

Report On

**Stakeholder satisfaction & diversification during Covid-19  
pandemic: the case of foodpanda**

By

**Aaqil Ahmed Hazari**  
Student ID: 17104158

An internship report submitted to  
**BRAC Business School** in partial fulfilment of the requirements for the degree of **Bachelor  
of Business Administration**

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## Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:



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**Aaqil Ahmed Hazari**

Student ID: 17104158

Supervisor's Full Name & Signature:

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**Saif Hossain**

Assistant Professor &  
Director (BBA Program),  
BRAC Business School  
BRAC University

## Letter of Transmittal

Saif Hossain  
Assistant Professor &  
Director (BBA Program),  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: **Submission of Internship Report on foodpanda Bangladesh Ltd.**

Dear Sir,

I hope this letter finds you in good health. I, hereby submit my internship report combining my work experience in the Service Operations Department sector of foodpanda Bangladesh. I tried to follow the instructions of my supervisor in every aspect of the report. It was a wonderful experience to complete my internship with this organization and under the guidance of my supervisor who have supported me with all the necessary resources required to complete this report and I am ever grateful for that. I tried to make the report easy to read, understand and tried to back my wordings with references and numbers taken from both in and outside of the company.

I therefore, hope that you would like and appreciate the effort that I have put in the report. I also hope that this report will benefit every reader in a fruitful way which was a prime goal while writing this report.

Sincerely yours,

**Aaqil Ahmed Hazari**

Student ID: 17104158

BRAC Business School

BRAC University

Date: 16/12/2021

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between foodpanda Bangladesh and Aaqil Ahmed Hazari, ID: 17104158 .....

As per the agreement the information used in this report cannot be used anywhere else and to be used only for the internship purpose.

## Acknowledgement

First and foremost, I want to express my gratitude and thankfulness to Almighty Allah, the One and Only, the Most Gracious and Most Merciful, for blessing me with the opportunity of securing a job amidst the pandemic when numerous people were facing job cuts and other major crisis.

I would also like to convey my gratefulness to my Supervisor and Senior Manager of the Service Operations department, Ms Fariha Ahmed, to interview me and see the spark in me to fulfil the roles and responsibilities by being a part of this company. I would humbly thank her for helping me with all the necessary information required to complete this project.

I would also like to thank my colleagues who participated while collecting data and helped me bring my hypothesis into life. Also the riders who participated in the interview sessions, I convey my gratitude to them as well.

Last but not least, I wish to thank Mr Saif Hossain sir for giving me a proper brief of how to carry forward to this Internship course (BUS400) and for giving me the proper guidelines to follow to complete this report.

## Executive Summary

foodpanda is a global online food ordering and delivery marketplace. foodpanda was introduced in Bangladesh by Ms. Ambareen Reza and Mr. Zubair B A Siddiky, which currently is the biggest food delivery platform of Bangladesh.

At the initial part of the report I have described about the internship and the overall experience that I have received in my tenure at foodpanda Bangladesh. I also described in details that what my job scope, learnings and other details were. Later I focused on the organization and how it is operated. And in the last chapter I tried to prove my hypothesis into a fact that diversification helped foodpanda to sustain their business and find new opportunities during the Covid-19 pandemic.

Currently with their diversified, better and updated service foodpanda is on its way to be established as one of the most socially contributing E-Commerce services of Bangladesh.

## **Table of contents:**

### **Contents**

Declaration	2
Letter of Transmittal	3
Non-Disclosure Agreement	4
Acknowledgement	5
Executive Summary	6
Table of contents:	7
List of tables:	9
List of Figures:	10
List of Acronyms:	11
Glossary	12
Chapter 1: Overview of Internship	13
Student Information	13
Internship Information	13
Internship Outcomes:	15
Contribution to the company:	15
Benefits of the Internship:	16
Problems faced during internship:	16
Recommendations	16
Chapter 2: Organization part	17
Introduction	17
Methodology	17
Overview of the company	18
Company Profile	18
Organizational Structure of Service Operations Department	18
Organogram:	21
Management Practices:	23
Marketing Practices:	24
Customer Specific Marketing:	24
Advertisement Campaign:	24
Financial Analysis:	25
Financial statement of 2021, 1 <sup>st</sup> half:	26
Accounting Practices:	28

Operations Management and Information System Practices:29

Operations Management:29

Information System Practices:30

Industry and competitive analysis:30

Chapter 3: Project Part35

Introduction35

Objectives:35

Methodology:35

Findings & analysis:37

Contribution during lockdown period:42

Analysis on rider's interests:43

Analysis on Employee perspective of service operation:46

Internal sales data:46

Summary and conclusion:47

Reference:48



## List of tables:

Table 1: CS Team19

Table 2: Marketing Practices24

## List of Figures:

- Figure 1: The Reporting channel under Ms. Ambareen Reza21
- Figure 2: The Reporting channel under Mr. Zubair B A Siddiky22
- Figure 3: Financial growth in 3rd quarter of 2021 (Source: Financial Statement Q3, 2021)25
- Figure 4: Growth comparison chart (Calculated)25
- Figure 5: Balance sheet (Source: Financial Statement 2021)26
- Figure 6: Income statement (Source: Financial Statement 2021)26
- Figure 7: Equity statement (Source: Financial Statement 2021)26
- Figure 8: Asset Liability comparison27
- Figure 9: Generated revenue comparison (Source: Business Inspection, 2021)31
- Figure 10: Factors affecting food delivery industry (Source: Research paper of Ahmed Tausif Saad)31
- Figure 11: Porter's 5 Forces32
- Figure 12: SWOT Analysis33

## List of Acronyms:

CS	Customer Service
SRT	Service Recovery Team
RFM	Risk & Fraud Management
KPI	Key Performance Indicator
SM	Social Media
ZTP	Zero Tolerance Policy

## Glossary

foodpanda= In this report foodpanda is always written with a small ‘f’ despite being in the first of the sentence. It is because of company policy. Writing foodpanda with a capital f is prohibited and considered ZTP.

# Chapter 1: Overview of Internship

## Student Information

**Name:** Aaqil Ahmed Hazari

**Student ID:** 17104158

**Program:** Bachelors of Business Administration

**Major:** Finance

**Minor:** Accounting

## Internship Information

### Employment Details:

**Working period:** February 2020- Present

**Company name:** foodpanda Bangladesh

**Department:** Service Operations

**Address:** Navana Pristine Pavilion, 8th Floor, Plot-128, Block-CEN, Gulshan Ave,  
Dhaka

1212

### Supervisor Information:

**Name:** Fariha Ahmed

**Designation:** Senior Manager, Service Operations

### Job Scope:

**Job Description:** I am currently working as a Service Recovery Lead in foodpanda Bangladesh. But I started back in February, 2020 as an Email agent. During the tenure of being an Email Agent, my key responsibilities were:

1. Answer to holistic queries through the use of Salesforce.
2. Maintain hourly productivity of 14 tickets/cases and in total 84 for the shift.
3. Maintain a quality score of 85% and above (I had a quality score of 89% and above)
4. Maintain average handling time of fewer than 4.5 minutes per ticket.
5. During my tenure as an Email agent from February, 2020 to October, 2020 I established myself as a model agent which gave me the opportunity to conduct Shadow sessions and Live sessions (Part of the training procedure) of the new comers.

Upon commendable performance, I was shifted to the Service Recovery Team and established myself as a Level 2 agent. During the tenure of being a Service Recovery Representative, my key responsibilities were:

1. Handle critical cases escalated from the higher management.
2. Investigate rider-related issues and, if necessary, forwarded them to the local logistics team for proper actions.
3. Scrutinize and inspect the fair usage policy of customers to prevent fraudulent activities.
4. Call every customer (from the escalated cases) for service recovery and feedback note-down.
5. After gaining significant experience here, I was also given a chance to conduct Shadow sessions and live sessions of the new SRT agents.

Upon greater satisfaction from my performance in the Service Recovery Team (SRT), I was promoted to the position of Shift Lead in the Service Operations Department. I am in charge of the Service Recovery team and thus the official designation of my position is Service Recovery Lead.



Currently, I am in service, and my key responsibilities are as follows:

1. Create shift schedules for team SRT, manage and update the shifts in the Rooster Dashboard which monitors every agent's working hours and pinpoints every activity.
2. Approve the critical resolutions to be given by the Customer Service Agents of team Email and Social Media. Also monitoring and approving Critical cases of Service recovery representatives (my team), Fraud and risk management Specialists and The Escalation Specialists.
3. Conducting training of new batch of agents.
4. Create daily reports of SRT agents using Salesforce and report to the Senior Manager.
5. Monitor the average handling time of the agents in real-time.
6. Prepare weekly reports of the challenges and outcomes and present them to the Head of Service Operations, Senior Manager, and the QA Manager of the department.
7. Attend the Regional Meetings and assimilate the Standard Operating Procedure (SOP) updates.

8. I am providing Standard Operating Procedure and other updates to the team (including agents).
9. Gather data using Given Dashboards, Tableau software, and the Business Intelligence team's help to monitor the daily refund/compensation vouchers issued.
10. Inspect if there are any unusual refund spikes; if necessary, probe and dig deeper to find the cause of the issues.
11. Conduct daily refund audits from the gathered data and identifies frauds who abuse any loopholes from our SOPs.
12. Submit daily In-house EOD (End of Day) reports of unattended cases to the Senior Manager.
13. Preparing agents' weekly performance reports.
14. Creating the salary sheet during the end of the month and upon taking approval from the Senior Manager, then forwarding it to the Human Resource team for the salary disbursement of all the agents.
15. I am creating KPI sheets for all the agents to calculate the incentives of the agents.
16. I am leading and monitoring Coaching Sessions for the SRT agents. (Coaching Sessions are taken when the agents are marked down in quality score for any mistakes made while giving resolution to the customers).
17. I am assigning suitable agents for escalated cases from the higher management.
18. I align with Quality Analysts and Trainers on agent performances and update the regional team with proper actionable.

