

# **Internship Report**

**On**

**Online Food and Grocery Delivery Services: A Case Study on  
foodpanda Bangladesh Limited**

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**Online Food and Grocery Delivery Services: A Case Study on foodpanda  
Bangladesh Limited**

**Mesbah Amin**

**This report is submitted to the school of Business and Economics, United  
International University as a partial requirement for the degree fulfillment of  
Bachelor of Business Administration**

## Letter of Transmittal

March 10, 2026

Dr. Md. Kaium Hossain

Associate Professor,

School of Business and Economics,

United International University.

**Subject: Submission of internship report titled “Online Food and Grocery Delivery Services: A Case Study on foodpanda Bangladesh Limited”.**

Dear Sir,

With due respect, it gives me great pleasure to submit my report titled " Online Food and Grocery Delivery Services: A Case Study of foodpanda Bangladesh **Limited**" in partial fulfillment of the requirements for the BBA program under your supervision. It was a valuable real-world experience, and I made every effort to meet the academic requirements.

I have worked diligently to prepare this report and have attempted to make it as clear and comprehensive as possible within the limits. I am confident that it will accomplish the task at hand.

I will always be willing to provide clarifications regarding this report, if necessary.

Sincerely,

Mesbah Amin

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## **Declaration of the Student**

I do hereby declare that the internship report titled “Online Food and Grocery Delivery Services: A Case Study on foodpanda Bangladesh Limited” has been prepared by me as part of my academic requirement for the completion of the Bachelor of Business Administration (BBA) degree at the School of Business and Economics (SoBE), United International University (UIU).

I also declare that this report has not been submitted for any other degree at UIU or at any other institution, either in part or in whole.

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## Acknowledgement

First, I want to express my gratitude to the Almighty for giving me the strength to complete this report. I would like to express my sincere appreciation to my respected parents, who have always been there for me. I am delighted to announce that I have been fortunate enough to receive assistance and guidance from Dr. Md. Kaium Hossain, Associate Professor at the School of Business & Economics (SoBE). I extend my heartfelt gratitude to him for providing me with valuable recommendations that enabled me to complete the entire report correctly.

Finally, I would like to express my gratitude to the foodpanda Bangladesh Ltd. for the opportunity to complete my internship there.

## Executive Summary

Nwadays the order of food and groceries online is not a luxury, it is a common feature of the city life under the influence of the accelerating development of internet-based habits as well as the emergence of Quick Commerce (Q-Commerce). The key aim of this report is to analyze the marketing of foodpanda Bangladesh Limited and its organizational structure, SWOT analysis and use of STP model and 7Ps marketing mix. The report is structured in six chapters, starting with the background and scope introduction, an in depth profile of the company and industry, research methodology, detailed analysis of findings, summary of the internship experience at the Risk and Fraud Management team, and finally the strategic recommendations. The report design is descriptive that uses secondary data obtained through articles, social media, and internal reports, and first-hand observations throughout the internship. Key findings suggest that foodpanda has dominated the Bangladesh market with a market share of 65 percent and it is present in all the 64 districts of the country, via a multi-vertical super app, which encompasses not only restaurant delivery but also pandamart(dark stores), and pharmaceutical stores. The report also states that the company is performing well in terms of digital shift and logistics but suffers with rider behavior and quality of vendor's food. In order to strengthen its market share, foodpanda is advised to introduce an exclusive customer hotline to premium users, improve the rider training program, and improve the quality of the vendors by conducting thorough audits. In the end, the foodpanda Bangladesh Limited has already positioned itself as a symbol of speed and convenience and as long as it continues to be proactive in marketing and investing in technology, it is expected to continue being the leader in the fast growing market.

**Keywords:** Marketing strategy; marketing practices; foodpanda; Q-commerce; E-commerce; online food; grocery items; delivery service; delivery hero; Bangladesh.

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## List of Acronyms & Abbreviations

<b>STP</b>	Segmentation, Targeting, and Positioning
<b>7Ps</b>	The extended marketing mix (Product, Price, Place, Promotion, People, Process, and Physical Evidence)
<b>TAM</b>	Total Addressable Market
<b>B2C</b>	Business-to-Consumer
<b>B2B</b>	Business-to-Business
<b>LTV / CLV</b>	Customer Lifetime Value
<b>FOMO</b>	Fear Of Missing Out
<b>RFM</b>	Risk and Fraud Management
<b>SOP</b>	Standard Operating Procedure
<b>KPI</b>	Key Performance Indicator
<b>WBR</b>	Weekly Business Review
<b>QA</b>	Quality Assurance
<b>CRM</b>	Customer Relationship Management
<b>OVC</b>	Online Video Commercial
<b>GPS</b>	Global Positioning System
<b>DNCRP</b>	Directorate of National Consumer Rights Protection
<b>EBL</b>	Eastern Bank PLC

# Chapter 1: Introduction

## 1.1 Background of the Report

Nowadays, it is not a luxury to order food and groceries online anymore, as it became a standard aspect of urban life in recent years. Since the internet is quick, the habits of people are evolving and their need to save time has changed the way people used to purchase food and daily necessities. This is evident in Bangladesh, where Quick Commerce or Q-Commerce is transforming traditional shopping to provide access to things to people in a faster manner and assist restaurants and stores in terms of generating revenue through the aid of digital applications.

The frontline to this change is foodpanda Bangladesh Ltd., which is the leading on-demand delivery service in Bangladesh. It connects millions of customers to thousands of restaurants and stores. This report is based on my internship at foodpanda Bangladesh Ltd. It reveals how the company relies on smart marketing to remain a market leader and attract new customers and operate its large system of vendors, riders, and users in a rough digital market.

## 1.2 Objectives of the Report

### **Broad Objective:**

- To know the marketing practices of foodpanda Bangladesh Limited.

### **Specific Objectives:**

- To know the organizational structure of foodpanda Bangladesh Limited.
- To analyze the SWOT of foodpanda Bangladesh Limited.
- To know the segmentation, targeting, and positioning (STP) of foodpanda Bangladesh Limited.
- To evaluate the 7Ps of the marketing mix of foodpanda Bangladesh Limited
- To make some recommendations on marketing practices of foodpanda Bangladesh Limited.

## 1.3 Rationale of the report

As a student of Business Administration with a major in Marketing, it is necessary to relate what is learned in the classroom to real life. The marketing mix and the STP model are explained in textbooks, but an internship allows one to see those concepts in action. In this report, I have compiled what I have learned in practical and indicated how the foodpanda Bangladesh Ltd. operates on a daily basis as well as how it sets strategies in the service sector.

