

Clementine Courier in India

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Abstract Not needed, as you have the Ex Summary

Clementine Courier was founded on June 23, 2010. It strives to focus on working to create a better quality of life for one another. They work hard, work smart, and work together. Clementine Courier is based in New York City, but we plan on bringing the company to Mumbai, India. The courier business would use the benefit of bikes to deliver packages on time and earlier than the local delivery services like Fed Ex and India Post. The employees will either use the bikes they purchase on their own or purchase the bikes we supply. There will be an app to track the progress of the package and which employees are delivering it.

Executive Summary

When assigned with the country of India for our CRM project we thought about the things that we already knew about India to get started and researched those thoughts to confirm their accuracy. First, we know that India has one of the largest populations in the world with 1.353 billion people as of 2018 (India- The World Bank). We know that India is a developing country that is having a massive surge of internet usage. According to Statista.com, India has gone from just 259.88 million internet users in 2015 to 525.3 million users as of 2019 as well as steady tapered growth in the future (Diwanji). As internet usage increases so does the use of e-commerce. While India's "current active e-commerce penetration ... only stands at 28 percent" this should improve in the future. (Duncan). With this developing online market, we decided that a specialized courier service would be a great choice to capitalize on the great things that India already has going on and will continue to improve.

As for our company we wanted to make the international move to India was Clementine courier. Being inspired by Uber's great business model and the success of various food delivery services in the United States, an already developed country, like Postmates and Uber Eats we decided to go with a small bicycle courier service. While Clementine Courier does not have any international experience, we feel they have a great business model that would be adapted fairly easily and tailored to a large city in India, most likely Mumbai. Clementine Courier currently has 10 delivery people and only work out of New York however we would try to replicate that business in Mumbai with very similar restrictions and capabilities. Below is Clementine Courier's current rates and policies however they will be adapted to Mumbai and Indian customers and that will be explained more later in his work. As for mode of entry we would either go with a franchise method or a joint venture with a company like FedEx or India Post which are both established delivery services in India. Both have advantages and disadvantages, but we will discuss that in the upcoming sections.

For all of these reasons explained we feel that Clementine courier will be a huge success in India. But in the upcoming sections we will go much more in depth in our explanations.

Base Rate / Speed	Extras	Package Size & Weight
<p>Same Day Delivery: \$10 (Accepted up until 1pm, delivery before 7pm)</p> <p>3 Hour Delivery: \$15 (Accepted up until 4pm)</p> <p>1 Hour Delivery: \$20</p> <p>ASAP: \$25</p> <p>Please allow for an additional:</p> <ul style="list-style-type: none"> • 4 min. per zone crossed. • 15 min. +8 min. per mile on jobs going to the outer boroughs. • 30 min. +8 min. per mile on jobs coming in from the outer boroughs. <p>Contact us for availability on ASAP and 1 Hour services to or from the outer boroughs.</p>	<p>Night Rate After 5:00pm: +\$6</p> <p>Waiting Time First 5 Min.: +\$0 Per 5 Min. Thereafter: +\$4</p> <p>Special Handling Fragile, Liquid, Perishable: +\$5</p> <p>Walk Up Per 4 Floors: +\$5</p> <p>Round Trip Shipment returning to point of origin is assessed at 75% of initial outbound base rate.</p> <p>Wrong Address Within reason, misaddressed shipment counts as separate delivery and incurs full cost.</p>	<p>Size:</p> <p>Standard: (0-1k in³) +\$0 (Smaller than a shoe box)</p> <p>Overize: (1k- 2k in³) +\$5 (Approx. the size of a boot box)</p> <p>2x Overize: (2k- 5k in³) +\$10</p> <p>Weight:</p> <p>Standard: (0-10lbs) +\$0</p> <p>Overweight: (10-20lbs) +\$5</p> <p>2x Overweight: (20-30lbs) +\$10</p> <p>Other:</p> <p>Cargo Charge: Varies depending on size/weight (Cargo bike needed)</p> <p>Contact us for a quote regarding items that exceed these measurements.</p>
<p>Distance</p> <p>Manhattan Zones Per Zone Crossed: +\$1</p> <p>Outer Boroughs Bridge Fee: +\$25 Per Mile Traveled: +\$4 >3 Miles: +\$25 Round Trip Fee</p> 		

Economic Environment

Just as the country as a whole, India is classified as a developing market economy. However, India still has the 5th largest economy in the world with many signs of potential future growth (Silver). India also reports a GDP of 1,841 billion dollars, an amount of imports of 490 billion dollars, an imports/GDP percentage of 27%, as well as exports of 294 billion dollars and exports/GDP of 16% according to our textbook. India is known for being able to provide inexpensive labor and is one of the most popular outsourcing locations. So, it makes sense that they have a fairly large export rate. Table 2.4 from our textbook just goes to show how much countries like the U.S. and Germany can save by outsourcing. When looking at what makes up the Indian GDP the largest sector by far is the service industry which makes up the majority of Indian GDP at 53.9% of the national GDP in 2019(Singh). Which is another reason we see the opportunity for Clementine courier to enter the Indian market as another successful service.

