

| | |
|-------------------------|--|
| Document Version | 1.0.0 |
| Project Name | Ninja Xpress - Partnership Project (B2B Scheme) |
| Document Owner | furyoktriaputra@gmail.com |
| Document Purpose | Commercial Campaign Assistant Manager Test Case for Ninja Xpress |

BACKGROUND & GOAL

Background of the initiatives:

- Purchase frequency for consumable product on Mom and Baby category is greater than non consumable product, combination both of online and offline channels.

Pict 1[CONFIDENTIAL DATA]. Purchase Frequency Combination Consumable Product and Non Consumable Product in Online and Offline Platform on Mom and Baby Category

- For consumable products, Mom has a preference to buy the product through the offline channel for quality and safety reasons and for non consumable products (stroller, furniture, toys, etc) because the product is too bulky and heavy, so they choose the online platform to buy until the delivery mechanism of the product. The chart shown below.

Pict 2[CONFIDENTIAL DATA]. Product Transactions that Counted on Online Platform for Mom and Baby Category

- Low traction on online channel transactions compared with offline channels during this pandemic until at the end 2021.

Pict 3[CONFIDENTIAL DATA]. Data of Transaction Percentage Combination both of Online and Offline Channel.

- Nowadays Ninja Xpress just has a big partnership with e-commerce as their partner (Tokopedia, Lazada, Berrybenka, Hijup, etc) and some Small Medium Business.
- One of the successful metrics or KPI in Ninja Xpress is the total volume of the product shipped through Ninja Xpress platform.

Goal:

Deliver Partnership Program between Ninja Xpress as Third Party Logistic with Partner on Mom and Baby Product Area to drive 100% Growth Total of Product Shipping (for Mom and Baby Product) at the end 2021 - (B2B Scheme).

WHO'S IT FOR?

We define our partner based on scale-category. The scale of the enterprise we determine based on company size and volume of product that company produces.

Table 1. List of Potential Partner

| Scale of Business | Potential Partner/ Enterprise |
|-------------------|--|
| Big | <ol style="list-style-type: none">1. FMCG (e.g. Johnson&Johnson, Unilever Indonesia, Indofood Nutrions, Kalbe Nutrions, etc).2. Furniture (e.g. Olympics, etc).3. Baby Toys Manufacturer |
| Medium | Speciality Store, Minimarket (e.g Guardian, Indomaret, Alfamart, IKEA, etc.) |
| Small | Shippers who produce products in the mom and baby category with small-medium enterprise Scale. |

WHAT IS IT?

Partnership program on Ninja Xpress (Mom and Baby category) to boost shipping volume of Ninja Xpress shipment. We would like to propose this partnership with several programs that we will offer.

Table 2. B2B Scheme Programs for Enterprise

| Scale of Business | Programs |
|-------------------|--|
| Big | <ol style="list-style-type: none"> 1. Cargo : We propose to engage partners to deliver their product (massive quantity) from their factory to the warehouse/hub/certain point across South East Asia. 2. Warehouse : We provide our warehouse to become a sharing-warehouse that the location is spread out across South East Asia and make it closer to the market. 3. Shipping to the end-customer : We have experience delivering products in small and medium quantities & volume through e-commerce platforms across South East Asia |
| Medium | |
| Small | <ol style="list-style-type: none"> 1. Warehouse : We provide our warehouse to become a sharing-warehouse that the location is spread out across South East Asia and make it closer to the market. 2. Shipping to the end-customer : We have experience delivering products in small and medium quantities & volume through e-commerce platforms across South East Asia |

BRAINSTORM IDEAS

- Discuss with our internal stakeholders:
 - a. Operations Team : How about our transportation as the main core of these programs? We should determine some numbers of our cars, cars-box, truck, plane that have purposes only for these programs, so as not distract our main-core business as 3PL. How about our warehouse, Is it ready if we could share our warehouse with others? How about other ways if we don't have enough numbers on transportation and warehouse?
 - b. Sales Team : How about our potential market? We should perform some research to determine how many enterprises that could possibly engage partnership with us, especially in the Mom and Baby category? How about the strategy to engage the partnership? Using cold-approach or other ways?

- c. Marketing Team : Maximize Below The Line approach, give the Small Medium Scale some attractive programs to persuade them, so they could use our service (both of warehouse and shipping to end-customer). Collaborate these programs with Ninja Academy as well.
 - d. Legal Team : Construct a well-firm contract, put all of the possibility of legal perspectives that maybe occurs in the future.
- Discussion with external stakeholders:
Partner : We could offer the programs with subscriptions methods with some free charge in the early of the contract with a specific duration agreement.