I was employed at Foodpanda Bangladesh Ltd. and had the opportunity to observe how a large tech-logistics corporation adapts its global strategies to fit in the local market. The online food delivery and the Q-commerce in Bangladesh are evolving, and the competition is intense, and the behaviours of customers are continuously changing. The way in which Foodpanda addresses them, including data-driven decision making, online advertisements, and collaboration with vendors provided me with valuable lessons. This report demonstrates the marketing practices, which the foodpanda Bangladesh Ltd. relies on to stay top of customer's mind and reveals my personal experience of rigorous planning and execution to ensure the brand remains strong.

## 1.4 Scope and limitations of the report

This report discusses the marketing practices of Foodpanda Bangladesh Limited. It simply looks at what the firm does to place itself in the market and what it does to provide value to its customers. However, it does not cover the entire marketing practice.

The key scope areas include:

- An analysis of the company's Segmentation, Targeting, and Positioning (STP).
- The extended marketing mix (7Ps) that includes product, price, place, promotion, people, process, and physical evidence is reviewed in detail.
- Thoughts on what I have seen and on my experience of being involved in the department's activities as an intern.

## Limitations

In order to have a clear assessment of the research, the particular limitations that were encountered in the process of collecting data are:

- Due to the company's rules of confidentiality, I was not able to access certain financial information or insider strategic reports.
- All data is based on secondary sources and mostly first-hand internship experience. So, no surveys or interviews were conducted.
- The information mostly applies to the particular department that I was working in, so it may not be able to encompass all the information about the entire organization.

## 1.5 Definition of key terms

**Marketing Strategy:** A marketing strategy is a detailed, long-term plan that explains how a business will reach its marketing goals and objectives.

**Marketing Practices:** A set of actions and strategies used to promote products, attract customers, and build brand loyalty.

**Segmentation:** This is the process that splits the big market into small segments and personalizes the services it offers and the marketing messages to these segments.

**Targeting:** Targeting is the process of identifying and selecting a specific group of people to receive a marketing message.

**Positioning:** Positioning defines how the brand wants to position itself in the minds of the target customer base.

**Product:** The core offering, including its features, quality, design, and branding.

**Price:** The cost to the consumer, involving pricing strategies, discounts, and payment methods.

**Place:** The distribution channels and locations where the product/service is accessible to customers.

**Promotion:** The communication methods used to raise awareness and persuade, such as advertising like PVC, TVC, and OVC.

**People:** All individuals involved in the service delivery, including staff, employees, and customer service teams.

**Process:** The systems and procedures that deliver the service, ensuring consistency and efficiency.

**Physical Evidence:** The tangible components that prove a service was provided, such as branding, receipts, or the physical environment, such as a website, app, and store.

**RFM (Risk and Fraud Management):** A team, which is a special unit of the entire Customer Service and Operations department. This team is the gatekeeper of the platform, which will reduce financial losses in case of fraudulent actions.

**Gig Economy:** A labor market characterized by the prevalence of short-term contracts or freelance work, such as foodpanda's rider fleet.

**KPI (Key Performance Indicator):** This is an assessment of an employee's performance, whether the employee met his/her objectives or not.

## **Chapter 2: COMPANY AND INDUSTRY PROFILE**

## 2.1 Company Analysis

### 2.1.1 Overview and History

foodpanda, the leading online food and grocery delivery platform in Bangladesh, is a subsidiary of the global delivery company Delivery Hero, which is headquartered in Berlin, Germany. It was launched globally in 2012 by Rocket Internet and began operations in Bangladesh in December 2013 under the leadership of co-founders Ambareen Reza and Zubair B. A. Siddiky. Within a few years, the initial phase involved the establishment of consumer trust in a new market concept, which resulted in a significant increase in daily order volumes.

### 2.1.2 Trend and Growth

foodpanda has taken advantage of Bangladesh's growing e-commerce, internet access, and use of cell phones. foodpanda has used aggressive techniques to get into the market, quickly spreading to all 64 districts of the country. It is now the market leader in Bangladesh's online food and grocery delivery industry, with around 65% of the market share. The whole market is growing rapidly, and reports show that more and more people are using food delivery services on the internet.

### 2.1.3 Product / Service / Customer mix

foodpanda has expanded its operations beyond typical restaurant delivery to become a complete q-commerce (quick commerce) platform.

#### **Services**

**Food Delivery:** Restaurant food delivery is the company's primary product line, and it generates the majority of its revenue and volumes of orders. Customers may use this service to connect with thousands of restaurants, from luxury fine-dining restaurants to local street food sellers and small restaurants. Using the foodpanda website or mobile app, customers can browse menus, customize orders, and monitor delivery status in real time. To satisfy a wide range of taste buds, the platform provides a variety of cuisines, such as American, Middle Eastern, Chinese, Thai, Indian, and Bangladeshi food. Biryani, burgers, pizza, Chinese food, desserts, and drinks are popular categories. Moreover,

foodpanda collaborates with well-known restaurants like KFC, Pizza Hut, Domino's, and Subway and gives small independent restaurants a chance to connect with tech-savvy customers.

- **Pandamart (Dark store):** Pandamart, Foodpanda's quick-commerce groceries and basics delivery platform, is the second main service category. Pandamart often delivers groceries, fresh fruit, snacks, drinks, personal care goods, home supplies, and baby care items in 20 to 30 minutes by using dark stores that are strategically placed in locations that are stocked with high-demand items. The urgent demands of urban consumers who prefer quick delivery over typical grocery visits are satisfied by Pandamart. Unlike typical marketplace models, Pandamart follows an inventory model in which foodpanda owns and maintains stock, facilitating superior quality control and quicker delivery.

Pharmaceuticals, health goods, pet supplies, and other daily needs are part of the third service category. In order to satisfy a significant demand, particularly during medical emergencies or for aged and disabled clients, foodpanda has worked with pharmacies and retail chains to allow consumers to buy medicines and health supplements through the platform.

- **PandaGo:** A parcel delivery service.
- **Home Chefs:** A plan that lets people who cook at home sell their food on the platform.
- **Pandapro:** A subscription-based membership program that is designed to increase customer retention and lifetime value (LTV) by providing customers with extra benefits such as free delivery and additional discounts.
- **Customers:** foodpanda's customer base is large, but it mostly consists of urban millennials and Generation Z consumers whose age is 18 to 40 and are comfortable with digital transactions and prefer convenience. The platform targets busy professionals who do not have time to cook or visit restaurants, students living away from home, families looking for varieties in their meals, and tech-savvy

folks who prefer app-based services. Customers are mostly located in urban areas such as Dhaka, Chittagong, Sylhet, and other divisional cities which have high usage of smartphone and internet.