## **Internship Outcomes:**

### **Contribution to the company:**

The service operations department is one of the most crucial department of foodpanda as it directly deals with customer satisfaction and their pain points. I as an agent served this department for over a year. In my tenure here as an agent I attended customers and solved their issues and my performance stats proves that I was one of the bests at what I did. So, later I had my opportunity to train the newcomer agents through Shadow sessions and live sessions. Many of the current batches of agents were trained by me during my tenure as an agent. And now, as a Lead I need to conduct the preliminary training of new batch of agents. After being promoted to my current role I have been focusing on the quality side of the agents and I have come up

with a solve guide for the agents which was approved by the management. This helped them overcome their weaknesses and improved their performance to a great extent. In this solve guide I tried to show how to work efficiently and smartly to solve customer's issues and I came up with those techniques from my long experience as an agent and Service Recovery Representative. Moreover, in my new role I have dealt with critical customer situations and legal cases and have worked directly to recover the situations and customers. Besides, I have already mentioned the long list of responsibilities a lead has to perform. I have always tried to make sure that I perform my duties properly, on time and efficiently.

### **Benefits of the Internship:**

The most important benefit received from this internship is the learning opportunity. I got to know so much about how an MNC performs and how the operations are smoothly run. Here, I grew as an individual and it helped me build a corporate personality which eventually led me to my current role. I have to continuously multitask which is increasing my capacity and efficiency. I have learnt so many needed skills including communication, MS office work, Salesforce and countless other software knowledge, leadership and so on. I have worked with and under amazing personalities and learnt a lot from them. Besides this, the internship being a paid internship, it helped me financially as well.

### **Problems faced during internship:**

The internship period was smooth and there were no problems faced from my side during the internship. However, during the lockdown period I along with all the others were used to working from home and during my internship regular office hours started again. It was a challenge to cope up with the usual offline process as Covid-19 still persists. Other than that everything went fine.

### **Recommendations:**

Being an existing employee, my internship was not exactly like a regular one. I, for example was already introduced to my team and had a long term work experience with the team. But for a new intern it is always challenging to cope up with the new corporate environment which foodpanda makes a lot easier by providing a friendly and healthy work environment.



## Chapter 2: Organization part

### Introduction

The prime objective of this study is to complete the course BUS400 as a part of my graduation program in BRAC University. My internship tenure is from October 2021 to December 2021. However, I started the job back in February, 2020. My tenure in different positions in foodpanda is mentioned below:

1. Customer Service agent: February 2020-October 2020
2. Service Recovery Representative: November 2020-August 2021
3. Service Recovery Lead: September 2021- present

### Methodology

#### Data Collection Process

Two types of data have been collected to complete this study. Though all data were not from established sources as the industry is growing and so is the organization, maintaining maximum accuracy was the highest priority while mining the data.

**Primary Data:** Some essential data has been collected directly from foodpanda team. The support team and marketing team provided these data. Professionals from other mobile-based app services offered some information about the industry.

#### Limitations:

I have tried my best to extract the most reliable and effective data and information. Still, due to the ongoing pandemic and the change in the work rules (working remotely), there were several obstacles.

Some of the limitations faced are as follows:

1. It is challenging to work with the secondary data mainly because of the authenticity.
2. Scarcity of information is a common problem to prepare any report.
3. foodpanda has some restrictions over disclosing sensitive information.
4. Since foodpanda is a multinational company, many data could not be collected and validated due to the country-wise and organizational differences.
5. Unavailability of information is one of the main constraints.

**Secondary Data:** Journals, newspapers, research papers have been studied to find out some established information. Blogs of prudent individuals of this industry were searched to find out some information.

## **Overview of the company**

### **Company Profile**

foodpanda is a global online food ordering and delivery marketplace currently carrying out operations and functioning full-fledged in 40 countries spread around five continents. It is the leading food delivery marketplace in the country and is mainly controlled, run, and regulated from the headquarters in Berlin, Germany, under the company Delivery Hero SE. It was founded in the year 2012. Through foodpanda, by using the service, consumers can have access to order from countless partnered restaurants and order remotely either through their smartphones or through the website.

### **Service Offered**

The hidden desire of savouring different food dishes conveniently at home has been fulfilled by the launch of foodpanda in our country. Online food ordering has never been easier before. The orders can simply be made through either the website ([www.foodpanda.com.bd](http://www.foodpanda.com.bd)) or the mobile application. The platform connects the customers with all the available restaurants and stores/marts available in the pinpointed location and within a certain radius. It also gives the chance to scroll through the menu of any selected restaurant to get an idea of the pricing of the food/dishes. After successful delivery of any order, there is also a review option for the customers, where the customers can review/rate their service experience.

The smartphone application was launched internationally in 2013 and 2014 in Bangladesh. It allows the users to filter restaurants and stores by using their desired location (which means that one can order food and grocery items for self and someone else by giving appropriate delivery instructions). The application is available for Android and iOS platforms.

## **Organizational Structure of Service Operations Department**

### **1. Customer Service**

The name explains it all. For any foodpanda related queries the customers may have, if they contact the foodpanda customer service (CS), CS takes care of the customer query or issue to provide customer the best experience and the assurity that foodpanda cares. For example, due to traffic condition an order was delivered later than the promised delivery time. If the customer contacts CS with this issue CS will do the needful to compensate the customer for the bad experience. Various customer issues like live order, post-delivery issue, rider related complaints, voucher issues, application issues are handled by the customer service team.

For example: a restaurant/store might decline or cancel an order due to technical difficulty or unavailability of an item, the customer needs to be informed. This is a proactive communication that foodpanda CS performs. However, the customer may reach out to foodpanda support for any of their queries or issues through the Help-Centre option from the application, or through the support email (support@foodpanda.com.bd), or a direct message from the official verified Facebook page of foodpanda.

CS team is segmented into three parts:

Table 1: CS Team

Level 1	Email
	Social Media (SM)
Level 2	Service Recovery Team (SRT)
	Risk and Fraud Management Team (RFM)
Level 3	Escalation Specialists (L3)

**CS- level 1:** This is the first step of communicating with the customer. Level 1 is a two way communication and customer can directly reach customer service via email or social media. Email and social media are separated into 2 different teams and are supervised separately. If the customer query cannot be solved here it is escalated in level 2.

**CS- level 2:** Consists of-

**Service recovery team (SRT):** If level 1 is unable to resolve customer issue or customer is severely dissatisfied and need special attention or recovery the case is escalated to SRT. SRT

has individuals who are specialists in recovering the customer. SRT uses direct communication with the customer via phone calls.

**Risk and fraud management team (RFM):** this team deals with fraud customers. If L1 finds a customer committing fraudulent activities, they send the case to RFM.

**CS- level 3:** When all our efforts to solve the customer issue failed, we send the case to level 3- a team consisting of the best escalation specialists who are absolutely best at what they do.

## **2. Partner Service**

The Partner Service Team handles all the issues that relate directly to the vendor/partners. It may be deemed necessary for the vendor to be in contact with a representative from the company. That is when the service from the Partner Service Team is required. The partner vendors are also provided with necessary devices like smartphones, tablets, and receipt (GPRS) printers.

## **3. Rider Service (Dispatch Team)**

For every order, the process is not always automated. When an order is placed, although the process of notifying and assigning the available riders is automated, sometimes, close monitoring is required. When necessary, manual intervention is required from the Dispatch Team to assign riders. The Rider Service team is the support team for the riders. While delivering, the riders may face any kind of issue, and if faced, they reach out to the live support team of Rider Service. Also, the team can monitor and oversee all the available active riders. This enables them to manually assign riders based on the nearest location of the rider and the respective restaurant.

## **4. Operations Team**

The Operations and the Rider Compliance team is responsible for monitoring and supervising direct field operations, which is the riders' work. The team consists of Fleet Management Executive, Area Operations Manager, etc. They are responsible for collective the daily cash collected by the riders from the orders at the end of the day on behalf of the company. The forecasts and capacity report acquired from the Business Intelligence team assign schedules

and operational activities to the riders. They also take strict actions if any rider carries out any misconduct.

### **Organogram:**

Foodpanda being a global company it is regulated by the headquarters in Berlin, Germany. But foodpanda Bangladesh partially reports to the regional team of Asia Pacific (APAC). The organogram of foodpanda Bangladesh is shown on the following pages:

There are 2 co-founder and Managing Directors in Bangladesh- Ms. Ambareen Reza and Mr. Zubair B A Siddiky. Teams are separated under the 2 MDs. So we will be showing 2 separate organogram under both of them.

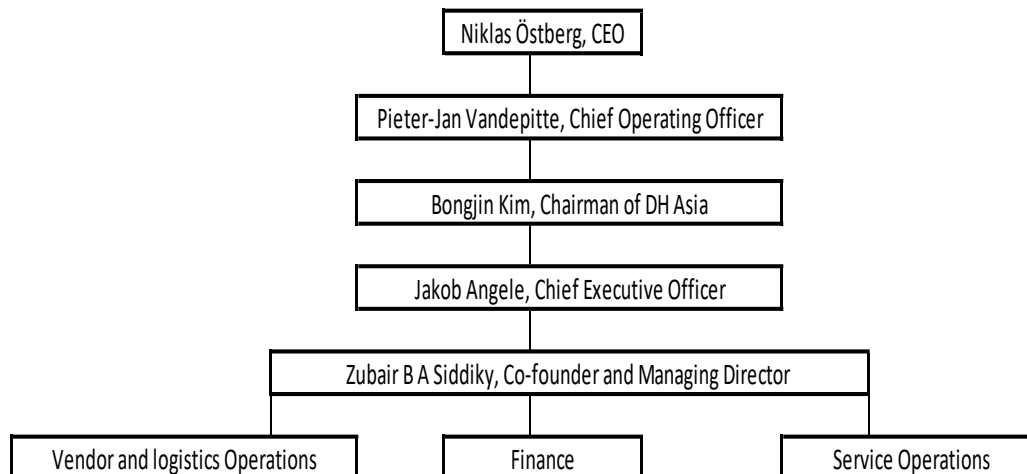
The organograms have been taken from foodpanda internal communication platform via workplace chat. So the information are up to date and accurate.

