

ST.MARY'S UNIVERSITY

FACULTY OF BUSINESS

DEPARTMENT OF MARKETING MANAGEMENT

**AN ASSESSMENT OF SERVICE DELIVERY PRACTICE;
IN THE CASE OF TNT EXPRESS ETHIOPIA.**

BY

ABENET ZELEKE

JUNE, 2014

SMU

ADDIS ABABA

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IN THE CASE OF TNT EXPRESS ETHIOPIA.**

**A SENIOR ESSAY SUBMITTED TO
THE DEPARTMENT OF MARKETING MANAGEMENT**

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FOR THE DEGREE OF BACHELOR OF ARTS IN
MARKETING MANAGEMENT**

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Chapter One

Introduction

1.1 Background of the Study

The leading companies devise and evaluate their marketing strategy to survive and keep up with the rapid transformations in dynamic and competitive environment. Along with the globalization and the development of technologies, more and more companies have realized how complex the competitive situation is today. Increasingly, in order to respond to the highly competitive environment, many companies have to look for an approach to develop themselves from “inside” to “outside” (Ahmed & Rafiq, 2003).

An excellent delivery service cannot only win the loyal customer but also gain large profits that expand company’s business (Qureshi et al, 2007). An important research can be carried out to investigate how marketing strategy can be developed to improve such a growing industry.

Customers are sensitive to service quality and their expectations are high for the money they paid in exchange for the service. So, delivering quality service enables companies to attract new customers and retain existing ones.

TNT Express originally founded in Sydney, Australia, in 1946, and appointed agent in Ethiopia 1989. Effective September 2008 TNT has made a change in associate in Ethiopia and has made a significant investment in its operation and 24/7 live TNT system that connect TNT Ethiopian with the main TNT server.

TNT provides businesses and consumers worldwide with an extensive range of services for their mail and express delivery needs. Headquartered in Amsterdam, the Netherlands, TNT offers efficient network infrastructures in Europe, Asia, South America, Africa, and the Middle East and is further expanding operations worldwide to maximize its network performance.

TNT’s global coverage is one of the best in the industry, specialized in fast, time-sensitive collection and delivery of all types of shipments to virtually anywhere in the world.

TNT Express is the world's leading business-to-business express delivery company. As a world player in global express distribution and a market leader in Europe, the TNT Group of companies offers its customers a perfect combination of global reach, flexibility, and excellent customer service.

TNT has created a global network that integrates company owned vehicles, aircraft, depots, hubs, jet stations and computer systems to provide a comprehensive range of door-to-door on demand express delivery services.

EXPRESS SERVICES

TNT tailors unique express solutions to meet the exact needs of its customers in every industry. The company's to build partnerships with their customers to create a truly improved supply chain strategy.

TNT's express provides the following Services.

- **Global Express** - Express delivery before end of local business hours on the next or earliest possible day throughout more than 200 countries worldwide
- **Express Import** – on a single call to local TNT office to arrange the collection of goods, organize clearance on arrival and express deliver to your door .Follow customer instruction and simple import tariff billed in the same currency as export.
- **World Express Freight** – regardless of the size, shape or weight of shipments, TNT is on hand to ensure shipments reaches its destination safely and securely by air cargo.
- **Economy Express** – Flexible, deferred service option for the delivery of less time sensitive parcels and freight. Ideal for those heavier not so urgent consignments to suit shipping budget. TNT Express offers competitive door to door rates to and from over 80 countries.

1.2 Statement of the Problem

Kotler and Armstrong (2004) defines “ a service is an activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. It’s final out put may or may not be tied to physical product”

Service quality is highly correlated with customer satisfaction. And in the world of competition, service quality is the most important parameter that needs critical attention for organization. Companies should do every effort to attract more customers by providing quality service (Denton, 2003).

In order to deliver excellent service and create customer satisfaction companies needs to follow customer’s expectations and should address those expectations in effective and efficient manner. In addition, the company should go beyond their expectations to cope up with competition and get competitive advantage and retain the customer’s loyal.

TNT Express is an international express and mail delivery services company with headquarters in Netherlands. In the Netherlands, TNT operated the national postal service under the name TNT Post.

TNT Express from Ethiopia Point of View, its head office is found Addis Ababa around Gerji Mebrat Haile and serves in more than 220 countries and territories.

Based on the student researcher observation, TNT Express has many drawbacks to deliver quality and professional service to its customers such as, delay on delivery and pick up, limited coverage, limited resource, unprofessional staffs & customs expertise, luck friendly support. Due to the above reasons their customers’ are highly dissatisfied and shift to other service providers such as DHL, UPS, Aramex etc.

1.3 Research Questions

Based on the above facts, this research tried to focus on and attempts to answer the following research questions.

1. How does the company offer the required quality service to its customer?
2. What problem is faced currently by the company in delivering service to satisfy customer?
3. What does the service delivery of the company look like?
4. To what extent customers are satisfied with the service delivery of the company?

1.4 Objective of the Study

This study contains two types of objectives which is **General objective** and **Specific Objective**.

1.4.1 General Objective

The general objective of this study is to assess the service delivery of TNT Express of Ethiopia.

1.4.2 Specific Objective

This research has the following specific objectives.

- To determine whether the company is offering the required quality service to its customer or not.
- To investigate the problem faced by the company currently in delivering service to attain satisfaction.
- To investigate what the service delivery of the company look like.
- To identify the extent customers are satisfied with the service delivery of the company.

