

DABBAWALAS OF MUMBAI



A Seminar by
Mohan Kumar G.

2nd Sem., M.Tech. (M.E.M.),
S.J.C.E., Mysore.

24-05-2016

Plan of Presentation

- Introduction
- Brief History
- Organisation Structure
- Supply Chain of Dabbawalas
- Approach of Dabbawalas
- Achievement
- Future Prospects
- References

Introduction

The word “dabbawala” in Hindi means “one who carries a box”. “Dabba” means a Lunch box. The closest meaning of the dabbawala in English would be the “lunch box delivery man”.

So, literally speaking, a Dabba contains Lunch. But do you know that, there is much more than lunch that goes in the dabba?

The foremost is love and caring of the housewives who make sure their loved ones get the healthy food from home. And trust! That they have on dabbawalas.

Sometimes they even share messages through these dabbas! A Cinema ticket, a flower...an apology note...

So, a **dabbawala** is a person in India, most commonly in Mumbai, who is part of a delivery system that collects hot food in lunch boxes from the residences of workers in the late morning, delivers the lunches to the workplace, predominantly using bicycles and the railway trains, and returns the empty boxes to the worker's residence that afternoon.

In Mumbai, most office workers prefer to eat home-cooked food in their workplace rather than eat outside at a food stand or at a local restaurant, usually for reasons of taste and hygiene, hence the concept.

Brief History :-

It all started about 125 years back in **1890** when a Parasi banker wanted to have home cooked food regularly in office and gave this responsibility to the first ever Dabbawala. Other people also liked the idea and the demand for Dabba delivery soared.

It was all informal and individual effort in the beginning, but visionary **Mahadeo Havaji Bachche** saw the opportunity (Your need is my Money!) and started the lunch delivery service in its present team-delivery format with 100 Dabbawalas.



It may look simple, but it's not!!!

It is actually a highly specialized trade that has evolved in its current form over a century and has become integral to Mumbai's culture.

Dabbawalas are about 5,000 in number and deliver approximately 2,00,000 tiffin boxes every day. (i.e., 4 Lakh touch points every day), flawlessly done by 85% illiterate Dabbawalas!

Mission of the Dabbawalas



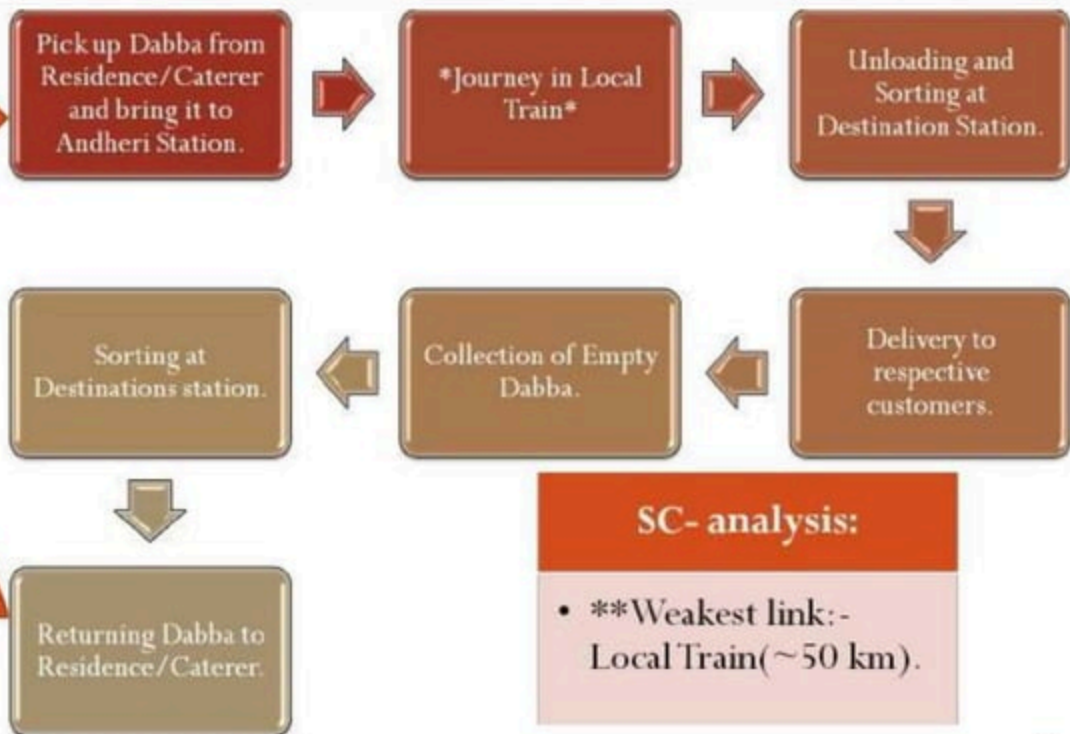
A clock face with a molecular structure overlay. The clock has a white face with black hands. The hour markers are replaced by 12 colored spheres (blue, green, orange, black) connected by thin lines, resembling a molecular model. The text "ORGANIZATION WHICH HOLDS WORLD RECORD FOR BEST TIME MANAGENENT" is written in red, bold, serif font across the center of the clock face.

