

Date: June 30, 2025 Author: MD ROBIN JAMAL

Two-Wheelers—A Lifeline for Millions in Bangladesh

This business case presents a compelling strategic opportunity for Mottu—a leader in accessible motorcycle rental solutions for gig workers in Brazil and Mexico—to expand its transformative model into Bangladesh.

Bangladesh, with its population surpassing 170 million, is one of the world's fastest-growing economies and the eighth-most populous country globally. Dhaka, the capital, is consistently ranked among the most densely populated and congested cities on earth, where over 21 million residents grapple daily with severe traffic congestion, limited public transport infrastructure, and a strikingly low rate of private car ownership (just 3 vehicles per 1,000 people, compared to over 250 in Brazil and 500+ in the U.S.).

Motorcycles have rapidly emerged as the most practical means of urban mobility in Bangladesh, with over 5 million motorcycles registered as of 2023—a figure that has more than doubled in the last decade. So clearly, a day without riding a motorbike to meet specific needs in a country like this is just implausible. However, high upfront costs, limited access to credit, and the absence of affordable, flexible rental options continue to lock out many potential riders, especially those in the informal and gig economies.

The gig economy itself is booming: Bangladesh boasts over 650,000 registered gig workers on platforms like Pathao, Uber, and Foodpanda, with actual participation likely far higher due to informal arrangements.

Many of these workers struggle to access reliable vehicles, which remains the single largest barrier to maximizing their earnings. According to a 2023 survey, over 60% of gig drivers and delivery riders in Dhaka do not own their own vehicle, often relying on costly daily rentals or borrowing from friends and family.

Mottu's proven track record in Latin America—where it has empowered over 60,000 gig workers and increased their average earnings by up to 40% through affordable, flexible motorcycle rentals—uniquely positions it to address these unmet needs in Bangladesh. By extending its mission to empower underserved urban workers, **Mottu** can:

- Enable greater participation in the digital and gig economy by lowering barriers to vehicle access.
- Improve urban mobility and efficiency by increasing the availability of reliable two-wheel transport.
- Support financial inclusion through rental models that require minimal upfront investment and offer accessible terms.

In this context, the Bangladesh market presents an unparalleled opportunity for Mottu to scale its impact, deliver value to gig workers, and become an essential partner in the evolution of the country's urban transport and informal labor landscape.





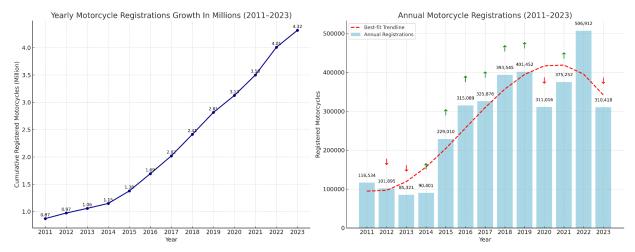
A Tailor-Made Solution

The gig economy's rapid growth fuels demand for two-wheelers, yet credit gaps prevent access. Workers need a reliable, affordable mobility solution to earn a livelihood.

Mottu's Value Proposition:

By providing a motorcycle with included maintenance and no need for traditional loans, Mottu empowers gig workers, turning a critical need into a sustainable opportunity.

Motorcycle Registration Growth Analysis in Bangladesh (2010–2023)



₱Bangladesh's motorcycle registrations have soared from just over 755,000 in 2010 to more than 4.3 million by 2023—a nearly fivefold increase. Despite some downturns, such as in 2020 during the COVID-19 pandemic and again in 2023 due to economic and policy challenges, the long-term trend remains strongly upward. Annual registration peaks—like the record 500,000+ new bikes in 2022—highlight the growing demand for affordable, flexible mobility, especially for gig economy workers. Even in downturns,

external factors like the pandemic, economic fragility, and shifting policies were key drivers, not a lack of market appetite.

This consistent growth underscores the resilience and opportunity of Bangladesh's two-wheeler market, making it highly attractive for innovative mobility solutions like Mottu.

Mottu's Market Advantage in Bangladesh

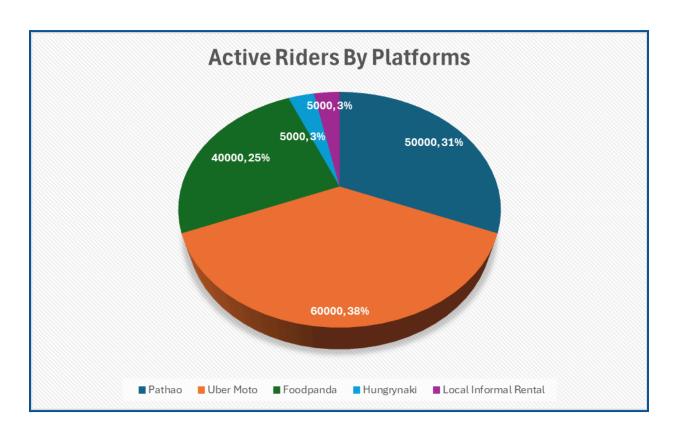
- First-mover edge: Only scalable, tech-enabled motorcycle rental for gig workers.
- Superior bundle: Only player to offer insurance, GPS, and 24/7 support as standard.
- Directly solves pain points: Easy access to bikes, reliable service, formal contracts—unmatched by informal/local vendors.
- Fast market entry: Launch with a pilot in Dhaka, expand via partnerships with top gig/logistics apps.
- Big revenue upside: Even a 10% share of the 100,000+ gig drivers = 10,000+ bikes, over \$12M/year in recurring revenue.