1.5 Significance of the Study

Besides its academic achievement this research will be helpful to the company by indicating how to maintain, improve and increase quality service delivery and in addition to this the research also has significance to the company to know its position in the minds of its customers and whether it is in the right truck or not.

At the end of the study the student researcher will learn how to undertake difficulties. Moreover, this research can serve as a reference for other research.

1.6 Scope of the study

This study was conducted on an assessment of service delivery of TNT Express. The study conducted in head office which is located Gerji Mebrat Haile. Moreover, this study covered from 2010-2012.

1.7 Research Design and Methodology

According to (Travers, 1978) descriptive research method was employed to describe the nature of situation as it exist at the time of the study and to explore the cause of particular phenomena .The student researcher used descriptive method of research because it helped to gather information present existing condition and addressed the questions listed above.

1.8 Population, Sample size and Sampling Techniques

The student researcher has taken corporate customers of TNT and company's head of departments such as commercial coordinator, operation supervisor and lead customer service as a sample. The student researcher used probability sampling techniques. On this study, out of 200 corporate customers the student researcher took 60 corporate customers, since most of the researchers agree on a minimum of 30% should be involved in probability sampling method. Particularly using simple random sampling method because it gives same chance of being selected and served us a good approximation other than more complex method.

1.9 Types of data to be collected

In order to conduct a relevant research both primary and secondary data were gathered.

1.9.1 Methods of Data Collection

In this study the primary data were collected through questionnaires and interview. Questionnaires were distributed to TNT corporate customers. And the interview was conducted with the company's operation supervisor, commercial coordinator and lead customer service. The secondary data was collected from books, company records, and journals.

1.9.2 Methods of Data Analysis

In this study, closed ended data collected through the questionnaires were analyzed and presented in the form of tables and charts that clarified the findings. The findings were interpreted and translated with understandable terminologies. And for open ended questions were be qualitatively analyzed and interpreted. The study also conveys the result of the interview. Furthermore, the summarized data presented in the form of table and graph.

1.10 Limitation of the study

The study has faced difficulty to distribute the questionnaire for corporate customers as they were located indifferent area of the city. And the company's head of departments were reasoned out as they were too busy to give interview.

1.11 Organization of the Study

This study was organized in four chapters. The first chapter includes back ground of the study, statement of the problem, objective of the study, Significant of the study, Scope of the study, research design and methodology, limitation of the study, and organization of the study. In the second chapter related literature were reviewed. The third chapter deals with the presentation, analysis and interpretation of data. The fourth chapter includes summery, conclusion and recommendation part. Finally, the bibliography and the other appendix questionnaires and interviews questions attached with the research paper.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1. Overview of Service

According to Lovelock (1997:3) Services make up the bulk of today's economy, not only in the United States and Canada where they account for 73 percent and 67 percent of the gross domestic product (GDP), respectively, but also in other developed industrial nations throughout the world. The service sector accounts for most of the new job growth in developed countries.

In fact, unless you are already predestined for a career in a family manufacturing or agricultural business, the probability is high that you will spend your working life in companies (or public agencies and nonprofit organizations) that create and deliver services. As a nation's economy develops, the share of employment between agriculture, industry (including manufacturing and mining), and services changes dramatically.

Most organizations provide a service of some sort or another. For organizations such as airlines, trains, universities, car rental, health or government agencies service represents a major part of what they have to offer. They are known as service organizations. Others whose business is the manufacture of products, e.g. computers, mobile phones, washing machines, service is of lesser, albeit significant importance. There are particular problems and challenges in managing services, namely intangibility, inseparability, variability and perishability. In particular, services have to contend with uncertainties over customer involvement and what they expect. To address these and other problems service organizations have adopted an approach called 'McDonaldization', with increasing attention being given to efficiency and technology. Given the difficulties of providing a service, it is not surprising there is ongoing debate over the variability of its quality (Mudie & Pirrie, 2006:1)

2.2. Distinguishing Features of a Service

"Pure" services have several distinctive characteristics that differentiate them from goods and have implications for the manner in which they are marketed. These characteristics are also applicable for services which are not pure but classified under service businesses. These

characteristics can be described as intangibility, in reparability, variability, Perishability and ownership. The production and sale of goods and services involve some other services. Some goods are sold without any services which accompany the product. On the other hand, there are also services which are purely intangible in that there is no good which accompany the service. Between these two extremes, there are also goods with accompanying services and services accompanying goods. In both cases the service holds its distinguishing features (Palmer and Cole, 1995:35).

2.2.1. Intangibility

A pure service cannot be accessed using any of the physical senses: it is an abstraction which cannot be directly examined before it is purchased. This means services have no tangible properties that can be used by consumers to verify advertising claims before the purchase is made. The intangible process characteristics that define services, such as reliability, personal care and attentiveness and friend lines of staff, can be verified only when a service has been purchased and consumed. The lack of physical evidence that intangibility implies increases the level of uncertainty consumer's face when choosing between competing services. An important part of a services marketing program will therefore involve reducing consumer uncertainty by such as adding physical evidence and the development of strong brands. (Plamer and Cole, 1995:35),

“Services are intangible. Unlike physical products they can not be seen, tasted, felt, heard or smelled before they are bought” (Kotler, 1994:566). According to him, intangibility creates uncertainty. Buyers will look for signs or evidence of the service quality. They will draw inferences about service quality from the place, people, equipment, communication material, symbols, and price that they see.

