Report on Determinants for the Services of Pathao Ltd.

By

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21164095

An internship report submitted in partial fulfillment of the requirements for the degree of **Masters in Business Administration (MBA)**

Graduate School of Management
BRAC University
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Declaration

It is hereby declared that

The report does not contain material previously published or written by a third party, unless properly cited through full and accurate referencing.
The report contains no material that has been accepted or submitted for any other degree or diploma at a university or other institution.
I've acknowledged all major sources of assistance.

Student's Full Name & Signature:

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Chandralekha Biswas
ID: 21164095

Supervisor's Full Name & Signature:

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Mr. Md. Hasan Maksud Chowdhury
Assistant Professor
BRAC Business School, BRAC University

Letter of Transmittal

Md. Hasan Maksud Chowdhury

Academic Supervisor

MBA Program

BRAC Business School

BRAC University

66 Mohakhali, Dhaka - 1212

Subject: Internship report submission on **"Determinants for the Services of Pathao Ltd."**

Dear Sir,

This is my pleasure to present my internship report entitled **"**Determinants for the Services of Pathao Ltd.**"** I have done my internship program at Pathao Ltd. under your close supervision. It is situated at corporate office, Tajwar Center, level 02. 19/A, Banani, Dhaka – 1213.

I believe, knowledge and experience that I gathered during the internship period will be helpful in my future professional life. I will be grateful to you if you accept the report. I will be available for the defence of this report. Your support in this regard will be highly appreciated.

Thank you

Sincerely yours,

Chandralekha Biswas

ID: 21164095

Non-Disclosure Agreement

This non-disclosure agreement is made and entered into by and between **Pathao Ltd.** and the undersigned student at BRAC University, **Chandralekha Biswas.**

Acknowledgement

I am grateful to God, the Almighty and the Merciful, whose blessings and endorsement have enabled me to complete this report and present it to you. I acknowledge that without His guidance, this achievement would not have been possible within the given timeframe. Additionally, I am indebted to the individuals who have played a significant role in assisting and inspiring me throughout this process.

First and foremost, I extend my heartfelt gratitude to my faculty advisor, Mr. Md. Hasan Maksud Chowdhury Sir, whose guidance and support have been invaluable in completing this report on "Determinants for the Services of Pathao Ltd."

I would also like to express my appreciation to my company supervisor, Mr. Akash Shaha, an Assistant Manager in the Marketing Department at Pathao Ltd., as well as my colleagues who provided valuable suggestions and informative instructions. Their assistance has been instrumental in ensuring the completeness of this paper.

Furthermore, I am deeply grateful to my parents, my father, and my mother, who have always been a source of encouragement throughout this journey. Their unwavering support has motivated me to successfully complete this project. Additionally, I would like to acknowledge the support and contributions of all the participants who have assisted me in preparing this report. I would also like to extend my thanks to my friends and sister, whose ideas and insights have helped me in presenting and compiling this paper to meet the required standards.

Once again, I express my sincerest gratitude to all those who have played a part in making this report a reality.

Executive Summary

Pathao Ltd., a rapidly growing tech-based startup, has emerged as a market leader in Bangladesh's ridesharing industry. Since its establishment in 2015 by a group of passionate entrepreneurs, Pathao has gained immense popularity by providing an innovative solution to the city's traffic congestion and offering services in various verticals, including ridesharing, food delivery, parcel delivery, and courier services.

In 2018, Pathao received funding from Gojek, an Indonesia-based ridesharing company, which facilitated its expansion into other verticals beyond ridesharing. This strategic investment allowed Pathao to establish a strong presence not only in Bangladesh but also in international markets.

The company's app-based parcel delivery services garnered significant attention, leading to substantial growth in ridesharing, food delivery, and courier services. This enabled Pathao to surpass its competitors and secure a considerable market share in the local markets. The success of the brand can be attributed to its competitive pricing, effective communication strategies, and adherence to global operational standards.

As a Key Account Manager, my role involves serving as the primary point of contact for clients and merchants using Pathao services. In my report, I have highlighted the operational, marketing, and competitive strategies that have contributed to Pathao's brand development and long-term goals. Utilizing social media platforms, the company effectively introduced its services to the public even before its official launch, allowing people to access information about its operations and service delivery.

Additionally, the report focuses on the operational strategies implemented by Pathao, such as establishing convenient hubs and centrally monitoring them. It also delves into the organizational structure, spanning from top-level management to the delivery personnel responsible for bringing the services to the final consumers. This analysis is based on my internship experience from February 15th to May 08th.

Finally, after evaluating the available information, the report provides recommendations for Pathao to enhance its operational efficiency and improve service delivery. These suggestions emphasize aligning strategies, fostering internal team harmony, and further optimizing the on-demand digital platform's business operations.

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CHAPTER 1

Overview of Internship

1.1 Student Information

Name	Chandralekha Biswas
Id	21164095
Program	Internship
Major/ Specialization	Marketing

1.2 Internship Company Name

Pathao Ltd.

For my internship, I worked under Pathao Courier. There are other services under Pathao Ltd such as: Pathao Rides, Pathao Food, Pathao Parcels etc.

1.3 Introduction

Pathao Courier is a parcel delivery service that delivers within 24-72 hours to the metropolitan cities of Dhaka, Chittagong, Sylhet, Khulna, Rajshahi, and Jessore. They offer on-demand/express delivery within 4-6 hours after pick-up to the customer (Dhaka only). Pathao Courier provides home delivery to 50+ districts around the country, with packages delivered to all customers' doorsteps within 48-72 hours. Pathao courier (fulfillment) provides customizable service packages with inventory management support, order processing, packing, and sales support via its warehouse and fulfillment solution. Pathao courier offers cash on delivery by taking payment in cash at the time of delivery.

Address

The company is situated at corporate office, Tajwar Center, level 02. 19/A, Banani, Dhaka – 1213.

1.4 JOB DESCRIPTION/ DUTIES

HUB-VISIT

Hub visit is a very important part to gather the overall knowledge of operation. In Dhaka Pathao has 11 hub and 119 hubs in all over Bangladesh. Patho is the only one courier service who provide home delivery in 64 districts of Bangladesh. But ensuring home delivery becomes challengeable for many remote areas.

The overall hub visit part was divided into 2 parts.

Day 1: To gather the knowledge of both First Mile Hub (FMH) and Last Mile Hub (LMH).

Day 2: To gather the knowledge of Return Process, Inbound, No-entry and Transportation process.