COMPETITOR BENCHMARKING AND INSPIRATION

Competitor Benchmarking

Table 3. Competitor Benchmarking

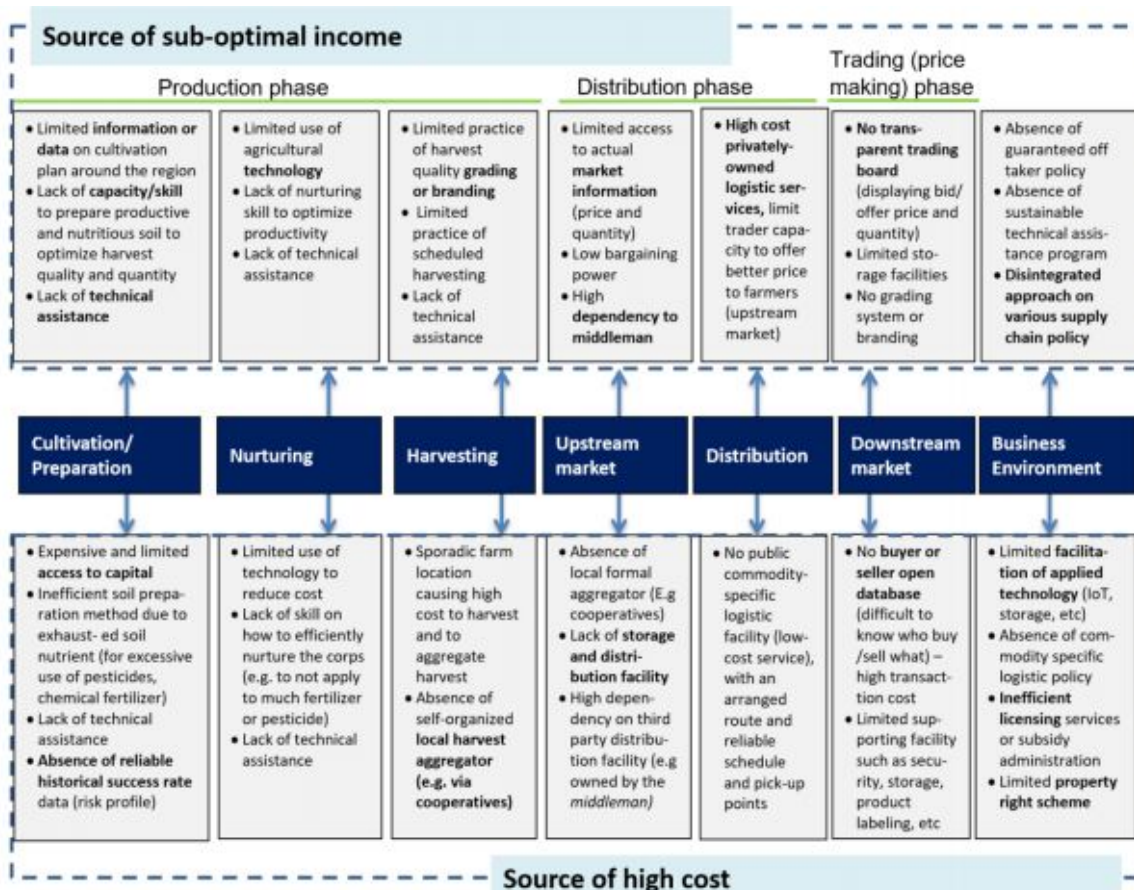
| 3PL Company | Client Type | Business Scheme (Availability) | | |
|--------------------|--------------------|--------------------------------|-------------------|------------------------------|
| | | Cargo | Warehouse Sharing | Shipping to the end customer |
| DHL | Big, Medium, Small | Yes | Yes | Yes |
| JNE | Small, Medium | Yes | No | No |
| Kargo Technologies | Big, Medium | Yes | No | No |
| JNT | Small, Medium | No | No | Yes |
| Sicepat | Small, Medium | No | No | Yes |
| Ninja Xpress | Small, Medium, Big | Yes | Yes | Yes |

Inspiration

The business scheme is inspired by DHL in Indonesia. So they have a deep experience in Supply Chain Business since they entered this market in 1969 in Germany and put their services around the world nowadays.

In Indonesia, they are not only an expedition or 3PL that only deliver B2C products. They also have many engagements with many FMCG in Indonesia (Like Unilever Indonesia) to use their

services like their Cargo, Rent the warehouse include the warehouse management and technology and deliver the product to certain hubs or destinations across Indonesia and world-wide. And Ninja Xpress could enter this area, since the Supply Chain Business in Indonesia has a bright future since many areas should be solved with a low cost approach, the explanation of Supply Chain problem shown in the picture below.