According to Zikmund and Amico (1996:178), services have the characteristics of intangibility. They can not be examined or tried before purchase. Services are intangible even if some tangible products are associated with them. Intangible things are difficult to comprehend and evaluate. Thus, one job of service marketers is to try to make the tangible it has been noted that buyers of (Intangible) services are actually purchasing the “promise of satisfaction.” They need clues, evidence, and indications that the service's quality infect exists.

The other scholar, who wrote on the intangibility of services, is Eckles. He put as “services are physically intangible since they cannot be touched, tasted, smelled, or seen as can physically tangible products.” He also added that knowledge is the cornerstone of most products for anyone to market. Services such as insurance, Management consulting, technical and engineering inspections, auditing, and overnight letter service can be abstract concepts when a buyer considers his purchase. It is difficult for the mind to grasp the intricacies and the significance when the services performed meet the quality expected.(Eckles, 1990:362).

The author’s idea implies that the intangibility of a service makes it difficult for the buyer to perceive a service’s true value and quality before the purchase. Hence, the buyer has to draw inferences about the seller’s ability to deliver. Service marketers are forced to put physical evidence on their abstract offers.

In general, services are much less tangible than a physical product. An automobile is a visible product that the customer can see, touch, sit in and drive. Insurance on the automobile or a tune-up of the engine, while not unnoticed by the consumer, does not have the same degree of tangibility (Rosenbloom, 1995:570).

“Originally services are intangible. Services are an activity, an experience and not a thing” (Kasper and Others, 1999:14) According to them, service organizations are trying to make their intangible offer as tangible as possible, while many manufacturers try to create an intangible image around their goods instead of focusing on the tangible aspects of their goods in advertising.

Etzel and others (1997:518) put intangibility of services as “Because services are intangible, it is impossible for customers to sample – taste, feel, see, hear or smell-a service before they buy it.” These scholars suggested that a company’s promotional program must be explicit about the benefits to be derived from serving rather than emphasizing the service itself.

The production and consumption of a tangible good are two distinct activities. Companies usually produce goods in one central location and then transport them to the place where most want to buy them. The manufacturer is also able to make goods at a time convenient to itself, and then make them available to customers at times convenient to customers. Production and consumption are said to be separable. On the other hand, the consumption of a service is said to

be inseparable from its means of production. Producer and consumer must interact in order for the benefits of a service to be realized: both must normally meet at a mutually convenient time and place in order that the produces can directly pass on service benefits (Palmer and Cole, 1995:35).

2.2.2. Inseparability

These scholars also emphasized on the marketing implications of inseparability of services. As to them, for services, marketing becomes a means of facilitating complex producer-consumer interaction, rather than being merely an exchange process. Inseparability occurs whether the producer is human as with health care services, or a machine, as with a bank ATM. The service of an ATM can be realized only if the producer and consumer interact. This inseparability has several important marketing implications for services. First, whereas goods generally first produced, then offered for sale, and finally sold and consumed, service inseparability causes this process to be modified. Services are generally sold first then produced and consumed simultaneously-second, while the method of goods production is usually (though by no means always) of little importance to consumers, production processes are critical to their enjoyment of services.

With goods, consumers are not part of the production process, and in general, as long as the products that they take delivery of meet their expectation, they are satisfied with (although there are exceptions, for example where the ethics of production methods cause concern, or where quality can be assessed only with a knowledge of production stages that are hidden from the consumer' view). With services, the active participation of customers in the production process makes the process as important as outcomes in determining customers' benefits. In some cases, an apparently slight change in service production methods may totally destroy the value of the service being provided (Plamer and Cole, 1995:36).

“The characteristic of inseparability means that producer and consumer must be present at the same time and place for the service transaction to occur” (Zikmund and Amico, 1996:180) They also suggested that in the service area this process is sell and then produce and consume simultaneously. The service provider cannot be separated from the service product.

Service providers have little flexibility. The amount of product they provide depends mostly on the amount of time they have. According to these authors, a service encounter is the period of time during which a consumer interacts with a service provider. Marketers who stress service quality strive to manage the service encounter because evaluation of the service is highly dependent on what takes place during the service encounter (Ibid).

As Phillip Kotler put it “Services are typically produced and consumed simultaneously. This is not true of physical goods that are manufactured, put into inventory, distributed through multiple resellers, and consumed still later.” If a service is rendered by a person, then the provider is part of the service. Since the client is also present as the service is produced, provider-client interaction is a special feature of services marketing. Both the provider and the client affect the service outcome (Kotler, 1994:466).

“Whereas as product can be manufactured, inventoried and sold later, services marketing is a personal, dyadic relationship between the buyer and sellers where the seller’s production of the service happens simultaneously with the buyers consumption of the service” (Eckles, 19990:362).

“.....Most services are inextricably tied to the providers of the service and the services produced do not exist as physical entities in and of themselves” (Rosen doom 1995:570) The consumer has to participate in the production of services on many occasions, sometimes even without knowing it (Kas per and others, 1999:17). This personal contact is meant by the words “interactive consumption” and “Interaction process.” This interaction may be referred to as “the service encounter.” When both parties-physically-meet, the production of the service can take place both the employee and the customer have to perform particular activities. In other words, they have to apply particular roles. “Services typically cannot be separated from the creator-seller of the service” (Etzel and Others, 1997:519)

Moreover, many services are created, dispensed, and consumed simultaneously. From the marketing stand point, inseparability limits distribution. It frequently means that direct sale is the only possible channel of distribution, and an individual seller’s services cannot be sold in very many markets.