As hub visit, I was assigned to visit Kalyanpur hub. Along with me there were two more co-worker of me. I started the journey at 7:30 AM and reached to the hub approximately at around 8:11 AM. The parcel processing time are divided into 2 parts:

DAY 1

Last mile hub is a parcel process time of last mile hub. From all over Bangladesh all the parcel reach to the hub in van and then they are sent to the inbound team. This inbound team sort the parcel and then put them on the zone wise self/ basket. After the sorting part, products are handed over to VDA (Van Duty Agent) and DA is assigned zone wise to deliver the parcel in different areas.

Transportation	→	Inbound	→	Hub
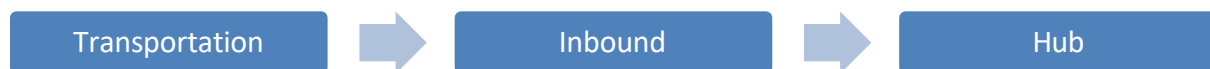
First mile hub is a parcel process time of picked up parcel. It is called the pick-up-hub also. After picking up the parcel from all the areas, the products are handed over to the inbound team. Here, inbound team check the parcels by matching the tag wise tacking number. Thus, they find if there are any duplicate entry and thus, they also find out if there are any the no-entry parcels or not. After sorting, all the products are handed over to the VDA (Van Duty Agent) to transport the parcels to the last mile hub in all over the country.

Pick-Up	→	Inbound	→	Sorting	→	Transport	→	On the Way to LMH
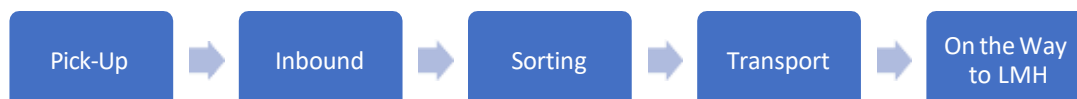
DAY 2

Return Process starts when a customer wants to return a parcel from that time. Sometimes it happens instant such as while delivering a parcel that time a customer can check the parcel and if he/she doesn't like it then the parcel can be returned instantly.

On the other hand, after delivering the parcel, a customer can return it after 2/3 days or even day after tomorrow of the delivery day. When the return parcel reaches to the delivery (FMH), at first the return parcel will be scanned. After scanning the parcel, the return team mark it with 'R' tag. Then they hand over the parcel to the Van Delivery Agent (VDA). If any merchant doesn't accept the return, then the parcel will be sent to the inventory. The return process is divided into 3 parts.

Return
- Reverse
- Partial
- Exchange
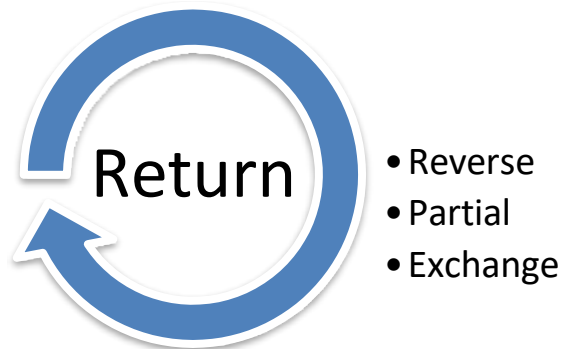
Reverse

In the return process, reverse is returning a parcel from customer. It generally takes 1 week. After getting the information that the customer wants to return the parcel, the reverse pickup id will be created to bring back the product and deliver it to the merchant. It is the process of reverse.

Partial

In partial return 2 product will be delivered to the customer and from that 2 products one product will be returned to the merchant. In this process the customer will trail and chose one between these 2 products. This is called partial return.

Exchange

In exchange one parcel will be delivered at first. Then when request comes from a customer after 1 day that he/she wants to exchange the product, that time new product will be delivered to the customer and the old one will be returned to the merchant. Here, one parcel is being exchange under another, and that's why it is called exchange.

Inbound Process in the morning when all the parcels reach to the hub, then all the parcel will be sort out matching the tag or the tracking number. At first, inbound download the csv file and then start scanning. After scanning all the parcel, they match the received parcels with the expected parcel and cross check the duplicate one. Then the inbound team separate all the duplicate and no-entry parcels. All the duplicate and no-entry parcels will be put in the duplicate and no-entry self. On the contrary, other parcels will be put in the area to area-based selves/ baskets. When all of this process is done, then the inbound team update it in the run route.

Transportation Process is the process starting from inbound process till reaching to the hub. The Van Delivery Agent will be assigned based of the area. In some specific area, the parcels will be delivered on next day.

This is called line hole. This line hole comes route wise through center road. From center road, all the parcels will be handed over serial wise to different line hole that comes on the way to the division to division in all over Bangladesh.

DAY TO DAY ACTIVITIES

Merchant Acquisition is the process of onboarding merchants who are infested to work with Pathao and is in need of some basic assistance in this initial stage. It is a daily basis work where call is assigned on the basis of the demand coming from regular lead or from market lead.

The sources of merchant come in 5 ways; they are:

- Organic/ self-registered
- Marketing lead
- CS
- Regular Hunt and

- Field/ On-drop

Firstly, organic/ self- registered is the way where all the merchant has registered by themselves and need assistance. It is a process of maintaining daily call and all the call are assigned in the morning.

Secondly, marketing lead generally come from marketing team who get a group of merchants through the FB pages and others. This call is not assigned on the daily basis, rather the calls are assigned only when all the lead come.

Furthermore, cs is that path where all the merchant lead come from merchant support group. Then, regular hunt is the part of searching merchant through social media, specially from the Facebook pages of several business holder, small or large. The sources are:

- F-commerce
- E-commerce
- Through field
- Through campaign

Lastly, field/ On- drop is basically field acquisition where merchants are being onboarded through field visit such as through visiting shop, shopping mall, fair, bazar etc.

Merchant Visit

Merchant visit is a very important part in sales. To create a communication smoother and to make a connection for further deal, merchant visit plays a very vital role. In this whole journey, I have learned a thing that a merchant should be communicated in a very professional way. We started our journey to visit this merchant at 4 PM and then we reached there at around 4:27 PM. We took a rickshaw to go there. The office of the merchant was also in Banani which was not so

Far away from my office. After reaching there, firstly, we waited in the waiting room around 10-15 minutes. When we were called that time firstly, we exchanged our favors. Secondly, we talked with the merchant regarding the condition of sale of last month. Furthermore, we talked about how to overcome all the challenges. In addition, we gave the sales report of the last month

to the merchant. Then, we talked about some deals that would make the path of both the merchant and the Pathao easier. At the end of the meeting, the merchant offered us tea and after having our tea, we returned to office.

