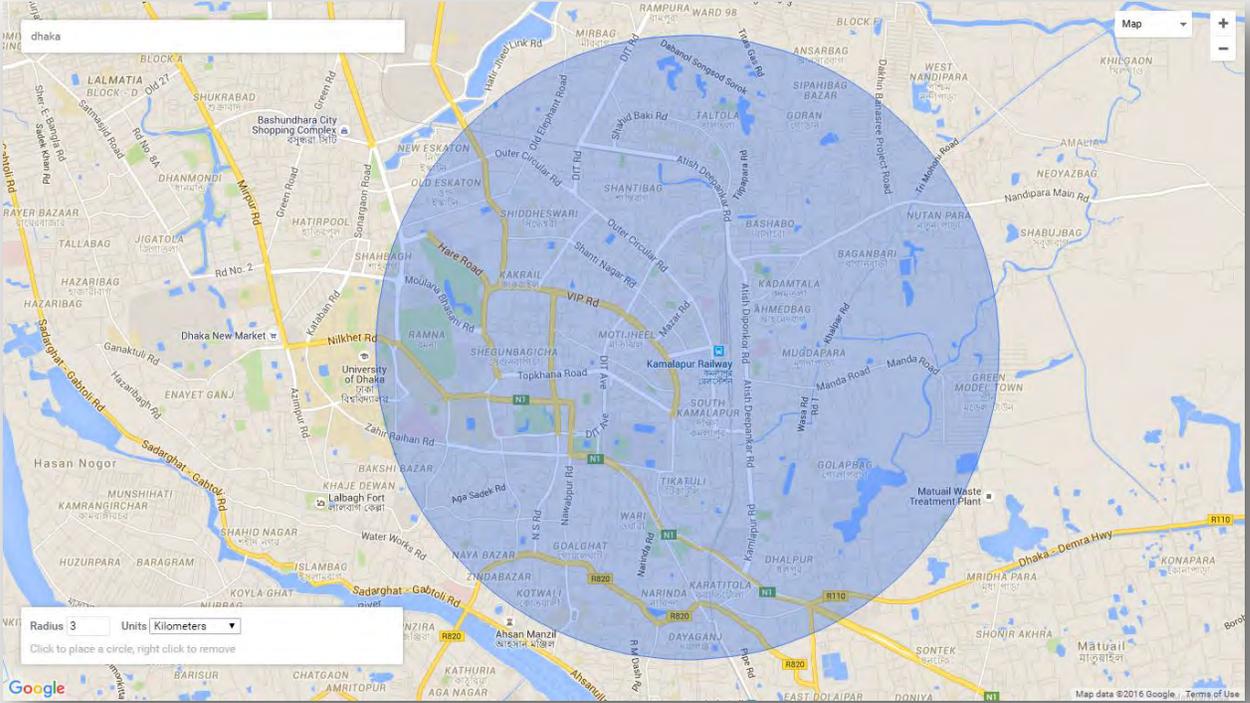
Distributing zones and assigning parcels to the delivery agents

Rapido Deliveries follows a 5 Zone Strategy that it has developed for itself. This means the Dhaka city is divided into 5 zones with approximately 3 kilometer radius allocated for each zone as mentioned in **Figure 13** as shown in the next page.

Business Plan of Rapido Deliveries



Business Plan of Rapido Deliveries



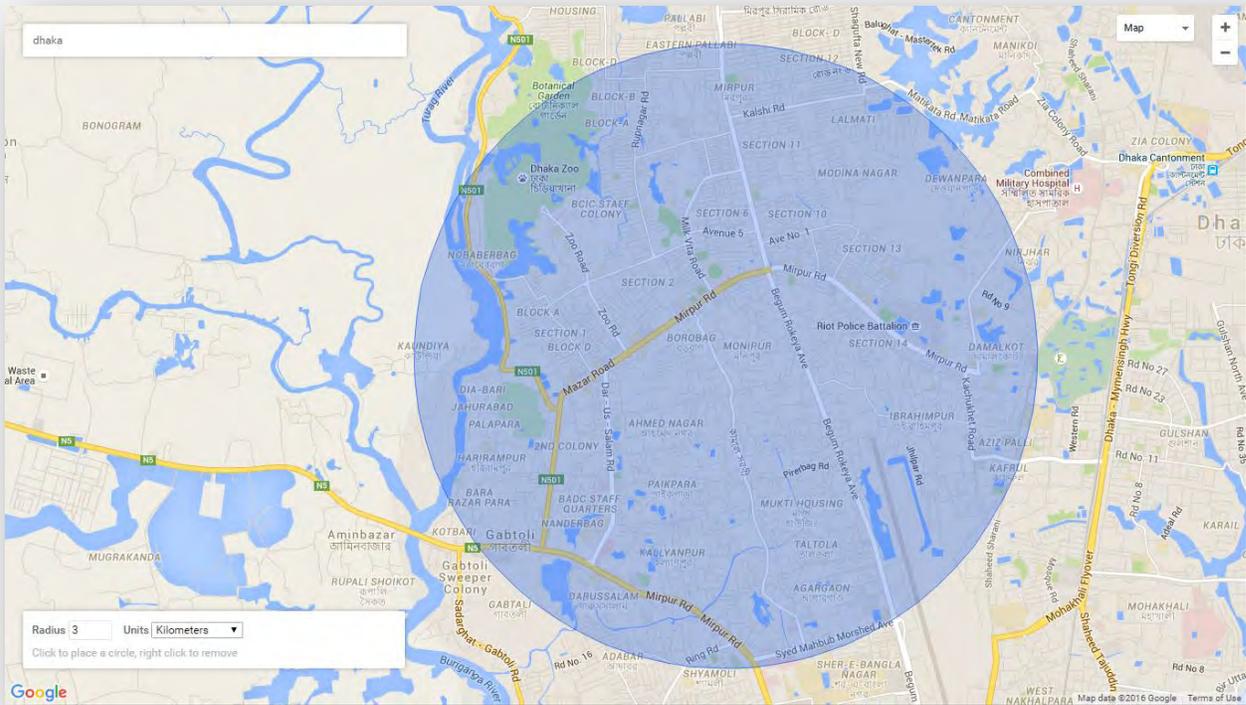


Figure 13: 5 Zone Strategy

Each delivery agent is an expert on its own service domain and tries to outperform their fellow colleague to earn a bonus amount at the end of the month.

At Rapido Deliveries, employees participate in a monthly competition. Here the performance of every delivery agent is kept into record and the top 3 employees with the most successful deliveries get rewarded with bonus salary.

Apart from that employees get an opportunity to earn instant bonus on every parcel upon delivering more than 12 parcels. This allows the delivery team to stay in good spirit and competitive.

Update the status of the packages to the clients

After the delivery session, the delivery agents reports back to the Operations Department with the updates of their delivery and the cash collected from the Cash on delivery service. The status of the packages is than immediately shared with the clients through Facebook messages.

This task is time consuming but it allows the clients to stay updated on the progress of the delivery.

The money collected from the customers are then forwarded to the Finance Department for the transaction, after they have been checked by the Operations Department.

Assigning the Return parcels to be sent back to the clients

When the delivery agents reports to the Operations Department, chances are that a few parcels were returned back due to various reasons.

These packages needs extra attention and are piled up in the „return parcel“ section of the inventory cabinet. The manager then prepares a file for every client with the list of their return parcels and assigns them to be returned back to the clients. As online shop owner’s does business on a small collection of products, it is very important that they get back their return parcels as soon as possible to be sent to another customer’s location.

Operations Safety measurement

The Operations Department is the strength of the company and is always encouraged to stay dynamic. Two new features have been proposed and are approved to be initiated shortly to ensure security and a better service.

