ASHESI UNIVERISTY

MARKET RESEARCH FOR SWOOVE

Undergraduate Applied Project Submitted to The Department of Business Administration, Ashesi University in Partial Fulfillment of the Requirement for the Award of Bachelor of Science Degree in Business Administration.

BSc. Business Administration

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DECLARATION

I hereby declare that this dissertation is my original study and that none of its part has been presented for another degree in the university or elsewhere

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Date: 01/04/2019

I hereby declare that the submitted dissertation and presentations of it were supervised in accordance with the guidelines on supervision of Applied projects laud down by Ashesi University

Supervisors signature………………………

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Date: 01/04/2019

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AMEN

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EXECUTIVE SUMMARY

This capstone project sought to provide the client with an in depth understanding of the delivery space of Ghana, the various interactions between the businesses in this space, individuals and the major players in the delivery space I.e. logistic and delivery service personnel. It achieved this by conducting interviews and through the administration of surveys to the general public through platforms like WhatsApp and Twitter and Facebook.

It did not however include an evaluation of the competitors and their individual strengths and weaknesses. It did this by conducting an in-depth interview between the above mentioned. It also sought to find out if the proposed operational plan of the firm is a good fit for the local industry and finally if their proposed strategy for entering the market is a sound one.

CHAPTER I: INTRODUCTION

1.1 Chapter Overview

This chapter provides some insights as to the growth and development of the company. It details the history and overall objectives and aims of the firm, branding stance of the firm as well as its values. The chapter opens by analyzing The Christian Community Microfinance Limited (CCML) as a firm using the SWOT analysis to try and establish the firm's position at the commencement of this study. The analysis will establish if them partnering with SWoove was a good and profitable idea for them.

The chapter also details the industry and the firm by analyzing it using the Porters V framework. It then summarizes the analysis in a table to show the factors that have a high, medium or low effect on the firm based on its profitability.

1.2 Company Profile and History

The Christian Community Microfinance Limited (CCML) was founded originally in 1979 as the Ecumenical Church Loan Fund (ECLOF) by the Christian Council of Ghana with the aim of increasing the use of credit facilities in order to increase and aid the growth of the church in Ghana. It was originally set up as a loan dispensing program and was incorporated by limited guarantee before switching its name and identity to ECLOF Ghana.

In 2012, the firm transitioned into a limited liability company, Christian Community Microfinance Limited (CCML), licensed by the Bank of Ghana to take deposits on behalf of the Christian Council of Ghana. Over the years, the firm has learnt from and built on the lessons and experiences from the various phases of its life. This means that the firm is uniquely positioned to come up with innovative and ‘uncommon’ financial solutions for small communities all over the country. They do this by leveraging on the experience of both the management and its board and combining it with the skillset of its well-motivated staff to provide their clients with a myriad of solutions and products that meet their every need.

1.3 Branding Stance

The company's brand is focused and centered on providing its clients with an uncommon life. This means that everything they do is to provide their clients with access to financial solutions and packages that help them live differently.

The firm’s brand colors are orange, green and gray. The colors signify the three major pillars on which they are built. Orange stands for the unique and different people (professionals) trained to meet the impulse needs of its clients by being proactively productive and peculiar. Green represents the exceptionally fast, convenient and reliable services readily available to its clients. The Grey represents their uniquely designed products and solutions. These products are not only holistic but bespoke in order to meet the varying types and needs of clients and to make a meaningful impact on their lives.

1.4 Company Values:

The company is based on certain principles they believe are crucial in understanding and guiding their operations. They are: Integrity, Innovation, Sustainability, Excellence and Social Responsibility.

1.5 Rationale for the Study

As a microfinance company, the firm is looking to invest in a startup tech company, SWoove (swipe to move). This startup company's product is a system and application that allows them to operate in the delivery space. As part of their strategic approach to the market space, the platform allows them to sign on other logistic experts to their platform to meet the demand generated by their primary market: businesses. This should give them the opportunity to create and capture the value in the delivery space by revolutionizing their approach to the subject. The study is therefore being conducted in order to see if the proposed solution and product by SWoove satisfies the market's needs. This was arrived at through a vigorous interview process between both the Managing Director of CCML and the development team of SWoove. The outputs of this study will therefore act as recommendations which the firm would use or factor in the creation and development of their final solution.

1.6 Industry Analysis

The industry the company is looking to enter in the short term could be defined as the outsourced local delivery space of Ghana. This looks at meeting the inbound and outbound logistical needs of both small and medium scale businesses in Accra, Ghana. The main frameworks used to analyze the industries and businesses are the SWOT analysis and the Porters V forces model.

This first SWOT analysis looks to establish the strengths, weaknesses, opportunities and threats to CCML directly and to the financial industry. The SWOT analysis is a framework which explores the Strengths, Weaknesses, Opportunities and Threats of a firm or individual. It helps in the creation of strategic decisions by analyzing the internal factors currently at play within the firm, as well as the external factors that may influence it. It also overlays them with both positive or favorable factors and unfavorable factors that may affect the firm both internally and externally. Therefore, in talking about the strengths, one would be looking at the favorable internal factors that exist. Opportunities on the other hand may look at the favorable external factors that may exist to the firm. Weaknesses on the other hand look at the unfavorable internal factors that exist and then threats would look and take into consideration the negative or unfavorable external factors.

Shown below is a table summarizing the strengths, weaknesses, opportunities and threats of CCML.

Table 1

Summary of the SWOT analysis

STRENGTH	WEAKNESS
• Ability to serve SME's • Targeting a niche market of religious bodies • Appeals to the informal sector	• Limited amount of capital in comparison to banks
OPPORTUNITIES	THREATS
• Ability to invest in more ventures that have more direct reach example with this case • The current financial crises may result in some companies being forced to go out of business.	• New regulations with regards to recapitalization • Finance sector meltdown on going leading to the closing and shutdown of a few banks and microfinance firms. • Many players in the microfinance sector

Based on the table above, one can infer that CCML, by partnering with SWoove, is trying to improve and give themselves a competitive edge. This is because the company stands to benefit from the opportunities investing in SWoove may present. An example being, they will be able to handle and control the funds of the firm.

The second lens, Porters V forces model, would analyze SWoove and the industry in which they want to operate in. The Porters V model was selected over the SWOT analysis because unlike CCML SWoove is now being set up, therefore any analysis done on the company with regards to the SWOT would be speculative. The Porters V framework is based on the article "The Five Competitive forces that shape strategy" by Michael E Porter (1980). This framework analyzes the general reaction of the industry to five major factors and their general effects on the profitability of the industry. They are the threat of new entrants, threat of substitutes, rivalry amongst firms, bargaining power of buyers and bargaining power of suppliers.

The article by Michael Porter first makes mention of having to define the industry that is being analyzed in order to be able to state the factors that will then affect it. In this case, the industry in question would be the local delivery and outsourcing space of Ghana. This therefore allows one to be able to effectively identify the forces that would be in play. Factors that are said to have a high impact are the ones believed to determine the profitability of the industry.

For any given industry, the threat of new entrants marks the ease with which a new firm may enter the industry. In this regard, it takes into consideration the expected retaliation a new firm may face and the barriers to entry. This retaliation could be in the form of price reductions where firms drop prices to level that cannot be competed with by the new entrant. A high threat would therefore mean that this factor played a significant role in being able to increase or decrease the profit margins of the firms within the industry by putting a figurative cap on the profit gained per company.

Rivalry amongst firms looks at the competitiveness of the firms operating in the given industry. A high status would invariably mean that profitability of the industry would be limited. This could be as a result of high intensity and competition within the industry or as a result of slow growth rates and high barriers to exit. These exit barriers could be in the form of sunk costs invested by the firm or the potential costs associated with liquation amongst others

Threat of substitutes looks at similar products created by other firms competing in other industries and how they can satisfy the needs targeted by the industry. A high threat of substitute to an industry will mean that profitability is hampered. This is done by the creation of a price ceiling on which firms in the industry can charge for their products. The threat is said to be high if buyers in said industry have a low switching cost (i.e., switching between goods is done easily amongst others).

Bargaining power of suppliers looks at the ability of suppliers to either affect prices or costs that in turn eat at the profits of a firm. A high effect on the industry would result in them having a high impact on the profitability of the industry. This could be done by restricting the supply of the inputs needed or the quality of the services needed to shift the cost to the industry and inherently reduce the potential profit gained by the players in the industry. This is however dependent on the concentration of suppliers in comparison to that of the players in the industry. The less players in the supplier industry, the more power and in turn the higher the effect and ability to dictate profitability of an industry.

Bargaining power of buyers looks at the ability of buyers to eat away at the profits of the firm by affecting the firm's ability to price. A high effect will mean that buyers have the power to radically affect the industry in question. This means that they can affect the ability of the industry to make profit by reducing their price. This in turn reduces the amount of profit the industry can generate. The degree of effect is relatively affected by the concentration of buyers amongst other factors.

