Business Analysis of Hyperlocal Delivery Start-up: Dunzo

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ABSTRACT

The study examines Dunzo's growth, marketing strategies, logistical and technological advancements, and how the company meets customer needs. The research utilises flexible, investigative and text analysis approaches to provide insightful information about the company's business model, competitors, and technological integration. The study discusses the positives and negatives of Dunzo's operations, such as marketing, technological integration, and business model. The paper concludes by presenting Dunzo's future plans and providing overall views on the company. This research will benefit small business professionals and those interested in establishing a hyperlocal delivery service by providing an understanding of Dunzo's operations and how to mitigate errors.

Keywords: Dunzo; Hyperlocal delivery business; Start-up; Funding series; Unique marketing strategies.

1.0 Introduction

Dunzo, an Indian Company providing delivery services 24/7 founded by Kabeer Biswas, accompanied by Ankur Aggarwal, Dalvir Suri, and Mukund Jha. Its inception was in July 2014. The company was first set up in Bangalore and was expanded to 7 different cities namely: Delhi, Gurugram, Pune, Chennai, Jaipur, Mumbai, and Hyderabad. Introduced as a WhatsApp group, it was developed into an app-based service. Dunzo is the first start-up company to have direct funding from Google. Their tagline says "Sab ke liye Dunzo hai na". Dunzo app is available on the Play Store and App Store. The hyperlocal delivery platform uses Instagram, Facebook, Twitter, Youtube, and Linkedin to engage with their customers. The on-demand hyperlocal delivery app is the leading platform for connecting customers, partners, and merchants, operating as a three-sided marketplace. Their mission is "to be the logistics layer of every city." Dunzo's vision is "to expand all across the country and emerge as the go-to delivery service provider of each of the cities."

2.0 Products and Services

As a delivery service app, Dunzo helps to create and manage daily tasks by connecting the tasks to its delivery partners who make purchases or fetch items from any store and deliver them to the customers. It tries to complete the task in the least time possible and has a minimum charge for each delivery.

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The 24/7 delivery platform Dunzo provides services like electronic items, laundry, duplicate keys, and repairs. Currently, limited areas are covered under Dunzo's radius. The online marketplace also offers an app-based delivery service that allows customers to send packages to any other customer with a single click. In addition to the ongoing facilities, they set up Dunzo for Business to help companies deliver their products faster, cheaper and better. It is operational in 7 cities across India. Businesses like supermarkets, Kirana stores, restaurants, aggregators, and many e-commerce companies associate with Dunzo for delivering essentials to their customers.

The application platform also provides bike-sharing services to Gurugram as an expansion to their current operation as hyper-local on-demand delivery services. The company went from a WhatsApp group service to make its mark with an Android app, an IOS app, and a Website. Dunzo is also known as the "everything app" which solves the need to get things done and its focus is being swift, dependable, and valiant. The application helps to simplify the usage so that people could place requests, manage payments, and get notified when the delivery partner gets assigned. Dunzo is involved in the B2C, B2B space of the Food and Agriculture Tech, Transportation, and Logistics Tech market segments.

Dunzo Daily is an instant delivery service of the freshest groceries being delivered to your doorstep. Everything from Fruits, Vegetables, Meat, Pet Supplies, and other daily needs are available with free delivery. Dunzo Daily is currently available in Bangalore, Chennai, Pune, and Mumbai. Dunzo for Business offers support to businesses by having features such as live tracking of the products, multiple drop point options, scheduled delivery, live chat support, cash on delivery (CoD), and postpaid billing options. It transports anything from anywhere to the consumer upon their request. This is the company's prime advantage as a chat-based personal management platform. Dunzo for Business (B2B Vertical) consists of almost 6% of the total business. Delivery from local stores accounts for 75% of the business and 25% is from the courier services offered. B2C includes 18% of the courier service whereas B2B includes 7%.

3.0 Customer Base

Dunzo targets anyone using a smartphone; customers who wish to get things delivered to them; market mostly in between the ages 18 to 55 who want to make purchases from any store; people sending packages to their family, friends, and relatives across the city; consumers who order food from their favorite restaurants; merchants having a necessity to deliver their goods to their consumers; restaurants, supermarkets, aggregators, Kirana stores, and many e-commerce companies looking to deliver essentials to customers; individuals traveling to nearby places; a population which uses bike-pooling services and commuters looking for an affordable alternative for cars and autos. In 2014, Dunzo was set up as a WhatsApp group with just 3 customers, 4 months later, it grew close to 10,000 members solely under the management of Kabeer Biswas. The Dunzo team was completing 70 tasks per day as of June 2015. The WhatsApp group service fulfilled 500 orders a day at the end of

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2016. The startup went from a partner app to a customer version of the app. The years 2016–17 were spent in setting up the company, building the team, and developing the product. They developed their application in a span of 6 months. Earlier in the year 2018, 40 delivery partners were serving 80,000 transactions per month with minimal promotion and operational expenses. At the end of the same year, they achieved over 1 million transactions with an average of 30,000 transactions per day largely from 4 cities- Gurugram, Hyderabad, Pune, and Chennai.

There was a 2.5X-3X increase in the number of deliveries executed from 2018 to 2019. It had 2 million monthly transactions on its platform. It grew 8X in terms of the number of users in the year 2019 (i.e) Half a million monthly transacting users. Later in the year, the annual active user base is 2.7 million. Dunzo grew 30X as of June 2019. The top 10% of the customers use the app 20 times a month. During the year, Dunzo for business was launched to provide logistics services for retail stores and small businesses.