#### **2.1.4 Company Operations / Activity**

foodpanda's operations are well-coordinated in terms of technology, logistics, and customer service. The system uses automatic algorithms to assign the nearest available rider and delivers orders placed through the foodpanda platform.

The cloud-based design of the technology infrastructure manages order processing, payment processing, rider monitoring, and customer communication. Machine learning algorithms are used to improve delivery routes, forecast demand, and apply price adjustments. The mobile app offers real-time GPS tracking and notification features.

The structure of operations is consists of customer support (inquiries and complaints), marketing (campaigns and promotions), operations and logistics (staff management), partnering with vendors to grow, and technology (platform maintenance and development).

Using the rider app, riders work as independent contractors, getting paid for each delivery and getting bonuses for meeting targets. A more adaptable expansion of capacity is made possible by this idea of the gig economy. A few examples of quality control measures are complaint investigation systems, delivery time monitoring, and customer ratings.

Dark stores operated by Pandamart are stocked based on forecasts of demand. Inventory management systems automatically initiate reorders, and products are bought from suppliers.

## 2.1.5 SWOT Analysis

<ul style="list-style-type: none"> <li>● <b>Strengths:</b></li> <li>- Quantity of Famous Restaurants</li> <li>- High number of riders</li> <li>- High number of service areas</li> <li>- Loyal customer base</li> <li>- Pick UP</li> <li>- User-friendly app/ website</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Weakness:</b></li> <li>- Poor quality food from partners</li> <li>- No helpline number</li> <li>- Poor attitude of riders</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Opportunities:</b></li> <li>- Advantage of rapid progress</li> <li>- Potential to grow in additional fields</li> <li>- Low commission to attract more vendors</li> <li>- Expanding to more rural areas</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Threats:</b></li> <li>- Rival food delivery companies</li> <li>- Unfavorable feedback on social media</li> <li>- Adding fraud vendors</li> </ul>

● **Strengths:** Nowadays, foodpanda has a lot of well-known restaurants as partners. They also have a higher number of riders and a larger base of repeated customers than other platforms like Pathao, foodie, Ubereats. To attract and keep repeated customers, they also offer a distinctive benefit of a pick-up service and an easy-to-use app or website.

● **Weakness:** Customer's experiences might be negatively impacted by rider's bad behavior towards customers and vendor's poor quality food. Furthermore, there is no hotline number for foodpanda. As a result, foodpanda's customer service team only offers support via email, live chat, and Facebook inbox. They only call customers when it is necessary to recover the customer after a negative encounter.

- **Opportunities:** At the moment, foodpanda has the biggest customer base and several renowned restaurants as partners that might easily drive them to rapid growth. Furthermore, they have the opportunity to expand into other markets, as they did previously, such as grocery delivery, dine-in, and others. Additionally, they may reduce the commission for vendors in order to increase the number of vendors and increase the selection of products available to their consumers.

- **Threats:** The two biggest rivals of Foodpanda at the moment are Pathao, Foodie, and Uber Eats. Their distinctive qualities or any other positive attribute might quickly draw foodpanda's loyal customers to them. Additionally, foodpanda's success may be affected by negative social media comments left by fraudulent consumers or consumer who had an unpleasant encounter with the company. Additionally, partnering with any fraud or low quality vendors might harm foodpanda's image.

## 2.2 Industry Analysis

### 2.2.1 Specification of the Industry

foodpanda operates in the online food delivery and quick-commerce industry of Bangladesh. This industry lies at the intersection of the broader food service sector, e-commerce, and logistics industries. This industry is classified as online food and grocery delivery services made possible by digital platforms. Technology helps companies in this industry connect customers with stores, restaurants, cloud kitchens, and others. These companies assist customers to discover what they want, order it, pay and have it delivered to their doorstep.

Operating digital marketplaces or platforms that facilitate interactions between food providers and customers, managing technology infrastructure, including mobile applications and web interfaces, coordinating logistics and delivery vehicle operations, processing payments and financial transactions, and providing customer service and support are among the key operations that define this industry. Online delivery platforms mainly offer technology and logistics services when partnering with restaurants which is

different in traditional food service businesses that prepare and serve food in physical locations.

### **2.2.2 Size, Trend, and Maturity of the Industry**

The Bangladeshi online food and grocery delivery industry has grown rapidly in the past decade, shifting from a small industry to a industry valued at hundreds of millions of dollars annually. Not much official statistics is available and thus various sources have different estimates of the market size. Nevertheless, the industry estimates that the Bangladeshi online food delivery market is worth around BDT 15,000 and 20,000 crore in 2024. It is estimated that it will keep increasing at an alarming rate and become 30,000 to 40,000 crore BDT by 2028.

Currently, the sector has a significant workforce including direct and indirect employees such as platform employees, delivery riders, and cloud-kitchen employees.

Foodpanda is the largest player in the online food delivery and grocery market and is followed by local competitors Pathao Food, Foodie, Uber Eats, Shohoz, and other small participants in the market along with restaurant specific delivery services.

The development of the industry can be evaluated through its history. Online food delivery in Bangladesh was initially established by Foodpanda and HungryNaki in 2013 and 2014, respectively, in affluent districts of Dhaka. Between 2015 and 2017, the growth has been moderate, with businesses having to put efforts in brand recognition, restaurant collaboration, and constructing delivery systems. The growth has gained momentum during 2018-2019 as more people have access to smartphones, and more payment methods become accessible. The volume of orders increased by 200-300 percent during the peak period of the COVID-19 pandemic that started back in 2020, since lockdowns and health concerns forced people to switch to contactless delivery and therefore created significant growth.

Quick-commerce business in which groceries and other necessities are delivered within thirty minutes is a rising trend that is transforming the industry. They are the most rapidly developing industry. The rise of cloud kitchens is transforming how restaurants used to

generate revenue, as owners launch delivery-only services with no dine-in premises. As a result, operational cost is minimized. Subscription models that provides free delivery are gaining popularity as platforms seek to increase the lifetime value of their customers. With local growth, services are being brought to tier-2 and tier-3 cities. Artificial intelligence is being used more and more in to help with customization, route efficiency, and forecasts of demand. Due to concerns about the climate, sustainability programs are starting to tackle issues like carbon pollution and packaging trash.