Table 2

Summary of Porters V analysis

FORCE	EFFECT (high/low/moderate)	REASON	IMPACT ON PROFITABILITY
Threat of New Entrant	high	• Barriers to entry of this industry are particularly low. This is because most of the sunk costs are in the form of research and data collection as well as the development of the entire system. Thus, limiting entrance to people with financial backing • Product differentiation is relatively high due to the firm providing a new distribution channel for businesses • Capital requirements relatively low as compared to traditional means of delivery since firms can save on costs of purchasing vehicles and building infrastructure • High switching costs high due to the new entrants now having to set up their own network • High market concentration due to them being the only firm operating in this industry.	high

Threat of substitutes	Low	• This industry offers the target market access to a wider range of logistic services thus making them more vital therefore making the cost of switching high. This is also due to the lower cost at which the delivery is done. This also contributes to difficulty to switch.	Low
Bargaining power of Suppliers	Low	• The major suppliers to this industry would be the owners of various modes of transportation as well as other logistics companies. Due to the low concentration of the market, the perceived effect on the industry would be low	low
Bargaining power of Buyers	Low	• The major buyers in this industry would be the various businesses that exist outside this industry. This creates a large pool of buyers thus reducing their bargaining power	low
Rivalry amongst firms	low	• Low fixed costs of the industry would mean it will be easy for rival firms to compete • High market concentration of market would result in high switching costs	low

Based on the table able above, the firms in this industry are not as likely to be affected adversely from the five factors discussed. However, of the five factors, the firm's profitability is likely to be greatly impacted by the threats of new entrants because although the space is currently not as populated, it can adversely affect if and how long firms are able to become and remain profitable in the industry.

CHAPTER II: NEEDS ASSESSMENT

2.1 Chapter Overview

This chapter consists of the need's assessment conducted on the client and looks to analyze both the qualitative and quantitative data collected and make deductions from them. It builds on the industry analysis conducted in Chapter 1 and tries to first define the problem, then talk about the processes involved in the data gathering process before ultimately analyzing the data.

2.2 Needs Assessment

The needs assessment is described in the article by Stephen Rodriguez as an attempt to fill out the gap between current and desired positions. It looks to establish what can be and what needs to be done in order to reach the desired position. They are said to be conducted via internal or external perspectives. For the purposes of this study however, I will be making use of an external needs assessment with the aim of finding out the gap that exists currently and the required steps needed in order to get the firm to their desired location. In conducting a research, a researcher could make use of qualitative approaches especially with the use of interviews in order to assess the needs of the firm in question. This could be in addition to other ethnographic forms of research such as immersion or observational shadowing. The steps utilized in this process focus on data collection and synthesis to make meaningful deductions and conclusions.

2.2.1 Problem Statement

To find out what the pain points of CCML are and how they could be best solved and achieved

To find out the pain points of SWoove and how they could be best solved and achieved

2.2.2 Research Design

This needs assessment would consist of a qualitative study and utilize interviews and observational shadowing as a means of gathering data from both CCML and SWoove. This is because more detailed findings would be beneficial as an output from this study. Also, due to the small size of the participants target, a quantitative approach would be futile.

2.2.3 Research Population and Sampling Technique

The sampling of this study would be done making do with a non-probabilistic sampling approach with purposive sampling being utilized. This is because this study is being conducted to discover the pain points that may exist.

2.2.4 Data Collection & Analysis

I started off by interviewing a representative of the microfinance company who made it known that they were looking to invest in the startup. The representative also made it clear that they were in conversations with the startup to develop an implantation plan. I was then directed to speak to the startup to see where they may be lacking with regards to being able to be investor ready.

I then proceeded to interview the team from SWoove and found out that although they were getting ready to meet the obligations set for them, they had not conducted market research. The research will help in outlining the preferences of the customers and in turn help in informing them of any potential changes before launching their product.

Based on the findings, it would be advisable to focus on SWoove and conduct market research on their behalf. The findings from the market research will then be used in the production of a report that would details all the features required of a logistics platform. Moving into the literature review phase, research would be conducted to establish if indeed market research plays a vital role in helping a firm establish its purpose. The literature review will also look to see how delivery and the use of logistics has evolved in other places over the years and what is also currently being done in other countries.

CHAPTER III: LITERATURE REVIEW

3.1 Chapter Overview

This chapter seeks to understand the current literature on practices in other parts of the world. This examines at how a country such as China and other European countries have evolved their third party and logistics industry to meet the needs of the businesses and individuals in their society. The chapter then analyzes the roles of specialization and e-commerce in the development of the local context whiles taking into consideration the various service quality standards of the various industries. It will also seek to validate the role of market research in the establishment in a business as well as how it helps shape a firm's vision

3.2 Literature Review

In one article in the International Journal of Academic Research in Economics and Management Sciences titled 'The importance of market research in implementing marketing programs', they explained market research as a process whereby one collects, analyses and tries to make informed interpretations about a market. Market research like most research is said to exist in both qualitative and quantitative forms.

Qualitative research is said to be one that looks at gaining in depth details and utilizes interviews and observational processes such as ethnography and tools such as surveys amongst others. Quantitative on the other hand were quantity oriented with the objective of gathering data on a large scale. The data collected could also be primary or secondary in nature. Meaning it could be collected from first hand sources or secondary sources.

The article went on to further state the processes involved in the conduction of market research. The steps involved in conducting market research include

- Defining the problem and objective of the study
- Designing the study
- Designing of instruments to be used
- Data collection
- Analysis
- Communication of results

The article further established the various benefits that one may gain by undertaking market research. They include the ability to understand the customers' needs and inherently anticipate them. Reduce the firms' risk and uncertainty of investing into a project. It also helps in the decision-making process with regards to allowing firms to make well informed decisions. This goes to support the fact that for Swoove and CCML to reduce their shared risks, it would be beneficial to have market research conducted. This article goes a long way to validate the findings from the need's assessment in the previous chapter. This is especially due to the firms not having conducted one.

In another article by Jerome Barthelemy and Dennis Adsit (2003) titled "The Seven Deadly Sins of Outsourcing", they explained the entire concept of outsourcing as allowing a third-party company or individual to take charge and control of either part or all a firm's activity. According to the article, outsourcing could either be the reason a firm gains a competitive edge and succeeds or the reason they collapse and shut down. This is because outsourcing allows the firm to identify and realign their operations with their core competencies by considering their resources and capabilities. They stated that there are seven major factors that could prove to be dangerous for firms that choose to outsource their activities. They were outsourcing of core activities, partnerships with wrong vendors, poorly negotiated and constructed contracts, oversight on personal pitfalls and weaknesses, an overall loss of control of outsourced activity, inability to properly identify potential implicit costs associated with outsourcing as well as failing to adequately plan an exit strategy to allow for vendor switching amongst other things.

This article acts as a guide for SWoove's contractual interactions. This is because their entire business model revolves around getting businesses to outsource their logistical needs to them. This is further coupled with they themselves forking out their business operations to third parties in order to carry out their value proposition. This therefore creates a unique opportunity for them to prevent themselves from making harmful moves. For example, they first need to consider their valuable resources that are giving them the edge in their operations. For many firms in the industry, one would believe that their key resource would be owning vehicles for delivery. However, their main competitive edge circles on the fact that their proposed mediums of reaching their target market is a revolutionary approach that allows them to enter the industry without investing heavily into the purchase of vehicles and other logistical equipment. It also acts as a good springboard on which to base their entire processes. From the contracting of partners (riders) to the formulating and negotiating of contracts, SWoove needs to ensure that it takes into consideration all the concerns listed and brought to the limelight with the article and discussed above.

In the article “Logistics Innovation in China” by LIanguang Cui et al (2012), they described the past, present and future evolutions of the logistics field of China. It stated that in China logistic firms are used to strengthen the supply chain of other firms. Logistics companies were mainly focused on transportation and warehousing which was due to the lack of their ability to provide other value-added products such as logistics management services that allowed them to make analytic recommendations to their clients. This resulted in their revenue streams not being as healthy as they should be. There is therefore the need for logistics firms to constantly innovate in order to stay relevant. Innovation, however, has resulted in the industry seeing a drastic increase in the quality of the services as well as the geographic coverage of their services.

The article further iterated the importance of third-party logistics firms to innovate in order to overcome the competition and the barriers in the industry. It mentioned that innovation in the logistics industry arises not as a result of planned processes or actions, but in response to customer demands and in a way that creates some economic value for them. It also stated that the three main drivers for innovation in the industry are knowledge and understanding of the industry, technology and relationships or partnerships formed. The article also talks about how in order to stand out in the logistics space, the logistics companies now focus on the external factors such as packaging as well as other practices that make the entire experience unique for their customers.

Juxtaposing this to the current state in Ghana, we see that most delivery and logistics companies have taken certain steps to ensure that they stand out either through their branding endeavors or their customer experience design. This however is strictly divided between the two main types of businesses in play, namely the major multinationals and the local competition. In the case of the large multinationals, due to the availability of economies of scale, they can ensure that the entire customer experience has the customer constantly interacting with their brand-- from the various processes used to the final branded packaged items. The much smaller and local logistics companies on the other hand are restricted to either branding their vehicles and the creation of other consumables such as pamphlets and fliers. It is however important to note that like China in the past, Ghana is at the point where it requires the use of technology as a means of innovation. This means going beyond the use of mobile phones for verbal communication, but in the broader sense of its application such as tracking augmented reality amongst other factors. This would then ensure that customers are given a more holistic experience rather than just dealing with the delivery aspect.

