

**Developing the Process for Customer Acquisition and Improving
the Conversion Ratio in a Relocation Service Company
(SIP Carried Out At Pikkol, Bangalore)**

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Comments by the Faculty

People move across the country in search of opportunities and so do the organizations. While people need efficient relocating services to set up their new home, the corporates move to other locations to set up their new plants or offices. Thus both the individuals and the corporates need the service and assistance in relocating. The relocation industry has grown rapidly in the recent times, thanks to the increasing mobility and migration across different states in the country. Relocating within the cities like Bangalore, Mumbai and other metros, is now seen as a common activity particularly among the youth and the employees in the information technology sector.

In the olden times the goods to be transported largely consisted of wooden and metallic objects that included furniture, and utensils. But today the commodity includes more of electronics goods that are fragile and not easy to shift. The relocating service providers offer additional services like packing, insurance, handling, unpacking, and setting up at the new place. Sensing the rising demand several service providers have sprung up in the recent times. Apart from the transporting solutions these service providers offer solutions related packing and unpacking of delicate items, labelling, and in some cases help to discard the old or unusable items. It is observed that the floating population across the country has resulted in the growth of the industry which is estimated to be around \$2 to \$5 billion industry in India. Considering the rising demand huge potential exists for the old players and the new entrants to tap the market that is fast spreading to tier 2 and tier 3 cities.

The customers who wish to avail the relocating service need to look and search for service providers and they have no clue about the quality of service, comparative prices, and additional features. This is where a company like Pikkol comes into picture, which acts as an aggregator and bridges the gap between the prospective customers and the service providers. Similar to the aggregators of cab services who are enjoying a good patronage in many cities, Pikkol also enables to connect the customers with the service providers through the web based interface.

This summer project provides a detailed report about how the company operates and helps customers to choose the type of service providers. In addition the company offers packing, unpacking, setting up, freight insurance and customized packing services. It also helps the service providers to expand their network by adding new customers and thus helps to scale up the operations. Because the company first checks the quality of service based on their scientifically developed model, the customers can follow their recommendations and have a satisfactory service to their door step.

The SIP work has also examined the hardship faced by the service providers as well the aggregator, particularly related to physical restrictions in loading and unloading and packing, transportation. Also the volatility in demand, which varies by the day of the week, and cancelled orders that lead to non-utilized capacity, have been studied and relevant solutions are proposed. Overall the project, has thrown light upon a new and emerging market which is currently largely fragmented and unstructured. The project work carried out by the student has earned special recognition by the company and the report is quite helpful for both academic and commercial study.

R. Jagadeesh

Developing the Process for Customer Acquisition and Improving the Conversion Ratio in a Relocation Service Company (SIP Carried Out At Pikkol, Bangalore)

Introduction

Industry Overview

In today's competitive era and fast paced life, professionals relocate to another city or area, in search of better job opportunities and to accomplish their dreams. Till recently, the very thought of relocation demanded months of planning, sleepless nights, help of neighbours, tiresome packing's, leave from offices and lot of money to be spent on many activities.

But with the inception of this dynamic industry called the "Packers and Movers", packaging and transporting services have become easy, economical, safe, and hassle free activity. It takes one phone call or a visit to the moving agent, and the work is done in the most conducive and structured manner. Packers and Movers is a service oriented industry, with thrust and focus being given on total customer satisfaction. Though the industry has a separate identity, it works with the support of many other industries such as the logistics, warehousing, insurance, etc.

According to experts, relocation is a \$2 to \$5 billion industry in India (www.epackersmoversindia.in, n.d.). A range of inter-aligned facts has actively contributed to its growth since a few years although it is yet to receive as much impetus as it had in the West. The packers and movers industry in India is evolving and it is expected to grow further if specialized mechanisms and a regulated system are established. While the volumes are tempting to new entrants the industry is yet to find its comfort zone.

Company - An Overview

The company Pikkol started its operation on 1st March, 2015 and is currently busy in setting up its operating systems for a smooth and customer friendly experience. Before starting the business, the company carried out a brief market research to understand the packers and movers' industry in Bangalore. This extensive research in the logistics sector has revealed the problems that has been troubling people in the packer and movers' industry. Later, several interactions with customers helped the company to realize the agony customers go through when they send their material with packers and movers. (<http://www.pikkol.com/>, n.d.). Thus the company learnt about both the perspectives of service provider and the customer.