The annual active user base is doubled from the previous year (i.e) 5.1 million in 2020 serving about 2.5 million deliveries. Due to the shift to e-commerce, customers spent almost 2.82X more in 2020 than what they spent in the first year. Consumers also spent more time on the platform. Due to the surge in popularity during the COVID-19 pandemic, the number of new users increased by 90% with a retention rate between 80%-85%. The number of merchants grew by 19X. The pandemic increased the volume of deliveries by 25%. The growth observed in the year was mainly due to strong organic user demand and gross margin profitability. Dunzo for Business is 10% of the company's overall business. In January 2020, they had 600 merchants which in turn grew to 15,000 in September during the COVID-19 pandemic.

Since the first month of the year 2021, there was a significant 350% increase in medicine orders. The company has 11,000 merchants as of February. Dunzo's organic reach app opens doubled from March. During April, Groceries, food commodities, and fresh harvest had 318% growth in orders. Above 20,000 orders have been placed to the hospitals, an overall 204% growth of orders was observed for the delivery of home-cooked meals, medical aid, and equipment at the end of May. B2B vertical in 2021 grew 2X as they have been working across to deliver essentials. The problem of last-mile is solved by the B2B vertical by providing a last-mile logistics service to the local merchants to sell products to their targeted customers in the hyperlocal areas. Dunzo's D4B showed a significant growth rate of 57% in the last year, and also achieved a 50% increase in profitability per order compared to the previous year. The D4B division allows more than 20,000 merchants to manage their local logistics through Dunzo's platform in 2022. In 2023, the way customers shopped during the festival resulted in a 30 percent rise in orders in important product categories.

4.0 Business Model

Dunzo functions through a hyperlocal delivery business model with an aggregator model as their supply chain. It has extensive sources of revenue and success in the longer run.

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Its new dark-store model called Dunzo Daily service offers quick deliveries to customers. Dunzo works based on a two-sided network; customers are on one side of the network and businesses form the other side. It operates as an e-commerce marketplace that connects customers and businesses. It operates through small geographical delivery areas with a radius of 2.5 km, completing tasks in a shorter duration of time.

4.1 Dunzo's sources of income include

- Delivery charges: The customer is charged a minimum of ₹10 for delivery. The prices vary based on the distance and the type of delivery performed.
- Commission: Dunzo levies a fee of 10%-12% of the total delivery costs on the merchant partners. Dunzo for business is initially free for any company, but it charges on the deliveries made. It charges 15% - 30% commission rate from it's partner store per order.
- Surge charges: The fares are imposed based on the demand in the specific area. Dunzo benefits from the price hikes during surges.
- Services offered: Fees are imposed on services such as Delivering anything (Groceries & essentials, Documents, Books, Stationery, Medicines, Fruits & Vegetables, Sending packages, Meat & Seafood, Food delivery, Pet supplies, Paan & Alcohol shops, Any store), Bike taxi, laundry, local courier, repairs, electronic items, and duplicate key.
- Commission from delivery riders: During the fiscal year 2021, the number of commissions collected by Dunzo from its delivery riders significantly increased, surging by almost 68% to reach 20.8 crore rupees.
- Income from brand campaigns: The company also earned 1.53 crore rupees from brands as a campaign fee during the same period.
- Warehousing Income: By improving its dark stores, storage facilities, and warehouses, and has spent approximately 18.6 crore rupees on infrastructure during the FY20. As a result of these investments, the company's revenue from warehousing fees significantly increased, rising 17.6 times to 39.6 lakh rupees during FY21.

4.2 Technologies used by Dunzo which make it a hyperlocal business model

- It uses GPS tracking and Google maps as the in-app navigation system
- Cash on Delivery, Dunzo cash, Debit and Credit card, Paypal, Simpl, Net banking, Google Pay, Paytm, and Lazypay powers Dunzo as payment options
- Mobile apps (customers as well as delivery partners) and a website serve as e-commerce platforms
- Dunzo simplifies the user experience by using Artificial Intelligence, chatbots, a data-driven approach, helpdesks, and communication with the service provider through a chatbox
- Supply chain management, customer relationship management, and supplier relationship management are run efficiently by Dunzo
- Logistics and shipping are essential in Dunzo's business model
- Using automation and IoT tech applications like smart baskets to offer quick commerce

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Table 1: Business Model Canvas