In terms of trade barriers and foreign business entry India has a pretty strict set of laws. For products and commodities, they have to be certified with the Bureau of Indian Standards and the National Standards Body (Trade Barriers in India). In the case of introducing Clementine Courier there is a very similar set of laws and policies that they would have to go through in order to be certified. This shows a joint venture with an established delivery company may prove more successful by fast tracking the process.

Another important field to analyze when looking at the Indian economy is currency. The national currency of India is the rupee and it is not tethered to any other currency (Coinmill.com). As for the exchange rate for every U.S. dollar is equal to 75.9 Indian rupee's (OANDA). Over the past year there was a pretty dramatic increase as the rate went from 69.7 rupee per USD to 75.9 rupee. The same trend can be seen for the 5-year (63.2 rupee per USD five years ago) and 10 year (44.2 rupee per USD ten years ago) exchange rate history (OANDA). With this pattern projected to continue this means Clementine Courier will have to actively adjust their prices accordingly. Since the currency is getting to be worth less and less in comparison to the USD that means Clementine will lose money the longer they wait to exchange it so actively exchanging their currency for USD should be one of their goals. When looking at licensing agreements and general contracts inflation is actually an advantage because as long as they don't adjust the figures for inflation the amount they will have to pay back will be nominally the same but really less because a USD will be exchanged for more than it was originally thus really being cheaper in the long run.

Another advantage that Clementine courier has is that it is incredibly economically sustainable. With bicycles couriers produce no Co2 emission compared to every other gas dominated delivery service. The table below from worldbank.com shows how Co2 emission has been steadily increasing in India. Clementine courier offers an option to slowly reduce this rate.

Table 2.4 National Net Gains for Each U.S. Dollar in India Outsourcing Back-Office Services and IT Functions

	India	U.S.	Germany
Outsourced wages, profits, taxes	\$0.33	—	—
Cost savings	—	\$0.58	\$0.52
New revenues from India	—	\$0.05	\$0.03
Repatriated earnings	—	\$0.04	—
Redeployment of workers	—	\$0.46	\$0.25
Total	\$0.33	\$1.13	\$0.80

India ⓘ

GDP (current US\$)

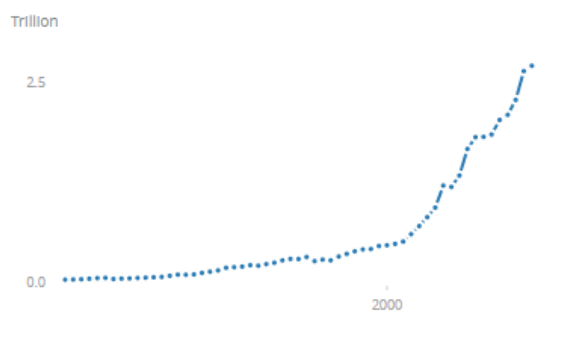
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Trillion

2.5

0.0

2000



Population, total

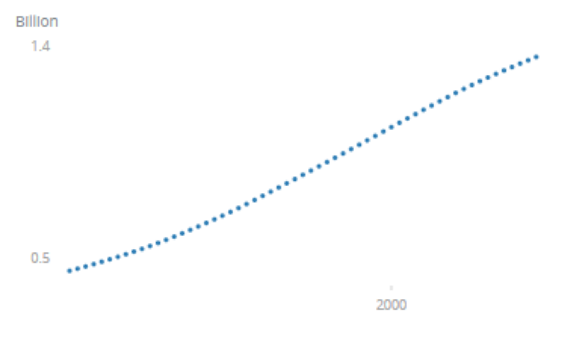
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Billion

1.4

0.5

2000



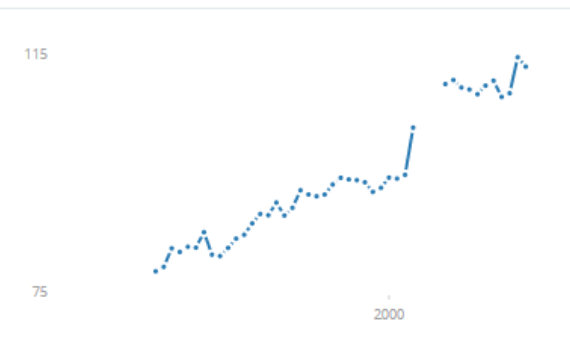
School enrollment, primary (% gross)

[Details](#)