1. QR Code integrated ID Cards for the Delivery Agents

20 ID Cards have been prepared for 8 delivery agents which are integrated with QR codes on them. The ID card would not display any names or numbers; it would just contain a simple QR Code that contains a unique number.

Every morning, the manager would randomly pick up an ID Card for a delivery agent, scan the QR Code, extract the hidden code and assign that particular code for that delivery agent. The application is very simple, the clients or customers can ask the delivery agents for their code

of the day, call the manager to confirm whether any delivery agent by that unique number has been assigned for the task and upon confirmation, they can safely open the door.

This would help to avoid any intruders to barge into any home by faking the identity of a delivery agent from Rapido Deliveries. Also, none of our delivery agents can try to carry out any misconduct without being tracked by the Operation Team.

The advertising campaign posted on Facebook has been mentioned below in **Figure 14**.



Figure 14 An advertisement campaign to promote QR Code ID Card system

The decision of implementing this was taken over night. This was important because prior to this, the city had witnessed a cold blooded murder as two criminals got access to the home by

identifying themselves as delivery boy of a prominent courier service company in Bangladesh.

2. DBBL Fast Track cash deposit for Cash security

Rapido Deliveries has been victim of a few cases related to mugging where the delivery agents lost their resources and the cash that they were carrying. To avoid any such incidents and to be prepared every situation. The Operations Department has taken a decision to train its employees and to make them familiar with Dutch Bangla Bank's Fast Track Service.

The part of the training is to allow the delivery agents to deposit the cash in their hand in every one hour. This would allow them to carry less cash and avoid bigger accidents. Among other banking service, DBBL has the most fast track booths around the city and at very convenient locations.

CHAPTER 3

Industry Analysis



Chapter 3 Industry Analysis

“If opportunity doesn't knock, build a door”
(Milton Berle)

E Commerce in Bangladesh has started its journey from the early 1990's. The earliest days were more about job seeking platforms and the majority of the population was not active as they are today. This is due to the weak infrastructure of the internet among the population of Bangladesh and poor accessibility.

However, Bangladesh is a country that adapts very quickly and the introduction of smart phones in the local market at a reasonable price made it easy for most people to have access to the World Wide Web.

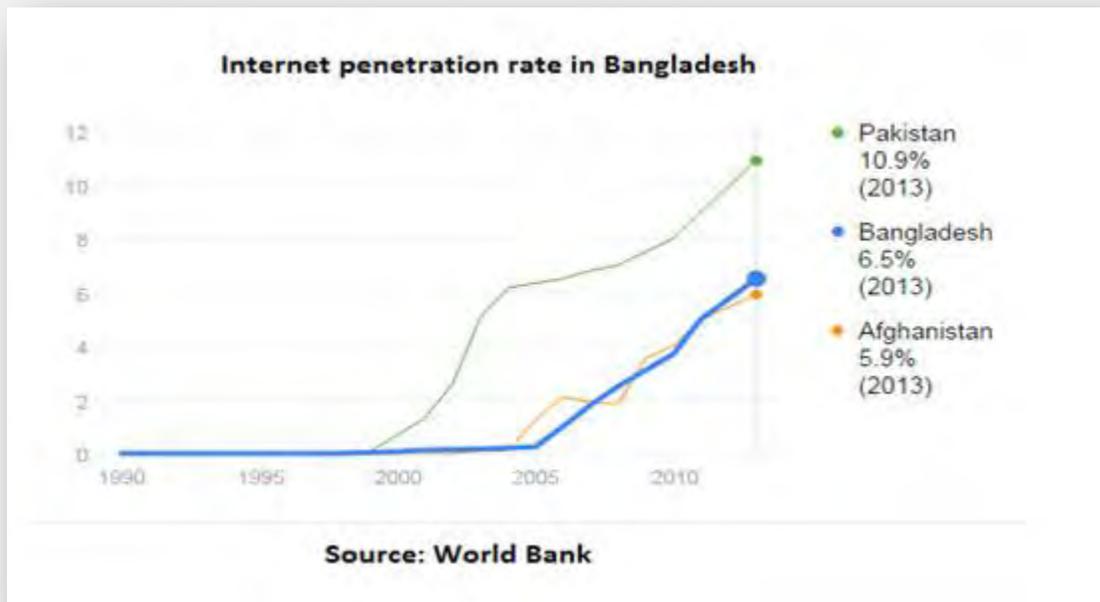


Figure 15 Internet penetration rate in Bangladesh

According to **Figure 15**, Bangladesh has witnessed a penetration rate of 6.5% from 2005 till 2013 alone. This is a very impressive rate compared to most of the neighboring countries. This easy accessibility and lower internet subscription cost enabled the population to enter a new digital era which led to a series of events that led the E Commerce industry in Bangladesh to have a strong foothold.

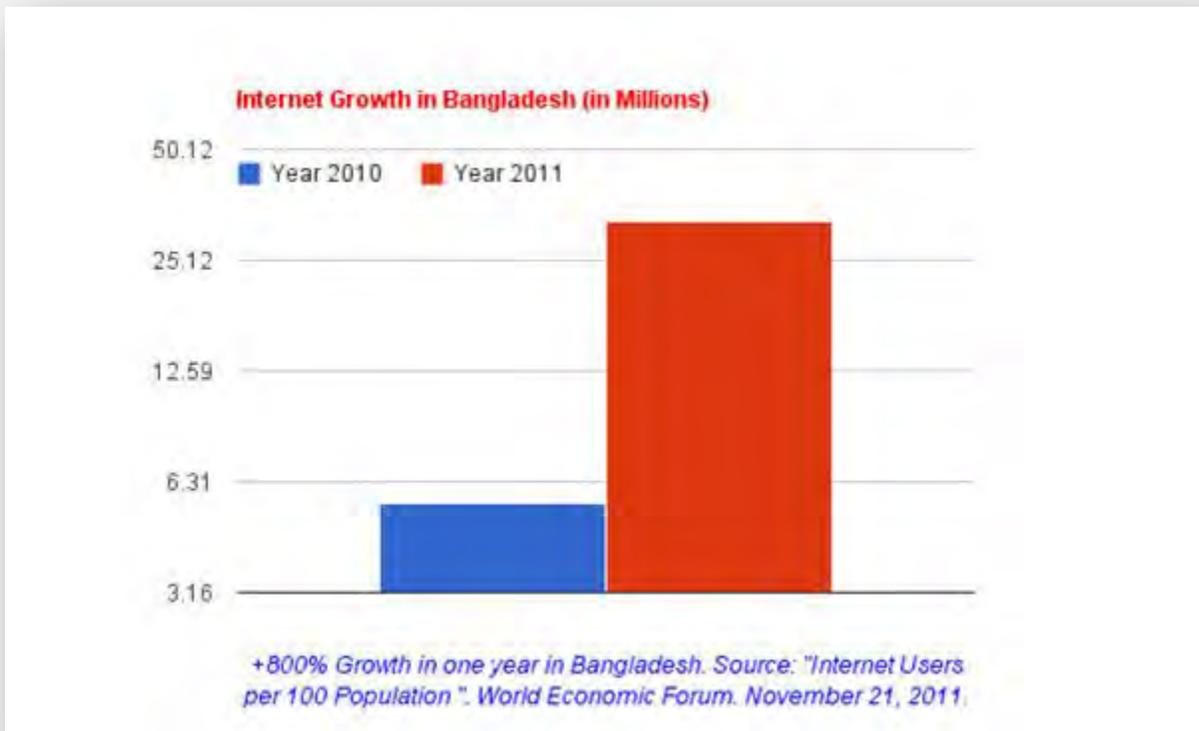


Figure 16 Internet growth rate in Bangladesh

According to a much recent study mentioned in **Figure 16**, Bangladesh has witnessed an astonishing 800% growth rate in the year 2011 compared to that of the year 2010. This suggests that more people are adapting to this every day.