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
• Reliance Retail • PepsiCo • Dukaan • Leadsquared • Google Pay • Cipla Health • Brittania • Google • Surf Excel • Brandscope • Fieldfresh • Delmonte • Chai Point • Britannia Industries • Havmor ice cream	• Fetching items from any store and delivering it to the customer • Helps create and manage daily tasks • Provides Customer to customer product delivery • Offers Bike-sharing services in certain areas • Helping companies deliver their products	• Has its own logistics and supply chain • Fully responsible for delivery of the order to the customer • Deliver anything what customer wants • Charges minimal delivery costs • Takes up tasks and gives customers more time for other activities • Helps schedule your tasks and make a delivery or purchase or a pick-up or drop • Uses a combination of artificial intelligence, machine learning algorithms, and human operators • Offers local businesses tools to manage inventory, drive marketing and support the business • Building a sophisticated technological platform that merchants use to get a wide-range of customers • Developing a street-level sales team capable of educating and simplifying communication with retailers • Integration of large merchants' system into Dunzo's API for easy conversion • Offering discounts, offers, cashback, and coupons for retaining customers	• 24/7 customer support • 48% queries are solved by AI • Dunzo interacts with customers through Instagram, Facebook, Twitter and Linkedin • Rating, review and feedback by the customers	• Anyone using a Smartphone • Customers who wish to get things delivered to them • Markets between the ages of 18 to 55, who want to make purchases from any store • Consumers who could use some help in performing chores like laundry, fixing electronic items, repairs, fetching duplicate keys, forgotten items, or documents • Customers who wish to send a package to anyone • Users who wish to take bike taxis or travel short distances more quickly • Merchants or retailers who want to find delivery partners • Small businesses and e-commerce stores which require logistical assistance
	Key Resources		**Channels**	
	• Physical resources include Dunzo's head office in Bangalore, other offices in Delhi, Gurgaon, Pune, Chennai, Jaipur, Mumbai, and Hyderabad. • Mobile application and Website • Technological resources such as AI and machine learning algorithms • Human resources include highly talented IIT alumni, and industrious delivery partners • Financial resources include 18 funding rounds with recent investment from Blacksoil.		• Applications (Android, iOS, and Windows PC and Mac OS): Dunzo for Grocery, food, and more app; Dunzo for partners app; and Dunzo Mo app • Website: Features Dunzo for customers, Dunzo for partners, Dunzo for retailers, and Dunzo for Business	

Cost Structure	Revenue Streams
• Technological Setup and running costs (Website and Application) • Salaries to permanent employees • Payment to delivery executives and fuel expenditure • Cost-driven cost structure • Advertisement and Promotion Expenses • Other operating & administration costs	• Delivery charges from customers • Commission from merchant partners • Surge charges due to demand • Fees for services offered • Commission from delivery riders • Warehousing income • Income from brand campaigns

Source: By authors

5.0 Funding and Investors

Kabeer Biswas initially invested $33,610 on Dunzo. In 18 rounds of investment, Dunzo raised a total of around $382.6 Million. Dunzo crossed a $775 Million valuation from

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the recent Series E funding. Aspada Investment Advisors and Blume Ventures led a $650,000 (about Rs 4.4 crore) pre-Series a round of funding for Bangalore-based daily task management app Dunzo. Dunzo is being supported by the Fund of Funds for Startups (FFS) through 88 alternative investment funds (AIFs), which were launched under the Startup India initiative in 2016 by the Prime Minister, Shri Narendra Modi. The FFS has committed ₹7,385 crore towards supporting startups like Dunzo."

Figure 1: Shareholding Pattern
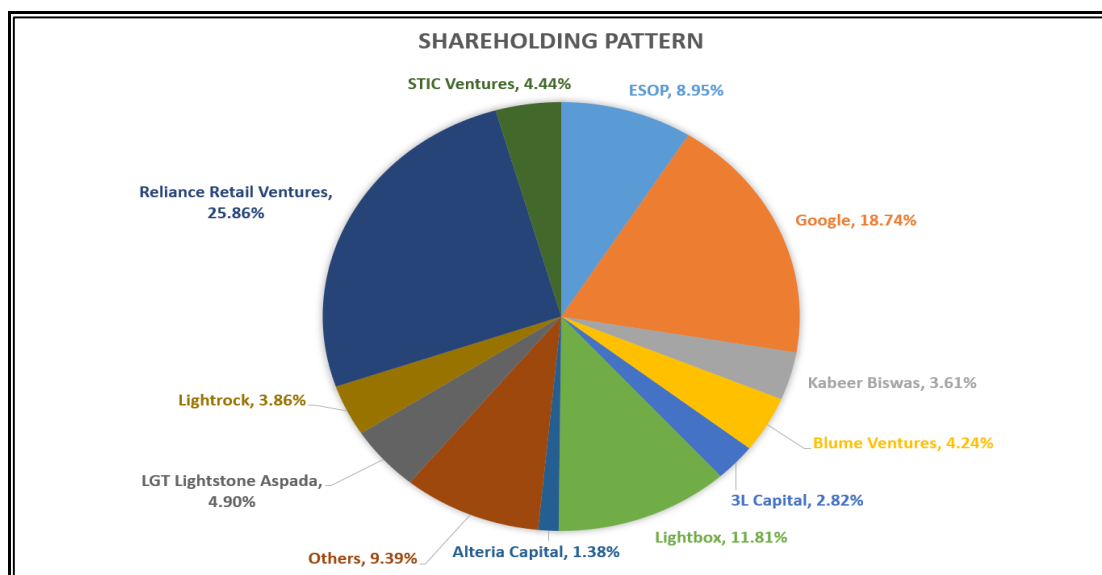
Source: https://entrackr.com/2022/01/decoding-reliance-backed-dunzo-series-f-round-and-captable/

6.0 Marketing

Dunzo has a very unique marketing strategy. It spent a considerable amount on digital marketing, advertisements and promotions. Dunzo's advertising promotional expenses jumped almost 6X to INR 64.4 Cr in FY22 from INR 11 Cr in FY21.

6.1 Segmentation, targeting and positioning
- Segmentation – Dunzo is positioned as a consumer services platform, it offers a wide range of services such as parcel delivery, pick-up and drop-off services, shopping or laundry delivery, local courier services, medicine delivery, meat and seafood supply, and online eatery ordering.
- Targeting – Dunzo's primary demographic is anyone who uses a mobile device. This will create a medium that people of all levels can use.
- Positioning – Dunzo has the ability to alter your shopping habits, relocate items, and gain entry to your community.