In an article titled “Specialization, Outsourcing and Wages,” the authors Jakob Roland Munch and Jan Rose Skaksen (2009) make mention of the two major effects of outsourcing. They are the comparative advantage effect and the division of labor effect. The article describes the comparative advantage as stemming from the effects of specialization gained from the exploitation of the various factor disposition across various countries. The benefit of outsourcing under this effect would be the general increase in specialization with its immediate repercussions being the ability of workers to ask for higher wages. On the other hand, however, it also stated that international outsourcing may reduce the wages of unskilled labor.

According to the article, the division of labor effect may also negatively impact the spread of labor amongst firms within an industry. The firms require more specialized roles, thus seeking more skilled labor and less generally skilled labor. It is however important to note that the article made mention of the importance of transportation for the economy to be properly and efficiently specialized.

The article went on to further probe and study the effects of international outsourcing and local or domestic outsourcing on the working population of Denmark. From this they found out that international outsourcing tends to have a more negative effect on a country by reducing the wages of lowly skilled workers yet increasing that of highly skilled workers. This is in sharp contrast to that of domestic outsourcing which increases the wages and earnings of low and middle skilled labor whiles having a minimal impact on the highly skilled labor.

In another article by Raphael Awiagah, Juyong Kang et. Al (2016) titled “Factors affecting e-commerce adoption among Small to Medium sized enterprises (SME’s) in Ghana,” researchers identified the various conditions necessary for the e-commerce industry to thrive locally and the benefits of its early adoption. Additionally, the article made an overall assessment of the e-commerce industry of Ghana and compared it to that of other African countries namely South Africa and Nigeria.

According to the article, the early adoption of e-commerce played a significant role in facilitating the interactions and financial transactions along the value chain of an industry. It also aided in increasing the number of customers each business can service globally. Other benefits included the increase in efficiency in communication and productivity amongst others. Furthermore, researchers cited the frivolous adoption of Information Communications Technology (ICT) amongst others as a key step to helping small and medium sized businesses improve their competitiveness.

According to the article, however, e-commerce played a significant role in the marginalization of developing countries. The marginalization was associated with the certain setbacks such as the lack of up to speed infrastructural environment for the technology to operate. This seemed to support the views and opinions of Munch and Skaksen (2009) as both specialization and indeed the lack of the right environments for this to exist together harmoniously may result in the further detriment of developing countries.

From the comparisons made in the article, authors deduced that although Africa generally was behind in the adoption and use of ICT and in turn e-commerce, the continent steadily increased the rate of adoption over the years. It went on to state that of the three countries Ghana, Nigeria and South Africa, Ghana had the highest adoption rates over the years, with approximately 2 million internet users in 2011 which far exceeded the meagre 3,000 users in 2000. The overall ranking of the countries was done using a matrix which looked at three main themes: the environmental context such as the impact of government support, other enabling factors such as infrastructure and the overall SME adoption of e-commerce. The second factor was the organizational context. This factor looked at the internal factors affecting the firm such as the overall support of the management of the firm in the overall adoption of e-commerce and the CEO self-efficacy.

The third factor was the technological factor and context which looked at the relative advantage and perceived credibility of SME’s willing to practice and make use of e-commerce. Their findings showed that smaller businesses were likely to make use of this if there was a positive inclination of the CEO and or the overall business to adopt it especially if there were direct linkages with it and the ability to reduce costs and increase the bottom line. This goes hand in hand with the current trend of business operation where many small and medium sized businesses are now willing to open and operate online as a more cost-effective option of carrying out their business.

For one to be able to know what can be carried out and what rules to stick to in the provision of their services, they would first have to look at the service quality standards of outsourcing and express delivery service. In an article in the Journal of Information Systems and Technology Management, authors Soon-ho so, KiJu Cheong et al (2016) analyzed the role of delivery in Korea over the years. From their findings, approximately 60% of the Fortune 500 companies have contracted a 3PL company to handle their outsourcing. This meant that like the other authors of other articles described, there is an increase in the level of competition in this space. According to this article, the most outsourced third-party service in 2005 was outbound logistics with almost a third of two-thirds in all the interviewed third-party users with warehousing coming in second. According to the authors, most companies when asked their reasoning and benefits they gained from engaging the services of 3pl cited that the added flexibility of their operations and the ability to focus on their operations and core activities as the main reasons and benefits of outsourcing This finding seems to be consistent with the primary data gathered from this study. The use of the SERVQUAL matrix in measuring the service provision of 3rd party personnel include the assessment of five main factors, they are

i. Physical tangibles e.g. their presence, facilities, tools and personnel
ii. Responsiveness which refers to how swift they are in meeting client needs
iii. Reliability which is their ability to consistently provide the service
iv. Assurance which is the ability of the service providers to make the customers feel safe with them
v. Empathy which refers to the ability to make customers feel like they've been given attention in their own unique way

This framework has been cited as being one of the leading frameworks with regards to outsourcing and the use of 3PL's because it provides a holistic examination of the process. This will help them know where to improve their services in. The findings from these various sources provide a standard for which the current local delivery space could be juxtaposed in order to find areas for which the space could be improved. One could attribute this to the current state in which the local delivery space is in and the stage at which other countries are placed. Moving forward, the findings will aid in the categorization and identification of the potential cues and solutions.

Based on the entire literature review conducted, one can establish that in the conduction of a market survey, it is important to try and establish the dynamics that exist within the market. The market survey in addition must be tailored to meet the needs and purpose of the study. Since SWoove is a logistics, company looking to enter the space, the market research conducted must be focused on trying to establish the role ecommerce plays on the market the additional services and features wanted by the target market and in general seek to be an improvement of the logistics space

CHAPTER IV: PROPOSED SOLUTION

4.1 Chapter Overview

This chapter aims to provide a proposed solution using the selected framework of SERVQUAL. It breaks down the findings from the market survey and makes recommendations based on the industry factors such as physical tangibles, responsiveness, reliability, assurance and empathy. It achieves this by detailing the steps involved in conducting research before finally ending on the proposed solution

4.2.1 Problem Statement

SWoove needs to validate if their primary market (other businesses) is ready for their operational model and the various interactions with individuals and the delivery space of Ghana. They therefore need an assessment of businesses and individuals in the market to see how ready the market is and what features will most appeal to them in trying to solve their pain points

4.2.2 Research Design

The entire study would consist of both a review (literature review) and descriptive study (mainly by an online survey as well as interviews). The literature review will aid in ensuring that the paper considers the various approaches to delivery and outsourcing by various countries and societies, look at their strengths and weaknesses and opportunities for improvement.

The descriptive aspect of the paper would consider both quantitative and qualitative research approaches thus making it a mixed method approach. For the quantitative approach, the study would use an online survey. The online surveys would be used with the individual questionnaires to gain the insights from individuals who are the secondary target of the entire project. 101 individuals participated in the study by answering the online questionnaire.

The qualitative aspect of the research would mainly focus on interviews. The interviews would be used to cover the businesses and gain their insights since they are the primary target of the project. These interviews were administered either over the phone or in person. The entire interview phase consisted of 44 businesses being interviewed by representatives.

4.2.3 Research Population and Sampling Technique

Due to the nature of the study, two major populations would be analyzed. The first population being businesses operating within Ghana with the sample narrowed down to small and medium sized businesses. The second population would be individuals with the sample population being individuals living in Ghana with or without any experience with the delivery space and industry.

The project would be executed using a probabilistic sampling approach, using cluster sampling as the main method. This sampling method has been selected due to the nature and manner with which the survey would be administered. Since the survey is to be administered using social media platforms such as Twitter, Facebook and instant messaging platforms like WhatsApp, the media platforms will become the sampling clusters.

4.2.4 Data Collection & Analysis

4.2.4.1 Business Survey (Interviews)

The entire interview was structured in three major parts. The first part assessed the various industries in which they operated. The second section looked at the interactions the firms have with the delivery industry of Ghana, what they enjoyed about it as well as disliked about it. It further looks at how much the firms utilize delivery, whether they were willing to outsource the logistic aspect of their operations and the reasons for or against outsourcing this aspect of their operations.

The third section looks at the online presence of the firms. It looks at how much of the businesses' activities are conducted online, the various payment methods that are accepted on there, and the most frequented payment option. It also looks at how delivery is utilized and what forms of vehicles are used. Additionally, the survey takes into consideration the vehicles currently owned by the companies and how utilized they are.

4.2.4. 2 Individual Surveys (Questionnaires)

The individual survey sought to find out the spending patterns with regards to purchasing online and their overall interaction with the delivery space. It also sought to find out the frequency of delivery, the types of products they ordered and the various features they expect delivery systems to have.

4.3 Individual Survey findings (Questionnaires) and analysis

The total survey had 101 respondents. Of these respondents 92.1% said that they have had some form of interaction with the delivery space (ITEM 2). This involved either the sending or receiving of goods. The remaining 7.9% said they had no interactions with the space. Of the 91 respondents that interacted with the space, 59.3% stated that they enjoyed their experience (ITEM 3).