This adaptability has allowed people to explore the realm of the internet and its offerings. The minorities that used to seek for jobs back in the late 1990s have turned into a majority, which looks for shopping items over the internet in the current days.

An online blog, HiFi Public.com, has published an article that talks about a research conducted by Boston Consulting Group (BCG), has concluded that 81% of the consumers in Bangladesh has faith on online shopping as mentioned in **Figure 17**. This has created an opportunity for more home grown online pages to sell products and create the online platform into an online shopping mall.



Figure 17 Post by Hi Fi Public about BCG's research

A more interesting finding on Bangladesh shopping pattern was published by LightCastle Survey on Digital Consumers. It says that consumers in Bangladesh do shopping mostly all around the year. **Figure 18.**

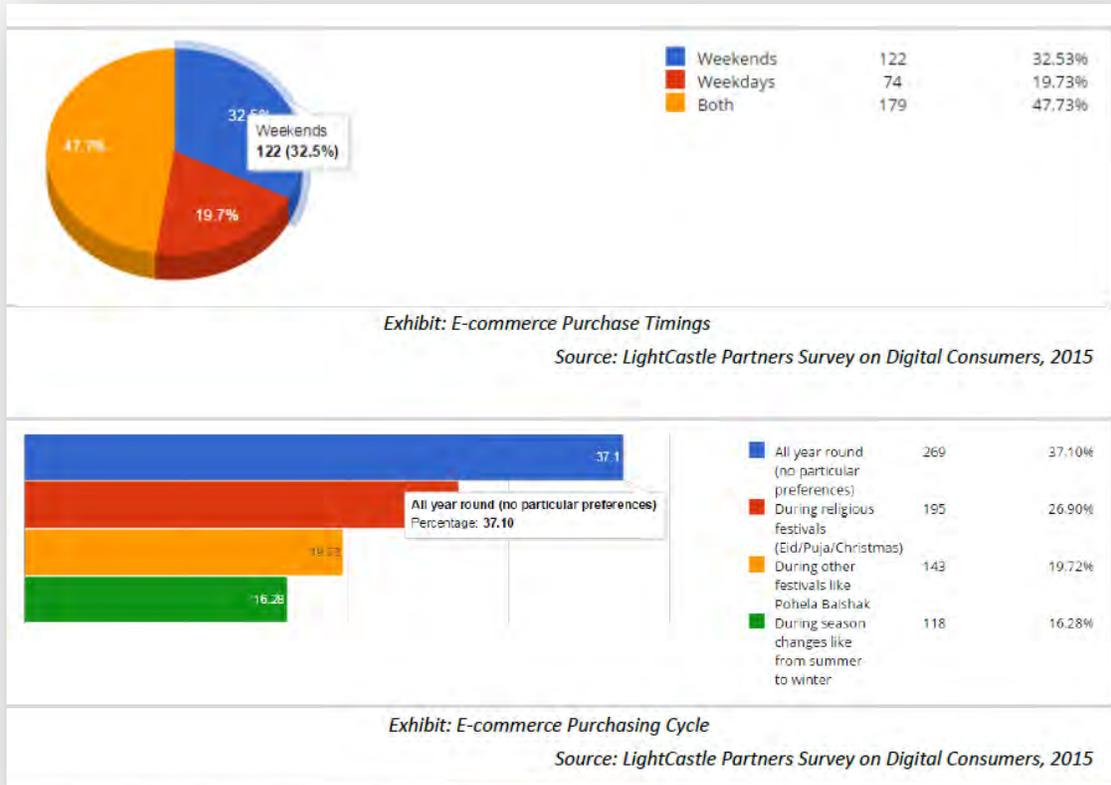


Figure 18 Consumer purchasing pattern in Bangladesh

Therefore, with consumers having so much faith on this industry and with new online businesses entering into the market every day, there is a gap. The gap of a dynamic delivery ecosystem is still not firmly established in Bangladesh which would operate keeping the needs and wants of the market into focus.



The screenshot shows a web browser window with the URL hifipublic.com/2014/11/10/e-commerce-association-of-bangladesh-e-cab-formed/. The navigation menu includes HOME, REVIEWS, FEATURES, STARTUPS, GADGETS, MOBILE, BUSINESS, SOCIAL MEDIA, and APPS. The main content discusses the formation of e-CAB and its focus areas.

Other members of e-CAB- Mir Sahed Ali, Joint Secretary; Mohammad Abdul Haque, Finance Secretary; Rezwatul Haque Jami, Director (Government Affairs); Shezan Shams, Director (Corporate Affairs); Sumon Howlader, Director (International Affairs); and Asif Ahnaf, Director (Communication)- also shared their thoughts and ideas with the audience and asked for their support. At present, there are several hundred e-Commerce companies in Bangladesh. In addition, there are more than two thousand individuals and organizations selling products and services via Facebook page.

Lack of necessary policy, regulations and infrastructure, hindered the growth of e-Commerce in Bangladesh. Seamless and secure online transaction is yet to be established.

Most of the e-Commerce organizations use 'cash-on-delivery' as the preferred payment method, which is hindering the growth of the payment processing and secure payment methods; thus increasing unsafe transaction, contrary to the government's goals. Online fraud is another big problem. There are no proper laws to deal with online fraud. Delivery of products and services is pointed as the biggest challenge. Though the country has a vibrant local parcel service sector, distribution of costly items in urban and pan-urban areas is a issue that needs to be addressed as well. It is expected that e-CAB will play an effective role for e-Commerce sector in Bangladesh by addressing these pressing issues

e-CAB will focus on seven areas- online shops, e-Payment and transaction, e-Security, e-Commerce awareness and training, e-Commerce policy and guideline, delivery service, and e-Services.

In order to achieve its goals, e-CAB formed twenty standing committees that will work on different aspects of e-Commerce. They are- e-Commerce Policy & Guideline, e-Payment & Transaction, Compliance & Fraud Management, International Trade, Rural e-Commerce, Entrepreneurship Development, Government Affairs, e-Commerce Awareness, e-Security, e-Banking & Mobile Commerce, Facebook Commerce (F-Commerce), Digital Content, Delivery Service, Digital Marketing, Media & Communication, Quality Improvement, Women in e-Commerce, Affiliate Marketing, e-Tourism & Travel, and Tele-medicine and e-Health.

Tags: e-CAB, ecommerce, Online Marketplace

Figure 19 Challenges in delivery

Another article by HiFi Public, mentioned in **Figure 19**, talks about the preferences of the online shoppers in Bangladesh. Since Bangladesh has not yet accustomed itself with using credit or debit cards for online shopping. Therefore, the model is very different from that of west. In Bangladesh, the most popular method of cash transaction is through Cash on Delivery. In simple words, this means that the customer pays for the product in cash, once it arrives at his/her doorstep.

Therefore, the courier company has to reshape its model and change its service dimension to cater to this market. Unfortunately, the courier giants like Sundarban courier service, SA Paribahan do not primarily focus on the B2B market, which calls for cash on delivery service and prompt cash disbursement back to the vendor.

This opens a new avenue for the startups e commerce delivery companies penetrate the market, not with pricing but with exclusive service feature and satisfy the industry needs.

The industry is a vast pool of opportunity for courier companies to mould its service dimension according to the requirements of the industry. The industry no longer needs just a courier company to carry their products to their customers. It requires a delivery partner, to provide them with a complete solution from the delivery end, customer handling and till the timely cash disbursement.