115

75

2000



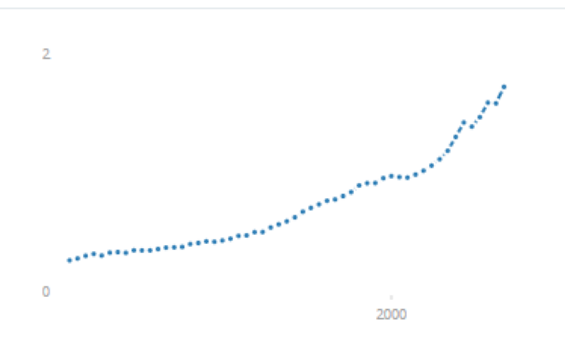
CO2 emissions (metric tons per capita)

[Details](#)

2

0

2000



Political Environment

The governing body of India is called the Government of India and is often abbreviated to GOI. According to india.gov they are a "Sovereign, Socialist, Secular, Democratic Republic" and follows the constitution of India (National Portal of India).

As briefly discussed in the economic environment section India is pretty strict about what business and products they let into their country. With national security and national prosperity in mind India has a rigorous and rigid application process for foreign businesses to enter. However, it is much more difficult for foreign goods based organizations to enter the market and slightly easier for our service based business. When looking at regulatory changes we would advise Clementine Courier to hire experienced and ethical consultants to help them navigate the constantly changing Indian political/legislative climate.

In regard to corruption there is not a lot of good news. CNN recently reported that 1 in every 2 Indians paid a bribe in the past year (Yeung). That same article explains that bribery and corruption are a part of daily life. This is a bit of a red flag for any business but especially foreign businesses. This means that finding employees that have our values will be even more important and a little bit of a challenge. This problem also does not seem addressed by the government with only "6% of peoples [saying] that their state or local governments had taken steps to reduce corruption" (Yeung). Corruption could compromise the business and lead to problems down the road. In addition, with corruption there is possible danger and for our employees.

As I explained earlier India is one of the most polluted countries with Co2 emission. Over the last five years the GOI has been passing more and more laws and policies to reduce their environmental impact. A company like Clementine Courier whose whole workforce travels on bicycles thus creating zero Co2 emission should also have an easier time getting licensed.



Cultural Environment

Culturally India is much different from the United States. The national religion of India is Hinduism with 827,578,868 members as well as a good portion of the population being Muslim with 138,188,240 members (ORGI). While some of these values differ from the Christian based United States these differences do not have a large effect on our business. One of these effects may be having time off for different holidays or religious activities that Clementine Courier may not be accustomed to dealing with. The opposite may be said with U.S. employees who oversee Clementine Courier India that require holidays like Christmas off while it is just another day in India. However, with the help of hired consultants and diligent research this should not prove as too much of an issue.

Another cultural barrier when dealing with most international business is the language barrier that Clementine Courier may face. Hindi is the national language and there are a lot of other languages and dialects like Bengali, Telugu, etc. also spoken in India (Resources by Commisceo Global). However, in regard to business, economics, and political purposes English is the primary language used which is extremely helpful for a company like Clementine courier where I can only assume none of the current employees speak Hindi or any of the other dialects and only speak English. This makes remote management and general communication much simpler and more streamlined.

As our textbook describes protecting the cultural identity of India is one of the challenges the government. While the GOI wants to promote economic prosperity they also have to be careful about letting in western companies that may negatively impact their culture. This is another area where Clementine Courier does fairly well. Being that this is a simple bicycle delivery company whose goal is to help positively impact the environment and deliver packages efficiently, I see no conflict with the Hindu ideals or the culture of India. All of the things that Clementine stands for are the same things that India's government and people are working towards.

Competition

Competition is everywhere no matter what type of business is out there. Every business has its own type of competitors, and Clementine Courier has some of the biggest name companies in the world as their competitors. The first competitor to Clementine Courier would be India Post, which is their post office. The India Post Office has many locations located around India, because it is their government ran delivery service. One of the main advantages of the post office is that they have locations all around the country and are government ran so everyone uses or knows them. With Clementine Courier, we are just based in the biggest city of Mumbai which is good to see that it is in the biggest city, but India Post is located everywhere. Another advantage of India Post would be that they can be cheaper in just sending of mail as for us there is a delivery charge, which could be pricey depending on the size of the package. Our big advantage is that we can get the mail or package to your doorstep quicker and more efficiently. This is because we use bicycles instead of their delivery vehicle system, and we are most eco-friendly and can be safer. The bikes don't use gas or bring fumes into the air, and we don't clog up the already busy streets.