Pikkol basically acts as an aggregator similar to an aggregator in the cab service. It helps the customers to choose the right relocation expert for their various needs connected to shipping, transportation, and relocation. Pikkol intends to provide the best service experience to its customers, and hence it tries to have the best movers in the country on its platform.

The How Does the Service Process Works?

A customer can easily book a relocation move with Pikkol and the booking can be completed in 3 simple steps as follows: (Refer to Figure 1)



Figure 1 - How Customers Book the Relocation Service

- 1) Enter the move details: The customer provides details about their date of shifting, type of house and item inventory. Through the company's app they can upload photos and create the list, making a house inspection unnecessary.
- 2) Review quotes: An enquiry is sent to all the approved packers and movers who are capable of providing the service level selected by the customer. The customer will receive quotes from multiple vendors.
- 3) Book & move: The customer can choose a packer and mover based on the reviews and ratings from various customers. On Pikkol's portal only verified customers who have availed the service are allowed to give ratings. Several spurious reviews exist on other platforms, making it very difficult to identify the right packer and mover.

Products and Services

The company currently offers the following services:

Intra-city Shifting's: Pikkol currently services intra-city shifting's in Bangalore city only. This can be broadly divided into two categories: -

- **House Shifting**

- Basic Truck Hire and Porter
- Economy Packaging
- Premium Packaging

- **Items Shifting**

Inter-city Shifting's: Pikkol currently handles orders only to out of Bangalore. It means if a customer wants to shift something out of Bangalore to other cities of India, Pikkol is able to service them. The reverse service is not in action yet but Pikkol plans to achieve that in a few months' time. The intercity shifting's is carried out in the following categories:-

- House shifting
- Items shifting
- Vehicle shifting

Literature Review

Relocation can be a huge effort considering the volume of things that need to be transported. Add to that the complexity of handling various items – ranging from sturdy to delicate. One unique challenge faced by the industry is the narrow staircase in apartments due to which there are damages to the goods while shifting. Add to that the cost factor, it can be an expensive affair too if you choose the wrong professionals. However relocation can become less cumbersome if you approach the right professionals who can make the activity easier and simpler. (<https://relocationindia.wordpress.com>, n.d.)

Relocation market is largely unorganized in India with very few large and organized players on the ground. The key challenges faced by the industry today are awareness and reliable and skilled labour. Many people form a stereotyped idea when they hear about a Packers & Movers company and equate them with unprofessional service providers because of their previous experiences.

Packers & Movers industry in India is an industry that has not achieved its much deserved attention or recognition. It is an area that is ripe with potential and yet the resources are far from complete utilizations. There is however a huge demand for logistic services in India especially with the growth of the Indian economy. As India's experiences such rapid growth, the demand for relocation is rising and with it the number of organized players who provide quality service is also increasing. Many entrepreneurs have identified that there is clear dearth of a quality relocation service provider in the market and they are being motivated to capitalise on this opportunity. According to industry estimates, the Indian relocation sector is valued at about \$2 to \$5 billion, and is expected to grow 20% annually (<http://pdfsr.com>, n.d.). The gravity at which it is growing and evolving month-by-month, it can be concluded that happy days for India's relocation industry is coming. In the last decade, a lot of things have changed for relocation industry in India. Demand for relocation increases, new trends have changed the industry norms, customer preferences changed. The growth factors pulled in new scope of demand. The demand however is rooted to some social, and cultural reasons as well. (<http://blog.ezmove.in>, n.d.)

- **The Rise of Nuclear Families:** With escalated demands and familial obligation, people are opting for separated identity and are leveraging on the scope of nuclear families. This killed the essence of united nature of familial harmony, but helped the relocation industry.
- **Rise of Apartment or Flat Culture:** You need expert to climb the stairs, move those heavy belongings around those tiny edges. As flat culture popped up new heights, the demand for relocation industry and packers and movers solutions providers increased.
- **Migrated Population:** The demand of job pulls in rural workforce to metros and developed cities. They constitute a demanding ecosystem of cheap labour – attractive to be hired in relocation companies.

- **Rise in Corporate Job:** People are relocating every now and then than they did in the 80's. New companies are sending their workforce to new places for work commitments. So, a relocated employee sees in a relocation company a much-needed help in a new city.