Note:

In the context of fishery, the nurturing phase is the sailing phase, when fishermen need to explore locations to find some fish. The harvest phase is catching phase, when fishermen take the fish from the sea and store these in their vessel. Upstream market refers to the *Tempat Pelelangan Ikan* (fish auction facility) where fishermen can immediately sell their fish after docking their vessel at the harbor.

Source: Authors.

Pict 4. Indonesia General Supply Chain Problem

BUSINESS WORKFLOW

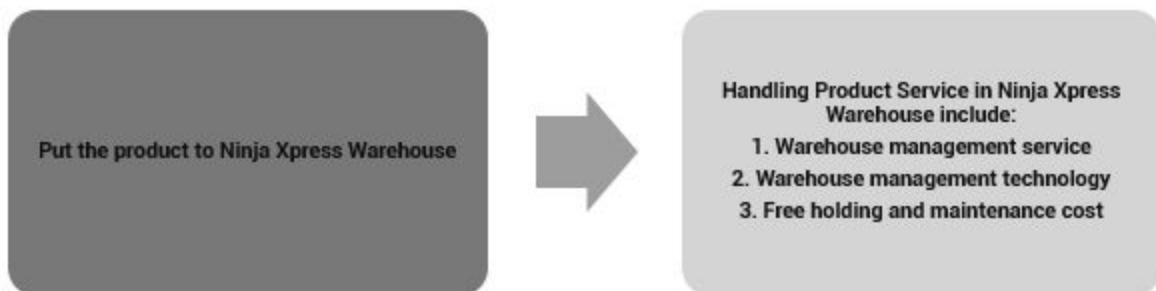
Cargo



Pict 5. Ninja Xpress Business Flow

The key point is about Ninja Xpress could to transport and move the partner product from one point to another point with a huge number (both of quantity and volume) especially in Mom and Baby Product Category by using Ninja Xpress truck/ plane/ box-car.

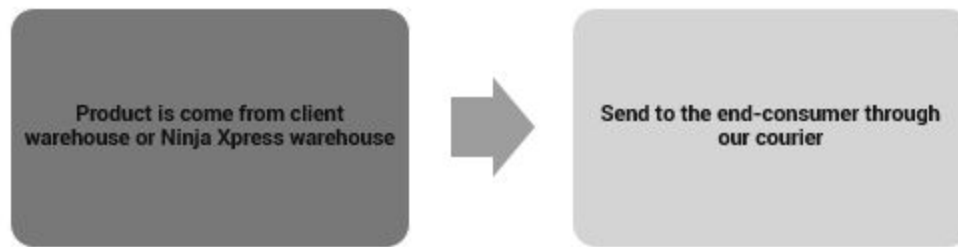
Warehouse-Sharing



Pict 6. Ninja Xpress Warehouse Sharing

The key point is a warehouse service package that we offer to our potential clients since we have many warehouses, hubs and connections across South East Asia. And this would be helping the client whenever they want to expand their market to the regional market.

Shipping to the End Customer



Pict 7. Shipping to the End Customer Business Flow

The scheme is similar with the Ninja Xpress nowadays, by using Reg or one day delivery program and we could combine it with the Ninja Academy program.

EXPECTED TIMELINE

Table 4. Expected Timeline

| Events | Time & Duration |
|--|--------------------------------|
| Kick-off meeting with Internal Stakeholder | 1 August 2020 |
| Research to mapping our potential partner | 2 August 2020 - 30 August 2020 |
| Develop the marketing strategy | 2 August 2020 - 30 August 2020 |
| Press Release | 1 September 2020 |
| Approach Client | September 2020 - November 2021 |
| Promotions | September 2020 - November 2021 |
| Evaluation Program | December 2021 |

GO TO MARKET STRATEGY

- **Operational Landscape** : Mapping the potential client as **Table 2.** Explanation
- **Trade Activity** : Related with the sales team, approach on certain areas, give them the SOP and the operating flow and the successful metrics
- **Trade Support** : The key point is about promotion, implementation Above the Line and Below the Line strategy and how to monitor it (maintain the marketing cost spending).
- **Trade Monitoring** : Implementasi KPI, to achieve 100% growth of Mom and Baby product delivery total volume, compared between 2019, 2020, and 2021.

POST LAUNCHED STRATEGY

- Gain perspective from users from several streams, (social media, questionnaire, etc) asking the customer service team to help us capture the issues.
- Discuss to stakeholders for the next improvement.