SWOT Analysis

Strength

The strength of Rapido Deliveries is its willingness to cater solely to the E Commerce market. It's ability to listen to the customers and include it in the service module has given the company a competitive advantage over the conventional courier giants.

Weakness

At the end of the day Rapido Deliveries is basically a courier company that is providing a dynamic service. And a courier company needs to have a good network all around the country or all over the 64 districts of Bangladesh.

Being s startup firm, Rapido Deliveries lacks the proper funding and expertise to expand its operations at the pace that it is require to satisfy the market.

Opportunities

The E Commerce industry is growing at a lightning fast pace and it is the ideal time for a startup firm like Rapido to seize the opportunity and grow with the market.

Rapido Deliveries has participated in the Connecting Startups Competition 2016 that is organized by the Ministry of ICT Division of Bangladesh. The firm has been chosen for the final round among 25 other growth stage startups and is expecting to be incubated by venture capitalist firms.

Apart from that, the business has drawn the attention of many interested angel investors who are willing to be a part of the company and help it expand.

E commerce is just not about buying apparel products over the internet. The food industry has reached a new hype among the internet users and there lies an opportunity for the delivery companies to create an infrastructure to expand the market.

Threats

Cash on Delivery service is preferred by online buyers all over Bangladesh, however, this mode of transaction poses a great threat for the courier companies. The employees have to carry a lot of cash amounts every day and can be easily hijacked at the point of service. This poses to be the greatest threat for delivery companies that are focusing mainly on the e commerce market.

Secondly, Rapido Deliveries is not the only delivery company that is focusing on this particular market. Competitors such as E courier, Pathao, Pickadel, Runner and a few more are present in the market. It is a competitive market and every firm is trying their best to dominate the major share of the market by serving the E Commerce giants.

CHAPTER 4

Target Market Analysis



Chapter 4 Target Market Analysis

*“Be sure you positively identify your target
before you pull the trigger”
(Tom Flynn)*

Rapido Deliveries serves a particular niche market of business owners. The target market of the company is the online stores that are doing business over the internet.

Rapido Deliveries identifies the core of its target market for needing its service. Online Business owners, mostly, do not have a physical store to display their products. Instead they leverage on the online platform to showcase their products and run their business.

Therefore, it is essential for the online business owners to hand the product to their customers hand in order to make a sale. This is exactly where Rapido Deliveries steps in.

Now as more and more business owners are seeing the benefit of an online store compared to a traditional brick and mortar store, there is a steady rise of new online businesses entering into the market every day.

The advantages of running an online store are:

1. No utility costs associated with running the business like the traditional ones. The only minimum cost that is required are the internet bills, delivery cost and the electricity bill to operate the computer.
2. Flexibility to expand the business. Compared to a traditional business, online store owners do not need to worry about expanding its store capacity to introduce and display new products. The online platform allows them to simply upload pictures and make them visible to their customers.
3. No need of hiring excess employees for the customers. Basically it is possible to run an online store by the owner himself. However, to improve the service quality, many online business owners hire customer care representatives and a manager to overlook the inventory. This is a smart alternative to incur this cost behind the recruitment and the cost is still very low compared to any traditional business.
4. Ability to sell products to a much wider customer base. The online platform has enabled these business owners to sell products all over the country with the help of effective delivery support. Whereas, in case of a traditional business, residents of a particular area would be the potential customers.

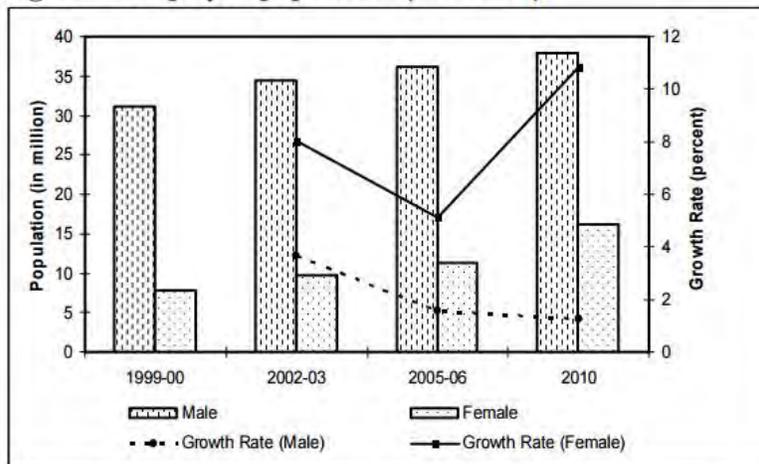
5. Easy in and out of the business. With the help of Facebook platform, the online business owner gets the benefit of setting their online store for free. The process takes less than a day and with no paper works needed. The business also enjoys the freedom to close its operation almost instantly without any formal procedures.

The abovementioned reasons are just some of the advantages of doing business over the internet and the number of people choosing this alternative over the traditional businesses are growing every day.

The online platform has opened a new avenue for many home makers or unemployed women of Bangladesh to make a better use of their free time and make money. The **Figure 20** above the number of unemployed females has increased to 1 million in 2010 from 0.7 million in 1999-00 with a rate of 4.29 per cent per annum. Lack of job opportunities along with socio-cultural and institutional barriers is responsible for the increase of the unemployed population, especially for females. Many women these days are empowering themselves by doing business over the internet.

Rapido Deliveries understand that its contemporaries are focusing on the established businesses and are completely ignoring this segment. This group of people is particularly very interesting for Rapido Deliveries and if given the proper support, these businesses can flourish drastically.

Figure 7: Employed population (in million)



Source: Author's calculation based on the Report of the Labour Force Survey, 1999-2000, 2002-2003, 2005-2006 and 2010, Bangladesh Bureau of Statistics, 2011

Figure 10 Growth in employment rate

Chapter 5 Marketing Plan and Analysis

*“Give them quality. That’s the best kind of advertising”
(Milton Hershey)*

The Marketing Department of Rapido Deliveries works independently on various campaigns. The department enjoys its own space and freedom of thoughts when it comes to deliver its result. The board of directors along with the other departments sits for a meeting before introducing any additional feature to the service and shares it with the Marketing Department. After that, the team is given a deadline to deliver results and put it live on the Facebook page.



Figure 21 a sample of a campaign

Figure 21 shows one of the very first campaigns that Rapido Deliveries pulled off very well at its introductory stage. Compared to the campaigns, with numbers and pricing, that is conducted by conventional couriers. Rapido Deliveries wanted to create an image of its own. It believes in associating a youthful persona with the brand, so that it can effectively communicate with the potential clients.

Therefore, instead of focusing on information, the Marketing Department of Rapido Deliveries focuses more on making the campaign more attractive by adding vivid colors and using popular characters or phrases.

The Flash Campaign in **Figure 21** was a successful one as it was able to get the attention of many online vendors and turn them into clients for the firm.

However, simply designing the campaign is not enough. Since Rapido is using the Facebook platform for its marketing, the team realizes that the Facebook users are already exposed to a lot of content everyday. Therefore, a reasonable monthly budget is kept aside for the Marketing Department to promote posts on Facebook platform to enhance the visibility and draw attention to the campaigns.

Rapido Deliveries believes firmly on the power of marketing concept. It is the philosophy that suggests that marketing should focus first on identifying the needs and wants of the customer rather than on finding ways to build and sell product or service that consumers may or may not want. Therefore, before sketching any campaigns, the team looks deeply into what the consumer might expect from the company and then start off with the planning from that point.

The Marketing Department at Rapido Deliveries use research to develop strategies for approaching their markets. In turn, these strategies give directions to the planning of advertising.

Three strategic marketing decisions to effective planning:

1. **Objectives:**

Different campaigns have different objectives based on the context. At times the company might feel the need to increase its client base, inform the clients about something new or simply wish them on a special occasion.