Problems Identified

The company has identified several problems in the services offered which can be attributed to external and internal factors as follows:

- **External Factors**

- Vendors/people not adept to organized market
- Strikes/disruptions called by political parties

- **Internal Factors**

- Unavailable Capacity/Resource for peak demand
- Lack of proper information flow among the various stakeholders
- Low conversion rate (12%-13%)— Process Shortcomings
- Damages/delay occurring during the shifting process-Vendor Training

- **Market Factors**

- Providing real time online quotation is a huge challenge
- Finding quality vendor partners
- People accustomed with traditional method of packing and moving
- Weekend/Month end/Financial year end shifting—people in information technology, a strong community in Bangalore, demanding service at particular times only.

- **Competitive Factor**

- Unorganized sector
- Organized sector—Other companies like Zippon, Shippr, BlowHorn, and EzMove

Strategies Adopted by the Company to Improve the Operations

- **Increasing Capacity by On-Boarding More Vendors**

In order to increase the capacity of shifting's that Pikkol can undertake, more vendors need to be brought on the Pikkol portal. Due to a fantastic job by marketing team and the various discounts being offered, they were getting considerable number of order queries on the system,

but they were not able to provide service to the customers at peak periods like weekends, holidays due to unavailability of the slots with existing vendors. Therefore, roping in more vendors was the need of the hour.

Execution

- Vendors identified at strategic locations around Bangalore
- Research on parameters such as on-site inspection of packing expertise, office addresses, their organizational setup, interaction with crew and customer
- On-boarded if found convincing—Contract signed
- Allowed to provide quotes
- Periodic evaluation process developed— To keep a check on the consistency of the quality of service.

Result: Increase in threshold capacity (10 Packers & Movers and 20 Tata Ace trucks added).

● **Monitor/Improve Quality of the Existing Vendors**

The best way to find out the shortcomings in a service industry is to take proper feedback from the already serviced customers. So, feedback of the customers who had been serviced was taken and they were asked about their overall experience with Pikkol.

Execution

- List of questionnaires prepared for customers
- Random visits were made to vendor operations site
- Feedback data consolidated for individual vendor partners
- Sensitizing the vendor partner on a continuous basis on loopholes/improvements

Result: Win-win situation for all stakeholders. The quality of the vendors improved over time and the results showed in happy feedbacks from customers.

● **Increasing Customer Acquisition and Improving the Conversion Ratio**

Pikkol was getting considerable amount of order queries from the customers but was not able to convert queries into finalized orders due to various reasons. The team needed to increase the conversion ratio by analysing the various factors on which Pikkol can improve in this aspect.

Execution

A detailed study of lost orders data was done (1st March, 2015 till 30th May, 2015) to find out the causes by categorizing the orders into two different groups:

- Inter-city shifting's
- Intra-city shifting's

Table 1 - Snapshot of the Orders During the Three Months' Period

Lost Orders

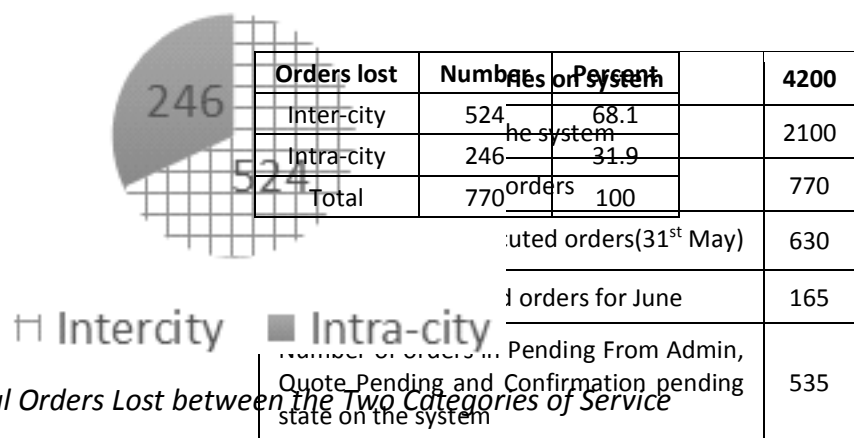


Figure 2 - Total Orders Lost between the Two Categories of Service

Among the total orders, 2100 orders are incomplete/garbage data (in the sense, the details were not filled in completely and so we were not able to contact the customers back). Out of the total 770 lost orders, 524 are intra-city and 246 are inter-city orders, as shown in Table 2

Table 2. Orders Lost

Intercity Shifting's Lost Orders

This represents the orders lost for intercity operations due to various reasons. As it can be observed from the above Table 2, Pikkol lost a significant amount of inter-city orders as compared to intra- city operations.