Work of KAM

The full form of KAM is Key Account Manager who are responsible to serve a certain amount of merchant. In this team, all the merchant is elite and they carry a large amount of profit for the company. A KAM has several jobs to do, and from them 3 most important job are:

Educating all the merchant and ensuring the growth

In this area, all the merchant needs to be educated at a certain phase. Telling them regarding the new update and provide them the utmost support. The educating part can be maintained on the basis of growth and tier.

T	U	V
Tier Criteria	Order Quantity	Type
Tier 0	below 95	Special
Tier 1	95-150	Regular
Tier 2	151-200	Regular
Tier 3	201-500	Regular
Tier 4	501-1000	High Value
Tier 5	1001-2000	High Value
Tier 6	2001-5000	Priority
Tier X	5000 ++	High Priority

Collecting feedback

Collecting feedback is another vital part of KAM's responsibility. Here, at a certain phase, KAM needs to collect the feedback from merchants. It is a continuous process which need to be followed on day-to-day basis. Feedback can be positive or negative. When the growth rate of a merchant falls down, from feedback a KAM can interpret why the growth rate has fallen down. Thus, they can take further action to increase the growth rate and keep balance on merchant retention.

1.5 Information of the Supervisor of Pathao

Akash Shaha

He is a senior executive of fulfilment in Pathao. He had joined Pathao about almost 5 years before. He has 5 years of strong working experience in Pathao and 2 years of working experience in fulfilment. He worked in a very vast area of Pathao like pay, shop, in fulfillment as merchant handling, planning etc. Before joining Patho, he worked in GP as customer support executive.

1.6 Challenges that I faced during internship

In Pathao the learning environment is so friendly but they maintain very routine based working culture. Here, most of the member are highly professional and instructed to follow some certain schedule. Keeping pace with them and keep working along with those experts is quite challengeable.

During internship, Pathao assign intern into several groups on the basis of phase. Though, any student can learn about several departments through this process, still it's really tough to cope up several team at this shortage phase of internship period.

1.7 Benefit for the students

Time-Management

In Pathao there are a lot of opportunity from which a student can learn from root level to the core. With the strong working environment, a student can easily cope up the pressure and do his or her duties. Since here in Pathao all the students are instructed to follow the schedule, that's why they learn about time management. With the learning of time management, a student become punctual and from Pathao a student can teach that too.

Technology-Oriented

Patho is vastly tech-based organization where they always use google drive to execute all their activities. Pathao tech team always focus on updated technology-based activities and to ensure this they use their several softwires, website to make their daily work easier. This broadly tech-based operation makes an intern expert in many technology-based works. The students become more knowledgeable using those in their daily based duties.

1.8 Limitation

The overall internship program is a very short phase for the student but they have to cope with several program.

1.9 Recommendation

- For an intern they should arrange a separate program where they can have a specific schedule. Specific schedule is needed for a student to overcome of the challenges of maintaining several teams in a very short time. This could help a student to cope with all the departments one by one. Moreover, it would help them to gather knowledges of all the departments thoroughly.

- They should design a specific schedule for internship program where a student can learn about several team in some shortage phase of time. Hence, pathao should have a specific model for the internship program, of the student.

- They should arrange some field visit for student where they can learn how to visit a merchant and handle them. Moreover, they can arrange hub visit program for all of them, from which they can learn about the operational works of hub more and more. Hub visit can provide them the overall idea of how all the operational work is done by the management.

CHAPTER 2

ORGANIZATION

2.1 INTRODUCTION

Pathao is a technology firm based in Dhaka, Bangladesh that operates as an on-demand digital platform and transportation network company. With the support of numerous international investors, Pathao has emerged as the rapidly growing technology enterprise in Bangladesh. Established by Hussain M. Elius, Pathao offers efficient business solutions by transporting goods and individuals using bikes and cars to circumvent traffic congestion and deliver cost-effective services. The company has developed tangible solutions through its app-based platform to address significant infrastructure challenges in the country. Pathao's range of services includes ride-sharing, meal delivery, courier services, and E-commerce logistics solutions. Currently, Pathao operates in three Bangladeshi cities, namely Dhaka, Chittagong, and Sylhet, as well as in Kathmandu, Nepal. Pathao's courier services cover all 64 districts of Bangladesh.

The name "Pathao" derives from the Bengali word meaning "send." The company was founded by Fahim Saleh, Hussain Elius, and Shifat Adnan. Pathao provides a wide range of services, including ride-sharing, meal delivery, courier services, and e-commerce solutions. Initially, Pathao started as a delivery business in 2015, utilizing a fleet of motorcycles and bicycles to serve various Bangladeshi e-commerce platforms. In mid-2016, Pathao expanded its services to include bike sharing and had achieved significant milestones by March 2018, with over 100,000 drivers and approximately 1 million users registered across the country. Pathao has also expanded its operations to Nepal, making it the first Bangladeshi company to offer on-demand transportation services internationally. On December 3, Pathao became the first major ride-sharing service provider in Bangladesh to be enlisted.

2.2 Outcome of the Report

The overall study paper will provide a high-level overview of Pathao Ltd.'s blueprint. This paper will assist in understanding how the business operates its overall operation in the face of various challenges. Furthermore, it will provide an overall proposition on how the effect of technological development has several influences on various services of them. The major focus of this paper will be bestowing their tactics to bring a solution to all of Bangladesh's traffic or transportation issues,

as well as providing services such as ride sharing, courier/parcel delivery, and food delivery to their demanding customers. This research paper will provide an overview of how Pathao Ltd is making their customers' lives a little bit simpler and making Bangladesh, the 'Moving Bangladesh'.

2.3 OVERVIEW OF THE COMPANY

Pathao embarked on its journey by introducing Pathao Parcel, a service that connects online stores with customers to provide efficient delivery support. Popular domestic e-commerce platforms like Daraz.com.bd and Ajkerdeal.com rely on Pathao's fulfillment services to deliver products purchased through their websites.

The integrated app offers a user-friendly interface accessible from various platforms, including the internet, PC, and mobile devices. With 24-hour customer support, Pathao ensures that any issues or difficulties faced by customers are resolved promptly. The services offered under this vertical include cash-on-delivery, reverse supply, and round-the-clock customer assistance. This service benefits both customers, who enjoy the convenience of home delivery, and businesses, which can provide an added service without incurring high delivery costs.

