Market Research
Feasibility Study
2019
Contents

1. Background ................................................................................................................. 3
2. Strategic Intention........................................................................................................ 4
3. Market Research Objective .......................................................................................... 4
4. Scope of Work .............................................................................................................. 5
1. **Background**

The Document Exchange Pty Ltd (Docex) is a subsidiary of the South African Post Office (SAPO) which provides secure collection and delivery of confidential documents. As the market leader within this niche courier space, Docex operates predominantly within the Legal, Medical, Financial and Travel sectors of South Africa.

**Docex Distribution Network**

The Docex distribution platform is a ‘Hub and Spoke’ closed loop network which enables the sending and receiving of confidential items securely and timeously.

Apart from its 9 main branches, located in the main city centres across the country, Docex also has over 300 service points nationally. High volume customers are also provided with a Docex service point at their premises.

Docex enjoys a distinct edge over its competitors in the legal market segment (from which it derives the bulk of its income), in that:

1. Docex branches are conveniently located in magisterial districts throughout the country.
2. Docex has collection boxes installed at the premises of a number of courts. Thus providing legal subscribers the convenience of lodging legal documents directly at the courts on their behalf.
3. Docex has a service point network that spans across the country.

The Docex network services over 3000 subscribers on a daily basis.

1.1. **Vision and Mission**

1.1.1. **Vision**
We will be one of the top three secure and confidential document exchange service providers by 2021.

1.1.2. Mission
We deliver high value and confidential documents and parcels on-time, securely, and conveniently.

1.1.3. Values
- We have a passion for our customers and will meet their specific needs through excellent service
- We aim to contribute positively to our communities and environment
- We treat each other with respect, dignity, honesty and integrity
- We recognise and reward individual contributions
- We embrace diversity in the way we conduct business

2. Strategic Intention
The Docex strategy aims to radically transform the organisation over the next three years.
This strategy focuses expanding on the Docex business model to include a wider range of digital and other services to current and new markets.
In time, Docex will provide its customer segments both innovative, physical and digital solutions which can be tailor made to customers specific requirements.

3. Market Research Objective
- Identify new markets and segments within those markets
- Feasibility study to determine potential revenue and profitability of the new market segments.
- Current market needs
4. **Scope of Work**

4.1. **Deliverables**

1. **Identify potential market and customer opportunities**
   1.1. Conduct a market analysis to determine new target markets and potential market share.
   1.2. Identify customer segments needs within the different industries for Docex products and services.

2. **Identify competitor landscape**
   2.1. Identify competitors with similar business models and service offerings
   2.2. Determine market share of key competitors

3. **Develop Business Model and Product Offerings**
   3.1. Propose business model options and recommendations
   3.2. Propose new product portfolio to address the current and future market needs
   3.3. Identify gap analysis and address barriers to market entry

4. **Supply all Raw Data files (Source information etc)**

5. **Written PDF report to support Power Point presentation**

4.2. **Timing**

The study and submission is limited to 21 working days from date of approval as communicated by the SAPO SCM Manager.

4.3. **Existing research or other information**

SAPO Group Strategy will form part of the research team and will provide existing and other information that may be required.

4.4. **Submission Requirements**

1. A PowerPoint presentation
2. Physical presentation to BOD at next Docex strategic workshop
3. Written report in word and pdf format
4. Source data inclusive of excel finance and research data models