#### **The Reporting channel under Ms. Ambareen Reza**



*Figure 1: The Reporting channel under Ms. Ambareen Reza*

#### **The Reporting channel under Mr. Zubair B A Siddiky**



*Figure 2: The Reporting channel under Mr. Zubair B A Siddiky*

I will be explaining the hierarchy of my department- service operations:

**Head of Service Operations:** Mr. Mukitur Rahman Khan is currently in this role. He monitors the department and takes major decision regarding the department along with our Senior Manager.

**Senior Manager:** Ms. Fariha Ahmed is currently in this role. She directly supervises all aspects of Service operations. She has also been the supervisor in my internship. All the team leads directly report to her and her continuous support and leadership is playing a major role in keeping the department going.

**Leads:** Under the senior manager there are 3 departments- Customer Service (CS), Rider Service (RS) and Partner Service (PS). Each team has their respective leads. I am working as a lead of the CS team. Since I monitor the Service Recovery Team my designation is Service Recovery Lead. CS team- being the biggest team, there are in total 8 leads responsible for the whole team. All the leads directly report to the performance lead Mr. Mir Mustafizur Rahman. The performance lead is responsible for our performance which he strictly monitors. Under each of the 8 leads there are designated team of agents and lead works as the line manager of the entire bunch. The rider service and the partner service also has their respective leads managing the whole team.

**Quality analysts and trainer:** They are responsible for the quality score of all the agents in CS, RS and PS. Each team has their respective trainer and quality analysts. They evaluate the agents based on their work and provides agent performance score on weekly basis. Trainer trains the new joiners and updates new methods and standard Operation Procedures in the team.

**Agents:** The team segregation was already explained before. Each team has their respective headcounts of agents. Agents are the front lines of CS team and works as the base of the operations in the department.

### **Management Practices:**

The core management Practices of the Service Operations Department are mentioned below:

**Accountability:** Everyone has to be accountable for their own deadlines. This is strictly monitored and the company culture promotes responsible work and thus employees hardly find any trouble here.

**Flexibility:** Deadlines are maintained strictly but how the employee will work to meet the deadline is flexible. Usually deadlines are fixed on weekly basis.

**Efficiency:** Management does not promote overtime rather expects us to be productive and meet the demand within permitted working time.

**KPI:** Means- key performance Indicators. Employees are provided this portion of salary based on their performance. This part is additional besides their usual salary. This promotes the need to make the targets to be met from individual end.

**Alignment:** To make sure everyone is lined with all the daily work updates alignment meeting is arranged on a daily basis.

**Weekly reporting:** The whole department reports on a weekly basis to the Senior Manager and HOD on the performance of the whole week and the weekly targets.

## Marketing Practices:

Marketing Practices can be divided into two segments:

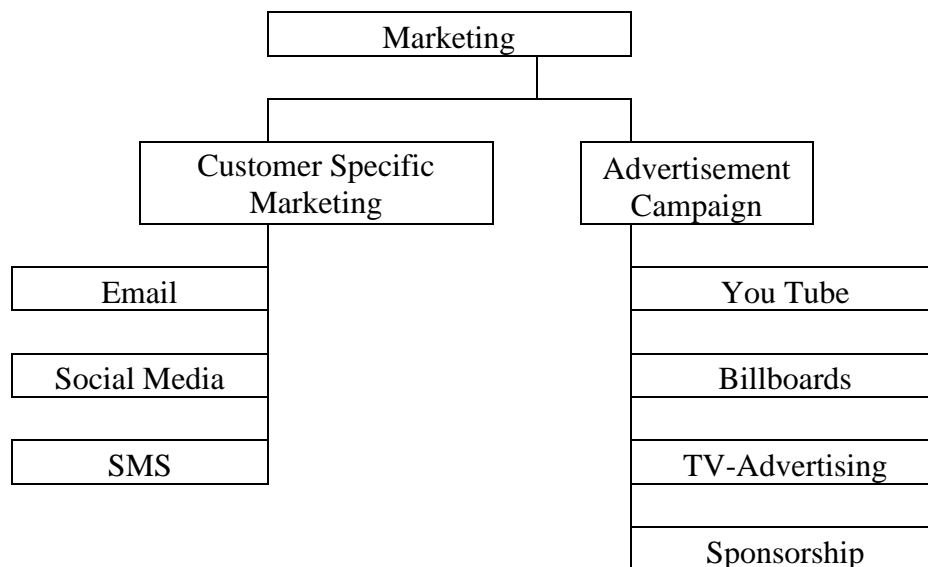
1. Customer specific Marketing
2. Advertisement Campaign

### Customer Specific Marketing:

This type of marketing is specified to individual customers and are not necessarily identical for every customer. There are three types under this marketing- through email, social media and SMS. For the email marketing promotional deals are sent to customer's registered email so that customer can avail the offer and order in the platform. For social media it is not actually individual as the promotional deals are published on the foodpanda official Facebook page. And SMS marketing also similar to Email marketing where promotional deals are sent to customer via mobile SMS.

Below is a table showing the Marketing Practices of foodpanda Bangladesh:

Table 2: Marketing Practices



### Advertisement Campaign:

There are several types of Advertisement campaigns that foodpanda Bangladesh undertakes.

1. **You Tube:** Is the biggest advertisement tool for foodpanda. Fair share of advertising investment goes under this category.
2. **Billboards:** Billboards and public transports are another platform that foodpanda considers in their advertising campaign.



3. **TV-advertising:** This is a major platform to reach out every individual of all customer profile and it is indeed utilized by foodpanda.
4. **Sponsorship:** foodpanda is not very active in sponsoring but recently they have started doing so by sponsoring a few social events like concerts.

### Financial Analysis:

Since my internship tenure is in the Q3 of 2021 I will be analysing the third quarter of the financial statement of foodpanda. Financial statements are prepared based on the whole Asia region.

	Q3 2020	Q3 2021
	EUR million	EUR million
Orders (Unit million) Group	520.5	791.4
%YoY Growth	98.6%	52.0%
%OD Orders	46.6%	49.8%
Asia	347.8	540.0

Figure 3: Financial growth in 3rd quarter of 2021 (Source: Financial Statement Q3, 2021)

We can see that the growth has been significant comparing that of 2020. Below we have shown the growth comparison of the company where we have compared the 3<sup>rd</sup> quarter of 2020 and 2021.

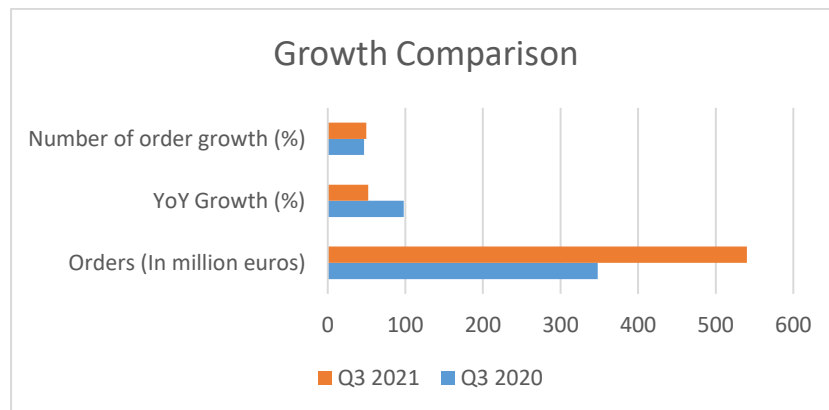


Figure 4: Growth comparison chart (Calculated)

Following the issuance of convertible bonds with gross proceeds amounting to EUR 1.25 billion in September, the recent closing of the divestment in foodpanda APAC we can conclude that the financial position of foodpanda is solid (Financial statement, 2021, Q3).