In Bangladesh, the online food delivery industry is going from the growth stage to early maturity. There are now a lot of people using foodpanda, Pathao, foodie, and Uber Eats platforms to place regular orders. Therefore, the market is well established and has moved from the introduction stage, where awareness and adoption were the primary concern. In spite of this, the industry has not reached its peak yet because there is still a lot of untapped potential in new areas where people don't use delivery services very often.

### 2.2.3 Industry SWOT Analysis

- **External Economic Factors:** Fuel costs have a big impact on this industry. A rise in gas prices has a direct impact on the pay of riders and delivery fees. Also, food inflation makes restaurants increase their menu pricing, which might make price-sensitive consumers order less.
- **Technological Factors:** The foundation of this sector is technology, which serves as both a facilitator and a barrier.

The quick adoption of 4G networks and low cost smartphones in Bangladesh is positively connected with the industry's expansion. The Total Addressable Market (TAM) [MA1] has grown to include Tier-2 towns as a result of this change in technology.

Success in this sector depends on "Batching Algorithms"—the ability of the software to assign multiple orders to a single rider along an optimized route. Platforms with superior mapping technology (address accuracy) hold a significant competitive advantage.

- **Barriers to Entry:**

**High:** It's simple to make an app, but it takes a lot of money and organizational skills to build a logistics network with thousands of riders and sign up thousands of vendors. This makes a barrier that protects well-known companies like foodpanda, foodie, and Pathao.

- **Threat of Substitutes:**

**High:** The service provided by foodpanda can be substituted with its home chef partners, traditional order-taking procedures, and offline dining. For instance, foodpanda allows home chefs to cook meals at home and sell it through their platform. They also launch their Facebook pages so customers may start using them to order directly from their pages. Additionally, many customers could still prefer to place their orders by calling the restaurant directly, which may be usual, particularly among those who are less digitally savvy. Additionally, those who like eating out may not rely on foodpanda.

- **Industry Rivalry:**

**High:** The market is an oligopoly dominated by three major players: foodpanda and Pathao and recently foodie can be considered as major player. Smaller players like Hungrynaki have either been acquired or have ceased operations. Rivalry is defined by intense pricing battles and exclusive vendor alliances.

## **CHAPTER 3: METHODOLOGY**

### 3.1 Introduction

This chapter discusses the research design and data collection methods used to create the report. This report is entirely based on secondary data sources, drawn from various available public and internal resources. As this is an internship report, the methodology also includes the observations and contributions made during the internship, providing a practical and real-time perspective on the marketing practices of foodpanda Bangladesh Ltd.

### 3.2 Research Design

Research can be designed in three different ways, as follows:

- **Exploratory:** Exploratory research is applied in cases when the problem is not well defined. It assists in achieving a better understanding of the situation. Such kind of research is conducted in order to pursue fresh ideas and knowledge. It is commonly conducted via interviews, focus groups or secondary data. It does not give the ultimate answers but leads on to further research.
- **Descriptive:** Descriptive research is applied in order to describe a situation or a problem. It assists in explaining the nature of a group or event. This kind of research would provide answers to questions such as who, what, when, where and how. It involves surveys, observation and case studies in data gathering. The aim is to provide a comprehensive and precise image.
- **Causal:** Causal research is applied in search of cause and effect relationship. It assists in knowing whether one thing causes another to occur. Such a research is carried out by experimentation. It uses variables to determine the impact of a change in one on the other. This is aimed at determining the cause of a particular result.

The goal is to obtain a better knowledge of foodpanda Bangladesh Ltd's marketing strategies, practices, and how they connect with marketing theories. Instead of using numerical data or statistical analysis, descriptive research focuses on understanding the

underlying motives, processes, and effects of marketing campaigns. The research design for this report is descriptive in nature.

### **3.3 Data Collection**

Collecting credible and relevant information was essential in preparing this report. As the report focuses on marketing practices, all of the data must be obtained from reliable sources. Secondary data sources were selected because they were easily accessible and relevant to the topic. These sources contributed to a more comprehensive understanding of the promotional activities of foodpanda Bangladesh Ltd.

The data for this report were collected from the following secondary sources:

- Articles & Blogs
- Social Media Pages
- Internal Internship Reports
- Marketing Articles & Reports
- Public Data Sources

## **CHAPTER 4: ANALYSIS AND FINDINGS**

## 4.1 MARKET ANALYSIS

When applied in the context of this report, the market is defined as a particular group of consumers and organizations with willingness and capability to acquire online food and grocery delivery services. foodpanda Bangladesh is operating within the online food and grocery delivery market, which is a part of the broader e-commerce and logistics industry.

The market of foodpanda is characterized by low-to-medium value transactions, which occur with high frequency. The market is mostly urban-based, given the hectic lives of urban residents who are concerned with time rather than the price of delivery. The total addressable market (TAM) of Bangladesh is increasing exponentially as a result of the increase in smartphone penetration and the introduction of digital payments. Industry anticipates that the market value will be worth BDT 15,000 to 20,000 crore in 2024 and it is expected to double by 2028.

There are two categories of the market:

- **Consumer Market (B2C):** Individual customers who orders lunch/dinner meals or groceries everyday. This is the main source of revenue of foodpanda Bangladesh Limited.
- **Business Market (B2B):** Corporate clients who use foodpanda as employee allowances and catering.

## 4.2 Segmentation, Targeting, Positioning (STP)

foodpanda Bangladesh has a strategic STP model to effectively target its diversified customers. The company can split the big market into small segments and personalize the services it offers and the marketing messages to these segments.

### 4.2.1 Segmentation

foodpanda divides its market into four variables:

#### **Geographic Segmentation**

**Region:** foodpanda is operating in 64 districts of Bangladesh.

**Density:** It is densely concentrated in the metropolitan places such as Dhaka, Chittagong, and Sylhet where demand is very high.

**Hyper-local Zones:** Within the cities, smaller zones are further subdivided such as Gulshan 1 and Gulshan 2, to provide a delivery within 30 minutes.

### **Demographic Segmentation**

**Age:** It is aimed mainly at the tech savvy Generation Z and Millennials who are 18-40 years old.

**Income:** Caters to the middle to upper-middle-income group who have disposable income to pay in delivery charges and restaurant markups.