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Table 2: Funding Rounds

Date	Series	Investors	Amount
November 2016	Series A	Aspada Investment	$1.18 Million
December 2017	Series B	Google, Blume Ventures, Aspada Investment	$12.3 Million
November 2018	Debt	Alteria Capital	$1 Million
February 2019	Series C	Blume Ventures, Lakshmi Narayanan, Raintree Family Office, Monika Garware Modi	$3.1 Million
February 2019	Series C	-	$0.4 Million
April 2019	Corporate Round	Google, Blume Ventures, Alteria Capital, Patni Wealth Advisors	$9.4 Million
May 2019	Venture Round	Kalpavriksh Fund	$0.6 Million
June 2019	Series C	Belltower Fund Group Ltd	$0.4 Million
August 2019	Debt	Alteria Capital	$2.8 Million
October 2019	Series D	Lightbox Ventures, 3L Capital, STIC Investment, STIC Ventures and Google	$45 Million
February 2020	Debt	Alteria Capital	$11 Million
September 2020	Series E	Google, Lightstone Fund	$28 Million
January 2021	Series E	Google, Lightbox, Evolvence, Hana Financial Investment, LGT Lightstone Aspada, and Alteria	$40 Million
March, 2021	Series E	Ranjan Madhukar Patwardhan, Gautam Madan Bahal, Rich Ravi Agrawal, Ravi Purushottam Agrawal, Vikas Poddar, Amit Bipin Nanavati, Krishtal Advisors, Mauryan Trusteeship Private	$8 Million
January, 2022	Series F	Lightbox Ventures, Lightrock, India3L Capital, Alteria Capital, Reliance Retail	$240 Million
November, 2022	Debt	BlackSoil	$6.12 Million

Source: https://www.crunchbase.com/organization/dunzo/company_financials

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Dunzo has focused on two types of people in its communication: employees and customers. Consumers are entertained responsibly while the delivery partners are valued for executing the operations. Gratitude for frontline personnel in the face of the pandemic was a frequent theme. Dunzo uses a 70:20:10 method.
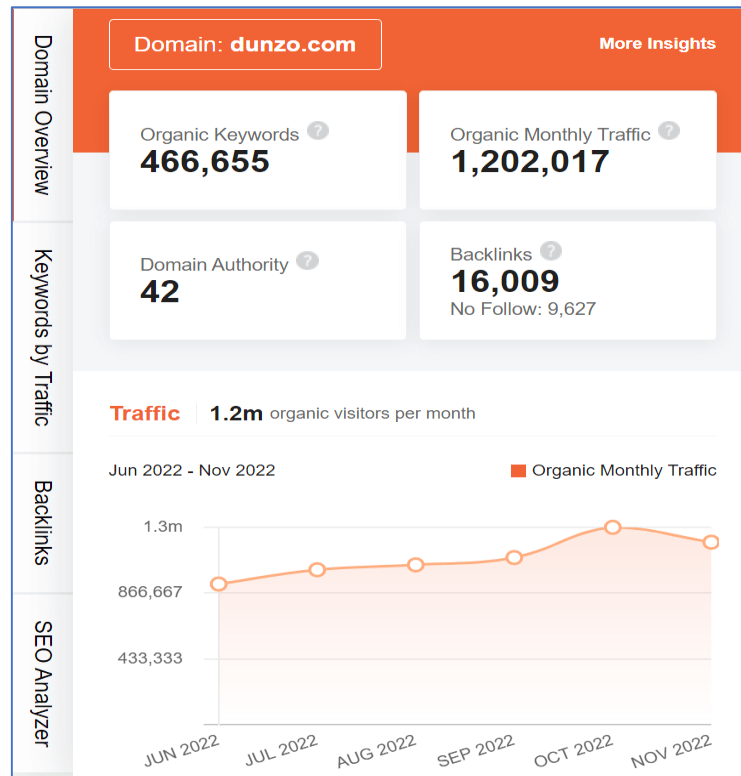
6.2 Some marketing strategies it uses include

- Moment Marketing: Dunzo is fast to respond and always brings material that is relevant to the activities taking place in the surrounding area. It has its eccentricity to attract the attention of individuals from all around Social Media.

- Meme Marketing: The brand also looked at the Meme industry to acquire transactions faster. It has been a keen observer of memes and marketing trends. Dunzo is quick to adapt to new formats that have become popular on the internet.

- Comic Series: Dunzo has a unique method of engagement; it developed its comic series, "Dunya Ki Duniya," to encourage interaction.

- Bollywood References: Bollywood is a popular pastime among Millennials and Generation Z. To attract its filmy audience, the brand uses a variety of conversation words and scenes from movies. They bring a fun aspect to their marketing approach.

- Hoardings and Gantries: Dunzo has taken up prominent positions throughout Pune and other cities, peppering the public with witty puns. The puns appear to be largely influenced by Bollywood of the 1990s; for example, one hoarding reads "Koi Milk Gaya," while another reads "Dilwale Dhaniya le aayenge."

- Hyper-Local Communications: Dunzo markets to its consumers through hyperlocal communication. Hyperlocal communication involves integrating local personnel and developing marketing communications that are fun and personalized for local audiences. The brand also delivers local or hyperlocal supplies, it connects with the clients in the same way.