## Financial statement of 2021, 1<sup>st</sup> half:

ASSETS				EQUITY AND LIABILITIES			
EUR MILLION	NOTE	JUN. 30, 2021	DEC. 31, 2020*	EUR MILLION	NOTE	JUN. 30, 2021	DEC. 31, 2020*
<b>NON-CURRENT ASSETS</b>				<b>EQUITY</b>			
INTANGIBLE ASSETS	F.1.	7,118.8	1,377.3	SHARE CAPITAL/SUBSCRIBED CAPITAL	F.6.	249.2	199.4
PROPERTY, PLANT AND EQUIPMENT		509.8	342.7	CAPITAL RESERVES	F.6.	9,155.4	3,485.4
OTHER FINANCIAL ASSETS	F.2.	441.3	419.8	RETAINED EARNINGS AND OTHER RESERVES		-3,411.9	-2,527.7
OTHER ASSETS	F.3.	962.4	0.1	TREASURY SHARES		-1.7	-0.1
DEFERRED TAX ASSETS		3.2	0.1	EQUITY ATTRIBUTABLE TO SHAREHOLDERS OF THE PARENT COMPANY		5,990.9	1,157.1
INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD	F.4.	454.7	287.8	NON-CONTROLLING INTERESTS		11.2	3.7
		<b>9,490.3</b>	<b>2,427.7</b>			<b>6,002.1</b>	<b>1,160.8</b>
<b>CURRENT ASSETS</b>				<b>NON-CURRENT LIABILITIES</b>			
INVENTORIES		58.2	36.1	PENSION PROVISIONS		25.0	0.4
TRADE AND OTHER RECEIVABLES		554.1	138.2	OTHER PROVISIONS		18.4	12.1
OTHER FINANCIAL ASSETS	F.2.	-	23.1	TRADE AND OTHER PAYABLES	F.7.	1,276.7	598.5
OTHER ASSETS		128.6	79.5	CONVERTIBLE BONDS	F.8.	2,976.1	2,949.5
INCOME TAX RECEIVABLES		10.0	7.3	OTHER LIABILITIES		53.2	20.0
CASH AND CASH EQUIVALENTS		2,001.2	2,922.2	DEFERRED TAX LIABILITIES		258.6	26.4
ASSETS OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE	F.5.	106.8	132.6			<b>4,608.0</b>	<b>3,607.0</b>
		<b>2,858.8</b>	<b>3,339.0</b>	<b>CURRENT LIABILITIES</b>			
<b>TOTAL ASSETS</b>		<b>12,349.2</b>	<b>5,766.7</b>	OTHER PROVISIONS		101.7	65.1
				TRADE AND OTHER PAYABLES	F.7.	1,203.6	655.8
				OTHER LIABILITIES		284.4	124.8
				INCOME TAX LIABILITIES		62.9	36.3
				LIABILITIES OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE	F.5.	86.5	117.0
						<b>1,739.1</b>	<b>998.9</b>
				<b>TOTAL EQUITY AND LIABILITIES</b>		<b>12,349.2</b>	<b>5,766.7</b>

Figure 5: Balance sheet (Source: Financial Statement 2021)

EUR MILLION	NOTE	CHANGE				EUR MILLION	NOTE	CHANGE			
		H1 2021	H1 2020*	EUR MILLION	%			H1 2021	H1 2020*	EUR MILLION	%
REVENUE	E.1.	2,457.3	957.5	1,499.8	>100	<b>OTHER COMPREHENSIVE INCOME (NET)</b>					
COST OF SALES	E.2.	-1,911.0	-790.3	-1,120.7	>100	ITEMS NOT RECLASSIFIED TO PROFIT OR LOSS:					
<b>GROSS PROFIT</b>		<b>546.3</b>	<b>167.2</b>	<b>379.1</b>	<b>&gt;100</b>	REMEASUREMENT OF NET LIABILITY (ASSET)					
MARKETING EXPENSES	E.3.	-561.7	-290.9	-270.9	93.1	ARISING ON DEFINED BENEFIT PENSION PLANS					
IT EXPENSES		-120.1	-68.5	-51.6	75.3	-5.2 0.1 -5.3 >100					
GENERAL ADMINISTRATIVE EXPENSES	E.4.	-600.8	-272.3	-328.5	>100	ITEMS RECLASSIFIED TO PROFIT OR LOSS IN THE FUTURE:					
OTHER OPERATING INCOME	E.5.	103.8	22.1	81.7	>100	EFFECT OF MOVEMENTS IN EXCHANGE RATES					
OTHER OPERATING EXPENSES		-21.0	-1.9	-19.2	>100	46.1 -24.2 70.3 >100					
IMPAIRMENT LOSSES ON TRADE RECEIVABLES AND OTHER RECEIVABLES	E.6.	-7.9	-10.9	3.0	-27.5	<b>OTHER COMPREHENSIVE INCOME</b>					
<b>OPERATING RESULT</b>		<b>-661.4</b>	<b>-455.0</b>	<b>-206.4</b>	<b>45.4</b>	<b>40.9 -24.1 65.0 &gt;100</b>					
NET INTEREST COST	E.7.	-51.0	-22.8	-28.2	>100	<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>					
OTHER FINANCIAL RESULT	E.8.	-94.4	59.7	-154.0	>100	<b>-877.2 -471.8 -405.5 85.9</b>					
SHARE OF THE PROFIT OR LOSS OF ASSOCIATES ACCOUNTED FOR USING THE EQUITY METHOD	E.9.	-54.6	-46.3	-8.3	17.9	NET RESULT FOR THE PERIOD ATTRIBUTABLE TO:					
<b>EARNINGS BEFORE INCOME TAXES</b>		<b>-861.4</b>	<b>-464.5</b>	<b>-397.0</b>	<b>85.5</b>	SHAREHOLDERS OF THE PARENT					
INCOME TAXES	E.10.	-56.7	16.7	-73.5	>100	-913.6 -447.0 -466.6 >100					
<b>NET RESULT</b>		<b>-918.1</b>	<b>-447.7</b>	<b>-470.4</b>	<b>&gt;100</b>	NON-CONTROLLING INTERESTS					
						-4.5 -0.7 -3.8 >100					
						TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:					
						SHAREHOLDERS OF THE PARENT					
						-884.7 -471.1 -413.7 87.8					
						NON-CONTROLLING INTERESTS					
						7.5 -0.7 8.2 >100					
						DILUTED AND BASIC EARNINGS PER SHARE IN EUR					
						-3.84 -2.24 -1.60 71.5					

\* THE COMPARATIVE INFORMATION IS RESTATED DUE TO CORRECTION OF ERRORS. SEE SECTION A.3. FOR FURTHER DETAILS.

Figure 6: Income statement (Source: Financial Statement 2021)

EUR MILLION	SUBSCRIBED CAPITAL	CAPITAL RESERVES	RETAINED EARNINGS	CURRENCY TRANSLATION RESERVE	REVALUATION RESERVE FOR PENSION COMMITMENTS	TREASURY SHARES	TOTAL	NON-CONTROLLING INTERESTS	TOTAL EQUITY
<b>BALANCE AS OF JAN. 1, 2021<sup>1</sup></b>	<b>199.4</b>	<b>3,485.4</b>	<b>-2,159.1</b>	<b>-363.8</b>	<b>-4.8</b>	<b>-0.1</b>	<b>1,157.1</b>	<b>3.7</b>	<b>1,160.8</b>
NET PROFIT	-	-	-913.6	-	-	-	-913.6	-4.5	-918.1
OTHER COMPREHENSIVE INCOME	-	-	-	34.1	-5.2	-	28.9	12.0	40.9
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>	<b>-913.6</b>	<b>34.1</b>	<b>-5.2</b>	<b>-</b>	<b>-884.7</b>	<b>7.5</b>	<b>-877.2</b>
<b>TRANSACTIONS WITH OWNERS – PAYMENTS RECEIVED AND CHANGE IN NON-CONTROLLING INTERESTS</b>									
CAPITAL INCREASES	49.9	5,122.9	-	-	-	-	5,172.7	-	5,172.7
EQUITY-SETTLED SHARE-BASED PAYMENTS	-	122.8	-	-	-	-	122.8	-	122.8
EQUITY COMPONENT OF CONVERTIBLE BONDS	-	424.2	-	-	-	-	424.2	-	424.2
OTHER CHANGES TO EQUITY	-	-	0.4 <sup>2</sup>	-	-	-1.7	-1.3	-	-1.3
<b>TRANSACTIONS WITH OWNERS</b>	<b>49.9</b>	<b>5,669.9</b>	<b>0.4</b>	<b>-</b>	<b>-</b>	<b>-1.7</b>	<b>5,718.4</b>	<b>-</b>	<b>5,718.4</b>
<b>BALANCE AS OF JUN. 30, 2021</b>	<b>249.2</b>	<b>9,155.4</b>	<b>-3,072.3</b>	<b>-329.6</b>	<b>-10.0</b>	<b>-1.7</b>	<b>5,990.9</b>	<b>11.2</b>	<b>6,002.1</b>

Figure 7: Equity statement (Source: Financial Statement 2021)

## Comparison:

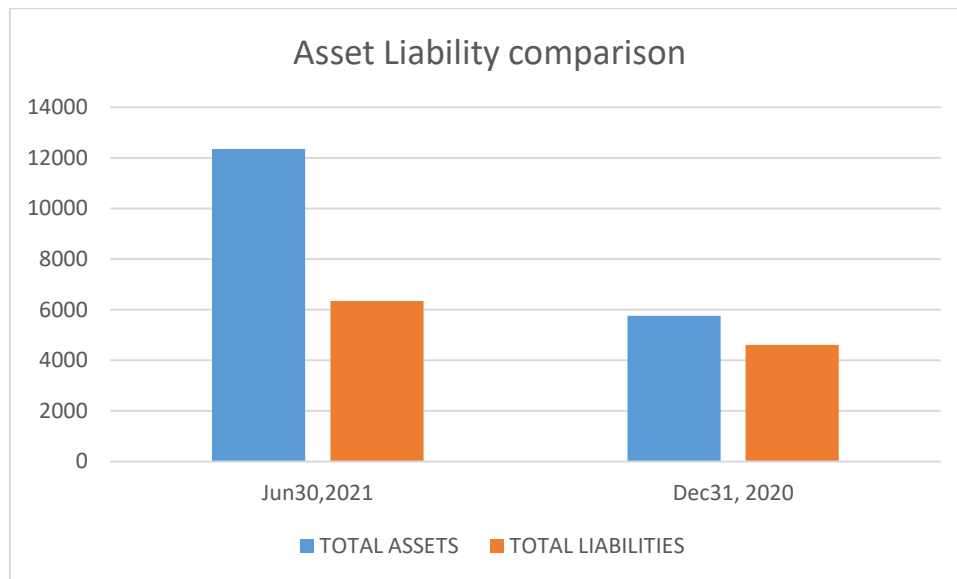


Figure 8: Asset Liability comparison

This comparison shows significant improvements in 2021 from 2020. In 2020 the total liability of foodpanda was almost 80% compared to the total asset which provided a much improved figure of 51% in 2021 June. The current ratio in December 2020 was 1.25 which increased to 1.94 in June 2021. Which indicates foodpanda has recovered the total liabilities significantly. But to get an overall picture of the financial condition we must compute further. The liquidity ratio decreased in the first half of 2021. At December, 2020 the liquidity ratio was 3.31 and in the 1<sup>st</sup> half of 2021 the ratio has come down to 1.61 which indicates current liability against current asset has increased recently (calculated from the data of Financial Statement 2021). So when we compare the current liabilities against the current asset we get a completely different picture from what we get from the total asset and liability comparison.