Some of the biggest delivery companies in the world are FedEx and UPS. They are both located in India, and this is some big competition. The big thing they have is that they are some of the most famous household delivery names in the business. Whenever people order something online, they usually think it is coming by FedEx or UPS. Clementine Courier is just a startup company for delivering packages, so if they can steal a few package deliveries a day this could be huge for starting the company in the right direction. It is tough to compete with the big names like UPS, FedEx, and India Post. Our main advantage would be that we can get the people their packages quicker and more efficiently. Kind of going along the route of India Post, Clementine Courier uses bicycles which is better for the streets and the environment. UPS and FedEx use those big delivery trucks that are gas hogs. Another Advantage of UPS and FedEx would be that they have those big vehicles so they can carry around more packages and deliver more packages throughout the day. Clementine uses bikes, so they can only care one, maybe two packages at a time. The world has seen the new craze of having food delivered to your doorstep using a vehicle or a bike quickly, so why couldn't people get their packages delivered quicker than the normal.

Mode of Entry

When bringing Clementine Courier into India, I believe there are two realistic mode of entry options for us. The first would be franchising Clementine Courier and the second option would be to partake in a joint venture. If we decided to franchise our company in India, there would be a number of pros and cons. A few pros of franchising our company would be the ability to hire local consultants who know the market in India. Another pro is the large opportunity that this business plan already has in India. With the large amount of E-commerce growth (as talked about in our target market section), a business plan such as this could take off in this environment. The main cons of a franchise are the franchisee business is dependent on the franchisor's success and the franchisee must make royalty payments to the franchisor. However, Clementine Courier in New York appears to be consistent with their success.

Our second option, as listed before, would be to open a joint venture in India in which we would partner with FedEx in order to have knowledge of the market. If we decided to partake in a joint venture, we would also find ourselves with a number of pros and cons. The main pro to a joint venture is that it is not as expensive to start. If we were able to partner with a company like FedEx, we would invite them to share stock in our new unit in which they would take some financial burden away from us. However, there are a number of cons with this option. We could be held back by our partner's restrictions or we could become bankrupt because of our partner. We also would not be able to set up our own culture or way of doing business, which is one of the most important parts of doing business. This is especially important in a business where we would like to build a relationship with our customers and the city in which we are doing business.

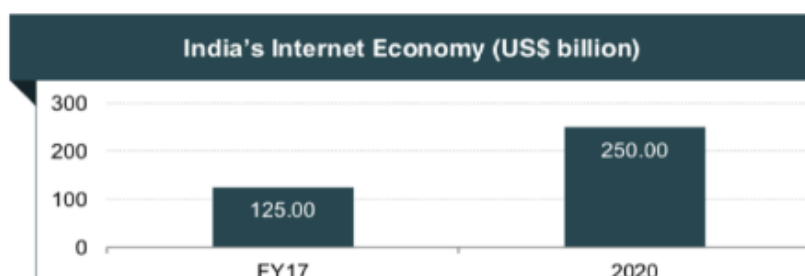
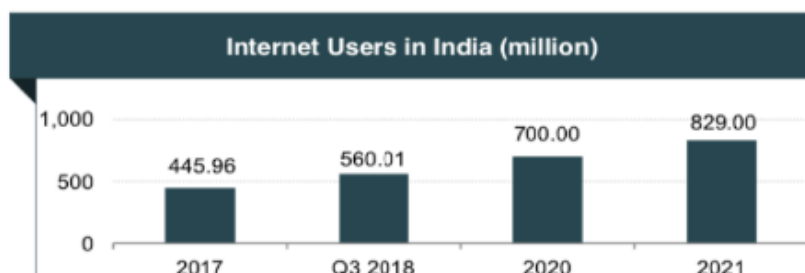
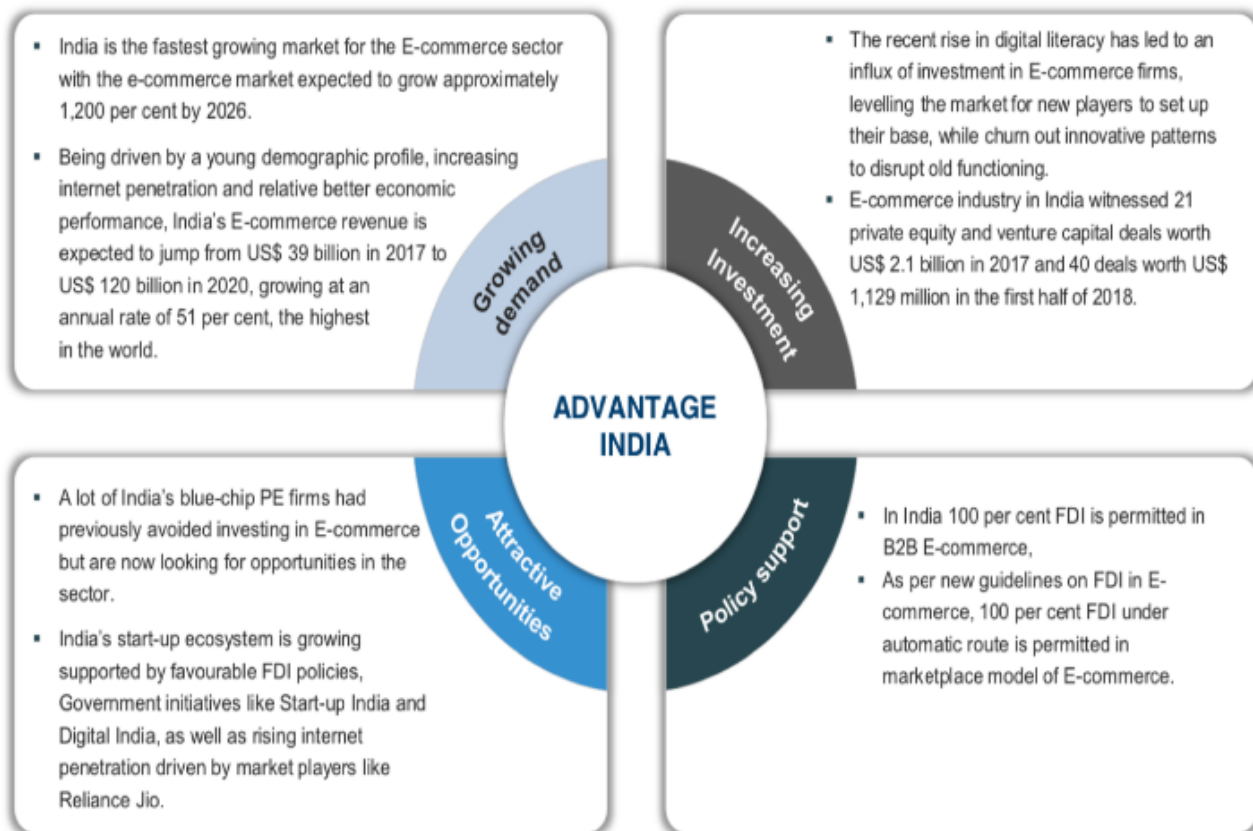
After carefully reviewing and reflecting upon our two options, we have decided to franchise in India for three main reasons. The first reason is that we can build upon the strong business plan already created in New York, in order to create our own culture. With a joint venture partner, we may not be able to make all our own decisions in regard to how we would like to run our business. Our business could become inconsistent, which does not fare well in creating a solid culture. The second reason is that although one of the benefits in partaking in a joint venture is that you know the market extremely well, a business is not able to hire all our own employees. This again would tie into our idea that an important culture is being able to create your specific team with fixed values. The last reason is that although we would not have a partner for assistance like we would in a joint venture, we would be able to hire local consultants who would be able to teach us about the market and opportunities available. Our business would take great loss from obtaining a joint venture partner, which would not be the same if we were able to franchise in India.