Motorcycle-Based Gig Platforms:

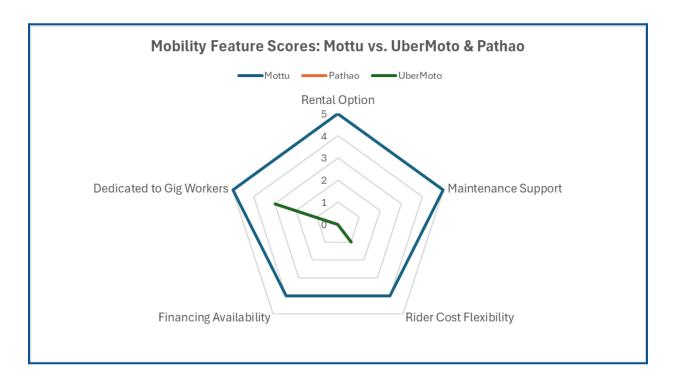
Dhaka and Chittagong are Bangladesh's largest and most densely populated cities, together home to approximately 27 million people. The scale of these urban centers brings challenges like high unemployment and severe traffic congestion, which have fueled the rapid growth of the gig economy, especially motorcycle-based ride-sharing.

Platforms like Pathao and Uber Moto have become essential to city mobility, enabling tens of thousands to earn an income by providing rides. Importantly, the gig economy attracts not only the unemployed but also many full-time workers who drive during off-hours to supplement their incomes or cover unexpected expenses.

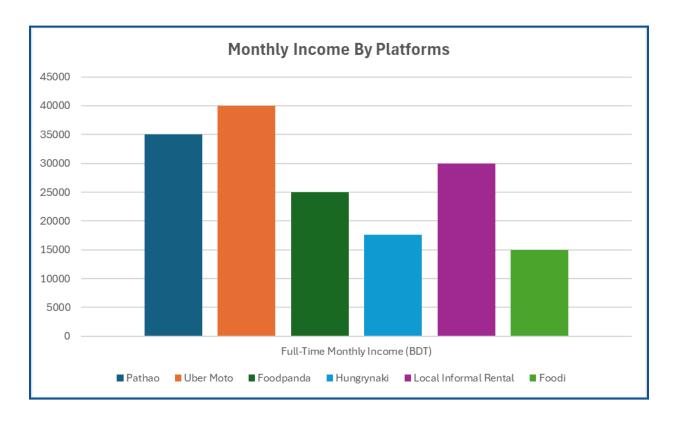
Typically, riders earn on a commission basis, with platforms taking 10–20% per ride. The flexible nature of gig work makes it accessible and appealing across different social and economic groups in urban Bangladesh.



★Pathao & Uber Moto have the most market shares of active riders 31% for Pathao, 38% for Uber, accounting for approximately 110k.

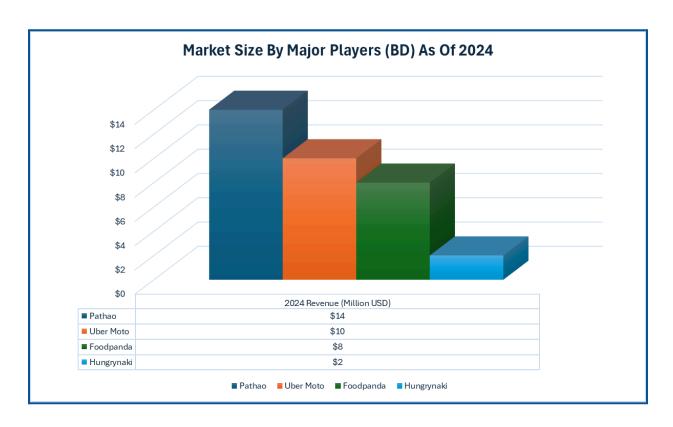


★Mobility Feature Score (1–5) Across Five Key Areas Where Mottu Stands Out from the Crowd



As a market leader with very few strong competitors, Uber Moto & Pataho are the first choices for people who initially decide to make a living via gig work.

**Monthly incomes for full-time ride-sharing in Bangladesh vary by platform, working hours, and demand. According to a mix of media sources, social media discussions, and personal interviews, most full-time drivers typically earn between 25,000 and 40,000 BDT per month before platform commission is deducted.