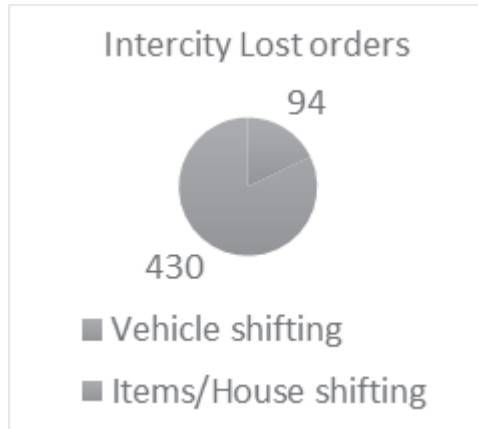


Figure 3 - Inter-city Lost Orders and Mail Service Components

The main causes for intercity lost orders was found to be the following factors:

- No service area: Pikkol not having vendors for providing servicing in those cities.
- Lost to competition (High price): Pikkol quoting higher than its competitors
- Plan cancelled: Customer cancelled/deferred his plan to shift on a later date.
- Late response from Pikkol: Pikkol did not follow up with its customers at various stages of the process due to which it lost its customers.

A break up of the above factors, and how much it affected can be viewed in the below diagram:



Figure 4 - Causes for Inter-city Lost Orders

As can be seen from the Figure 4, for intercity operations, the majority of lost orders is in the case of no service availability. This is because Pikkol did not have vendors to carry out the orders. For example Pikkol had vendors who could execute orders originating out of Bangalore to other parts of India, but the reverse orders as in from other parts of India to Bangalore or the inter-city, intra-city orders in other cities was not serviceable due to unavailability of vendor partners in those parts. So a more in depth study of the intercity lost orders was done to find out the majority of areas for which orders were coming and the following results were obtained.

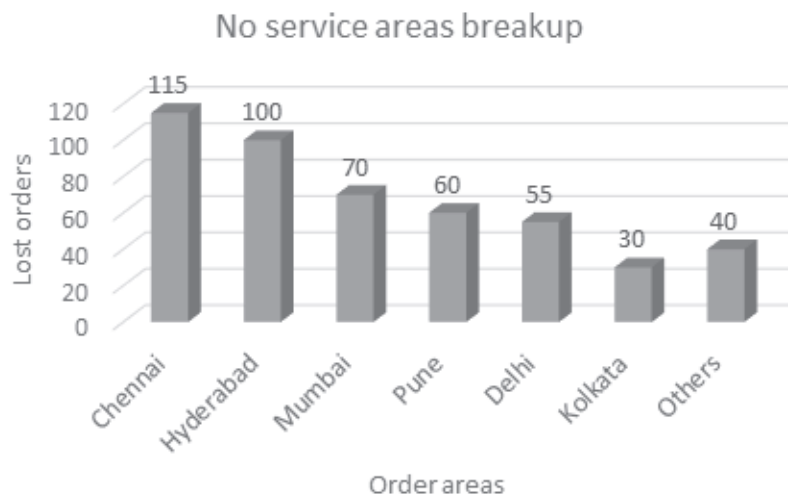


Figure 5 - Service Breakup in the Inter-city Orders

From the analysis it was known which are the major cities Pikkol needs to focus on and can work on increasing its vendor partners to carry out our services in those areas. The results were presented to the management and on a priority basis, a decision was taken to focus now on boarding quality vendors in Chennai and Hyderabad only. The other cities are in the pipeline for future prospects. Only Hyderabad and Chennai were chosen at present so as to prevent rushing into the prospects and dilute the quality.

Intracity Shifting’s Lost Orders

This represents the orders lost for intercity operations, i.e., orders within Bangalore, due to various reasons.



Figure 6 - Breakup of Intra-city Lost Orders

The main causes for intercity lost orders was found to be the following factors:

- Customer not reachable after giving quotes: The customer did not respond to the mailers and the calls after he received the quotes from Pikkol. This may be partly due to uneven follow up from Pikkol or from other reasons such as high price, vendors list etc.
- Lost to competition(High price): Pikkol quoting higher than its competitors
- Plan cancelled: Customer cancelled/deferred his plan to shift on a later date.
- Late response/unresponsiveness from Pikkol: Pikkol did not follow up with its customers at various stages of the process due to which it lost its customers.
- No slots available: On peak days, Pikkol was forced to deny its service to customers due to unavailability of sufficient vendors on-board to carry out the operation.