As an exception to the inseparability feature, some services may be sold by a person who is representing the creator-seller. A travel agent, insurance broker, or rental agent, for instance may represent, promote, and sell services that will be provided at a later time by the institutions producing them (Etzel and Others, 1997:519)

2.2.3. Perishability

Services differ from goods in that they cannot be stored. A producer of cars that is unable to sell all its output in the current period can carry forward stocks to sell in a subsequent period. The only significant costs are storage costs, financing costs and the possibility of loss through obsolescence. By contrast, the producer of service that cannot sell all its output produced in the current period gets no chance to carry it forward for sale in a subsequent period (Plamer and Cole, 1995:39)

These authors also added that the perish ability of services results in greater attention having to be paid to the management of demand by evening out peaks and troughs in demand and in scheduling service production to follow this pattern as far as possible. Promotion and pricing are the two tools commonly adopted to tackle this problem.

“Services cannot be produced ahead of or in anticipation of customer needs and then stored in inventory until purchased” (Rosenbloom, 199:571). According to Rosenbloom, a service cannot be stored and hence demand should be made consistent.

If a service becomes more and more intangible, the opportunities to store the service become less and less. In other words the degree of intangibility is increasing the degree of perish ability. Often, services which are perishable cannot be kept in stock. That is why the cost of warehousing and storage are quite often low and completely lacking in service companies (Kasper and others, 1999:19)

Services are highly perishable because they cannot be stored. There are exceptions in this generalization regarding the perish ability and storage of services. In health and life insurance, for example, the service is purchased by a person or a company. Then it is held by the insurance company (the seller) until needed by buyer or the beneficiary. This holding constitutes a type of storage (Etzel and Others, 1997:520)

“..... The service “exists” only when the service provider is at work. Services “disappear,” cannot be stored and cannot be stored and cannot be resold at another time to another customer” (Zikmund and Amico, 1990:170) According to these authors, services cannot be owned or kept. They do not provide possession utility beyond the performance of the service.

“..... Because services cannot be stored, the demand for services must be forecast accurately to produce the most lucrative use of and most cost-effective allocation of the service provider’s time” (Eckles, 1990:363). Kotler, also put service perishes ability as “services cannot be stored” (Kotler, 1994:468)

2.2.4. Variability

“Because customers are usually involved in the production process for a service and consume it, it can be difficult to carry out monitoring and controlling to ensure consistent standards” (Plamer and Cole, 1995:38)

Kotler also put this fact as “services are highly variable, since they depend on who provides them and when and where they are provided” (Kotler, 1994:467)

The other expert of the area put variability of services as heterogeneity (Kotler 1994:467) expressed variability as “It is difficult to standardize most service since the provider is the service. Output, quality, delivery, and value can vary widely per service provider.” He also suggested a solution that hiring practices and subsequent training can lessen some of the heterogeneity for service marketers as he moves closer to offering a more standardized or equal quality of service (Eckles, 1990:363)

“Services vary widely in quality. The skills of even a single employee can vary ...” (Zikmund and Amico, 1990:180) According to these writers, most services are delivered by people, thus employee dealings with customers are crucial to success. The heterogeneity or variability leads service marketers to one of two general strategies: standardization or customization.

In the production of services, achieving the level of standardization so common in mass-produced products is much more difficult. Because so many services are people intensive and, are extricable tied to the people providing them, the variability associated with the human element is much more likely to creep into the production of services than into the production of

products. In fact, even the same person providing a service can show substantial variability from one performance to the next during a time period of as little as an hour (Rosenldoom, 1995:571)

“It is impossible for a service industry, or even an individual seller of services, to standardize output” (Etzel and Others, 1997:519) Each “Unit” of the service is somewhat different from every other “unit” of the same service because of the “human factor” in production and delivery.

It will be clear that the customer is not only subject to the service provider, but actively participates in the process of producing the service. The customer is an essential part of this whole process. This means that standardizing services is quite difficult on many occasions (Kasper and Others, 1999:17)

2.2.5. Ownership

The inability to own services is related to their intangibility and perish ability. In purchasing goods, buyers generally acquire title to the goods in question and can subsequently do as they want with them. On the other hand, when a service is performed, no ownership is transferred from the seller to the buyer. The service buyer merely buys the right to a service process (Plamer and Cole, 1995:40)

According to them the inability to own a service has implications for the design of distribution channels. A wholesaler or retailer cannot take title, as is the case with goods. Instead, direct distribution methods are more common, and where intermediaries are used, they generally act as co-producers of the service.

“A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything; its production may or may not be tied to a physical product” (Kotler, 1994:464)

Services are originally intangible and relatively quickly perishable activities, whose buying takes place in an interaction process aimed at creating customer satisfaction but during this interactive consumption this does not always lead to material possession (Kasper and others, 1999:13)

Quite often, the result of service encounter may be that the customer has something of a tangible nature, like air line tickets, money from the bank, insurance policy or the marketing consultants

report. It should be realized that the prime goal of these transfers is not the possession of something tangible. Even though some services which are not core services have a tangible nature, there is no physical transfer of title (Kasper and Others, 1999:13)

2.3. Service Quality Evaluation

“Service quality management is the process of attempting to ensure that the gap between consumer expectations and perceived service delivery is as small as possible” (Plamer and Cole, 1995:158) According to these authors, this task has several important dimensions.