As told earlier, it is indeed a promising market, as you can see, just in 2024 - Pathao & Uber Moto made around 24m USD. Keeping in mind that there are no major opponents so Mottu can become a game player, providing more sophisticated services while gaining millions of people's trust.

Market Size Opportunity

Active bike gig workers in BD: 100,000+

Assume 10% penetration: 10,000 bikes

 Monthly avg. rental (Tk 8,500 x 10,000): Tk 85,000,000/month

Annualized revenue: Tk 1,020,000,000 ≈ USD 12M/year

Note: Even at 5% penetration, this is a \$6M USD annual opportunity.

Key Gaps	Current Situation	Mottu's Solution	
High Upfront Cost	Most gig workers can't buy bikes	Daily/weekly rental with no upfront payment	
Credit Facilities	Very rare & Complex for this informal crowd	Provide an easy-to-own scheme & small loans	
Platform Commissions	15-25% platform fees	Bundle insurance/maintenance to offset cost	
Delayed Payouts	Weekly or bi-weekly payouts	Offer a daily/instant payment model	
Limited Service	Mostly big cities	Expand to smaller cities/towns	
Safety Risks	Drivers source their own bikes (often old/unsafe)	BRTA-compliant bikes from Mottu are verified/insured	

Credit Access for Motorcycle Purchase by Gig Workers

Situation Overview:

Buying a motorcycle in Bangladesh typically costs 150,000–200,000 BDT (including taxes and registration). For gig workers—most of whom have informal jobs—this is a significant barrier. Accessing traditional bank loans is extremely challenging because banks prioritize customers with formal employment, regular income, and reliable collateral or guarantors.

Why banks decline most gig workers:

- No formal job or salary certificate
- Lack of credit history
- Inability to provide a guarantor or security
- Preference for salaried or government employees

Key Points:

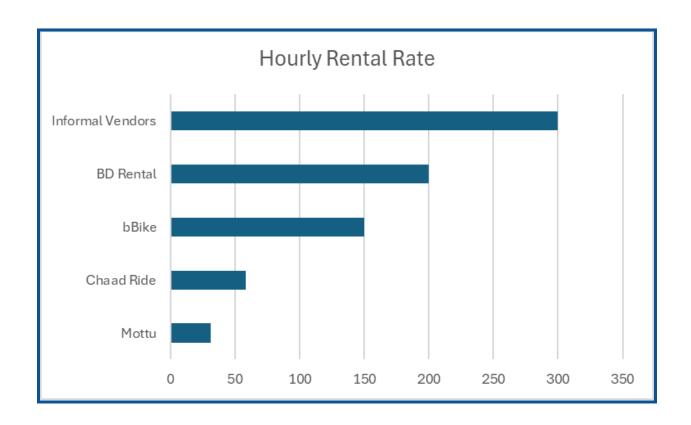
- The ride-sharing and food delivery sectors in Bangladesh are still growing, but Pathao remains the dominant super-app, leveraging its homegrown roots, logistics arm, and newer financial services.
- Uber Moto's market growth is steadier but is slowed by local competition and tighter regulations on ride-sharing.
- Foodpanda is the main food delivery player, but its growth is hampered by saturation and high customer acquisition costs.
- Hungrynaki, now part of Daraz, is niche and much smaller in revenue and scale than its peers.

Motorcycle Rental Market: Mottu vs Local Players:

There are very few local players who are dominating the market now, including renowned and informal vendors, and it's quite narrow in terms of the needs based on reliability, cost-effectiveness, etc. Usually, they provide bikes on an hourly, daily, weekly, and monthly basis at different rates. Among them are:

- Chad RiideBD Rental
- bBike
- Informal Vendors

Feature / Metric	Mottu (Proposed for BD)	Chaad Ride	bBike	BD Motorcycle Rental	Informal Vendors
Fleet Size	115,000 (BR/MX), New in BD	~30	~300	Area Focused	Area focused
Typical Bike	110–160cc, new, gig-ready	100-125cc	Commuter bikes	Premium, varied	Likely lower CC bikes
Daily Rate (Tk)	300–400*	N/A	200	N/A	165
Monthly Rate (Tk)	7,800–10,000*	4,800–7,600	12,000	>5,000	~4,950
Hourly Rate (Tk)	30-50	58	150	N/A	N/A
Insurance	Yes	Yes	No	Unknown	No
Maintenance	Included	Limited	Limited	Limited	None
GPS Tracking	Yes	No	Yes	Unknown	No
24/7 Support	Yes	No	Yes	Unknown	No
Booking Method	App/Web, multi-app ready	WhatsApp	App/Web	Phone/Web	Phone/cash only
Target User	Gig worker, delivery, office, leisure	Commuter/gig	Tourist/gig	Premium/leisure	Anyone
Docs Needed	NID/license, app signup	NID/license, guarantor	NID/license	NID/license	None
Scale in BD	Scalable, proven in other markets	Startup	Local	Local	Fragmented



Note: Compared to existing options in Bangladesh, Mottu offers a competitive monthly rate with superior bundled services such as insurance, GPS, and 24/7 support, critical for gig workers and delivery riders. Local vendors (Chaad Ride, bBike) either charge higher, lack robust support, or offer less transparency. Informal vendors are varied highest to/lowest, but lack compliance, safety, and scale, making them unsuitable for professional gig work. This positions Mottu as the only scalable, professional-grade provider tailored to gig economy needs.