The Table 3 shows the figures as which factors affected how much to the intra city lost orders.

Table 3 - Factors Affecting the Intra-city Lost Orders

Sl. No	Factors	Number of lost orders
1	Customer not reachable after giving quotes	31
2	Lost to competition(High price)	55
3	Plan cancelled	62
4	Unresponsive customer service	30
5	No slots available	68

Steps Taken to Minimize the Lost Orders

- As we can see from the above table the most number of orders that were lost, was due to the unavailability of slots to service customers. So the need of the hour was to on-board more vendors. Therefore vendors were roped in at strategic locations around Bangalore based on the process that has already been discussed. Over time this showed positive results as Pikkol was able to service more customers than before and this also increased the conversion ratio.
- For the customers cancelling the plans nothing could be done from operations side. So the team at Pikkol tried to lure them to at least confirm the order by some date to get a discount and this worked most of the time. Flexibility was given to customers that they can let Pikkol know two days in advance if they want to change their shifting date without any extra charges, based on the availability of slots on that new day. This involved proper planning of the number of orders that can be operated as per capacity of Pikkol. No commitment was made to the customers if the slots were not available and they were asked to choose some other date/time.

- “Pikkol best quote” is a tactics used by Pikkol to provide competitive price to its customers. In this along with the quotations provided by various vendor partners, a lowest quote termed as “Pikkol best quote” is also provided to the customers. This is basically a predatory pricing strategy used by Pikkol. This strategy is only used in weekdays/off days where the traffic of orders is less to convert query orders into finalized orders. Pikkol from its own side gives lowest quotation that is available in market and makes any of its vendors who have empty slots on that day at any time service this at the “Pikkol price”. This strategy showed significant results and Pikkol was also able to execute orders on weekdays/off days.
- Another major reason for losing orders was the inefficient processes that were existing in the system due to which the customer felt sceptical about going ahead and trusting their belongings with Pikkol for shifting. So a process was designed to take care of this so that visibility is there at every time as in which stage the customer order is.

The flowchart shown in Figure 6 depicts the various stages of the order process developed and it helped in tracking each order.