**Occupation:** Students, young professionals, and dual-income families who do not have time to cook or are unable to cook.

### **Psychographic Segmentation**

**Lifestyle:** Targets customers who seeks for convenience and customers who appreciate comfort and speed.

**Foodies:** The people who like to spend their time trying out various foods and new restaurants.

**Health Conscious:** Customers who seek homemade or healthy food through the Home Chefs vertical.

### **Behavioral Segmentation**

**Occasion:** Lunch at the office, birthday cakes, or an emergency such as the delivery of medicine.

**Usage Rate:** Intensive users (Pandapro subscribers) and light users (weekend orderers).

**Benefits Sought:** Speed (Pandamart), Variety (Food delivery), or Price (Deals/Discounts).

## **4.2.2 Targeting**

foodpanda uses a **Differentiated Targeting Strategy**, addressing multiple market segments with distinct offers:

1. **The Busy Professional:** Focused on the core food delivery service lunch/dinner and Pandamart for quick grocery needs. The appeal is "Time Saving".
2. **The Budget Conscious Student:** This segment is focused on the aggressive discount, the use of vouchers such as Tk 50 off, and the Pick-Up option to avoid delivery costs to target budget-conscious customers.
3. **The Power User:** This is aimed at the Pandapro subscriber with free delivery and discounts on dine-in to establish loyalty.

### 4.2.3 Positioning

Positioning defines how the brand wants to position itself in the minds of the target customer relative to competitors like Pathao Food. foodpanda positions itself on three pillars:

- **Speed & Convenience:** Groceries will be delivered within 30 minutes if the customer places an order from Pandamart and food at customer's doorstep. The brand promises instant gratification.
- **Diversity:** With the integration of thousands of restaurants, Foodpanda makes itself the place with the largest variety of food, including street food to fine dining.
- **Reliability:** As the biggest rider fleet and coverage in all 64 districts, it makes itself a go-to app that works everywhere, unlike its competitors, who are restricted to major cities.

**Positioning Statement:** *"As the bustling capital of Bangladesh, it's no wonder that Dhaka's culinary scene is something special. This cultural hub offers plenty in the way of delicious dishes, from authentic Bangladesh recipes perfected over generations, to fabulous fusion dishes that bring together the best flavours and ingredients from across southern Asia and beyond. With foodpanda, you've easy access to this diverse dining scene, with straightforward online ordering and express delivery so you can enjoy eating in style without breaking a sweat. Whether it's a brilliant brunch or last-minute lunch, mouth-watering dinner or late-night feast, you've plenty to pick from in Dhaka."*

## 4.3 Marketing Mix (7Ps) Analysis

In order to determine how foodpanda Bangladesh manages to stay on top of the market among the most competitive Q-commerce markets, the following section breaks down its marketing strategies in terms of the 7Ps of Service Marketing framework. This model goes further to incorporate the 4Ps (Product, Price, Place, Promotion) to encompass the People, Process, and Physical Evidence, which are essential in the service-based business.

### 4.3.1 Product Strategy

foodpanda Bangladesh has managed to shift its single-vertical application (delivery of food) to a multi-vertical super application. The product strategy is aimed at addressing various consumer issues in everyday life with different service lines.

#### **Core Service (Restaurant Delivery)**

Food delivery is still the major source of revenue. Foodpanda has thousands of restaurant partners, both international franchises such as KFC and Domino pizza, as well as local street food vendors. The Home Chefs scheme is a different dimension, whereby home made cooks are able to sell hygienic home-cooked food, which caters to the health-conscious market.

#### **Quick Commerce (Pandamart)**

foodpanda Bangladesh also uses Pandamart, a chain of dark stores (warehouses not opened to the public), in order to dominate the grocery market. These stores carry high demand products such as fresh produce, baby care, and cleaning products, and promise to deliver them within 30 minutes. This vertical focuses on the immediate need as a segment that the traditional e-commerce is unable to offer. Moreover, if foodpanda fails to deliver within the promised delivery time, it issues a compensation voucher for the inconvenience.

#### **Specialized Deliveries**

The vertical also consists of collaboration with pharmacies and retail chains, which would allow the customer to order medications and health supplements to meet the urgent needs in case of an emergency.

### **Pandapro (Subscription)**

Pandapro is a monthly subscription application designed to increase the Customer Lifetime Value (LTV). Most of the members are offered special deals and discounts to make them loyal.

**Pick-Up:** The option will enable the customers to order through the app and pick up the food personally at the restaurant.

## **4.3.2 Price Strategy**

foodpanda uses the Dynamic Pricing Model, which uses algorithms to balance the demand, supply, and profitability.

### **Commission-Based Model**

The platform imposes a fee on the restaurant commission on each order value. This is one of the main sources of revenue to the company.

### **Surge Pricing (Delivery Fees)**

Delivery fees are not static. The algorithm adjusts fees based on demand and other factors. During peak hours or adverse weather conditions, "Surge Fees" may apply to balance demand with rider availability.

### **High-Mix, Low-Margin Discounting**

To stay competitive against rivals like Pathao Food, Foodpanda runs aggressive discount campaigns. Strategies such as "Pick-Up" options are designed to offer value to price-sensitive users while optimizing logistics costs.

### **Platform Fees**

A nominal fee is often added to orders to cover technical maintenance costs, a standard industry practice to improve unit economics.

### 4.3.3 Place Strategy

The Place element in foodpanda's context refers to both its digital accessibility and its physical logistics network.

**Hyper-Local Zoning:** The service area is divided into small zones. Restaurants are only visible to a customer within a deliverable radius to guarantee the hot and fresh food. This zoning is essential in keeping promises of speed of delivery.

**Nationwide Footprint:** foodpanda Bangladesh is the sole player that operates actively in 64 districts of Bangladesh. This extensive rural and semi-urban coverage gives it a first-mover edge in Tier-2 cities where the competition is not so strong.

**Dark Store Location Strategy:** The Pandamart warehouses are well-placed in the high-density residential areas instead of commercial areas where the time the rider takes on the last mile is minimized.

**Digital Interface:** The mobile application (iOS/Android) and the site will be the main point of contact. The application relies on geolocation to make the storefront appear more personalized to each user.

### 4.3.4 Promotion Strategy

foodpanda utilizes a "360-degree" marketing approach, heavily leveraging digital channels and gamification.

**Brand Mascot (Pau-Pau):** The introduction of a fun, panda-like character marked a shift in brand personality to be more playful and approachable, specifically targeting Gen Z consumers.