When asked to rate their experience in stars, 78.6% representing 55 of the 70 respondents stated that they enjoyed the service and gave their experience a 3-star rating or more with the modal rating being 3 stars with 28 respondents (40%) (ITEM 4). In addition when asked what they enjoyed about the delivery service (ITEM 5), the answers ranged from the ease attributed with the convenience that came with it, the speed of the delivery personnel, getting exactly what they ordered, the packaging in which the goods came, the comfort of being able to make the order from the comfort of their home and the overall politeness of the delivery personnel.

With regards to the frequency with which goods were purchased online (ITEM 6), 55.6% of the 99 respondents said they rarely purchased from online local sources. However, 33.3% said they often purchased online, 1% said they frequently purchased and 10.1% said they never purchased from online stores. When asked what goods were purchased online 57 respondents representing 62.6% of the respondents said they purchased clothes, 39.6% ordered accessories, 31.9% ordered electronics, 45.1% ordered food and drinks and 6.6% consisted of books and other items.

When asked how often they engaged delivery personnel (ITEM 19), 59 of the 97 respondents representing 60.88% of the respondents to this question said they *rarely* did so, 29.9% said they *very often* interacted with them, 5.2% said they did so *often* and 4.1% said they *never* did. When asked what kind of products they had delivered to them (ITEM 7), 51 of the 93 respondents representing 54.8% said they had clothes and fashion items delivered to them, 33.3% said they had accessories delivered to them, 32.3% said they had electronics delivered, 57% said food and drinks, 4.4% said books and documents, and 3.3 % said other goods.

When enquired about what they hated about the service they experienced (ITEM 8), some respondents said there was some difficulty in changing the order especially when the wrong one was delivered. Other respondents noted high expenses, slow delivery times, poor customer relations, and wrong addresses. In some cases having to leave the convenience of their homes to meet the delivery personnel due to poor location positioning and tracking, inability to check up on rider and courier personnel, lack of street numbering systems, having to constantly be one the phone to guide the rider and difficulty for major corporations to give exact time estimations for delivery causes issues for respondents.

When asked to select their preferred mode of payment (ITEM 9), 83 respondents of the 101 respondents representing 82.2% of the respondents said they preferred cash upon delivery, 38.6% preferred mobile money, 29.7% preferred debit/credit card, 1% preferred gift cards and none of the respondents preferred bank transfer. When asked about whether the absence of delivery options prevented them from making a purchase (ITEM 10), 74 of the 96 respondents representing 77.1% said that it did with the remaining saying that the lack of delivery options made no difference.

With regards to vehicles, the questionnaire sought to find out the feature's individuals thought to be important in a delivery vehicle and service (ITEM 11). Of the 97 respondents to this question, 27.8% chose climate & temperature control, 71.1% chose stability control, 55.7% preferred tamper control, 49.5% insurance of goods, 77.3% chose convenience, 67% chose courtesy of employees and 87.6% chose affordability.

When asked about the variety of vehicles owned by the respondents (ITEM 12), 78.2% said they had no vehicles. Of those that did, 19.8% had small vehicles, 6.9% had bikes and 1% had trucks and minivans. When asked about the utilization of the vehicles in their ownership (ITEM 13), 37.5% said their vehicles were never used, 20.8% said they were used 100% of the time, 20.4% said they were used 80% of the time, 22.9% said they were used 60% of the time and 8.3% said they were used 40% of the time.

With regards to demographics and gender distribution (ITEM 14), 61.4% were female, 34.7% were male and the remaining 4% preferred not to say. With the population breakdown with regards to the distribution (ITEM 15), 85.1% were less than 25 years, 10.9% were between 26 and 40 years and 4% were older than 40 years.

The data gathered in the individuals study suggests an overall interest in the willingness of individuals to utilize delivery services when available. It also shows a somewhat average level of satisfaction by individuals of the current services available. This therefore means that although most of the experiences with the current delivery systems in place is average, there is still more room for improvement.

It is important to note that the findings pointed out in this analysis may double as triggers that may affect the interaction of individuals in the delivery space. Therefore, any company looking to create and retain value in the industry must take these factors into consideration.

This means that any firm looking to gain a competitive edge or create and capture value must take into consideration the pain points raised by the respondents. That means creating a system and value chain that properly addresses the need for convenience on behalf of the individual. This means that, it should take the individual little to no effort to be able to get goods or items moved to and from them.

The system created must also take into consideration speed and swiftness of delivery and must also be done in a fashion that allows very little cost to be passed on to the final consumer. Measures must also be made to ensure that the errors made with regards to goods delivered are eradicated. It must also allow for easy communication and tracking of from both the rider or delivery personnel's end and the customer. This will help in reducing the frustration and tension that may arise between these two parties.

Another major factor that must be taken into consideration is the fact that because individuals on average hardly make frequent orders that trigger a delivery process, the system that would be put into place must target many individuals in order to be able to be economically sound and sustainable.

Finally, another factor that must be taken into consideration are the features that the delivery system should take into place. For example, factors concerning stability control, courtesy of employees and provisions for insurance of goods must be made in order to meet some of the concerns raised.

It is however important to note that due to the relatively small sample size used to come up with these deductions, it would be difficult and incorrect to use them to make estimations of the entire population. Therefore, the findings made from the data collected must be used with some degree of restrain and caution.

4.4 Data Analysis & Synthesis (Interviews)

Of the 44 businesses interviewed, 79.5% had members of their upper management interviewed. These upper management personnel consisted of managers, directors and their equivalent in their respective organizations. 72.7% of the businesses interviewed described themselves as being the tertiary or service industry with the rest spread across the primary industry, secondary industry and quaternary industry. The businesses interviewed span a wide range of business sectors with the mode being and operating in fashion and arts and the second modal sector being from the hotels and restaurants sector. 88.6% or 39 of the businesses interviewed have had previous experience delivery i.e. the sending or receiving of goods.73.7% or 28 of the businesses said their experience was enjoyable whiles the remaining 10 said their experience wasn’t enjoyable. With 52.8% rate their experience a 4 star and above.

When asked what they enjoyed about their experiences, some said the ability to send their goods to their clients on time, being given a good customer service, good timelines, the ease and convenience of it. The simplicity of the delivery service used, the assurance they received from the delivery personnel.

When asked about what they hate about it, they said the issues from the map they used. When probed to further explain some said that they often send their location to dispatch riders through WhatsApp however sometimes the drivers were either sent inaccurate locations or they simply couldn’t read the maps that were sent to them. This means that they were always having to receive phone calls from the dispatch riders who needed clarification on location. Some also said that sometimes the goods they received were in poor condition and one could tell that it was as a result of the wear and tear from transporting. Others also indicated that there was a problem with keeping track with where the drivers where at all times and even ensuring that the driver delivered on the pre-planned route.

One of the entrepreneurs recounted how she had a dispatch rider pick up her products that needed to be delivered from her office at Madina to three different locations namely: Tema, East Legon and Osu. She expressed her annoyance at the driver dropping off the package at Tema first before East Legon then Osu. She said that to her the most logical choice would have been to drop off the items at East Legon, then Osu before Tema because Tema was out of town. She said she wouldn't have found out if the customer at East Legon hadn't called her complaining that they hadn't received their products. She went on to recount her frustration with having to deal with more than one delivery company because the company she worked with had only two bikes in their fleet and therefore she had to make do with multiple in order to be able to meet her orders for the day especially if an order came in during the periods where the rider had already been sent out. She said she was forced to come to this measure in order to counteract the long periods of waiting between the delivery of her goods.

Another customer recounted the difficulty she had with her current system of delivery. She said that she was forced to make do with DHL's local delivery option. However, the problem that it presented to her was that her customers had to ensure that all their purchases occurred before1pm if they wanted to receive their goods on the same day. She said that it meant that her customers were unable to get their goods in real time and at times the cost of the delivery alone resulted in her customers sometimes withholding and delaying on a purchase. She went on to recount how she had been forced to use her private vehicle at times to make the deliveries to her clients especially in dire scenarios especially when she was unable to reach any of the drivers in her employ.

Based on the entire breakdown of the survey, it is evident that businesses and their owners are currently unhappy with the logistics space. It is also clear that like the individuals, they favor the ability to track the logistics personnel. They also favor a system that will allow them to give their customers the option to choose between speed and cost. They also want a system that is easy to use and one that ensures that their operations safety

4.5 Analysis Based on SERVQUAL Framework

Overall, as per the findings of the research, it is evident that a company implementing an outsourced model for their operations would prove to be revolutionary especially for the local delivery space. This system they may develop would need to be equipped with certain characteristics and traits that would ensure that they meet the needs of the target market. As per the literature review, the overall factors under which delivery is done can be broken down under the SERVQUAL framework. Therefore, the features desired by the target market would be broken down based on this matrix.

4.5.1Physical Tangibles

This factor relates to items such as the personnel, facilitates and their overall presence. In order to satisfy the demands of this factor, the firm needs to ensure that the members (i.e. partner logistics companies) brought on board are given some form of training to ensure that they treat the customers with the utmost care and respect. They will be act as agents of the firm. Therefore, they must also ensure that their customer interaction and relation skills are honed to perfection in order to reduce the chances of customers feeling uncomfortable.