- Hashtag campaigns: Dunzo understands social media hashtags and uses them to build some great campaigns. Their #dudewithsign hashtag on Twitter, #nariwithsign hashtag on Twitter, and #partnerwithsign hashtag on Twitter campaigns have gotten so many views and conversations that other businesses are adopting them.

- Collaborations: Collaborations may help any business improve its brand value and reputation. Dunzo forms alliances with a variety of companies, furthermore it does not waste any opportunity to advertise its product.

- Content in the mundane: One of the most intriguing features of Dunzo's social media communication is how they make content out of everyday items. Food is almost always a theme in these, which works well because of the narrative and relatability.

- Word Of Mouth: Dunzo's early marketing approach focused on service and providing a positive client experience, which built strong word of mouth. They did not spend much on marketing in the early years. Their strong user base was also used to acquire new customers.

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- SEO Strategies:

Figure 2: SEO Analysis of Dunzo's Website

Source: https://iide.co/wp-content/uploads/2022/12/Screenshot-510.png

According to SEO norms, keywords less than 500 are poor, keywords more than 1000 are excellent, and keywords more than 10,000 are outstanding, as seen by dunzo's 466K+ organic keywords. More than 20,000 visitors per month are incredible. Dunzo receives 1.2 million annual visitors, which is fantastic. This demonstrates that Dunzo has an excellent and remarkable SEO strategy, as evidenced by the above picture. Let's Dunzo it! Dunzo's marketing success is demonstrated by the fact that it has become a verb. Companies must establish trendsetting marketing tactics to enhance public involvement. As businesses grow, it's critical to cut through the clutter and target the proper audience.

7.0 Sales

By June 2015, the team at Dunzo was completing about 70 tasks a day on their Whatsapp group service. The company grew to a 10,000 monthly run rate at the end of the year. Dunzo's turnover was $955 in FY15. The company achieved 500 orders a day in 2016. In FY16–17, Dunzo's turnover rose to $132,275 with the net loss being $1.5 million and expenses $1.55 million.

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In 2017, Dunzo running only in Bangalore handled 3,500 to 4,000 tasks a day with monthly revenue of $134.5k. The company's repeat purchase rate was three a month in January. The delivery time recorded was 75 minutes. Dunzo had accomplished 2,50,000 tasks by the end of 2017. Dunzo's transaction volume is around 1 million. 40% of the total traffic is from Bangalore, 35% comes from Gurugram, and 25% from Pune. 75,590 deliveries were completed within a 100-meter radius in the year 2018. Delivery time decreased to a period of 45 minutes with 40k-50k tasks per month. The operational revenue of Dunzo in 2018 was $21.28k. With five times a month repeat purchase rate, 65%-70% of task volumes from pickups and drops, 5%-7% from home services, and 20%-25% from purchases and sales. Dunzo was launched in Chennai. In the same year, they incurred a loss of $3 million with $2.96 million as expenses.

In 2019, Dunzo dealt with 2 million transactions a month across six cities in India including Delhi, Gurugram, Mumbai, and Hyderabad. Dunzo's operational revenue was $103k. From a $2 loss from every delivery, it was brought down to 40 cents. The expenses grew 8 times in the same year to $23.22 million with a loss of $23.15 million. It was given a $200 million valuation at the end of the year. It has an 80% repeat user rate. The startup has 75,000 stores on its platform.

Dunzo is valued at $250 million in 2020. Their services were launched in Jaipur, Pune, Mumbai, Hyderabad, Bangalore, Gurugram, Chennai, and Delhi. There was a drastic rise in the number of tasks executed in an hour, savings per delivery, and average ticket size. Dunzo was providing about 2.5 million deliveries then, but the Covid-19 epidemic reduced that number by 25%. Dunzo was growing 2X every month without marketing and promotions. 33% increase in the weekly orders generated revenue for Dunzo. The operating revenue increased to $3.69 million in FY20. Employee benefits expenditure increased 73% to $9.91 million. Delivery partner expenses grew 2.2X to $20.48 million. Costs on customer acquisition and discounts spiked 2.7X to $9.68 million. Administration costs jumped up 4.2X to $11.25 million. The company's expenses also include merchants' and delivery partners' onboarding and maintenance charges, customer support charges, payment gateway charges, etc. The annual total expenditure calculated rose 2.3X to $54.8 million in FY20. With Dunzo's expenses rising 2.13X to $48.34 million, they incurred a loss of $30.71 million at the end of FY20.

The delivery platform has reported a 350% and 318% rise in medicine and grocery orders respectively, at the beginning of 2021. With over 20,000 deliveries to hospitals, there was a rapid rise in the company's pick up and drop orders of 204%. Dunzo recorded a 2X increase in traffic to deliver essentials. Dunzo began 15 min deliveries for 2000 commonly-sought-after items. The company is spending $2.5 million every month. Dunzo's gross realization grew 11X, which included merchant's commission, revenue from ancillary businesses, and delivery fees from customers. The hyperlocal delivery company reached breakeven in its headquarters, Bangalore. The startup's earning is 20% of the order which includes both merchants' and customers' delivery fees. Dunzo's gross margins are profitable which reduced the EBITDA loss by 68% every year. The company has increased expenses to

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meet a greater scale. Dunzo's revenue from operations grew over 2X to Rs 54.3 crore in FY22, according to its annual financial statements with the Registrar of Companies (RoC) show. The firm generates revenue largely from online platform services which contributed nearly 93% to the total operating income. Collection from online platform services ballooned over 2X to Rs 50.6 crore in FY22 from Rs 24.7 crore in FY21. These services include commission collected from riders, advertisement fees, sale of traded goods, subscriptions et al. Importantly, this also includes Rs 2.3 crore collected via D4B (Dunzo for Business).