First, the marketing mix formulation and its communication to potential customers must be as realistic as possible. Exaggerated claims merely lead to high expectations, which an organization may not be able to deliver. Therefore unrealistic expectations can lead to the perception that the service delivers poor quality. Second, non-marketer-dominated factors, such as word-of-mouth information and traditions, also need to be considered, as their presence too many have the effect of increasing expectations. Finally, service companies must recognize that the relationship between customer perceptions and expectations is dynamic. Merely maintaining customers’ level of perceived quality is insufficient if their expectations have been raised over time, either by improving the service offer or by restraining customers’ expectations.

Quality affects all aspects of the marketing mix. Decisions about service specification can not be made in isolation from decisions concerning other elements of the mix. All can affect the level of customer expectations and the perceived importance or standard of service quality.

The intangibility of services in the service industries makes it difficult to evaluate each firm’s quality of service rendered. The quality of a particular professional service is a subjective matter which can inject a great deal of uncertainty into the buyer’s decision process. Quality of service problems are further aggravated by the simultaneous production and consumption of the service and the overwhelming proliferation of the number of professional offering a given service in a given geographical area (Eckles, 1990:365)

According to this author service customers expect fulfillment in five areas to dimension service – performance gap. There are:

- **Tangibles** – The physical facilities, equipment, and appearance of personnel.
- **Reliability** – The ability to perform the desired service dependably, accurately,
And consistently
- **Responsiveness** – The willingness to provide prompt service and to help
Customers
- **Assurance** – Employee’s knowledge, courtesy, and ability to convey trust and
Confidence to the customers
- **Empathy** – The provision of caring and providing individualized attention to the
Customer

The level of quality to which a service is designed is a crucial element in the total service offer. Quality is an important factor used by customer to evaluate the services of one organization in comparison with the offers of others. In fact, customers may Judge not so much the quality of an individual service offer but the quality of the service provider. The intangible nature of service quality standards is reflected in the difficult that service companies have in designing quality standards that will be readily accepted by potential customers (Plamer and Cole, 1995:73)

According to these authors, customer’s expectations from an important element of quality – a service that fails to meet the expectations of one customer may be considered to be of poor quality, while another customer receiving an identical service but not holding such high expectations may consider the service to be of high quality standard. With intangible services, the difficulty associated with quantification of standards makes it much more difficult for an organization to monitor and maintain a consistently high standard of service. Furthermore, the intangibility and inseparability of most services being provided in exactly the same way. In an attempt to reduce the problems of uniqueness, many service providers have attempted to “industrialize” their output by offering a limited range of machine assisted services with lower variability in output.

(Kasper and Others, 1999:211) also mentioned 18 determinants of service quality. These are listed as follows

1. **Access:**

The physical approachability of service location, including the ease of finding one's way around the service environment and the clarity of route

2. **Aesthetics:**

The extent to which the components of the service package like service facilities, goods and staff are agreeable or pleasing to customer

3. **Attentiveness/helpfulness:**

The extent to which the service, particularly of contact staff, either provides help to customer or gives the impression of interest in the customer and shows a willingness to serve

4. **Availability:**

The availability of service facilities, staff and goods to the customer This includes staff/customer ratio and the amount of time each staff member has available to spend with each customer.

5. **Care**

The concern, consideration, sympathy and patience shown to the customer And the extent to put at ease by the customer and made to feel emotionally rather than physically comfortable.

6. **Cleanliness/tidiness:**

The cleanliness and the neat and tidy appearance of the tangible of the service package including the service environment, facilities, goods and contact staff

7. **Comfort:**

The physical comfort of the service environment and facilities

8. **Commitment:**

Staffs apparent commitment to their work, including the pride and satisfaction they apparently take in their job, their diligence and thoroughness.

9. **Communication:**

The ability of the service providers to communicate with the customer in a way he/she will understand. This includes the clarity, completeness and accuracy of both verbal and written communication to the customer and the ability of staff to listen to and understand the customer.

10. Competence:

The skill, expertise and professionalism with which the service is executed This include the carrying out of correct procedures, correct execution of customer instructions, degree of service knowledge exhibited by contact staff.

11. Courtesy:

The politeness, respect, and propriety shown by the service, usually contact staff, in dealing with the customer and his or her property.

12. Flexibility:

A willingness and ability on the part of the service worker to amend or alter the nature of the service or product to meet the needs of the customer

13. Friendliness:

The warmth and personal approachability (rather than physical approachability) of the service providers, particularly of contact office, including cheerful attitude and the ability to make the customer fell welcome.

14. Functionality:

The serviceability and fitness for purpose or “product quality” of service facilities and goods

15. Integrity:

The honesty, Justice, fairness and trust with which customers are treated by the service organization

16. Reliability:

The reliability and consistency of performance of service facilities, goods and staff, this includes punctual service delivery and an ability to keep the agreements made with the customer.

17. Responsiveness:

Speed and timeliness of service, this includes the speed of throughput and the ability of the service providers to respond promptly to customer requests, with minimal waiting and queuing time

18. Security:

Personal safety of the customer and his/her possessions while participating in or benefiting from the service process this includes the maintenance of confidentiality.

Kotler, (1994:474) also clearly stated that one of the major ways to differentiate a service firm is to deliver consistently higher-quality service than competitors. The key is to meet or exceed the target customers' service-quality expectations. Their expectations are formed by their past experiences, word of mouth, and service-firm advertising. The customers choose providers on this basis and, after receiving the service; they compare the perceived service with the expected service. If the perceived service falls below the expected service, customers lose interest in the provider. If the perceived service meets or exceeds their expectations, they are apt to use the provider again.