Also the net income shows negative value which even decreased at 2021. But negative income alone does not prove a company is doing badly. The profitability ratio increased from -0.39 to -0.17 in 2021 (calculated from the data of Financial Statement 2021). That means the company is on its way to see some profits in the upcoming accounting periods. The negative income is mainly due to the pandemic situation. However, the financial data shown here are of the entire foodpanda. As per the local calculation Bangladesh is one of the countries generating consistent profit for the company. But due to confidentiality of the company local financial data could not be presented.

Financial Practices of APAC team is confidential and not mentioned in the public financial statements. However, in my internship tenure I have worked with the local finance department of foodpanda Bangladesh regarding refunds. I would like to mention some financial practices of the local finance team of foodpanda Bangladesh:

1. The finance team monitors all the refunds that are initiated from the customer service end. They work as an intermediary between CS team and the bank.
2. Finance department also monitors all the external transactions needed for operating the smooth service for the customers of foodpanda. For example: Device, gadget, maintenance costs, and equipment costs.
3. Budget allocation for rider recruitment is also performed by the finance department.
4. For the refund practices, finance department ensures the safety of customer's bank information.
5. They also ensure customer is refunded via the proper payment method- meaning the customer must be refunded in the same procedure the fund was collected from the customer.

### **Accounting Practices:**

IFRS and IAS are used to prepare the financial statements in order to maintain an international standard and ease of consolidating several statements. All the basic accounting principles are used to maintain transparency and easily auditable for the government. IFRS and IAS used. (Financial statement: Delivery Hero, 2020)

## **Operations Management and Information System Practices:**

### **Operations Management:**

Operations management is about controlling the process and the workforce in a way that ensures the maximum level of efficiency. foodpanda Bangladesh operates in diverse way and has expanded its ways to serve the purpose of delivery whether that be food, grocery or product. foodpanda Operations include:

1. Food delivery
2. Groceries
3. Electronics
4. Pandamart
5. Pandago
6. Pick up

Each services requires efficient allocation of riders, communication with our partners and foodpanda has dedicated team for operating each of the services. Each of the services will be explained further in the upcoming chapters. The Operations and the Rider Compliance team is responsible for monitoring and supervising direct field operations, which is the riders' work. The team consists of Fleet Management Executive, Area Operations Manager, etc. They are responsible for collective the daily cash collected by the riders from the orders at the end of the day on behalf of the company. The forecasts and capacity report acquired from the Business Intelligence team assign schedules and operational activities to the riders. They also take strict actions if any rider carries out any misconduct.

When an order is placed, although the process of notifying and assigning the available riders is automated, sometimes, close monitoring is required. When necessary, manual intervention is required from the Dispatch Team to assign riders. The Rider Service team is the support team for the riders. While delivering, the riders may face any kind of issue, and if faced, they reach out to the live support team of Rider Service. Also, the team can monitor and oversee all the available active riders. This enables them to manually assign riders based on the nearest location of the rider and the respective restaurant.

The Partner Service Team handles all the issues that relate directly to the vendor/partners. It may be deemed necessary for the vendor to be in contact with a representative from the company. That is when the service from the Partner Service Team is required. The partner vendors are also provided with necessary devices like smartphones, tablets, and receipt (GPRS) printers.

Also there is a dedicated team to monitor the Pandamart operation. Since pandamart is the only platform where foodpanda directly performs B2C sales. Pandamart has a separate management team to monitor the supplies, imports, manage the suppliers, transportation and distribution. foodpanda outsources the transportation and ensures efficient distribution among the Pandamart outlets. Some products are imported directly via international suppliers of foodpanda in order to ensure the maximum quality.

### **Information System Practices:**

There are multiple database used by foodpanda Bangladesh for specific purposes. However, for tracking, viewing and managing orders foodpanda Bangladesh has a database called Backend. Also another software named Hurrier is used to track every rider, their movement, managing, adjusting the rider's account and also reassigning rider's to a particular order. In Hurrier payment related information, number of orders in a particular time frame are stored. So Backend and Hurrier both are crucial database that foodpanda uses.

### **Industry and competitive analysis:**

Food delivery industry is one of the most competitive market in Bangladesh. It being one of the major part of the e-commerce of Bangladesh it has its advantages and disadvantages. E-commerce removes the barrier between you and your buyers and potential buyers. And of course nothing comes without a price. E-commerce has its fair share of cons as well. It comes with a high amount risk and investment so it's essential to make sure the market expands gaining continuous sales lead.

Bangladeshi food industry has yet to go far compared to other business giants like India. While India's food-delivery sector engages more than 6 billion USD, Bangladesh's food-delivery industry involves merely 43 million USD (Business Inspection, 2021).

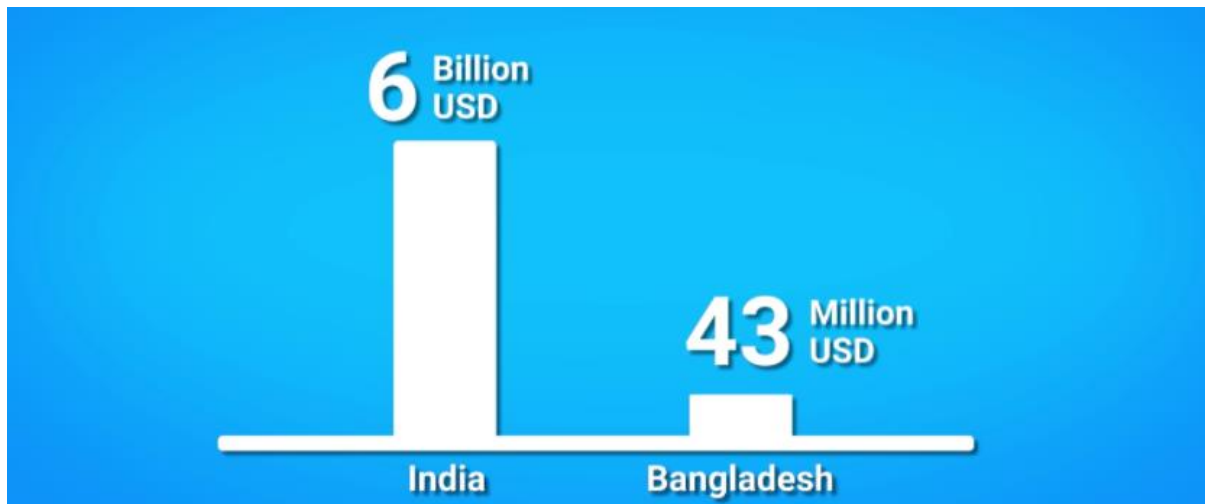


Figure 9: Generated revenue comparison (Source: Business Inspection, 2021)

With a market worth more than \$50 billion, China's food delivery industry is the largest in the world. Back in 2020, the average delivery per day in Bangladesh food delivery industry was merely around 25,000. During that time the 4 major competitors HungryNaki, Foodpanda, Pathao Food, and Shohoz Food shared 90% of market (Business Inspection, 2021). However during the pandemic foodpanda has expanded to over 50 cities of Bangladesh. According to the data of 2019, foodpanda held about 30% of the market of food delivery services (Rubalif,2021). However, currently foodpanda with an average order number over 50,000 per day has definitely surpassed any other food delivery services in Bangladesh (From internal database).

**Things to keep in mind:** As per the research of Ahmed Tausif Saad from Asia Pacific University, the below factors affect the food delivery industry of Bangladesh:

	Price	Service quality	Attitude of delivery person	Menu	Variety and number of restaurants	Delivery time	Condition of food delivered	Delivery tracking service	Online food delivery service in Bangladesh
Price	1	0.335	0.312	0.241	0.172	0.25	0.103	0.13	<b>543</b>
Service quality	0.335	1	0.334	0.322	0.297	0.398	0.307	0.256	
Attitude of delivery Person	0.312	0.334	1	0.357	0.292	0.2	0.284	0.38	
Factor menu	0.241	0.322	0.357	1	0.602	0.189	0.295	0.293	
Factor variety and number of restaurants	0.172	0.297	0.292	0.602	1	0.155	0.158	0.353	
Delivery time	0.25	0.398	0.2	0.189	0.155	1	0.296	0.162	
Condition of food delivered	0.103	0.307	0.284	0.295	0.158	0.296	1	0.162	
Delivery tracking service	0.13	0.256	0.38	0.293	0.353	0.162	0.162	1	

Note(s): Determinant = 0.198

Table 3. Correlation matrix

Figure 10: Factors affecting food delivery industry (Source: Research paper of Ahmed Tausif Saad)

However, besides maintaining the quality of service, monitoring the competitors is equally important. foodpanda Bangladesh being the current market leader in food delivery industry is maintaining a positive marketing approach whilst other competitors often target negative marketing approach against the major competitors.

### Porter's 5 forces analysis:

**Threat of substitution:** foodpanda does not have to consider a substitution because there is no substitution for food delivery service.

**Threat of new entrants:** This is the most important point because even if foodpanda is doing everything right they are always replaceable by someone who is doing things in a better way. Food delivery service has infinite potential since only 11% of the total world population use food delivery service (Business Inspection, 2021). So there will always be a threat of new entrants in this industry. And as per psychology a portion of the customer base will always prefer to explore new options. So foodpanda must be careful about new entrants and their market penetration policy. It's important to counter competitors' policy if that may work as a potential threat for the company.