### Tactical Campaigns:

**Seasonal Campaigns:** Campaigns during events like "Cricket World Cup" or holidays utilize push notifications to trigger impulse purchases.

**Influencer Marketing:** Heavy investment in social media influencers to create authentic content, which builds trust among younger demographics.



[Tahsan x Cheez | Episode 1 | foodpanda | for the love of food | season 1](#)

The episode features **Tahsan Khan**, a highly popular Bangladeshi musician and actor, as the star guest. His presence is used to leverage his massive fan base to drive engagement and viewership for the Foodpanda brand.

The episode is dedicated to promoting **Cheez**, a popular pizza restaurant and foodpanda's partner. By having the celebrity interact directly with the brand's product, foodpanda highlights its specific vendor partners rather than just the delivery service itself.

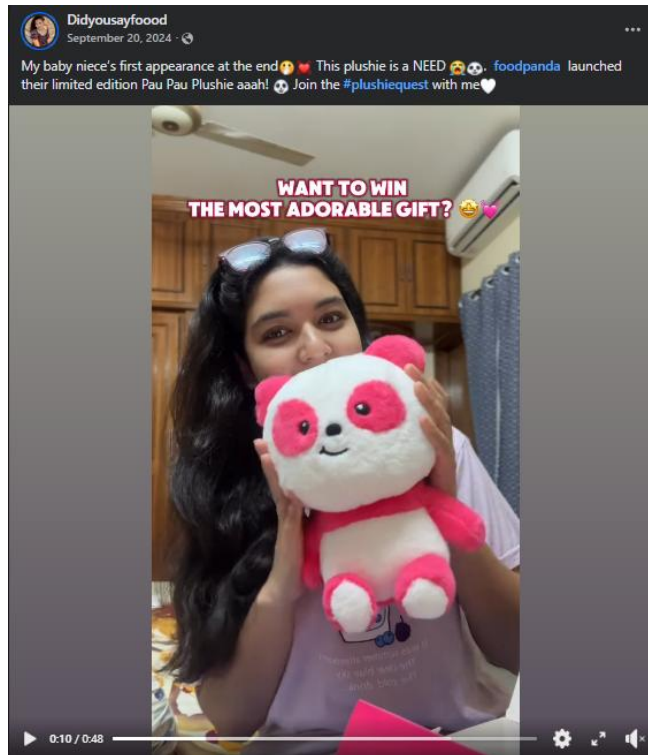
This is a flagship OVC campaign featuring celebrity **Tahsan Khan**. Instead of a standard ad, it is a reality-show style episode where Tahsan participates in a **pizza-making challenge**, where viewers watch to see if he can successfully make a round pizza and how he responds to "Cheezy" lines (puns), making the promotion feel like a fun variety show rather than an ad.

Basically, foodpanda Bangladesh is promoting their partners, encouraging people to place orders from restaurants via the foodpanda platform. As a result, foodpanda Bangladesh is earning along with its partners.

**Partnerships:** Foodpanda collaborates with various partners to offer exclusive deals and discounts, enhancing the value proposition for customers. For example, foodpanda partnered with Eastern Bank PLC. As a result, foodpanda Bangladesh allows users to pay via EBL to avail vouchers or discounts.

**Social Media Ads:** foodpanda's social media strategy relies heavily on FOMO (Fear Of Missing Out) and gamification. They are quite active on social media platforms such as Facebook, Instagram, YouTube, Twitter, LinkedIn, and others. Through these platforms, it actively interacts with its customers through campaigns, partnerships, voucher incentives, and other initiatives.

**The Pau-Pau Plushie Challenge:** A highly viral campaign run on Facebook and the app. Customers were challenged to place **10 orders** within a specific period to win a limited-edition **"Pau-Pau" plush toy**.



The cute plushie was heavily promoted via Facebook Ads and YouTube Ads. As a result, this drove massive order frequency as users raced to unlock the physical reward, turning food ordering into a game.

**Grand Iftar Bazar (Hybrid Promotion):** This is foodpanda's most significant seasonal campaign, blending offline activation with online ordering.



This event is a physical food festival held at Banani SWAT Field and Dhanmondi Shimanto Square during Ramadan. Customers could visit the physical stalls to see the food but were encouraged to order via the foodpanda app (pickup option) to skip the line and get discounts.

### 4.3.5 People Strategy

The brand experience in the service industry is characterized by human interactions. foodpanda aims at three high-value human groups:

**The Rider Fleet (Freelancers):** foodpanda Bangladesh Limited employs thousands of freelance riders (gig workers). They possess different incentives and support systems in order to minimise churn and enhance service quality. Nevertheless, the rider attitude is an issue that the company has to deal with.

**Account Managers:** A specialized team of corporate representatives who maintain good relationships with foodpanda's partners, and to help the partners to optimize their presence on the platform.

**Customer Support:** Unlike being a fully automated process, foodpanda BD has a significant number of human support. Although the app is used to sort your inquiries with the help of a chatbot, all the serious concerns, e.g., the lack of specific items, spilled food, or a refund, are addressed by actual agents through Live Chat, Email, and other teams under customer service. Training is provided to these agents to deal with high stress scenarios in an empathetic way and empowers them to make instant refunds or vouchers to keep away unsatisfied customers.

### 4.3.6 Process Strategy

Process element is concerned with the efficiency and automation in delivering the service.

**Automated Dispatch Algorithm:** foodpanda has its own AI based on which orders are assigned. The system examines traffic, time preparation of food, and rider's location to allocate the optimal rider, which makes it efficient.

**Vendor Onboarding:** It involves business development teams recruiting restaurants and integrating them into the platform.

**Contactless Delivery:** This service allows riders to leave the order at customer's doorstep, which meets the needs of hygiene-conscious customers.

**Real-time Tracking:** It offers real-time GPS tracking to customers to view the status of their delivery, which adds to transparency and trust.

### 4.3.7 Physical Evidence

The service is intangible hence physical evidence is used to tangibilize the brand promise.

**Brand Assets:** The unique brand color is everywhere easy to find on the rider jerseys, delivery bags, and the app interface. This gives powerful visual recognition in the streets.

**Packaging:** Restaurants do primary packaging, but Pandamart orders are usually in branded bags. High-quality thermal bags are used by the riders to ensure the food remains hot, which is also taken as physical evidence of the brand with regard to quality.

**App UI/UX:** The convenient design, clear food photos, and the map tracking option in real-time make the application user-friendly and act as digital physical evidence, guaranteeing the customer of professionalism and transparency.