2.4. Building Service Brands

Positioning a brand in the minds of the customers is a task typically performed by communication about the brand for example, by advertising (Kasper and Others, 1999:557). According to Kasper and others, (1999:557) communication is an important means of creating brand loyalty and thus creating relationships with customers. When service providers act globally, customers will know everywhere what the service will be about, when a consistent image of the firm and its service has been created. Creating a consistent brand perception internationally is necessary for customers to know what can be expected from the service provider, how they have to behave in a service encounter, what risks similar to those at home can be run. It is also in line with one of the most important dimensions of service quality: reliability in performance.

The purpose of branding is to identify products as belonging to a particular organization and to enable differentiation of its products from those of its competitors'. While most tangible product offers and branded in some form, the service offer itself is less likely to be branded. Instead of the individual service offer being branded, it is more likely that branding will focus on the service provider's corporate image (Plamer and Others, 1995:71)

The variability of service output can pose problems for brand building in services compared with tangible goods. The service sector's attempts to reduce variability concentrate on methods used to select, train, motivate and control personnel. This can be helpful to create brands or giving consistent and distinguished service from competitors.

A brand is a name, term, sign, symbol, or design, or a combination of them intended to identify the goods or services of one seller or group of sellers and to differentiate them from those competitors (Kotler, 1994:444).

According to Kotler, thus, a brand identifies the seller or maker. Under trade mark law, the seller is granted exclusive rights to the use of the brand name in perpetuity. A brand is essentially a seller's promise to consistently deliver a specific set of features, benefits, and services to the budgets. The best brands convey a warranty of quality.

“People often buy or use a product because the product or brand symbolizes something about themselves or their life style. Thus, marketers are properly concerned with “product image” and promotional campaigns’ aimed at “image building (Zikmund and Amico,1996:293)

2.5. Service Marketing Mix

Marketing activity is normally structured around the ‘4 Ps’ – product, price, promotion and place. However, the distinctive characteristic of services requires the addition of three more Ps – people, physical evidence and process (Peter Mudie and Angela Pirrie ,2006:13).

2.5.1 People

As to Kaper and Others, (1999:443), in many instances, the first impression is the one that really influences consumers decision to buy a certain service. These are the first impressions they use to form an opinion of the businesses, the people working there and their expectations about the quality delivered. The initial impressions shape that image of the business immediately. And, it should be noted one does not get a second chance to form first impressions. In services, employees play a decisive role in shaping these first impressions-people will make or break the service. It also appears that defaults in services can be attributed quite often to behavioral defaults. So, people are decisive in a service business.

Palmer and Cole on their part wrote on the importance of people in services. People involved in the process of delivering a service can be crucial in defining that service and customer's perceptions of it. Personnel, therefore, can be an important element of the service offer, and management must define the role expectations of employees and support them with training when necessary. In addition to managing the interaction between customers and service customers' own personnel, other customers who use or buy the service may influence the perception of the service when it is consumed in public. Many service industries therefore employ methods to control the behavior of their customers when they are likely to influence other customers enjoyment or image of a service (Plamer and Cole, 1995:72).

As Eckles (1990:372) tried to note people, “personnel are keys to the creation of the service and its delivery to the client.” Thus delivering services in many industries is still something mainly done by humans and not by machines. This means that the personnel are able to make or break the service (Ibid, 445).

People like receptionists and telephonists, often having personal contact with the customers in daily activities must know customer expectations and be aware of procedures and rules in the company.

The note that the most important thing in a service is people, Richard Dow quote “The four Ps of services marketing: people, people, people, and people” (Kotler, 1994:463).

In creating job satisfaction among service personnel has the potential of generating higher customer satisfaction, repeat purchases by current customers and positive word of mouth-of-mouth recommendations to potential customers. This indicates that job satisfaction of service personnel can be increased by hiring individuals who tend to be highly empathetic, training current employees how to be empathetic, providing employees with clear descriptions, empowering employees within the customer/employee area to make decisions that will result in higher customer satisfaction with the service and in establishing a clear unity of command for each employee. Avoiding role stress and role ambiguity contributes to increasing job satisfaction and thus loyalty.

“For most services, people are a vital element of the marketing mix. That is, in service industries, everybody can be described as a “part-time” marketer in that their actions have a much more direct effect on the output received by customers” (plamer and Cole, 1995:16).

2.5.2. Process

“Most services are concerned with production processes as much as with any final customers. Service design should therefore pay attention to process and to the manner in which service personnel interact with customers during this process” ((Plamer and Cole, 1995:71).

According to them, one of the approaches to design the process is to use shostack’s blue printing approach. This approach refers where service production processes are complex, it is important for an organization to gain a holistic view of how the elements of a service relate to each other. “Blueprinting” is a graphic approach designed to overcome problems that occur when a new service is launched without adequate identification of the necessary support functions. A customer blue print has three main elements.

- All of the principal functions required to make and distribute a service are identified, along with the responsible company unit or personnel.
- Timing and sequencing relationships among the functions are directed graphically.
- For each function, acceptable tolerances are identified in terms of the variation from the standard that can be tolerated without an adverse effect on customers’ perception of quality.

According to Kasper and Others, (1999:458)” ... delivering services is a process: a process not only with a front office and back office but also consisting of interaction in actions, episodes and relationships.” According to them, this process is not static but dynamic. It is therefore important to find out what are the important elements in such a process approach of a service delivery and how it affects the moments of truth. Blue – printing, service maps and flow charts are also mentioned as a design for the service process at the service encounter.