SWoove must also ensure that their system caters for a wide range of needs. That can be achieved through the integration of vehicles and logistics companies with expertise in the transfer of goods through the regular value chain such as motorbike owners, small and medium sized vehicles, transport vehicles like trucks, vans etc., as well as specialized vehicles such as cold chain vehicles and vehicles that have specialized use. They could also try to increase the range of their services to other forms of transportation. For example, they can open their modes of transport to individuals without vehicles by having a range of transporters that span backpackers (partners who transport items in backpacks with either public transport or bicycles) as an inclusion to the motorbike, small vehicle and truck and van options available on the platform.

Lastly, they must ensure that their partners are equipped with various forms of storage units that would allow for the easy transportation of goods being moved. These could be retrofitted to meet the needs of each partner or logistic personnel.

4.5.2 Responsiveness

This factor deals with speed and their ability to meet the needs of the customers in a timely manner. As per the findings from the data, the most efficient way to achieve this would be to utilize their current outsourced plan and model. They could also ensure that they have a lot of vehicles as well as a wide variety of vehicles registered on their system. This would therefore allow and ensure that their target market would be best served in a manner that meets their needs. The need being able to get access to a vehicle or partner when needed. They should have a system incorporated that gives customers the option to choose between a costly ride which would corelate to a fast travel time or a more cost-effective ride which would mean a cheaper delivery route. This is because some of the businesses believed that their customers were a bit more price sensitive and, in those instances, giving the businesses the option to choose between a costly yet immediate delivery schedule as opposed to a slower cost-effective measure would suffice.

4.5.3 Reliability

This factor focuses on the ability of the firm to continually provide the service to their customers. In order to do this, the system that is developed must incorporate a feedback system. This system will give the entire module the chance to ensure that the more efficient riders and partners remain on the platform. One possible strategy would allow the drivers or partners to rate the businesses based on their interactions with them during the collection. Businesses could then rate the partners based on factors such as the swiftness of their arrival, and the overall interaction process. Customers or recipients could also rate the partners based on their interactions with them and the state of the goods upon arrival. Finally, the partners could rate the customers based on their overall interaction. This will aid in ensuring that only efficient members of this entire supply chain remain and gain access to this system. This should later translate into a more robust and efficient system being developed.

The system can also implement a communication toggle that allows all parties to interact with each other. This could be done through an inbuilt chat system or even by giving all parties access to the other parties contact details.

4.5.4 Assurance

This factor addresses the ability to make the customers feel safe. This factor may be developed through the implementation of a system that matches the ratings of the drivers to the overall level or risk of the product. This would however be dependent on the ability of the firm to incorporate an insurance frame into their system. This should give both businesses and recipients the option to insure the goods sent on the platform. Once this is done, drivers who would be made to also undergo some form of insurance would then be matched with jobs based on the level and degree to which their insurance policy can handle. For example, a class A driver would be able to transport items within a certain price range, class B driver would be able to transport items of less value and so on. This would give the system some level of buffering and ensure that the various factions enrolled in it work in harmony to create the right ecosystem.

4.5.5 Empathy

This factor looks at the ability to provide customers with a personalized experience. This factor could be done and achieved in a various number of ways. The first and easiest would be to ensure that the system does house solutions to the various pain points of their target market. The other means of achieving this would be to ensure a certain level of customization to suit every client. For example, the platform should give each sender the ability to choose whether they would like to choose their own vehicles options or have the system select the vehicle or mode of transport for them.

The system should house a real time tracking system to ensure that every stakeholder is aware of the various locations pertaining to their shopping experience. For example, partners should always be aware of where the recipients of their services are located, whiles the recipients and senders should also always be aware of the location of partners with time estimations for and of arrival. This would all be in a bid to ensure that the various stakeholders all feel catered for.

All the various features outlined in the SERVQUAL model work together in ensuring that the customers pain points are all taken into consideration. Additionally, the features of the app all work together to ensuring that the customers and stakeholders of the application feel catered for.

Based on the findings from all the research conducted, the findings have therefore been separated into the various factors necessary of the SERVQUAL system.

Table 3

Summary of the features of the system

Item/factor	features
Physical tangibles	• Training of contracted third party logistics personnel of accepted customer relations processes • Increase range of businesses enrolled on to platform. This would involve ensuring that a wide range services and customers are enrolled on to the system • they should also ensure that their partners come equipped with the right form of storage units that ensure that the goods delivered reach the required destination in the right shape, form and or temperature

Responsiveness	• the system should house a wide range of vehicles or modes transport to meet the needs the customer base. So that the various needs are met. • Modes of transport should include vans, small vehicles, trucks, rickshaws and motorbikes or scooters. • It should also allow for backpack riders who make do with public transport as a means of conveying or delivery goods. For smaller items and in turn, goods that aren't time bound. This should help cater for the more cost sensitive clients • it should allow customers to choose between speed and cost. I.e. more cost sensitive personnel can choose the cheaper option as opposed to speed and then the more time bound goods can get delivered with speed in mind.
Reliability	• the system should have a heavy focus on feedback from all the parties in the system. • It should allow for easy communications between the relevant parties.
Assurance	• The system should allow for insurance policies to be incorporated into its processes. This would allow users of the chain to minimize their own risks
Empathy	• The profiles of all the users should be customizable to their preferences. These preferences should include whether they would like to select their mode of transport, the rider of their choice or if they would trust the system to select the best option for them.

CHAPTER V: RECOMMENDATIONS

5.1 Chapter Overview

This chapter consists of the overall recommendations and an analysis of the pros and cons of both parties working and developing this system. It then states the weaknesses and limitations of this study before concluding.

5.2 Pros and cons of the system

SWoove, by implementing this system would be causing a shift in the terms through which firms in this industry compete with. That I by seeking to consolidate the entire logistics market under one roof, they would be able to give their customers more value for their money and the ease through which they can operate.

In addition to this, CCML by signing SWoove on would be living up to one of their goals which is to provide customers with an uncommon lifestyle. This can be profitable to the company on the other hand. This is especially if CCML can monetise the cashflows in the and on the system by ensuring that all the cashflows that occur through SWoove flow through them. This would be of huge benefit to them especially as a monetary institution since they would be able to make money on the float.

On the other hand, it is highly recommended that both parties ensure that they dully develop and roll out this system within the shortest possible time. This is because although there is some chaos within the logistics space, there are some prominent players that may be looking to expand their operations to cover the scope currently targeted by SWoove. Also, there exists within the market certain players with the financial backing to purchase enough vehicles to negate the current model proposed by SWoove.

I will however recommend that the firm approach these parties from the perspective of collaborating rather than competing. This would be extremely beneficial especially if the firm will like to focus on providing their target market with the necessary systems rather than competing amongst themselves

5.3 Short comings of the study

Below are the listed shortcomings of this study:

- Made no analysis of competitors: this study did not include that of the potential threats to SWoove and their proposed solution. This could be a shortcoming as it makes no reference or provides the company with a limited understanding of the competitor space.
- Small sample size not being fully representative of the market: This study although seeing quite several respondents could be said to not have had a significantly large enough participants to be deemed as representative of the market. This therefore means that the findings and recommendations especially with regards to the individual study which was more quantitative would be unrepresentative of the market.
- Personal bias due to length of study: during the execution of the study, this can be attributed to the personal relationship I have with both parties i.e. with CCML and with SWoove.

5.4 Implementation Plan

As it was the objective of the study to determine the viability and the standing of the market in relation to the proposed solution by SWoove, this section of the chapter would detail the possible steps that could be taken by both parties

Based on the findings of the study, one can conclude that there is room in the market to be tapped especially with a system as unique as what is proposed by SWoove. Therefore, it will be important that CCML enforce that the platform in development by SWoove houses the features recommended by this study. In addition to that, I would recommend that CCML makes sure that as part of the contract terms and condition a routine check that both companies have update sessions on a weekly or biweekly basis to ensure that both parties fulfil their obligations.

5.5 Conclusion

Based on the entire study, it will be safe to conclude that both SWoove and CCML stand to benefit greatly from this partnership. Therefore, based on the findings from the market research, CCML should go ahead and invest in SWoove. It should however be conditioned on SWoove developing a system and model around the findings and recommendations from the study. It will also be safe for SWoove to continue with the proposed model because there is indeed space in the market. The gap could be attributed to the inability of platers in the logistics space to meet the needs of the market. It is however important to note that there is a bit of time sensitivity associated with the industry as others may decide to develop a system like theirs.