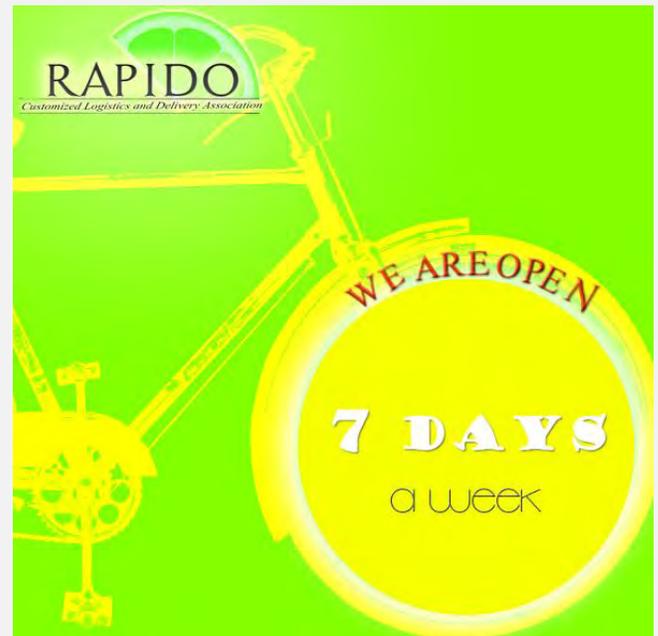


Figure 22: Open 7 days a week campaign

Figure 22 shows a campaign that was designed to inform the clients to know that from that day, the firm shall operate 7 days a week. Therefore, the objective of the advertisement is to communicate effectively with the audience and inform them about a particular matter.

2. **Segmenting and Targeting**

Segmentation and targeting is an important part of developing an advertisement. It is necessary to identify the specific group within the market who has specific needs and wants. The clients from that segment needs to know that the brand they are using has similar attributes and preferences as them.



Figure 23 Breaking Bad advertisement

Figure 23 shows an advertisement based on a very popular TV series that goes on air on NBC. The series is very popular among the youth and was designed specifically to grab their attention. The campaign received positive feedbacks from the target audience and managed to sign up new young online shop owners.

3. Differentiation and Positioning

It is important to assess the competition and decide where the service is different from its competitors and position the service so that the consumers can view and compare it with competitive brands.

Rather than directly comparing the brand with its competitors, Rapido Deliveries uses the positive feedbacks and reviews of the existing client base to highlight them for the potential clients. The trick is to maintain the service quality consistently and persuade the audience based on the goodwill of the brand.



Figure 24 Clients Review campaign

Figure 24 highlights the power of its clients 5 star review on the Facebook page and has been used to promote the brand. The potential clients will get a chance to compare the review of Rapido Deliveries and compare them with other courier companies.

The Marketing Department uses both the hard-sell and soft-sell approach based on the situation. The hard-sell approach is when the firm use reason to persuade consumer, like that in **Figure 24**. On the other hand, Rapido Deliveries uses soft-sell approach to build and image and touch consumer's emotions. **Figure 25**, shows a campaign on Mother's Day where the contestants were allowed to post a picture with their mother and three lucky winners received a gift hamper from Rapido Deliveries.



Figure 25 Mother's Day Contest 2016

CHAPTER 6
Finance Department & Plans



Finance

Chapter 6 Finance Department & Plans

“I’ve done the calculation and your chances of winning the lottery are identical whether you play or not.”
(Fran Lebowitz)

The Finance Department of Rapido Deliveries is comprised of a three member team. The function of this department is vital to the organization as they are in charge of the cash disbursement of the clients back to them.

Major function of the Finance Department

- Prepare the calculation Paper
- Prepare cash memo for every client with respect to the calculation paper
- Transfer the cash to the clients along with the cash memo, bank deposit slip or the Bkash testament.

As mentioned earlier, this department is made up of three members and they work in an assembly line model to deliver the final result. It is important that every member of the department sync their efforts to work seamlessly.

Prepare the calculation paper

The Operations Department hands over the delivery list of each delivery agents to the Finance Department. This document contains details of the completed consignments and the cash collected from each delivery agents.

The finance team then extracts all the information from the delivery list and lists them accordingly to prepare for the calculation paper. Rapido Deliveries has a cash disbursement model of 3 days/ week. That is, on every Monday, Wednesday and Saturday, the amount is being sent back to the clients. This is a delicate process and the team has to focus into every minute details of the delivery to prepare a perfect calculation paper.

However, it is a mentionable fact that when Rapido Deliveries entered into the market, the conventional payment model was to do the transaction once every week. After 5 months of operation, the firm looked deep into the business structure of its clients. It was found out that

small and steady transactions were important for such online shop vendors, instead of large weekly deposits. The sole reason behind it is that the vendors re-invest these small amounts to re-stock their inventory and continue their business. Such vendors have perfected the balance of doing business with its suppliers and it was very important that from the delivery end, Rapido Deliveries provides this little support for their advantage.

Prepare cash memo for every client with respect to the calculation paper

The Calculation paper that has been prepared is then forwarded to the other member of the finance team. The single document is now broken down into multiple documents called the cash memo. A sample of a cash memo prepared by the Finance Department is shown below in **Figure 26**.

Different vendors have different preferences when it comes to the transaction of their amounts. Some vendors like to have a bank deposit, others want a Bkash transaction. A few constantly switches their preferences of transaction based on their urgency. Therefore, during this process of preparing the cash memo, the Finance Department clearly mentions about this matter and forward them to the Cash Disbursement Team.

RAPIDO DELIVERIES



CASH MEMO

Date of Deposit:	Thursday, June 23, 2016					
Name of Company:	Crazy Mart					

Company Name	Pickup Date	No.	Customer	AMOUNT	Service Charge	NET
Crazy Mart	18-Jun-16	1	3. Ahrar Niloy H#6,Rd#9,Sec#13,Uttara 01521209526 660	660	50	₹ 610
	17-Jun-16	2	1. Wasind Ullash H#388,Rd#11,Block#C,Bashundhara R/A 01675677933	360	50	₹ 310
	17-Jun-16	3	2. Sayed Payel H#162,Rd#1,(jonota housing),mirpur-1, 01773362955	360	50	₹ 310
	18-Jun-16	4	2. Md habib Janata housing, mirpur-1 01677665927 1410	1410	50	₹ 1,360
	17-Jun-16	5	3. Mujahidur ur rahman Rd-11, H-353,BI-D,bashundhara R/A 01796588054	960	50	₹ 910
			6	Extra Amount Adjusted from Cash Memo 20/6/16	1800	
TOTAL AMOUNT						₹ 1,700

Figure 26: Cash Memo Sample

Transfer the cash to the clients along with the cash memo, bank deposit slip or the Bkash testament.

The Cash Disbursement Team takes accountability of sending the amounts back to the clients on the due date. During this process of transaction, two documents are very important and kept into record of the company: the bank deposit slip of the online banking and the BKash transaction ID.

All the documents related to finance are than uploaded into Rapido Deliveries“ Dropbox account and they are saved into the cloud. This enables the team to have access to important information from any location having internet connectivity and allows them to work remotely.

Financial Plan

The financial plan is directly relevant with the expansion and development plan of Rapido Deliveries. The call for development would require development in the current infrastructure of the existing mode of vehicle, expand capacity, and recruit more resources into the company.

Rapido Deliveries is currently designing a software engine that would transform the entire operational segment and vastly improve the efficiency. It will automate the functionality and save the company lots of valuable time. Apart from saving time, the ability to perform multiple tasks through the software system will let Rapido Deliveries push beyond its limits and make more promises to its clients. It will also help to track and monitor activities of the different zones across the country.