“process management assures the services availability and consistent quality in the face of simultaneous consumption and production of the service offered” (Eckles, 1990:372).

It is of utmost importance to have a proper match between the knowledge, skills and competencies of the service employee, the job, the internal processes, the supporting equipment and the respective characteristics of the customer. Only when these elements are matched, it is

possible to deliver services according to the expectations, created, amongst others, by the external communications of the service delivery process can be implemented in the way it is specified in flow charts, blueprints and service maps. Here the whole service delivery process is broken down into different elements. The elements should then be placed according to the sequence followed by the customer, in the whole service delivery process. This means that the sequence need not be the same as the functions in the organizational structure. It is important to find out during which moments of the service delivery process, the customer has direct contact with the organization or with person in charge of the service organization (Kasper and Others, 1999:459).

“Service are best defined in terms of their production process rather than their tangible outcomes” (Palmer and Cole, 1995:17). According to them, with services a clear distinction cannot be made between marketing and operations management.

2.5.3. Physical Evidence

“... Service marketers are more likely to differentiate their services from the competition by adding tangible features, for example, distinctive designs of brochures, staff uniforms, and service outlets (Plamer and Cole, 1995:71). According to them to reduce the uncertainty created due to the intangibility of services, physical evidence can be used as a solution. (Kotler, 1994:467) put this idea as “the service provider’s task is to manage the evidence, to tangibilize the intangible. He also added that it is difficult to manage the physical evidence to tangibilize, “Where as product marketers are challenged to add abstract ideas, service marketers are challenged to put physical evidence and imagery on their abstract offers.”

CHAPTER THREE

3. Data analysis, presentation and interpretation

This chapter is concerned with the presentation and analysis of data gathered through questionnaires and interview. To collect the primary data the researcher distributed a total of 30 questionnaires. The questionnaires were distributed to customers of TNT express. The entire 30 questionnaires were collected and they filled correctly.

3.1 Category of the customers' organization

Table 3.1 The organization category

No	Item	Respondents	
		No	Percentage (%)
1	Category of the organization		
	• Private business	32	53.33
	• Government	6	10
	• Non-government office	22	36.67
	• Other	-	
	Total	60	100%
2	For how long have you been working with TNT Express?		
	- 1-3years	14	23.33
	- 4-6 years	18	30
	- 7 -10 years	6	10
	- Above 10 years	22	36.67
	Total	60	100%

Source: Questionnaire 2006 E.c

Table 3.1 indicate that most of TNT customers around 32(53.33%) are private businesses, 22(36.67%) customers are NGO's and 6(10 %) are government organizations. This shows that the majority of TNT express respondents are private businesses. Concerning the number of years they have been customers of TNT, majority of the organizations 22(36.67%) have been working with TNT for more than 10 years, 18(30%) have been working together for 4-6years, 14(23.33%) have been working together for 1-3 years and 6(10%) of the organizations have been working for 7-10 years.

3.2 Expectation of customers before using TNT

Table 3.2 Expectation of customers

No	Item	Respondents	
		No	Percentage
3	What was your expectation before using TNT Express?		
	Very High	14	23.33
	High	32	53.33
	Medium	-	
	Low	14	23.33
	Very Low	-	
	Total	60	100%

Source: Questionnaire 2006 E.c

The above table shows that concerning expectation of customer before using TNT, 32(53.33%) of the organization said it was high, 14(23.33%) said it was very high and 14(23.33%) said it was low.

3.3 Continuing using TNT's service

Table 3.3 continuing to be TNT's customer

No	Item	Respondents	
		No	Percentage
4	Based on your past experience will you continue using TNT express service?		
	Yes	20	33.33
	No	6	10
	I don't know	34	56.67
	Total	60	100%

Source: Questionnaire 2006 E.c

Table 3.3 shows majority of TNT customers around 34(56.67%) say they don't know whether they will continue or not using TNT service. 20(33.33%) they will continue to be customer of the organization and 6(10%) said they will not continue using TNT service. This shows even though there are some customers that will continue to be the customer of TNT, large amount of customers are migrating to other express companies.

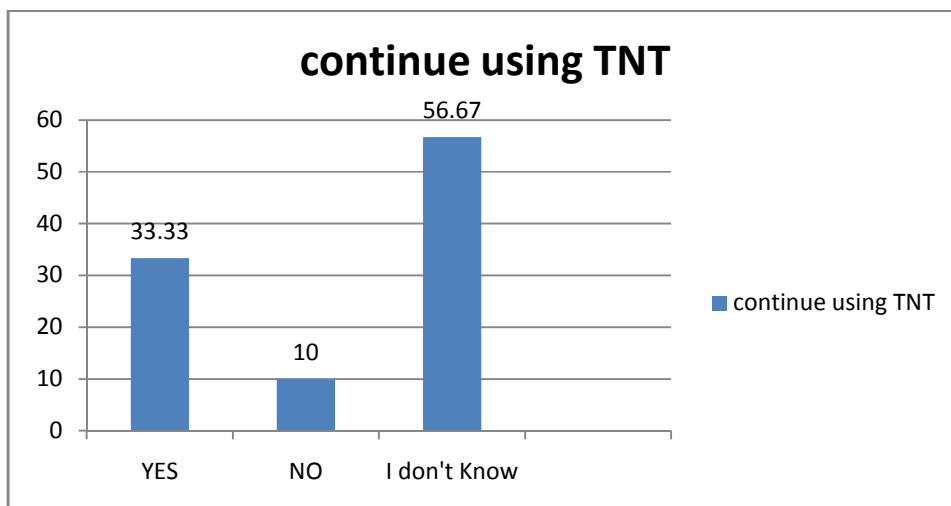


Fig 1. Continue using TNT

3.4 Building good image to TNT Express

Table 3.4 Promoting TNT to Other companies

No	Item	Respondents	
		No	Percentage
5	Based on your past experience will you recommend TNT Express to others?		
	Yes	6	10
	No	34	56.67
	I don't know	20	33.33
	Total	60	100%