APPENDIX:

ITEM 1:

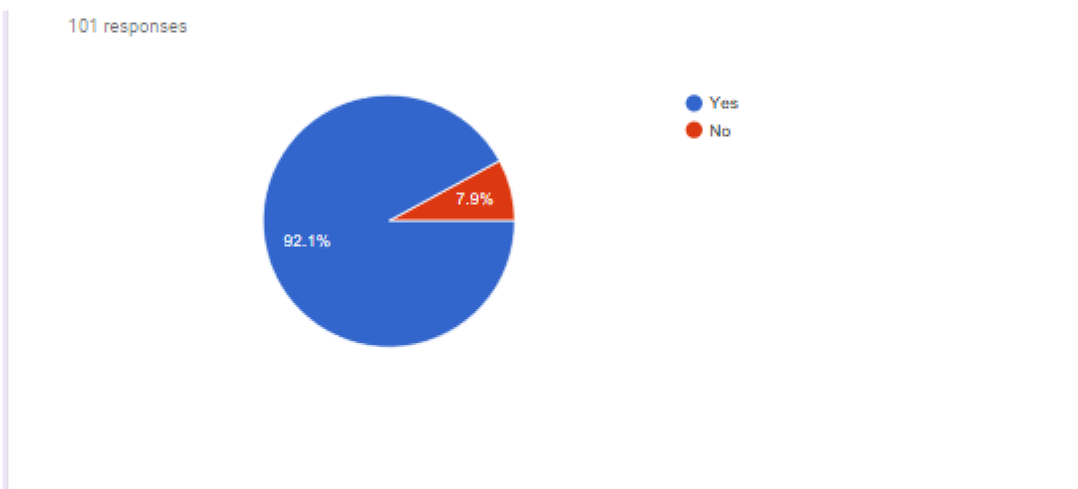
Codebook for individual questionnaire

Variable name	**code**	**description**
Yesno	0	Yes
	1	No
rateexp	0	terrible
	1	poor
	2	fair
	3	good
	4	Very good
	5	excellent
Purchfreq	0	never
	1	rarely
	2	often
	3	Very often
engdel	0	never
	1	rarely
	2	often
	3	Very often
Prodtype	1	Clothes and fashion items
	2	accessories
	3	electronics
	4	Food and drinks
	5	other
proddel	1	Clothes and fashion items
	2	accessories
	3	electronics
	4	Food and drinks
	5	other
paymode	0	Cash upon delivery
	1	Mobile money
	2	Debit/credit card
	3	Bank transfer
	4	other
vehfeat	0	Climate& temperature control
	1	Stability control (wholesomeness of delivered goods)
	2	Tamper control
	3	Insurance of goods

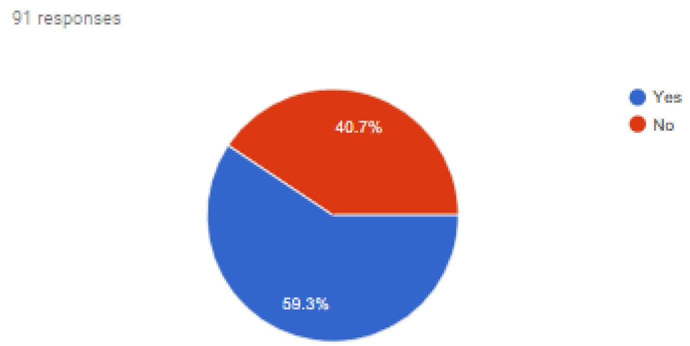
	4	convenience
	5	Courtesy and overall employee politeness
	6	affordability
vehtype	0	bike
	1	Small vehicle
	2	Trucks and minivan
	3	none
	4	other
vehfreq	0	0% used
	1	20% used
	2	40% used
	3	60% used
	4	80% used
	5	100% used
gendtype	0	male
	1	female
	2	Prefer not to say
agegrp	0	<25 years
	1	26-40 years
	2	>40 years

ITEM 2:

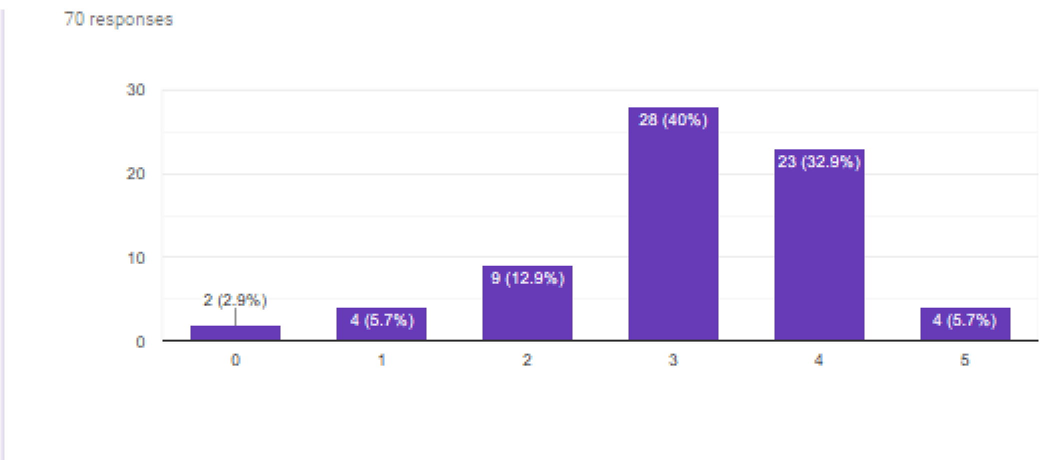
Number of People that have had any experience with the delivery of goods (sending or receiving)



ITEM 3
Breakdown of those who enjoyed the experience



ITEM 4
Bar graph of ratings in stars



ITEM 5
List of things enjoyed by respondents

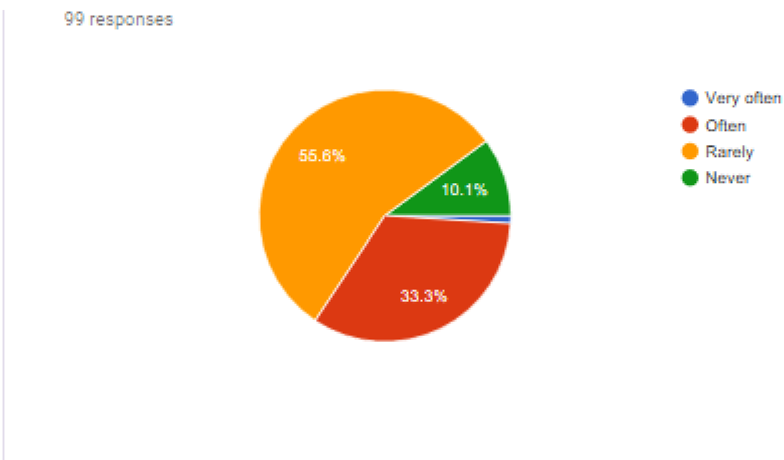
- Convenience
- It was fast and they were very interested in meeting my convenience. They were polite as well.
- Functional
- The product came on time
- Relatively quick
- Time effectiveness and exact order
- Nothing
- I got my items. They were all intact
- Proximity and time was saved
- The came well packaged and intact

- It was convenient. I think the question above should have been a rate scale (say rate from 1-5 how you enjoyed the experienced). I enjoyed the experience, but I hated aspects of it as well. On a scale of 1-5 I'll say 3.
- Shoes
- Time delivered was on point- no delays, product in good shape
- Ease of use
- that it came close to me
- I got to stay home and have things brought to me
- It was convenient.
- It was fast and convenient
- They delivered at my doorstep
- convenience
- It was efficient
- Delivery time and cost
- Efficient
- Delivery was timely
- The ease of having something delivered to you once sited online, as oppose to heading over to the physical location yourself for pick up when it's not in your route.
- They were quick to arrive
- It was fast
- The convenience of sitting at home and receiving the package
- Simple and not complicated
- Nothing
- I didn't have to walk to get the food
- One was because it came at home and the other one was that I picked the package up intact at the post office
- The Convenience
- Not having to leave my house
- It was a deliveryman we'd known for a long time.
- Delivery was timely and fast
- I got what I wanted
- speed and convenience
- The speed and not having to go myself
- promptness
- The safety
- The driver arrived on time and he was very polite.
- Affordability
- My package
- convenient
- Delivery was on time
- It was delivered at my doorstep
- Prompt delivery
- Speed
- It's convenience
- How fast it came
- at least I had the item delivered to me
- The most enjoyable moment was being charged twenty to deliver to Ashesi. That's the least I've ever been charged

- The convenience of having goods delivered to my doorstep
- At least my item was delivered.
- The ease of staying in the comfort of my home and still getting what I want
- Pay on delivery
- The time of delivery and the communication towards the delivery.
- That I didn't have to transport myself for get the good
- Well packaged
- The good arrived, eventually
- I was periodically updated with progress of pickup, transportation and final delivery
- The delivery man contacted me the day before and on the day of delivery.
- it was right at my door step
- the speed
- The timeliness
- on time
- the person was patient. my order came in peace