Mottu's Original Pricing in Brazil (2024):

Daily Rate:

Lowest "Flex" plan:

- R\$18/day (Mottu Brazil)
- Other plans range up to R\$40/day

Monthly Rate:

R\$450/month (average, all inclusive, based on various sources)

Currency Conversion:

Exchange Rate:

1 Brazilian Real (BRL) ≈ 25 Bangladeshi Taka (Tk) (2024 average rate)

Calculations:

Daily Rate (Tk)

R\$18 \times 25 = Tk 450/day For more premium plans or longer-term, up to R\$30/day \times 25 = Tk 750/day So, the daily range for Mottu (estimated BD): Tk 450–750/day

Hourly Rate (Tk)

Mottu typically doesn't offer hourly rentals, but if you divide the daily rate by 24: Tk 450 \div 24 \approx Tk 19/hour (rounded up for market reality = Tk 20–30/hour) For the upper daily rate: Tk 750 \div 24 \approx Tk 31/hour

3. Monthly Rate (Tk)

 R450 \times 25 = Tk 11,250/month$

Some gig workers may pay less for longer contracts or more for shorter, but this is the typical rate found across news and Mottu's site.

Key Bike-Based Logistics Platforms in Bangladesh

Porter (Two-Wheeler Delivery)

- Service: On-demand package pickup/delivery up to 20kg, base fare from ₺95 for first 1 km/25 min futurestartup.com+1fair.work+1porter.com.bd.
- Coverage: Dhaka (North/South) and Tongi porter.com.bd.
- Target Users: Small business, individuals needing quick urban deliveries.

Lalamove

- Service: Motorcycle courier starting from 60; includes real-time tracking; caters to documents and small parcels porter.com.bdunb.com.bd+9lalamove.com+9porter.com.bd+9
- Model: Gig-driver based, flexible and app-driven.

Pathao Courier

- Service: Same-city parcel service with live tracking, courier rates from 60–90 for ≤2 kg, and express options
 icab.org.bd+8futurestartup.com+8newagebd.net+8.
- Scale: 80,000+ businesses, 20M+ deliveries across 64 districts pathao.com+2pathao.com+2redx.com.bd+2.

REDX Delivery

- Service: Tech-first logistics and courier services (details limited online)
 sundarbancourierItd.com+10redx.com.bd+10pathao.com+10.
- Differentiator: Emphasis on fast, reliable service for retailers.

eCourier

- Service: Parcel delivery via bicycle, motorcycle, and vans; offers regular, next-day, and same-day options ecourier.com.bd+1en.wikipedia.org+1.
- Focus: B2B merchant fulfillment across Dhaka and beyond.

★Let's look at some metrics from our Logistics Competitors: Total market:
 ~80,000–100,000(Estimated) bike-based gig/logistics workers in Bangladesh.



♣Driver counts are active users (registered and gig-working).

Note: "Active driver counts are estimated based on the most recent public sources and media coverage. As logistics and gig platforms rarely publish up-to-date driver numbers, figures should be interpreted as indicative, not absolute, and referenced accordingly.

As per the data, Pathao is the key player here, consisting of active riders accounting for approximately. 50,000, almost half of the market, and others combined, altogether 50k. Most of these companies don't provide bikes; rather, riders have to use their own or rent from others.

✓ Mottu's Market Opportunity

With ~100k active bike drivers, Mottu's business can target:

- A portion needing bike access or replacement
- Drivers looking for a formal, insured, app-based rental
- Riders working across multiple platforms (Pathao, Porter, Lalamove, etc.)

Potential adoption: Even a conservative **10k–20k bikes (10–20%)** would be substantial to influence BD operations.

Mottu's Alignment – Strategic Fit

- **Essential Role of Bikes**: All listed platforms rely entirely on two-wheelers—Mottu's bike provision is foundational.
- **Opportunity Gap**: Most courier riders use their own bikes or informal rentals—Mottu can supply *app-managed*, *insured*, *gig-optimized bikes*.
- Target Market Fit:
 - Porter/Lalamove: Drivers need fast access to bikes—Mottu can onboard them quickly with flexible rentals.
 - Pathao Courier/eCourier: Delivery fleets could scale using Mottu's standardized rental solution.
 - REDX: Emerging platforms require reliable bike sourcing—Mottu can partner directly