Pathao Rides, the second largest ride-hailing service in Bangladesh, has gained significant popularity due to the city's heavy traffic congestion. To avail themselves of Pathao's ride service, users simply need to log into the app and provide their pick-up and drop-off locations. The app displays a map with the designated points, estimated arrival time, and fare for the service. Pathao Rides offers lower rates compared to autorickshaws and saves passengers' valuable time.
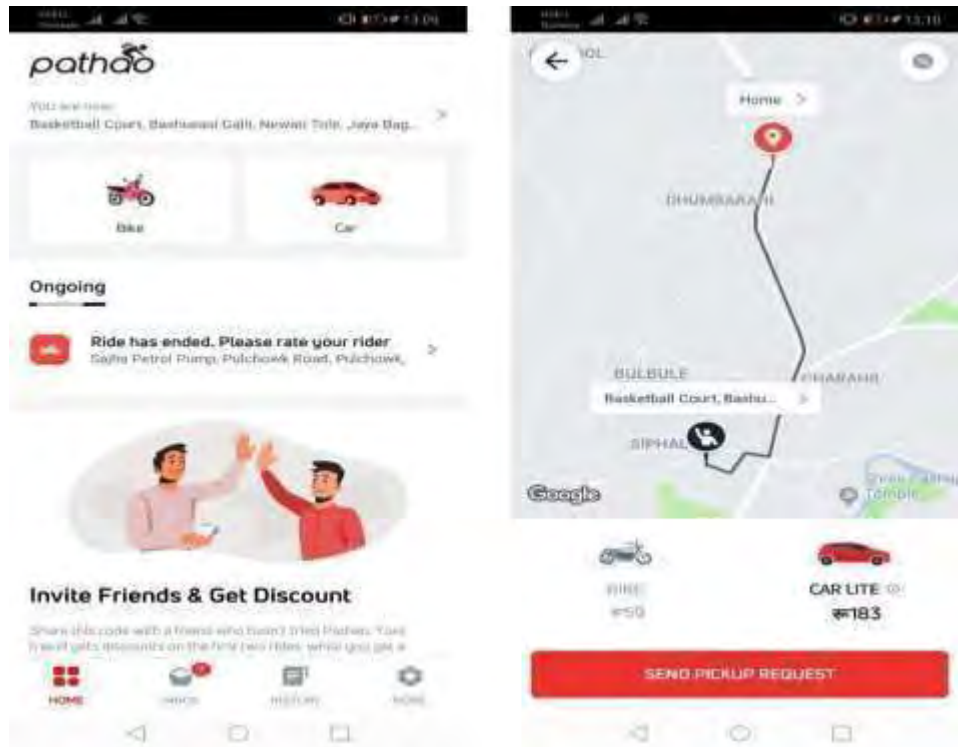
The service charges a base fee of Rs. 50 for the first two kilometers, followed by a kilometer-based charge of Rs. 1 per minute. Despite the initial perception of high charges, the service proves to be cost-effective considering the faster travel time and the ability to avoid traffic congestion. While Pathao Rides caters to individual users, the per-person cost is justified due to the convenience it offers in terms of faster travel and bypassing the challenges of public transportation.

Pathao Food is the latest addition to Pathao's expanding business verticals. Introduced in early 2018, Pathao Food partners with numerous restaurants across different cities in Bangladesh to ensure prompt delivery within an hour. Customers can use the app to order food according to their preferences, and freelance delivery personnel bring the meals to their doorsteps.

The company leverages its fleet of freelance riders to distribute food orders efficiently to customers awaiting delivery at their residences. Despite facing competition from well-established homegrown and multinational food delivery businesses like Foodpanda, Hungrynaki, and Harriken, Pathao Food has quickly gained traction in the market. The service stands out due to its robust infrastructure and a large pool of freelancers, enabling shorter delivery times compared to competitors, thus providing a premium food delivery experience.

2.4 Organization's Operation Under different areas

The Pathao HQ has a number of functional departments, however the list can be expanded to include all of the remaining offices. Because all significant administrative work is carried out from the Pathao HQ, a list of all the teams that work at the HQ is provided below:

- Accounts Team
- Admin Team
- HR Team
- Finance Team
- Marketing Team
- Data Science Team'
- Food Team
- Operation Team
- Business Development Team
- Tech Team
- Bike Financing Team
- Customer Support Team
- Product Team
- Product Design Team
- Team Titans (Top Management)

Management and Operation Management Practices

The management team treats all Pathao employees as though they are the organization's most valuable asset. The HR team conducts routine campaigns across all offices to motivate employees

with world-class benefits and remuneration. The HR staff also hires talented employees for the Pathao team. Pathao's top management is represented by the team titans. Every other team report to this team on a regular basis. The CEO, CTO, COO, VP, and Managers of the organization make up the team. Pathao's top management is represented by the team titans. Every other team report to this team on a regular basis. The CEO, CTO, COO, VP, and Managers of the organization make up the team.

Marketing Practices

Pathao places significant emphasis on its marketing efforts, with the marketing team serving as the central communication support for the entire organization, spanning all sectors. This team actively seeks new opportunities in the market and works to address gaps across various industries. While digital marketing remains a defining feature of Pathao's marketing strategy, they also incorporate traditional marketing approaches.

Pathao employs a combination of deals and digital marketing to attract customers by showcasing appealing offers and incentives. They not only provide enticing perks to their clients but also extend benefits to their riders. For instance, Pathao offers a Rs 50 discount to their first-time riders as soon as a new rider signs up. In terms of logistics support, Pathao provides a range of offers and incentives to newly registered merchants, fostering collaboration and mutual benefit.

This comprehensive marketing approach ensures that Pathao maximizes its reach and engagement with both customers and stakeholders. By effectively leveraging digital and traditional marketing techniques, Pathao creates a compelling value proposition and enhances its market position.

SWOT Analysis of Pathao Ltd.

Strength

- One of Bangladesh's leading delivery companies is Pathao who fulfils consumer's demanding need.
- Pathao has a strong GPS system which give access to all of their customer to track their products through app.
- Pathao provide user friendly software as well as website for both of their employees and consumers.
- The customer service or helpline of Pathao is always available for any query of their

targeted group of consumers and others as well.

Weakness

- Shortage number of pickup and delivery agent in various areas around the country. In many areas the pickup agent and delivery agent is the same person. As a result, Pathao face a lot of operational issue in many areas around Bangladesh.
- Pathao parcels doesn't have enough freelance bikers. Sometimes in the case of courier's operation, Pathao faces operational issue due to limited number of service provider.
- Pathao doesn't ensure door step delivery, whereas the demand of this is increasing day by day.
- The user of Pathao faces problem whenever the weight of a parcel cross more than 5 kg.

Opportunity

- Pathao can start door step delivery to grab more customers from all over Bangladesh, especially for cities of the 64 districts.
- To assure the coverage of parcels weighing more than 5 kg, Pathao can supply a little pickup c argo van for bulk parcel giver merchants.
- Pathao can increase their coverage point by ensure the delivery in remote areas around Bangladesh including special consideration.