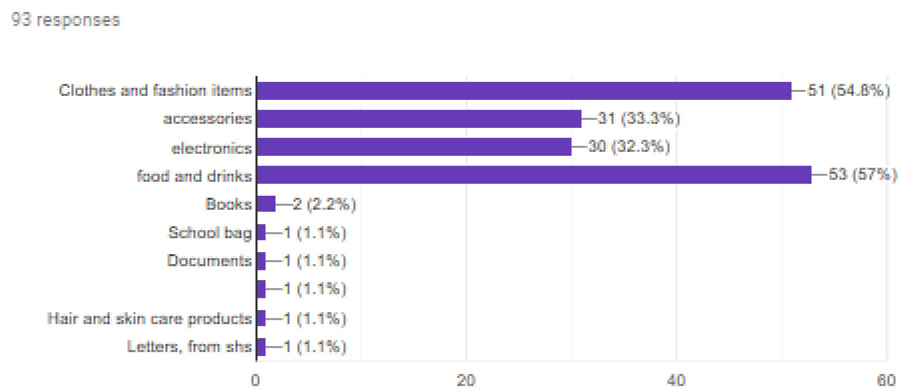
ITEM 6

Pie Chart showing frequency of purchases



ITEM 7

Distribution of products delivered to various respondents



ITEM 8

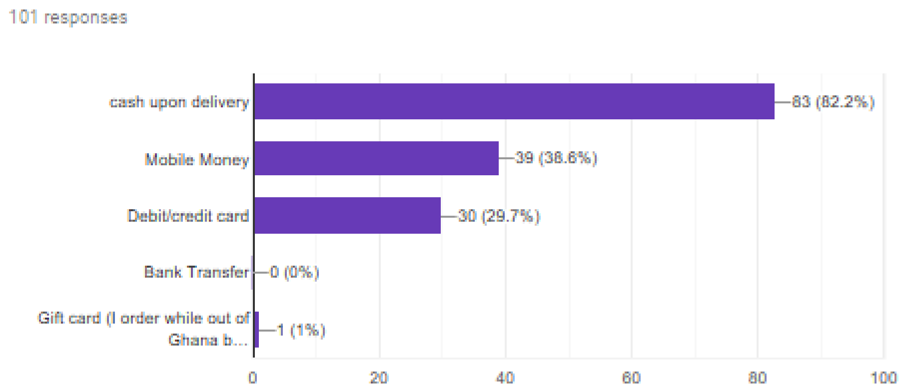
Lists of items disliked by individuals

- Not possible to change the delivery immediately when it's not the right one
- It was expensive
- Slow. Goods are damaged sometimes
- They didn't have change 😒
- Customer relations
- The customer service
- Nothing. They took a while though
- Delivery delayed
- Delivery was not done on time
- It took longer than expected
- They didn't get my address right.
- The time of delivery wasn't specified so I wasn't sure what time exactly I will receive the product on the day.
- The delivery expense was too high,
- Delivery time
- I had to walk out and meet them
- Finding my neighborhood is difficult, I've had many a long, Loud conversation with lost dispatch riders
- Too slow
- The person couldn't find my location and complained throughout.
- nothing
- It delayed
- time checking on and following the rider
- None
- Delivery time
- Difficulty in reaching courier
- They can be very late at times. Sometimes the delivery men charge you at a different price than what the restaurant gave.
- Wrong order
- The delivery guy couldn't take directions
- Customer service

- It was late
- They all took too long to come.
- Delivery people were never on time.
- Deliveries take too long
- He's an independent worker. There's no reliable company I know of to deliver stuff like food on time. Also, lack of street numbers doesn't help.
- Sometimes the delivery men looked rather unkempt
- The delivery guy could not get to my actual location.
- the price
- The frequent calls to clarify directions etc.
- nothing much
- The timing
- Nothing. Cool vibes
- Inability to find address given
- Nothing
- Constantly giving directions to the dispatch rider and wasting airtime sound so
- timing of the delivery and cost
- The location was hard to find
- It was costly
- Trying to direct the delivery person
- High Cost
- I had to send a shoe back because it was not the same thing I ordered
- long time in delivery
- The price and service
- Information on delivery rates was withheld until I had made payments for my item
- They can't use maps
- No punctuality, high rates especially to Ashesi
- Delivery is not done on time
- It took a long while and it was not necessarily sealed
- They don't deliver to places outside Accra
- Sometimes they do not get delivered on time.
- The delivery timeline
- Time
- Late deliveries. Lack of professionalism.
- With the local delivery experience (Jumia Ghana), they were unable to tell me exactly when they would deliver my package.
- The delivery man did not deliver on time.
- Took long. Delivery too expensive, even as much as the food itself
- sometimes the delivery guys do not know how to use maps
- it takes a whole lot of time
- the price and attitude of drivers
- It was the wrong items sometimes