Importantly, the firm had reclassified its financial statement for the corresponding year, which impacted revenue, expenses, and loss figures for FY21. Indians tipped ₹3 crore to Dunzo delivery partners as a token of gratitude, according to the quick commerce company's annual India Shops Report 2022. Revenue from merchant stores for providing warehouse management jumped 4X to Rs 1.6 crore during FY22 while the sale of products brought Rs 2.1 crore to the company's coffers. Dunzo also made Rs 13.4 crore mainly from interest on bank and security deposits which pushed its total revenue to Rs 67.7 crore. Akin to many growth stage companies, its employee benefits expense constituted the largest cost element, forming 26% of the annual expenditure. This cost surged 50.3% to Rs 138.3 crore in FY22 which includes Rs 19.4 crore of ESOPs expenses.

Figure 3: Financial Performance of Dunzo

Parameter	FY21	FY22
EBITDA Margin	-714.63	-645.64%
Expense/₹ of Operation Revenue	₹10.28	₹9.80
ROCE	-122.43%	-31.95%

Source: https://entrackr.com/2021/09/dunzo-revenue-jumps-66-to-rs-46-cr-in-fy21-outstanding-losses-balloon-to-rs-768-cr/

8.0 Human Resource

The hyperlocal e-commerce and logistics sector is suffering a huge retention issue., Geetanjali Purohit, director and head of marketing at the hyperlocal delivery startup Shadowfax, said, "The minute a person places an order, they watch it like a hawk. The only way to deliver on time (and retain the end users) is through a collaboration between tech, communication and marketing teams of a company." with yearly attrition of over 50% among delivery employees, evoking thoughts of a labor scarcity in India's BPO sector a decade ago.

Kabeer Biswas, Ankur Agarwal, Dalvir Suri, and Mukund Jha are the founders of Dunzo. The core team of Dunzo is as follows:

- CEO: Kabeer Biswas
- Co-Founders: Ankur Agarwal, Mukund Jha, Dalvir Suri
- CTO: Mukund Jha
- Senior Product Manager: Nikhil Taneja
- Operations Manager: Anupam Nath

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- Founding Partner: Warner Queeny
- Founding Investor: Vir Kashyap
- Senior Quality Engineer: Sudeep Chandra

Dunzo has 3223 Employees as of Feb 1st, 2023. Dunzo started a cycle program in 2019 in Bangalore, Delhi, and Pune, this increased the delivery partners to 18000. Dunzo expanded to with 10k delivery partners, 5 million users as of 2021.

9.0 Technology

9.1 Applications

Dunzo for Grocery, food, and more app (Compatible for Android, iOS, Windows PC and Mac OS); Dunzo for partners app (Compatible for Android, iOS, Windows PC and Mac OS); Dunzo mo app (Compatible for android) uses Python, Jango, NodeJS and Go framework.

9.2 Website

Dunzo's website uses 28 technologies which include SPF, LetsEncrypt, and Font Awesome. The 6 technology products and services including HTML5, Google analytics, and jQuery are implemented by Dunzo.

9.3 Features and benefits of Dunzo's technology

- Quick sign up, log in, and membership options
- Placing orders is quicker and simpler using autofill options
- Subscription plan management, record bills and payment history, full admin control panel, control over notifications, backup and restore feature, Global access
- Social media integration:
- Instagram @dunzo_it
- Twitter @DunzoIt
- Facebook Dunzo
- Youtube Dunzo
- Linkedin
- Multiple payment gateways: Cash on Delivery, Dunzo cash, Debit and Credit card, Paypal, Simpl, Net banking, Google Pay, Paytm, Lazypay, etc
- Data security: Dunzo's large analytics setup is in place to store the user's actions in a private data storage system. The information gathered is analyzed and used for the improvement of services in Dunzo
- GPS navigation: Dunzo uses Google maps to help customers track their package and the delivery partner. The delivery assistant can pick up and deliver in time using the tracking system. The tracking system also helps customers schedule their deliveries
- Keeps track of the order history of customers for future references