Target Market

Our textbook, Global Marketing, states that global campaigns are more successful if the target market is more narrowly defined. If a product or service is launched in a brand-new market that is too large, there are a number of problems that could occur. In order to launch in a suitable market, we decided to target the city of Mumbai. Mumbai is the most populous city in India and has some of the most congested roadways in India during rush hours. According to The World Bank, a large portion of India's roadways are congested, of low-quality, and the majority of national highways are two lanes or less. However, roads are the most dominant mode of transporting goods in India today, transporting more than 60% of its freight. Between the below average and highly congested road conditions India currently possesses, there is lots of room for opportunity for Clementine Courier. By delivering on bikes rather than scooters or in trucks, we can bring traffic off the roads and on to the sidewalks. In addition, we will be reducing pollution and may possibly become marketable as an ecofriendly company. Although we may not be able to do anything about the poor road conditions in India immediately, as we become more prominent in the community and established as a business it would be an interesting project to lend our help to in order to serve a long-term problem. However, poor quality and heavily congested roads are not the only reasons our company would be successful and serve a greater purpose in India.

E-commerce is currently booming in India, especially in Mumbai. By the immediate looks of it, there is no stopping this boom anytime soon. According to The World Bank, Bengaluru, Mumbai, and Delhi accounted for the most online shopping in India in absolute numbers. In addition, according to the India Brand Equity Foundation, by 2034 the Indian E-commerce market is expected to pass the United States E-commerce market. This would make the Indian E-commerce market the second largest E-commerce market in the world. To show this growth on a smaller scale, the online retail market in India grew \$3.3 billion from 2016-2017 and is expected to grow over another \$55 billion by 2022. The charts below also depict a few more interesting Indian E-commerce statistics. With this amount of E-commerce growth in India that is predicted to be occurring in the next 10-15 years, there is going to be great opportunity for delivery services. Not all deliveries will be able to be taken up by FedEx or other Indian delivery services because of the road conditions all across India. The poor road conditions, heavily congested roads, and booming E-commerce market makes India an ideal location for Clementine Courier to franchise.