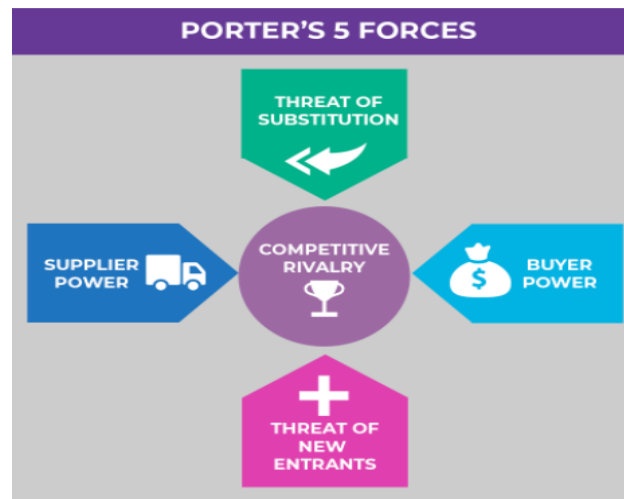


Figure 11: Porter's 5 Forces

**Competitive rivalry:** Currently foodpanda has 3 major competitors: Hungry Naki, Pathao Foods and Sohoz food. As per the data of 2019, Sohoz had only 10% of the market share which has remained unchanged till now if not worse (Business Inspection, 2021). Pathao had 40% of the market previously but currently which has to go down considering the amount of daily orders placed in foodpanda. Compared to the other competitors Hungry Naki is doing much better currently and is the major competitor of foodpanda at the moment.



**Supplier power:** Supplier or restaurants who are being partnered with foodpanda are one of the most important stakeholders in the chain. Their end has to be met properly otherwise competitors may gain the benefit of biasness towards them. Foodpanda Partner Service is continuously working to keep the vendors satisfied with the partnership.

**Buyer Power:** Buyer is the most powerful force in every business since the sole purpose of the service is centred on them. Keeping the buyers happy is important especially in food delivery service. Social platforms can be a sensitive place where negative feedbacks from the customers may generate considerable amount of sales loss. Foodpanda customer service team knows what they are doing and playing a vital role in gaining, managing and recovering customers for the platform.

### SWOT Analysis:

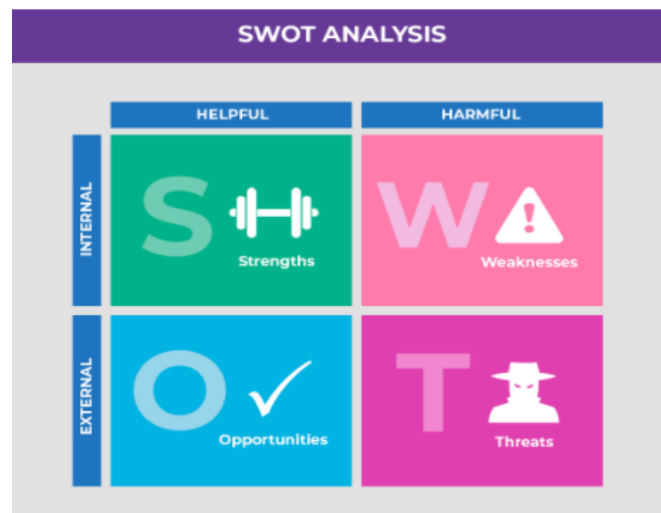


Figure 12: SWOT Analysis

### Strength:

- ❖ Face Value: foodpanda Bangladesh, being a multinational company has the image and customer faith which gives foodpanda an edge over other local companies.
- ❖ Area coverage: foodpanda has reached more than 50 cities of Bangladesh with their delivery service which is remarkable. Other competitors has yet to establish such area coverage.
- ❖ Efficient customer service: foodpanda customer service is efficiently solving thousands of customer queries on a daily basis and actually resolving customer issues.

**Weakness:**

- foodpanda having a large coverage requires mass management which is really difficult and sometimes gets in the way of solving critical issues as per the need of the customers. For example, if a customer has an item wrong in the order, customer often expects us to return the wrong item and deliver the correct one but due to mass management a delivery person does not have the luxury to do so because he has existing orders in the queue already. So foodpanda refunds the customer to compensate for the loss instead.

**Opportunities:**

- ✓ As mentioned earlier food delivery services have a lot of potential for growth in this country.
- ✓ Foodpanda can always enter newer markets in the delivery service in Bangladesh. There are fields that has not been explored by the competitors yet like clothing delivery, books & stationary product delivery etc.

**Threats:**

- Threats of new entrants are always there.
- If existing competitors invest more resource, foodpanda can always lose a portion of market.
- foodpanda must ensure customer satisfaction because in the age of viral contents one mistake is enough to lose reputation in the market.

**Summary:** Due to pandemic every company faced a financial blow, however foodpanda is on a verge of recovering from that and has improved significantly during 2020 and 2021 to increase their potential area of service and gained the trust of the customers.

**Recommendation:**

- Invest more on rider satisfaction
- There are room for improvements in the customer service sector
- Headcounts should be increased in the service operations department.

## Chapter 3: Project Part

### Introduction

As someone who worked In foodpanda for past 2 years I have witnessed how foodpanda augmented their service and contributed socially during pandemic, which also boosted sales for foodpanda and eventually made the organization market leader in food delivery industry. In this report I would like to show how diversification and service augmentation made foodpanda one of the most socially contributing E- commerce sectors in Bangladesh.

### Objectives:

**OBJECTIVE 1:** Finding out customer satisfaction level during pandemic

**OBJECTIVE 2:** Finding out rider satisfaction level during pandemic

**OBJECTIVE 3:** Service and overall job satisfaction of the employees of Service Operations department.

**OBJECTIVE 4:** Internal Sales data to show how customers have responded to new verticals during and after lockdown.

### Methodology:

**Objective 1 method:** Data collection via Google form responses

**Justifying the method:** This method will provide statistical data of real time response of the customers. Multiple sample size was elected in order to make the data statistically accurate.

#### Highlights of findings related to objective 1:

- a) Customers are satisfied with the services offered
- b) Customers are satisfied with the quality of the service
- c) Customers expressed slight dissatisfaction regarding some vendors and provided feedback regarding customer service.

**Objective 2 method:** Data collection via real time responses

**Justifying the method:** Interview sessions directly taken at the office in a neutral condition and ensured that riders can freely express their feelings.

#### Highlights of findings related to objective 2:

- a) A portion of riders are not satisfied with their wage per hour

- b) Most of the riders have the concept of their earning totally wrong
- c) They are satisfied with other aspects of their job.

**Objective 3 method:** Data collection via Google form responses

**Justifying the method:** This method will provide statistical data of real time response of the customers.

**Highlights of findings related to objective 3:**

- a) Employees are mostly satisfied with the service as a customer
- b) Most of the foodpanda employees are undergrad students and students in need are prioritized while selection.
- c) Employees are happy with the organization culture

**Objective 4 method:** Internal information

**Justifying the method:** Information was taken directly from foodpanda database

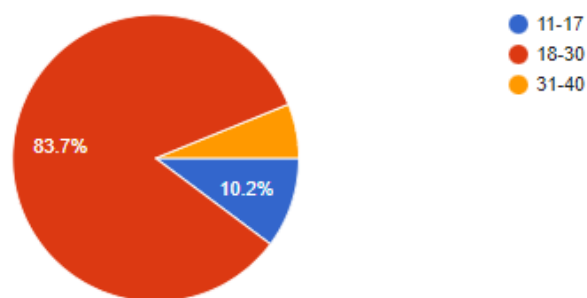
**Highlights of findings related to objective 4:**

- a) Sales increased significantly during and after pandemic situation
- b) foodpanda diversified their service which worked perfectly
- c) This diversification made foodpanda one of the most socially contributing E-commerce platform in Bangladesh.

## Findings & analysis:

Measuring customer satisfaction level is a broad perspective and has a lot of aspects to be considered. It is not possible to measure the actual percentage of satisfied customers for a particular company. Taking statistical measure is the only possible way to ensure a proper number or give the most appropriate picture. I tried to make the sample size statistically accurate by diversifying it in a manner that makes the most sense. In total I collected a total of 100 samples for this survey.

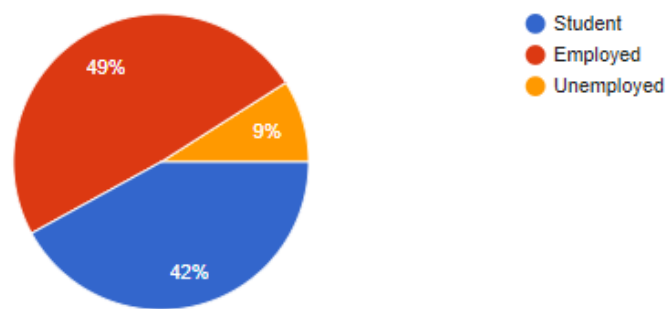
### Age group of sample:



As mentioned before, I tried to keep the samples statistically as accurate as possible so I tried 3 different age groups for the survey. As we can see in the chart the segmentation was 11-17, 18-30 and 31-40. The initial goal was to create another segmentation with age above 40 but no such sample responded as a user of foodpanda. From the data we can see that 83.7% users belong to the age group of 18-30. 10.2% of the samples belong to the age group of 11-17 who are minors. Minors mainly use the app through their parents but we will consider the exact consumer placing the order. Only 6.1% of the consumer samples belong to the age group of 31-40.