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- Repeat task option helps customers repeat any previously recorded tasks
- Feedback, rate, and review from the customers help Dunzo improve performance, popularity, and app downloads
- Decent incentives, different rate plans, reply to client feedback, Profile analysis, Catalogue installment, real-time data for delivery partners app
- Predictive search in the Dunzo app is automated by artificial intelligence which reads text-based commands. 80% of the tasks are completed via artificial intelligence and sophisticated machine learning. The search algorithm checks the type of task, store location, list of items, and provides the customer with the estimated time of arrival
- Promo/offers are sent as notifications to customers during special deals or festival discounts. Dunzo uses push alerts for loyalty plans, coupons, and cashback to generate brand awareness
- OTP evaluation is performed by the app during registration of a new account, pick-up, and delivery of the package. It is done to verify the customer's account, address, and order details
- Task allocation: Dunzo's partner allocation algorithm computes whether he has done this task before, the number of deliveries the partner has done in the area, has he visited a grocery store before. Dunzo makes completing tasks more relevant to the delivery partners by offering convenient tasks closer to home
- Personalized content for customers is achieved by Dunzo using machine learning and artificial intelligence to figure out the best delivery partner for the task, best merchant to get your order fulfilled
- Referral codes are shared by the existing users to the new users of the Dunzo app to receive Dunzo cash rewards
- Partner referral: The delivery partners refer to their friends to receive a bonus when a task is completed by the new partner
- An AI bot in the Dunzo app takes care of the searches and item lists of the customer
- Vahan provides blue-collar jobs to millions of youngsters. It uses AI and machine learning to run campaigns on Whatsapp and acquire more leads and delivery executives for Dunzo and also reduces its sourcing costs and scale
- AI-based geographical supply-and-demand management system and a cloud-based e-commerce merchant platform are responsible for speedy service in Dunzo
- The AI system tracks the geographic distribution of delivery agents to the incoming orders and makes incentive fee modifications as required to improve delivery-agent location and fulfill requests quickly and efficiently
- Dunzo improved their listing software by installing merchant and product tie-ups to choose their products/items for the furnished list. Merchants receive accepted detailed orders which are picked up by a delivery partner and are delivered to the customer
- Test-Driven Development (TDD) and Functional Programming (FP) are the methods used for building a predictable and testable code that was used for Bike taxi services. It helped

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maintain quality and was easy to make modifications even when the system grew complex

- Functional programming made it easier to maintain the differences between impure and pure code, which helped the system reduce bugs, maintenance costs and improve the stability of the Bike taxi services
- Dunzo is starting a "Medicine from the sky" program which involves the delivery of essentials through unmanned low-altitude drones or aerial vehicles to remote locations in Telangana.
- Google is providing Dunzo access to its geographic, AI, and other advanced technologies for delivery routing optimization and geographical supply-demand optimization and developing autonomous drone flight software.

10.0 Competitors

Dunzo has several competitors, including Zepto, Swiggy Instamart, Blinkit, and BigBasket Now, which have a significant market share.

Table 3: Competitor Analysis

Parameters	Zepto	Swiggy Instamart	Blinkit	BB Now	Dunzo
Product	Zepto delivers groceries within 10 minutes through the chain of dark stores and mini-warehouses with an instant service model.	Instamart is a chain of online convenience stores. Offering various products through these virtual convenience stores.	Revolutionizing e-commerce by making the stuff most important to the customer, available in a blink of your eye.	A quick grocery delivery service from Big Basket delivered under 30 min.	Dunzo helps to create and manage daily tasks by connecting the tasks to its delivery partners who make purchases or fetch items from any store and deliver them.
Price	Rs.35 for orders under Rs.99.	₹15-35 for Instant Delivery | ₹5 for Slot Delivery (hourly slots).	Free or Rs.9/-Rs.30/- during peak hours.	Rs.50 for orders under Rs.250 and Rs.30 orders between Rs.251 and 600.	₹15 + based on distance | free delivery for new users.
Distribution	Only instant grocery delivery. Available in Delhi-NCR, Chennai, Gurgaon, Bangalore, Mumbai, Hyderabad, Pune, Noida, and Kolkata.	Instant Delivery | Slot Delivery (delivers after min 1.5 hrs). Available in Bangalore, Delhi-NCR, Hyderabad, Mumbai, Chennai, Ahmedabad, Coimbatore, Chandigarh, Gurugram, Indore, Jaipur, Kolkata, Kochi, Lucknow, Ludhiana, Vizag, Noida, and Pune.	Instant grocery delivery. Available in 30+ cites such as Agra, Ahmedabad, Aligarh, Allahabad, Bengaluru, Bhiwadi, Bijnor, Chandigarh, Chennai, Delhi, Durgapur, Faridabad, Gauriganj, Gonda, Gurugram, etc.	Instant Grocery Delivery. Available in Mumbai, Delhi, Bangalore, Chennai, Kolkata, Lucknow, Rajasthan, and Hyderabad.	Instant grocery delivery. Bangalore, Pune, Gurgaon, Hyderabad, New Delhi, Chennai, and Mumbai.
Market reviews	Apple App Store Ratings: 4.1/5 with 1100 ratings Google Play Store Ratings & Installs: 4.4/5 with 12833 ratings | 10L+ installs.	63.9L ratings with an average 4.4/5.	Apple App Store Ratings: 3.3/5 with 3 ratings. Google Play Store Ratings & Installs: 4.6/5 with 639479 ratings | 10M+ installs.	Not satisfactory.. With 4/5.	Apple App Store Ratings: 4.7/5 with 76800 ratings Google Play Store Ratings & Installs: 4.7/5 with 233428 ratings | 50L+ installs.
Unique Value Proposition	Promises 10 minutes delivery. Average NPS is 81 for freshness of products. UI is very simple and easy to use. The packaging is great.	Long Home Delivery Service Hours. Delivering from Its own store. UI is very convenient. simple, fun campaign that seeks to get the message out fast	Available in many states and diverse collaborations.	A large network of fulfillment centers and dark stores which stock more than 50,000 SKUs.	Delivers anything a customer wants and peer to peer delivery. Engaging meme marketing.
Profitability	Reported a net loss of ₹390.4 crores in FY22 on a standalone basis.	Swiggy losses double to Rs.3,629 cr in FY22.	Blinkit's losses spiked 2.58X to Rs.1,440 crore during FY22.	4X rise in the loss- 812.7 Cr in FY22.	Dunzo's losses widen to Rs 464 Cr in FY22 while revenue doubles.