Expanding within the 11 districts (5 Years Plan):

Within 2021, Rapido Deliveries plans on covering its ground on the 11 districts of the country. The cost associated with such expansion plans are given below:

Particular	Capacity Utilization (Effiency)				
	70%	80%	90%	90%	90%
Revenue	21,840,000	24,960,000	28,080,000	28,080,000	28,080,000
Salary & Allowances	13,554,000	16,603,650	17,433,833	18,305,524	19,220,800
Food & Entertainment	250,000	262,500	275,625	289,406	303,877
Training & Development	150,000	157,500	165,375	173,644	182,326

Business Plan of Rapido Deliveries

Furniture & Fixture Maintenance	50,000	52,500	55,125	57,881	60,775
Office Rent	600,000	600,000	600,000	600,000	600,000
Internet Bill	5,000	5,000	5,000	5,000	5,000
Audit & Legal expense	10,000	10,000	10,000	10,000	10,000
Mobile & Telephone Bill	60,000	60,000	60,000	60,000	60,000
Office Equipment Maintenance Expenses	125,000	131,250	137,813	144,703	151,938
Office Maintenance	75,000	78,750	82,688	86,822	91,163
Warehouse Rent	480,000	480,000	480,000	480,000	480,000
Photocopy & Printing	45,000	45,001	45,002	45,003	45,004
Postage, Courier & Fax Stamp	2,184,000	2,496,000	2,808,000	2,808,000	2,808,000
Promotional Expenses	50,000	50,000	50,000	50,000	50,000
Registration & Renewal	25,000	25,000	25,000	25,000	25,000
Stationeries & Supplies	50,000	50,000	50,000	50,000	50,000
Travelling and Conveyance	175,000	175,000	175,000	175,000	175,000
Utilities-Electricity	240,000	240,000	240,000	240,000	240,000
Bank Charge	30,000	30,001	30,002	30,003	30,004
Depreciation					
Total Expenses	18,158,000	21,552,152	22,728,462	23,635,986	24,588,887
Net Income	3,682,000	3,407,848	5,351,539	4,444,014	3,491,113

Project Fixed Cost Statement

Particular	Cost Incurred	To Incurred	Total Cost
<u>Fixed Assets at Head Office</u>			
Office Decoration			1,500,000
Furniture & Fixture			700,000
Office Equipment			200,000
Software			1,500,000
Vehicles - Carrying Cycle			500,000
Prelemanry Expenses			2,500,000
<u>Fixed Assets at Local Branch</u>			
Advance for Local office & Wire House			2,000,000
Furniture & Fixture for Local Branch			6,000,000
Office Equipment			2,000,000
Branch Office Decoration			2,000,000
Vehicles - Carrying Cycle			1,250,000
Total Fixed Cost	-	-	20,150,000
Net Working Capital			-
Total Cost of the Project	-	-	20,150,000

Business Plan of Rapido Deliveries

Sales Estimation on 100% Capacity

Dhaka Office Revenue	7,200,000
Branch Revenue	24,000,000
Total Revenue	31,200,000

Assumptions:

Delevery Rate

Dhaka Office	Tk. 60
Outside Dhaka (Branch Office)	Tk. 80

No. of Deliveries Person

Dhaka Office	20	Person
Branch Office (5 Person X 10 Branch)	50	Person
No. of Branch	10	
Working Day	300	Days
Per person Delivery (Per Day)	20	

	1st year	2nd year	3rd year	4th year	5th year
Salaries	13,554,000	13,554,000	14,231,700	14,943,285	15,690,449
Increment 10%	-	677,700	711,585	747,164	784,522
Total	13,554,000	14,231,700	14,943,285	15,690,449	16,474,972
Bonus 2 months basis		2,371,950	2,490,548	2,615,075	2,745,829
Total Salary	13,554,000	16,603,650	17,433,833	18,305,524	19,220,800

Business Plan of Rapido Deliveries

Name of the Post	No. of Post	Monthly Salary	Total Salary
01 CEO	1	40,000	480,000
02 Project Cordinator	1	25,000	300,000
03 Accountant Officer	1	15,000	180,000
04 Administrative Officer	1	12,000	144,000
05 Store Officer	10	10,000	1,200,000
06 Customar Care Officer	2	12,000	288,000
07 Delevery Man	70	12,000	10,080,000
10 Peon	2	6,500	156,000
11 Cleaner	11	5,500	726,000
Total	99	138,000	13,554,000

CHAPTER 7

Gap Analysis



Chapter 7 Gap Analysis

*“Everything negative - pressure, challenges - is all an opportunity for me to rise”
(Kobe Bryant)*

Rapido Deliveries has been providing a premium delivery solution to the E Commerce market since it was first found. Over the years it has developed itself time and again with all the limited resources it had.

However, there is an endless possibility to evolve its service offerings since the market itself is so dynamic.

Existing Service module

The service module of Rapido Deliveries has always been designed keeping the customers in mind. The service has reshaped itself where the customers can now place their orders through an online form, receive the calculation of their payments through a digital cash memo and verify the deposit of their cash on delivery through online banking deposit slip.

On Rapido Delivery’s part, the company is now serving to a much wider customer base. The clients of Rapido Deliveries are now using its service to deliver not only clothing and jewellery but also sky lanterns, gadgets, pickles, hena, pure honey and pure ghee.

Potential Service Module

E Commerce is a vast market and has endless potential. The food industry on the other hand is becoming very popular among the urban population. There are now innovative demands for food to be delivered at specific times, particular places, from a precise category of consumption. For

instance, owing to growing health and fitness awareness, there are increasing demands for healthy snacks (consisting of peas, vegetables, and a selection of protein) to be packed in a convenient jar to be delivered specifically at lunch time. There is also an increase in demands for food to be delivered at a corporate address as opposed to residence.

Similarly, there is also significant potential in the delivery of household and home decoration products. For example, there is an untapped market for delivery of furniture chosen and confirmed by customers for sale. Despite there being a plenty of alternatives in delivery services available and operating in the market, the leading furniture companies have been delivering the said products via freelancers who are engaged for one off transactions.

Another potential for providing of services can be identified in the more organized residential areas of the community. The structural set up of these areas are such that departmental stores can only be operated legally in places where the same is permitted, and small-scale convenience stores providing the most basic of necessities are often ousted. While this definitely supports the advancement and organization of the community as a whole, the residents are often in a fix when some item of daily use is required suddenly, which they had not planned for at the time of their monthly restocking of goods from the departmental store which might be quite a distance away. The absence of a small nearby convenience store in this scenario and in these regions leaves a massive potential opportunity for logistics support that can bridge this gap by liaising with super stores that are located in a distant and a particular location, and ensure that the desired product reaches the customer in time.

Identifying the gap

Provided that there are clear demarcations between the existing service module and the service module that can be achieved if all strategies are efficiently implemented (i.e the potential service module), the primary task now remains that of identifying these caps.