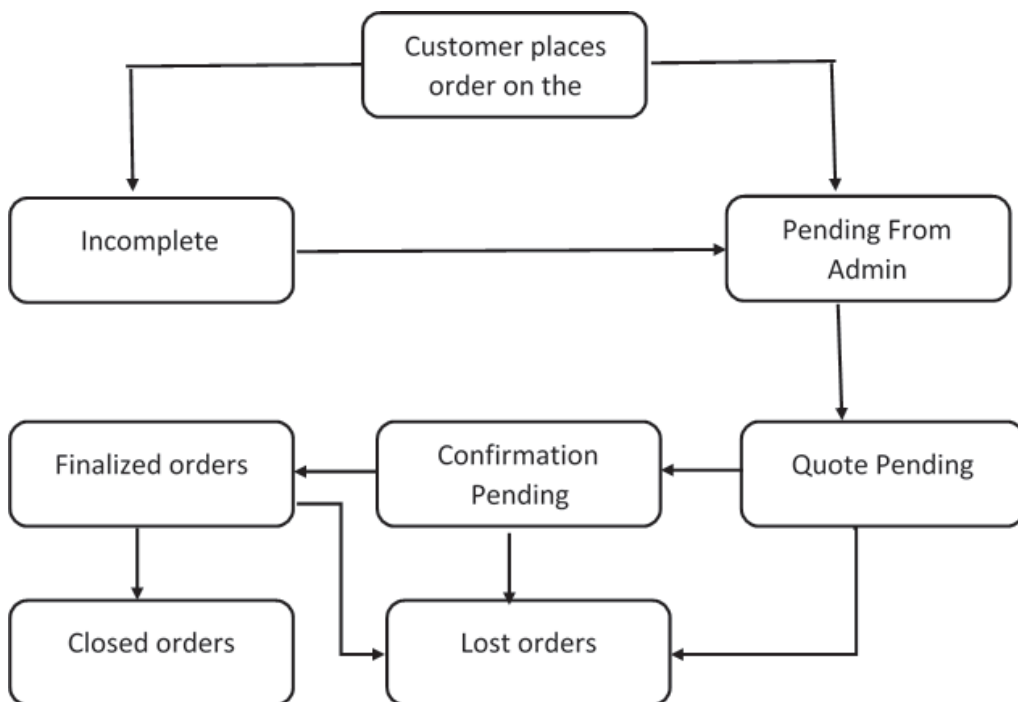


Figure 7 - Stages Along the Order Process

1. Once the customer places the order on the system and if he completes the information asked by the system the order stage is in "Pending from Admin". If the customer does not fill in all the asked information by the system, the order stage is in "Incomplete stage". In either of the cases the customer care executive calls the customer to get all the information required about the shifting and "Activates" the order which takes the order to "Quote Pending".
2. In "Quote Pending" state the different vendor partner give their individual quotations against the order. Once the quotes have been given, the state of the order changes to "Confirmation Pending" and a message as well as mail goes to the user informing him that the quotes have been updated and awaiting his confirmation.
3. The customer logs in to the system and selects the vendor and the corresponding quotes which suits his budget and requirement and confirms the order. This takes the order to the "Finalized state".
4. Once the order is executed it is moved to the "Closed state".
5. At any time if the order is lost due to various reasons, it is moved to the "Lost order" state.

• **Developing the "Customer Interaction Cell" to Improve Consumer Experience**

A detailed study was done about the customer on why they came to Pikkol instead of going to reputed players in the market and the response was surprising. Many of the customers responded that the only reason they chose Pikkol over other players in the market was because of 24/7 responsive customer care system at Pikkol.

But as the number of orders grew over time the unresponsiveness of the customer care became a major cause for lost orders as discussed above. This was due to unavailability of a process in which customers can be called on a priority/scheduled basis. Also it was getting difficult to manage the number of calls by the existing members, so hiring customer care executives and training them was the need of the hour.

Execution: A detailed plan was developed and different stages were identified in which a call should go to the customer. These details were documented so that it acts as a training material for the newly formed "Customer Interaction Cell". The calls were divided into the different stages and the following gives the excerpts from the training module developed:

- **Basic Call:** The executive calls the customer to get or confirm the details entered by the user on the portal against his shifting requirements. This includes the customer care executive to be fully aware of the services that Pikkol provides. The customer care executive explains the services that would be provided to the customer and forwards the particular order to the vendors for quotation.
- **Confirmation Call:** After the quotations have been provided to the customer and there is no response from the customer side, the customer care executive gives a Confirmation call to

the customer, so as to understand his/her concerns regarding quotes and vendors. The executive tries to finalize the order on the call and if it is out of his scope, he escalates it to the higher authorities stating the concern of the customer.

- Finalized Call: Once the customer finalizes the order on the system, a confirmation call is given to him intimating him that his order has been finalized for the particular day and time.
- Reminder Call: This is done one day before the shifting to remind the customer that his shifting is scheduled for the next day at the particular time.
- Feedback Call: This call is given to the customer after his shifting has been done. This is normally done 2-3 days after the shifting to get a feedback from the customer about his experience/grievances with Pikkol.

Key Results/Findings

Analysis of Pikkol's Performance Over a Period of Two Months

There was a significant increase in the number of orders executed due to different strategies we implemented at Pikkol over the period of the two months. The following presents a snapshot of the performance of Pikkol over a period of three months from March, 2015 to May, 2015. See Figure 8.



Figure 8 - Orders executed during the three months

Though this presents a very good improvement I believe it could have been scaled more if Pikkol had more human resource.

Learnings from the SIP

The key learnings from the project can be summarized in the following points:

- A Service organization needs to be flexible in its offering for its customers because each of the individual customer has different requirements and the organization should have a flexible enough system to cater to its customer's requirements.

- A responsive and well trained customer care system is very important in a service based industry. A well trained, dedicated and courteous customer care team can bring in more confidence in customers about the company.
- Discount offers can be strategically played for making the customer take services on the days/time we want him to take.
- Proper co-ordination and flow of information among the various stakeholders is very important for smooth operations in a company.

Recommendations

Based on the work done during the project, few recommendations are presented below to improve the operations efficiency and also to improve the overall business.

- ***On Time Shifting***

Customer expect the shifting to happen at the given time they want. Due to the unstable dynamic nature of the industry involved, Pikkol takes a lead time of 2-3 hours to service their customer. This is mainly because of shortage of vendors and a clear cut planning and co-ordination gap among the vendors. Pikkol needs to respect the time of its customers and come out with some well-defined co-ordination plan for its vendors. If it wants to be a leader in Packers & Movers Industry, it needs to change the rules and come up with customer oriented initiatives.