## 4.4 Findings

- **Strength in Logistics:** The strongest competitive advantage that foodpanda has is the "Place" strategy of owning dark stores (Pandamart) and covering 64 districts with a huge amount of riders.
- **Pricing Pressure:** Discounts and the appearance of high commission cause some tension with restaurant partners, who occasionally increase prices on the app to reduce the expenses.
- **Digital Shift:** The effective drive towards digital payment via partnership is slowly decreasing the operational risks associated with Cash on Delivery.
- **Service Challenges:** The processes are efficient, but the problems of rider attitude and food quality offered by partners are clear weaknesses that affect customer satisfaction.

# **CHAPTER 5: INTERNSHIP EXPERIENCE**

## 5.1 Position, Duties, and Responsibilities

**Agent Position:** I worked as an intern agent in the Risk and Fraud Management (RFM) unit, which is a special unit of the entire Customer Service and Operations department. This team is the gatekeeper of the platform, which will reduce financial losses in case of fraudulent actions.

**Duties and Responsibilities:** I was mainly assigned to research suspicious customer actions and make informed decisions based on data on refund requests. Its essence was to differentiate between actual customer complaints and intentional efforts to take advantage of refund policies and other services offered on the platform.

- **Daily Fraud Monitoring:** I started the day by analyzing a list of flagged orders. These were orders in which a customer had requested a refund due to a missing item, spilled food, or a wrong order but the system algorithm had flagged it on a high-risk list because of the previous behavior of the user. RFM's first priority is to avoid entertaining fraudsters and to ensure genuine customers are not rejected. Therefore, I do not always rely on the system's algorithm. As a result, I had to go for a manual fraud check, which includes analyzing a vast amount of data of a single customer to cross-check.
- **Investigation and Verification:** For every flagged complaint, I had to conduct a forensic analysis:
  - **Customer History:** Checking if the customer has a pattern of claiming refunds on every order. Sometimes, we had to check the Customer Lifetime Value (CLV).
  - **Validation from Partner Service (PS Team):** The Partner Service team basically deals with vendors. So, in complex cases, I communicated with the PS team to validate if the vendor provides the proper order to the customer.
- **Decision Making (Refund Adjudication):** Based on the evidence, I had the authority to **approve** or **reject** the refund. If a customer was found to be lying, such

as claiming food wasn't delivered when the rider had a photo of them holding the bag, I would deny the refund request immediately, but in a decent manner.

**Lead Position:** I was then promoted to the position of Team Lead of the Risk and Fraud Management unit of Customer Service Operations department. Under this role, I was the main gatekeeper of the platform whereby I ensured that financial losses due to fraudulent customer actions were minimized by guiding my agents.

- **Duties and Responsibilities:** My task shifted from the execution of tasks individually to team management and the solving of high-level problems. I was mainly responsible to:
- **Fraud Detection & Prevention:** My primary responsibility was to protect foodpanda and its vendor partners against fraudulent customers. I checked flagged accounts and complicated complaints. I was able to align my agents strictly to mark suspicious customers and implement the No Refund policy for fraudsters so that the company and the vendor do not lose money unjustly. Since I am a team lead of RFM, I had to make sure that my agents can distinguish between fraudsters and genuine customers. So, every week I conduct a weekly sync to clear any confusion regarding any SOP gaps or fraud detection techniques.
- **Handling High-Level Escalations (DNCRP):** As a team lead, I handled critical escalations that agents could not resolve including refund failed cases due to technical errors, and the customer possibly reporting it to Directorate of National Consumer Rights Protection (DNCRP). I needed to make sure that these sensitive cases would be solved and recover customers to avoid a legal backlash against the company. Basically, I delegate these cases with resolutions in terms of recovering the customer to the agents of the escalation team.
- **Team Leadership & Performance Monitoring:** I was responsible for the Key Performance Indicators (KPIs) of my team. I monitored not only my own team's agents but also agents from other customer service units.
- **Quality Assurance (QA) Calibration:** A significant part of my role involved quality calibration. I often had healthy and constructive discussions with the QA (Quality Assurance) team about the evaluation of my agents. Such discussions played a

significant role in aligning our knowledge of the Standard Operating Procedures (SOP). By arguing the logic behind specific agent actions, I am able to revert those evaluations that were wrongly evaluated by QA of a particular agent.

- **Weekly Business Review (WBR) Reporting:** I was responsible for creating and presenting the **WBR (Weekly Business Review)** report in the WBR meeting. In this regional meeting, I presented my team's performance metrics, fraud trends, and operational challenges to the **Regional Management Team**. These sessions required deep data analysis to explain week-over-week variances.
- **Recruitment & Training:** I have participated in developing the team through interviewing new employees. After recruitment, I would conduct their training programs, where I would teach them fraud detection methods, SOP, and internal CRM tools.

## 5.2 Contribution to Organization

Both of my roles as an agent and team lead directly impacted foodpanda Bangladesh Ltd. by preventing financial leakage. By preventing fraud attacks, I contributed to the organization in the following ways:

- **Financial Savings:** By identifying and rejecting thousands of fraudulent claims during my tenure, I saved the company a significant amount of money that would have been lost as compensation costs.
- **Regional Strategic Insights:** In **Weekly Business Report (WBR)** meeting, I provided the regional team with on-ground insights regarding emerging fraud trends in the Bangladesh market along with my team's performances. This data helped the regional strategy team tweak their algorithms to better detect local fraud patterns.
- **Process Optimization (SOP Alignment):** I was able to close the knowledge gap regarding any SOP through my frequent discussions with the QA team regarding evaluations of my agents. This led to a fairer evaluation system for agents and a more standardized service protocol across the department.

- **Workforce Development:** By interviewing and training new joiners, I helped build a capable pipeline of talent for the department, ensuring that new agents were ready and compliant with fraud policies from Day 1.
- **Protecting Vendor Revenue:** When a customer falsely claims that an item is missing from the order, the vendor often bears the cost. By proving these claims false, I have protected our partners from unfair deductions and maintained a good relationship between foodpanda and vendors.
- **Policy Enforcement:** My tendency to deny false claims gave a message to the fraudsters that foodpanda Bangladesh has well-developed detection systems that will deter future fraud. In addition, I have also proposed some changes in the form of SOPs that would not allow fraudsters to obtain refunds.
- **Process Improvement:** I pinpointed a trend that was being committed by a group of fraudsters who would target particular high-value goods. I also reported this trend to my supervisor, and this assisted the team in redefining the fraud detection algorithm.