In terms of catering to the food industry, the gap remains in the fact that there is an unidentified market of a growing number of home-based food catering services. Essentially, the food items (for e.g. healthy salads, desserts, sauces, etc) are prepared completely at home, but are catered to

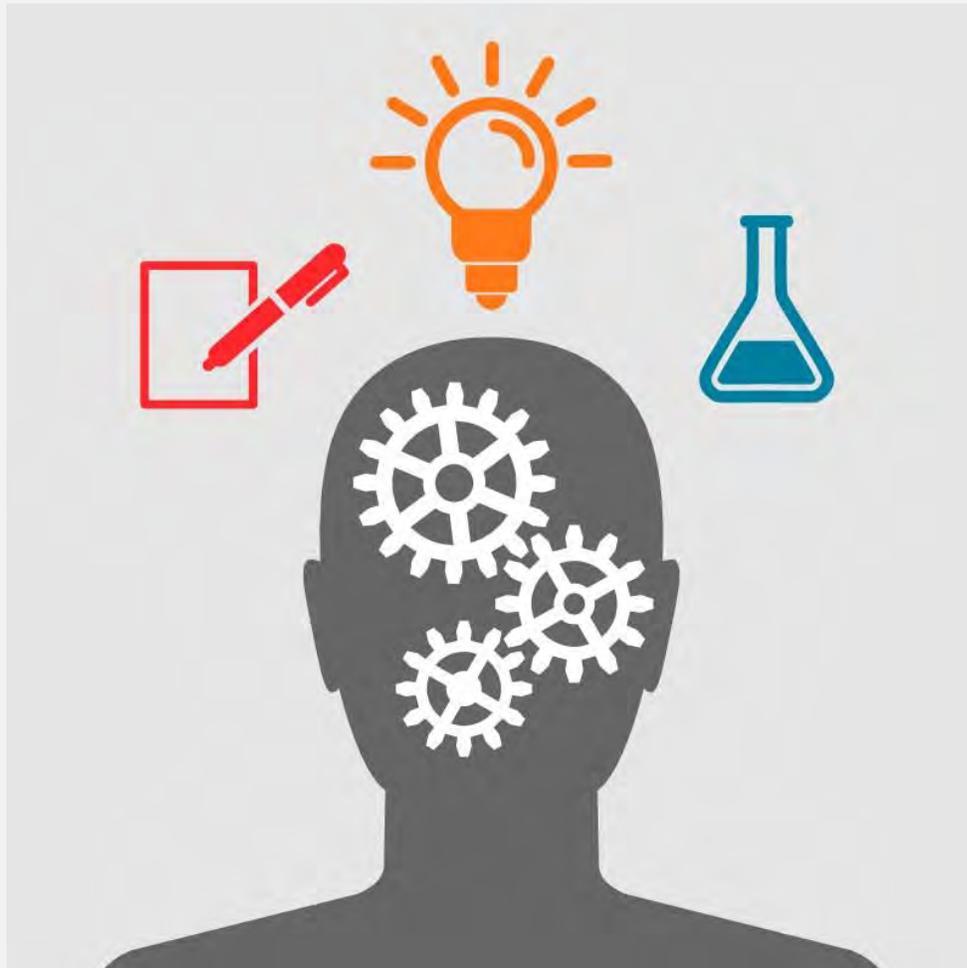
the mass population for consumption. Opportunity lies here since the already established food delivery service providers are primarily focused on restaurants and professional entities. As such, if the logistic support companies and general delivery service providers can adjust their modules to accommodate the varying demands of food catering- like ensuring that the food is delivered before it's shelf time perishes, packaged adequately in air-tight manner, and kept fresh, etc- then this emerging industry can be covered. It shall serve as an opportunity for expansion and also a variation in the area of services of the e-commerce based delivery companies.

In relation to the furniture industry, as mentioned previously, the existing system of hiring a free-lance van or delivery mechanism on a one-off basis falls short of being an organized delivery service. If Rapido deliveries can implement greater and more capacity-based logistic support vehicles like pick-up vans and trucks, then this arena of services can also be catered to efficiently.

In so far as bridging the gap for the absence of convenience store is concerned, Rapido Deliveries envisages the formation of location-based specific groups of delivery agents who shall be focused on delivering the day-to-day utilities in that particular area.

CHAPTER 8

Future Plans & Innovations



Chapter 8 Future Plans and Innovations

“Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.”
(William Pollard)

Rapido Deliveries believes that to survive in this competitive market during this modern age, a company needs to stay dynamic and keep an open mind towards a positive change. Therefore, Rapido Deliveries is open to the idea of adapting new ideas and improve its service dimension.

Future Plans

Short-term Plan

1. Expand into top 5 cities of Bangladesh

As explained earlier, one of the weaknesses of Rapido Deliveries is its network across the country. Therefore, the company wishes to focus on its weakness and turn it into its strength as a part of its long term plan.

By the year 2018, Rapido Deliveries plans on having its own operation in Chittagong, Gazipur, Narayanganj and Sylhet. The reason behind choosing these particular districts is because a report published by Kaymu Bangladesh concluded that, after Dhaka, Chittagong is having a domination of 29% in terms of buying in selling all over Bangladesh.



Figure 29 Ranking of Top Cities of Bangladesh in terms of buying and selling

As a stepping stone of executing this short-term plan, Rapido Deliveries has already come to an understanding to team up with a Chittagong oriented courier company that would help Rapido Deliveries set up its own operational base in Chittagong. Hope fully by the year 2018, Rapido Deliveries would be able to achieve its short-term goal through aggressive growth and prosperity.

Long-term Plan

1. Expand into 11 Districts of the country

As a part of its long-term plan, Rapido Deliveries plans on expanding into the 11 districts of Bangladesh, except tribal areas, by the year 2021. It is forecasted that within the next 5 years, internet would penetrate deeper into the heart of the country and online shopping culture would turn into a convenient alternative throughout the country.

2. Market development and information firm:

Being an intermediary between buyers and sellers, Rapido Deliveries is exposed to valuable information that it has gathered over the years. These information will allow Rapido Deliveries to form a database and help new companies to provide with market predictions.

For arguments sake, say if Zara Fashion wants to introduce a new line of women's bag. They would come to before designing the product and the pricing. We would be able to help them with information that can help them to determine the trendiest design of the product that is being sold in the recent times, the place of the city or the country that is found to purchase women's bag more often than others, the best price to sell this luxury item and the best way to promote their product to better reach their target audience. Basically, we can leverage such valuable information and help new companies to determine the most accurate 4Ps for them.

3. Enter into new market

As E Commerce is growing in Bangladesh, it is opening up new avenue for businesses. Now people can do business from the comfort of their home and sell their products. However, there is still an unexplored market that needs more exposure.

Rapido Deliveries believes that there are veteran chefs all over the city who are expert home makers. These special ladies can make a great use of their talent, only if a platform is provided for them.

Rapido Deliveries wishes to create a platform for such market, almost like the way HungryNaki does for the prominent restaurants. However, in order to cater to this market flawlessly, Rapido Deliveries needs to scale-up its mode of delivery into a more innovative vehicle which will be discussed further in this report.

Innovation

Rapido Deliveries believes in the power of innovation and that it can bring a positive impact in the lives of the people. Among its innovative plans, two ideas will be discussed in this report.

1. Rapido Mobile App

Rapido Deliveries plans on launching its mobile app in Google play store. It will enable clients to easily place orders, track their consignments status, communicate with the customer care team of Rapido Deliveries or make requests if any. The user will need to be connected to an active internet connection to avail these features.

The prototype of this app has already been made and is going through the testing and trials before the final launch date. The application has been installed in the devices of a few close critics who would use the app for some time and make a list of the things that have interested them and the ones that they hated about the Rapido app.

2. Three Wheeler Modified Cycle (*Mycle*)

Rapido Deliveries believes in paving its own way to a solution rather than being a follower. The conventional courier companies are using big pickup vans or mounted box on a bike to cater to bulk orders.