- ***Customize the Shift Process According to Each Customer's Demand***

Though it can be argued that well-defined standard processes needs to be there in a service oriented company for conducting smooth and tidy jobs, every individual customer's requirement can be different, which if not adhered to has caused Pikkol to lose its customers. Currently the Packers and Movers Industry is stiff in conducting its operations. The industry decides what type of service to give to each customer. Pikkol can build its operations strategies on this mantra and can give the power to customer's to decide what type of service they need. It needs to create flexible enough system to be able to cater to each individual's requirement. Also they need to train their customer care executives to understand the requirements of individual customer.

- ***Damage Free/Scratch Less Shifting's***

Every individual has this personal attachment with their belongings and anybody would just hate to see their things damaged after paying a considerable amount of money. Though we cannot rule out the human error that may occur, to make it rare Pikkol needs to sensitize its vendors the importance of damage free shifting's. Another advantage of this is that we need not invest unnecessary time in following up with the unhappy customer and making things work out by compensating him for his losses. Pikkol can take constructive measures to ensure damage free shifting's so that the term "Damage free" becomes a cliché or a synonym for Pikkol.

- ***Responsive, Courteous and Skilled Customer Care***

A customer care executive is the face of the company for its customers and going by Pikkol's model they are the first point of contact for the customers. Therefore Pikkol needs to ensure that they train their executives to handle all sort of queries of consumers. Also they need to sensitize them on the need to speak courteously and have patience with the customers. Only by following these small attributes the customer would be comfortable enough to book order with Pikkol.

- ***Customer's want Negotiation for Price***

Packers & Movers industry primarily being an unorganized sector and quoting exorbitant high prices, has made the customer negotiating over the price range. This has made it difficult for Pikkol to maintain a standard quotation procedure for the services it provides. This can be improved only in the long run by maintaining high standard of service and continuously giving competitive price to its customers.

- ***Flexible Service for Individual Customer's***

To gain market share Pikkol needs to be flexible in its offering for its customers because each of the individual customer has different requirements and the organization should have a flexible enough system to cater to its customer's requirements. Though it would be difficult to generalize the requirements, Pikkol should invest time in understanding the requirements of each customer and then servicing them. This way the customer would appreciate the value which Pikkol is trying to cater and make him a loyal customer.

- ***Opportunities in B2B/Corporate Shifting Market***

There is a huge opportunity in the B2B shifting's like office shifting's, caterers, timber dealers etc. Pikkol gets a lot of enquiries in this segment but is not able to service them at present. It should devise a strategy and pitch in at local business providers, offices to diversify its offerings. There is also a huge demand for corporate shifting's where the company helps its employees to shift from one location to another. Pikkol can collaborate and work in coordination with company administrative staff to prepare a work plan and ensure a smooth relocation process without inconvenience and disruptions to regular work.

- ***Expand its Operations in other Cities***

Pikkol is currently losing lots of orders due to unavailability of its operations in other parts of India. A detailed study of this has been already been discussed in lost orders section. It should strategically expand and set up its offices in other cities of India in due course of time for continuous growth.

- ***Use of GPS Technology***

Pikkol should implement GPS technology for monitoring its consignments and better user experience. This will give it a competitive edge over most of other competitors in market.

Conclusion

The industry is growing at a remarkable speed because of a range of aligned factors some of which necessarily include a growing floating population in India, a rise in the nuclear family, effortless relocation needs, and the requirement to move in new places without any hassles. The packers and movers companies in India are working on virtual and new age technologies to communicate with a rising number of targeted customers to bring in improved scope for growth. The use of mobile applications, GPS tracking system, tracking tools, and software etc., are revolutionizing the way the Indian packers & movers industry work.

Scope for Further Research

The research and findings of this paper is restricted to Bangalore city only. The entire work was done in two months during the summer internship and the data was consolidated and recommendations were made according to that. Though an attempt was made to cover all the aspects in this period there is scope for further research on the various aspects. A research study can be made on the peak and valley seasons for shifting's which will help in planning the resources effectively. A further research study can be done in identifying the apartments around the city which have narrow staircase so that appropriate cost and labour charges can be levied upon. Also a study can be done upon the business model of the competitors and players in the international market to find out the best practises in this industry.

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