Threat

- Pathao bikers doesn't use logos and 999 safety stickers sometimes.
- Competitor like Sundarbans who has a great coverage point in all over Bangladesh is threat for them.
- Political turbulence becomes a great obstacle for the services of the Pathao.
- Natural catastrophe create hurdle for the services of Pathao.
- Price hike sometime create challenges for the profitable operation of Pathao.

Financial Performance and Accounting Practices

Pathao's financial operations are overseen by a skilled and experienced Chief Financial Officer

(CFO) who leads the finance staff. The finance team is responsible for managing all financial matters and projections within the organization. They collaborate closely with Pathao's offices and divisions across various locations. The finance department is situated on level 6, adjacent to the accounts team, at the company's headquarters.

Within the finance team, the bike financing team holds a significant role. This team acts as a liaison between motorcycle importers and reputable dealerships. They establish partnerships and negotiate favorable terms to provide Pathao Riders and other regular customers with access to motorcycles for ride-sharing or other affordable logistic purposes. By offering fair and attractive financing options, the bike finance team facilitates the acquisition of motorcycles, enabling individuals to participate in Pathao's ride-sharing services or benefit from cost-effective logistics support.

2.5 Limitation

Every company has some limitation. Pathoa also has some limitation. In courier, the operation team of pathao doesn't have adequate number of pickup agent and delivery agents. In many hubs, both the pick up as well as the operation are being handled by only one man. This man handles both pickup and delivery at a time which is really very challenging. As a result, many merchants in courier complain regarding late pick up of the parcel along with late delivery too. At present, since the price hike is at state, that's why company like pathao is not being able to increase their manpower too.

In food pathao has some limitation regarding coverage area issue where many restaurants don't work with pathao. There are some commission issues too. If deal between pathao and restaurant don't match, that time may restaurant don't want to get involved.

Patho rides has its own challenges. Maintaining the rule and regulation regarding bike riding in Dhaka city is one of the most important challenges. In addition, the issue of raiding commission is another one which held pathao stuck in many protocols too.

2.6 Recommendation

- Pathao should have adequate number of manpower, at least they should assign separate pickup agent and delivery agent for the purpose of pickup and delivery of the parcels.
- Pathao should follow all the protocol given by the government and maintain the rules and regulation regarding bike riding services.
- Pathao should arrange their transportation part on time.
- Pthao should follow a proper schedule applying all the systematic way from pickup to sorting to delivery, even when there is the highest level of pressure.

CHAPTER 3

3.1 Introduction

Introducing Pathao: Empowering Bangladesh Through Tech-Based Innovation

Pathao, the trailblazing ride-sharing and logistics platform, has propelled itself to the forefront of Bangladesh's transportation industry by adopting a tech-based operational system that revolutionizes the way people move and connect. With a relentless focus on innovation and customer-centric strategies, Pathao has not only achieved its targeted revenue but also distinguished itself in the fiercely competitive market.

By embracing cutting-edge technology, Pathao has engineered an intricate ecosystem that seamlessly integrates convenience, efficiency, and safety. Through its intuitive mobile app, users can effortlessly request rides, order food, or avail themselves of courier services, all with a few taps on their smartphones. This tech-driven approach has not only simplified the lives of millions but has also catapulted Pathao to the vanguard of the industry.

Central to Pathao's success has been its astute understanding of the ever-evolving market dynamics and its proactive strategies to adapt and stay ahead. The company has consistently invested in research and development, enabling them to identify emerging trends and swiftly implement improvements to enhance user experience. By remaining at the forefront of technological advancements, Pathao has forged a reputation as an industry pioneer, setting new standards of excellence and innovation.

Moreover, Pathao's shrewd investments have been instrumental in reinforcing its competitive edge. Recognizing the importance of staying ahead in an increasingly crowded market, Pathao has strategically allocated resources to enhance its service offerings, expand its fleet of skilled drivers, and fortify its logistics infrastructure. These targeted investments have not only allowed Pathao to meet the growing demands of its customer base but have also propelled the company towards achieving its targeted revenue and market dominance.

In a landscape where competition is fierce and consumer expectations are high, Pathao's unwavering commitment to excellence, fueled by its tech-based operational system, has positioned it as a trailblazer in the ride-sharing and logistics industry of Bangladesh. By harnessing the power of technology, investing in strategic growth initiatives, and consistently delivering exceptional services, Pathao continues to empower the nation by transforming the way people move, connect, and thrive.

On the other side, Pathao has collaborated with hundreds of small businesses to help them improve their logistics and offer door-to-door deliveries seven days a week. In terms of convenience and service quality, tech-centric solutions are unrivaled. Pathao believes in continuous expand all of its services, which are currently only accessible in Dhaka, Chittagong, and Sylhet, to every district in Bangladesh.

3.1.1 Historical Background

Mr. Fahim Saleh a successful New York entrepreneur, dreamed of starting a prosperous business in Bangladesh, his native country. The main focus was to help people with their services along with concentrating on profit maximization. Staying in abroad, Mr. Saleh wished to give people work some possibilities. Moreover, He wanted to create jobs through Pathao specially their thought was stakeholder's benefit centric. They founded Pathao alongside Shifat Adnan and Hussain M. Elius. They did so because they thought Pathao had the potential to "change the world as we know" and had the opportunity to do so. They sought to develop a platform that would alter the city's conventional logistics and public transportation system.

The primary value of Pathao is to offer fast, secure, and easy delivery and ride services to its customers, be they E-commerce, merchants, or individual clients, is summed up in the company's tagline, "Delivery made easy." Elius claimed that they aimed to make delivery support and ride sharing so simple so that everyone can use this. The creators thought they could use technology to bring a fundamental change in how things are being delivered despite the fact that there are other courier operators in Bangladesh who are all slow (Hassan, 2016). On the opposite end of the scale, Pathao introduced their Pathao Rides services in 2016, with the tagline "Your Journey Our responsibility," and was able to utilize already-developed concepts and readily-accessible materials to build the first-ever motorbike taxi service in the country.

3.1.2 Objectives

Primary Objective

The primary aim of this research is to gather theoretical and practical knowledge of the company's vision, mission, long-term goals, targets, and the historical background of the company.

Secondary Objective

Furthermore, there are some particular aims, which are as follows:

- To identify their market, competitor and competitive analysis on the basis of market opportunity.
- To identify their strategies as the determinants which help them to achieve their targeted revenue.
- To identify their prospective investment that can improve their competitive market.