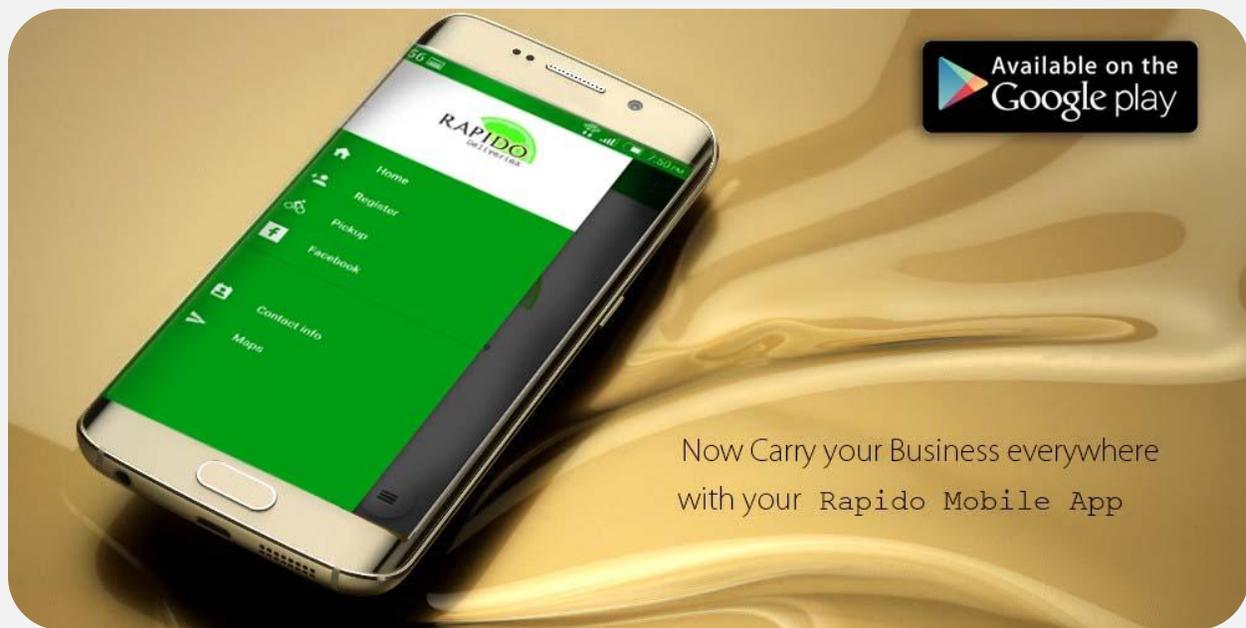


Figure 30 Rapido Mobile App campaign

Rapido Deliveries has come up with an innovative design that it calls Mycle, which is a three wheeler cycle as shown in **Figure 31**.



Figure 31 Prototype of a Mycle

The Mycle would be an alternative choice for Rapido Deliveries to cater to bulk orders. The advantages of Mycle is that it has 5 times the capacity than the average box that are mounted on motorbikes. On the other hand, it provides greater mobility and maneuverability compared to an average pickup van.

Mycle is much compressed than a three wheeler school van, so enabling the rider to pull the vehicles through narrow alleys and lanes. The light weighted material of its body would allow the vehicle to be much faster.

The Advantages of Mycle are listed below:

1. It is cheaper than pickup vans
2. Capacity to carry upto 200 parcels in one vehicle
3. Better maneuverability and mobility.
4. Light weight body.

Rapido Deliveries keeps an open mind in terms of innovation and is always encouraging its delivery agents to contribute the company with new ideas.

CHAPTER 9

The Team



Chapter 9 The Team

“None of us is as smart as all of us”
(Ken Blanchard)

The Team

Rapido Deliveries is a family that is comprised of 12 people who puts in their relentless efforts everyday live up to the name of the company.

The founding members Shamdanee Tabriz and Tamzid Ferdous are fresh graduates from private universities who chose to pursue their dreams of establishing their own startup firm.

The manager and customer care representative of Rapido Deliveries is Ahatsun Ahmed, a smart, young man who manages and tracks the daily activities of the company. It is the responsibility of the manager to organize the team and bring out its efficiency.



Figure 23 Manager at Rapido Deliveries

Rapido Deliveries heart and soul are the delivery agents of the company. Rapido currently has 8 delivery agents who are masters of their own respective area. Every delivery agent puts in their best effort everyday to make every delivery into a successful one.

Finally, Shaheen Parveen, who is the chief financial officer of Rapido Deliveries makes sure that the clients receives prompt payments.

Experience of Key Members

Shamdane Tabriz

Managing Director & Founder
Rapido Deliveries



- Worked for **Hungry Naki** during 2014 for their Business Development in the Dhanmondi Zone.
- Worked for **KFD (Knowledge Frontier for Development)** as a Research Associate during 2012 to 2013.
- Worked for **Bangladesh Brands** (*Amader Desh Amader Gram project*) as a Product Photographer during 2012 to 2014.
- Worked for the President Abu Y.M Selim of **Rotary Club of Ramna** for preparing his auditing report during his final tenure as a president.

Extra Curricular Activities:

1. Social work for JAAGO Foundation on the event UCD (Universal Children's Day)
2. Photographs chosen for the Annual Intra University Photography Exhibition and competition. (displayed in BRAC University Auditorium)
3. Social Work for OGGRO Agamir Bangladesh on the event Stand Up-Clean Up.

Tamzid Ferdous

Chief Executive Officer & Co-Founder
Rapido Deliveries

- Member of BD Cyclists community
- Worked for Khana Hero



Extra Curricular Activities:

1. Jaago Universal Children's Day Volunteer (2011)
2. Jaago Universal Children's Day Group Leader (2012)
3. Jaago Universal Children's Day Zone Logistics Supervisor (2013)

CHAPTER 10
Recommendation &
Conclusion



Chapter 10 Recommendations and Conclusion

Recommendations

- Rapido Deliveires should focus more on its recruitment policy to minimize employee turnover.
- Rapido Deliveries can hire employees with prior experience of the courier industry.
- Management may arrange some competition events for letting employees brainstorm and generating innovative ideas. Now-a-days, innovative capabilities of employees are deemed as a source of competitive advantage.
- Rapido Deliveries needs to integrate software technology as the business grows.
- The company should not follow what its contemporaries are doing and design plans and strategies based on customers' requirements.

Conclusion

Rapido Deliveries which started its operation from the 4th April 2015 is still a young company will this date. Though the company is operating in a very favorable condition and in a growing market, Rapido Deliveries needs to stay on top of its game by ensuring superior service quality.

In one year, the company has a impressive customer base who uses their service on a regular basis. However, the company needs to make more flexible plans to attract more such clients for the company.

Operations Department is playing one of the most outstanding roles in Rapido Deliveries. Manpower is the ultimate resource of the organization because they are the powerhouse for the firm. Every success of the origination is depending on the efficiency and effectiveness of its trained manpower. Therefore, the company will need to thoroughly focus on this segment.

Rapido Deliveries, after its one year completion, is coming across many lucrative offers and opportunities. The company needs to stay active and seize the next big opportunity coming on its way. There is a saying that goes by: *A wise man will make more opportunities than he finds.*

BIBLIOGRAPHY

- Moriarty.S. *Advertising (2010), Principles & Practice*, Eighth Edition, Pearson Education
- Haque, I. (2015, October 25). 81% Of Consumers In Bangladesh Have Faith In Online Shopping - HiFiPublic.com. Retrieved June 30, 2016, from <http://hifipublic.com/2015/10/25/81-of-consumers-in-bangladesh-have-faith-in-online-shopping/>
- "UNCTAD B2C E-COMMERCE INDEX 2016." *UNCTAD Technical Notes on ICT for Development* (2016): 16-17: Http://unctad.org/_layouts/UNCTAD/UNCTADLogin.aspx?ReturnUrl=/en/_layouts/Authenticate.aspx?Source=%2Fen%2FPublicationsLibrary&Source=/en/PublicationsLibrary. United Nations Conference on Trade and Development. Web.