ORGANIZATION WHICH
HOLDS WORLD RECORD
FOR BEST TIME
MANAGENENT

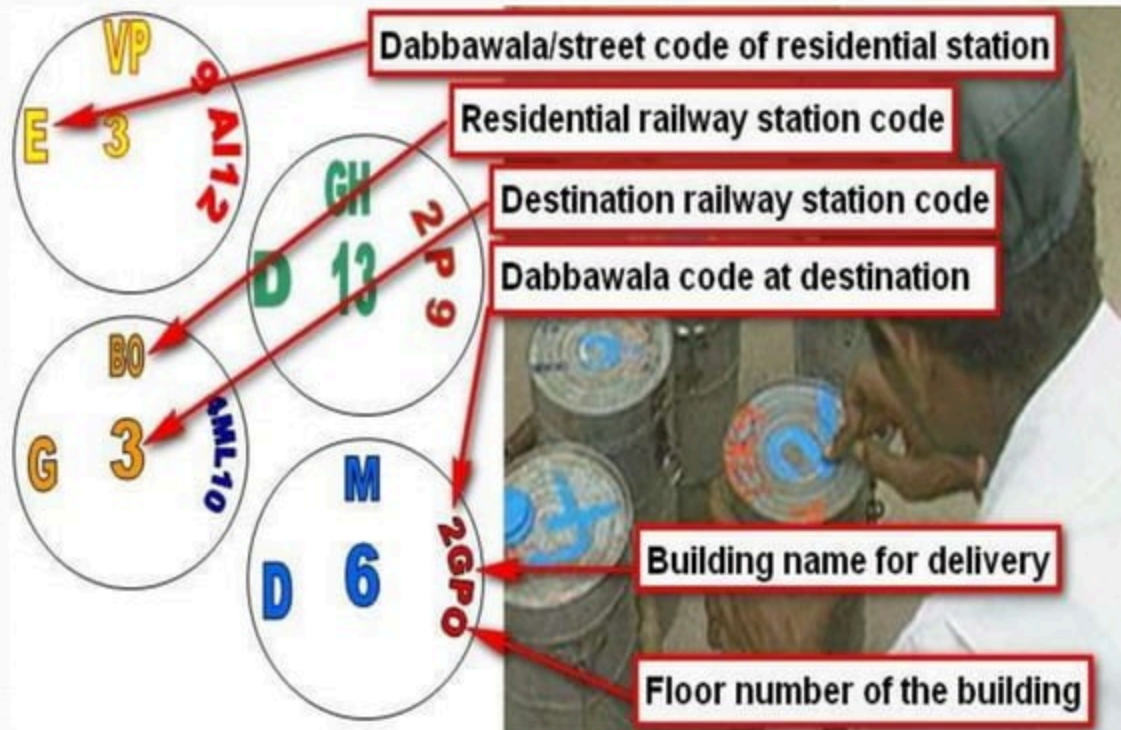
Organisation Structure



Supply Chain of Dabbawalas



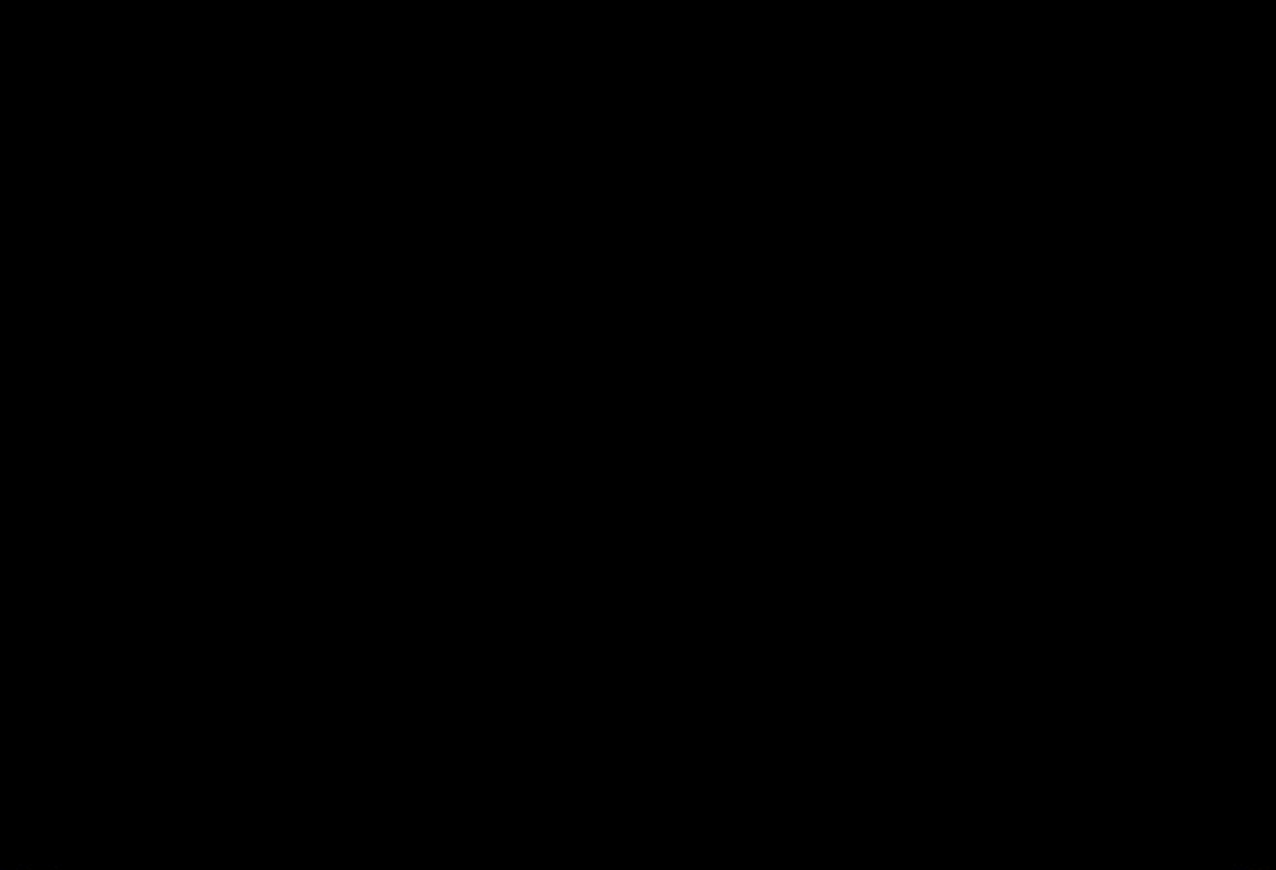
Coding System of Dabbas



War Against Time!

A Dabbawala takes the lunch box from a house and delivers it to destination. Sounds straight and simple, isn't it?

Now let us join in this journey with a Dabbawala!





It's a 9 hour work cycle!

The service is uninterrupted even on the days of extreme weather, such as Mumbai's monsoons.

