

Chapter 5

Azoka.com.bd: Amazing Revival Story of Azoka!

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EXECUTIVE SUMMARY

Bangladesh is embracing the modern dimensions of today's global economy, and aiding in this quest are the many budding start-ups that join the country's economy every year. The case details the journey of one such prospective start-up, Azoka, an online e-commerce website specializing in the selling of imported food products. However, in such a competitive market, Azoka has to put in more effort to survive and win the race towards success. This case invites students to look into the problems brewing in the existing operations of Azoka and recommend strategies for the company to revive its business.

Subject Area

The case enables the students to interact with conventional service marketing, e-commerce and supply chain management inside a management framework.

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Study Level

The target audience for this case includes graduate, MBA, or higher-level students taking courses in such topics as supply chain management and service marketing.

CASE OVERVIEW

The aspiration to become an entrepreneur always inhabited Mr.X . Having dedicated most of his life working for others, Mr. X wanted to do something himself by working for himself. He was looking for the right opportunity to launch his dream of becoming an entrepreneur. That opportunity came in the form of Azoka.

In March of 2021, the founder of Azoka, an e-commerce platform, recognized the general consumer uncertainty surrounding the availability and quality of foreign products being sold in Bangladesh. Amidst the pandemic that left the state of businesses worldwide in shambles, he realized this huge gap that had appeared in the market and set out to utilize this opportunity to satisfy consumer demand for foreign food products. Distraught at the general absence of authenticity surrounding imported food, he took notice of the compromises that consumers had to make due to an overall lack of convenience provided by traditional retailers. Hence, the founder was inspired by a new-found drive to provide consumers with extensive access to imported and locally-produced food products.

Operating in a highly competitive industry with more than 700 competitors, including industry giants like Daraz and Chaldal, naturally led to Azoka grappling with intense competition and extensive entry barriers (International Trade Administration, 2022). Despite the dire nature of the situation, the company managed to fight its way through fierce rivalry with a comprehensive system of in-house supply chains and brand partnerships that allowed them to offer products at a cheaper cost and more affordable price. Simultaneously, an ardent dedication to offering the best customer experience further triggered the establishment of a user-friendly website, with the inclusion of a broad product portfolio, customer care and feedback, online payment benefits, and a swift 24-hour delivery service for maximum satisfaction.

Due to being a new entrant in the market, Azoka is faced with a myriad of short and long-term strategic decisions for expansion despite managing to push through effectively within the industry. How could the company retain and expand its consumer base in Dhaka? Taking into consideration the upward trend for e-commerce within the country, how could Azoka make itself available nationwide and establish itself as the market leader?

METHODOLOGY

Western culture takes pride in showing how expensive one's purchase is, whereas Asian culture takes utmost joy in showing off how cheap their purchases are. Asians believe that art lies in the skill of being able to save your hard-earned money. This ideology makes Asians the most price-sensitive consumer base amongst all others. Therefore, how is it that businesses around Asia are able to extract a profitable rate from such a consumer base? As a researcher, the objective is to find the answer to this very question and Azoka became the perfect. To get an understanding of the tricks and tips of operating in a challenging market the researchers conducted an interview with the owner of Azoka. Through the

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