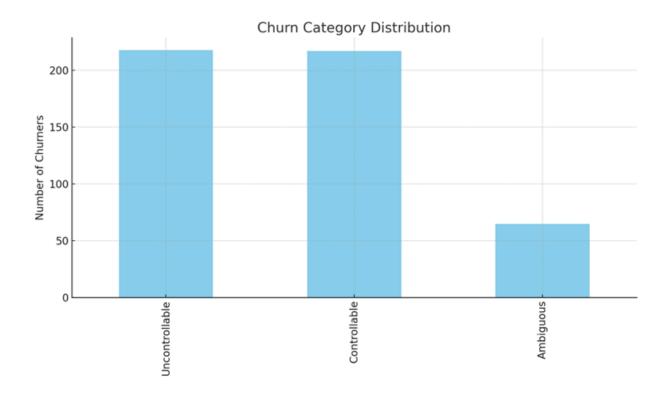
Conclusion & Strategic Insights

- 1. **Core Alignment**: Logistics platforms in BD are heavily dependent on motorcycles; Mottu can be a scalable bike supplier.
- Market Need: Thousands of new gig drivers join Porter, Lalamove, Pathao Courier daily—many lack bike access, creating high demand.
- 3. **Partner Strategy**: Mottu can approach platforms to supply fleets through shared-revenue or lease partnerships.
- 4. **Quick Entry**: Launch in Dhaka with courier platform integrations, followed by expansion to Chittagong and Sylhet markets.

Comprehensive Churn Analysis & Strategic Recommendations

This report segment analyzes the main drivers of customer churn for Mottu, segments customers by churn type (Controllable), and identifies the highest-impact factors and actionable recommendations for achieving a 10% churn reduction. Insights are based on rigorous statistical and visual analysis across **demographics**, **contract duration**, **region**, **and customer behavior metrics**.

Churn is segmented into 'Controllable' (due to factors within Mottu's control: customer service, motorcycle quality, plan cost, etc.) and 'Uncontrollable' (due to external causes: financial issues, moving city, etc.). In our data, both factor counts are nearly equal.



Top 3 Controllable Churn Risk Factors:

- 1. The Three Leading Drivers of Controllable Churn:
 - 1. Customer Service

- 2. Motorcycle Quality
- 3. Plan Cost



These factors consistently account for the largest share of churn that Mottu can directly influence.

2. Variation by Customer Segment

A. By Region

- The Northeast region has the highest controllable churn overall (47 cases), with significant contributions from all three risk factors.
- Central-West and Southeast also see high churn, particularly related to Customer Service.

B. By Age Group

• Customers under 30 years old are the most likely to leave for controllable reasons, with a total of 58 churn cases.

- The next most at-risk group is ages 30-39 (46 churns).
- This suggests younger customers are more sensitive to service, product, and pricing issues.

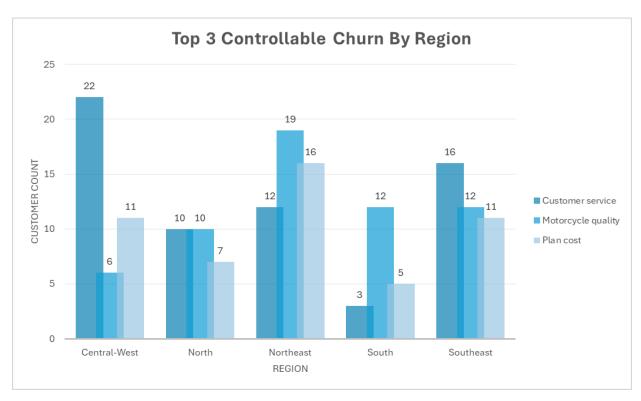
C. By Contract Tenure

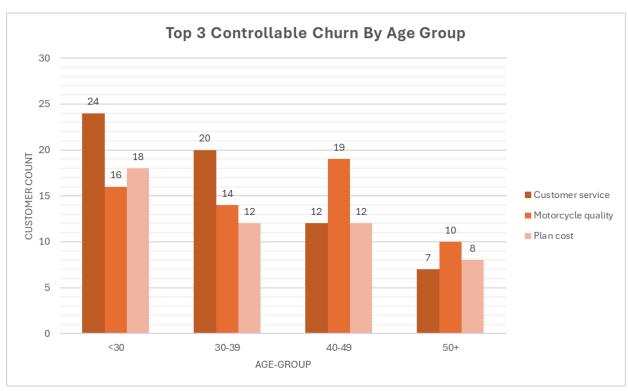
- Customers with 13–24 months of tenure are at greatest risk for controllable churn (81 cases).
- Churn is notably lower for customers with less than 6 months (**39 cases**), and intermediate for 6–12 months (**52 cases**).
- This pattern highlights a critical "second-year risk period" where proactive retention efforts could have the most impact.