Source: By authors

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Other competitors in the industry include Shadow Fax, Fresh to Home, Dmart Ready, Star Quik, etc. Dunzo is making efforts to outperform its competitors and achieve a revenue of $1 billion while securing the most substantial market share in the quick commerce industry.

11.0 Future Plans

- As opposed to the 15-20 minute grocery delivery promise, the startup aims to incentivise 60-minute delivery.
- According to reports, Dunzo has raised $150 million and expects to raise another Over the next two years, It aims to multiply the amount of cash it has raised to grow throughout the country and become a $1 billion revenue corporation.
- Dunzo is planning to raise $150-200 million from Middle East-based sovereign wealth funds at a valuation unchanged from its previous funding round, according to a report in The Financial Express.
- Dunzo is planning to raise $150-200 million from Middle East-based sovereign wealth funds at a valuation unchanged from its previous funding round, according to a report in The Financial Express.
- Dunzo's goal is to become India's largest e-commerce platform by 2024
- Dunzo wants to create an online version of 7-Eleven in India. Which the firm believes to serve as a basic convenience store throughout India. Dunzo wants to construct a community of shops online with the core aim of making life simpler for customers similar to 7-Eleven.
- Dunzo now takes an average of 19 minutes to make a delivery, and they aim to complete it in one minute using drones in the future.
- The federal government has granted Dunzo permission to undertake BVLOS trial flights with drones. The Telangana state's current logistics network will be used to provide medical supplies through the drone delivery system, which will focus on an end-to-end ecosystem for drone-based logistic transportation.
- Dunzo's strategy for this year is to achieve sustainable growth and earn profits in fast-growing cities like Pune, Chennai, and Mumbai.
- Over the next two years, Dunzo's Gross Merchandise Value is anticipated to increase by 150 percent from its present $200 million. Dunzo plans to expand its operations to 20 cities by 2023 using this growth model.
- It seeks to create a two-sided company by assisting small companies in growing their operations while also making life easier for its users.
- Dunzo aims to make digital interactions with the offline world more easy, safe, and more seamless

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Dunzo has been a big hit in the cities where it's been implemented so far. The platform has played a pivotal role in making its consumers' daily chores easier and more pleasant. In the near future, the company intends to collaborate with other manufacturers and merchants and expand the visibility of its actual retail stores on its mobile app to improve product searches on its app. It's also aiming to expand its footprint in several tier two cities. Dunzo has the potential to grow and become a major online delivery service platform in today's technology-driven society. To satisfy the demands of people, the firm continues to expand, evolve, and transform.

12.0 Challenges and Solutions

12.1 Challenges
- Dunzo spent huge amounts of money on building an app and a website, besides they did not get the desired number of customers as the marketing was not up to the mark. These are the major reasons for their weak financials.
- Dunzo is facing cut-throat competition from the leading players in the hyperlocal delivery industry such as swiggy, zomato, etc. Dunzo is continuously striving to earn a considerable market share.
- The hiring of delivery agents and professionals was inadequate when compared to the demand, which leads to low deliveries per day. This happens to be one of the reasons for low customer satisfaction.
- Higher customer acquisition costs are linked to improper targeting of the audience.
- Infrastructure, inventory, and technology management have high maintenance costs
- Fixing the heavy bugs was time-taking and major decisions were suspended due to the problems in the application
- The introduction of new features delayed many extensive expansion decisions by the company

12.2 Solutions
- They spent a high amount for integrating AI and machine learning algorithms into their app, instead they should spend on marketing and expanding their footprint
- A faster expansion could reduce delivery time and costs
- Providing faster, better services than competitors
- Increasing resources and employment opportunities
- Achieving Customer Lifetime value and decreasing customer acquisition cost
- Reviewing and defining an architecture for quick yet sustainable growth
- Reducing uncertainties to deliver new features on time.
- Streamlining the onboarding process for new team members to institute practices for tight delivery and development.

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13.0 Conclusions

13.1 Positives

- Dunzo addressed the need in the Indian job market by establishing a wide range of career possibilities, from department heads to delivery agents
- As previously said, Dunzo uses innovative and participatory social media marketing. This maintains a positive relationship with clients by keeping them entertained.
- Dunzo makes things happen with a single tap of a finger, making work easy and efficient
- Dunzo helps many small businesses by providing them the required visibility, increasing their growth prospects
- Many processes of Dunzo are integrated with AI. Artificial intelligence is used to complete 60% of their transactions. Dunzo's app, website, and entire interface are extremely user-friendly and available all year, making it simple to use.
- It is faster than other service providers, such as Amazon, because it delivers items from a closer source in less than 30 minutes within a defined radius
- There is no minimum order value for delivery, which helps to increase client numbers
- They have numerous stores in India that sell a variety of products, and offline stores are major competitors. To get around this, Dunzo communicates with its customers and bends over backward to satisfy them.

13.2 Negatives

- We can do all of our errands and work from the comfort of our own homes. This is made possible via Dunzo. This causes people to become lethargic.
- Dunzo is up against stiff competition from established delivery companies, and it has struggled to gain a significant portion of the market in the seven years since its inception
- Instead of concentrating initial efforts and investments on the website and application, they could have dispersed them to marketing, brand building, forming partnerships, and focused more on revenue and client acquisition
- Dunzo should focus on enhancing customer service and maintaining positive client connection

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