3.1.3 Significance

Pathao, the prominent ride-sharing and logistics platform, holds significant significance both in the local market of Bangladesh and from a global market perspective. Its impact can be observed in the following ways:

1. Local Market Transformation: Pathao has played a pivotal role in transforming the local transportation landscape in Bangladesh. By introducing affordable and convenient ride-sharing services, it has provided an alternative to traditional modes of transportation, easing the daily commute for millions of people. Pathao has contributed to reducing traffic congestion and improving transportation accessibility, thus positively impacting the lives of local communities.

2. Job Creation and Economic Growth: Pathao's emergence has led to the creation of numerous job opportunities, particularly for motorcycle and car drivers. This has helped alleviate unemployment rates and provided income opportunities for individuals who may not have had formal employment options previously. By stimulating economic activity, Pathao has contributed to the overall growth and development of the local economy.

3. Empowering Local Entrepreneurs: Pathao's platform has empowered local entrepreneurs to become drivers and delivery partners. This has enabled individuals to start their own businesses and earn a livelihood, fostering a culture of entrepreneurship in the country. By providing access to a large customer base, Pathao has acted as a catalyst for entrepreneurial success stories and enabled economic empowerment at an individual level.

4. Technological Advancement: Pathao's adoption of a tech-based operational system has brought technological advancements to the forefront of the local market. It has showcased the potential of leveraging technology to enhance convenience, safety, and efficiency in transportation and logistics. Pathao's success has inspired other local businesses to embrace technology, fostering a culture of innovation and digital transformation in Bangladesh.

5. Global Recognition and Expansion: Pathao's success in the local market has garnered attention on the global stage. Its innovative approach and market dominance have positioned it as a rising star in the ride-sharing industry. Pathao's expansion efforts beyond Bangladesh, such as launching services in other countries, have further amplified its global presence and established it as a notable player in the international market.

In summary, Pathao's significance in both the local and global markets lies in its transformative impact on transportation, job creation, economic growth, technological advancement, and collaborations. Through its innovative services and entrepreneurial opportunities, Pathao has become a symbol of progress, empowerment, and success, shaping the market dynamics not only in Bangladesh but also on a global scale.

3.2 Methodology

The methodology of a research is a secondary structure which will be followed to conduct the whole paper. A methodology of a research refers sensible and analytical premises which present the whole scenario of the particular organization. I have organized that way to demonstrate the organization in an adequate way. To accomplish the goal of this research paper, I have planned to use secondary data mainly. Due to have some obstacle, I will not be able to collect primary data for this paper. Hence, I will try my best to make the paper best with secondary data analysis.

The sources of the secondary data will be:

• Web search
• Annual report of the company
• Magazines and other materials are collected from the organization

3.3 Findings and Analysis

Market Opportunities

Pathao's key opportunity is the ability to penetrate the market with various types of products. Pathao also has efficient technology, which is an additional possibility. Pathao's potential target market includes the majority of mobile phone subscribers. Since the total number of mobile phone customers is expected to reach 171.854 million by the end of January 2021, the pathao market opportunity in Bangladesh is enormous. Aside from that, Pathao is the market leader, so they have more opportunities than others. Pathao's existing vendors are folks who own an automobile and wish to make money from it. Furthermore, the prospective target market includes persons with

extra time and access to a car. Such services are well received by customers. Pathao has a sizable target market, thanks to an increasing number of office workers and consumers who value comfort over anything else.

Competitor and Competitive Environment

Pathao provides a range of services, including trip, food, package, and courier. Pathao's has many indirect competitors such as CNG, and air-conditioned public buses and even all kind of public transport. Pathao shares the market with businesses like RedX, Steadfast, Paperfly, Obhai, Uber, Shuttle, Sohoj, Foodpanda, etc. which are in a direct conflict with Pathao.

Competitive Analysis

There are numerous healthcare and ride-sharing businesses in Bangladesh. Services like Uber, Gojak, Oval, and others are comparable. One of Pathao's primary competitors is Uber. The first ride-sharing app to be made available in Bangladesh was Uber. Pathao and Uber both provide car and motorcycle transportation services, while Pathao only provides automobile transportation.

Pathao and Uber both provide similar features. Riders will pick up users at their specified location after they open the app and select a destination. While they charge BDT 21 per kilometer, Pathao charges BDT 25 per two kilometers (Uber Newsroom, 2017). Despite offering the same quality of service, Pathao's bike rental service is more well-known among the younger demographic.

Pathao is preferred to Uber since it offers faster service than Uber. Robi's Myhealth is Pathao's competitor in the market for providing healthcare services. Customers can also get phone consultations from them and receive low-cost health recommendations via SMS. Additionally, clients receive a special hotline number with an unlimited supply of doctors (Robi website, 2022). While Pathao customers only need to download their app to get service, they do have a complicated log-in process that requires adding numbers through USSD and takes a while to complete. Pathao is superior to Myhealth since it is connected to the World Health Organization and other worldwide health organization

Name	Delivery Areas	0-500 gm	1 kg	2 kg	3 kg	Return charges	COD	Same Day Delivery
RedX	Dhaka (Inside)		69	84	99	0	0	100 tk (>1kg, 30 tk add. per kg)
	Dhaka (Suburb)		115	130	145	50% of D.C.	1%	
	Dhaka (Outside)		150	180	210	50% of D.C.	1%	
eCourier	Dhaka (Inside)	70	80 (Std.+ Exp.)	110	110 (>1 kg,20 tk add per kg)		1%	N/A
	Dhaka (Suburb)	90	110	130	130		1%	N/A
	Dhaka (Outside)	130	150(Std.+ Exp.)	150			1%	N/A
Paperfly	Dhaka (Inside)		70	15 tk will be added		N/A	0	N/A
	Dhaka (Suburb)		110	15 tk will be added	(for. >1kg, per kg)	N/A	1%	N/A
	Dhaka (Outside)		130	30 tk will be added		N/A	1%	N/A
Steadfast	Dhaka (Inside)		50 tk			0	1%	100 tk
	Dhaka (Suburb)		110 tk	20 tk (>1 kg, per kg)		0	1%	(>1kg, 20 tk add per kg)
	Dhaka (Outside)		110 tk			0	1%	
Pathao	Dhaka (Inside)	60	70	90	(>2kg, 15 tk add. per kg)	0	0	120 tk (>1kg, 15 tk add. per kg)
	Dhaka (Suburb)	80	100	120	(>2kg, 25 tk add. per kg)	50% of D.C.	1%	
	Dhaka (Outside)	100	120	150	(>2kg, 25 tk add. per kg)	50% of D.C.	1%	

Strategies as the Determinants

There are some common strategies that pathao follow and without this the company can't think a day to pass. To achieve their targeted goal, these strategies play very vital role.