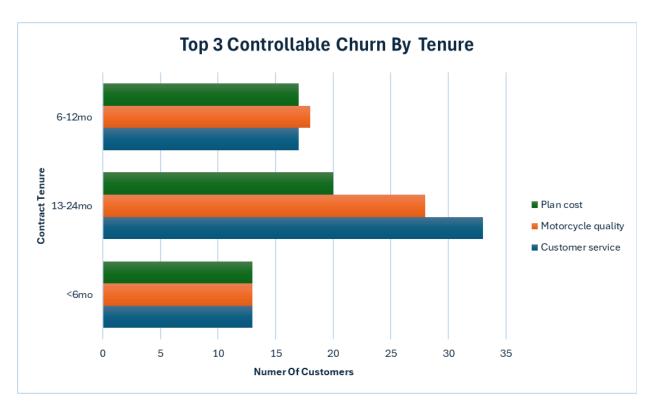
3. Insights Across Segments

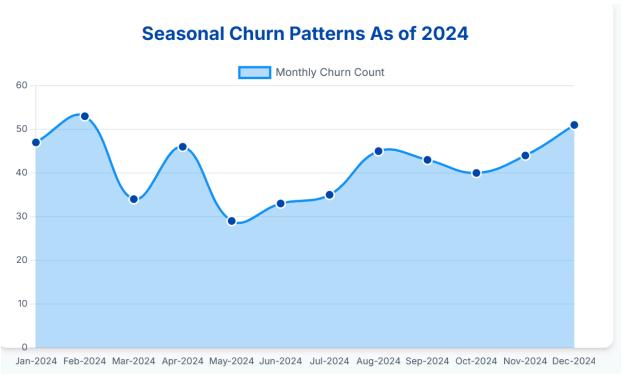
- The impact of these risk factors is not evenly distributed:
- Customer Service issues are most pronounced in Central-West and Southeast, as well as among younger and mid-tenure customers.
- **Motorcycle Quality** is a standout risk in the Northeast and among customers aged 40–49.
- Plan Cost is a consistent factor but peaks for the youngest customers and in the Northeast.

The attached charts clearly illustrate these patterns, providing an actionable map for where and how to focus retention resources.









Seasonal Pattern Analysis

Seasonal Pattern Findings (2024):

- Churn fluctuates noticeably month-to-month, with peaks in February, April, August, and December.
- Dips in churn occur around May and June, suggesting some seasonal lull or retention effect.
- Late-year surge: December has the highest churn, which could be related to year-end business cycles, financial decisions, or holiday factors.
- **Possible drivers:** External economic factors, company campaigns, or climate may influence these peaks.

Actionable Recommendations:

- **Target interventions** and customer retention campaigns before high-churn months (e.g., January, March, July, November).
- **Investigate churn causes** in peak months to identify preventable drivers.
- Use these patterns to forecast and staff customer support during high churn months.

Insights Across Segments

The impact of these risk factors is not evenly distributed:

- Customer Service issues are most pronounced in Central-West and Southeast, as well as among younger and mid-tenure customers.
- Motorcycle Quality is a standout risk in the Northeast and among customers aged 40–49.
- Plan Cost is a consistent factor but peaks for the youngest customers and in the Northeast.

Strategic Implications

Targeted Interventions should focus on:

- Enhancing service and support for Central-West/Southeast and younger customers.
- Prioritizing fleet quality improvements in the Northeast and for long-term customers.
- Reviewing plan pricing and communication, especially for the
 <30 segment and those at the 13–24 month mark.

Recommendation

To achieve your 10% churn reduction goal, prioritize improving customer service touchpoints, proactively addressing vehicle quality issues, and refining pricing strategies for your highest-risk segments:

- Northeast region
- Customers under 30
- Tenure of 13–24 months

Churn Reduction Core Strategy:

Targeted Retention Strategy for Riders Under 30

Given that customers under 30 represent our largest controllable churn segment, it's essential to engage this group with dynamic, personalized experiences that build loyalty and a sense of community. Here's how Mottu can inspire young riders to see the platform as their own:

1. Monthly Gamified Challenges: "Ride & Win"

Launch a recurring "Ride & Win" campaign featuring monthly challenges, such as safe driving, timely payments, or active participation in community events.

Rewards: Digital badges, bonus loyalty points, and the chance to win exclusive prizes like gift cards, free gear, or complimentary services.

2. Achievement Levels and Redeemable Rewards

Create visible, progressive achievement levels ("Rookie Rider," "Steady Rider," "Mottu Pro") that unlock new rewards as users advance.

Rewards could include: Airtime top-ups, data bundles, and digital subscriptions, all redeemable through collected points.

3. Youth-Focused Customer Experience

- Dedicated Support Channels: Offer fast-track assistance via WhatsApp or in-app chat for riders under 30.
- In-App Quick Guides: Short, engaging tutorials and FAQs tailored for young users to help them maximize value.
- Agile Feedback Loops: Collect rapid feedback through micro-surveys and act promptly to address pain points.

4. "Mottu Young Ambassadors" Program

Invite top-performing young riders to become Mottu Ambassadors, rewarding them with extra perks, exclusive swag, or even a stipend for advocating best practices and onboarding new customers through referrals.