## 5.3 Evaluation

### Successes:

- **Pattern Recognition:** I developed a keen eye for spotting subtle patterns quickly in user behavior.
- **Efficiency:** I always achieved my daily goals (KPIs) of solving the cases, and my rate of accuracy in decision-making was high. My decisions were almost always supported by supervisors as an agent. I never scored below 90% in my performance.
- **Awards:** I received the one-time Performer of the Quarter and five-time Performer of the Month awards for delivering excellent performance.
- **Operational Excellence:** I successfully managed to keep my team's performance metrics high. The Regional Team was supportive and receptive to the data I presented in the WBRs.

- **Knowledge Transfer:** These discussions were not aimed at conflict but rather created a culture of learning in which both the Quality team and the Operations team would have a deeper shared knowledge of complex SOPs. I have also shared most of my internal knowledge with other colleagues.
- **Teamwork and Communication:** The team also felt pleased with how well I could collaborate with internal and external stakeholders. I still have praise by my colleagues and team members.

### Challenges:

- **High-Stakes Decision Making:** Handling potential DNCRP cases was stressful, as a single mistake could lead to government fines or reputational damage. I overcame this by double-checking every piece of evidence before making a final decision.

## 5.4 Skills Applied

During my internship with the Risk and Fraud Management Department of foodpanda Bangladesh, I was able to use and acquire a wide variety of skills. The skills that I used the most, and my examples of those are detailed below:

- **Leadership & Team Management:** Maintaining team performance, maintaining high morale, and discipline were some of the leadership capabilities that I used in my daily routine.
- **Data Analytics & Visualization:** I developed new advanced skills in Tableau and Metabase. Such as downloading data from Metabase, which helped me to identify agents who are taking a long time to solve a single customer problem and conducting coaching sessions with those agents.
- **Conflict Resolution & Negotiation:** My communication with the QA team developed my negotiation abilities. I also acquired the skills of making a rational argument supported by SOPs to justify the action of my team in a constructive manner.

- **Crisis Management:** Managing the refund failed issues and legal (DNCRP) problems demanded critical thinking under pressure.
- **Communication & Presentation:** Presenting the WBR to regional stakeholders improved my corporate communication skills, teaching me how to present complex data concisely. Moreover, my communication skills helped me to communicate with partner service (PS team) and rider service (RS team) to solve a complex issue as soon as possible.

## **CHAPTER 6: CONCLUSION AND KEY FACTS**

## 6.1 Recommendations

According to the insights of marketing practices and the insights gained during the internship, it can be recommended to improve the market position and operating integrity of foodpanda with the following recommendations:

- **Implement a Dedicated Customer Hotline:** To overcome the gap of the lack of the hotline, foodpanda can implement a voice-based support system for premium users (Pandapro) or emergent cases of orders to build trust and an instant solution.
- **Improve Rider Training Programs:** To reduce the risk of bad attitude and poor behavior of the rider, the company should introduce mandatory soft-skills courses and more visible bonus scheme based on professional behavior which is called rider rating.
- **Strengthen Vendor Quality Control:** Since low quality of food by the partners affects the brand negatively, foodpanda needs to strengthen onboarding audits and secret shopper programs to guarantee that the partner restaurants meet hygienic and portion standards.
- **Optimize Commission Structures for Small Vendors:** To address the high-commission factor, a tiered commission program might be offered to small and independent vendors or home chefs to make more diversity on the platform without forcing them to raise menu rates significantly. They should also make sure that their partners are satisfied with the incentives and prioritize so that rivals don't use it as their advantage.

## 6.2 Key Understanding

According to this report, the following important insights can be made about the online food and grocery delivery business in Bangladesh:

- **Market Dominance through Logistics:** foodpanda Bangladesh enjoys the market dominance of having a huge physical presence since it is the sole player operating in 64 districts in Bangladesh
- **The Power of the Super App:** Customers have remained more loyal to the brand and have been more sticky to a multi-vertical platform that also includes Pandamart, flower shops, and health supplies, as well as other necessities as part of its platform.
- **Data-Driven Decision Making:** Marketing and operational success of foodpanda is not a random occurrence but rather another result of advanced algorithms and real-time data visualization applications such as Metabase, Pandago, Tableau, and other visualization softwares.
- **Balancing Efficiency and Empathy:** The internship experience with Risk and Fraud Management (RFM) department showed that automation is crucial, yet human supervision is necessary to safeguard the bottom line of the company and the rights of the customer.

## 6.3 Conclusion

The foodpanda Bangladesh Ltd. internship has given me an in-depth view of how an international tech-logistics powerhouse can adjust to the specifics of an emerging market. Using the 7Ps of Service Marketing and the STP model as a guide, it can be said that foodpanda has managed to position itself as a representation of speed and convenience to the urban Bangladeshi consumer.

Despite the fact that the company has to address challenges, such as the stiff competition among other companies, such as Pathao Food and Uber Eats, and tension within the company, such as rider's behavior and the commissions vendors pay to foodpanda. foodpanda Bangladesh Limited is staying at the top of the industry due to its proactive marketing efforts, including gamification, the involvement of celebrities, and the Pau-Pau mascot.

In conclusion, the purchase of the best of the new technology and an aggressive local expansion strategy have made foodpanda the leader in the online food and grocery delivery market in Bangladesh. Being a marketing student, the lesson about the working process has been a great one to observe a high technology platform and high touch human operation.

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# Appendix

## Internship Completion Certificate

DocuSign Envelope ID: CA65604B-6750-4CCE-8C2C-5F5E4582A666



Bringing good food into your everyday

Date: 04/03/2026

### TO WHOM IT MAY CONCERN

This is to certify that Mesbah Amin is an employee of foodpanda Bangladesh Limited under **Fixed Term (Fixed Term)** contract from 01/10/2026 and continuing. He is a member of our **Marketplace APAC, COO - Service Ops & CX Department**, and his last designation is **Shift Lead - Customer Service**.

He is serving his responsibilities with sincere efforts and excellent performance in his role. He demonstrates as a diligent and truthful person. His interpersonal skills are outstanding, and he is very helpful and highly appraised by his management.

Any other query related to Mesbah Amin may be made to the office of the undersigned and we wish him/her well in his future endeavors.

Yours sincerely,  
**foodpanda Bangladesh Limited**

Signed by:  
  
65807AE09F0544E...

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