Digital Strategies

Pathao use one of the prominent mobile apps for their services. Though for courier Pathao use their website, but soon they are going to launch courier servicers option in their apps to make logistic support easier. Pathao uses several ads such as promotional video, occasional update, discount post through several digital platforms. They use Facebook, Instagram to promote digital ads, Pathao use their Facebook and Instagram platform. To keep their customer and follower updated, Pathao merge their offers with ads. Thus, Pathao not only provides intriguing perks to its clients, but also to its riders. Pathao is gradually moving its market share through fastest service and this resulted in riders preferring Pathao over Uber. Using digital strategies to its full potential, Pathao has shown capabilities which are astounding. Facebook covers most of the engagement of Pathao users. Other platforms are equally playing important role to engage more and more audiences such as YouTube, WhatsApp and Messenger.

Engagentment

4.77% 2.53%

8.26%

81.87%

■ Facebook ■ YouTube ■ WhatsApp ■ Messenger
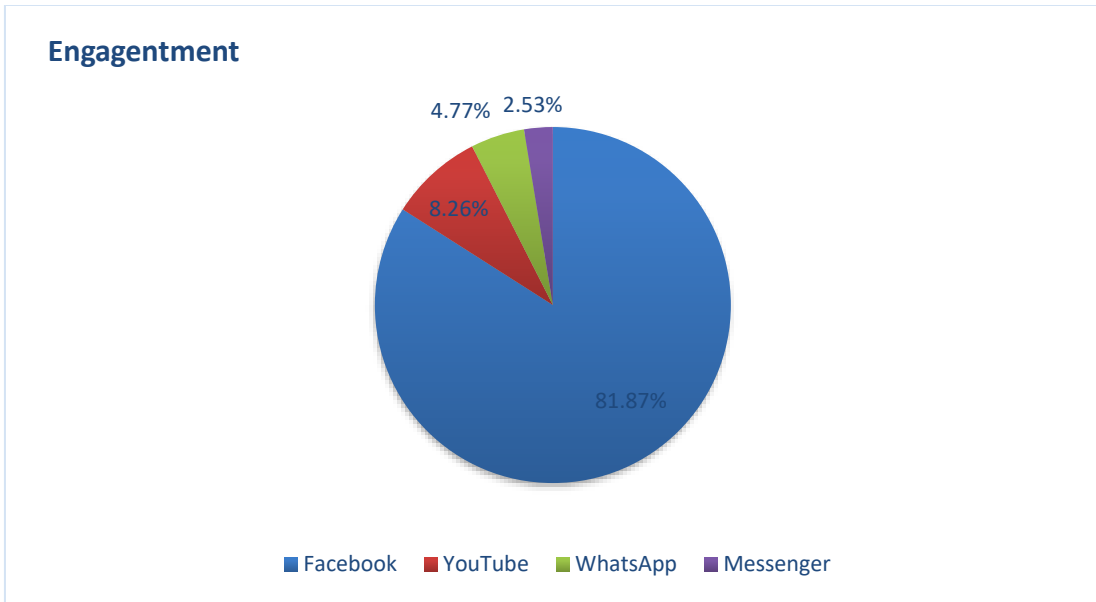
May, 2023. Powered by Similarweb.

IT Usage

In Bangladesh as online service provider, Pathao has become one of the biggest ecommerce businesses. The information system of Pathao is very strong. Pathao use their information system to monitor their technical issue, business progress and employee's behavior though information system. Pathao diversifies their operation. Pathao offers three to four rides every day on its ride sharing service and employs roughly 500 independent contractors for its motorbike and car services. Pathao has a very strong GPS system. This GPS and google map help Pathao to track down the exact location to deliver the services. Moreover, the developed apps of Pathao help the customer to get access to a big number of platforms like computer, mobile, website and 24 hours of customer support. Thus, customers can receive a quality feedback and update all the time. This whole process helps them to improve their operational work along with services. Customers of Pathao can receive a quality feedback and update all the time. This whole process helps them to improve their operational work along with services. As per the record, in last 30 days 61,151 number consumers has downloaded the app. The monthly download growth is -14.64%.

App Name	App Store	Monthly Downloads
Pathao	Google Play	35,096
Pathao	iTunes Connect	26,042
Pathao Drive	Google Play	13

Web Technology

Pathao use some web technology along with software application for their several operational work. To provide service, website acts as major communication tool in Pathao. With the help of website, many customers specially merchants can skip through the dynamic price range to attain the best possible services with affordable price. To deliver goods purchased through their websites, Pathao logistic support can go to straight to the customer. The app of Pathao can be more user friendly which will allow the users to access the services from any platform in all over Bangladesh. Pathao provides web, computer, or mobile, and 24-hour customer service. The consumers from all over Bangladesh can get help for their business and other services such as rides and food deliveries easily because of their developed web technology. Since 2,206,749 number of web visitor visit Pathao monthly, Pathao is ranked 38,500 among websites globally. In Bangladesh the share of monthly visit is 97% and the growth of it is -26.59%.
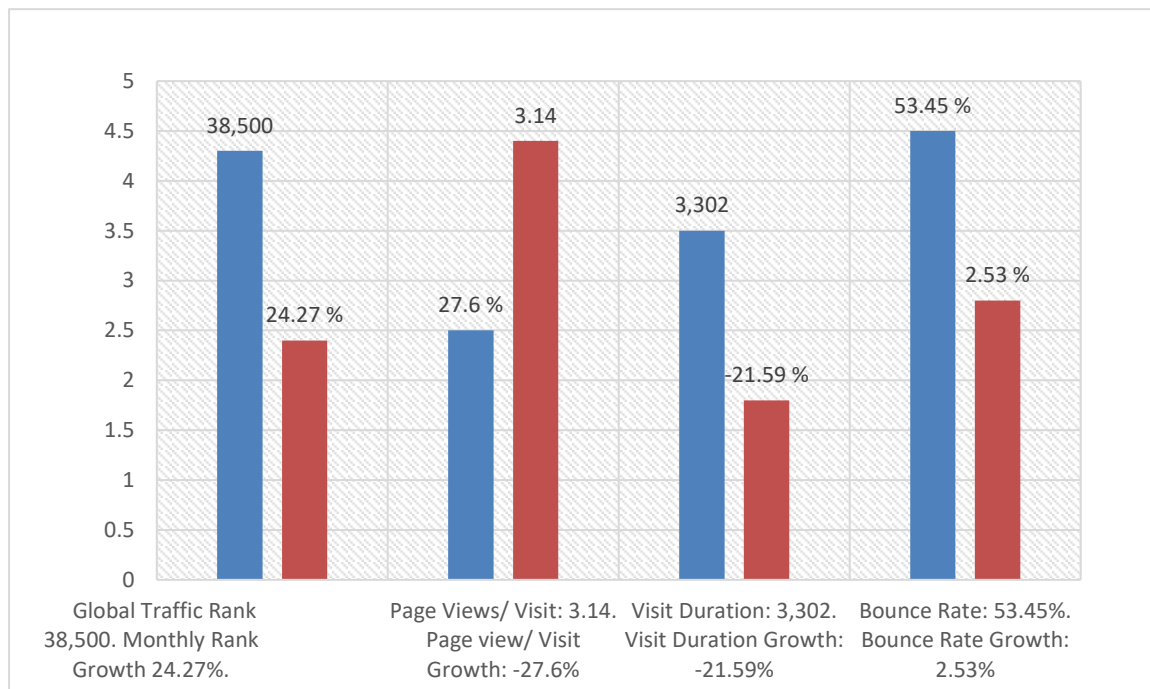
Revenue Generating Strategy