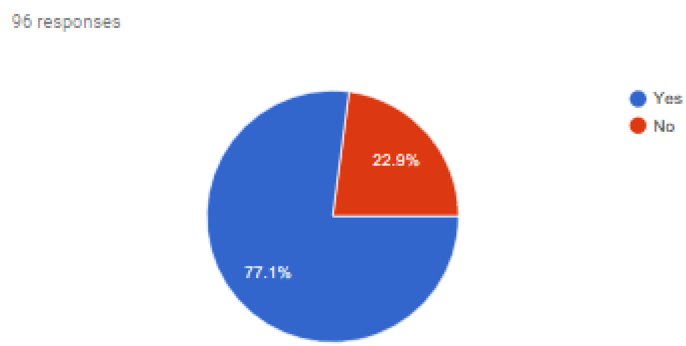
ITEM 9

Distribution of preferred modes of payment by individual respondents



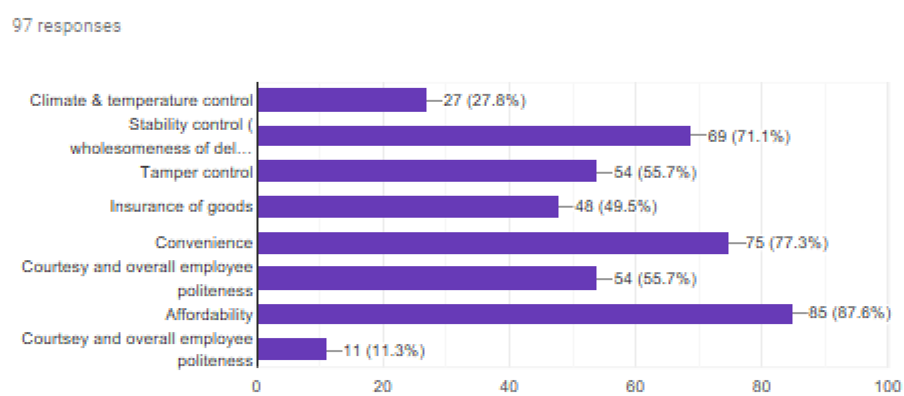
ITEM 10

Distribution of buyers affected by a lack of delivery options



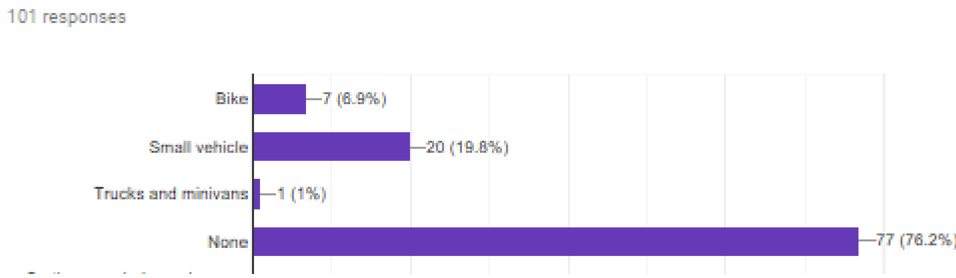
ITEM 11

Distribution of important features of a delivery system



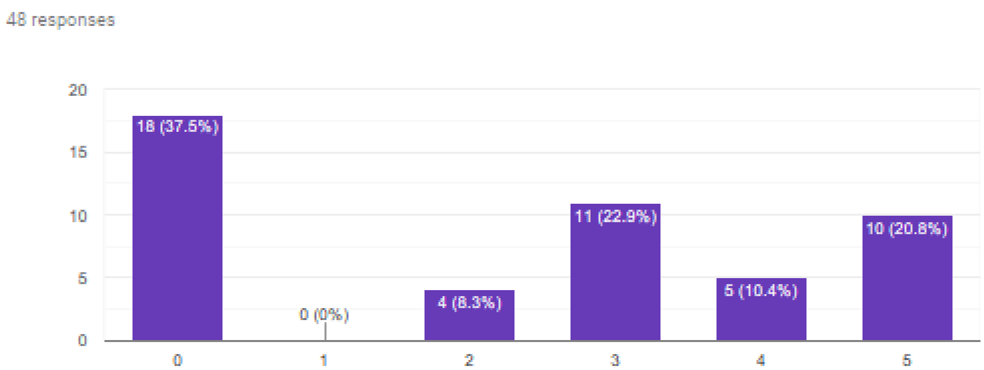
ITEM 12

Distribution of vehicles owned by respondents



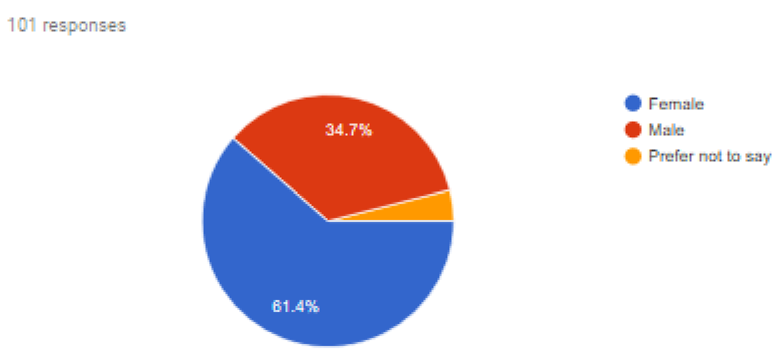
ITEM 13

Frequency of vehicles and their level of utilization



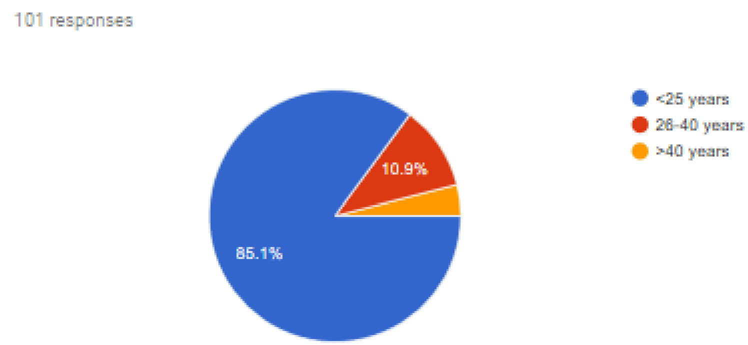
ITEM 14

Gender distribution of population



ITEM 15

Age distribution of population



ITEM 16

Individuals questionnaire

CONSENT STATEMENT/NOTICE

This form is to gain insights and understanding of your individual experiences with delivery in Ghana. It is being administered by a final year student of Ashesi University and has been reviewed and approved by the Ashesi University IRB for Human Subjects Research. If you have questions about the approval process, please contact Chair, Ashesi University HSCR, irb@ashesi.edu.gh.

All data collected will be treated with confidentiality. For more details, please call or WhatsApp Kevin Blankson on 0557637110. Blankson on 0557637110.

Please note that there is no wrong answer and that this survey is open to people of all ages, genders and nationality as far as they reside in Ghana. Participation in this study is voluntary and one is free at any time to discontinue participation and will incur no penalties in doing so

Thank you for your co-operation

1. Have you had any experience with delivery of goods (receiving or sending) *

   Yes

   No

2. Did you enjoy this experience?

   Yes

   No

3. What would you rate the experience?

   0 1 2 3 4 5

4. What did you enjoy about it?

   Your answer

5. How often do you purchase products online from local online stores?

   Very often

   Often

   Rarely

   Never

6. What type of products do you purchase online the most from local stores? (select all that apply)

   clothes and fashion items

   accessories

   electronics

   food and drinks

   Other:

7. How often do you engage delivery service organizations or personnel?

   Very often

   often

   Rarely

   Never

8. What products do you have delivered to you? (select all that apply)

   Clothes and fashion items

   accessories

   electronics

   food and drinks

   Other:

9. What did you hate about it?

   Your answer

10. What is your preferred mode of payment to these stores (select all that apply) *?

    cash upon delivery

    Mobile Money

    Debit/credit card

    Bank Transfer

    Other:

11. Has the lack of delivery options ever prevented you from making a purchase from a local online store?

    Yes

    No

12. Which of these features are important features of a delivery system/vehicles? (select all that apply)

    Climate & temperature control

    Stability control (wholesomeness of delivered goods)

    Tamper control

    Insurance of goods

    Convenience

    Courtesy and overall employee politeness

    Affordability

13. Do you own any of these forms of transportation? (select all that apply) *

    Bike

    Small vehicle

    Trucks and minivans

    None

    Other:

14. How frequently are these vehicles used? (if you own any of the above mentioned)

    Never used (0%)

    0

    1

    2

    3

    4

    5

ALWAYS used (100%)

15. Are you *

    Female

    Male

    Prefer not to say

16. Which age group best fits your description *

    <25 years

    26-40 years

    >40 years

17. Please leave any feedback and suggestions you may have concerning this survey.

    Your answer

18. If you would like to know the outcome of this survey, please feel free to leave your email address so that you can be contacted

ITEM 17

INTERVIEW GUIDE

1. What is your position in the organization?
2. what industry best describes your business
3. Has the business had some experience with the delivery space?

4. what was the experience like?
5. Did you enjoy the experience?
6. What did you enjoy or dislike about it?
7. Does your business have an online presence?
8. How much of the business is conducted there?
9. What payment methods does your business currently use in its operations?
10. Which of them is most used?
11. How often does the business utilize delivery in its operations?
12. Does the business outsource delivery?
13. How much of the delivery is outsourced?
14. Does the business on any vehicles?
15. How utilized are they?

ITEM 18

PROPOSED FEATURES FOR SWOOVE PLATFORM

As part of the Capstone project, from the findings from the market research conducted on behalf of SWoove, items which detail the features that are sought after by both the customers and clients of the company.

They have been broken down into five topic areas that act as the main factors in which logistic and other third-party services are rated on under the SERVQUAL matrix.

This matrix is a system that takes the following factors into consideration when setting up or dealing with logistics;

i. Physical tangibles e.g. their presence, facilities, tools and personnel
ii. Responsiveness which refers to how swift they are in meeting client needs
iii. Reliability which is their ability to consistently provide the service
iv. Assurance which is the ability of the service providers to make the customers feel safe with them
v. Empathy which refers to the ability to make customers feel like they've been given attention in their own unique way

With the implementation of these features the development of the system will take up to three months and another six months to fully test.

As Per the above description, find below the summary of the features based on the matrix:

Item/factor	Features
Physical tangibles	• Training of contracted third party logistics personnel of accepted customer relations processes • Increase range of businesses enrolled on to platform. This would involve ensuring that a wide range services and customers are enrolled on to the system • they should also ensure that their partners come equipped with the right form of storage units that ensure that

	the goods delivered reach the required destination in the right shape, form and or temperature
Responsiveness	• the system should house a wide range of vehicles or modes transport to meet the needs the customer base. So that the various needs are met. • Modes of transport should include vans, small vehicles, trucks, rickshaws and motorbikes or scooters. • It should also allow for backpack riders who make do with public transport as a means of conveying or delivery goods. For smaller items and in turn, goods that aren't time bound. This should help cater for the more cost sensitive clients • it should allow customers to choose between speed and cost. I.e. more cost sensitive personnel can choose the cheaper option as opposed to speed and then the more time bound goods can get delivered with speed in mind.
Reliability	• the system should have a heavy focus on feedback from all the parties in the system. • It should allow for easy communications between the relevant parties.
Assurance	• The system should allow for insurance policies to be incorporated into its processes. This would allow users of the chain to minimize their own risks
Empathy	• The profiles of all the users should be customizable to their preferences. These preferences should include whether they would like to select their mode of transport, the rider of their choice or if they would trust the system to select the best option for them.

Please sign below if you agree to utilize these recommendations in the implementation of your logistic system.

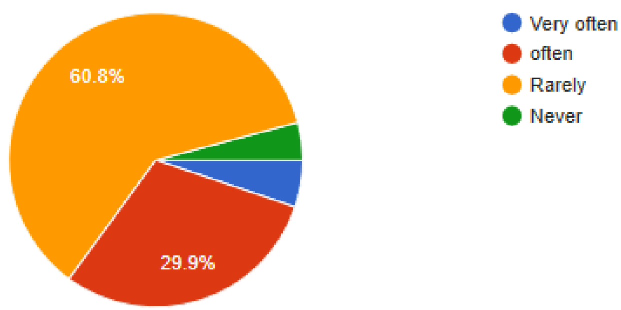
Naa Odey Asumle

Sign:

ITEM 19

Distribution of how often delivery personnel is engaged

97 responses



ITEM 20

CLIENT BRIEF/SUMMARY DOCUMENT

This project was focused on finding out the pain points for CCML and providing a solution that would help improve their stance. Based on this, a needs assessment was conducted using the qualitative approach to aid in assessing if CCML had any problems with its operations. This needs assessment was done mainly with the aid of interviews and observational shadowing.

further investigation resulted in the inclusion of SWoove a startup tech company looking to enter the logistics space. From the need's assessment process, it was concluded that the undertaking of market research would be necessary to enable b

providing the clients SWoove and CCML with market research that would ultimately allow

i. CCML to decide whether to invest in SWoove
ii. SWoove know whether the market is ready for an outsourcing delivery model.
iii. Inform SWoove as to what features to include in their product

A study of literature was then conducted to determine what should go into the formation of a market survey. It further went on to study the various logistical ecosystems around the world to study its growth over the years and the effects various factors like e-commerce played on it. The study also revealed the SERVQUAL model which was to act as the framework for which the features could be broken down into or categorized.

The questions used in the interview and survey of businesses and individuals who are SWoove's primary and secondary market respectively were then set based on the literature. From this, the surveys were conducted encompassing 40 businesses and 101 individual participants.

The findings from the quantitative research and the themes from the business interviews were then combined and analyzed in order to establish the common themes. These themes were in turn used in determining the features that the system should house and were then used to develop the feature recommendation sheet that was sent to the client as a guide. This guide was to inform the CCML team to ensure that SWoove includes these features in the development phase of their operations in order to ensure that the pain points of their market is being met.

It finally concluded that based on the findings from the study, CCML should go ahead and invest in SWoove on condition that they make use of the features and that the partnership between the two was mutually beneficial. The document also highlighted the importance of both parties developing their system in a timely manner to properly benefit from the partnership

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