We can conclude that the age group of 18-30 have the maximum number of users who use food delivery platform like food panda. This is due to 2 reasons mainly. Firstly, this age group is technologically active and is active in e-commerce platform. Secondly, they are mostly employed to meet the demands meet in order to avail the service. They do not need to be dependent on their parents to avail services from foodpanda.

### Sample employment status:



Among the 100 samples collected for this survey, 42% of the sample are student, 49% are employed and 9% are unemployed. If we deep dive into the stats then we will find out that the student have the tendency to use only food delivery service. Other services offered by foodpanda like panda mart, groceries, pick up, electronics and etc. are not used much by students specially the age category of 11-17 mentioned above. Employed population who belong to the age group of 18-30 are the major users of foodpanda and they use verities services of foodpanda like panda mart, groceries, pick up, electronics and etc. On the other hand, employed population who belong to the age category of 31 to 40 or above have the tendency to use services other than the food delivery like groceries, panda mart, medicine, electronics etc.

### Segmentation based on services used by foodpanda:

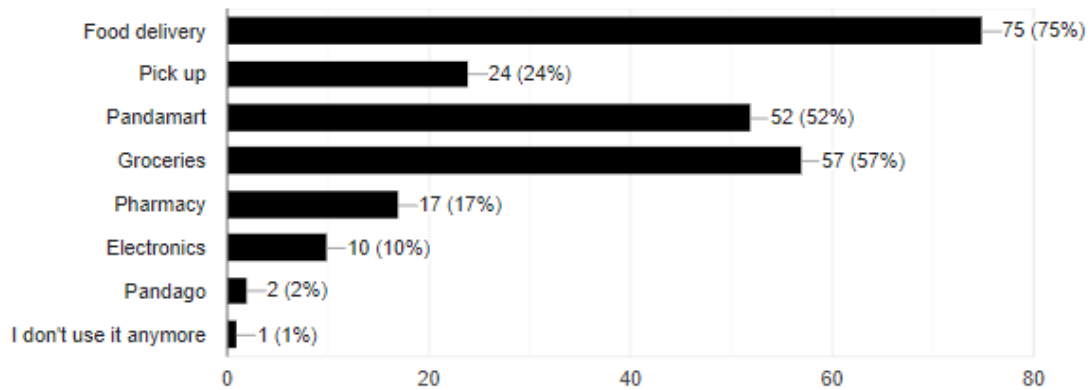
This is quite normal that majority of the foodpanda users use the app for food delivery service as this is the initial service provided by the e-commerce organization. As per the stats received from the survey we can find about 75% of the responders use the app for food delivery service.

Before we deep dive into the percentage of the rest of the services availed by the customers I would like to explain each service offered so that we have a clear idea about how foodpanda added new service and what services was added during the pandemic period and the logics behind them.

- ❖ **Groceries:** During lockdown the biggest challenge for people in general was to manage going outside and buying the daily needs specially grocery items. Because they are absolutely essential and frequently needed in a family. foodpanda took this opportunity to bring the groceries to the customers. In order to do that foodpanda started partnering up with different grocery shops on local basis and included them in the app to offer home

deliveries to the customer. This ensured customers their safety during the lockdown and added a major source of sales boost for the company.

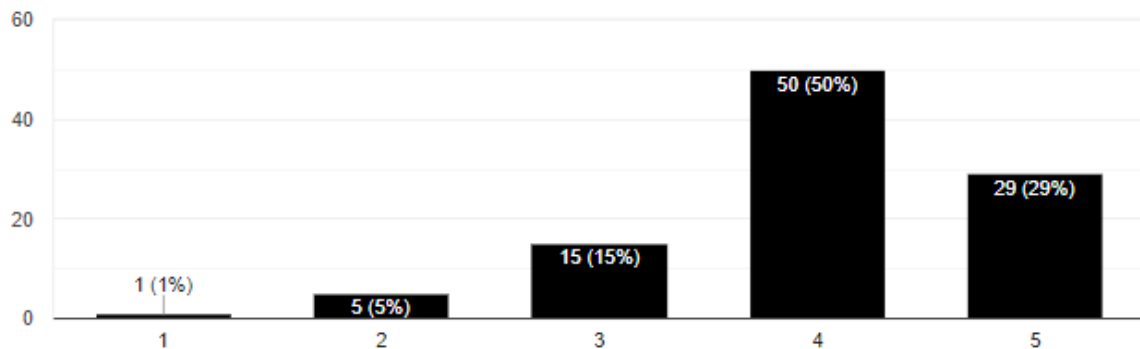
- ❖ **Electronics:** The basic need for this category was not as essential as the grocery items but foodpanda wanted to offer customers an expanded during lockdown and since electronics products has their fair share of demands in our daily life foodpanda wanted this category under the radar as well. Customers were able to order essential electronics without getting out which helped the vendors as well who were protected from significant amount of loss in their sales.
- ❖ **Pandamart:** This time foodpanda decided to introduce their very own online all in one store in Bangladesh. With premium quality products hence the rise of pandamart took place. It has similar functions like groceries but this is a warehouse. Riders will collect orders from the warehouse to be delivered to the customer. It is a warehouse owned by foodpanda. Both COD and Online Payment are applicable. Pandamart started its journey in September 10, 2020. Pandamart has high quality storing system where products are preserved and maintained in order to ensure the maximum quality to the customers. Since the day of launching pandamart never had to look back for any product.
- ❖ **Pandago:** Pandago is a service where foodpanda lends riders to its partners and other services or individuals who require it. Since foodpanda has the strongest base of riders this service utilizes the resources of foodpanda to lend a hand to individuals in need of a delivery service. This includes home kitchen, partners who are facing issues with internal delivery service or maybe someone who just need to deliver a parcel.
- ❖ **Pickup:** This service was promoted after the lockdown ended. Pick up s a service where the order is arranged for the customer through foodpanda platform and customer has to pick the order from the restaurant. In this service foodpanda does not deliver the food and no rider is involved. It is a direct vendor to customer deal and foodpanda just works as the platform to connect the two parties.
- ❖ **Pharmacy:** This addition was introduced at the initial phase of lockdown back in 2020. Medicine was probably the most essential product especially for those who got affected. This indeed was an addition the customer's needed at that point. Pharmacy is still serving its purpose at the post lockdown period.



As mentioned before that approximately 75% of the sample customers use the app for food delivery. Since food delivery is the initial and prime service provided by foodpanda this stat is expected. It has not been many days since pick up orders are introduced. However, many people are utilizing this service already. It is not popular but as per the data of the survey, 24% of the respondents use this service besides delivery. Pandamart has been an essential part of foodpanda users who belong in the urban areas with an available panda mart outlet in their area. Most of the respondents in the survey belongs to Dhaka and maybe that is why such high number of respondents use pandamart besides food delivery service. The exact number received from the survey is 52%. For customers who belong outside the coverage area of panda mart, they have the grocery shops and super shops available in their app. Perhaps that is why 57% of the respondents use Groceries beside pandamart. Also we can find out that Pharmacy, electronics and panda go are used by 17%, 10% and 2% respondents respectively.

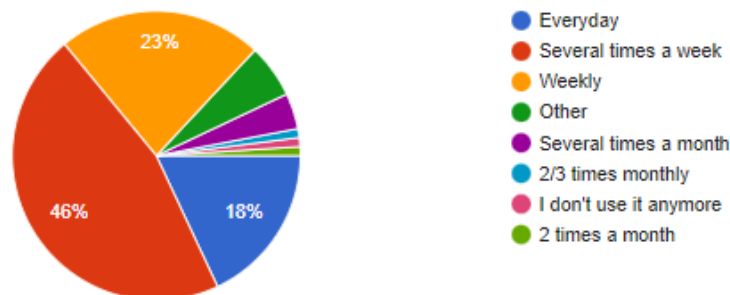


### Satisfaction on overall service:



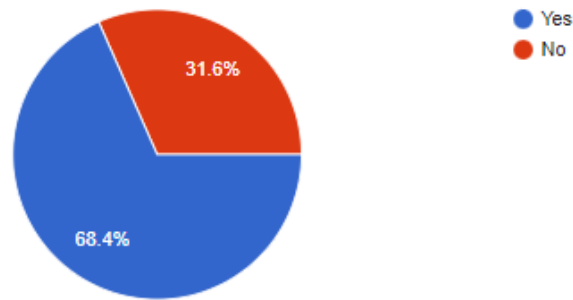
As per the data received from the survey 29% of the respondents feel foodpanda service is absolutely world class. They are satisfied with almost all aspects of the service and are most like to be a permanent customer base of foodpanda. 50% of the customers are satisfied with the overall service but they feel there are lacking in some part of the service. About 15% of the respondents are not that satisfied with the service. 5 % of the respondents are dissatisfied with the service and 1% thinks the service is absolutely worst. This may have happened due to some kind of bad experience that led to a severe bad impression about the service.

### Frequency of usage:

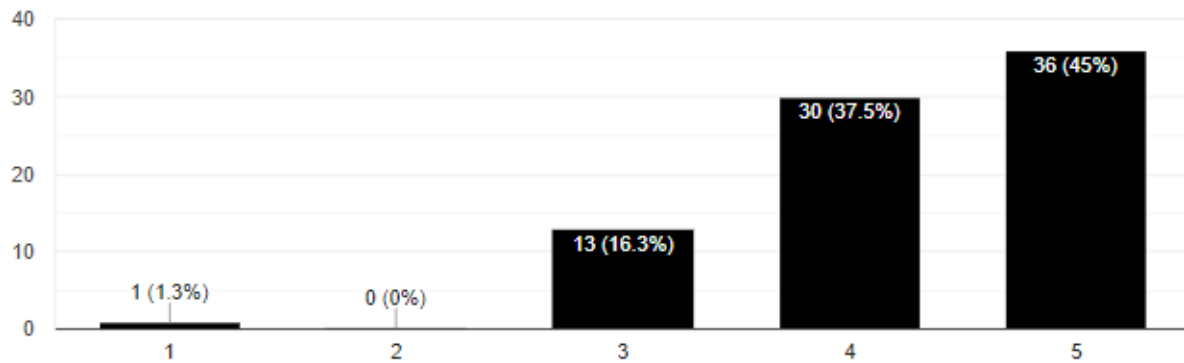


As per the data most of the customers use foodpanda several times a week- the percentage is 46%. This represents more than the respondents of the survey. Most of the foodpanda customers have such frequency of orders. 18% of the respondents order on daily basis which is remarkable and represents that a large number of people rely on foodpanda in their daily life. 23% people use foodpanda on weekly basis and the rest have bigger gap between orders.