There are many sources of revenue in Pathao, such as courier operation, ride operation, food operation, Pathao pay, Pathao shop etc. From rides Pathao takes commission. In addition, from

food operation Pathao takes commission too. For food operation, Pathao takes commission from restaurants. On the other hand, for courier pathao takes commission from several business.

Revenue Growth

Year	Revenue
2019	$5.50
2023	$202.8

Impact of These Strategies to Identify Their Targeted Revenue

The strategies implemented by Pathao play a crucial role in generating their targeted revenue. Their digital strategies are instrumental in attracting customers through captivating initiatives. Additionally, their well-developed information technology system ensures that they stay updated and remain competitive in the market.

As a logistics service provider, Pathao prioritizes leveraging technology to deliver their services more effectively. With their tagline "Delivery Made Easy," Pathao offers reliable delivery services to a diverse range of customers, including e-commerce platforms, merchants, and individuals. Businesses benefit from avoiding expensive delivery costs and providing customers with value-added services, while consumers enjoy the convenience of having products delivered directly to their homes. Pathao receives instant feedback, enabling them to continuously improve their services, maintain their market position, and ensure ongoing growth. They prioritize their clients and merchants, ensuring a comfortable experience and supporting their journey. Many people in Dhaka and Kathmandu, facing traffic congestion, find it more sensible to opt for the affordable shared ticket on a motorbike, which allows for faster and more efficient travel

compared to four-wheeled taxis or cars. This factor contributes significantly to Pathao's popularity among daily commuters in these cities.

All of Pathao's strategies are crucial in achieving their targeted revenue. Their digital strategies help attract new customers by creating initiatives that effectively capture their interest. Digital advertisements and posts from Pathao inform customers about recent operations, offers, and new additions, thereby increasing customer engagement. Pathao's dedicated marketing team works tirelessly to ensure the achievement of targeted revenue by following trends and implementing strategic initiatives.

As a technology-oriented company, Pathao relies heavily on digitalization to realize its goals, mission, and vision. Their IT team ensures the smooth operation of the company by implementing various strategies on a daily basis. Every department depends on Pathao's IT systems, which include tracking systems to monitor deliveries and ensure up-to-date information. This smart digitalized operation enables Pathao to reach customers who seek fast solutions within tight time frames. The reputation of Pathao's efficient services attracts a large group of merchants, which in turn contributes to their targeted revenue. Pathao employs several engineers who develop and maintain software, utilize transactional and transpositional protocols, and implement other technological advancements to ensure a seamless operation.

Pathao's web technology serves as a vital communication tool for the company. They have their own designed website accessible to the general public, allowing merchants from established brands to startups to register for Pathao's delivery services. This inclusive approach provides opportunities for all types of businesses. The website also enables customers, especially merchants, to navigate through dynamic pricing ranges and access the most affordable services. This cultivates loyalty among customers who not only stay with Pathao but also spread positive word-of-mouth. Pathao's courier, parcel, and food services heavily rely on the website, and any issues or network disruptions can impact the order volume, consequently affecting the targeted revenue for the month.

Investment of Pathao

Pathao secured financing for its firm through a seed investment of an undisclosed amount from both local and global investors, as well as from the general public. Startup Bangladesh Ltd. and GO-JEK started to invest in Pathao from the starting point of their journey. Given the scarcity of successful

tech startups in the country thus far, Pathao has managed to meet its short-term working capital needs through the cash flow generated by its business operations.

However, the company faces challenges in securing long-term financing for business expansion. To overcome this hurdle and provide enhanced value to its customers, Pathao is actively seeking venture capital financing. Traditional financial institutions such as banks and non-banking financial institutions (NBFIs) often perceive unproven digital startups as risky ventures and are hesitant to provide initial funding.

To address this, Pathao could consider engaging in philanthropic initiatives that support startup businesses by offering various benefits. These benefits may include discounts, tailored strategic plans, or specific support measures for merchants, ensuring the sustainability of both the startup and Pathao itself. By doing so, Pathao can foster its growth and attract more customers who require assistance in delivering their products and services through the platform. This approach would be particularly beneficial for elite businesses and startups across all sectors.

Recommendation

- Pathao should develop its IT usage since in many time the organization faces problems such as in apps tracking issue, location setting issue, transaction issue or issue etc.
- Pathao website should have proper key which can select the area in actual way. In many cases, customers as well as merchants can't find the address of many areas properly which is a huge problem for the business of pathao since pathao is the only delivery service company who provide delivery service in all 64 districts of Bangladesh.

Conclusion

Pathao's rapid growth in Bangladesh and Nepal can be attributed to three key factors: adherence to safety standards, exceptional customer service, and effective marketing strategies. These advantages give Pathao an edge over its competitors. What sets Pathao apart is not just the potential to disrupt the current order, but also its ability to address the challenges faced by the market in terms of information flow and trustworthiness. Pathao's overarching goal, vision, and values reflect their commitment to improving people's lives and simplifying processes. Moreover, they foster healthy competition in the taxi marketplace, maximizing its potential. While the concept of transporting people has always existed, Pathao has innovatively adapted it to suit the contemporary environment, leveraging simplicity and usability as their competitive advantage. Pathao's courier and parcel delivery services, food delivery services, and ride-sharing services have flourished throughout Bangladesh. Pathao outperforms competitors in terms of streamlined ordering, predictable arrival times, transparent route tracking, seamless payment options, and quality control through a driver rating system.

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