5. Always Listen and Adapt

Go beyond traditional feedback channels. Proactively monitor emerging social networks, public threads, and digital spaces to capture evolving trends and concerns, then act visibly on this feedback to reinforce trust and responsiveness.

6. Region-Specific Engagement Hubs

Establish dedicated shops or service hubs in high-churn regions, providing a one-stop solution for vehicle maintenance, customer service, and community events.

Enhance retention by:

- Sending timely, personalized in-app push notifications reminding customers of upcoming service or maintenance.
- Offering region-specific promotions or loyalty rewards.

Operations and Maintenance Efficiency

Mottu's inclusion of full maintenance in its rental plans is a key differentiator, crucial for customer reliability and operational control. Given that motorcycle downtime means lost income for gig workers, balancing speed and quality in maintenance is a primary operational challenge.

1. Designing the Maintenance Flow for Speed, Efficiency, and Quality

Establishing an efficient maintenance flow would involve six core stages:

- 1. **Customer Intake & Initial Assessment:** Rapid digital check-in to log issues and set immediate time expectations.
- Diagnostic Bay Routing: Precise identification of issues using advanced tools to prevent re-work and enhance quality.

- Specialized Repair Bay Allocation: Routing to expert mechanics based on repair type to optimize workflow and reduce service time.
- 4. **Integrated Parts Inventory Management:** Ensuring immediate parts availability through a lean system to prevent delays.
- Rigorous Quality Control & Testing: Final inspection and test rides to guarantee repair integrity and minimize repeat visits.
- 6. **Customer Handoff & Immediate Feedback:** Clear communication of completed work and collection of real-time satisfaction scores for continuous improvement.

2. Key Metrics for Monitoring and Optimization

Rigorous tracking of Key Performance Indicators (KPIs) ensures efficiency and quality:

Service Time Metrics:

- Average Repair Time (ART): Target: 1-2 hours per repair.
- Customer Turnaround Time (CTT): Objective: Minimize total time at service center.

• Mechanic Productivity Metrics:

- Mechanic Utilization Rate: Target: 75%-85% productive time.
- Jobs Per Mechanic Per Day: Objective: Track completed jobs to identify high performers.

• Downtime Metrics:

 Motorcycle Downtime (Customer-facing): Objective: Minimize periods customers are without a motorcycle.

Customer Satisfaction Metrics:

- Customer Satisfaction Score (CSAT): Target: >85%.
- First-Time Fix Rate: Objective: High percentage of issues resolved on the initial visit.

Inventory Usage Metrics:

Stockout Rate: Objective: Minimize running out of essential parts.

By continuously monitoring these KPIs against benchmarks, Mottu can gain insights into operational health, optimize processes, and enhance profitability and customer loyalty among its vital gig worker base.

Let's look at some KPI dash boards and logic: You can calculate Average Repair Time (ART), Customer Turnaround Time (CTT), and Stockout Rate using the following formulas:

Average Repair Time (ART):

- Calculation: Total Repair Time / Number of Repairs
- Example: If total repair time for all motorcycles in a week was 100 hours for 50 repairs, ART = 100 hours / 50 repairs = 2 hours per repair.

• Customer Turnaround Time (CTT):

- o Calculation: (Time of Handoff Time of Check-in) / Number of Repairs
- Example: If a motorcycle was checked in at 9:00 AM and handed off at 11:30 AM, and this was one of 10 repairs for the day that summed up to a total CTT of 25 hours, CTT = 25 hours / 10 repairs = 2.5 hours per repair.

Stockout Rate:

- o Calculation: (Number of Stockouts / Total Demand) x 100
- Example: If a specific part was requested 100 times in a month but was out of stock 5 times, Stockout Rate = (5 / 100) x 100 = 5%.

Operations Efficiency Dashboard

Key Performance Indicators for Mottu's Maintenance Operations in Bangladesh

1.5 hrs

Average Repair Time (ART) 90 min

Avg. Customer
Turnaround Time (CTT)

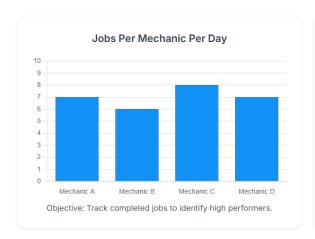
78%

Mechanic Utilization Rate

2%

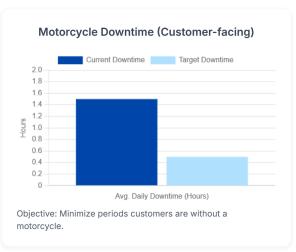
Stockout Rate

Performance Metrics at a Glance



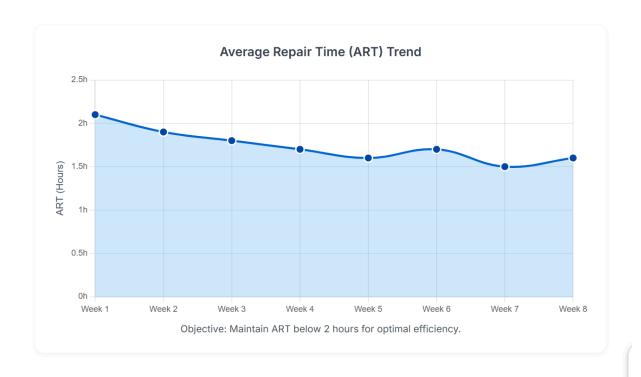






Weekly Maintenance Performance

Average Repair Time (ART) - Last 8 Weeks



References:

(Transportation in Developing Economies), 2022. *Uber Services in Dhaka City:*Empowerment or Entrapment? (PDF). Department of Management Studies, University of Dhaka.

Najamuddin et al., 2021. Effect of socio-economic and demographic factors on ride-sourcing demand in Dhaka. Science Direct. Notes growth trends in registered motorbikes 2016–18 (35.86%)

Uber Bangladesh, 2024. *Uber supports economic growth with BDT 55 billion of economic activity in Bangladesh: Report.* Uber Bangladesh Newsroom. Available at: https://www.uber.com/en-BD/newsroom/uber-supports-economic-growth-with-bdt-55-billion-of-economic-activity-in-bangladesh-report/

Uber Bangladesh, 2022. *Uber contributed BDT 45 billion to Bangladesh's economy in 2021: Report.* Uber Newsroom. Available at: https://www.uber.com/en-BD/newsroom/uber-contributed-bdt-45-billion-to-bangladeshs-

Foodpanda Rider Hub – BD, 2025. *Rider Pay & Rider Hub*. Foodpanda Bangladesh. Available at:

- https://pandariders.foodpanda.com.bd/en/rider-pay/
 thedailystar.net+10pandariders.foodpanda.com.bd+10pandariders.foodpanda.co
 m.bd+10
- https://pandariders.foodpanda.com.bd/en/bamboo-rewards/

economy-in-2021-report/

Pathao, 2025. *Top Earning Platform for Riders & Delivery Heroes!*. Pathao Blog. Available at: https://pathao.com/blog/top-earning-platform/

Pathao, 2024. Pathao – Wikipedia. Available at: https://en.wikipedia.org/wiki/Pathao

The Business Standard, 2020. 7.5m rides a month: Ride-sharing services take over Bangladesh. Available at:

https://www.tbsnews.net/economy/75m-rides-month-ridesharing-services-take-over-ban gladesh-45453

Porter, 2024. About Us. Porter Global. Available at: https://porter.in/about-us

Porter Bangladesh, 2024. Porter Bangladesh. Available at: https://porter.com.bd/

Lalamove Bangladesh, 2024. Become a Driver. Available at:

https://www.lalamove.com/en-bd/driver

Pathao Courier, 2024. Courier Service Overview. Available at:

https://pathao.com/courier/

DeshiBiker, 2023. How much a Foodpanda rider earns in Bangladesh. Available at: https://deshibiker.com/how-much-a-foodpanda-rider-earn/

DeshiBiker, 2023. How much does a Pathao rider earn in Bangladesh. Available at: https://deshibiker.com/how-much-does-pathao-rider-earn/

Dhaka Tribune, 2022. Uber: Key data shows consistent growth in Bangladesh. Available at:

https://www.dhakatribune.com/business/280602/uber-key-data-shows-consistent-growth-in

The Daily Star, 2023. Food fast, but behind delivery boom lies a workforce without rights or recognition. Available at:

https://www.thedailystar.net/business/news/food-fast-behind-delivery-boom-lies-workforce-without-rights-or-recognition-3901856

The Daily Star, 2023. Why labor laws ignore gig workers. Available at: https://www.thedailystar.net/opinion/views/news/why-labour-laws-ignore-gig-workers-32 96631

The Daily Star, 2024. Inside the lives of ride-sharing drivers. Available at: https://www.thedailystar.net/business/news/inside-the-lives-ride-sharing-drivers-3748116

New Age Bangladesh, 2024. Gig economy workers struggling amid lack of regulation. Available at:

https://www.newagebd.net/post/opinion/263158/why-labour-laws-ignore-gig-workers

bBike, 2024. bBike.com.bd. Available at: https://bbike.com.bd/

Markedium, 2023. Chaad Ride: A Bike Rental Service Kicks off in Dhaka. Available at: https://markedium.com/chaad-ride-a-bike-rental-service-kicks-off-in-dhaka/

Bangladesh Road Transport Authority, 2024. Total Registered Motorcycles from 2010 to Jan 2024. Available at:

https://brta.gov.bd/sites/default/files/files/brta.portal.gov.bd/page/6d849ccb_09aa_4fbe_aef2_3d254a2a0cd1/2024-02-13-06-58-00a465ab52ef0d35a090ca0610ebb75f.pdf