Service Adaptations vs. Standardization

As this will get talked about more in an upcoming section, our branding strategy will be a hybrid branding strategy. Meaning, we will generally be standardized in our business plan approach, but we will make a few adjustments according to our local distribution and promotion. The main adaptations we will have to make in regard to our Clementine Courier in India will be creating a map of Mumbai in our delivery regulations, adapting to any cultural preferences as talked about in our customer feedback, and making a few adaptations on our bikes in regards to the terrain in India. In order to create delivery regulations, I think it will be important to talk to a current delivery company in India to understand the different streets in Mumbai to our best abilities. Otherwise, we would like to keep all other delivery, extras, and packaging the same as listed in the picture below.

The delivery services will be as listed: **Same Day Delivery:** \$10 (Accepted up until 1pm, delivery before 7pm), **3 Hour Delivery:** \$15 - (Accepted up until 4pm), and **1 Hour Delivery:** \$20 - **ASAP:** \$25. The specialties of rate will be as listed: **Night Rate After 5:00pm:** +\$6, **Waiting Time First 5 Minutes:** +\$0, **Per 5 Minutes Thereafter:** +\$4, and **Fragile, Liquid, Perishable:** +\$5. The packaging size will be as listed: **Walk Up Per 4 Floors:** +\$5, **Standard:** (0-1k in³) +\$0, **Oversize:** (1k-2k in³) +\$5, and **2x Oversize:** (2k-3k in³) +\$10. The packaging weight will be as listed: **Standard:** (0-10lbs) +\$0, **Overweight:** (10-20lbs) +\$5, and **2x Overweight:** (20-30lbs) +\$10.

Extras	Package Size & Weight	Base Rate / Speed	
<p>Night Rate After 5:00pm: +\$6</p> <p>Waiting Time First 5 Min.: +\$0 Per 5 Min. Thereafter: +\$4</p> <p>Special Handling Fragile, Liquid, Perishable: +\$5</p> <p>Walk Up Per 4 Floors: +\$5</p> <p>Round Trip Shipment returning to point of origin is assessed at 75% of initial outbound base rate.</p> <p>Wrong Address Within reason, misaddressed shipment counts as separate delivery and incurs full cost.</p>	<p>Size: Standard: (0-1k in³) +\$0 (Smaller than a shoe box) Oversize: (1k- 2k in³) +\$5 (Approx. the size of a boot box) 2x Oversize: (2k-3k in³) +\$10</p> <p>Weight: Standard: (0-10lbs) +\$0 Overweight: (10-20lbs) +\$5 2x Overweight: (20-30lbs) +\$10</p> <p>Other: Cargo Charge: Varies depending on size/weight (Cargo bike needed) <i>Contact us for a quote regarding items that exceed these measurements.</i></p>	<p>Same Day Delivery: \$10 (Accepted up until 1pm, delivery before 7pm) 3 Hour Delivery: \$15 (Accepted up until 4pm) 1 Hour Delivery: \$20 ASAP: \$25</p> <p>Please allow for an additional: • 4 min. per zone crossed. • 15 min. +8 min. per mile on jobs going to the outer boroughs. • 30 min. +8 min. per mile on jobs coming in from the outer boroughs.</p> <p>Contact us for availability on ASAP and 1 Hour services to or from the outer boroughs.</p> <p>Distance</p> <p>Manhattan Zones Per Zone Crossed: +\$1 Outer Boroughs Bridge Fee: +\$25 Per Mile Traveled: +\$4 >3 Miles: +\$25 Round Trip Fee</p>	

Pricing Strategy

First, the main costs of our business would be transportation. This is a big one because that is the key to our business strategy, and it is what separates us from the rest of the others. We will gladly buy the equipment as in bicycles and helmets, but in order to use ours, you will have to buy them to make them your own property. If you already have a bike and helmet then, go ahead and use them. This is what makes Clementine Courier themselves, so in order to work for us, they will need to either bring their own bikes, or be able to buy them. If you can't afford them, then we can do something as in we can take money out of your paychecks until they are paid off. The catch is that you need to leave the bike at the facility until you have it totally paid off. This could be very beneficial because the employees are working for their bikes and once enough work is done, then it is all theirs.

Market factors don't necessarily affect our pricing strategies because we will use a lot of social media. We will be very active on Instagram, Twitter, and Facebook in order to get people to know about us. The other thing would pay these social medias a small amount to get Clementine Courier's name out there and for people to put an image to the name. There are many businesses that use this strategy and if Clementine uses this strategy it will affect it for the good in the long run. The main competitors would be FedEx and India Post and the thing about them is that their pricing is a little different than ours. They will usually do a 4.99 shipping charge, and for us the charge would be around that, but also there is a slight delivery fee to go along with that. In order to pay the employees, we would need to add on a little fee for them to deliver that day. Along with that, you are welcome to add a tip to your delivery biker. Clementine Courier is worth the extra money because you will get the delivery quicker than expected

Government policies aren't much of an issue when it comes to the delivery service. The main thing is the India has capped the commission rates for delivery companies. That means that if an order is ten dollars, India has put a certain amount on it so the person can only make a certain amount. Clementine couldn't do a 20 percent commission if India made the cap limit fifteen percent. The pricing strategy is in the above page, but with the exchange rates, they may differ a little bit. India currency is worth .013 of a United States dollar. Now that is a big different, and above we have the United States Prices. They will of course dwindle a little bit depending on how the country accepts Clementine Courier, but it isn't a very rich country so the number may have to be different in the future.