## Contribution during lockdown period:



Stats show that majority of the respondents used foodpanda during lockdown. Around 68% respondents were dependent on foodpanda for their daily essentials. Getting things delivered made their life easier and most importantly safer during the lockdown period.



foodpanda added groceries, medicine, electronics and other daily essentials in their delivery service during pandemic. 45% respondents feel this was really helpful for them during lockdown. 37.5% respondents feel this was moderately helpful as they gave this segment 4/5. 16.3% feel neutral about the service during lockdown. Also when asked about the service that pandamart provides the respondents were mostly positive about the service of pandamart. If we take the data then approximately 29% marked pandamart service 5/5. 40% respondents are satisfied with pandamart service giving a mark of 4/5. We had 24% respondents who were in a neutral position or feels not that great about the service of pandamart.

### Analysis on rider's interests:

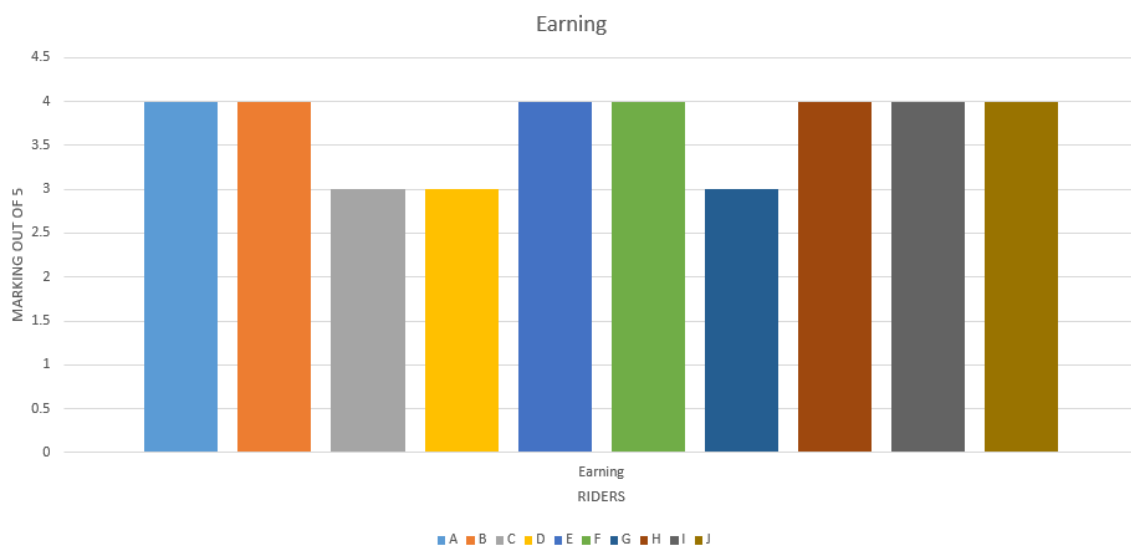
For this purpose I interviewed 10 foodpanda riders of Gulshan, Banani & Mohakhali area. I would like to present the findings through the following charts:

### Job satisfaction:



It's hard to find a proper answer from the riders as they have a lot of perspective in a Particular answer. However when explaining about overall job satisfaction they all agreed that they are overall happy with the job because considering other alternatives in the same job they are mostly satisfied. But everybody agreed on one particular point which is during lockdown the earning helped them to hold on a lot.

### Rider feedback on their overall earning:



Of course nobody is completely satisfied with their earning. But after explaining them they compared their total earnings with other alternatives and pretty much all of them were satisfied with their overall total earnings. But they want they were not at all satisfied with their hourly earnings. Even though overall earning is a decent figure but they want their hourly earnings to increase.

**Rider feedback on their opportunity:**

Riders are really satisfied with the opportunities that they get in their job. All of them provided 5/5 in this category mostly because:

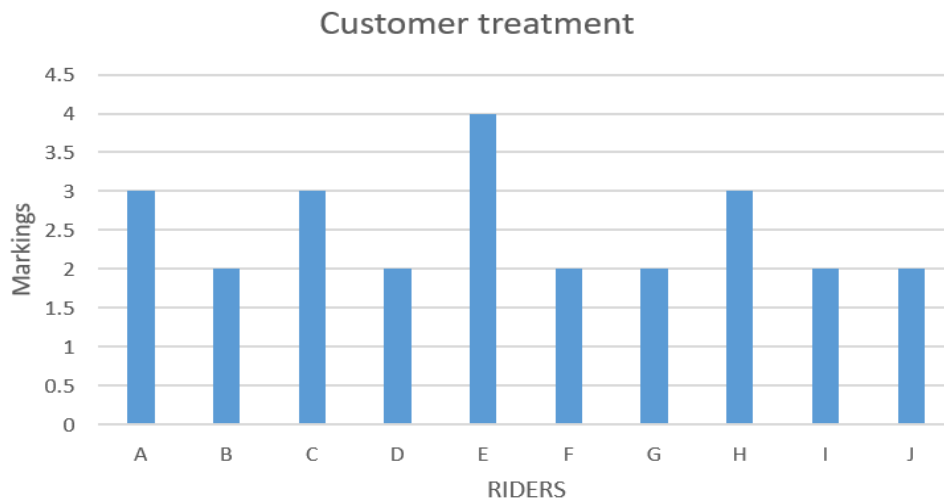
- There is never shortage of orders so they don't have to seat idly during shifts
- If they want they have the opportunity to earn more by delivering more
- They also have the scope to outsource through foodpanda
- A rider with a strong portfolio in foodpanda is always rewarded

**Riders' feedback on overall fairness:**



Considering every aspect of their job most of them do not feel they are rewarded with proper fairness. They believe the company can afford them with additional payment if they want. Even though they have admitted that they earn more than riders of other platforms but they are unhappy about the hourly payment. When asked if they want to leave the job all of them agree that they have no intention of changing their job.

### Riders' feedback on overall Customer treatment:



Most of them feel they are not treated properly by the customers. They do not think they get the respect they deserve. Even though they admitted that some customers are really nice but the overall scenario is not like that. Sometimes they have to get suspended over complains of customers where as they feel they are not always the party at fault. It is indeed a humble request of them for the customers that we all should put ourselves in their shoes and think from their perspective.

**Conclusion:** Foodpanda has the biggest delivery operation of all the food delivery services. An enormous number of riders are required in order to do this. The employment food panda is providing through their riders is a big number indeed. Riders are not completely satisfied but then again, complete satisfaction is theoretically not possible to achieve. They are overall happy with the living they are making and the company is happy to provide them in every way possible. Riders wanted some improvements and company granted all their demands accordingly except for additional hourly payment. But at the end of the day despite the hourly payment not being increased, foodpanda is granting their riders enough opportunity to boost their total earning and upon making this clear riders, currently, are happier than ever at foodpanda.

## Analysis on Employee perspective of service operation:



To analyse the employee perspective of service operations department I interviewed 10 agents and their perspective on the overall job and services of foodpanda. If we want to discuss the percentage of agents who are students then the answer is almost 100% of them are undergraduate students. Of the agents that I interviewed only 1 of them has completed his graduation. The rest are mostly on their third or final year of graduation. This providing students to gain corporate experience which they can also put in their CV.

All the foodpanda employees actively use foodpanda app. It is kind of a psychological thing but when asked they stated that they are satisfied with the service of foodpanda. When asked if they require the job financially, 40% stated the job is helping them and their family financially. 20% of the respondents bear their own educational expenses with their salary. And almost all of them are happy with the work environment and organizational culture.

### Internal sales data:

#### Internal data regarding the contribution during lockdown:

Even though the internal data are mostly confidential I was able to manage the percentage of orders under restaurant and new verticals (Services other than food delivery). This will show us a clear and accurate picture of how foodpanda contributed during the lockdown. During the lockdown period approximately 15 orders per 100, was from new verticals. If we think about the total daily orders that is a huge number and emphasizes that a huge number of people depended on foodpanda during lockdown for their daily essentials.

**Internal data regarding the contribution past lockdown:**

Currently the figure has improved significantly. On a daily basis, approximately every 20 orders per 100 orders are contributed by new verticals. Since the percentage is on an increasing trend we can assume the number will increase in 2022.

**Summary and conclusion:**

To summarize, what I have tried to show in this report is that foodpanda knew when to diversify their service and offer something new to the customers. So far what we have seen that the response from the customers were more than what we expected. Most of the customer base who used foodpanda during lockdown believe that they were hugely benefitted from this diversification foodpanda offered. It helped customers with their daily life, helped riders keep their employment during the initial period of lockdown. Even now at a post lockdown period, foodpanda is serving its customers to make their lives easier. Is the service perfect? No. Is all the customers happy? No. Is all the other stakeholders happy about the service? No. But you can never make everyone happy can you? Excluding the minor percentage of negative, the company is doing a wonderful job to sustain their operation in Bangladesh. Currently with their diversified, better and updated service foodpanda is on its way to be established as one of the most socially contributing E-Commerce services of Bangladesh.

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