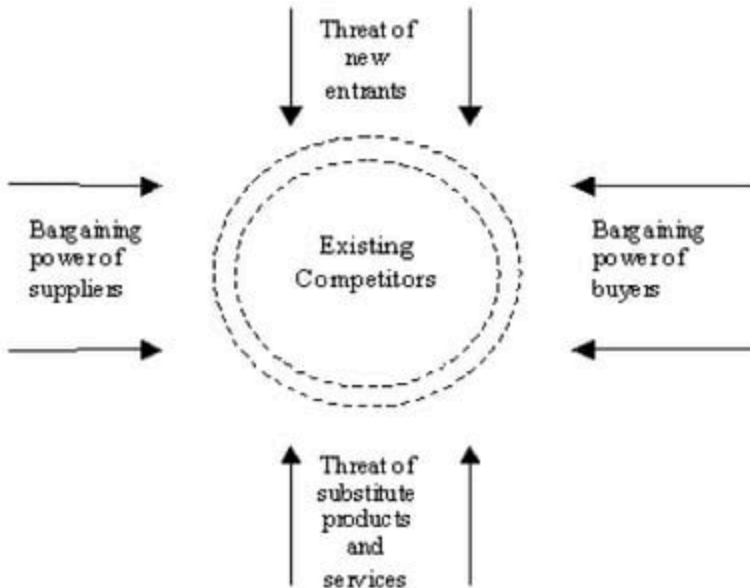
Dabbawalas are doing it diligently for 125 years!

Can you guess, for how much salary they work this much tirelessly?

Each dabbawala, regardless of role, is paid around 8,000 rupees per month!!!

Michael Porter's Five Forces Theory at work.

These are as follows:



- Threat of new entrants
- Current competition
- Bargaining power of buyers
- Bargaining power of sellers
- Threat of a new substitute product or service

Fig. Forces Governing Competition in an Industry

Approach of Dabbawalas

- Teamwork, Discipline & Honesty
- Time Management
- Ownership & Pride in the work
- Customer Satisfaction
- Low Operational Cost, Process Consistency
- Service Delivery of Six Sigma Standard
- Service Commitment [No strike since inception]
- Satisfaction of Team Members [due to low attrition]
- Fool proof delivery model through color coding
- Financial independence for the small group of dabbawalas
- Just in Time Approach

Dabbawala Methodology

Operational Motto “Error is horror”

DISCIPLINE:

- No Alcohol Drinking during business hour
- Wearing Gandhi Cap during business hours
- Carry Identity Cards

Achievement

- Six Sigma Certification by Forbes group
- ISO 2000 Certificate to Dabbawala
- Outstanding service organization awards by NIQR
- Marketing through Dabbawala many T.V. channels and newspaper

Error Rate: 1 in 16 million transactions

- Six Sigma performance (99.999999 %)
- Technological Backup : Nil.
- Cost of Service - Rs. 200/month per customer
- Standard Price for all (Weight, Distance, Space)
- Rs. 50 Cr. Turnover approx.

[2,00,000 x 200 = 4,00,000,00 p.m. i.e. 48 crores p.a.]

- “No strike” record as each one a share holder
- Earnings - around Rs. 8,000 per month.

Future Prospects

- Tie up with Caterers to serve variety of Meals i.e. Diet food, Chinese/Continental Food, Food for Fasting
- Opportunity of expansion of service on the routes of Mumbai Metro.
- Generating Revenue by Promotion of other Brands
- Diversification by offering miscellaneous services like Courier, Rail/Bus Ticketing etc.
- Expanding Network in other cities
- Booking of Service through internet & SMS
- Recently started – needs to be popularized

Future Prospects

- ❖ Dabbawalas offers many opportunities for marketers and NGOs who wish to spread the good word.
- ❖ Are you an advertiser? Then Dabbawalas can help you deliver your brand message, samples etc., to your exact target audience.
- ❖ House wives as well as employees. You can target certain specific locations as well. So it can be useful to local businesses also.
- ❖ The only condition is, it must add value to Dabbawala's customers!

References

1. www.google.com
2. <https://en.wikipedia.org/wiki/Dabbawala>
3. <http://mumbaidabbawala.in/>

Gentlemen, now its time for Lunch.



Where is my Dabbawala???

Thank You



© BCCL 2015. ALL RIGHTS RESERVED.