Branding Policy

The branding policy that we chose to pursue with our company was a hybrid brand strategy. This type of brand strategy helps us be consistent to consumers as well as cut costs in different areas such as technology, marketing research, and production. However, through this brand strategy, we will also be able to tailor to local taste through adapting product features, distribution, and promotion. Although our consumers may not know our company has a nearly identical brand strategy as the franchisor in New York, this helps our company work from an already successful business plan.

We will invest in our brand in several ways. First, we will make sure our employees are totally invested in our idea of keeping more people safe and being ecofriendly even if it may not be the most efficient way of transportation. Building a culture will be key. Next, we will stay active on social media. India is at a time of great rise in E-commerce and social media use. Through this we will become more recognizable to the consumers who will be using our online services. We also would like to make it a priority that consumers can give feedback in order to build a relationship throughout the community with our company. With bringing in a foreign service into a country, consumers may be nervous at first at the legitimacy of the service. Giving consumers a place to give feedback will help other consumers more comfortable to using our service. This will also be a place for us to respond to any negative feedback in order to promote ourselves as an understanding and customer-first business. Lastly, once we are established in Mumbai, it is important that we find ways to give back to the community that is serving us as a business. Although we may not know at this moment what charitable activities will be the most helpful for Mumbai, through the creation of relationships with consumers and our employees we will soon discover how we can make an impact.

We also must build brand recognition that positions our company above our competition. In order to do this, I believe it is first important to note that according to educalingo.com, both "Courier" and "Clementine" both directly translate to Marathi, which is the number one language in Mumbai. This way, it will not take time for our consumers to understand our courier business, but it will be easily recognizable. In order to position Clementine Courier as better than our competition, we can use three main strategies. The first is that our company is a healthy alternative for the environment. By using bikes, we will reduce the spread of pollution through large delivery trucks. Our next strategy is we are trying to save lives. The amount of accidents on roads are extremely high in Mumbai. By taking trucks off the roads and putting employees on bikes, we can reduce the number of accidents that occur on the roads. Lastly, we can be a more efficient delivery service than those of FedEx or other big-name delivery services that are delivering city to city and are being help up on highways or extremely busy roads within Mumbai.

Distribution Strategy

India has one of the top online retailers in the world in Alibaba. It is the Amazon of India, and it has tons of distribution facilities. Making a partnership with them could be the big break Clementine Courier needs. If the Mumbai facilities that are partnered with Alibaba would partner with Clementine and alert them when a package is being needed to deliver, then that would be a great partnership to have, and it would give our employees more opportunities to make themselves money and us money. Clementine Courier will have their own facility, which serves as a base for packages to be delivered, and have the bikes left there if needed. The bikes are the main and only transportation we use in delivering the packages. We plan on utilizing every resource we can and making as many partnerships as possible. There are always local retailers out there needing help and a cheaper way of delivering packages, and what is going on now with Covid-19 in India, Clementine Courier would be going everywhere and helping all online and local retailers. Partnerships go a long way and can open doorways to many other opportunities and partnerships.

It is tough to go through channels because unlike some companies we don't necessarily give out one product or many we just do a delivery system so we can't be put in stores to buy or anything related to that. We plan on having one location for our store, which can make it difficult if there is a delivery on the opposite side of town, but once the business starts getting better, Clementine plans on putting stores in convenient locations around the city of Mumbai. When we plan on partnering up with these local retailers, we can motivate them in many ways. The first thing we can do is talk about price and delivery costs. We can communicate with the local retailers about how instead of giving the India Post a five-dollar shipping fee to send something across town, our carriers can give a three-dollar fee or maybe less. Once you secure that it is all about the relationships you form with the businesses and the trust you get, that can lead to other businesses following suit. There have been no problems with smuggling going on with Clementine Courier and the only problem that could arise would be that one of our employees is smuggling packages and keeping them for themselves or selling them. That is all on the trust system and when a customer doesn't get the package, or if it doesn't come on time. That falls on us and the delivery person.

Promotional Strategy

There are many promotion strategies Clementine Courier plans on acting on. First, there are the social medias where we plan to promote our name. We need to start Instagram, Facebook, and Twitter pages for people to become more aware of the company and what we are all about. The big thing to do is to put links of the website in the bio of the profile of Clementine social media accounts. It will leave people curious to what the website is about and all the things that go along with the company. Another thing that catches the eyes of people would be billboards. Even though they may not be the most effective, Mumbai is so big and there are so many cars that are stuck at stop lights that they could easily spot the billboard and check out what it means and what the company is about. Another big promoting strategy would be word of mouth. If the company gets to partner up with Alibaba or local retailers the word gets out of how easier and affordable, we are, and they can take advantage of us to deliver their packages.

Lyft and Uber use some of the smartest promotion strategies for this type of business. At Clementine Courier we will set you up with promotional strategies like this week only if you use Clementine Courier for a package delivery get the next one free. This is one of the smartest things because it gives you a reason to do good and show off what makes your company beneficial. They will get a free delivery so that means they must use you again and for the employee that may mean a tip.

Another strategy that seems to work very well is a refer a friend strategy. I have seen almost every delivery company use this and it works. If you refer a friend you get a free delivery and the company gains a new customer, which is nice. These are the main promotional strategies we will use, and they will be beneficial to the customer and the business. Our target market is busy and want an easier and faster way to receive our package, so these promotion strategies relates to almost everyone.

Unanswered Questions

5. Any important questions that were difficult to research?

The hardest question to research would be the government policies or laws that restrict your pricing in any way. This question was hard because I had to go to the government websites to figure out what they do with commission and had to look at bike laws in India. I found some good information on some laws and some things we need to look out for as a business. Another tough question to find was how the Indian currency and American currency matched up. Even though we need to think about this a little more, I found out different pricing strategies on how to deal with exchange rates.

6. If given a research budget, any for-pay information to assist us?

If we were given a research budget there would be several key types of information we would be looking for. One of the main areas we would test for would public approval and desire. We would conduct focus groups, survey or other types of research to see whether Clementine Courier would be accepted and whether people would like a service like ours. Another key point of research would be to find out whether people would want to work for a company like ours and get data on how many people already have bicycles. This would help us decide whether or not we would supply/sell bicycles to our delivery people.

Challenges Encountered

Before talking about the challenges my group encountered, I thought I would give a few examples of how my group benefited from working together. Each of us brought different skills to the table when completing the project. Zac helped keep each of us on a timely schedule. He was able to help set dates and prioritize different parts of the project in pieces, so the parts were able to come together in the end. Emmitt was extremely helpful in the research for the project. He completed in-depth research in order to find a suitable company to move into India, which one of our biggest challenges. Sydney assisted in keeping the pieces of the project organized. She created templates for the PowerPoint and research paper where all the information was able to be laid out with ease.

Although we worked extremely well as a group together, we also had to work through some challenges. First and foremost, the biggest challenge for us was the Corona Virus outbreak. Although we had to work through problems on an extremely small scale compared to others at this point in time, this outbreak was still a challenge for us. We had to adjust to a whole new schedule with classes being moved online. We also struggled with motivation and finding consistency in our days because of this schedule change. Before this outbreak occurred, we were usually able to meet up and check-in about once a week after class in order to see if any of us needed help on our assigned sections. This was also taken away from us because of this global pandemic we are currently facing. A few other challenges near the beginning of the semester included being on different schedules as Emmitt and Zac were both competing in in-season collegiate athletics and Sydney was working. So, finding a time when all three of us were in town without practices, other athletic commitments, or work was a challenge at times. Also, as I mentioned above, finding Clementine Courier as an appropriate company to move into India was a challenge. We wanted to make sure we found a company that delivered strictly non-food items and was environmentally friendly in order to not only give consumers a reason to choose us over other companies but serve a greater purpose for this community.



Recommendations/Conclusion

Throughout this paper we have discussed the various reasons why Clementine Courier would be a great company to make the transition to being international. While India is working towards becoming a developed country and not a developing country, forward thinking companies like Clementine courier will be essential to this transition. With the rise of e-commerce/internet usage, rising Co2 emission in India, and the cultural identity of India we feel that Clementine would really succeed in India.

It really was not difficult of us to come up with recommendations for this company. There is so much potential for what they could become. For our final recommendation we recommend that Clementine work towards expanding their current New York operation before making the move to international. With only ten couriers and New York being one of the most densely populated U.S. cities there is a lot of un-tapped potential in their current location. This would be an almost essential step to making an Indian operation possible. With a larger operation there would be more revenue eventually to put towards making the move to India. Some other recommendations would be partnerships with websites and companies that sell goods online in New York if they are not already doing so. There was no way to for us to find out if they are already doing this, but this would be a great decision if possible. Having a partnership with a seller would mean a steady stream of deliveries to make daily resulting in more constant revenue. As partnerships are added more couriers will be necessary which would make our initial recommendation even more necessary. Other ways Clementine could improve would be having a mobile app people could request deliveries from. This would greatly increase the ease of access for customers compared to their current delivery request option which is only from their website. A mobile app also put Clementine Courier in a visible place in the public's phones similarly to Uber and Postmates.

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