Source: Questionnaire 2006 E.c

Concerning building good image, majority of the customers 34(56.67%) will not recommend TNT to other organizations, 20(33.33%) of the organization say they don't know whether they will recommend TNT to other organizations and 6(10%) recommend TNT to others.

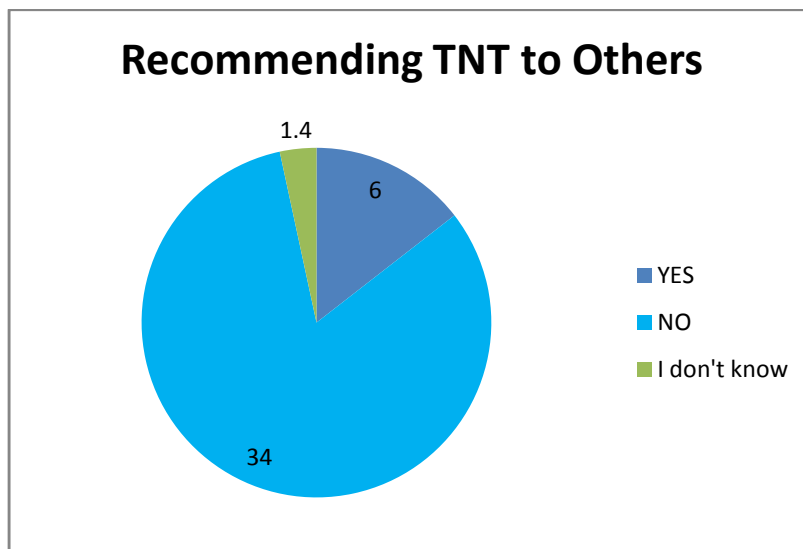


Fig2. Recommending TNT to others

3.5 Relying on the company's service delivery

Table 3.5 relying on the company service delivery

No	Item	Respondents	
		No	Percentage
6	How far do you rely on the company's service delivery?		
	Very High	-	-
	High	6	10
	Medium	8	13.33
	Low	40	66.67
	Very low	6	10
	Total	60	100%

Source: Questionnaire 2006 E.c

As it is observed from the above table regarding relying on the company service delivery, 40(66.67%) of the organization say they rely to a low extent, 8(13.33%) say to medium extent, 6(10%) of the organization say very low on relying on service delivery and 6(10%) said high on relying on the service delivery.

3.6 Quality of service compared to other express companies

Table 3.6 Quality of service in comparison to other companies

No	Item	Respondents	
		No	Percentage
7	How do you evaluate TNT's service delivery quality as compared to other companies?		
	Very high	-	-
	High	14	23.33
	Medium	26	43.33
	Low	14	23.33
	Very low	6	10
	Total	60	100%

Source: Questionnaire 2006 E.c

Regarding the quality of service compared to other express companies, majority of the customers around 26(43.33%) said it is medium, 14(23.33%) said it is high, 14(23.33%) said it is low and 6(10%) of the customers said it is very low.

3.7 Level of technology usage in delivering quality service

Table 3.7 Level of technology in service delivery

No	Item	Respondents	
		No	Percentage
8	How do you evaluate the company's technology in delivering the service?		
	Very high	-	
	High	-	
	Medium	38	63.33
	Low	14	23.33
	Very low	8	13.33
	Total	60	100%

Source: Questionnaire 2006 E.c

The above table shows the companies usage of technology in delivering service, majority of the customers around 38(63.33%) said it is medium, 14(23.33%) said it is low and 8(13.33%) customers said it is very low.

3.8 Service delivery process

Table 3.8 Service delivery process of TNT

No	Item	Respondents	
		No	Percentage
9	How do you evaluate the company regarding service delivery process?		
	Very high	-	-
	High	6	10
	Medium	34	56.67
	Low	20	33.33
	Very low	-	-
	Total	60	100%

Source: Questionnaire 2006 E.c

Regarding the service delivery process, majority of the customers around 34(56.67%) said it is medium, 20(33.33%) said it is low and 6(10%) said it is high.

3.9 Delivery transit time of the company

Table 3.9 Delivery transit time

No	Item	Respondents	
		No	Percentage
10	How do you evaluate delivery transit time of the company?		
	Very good	-	-
	Good	26	43.33
	Fair	28	46.67
	Poor	6	10
	Very poor	-	-
	Total	60	100%

Source: Questionnaire 2006 E.c

Concerning the delivery transit time, majority of the customers 28(46.67%) said it is fair, 26(43.33%) of the customer said it is good, and 6(10%) of the customers said it is poor.

3.10 Complain on service delivery of the company

Table 3.10 Complain on service delivery

No	Item	Respondents	
		No	Percentage
11	Have you ever complained on the service delivery of the company before?		
	Yes	40	66.67
	No	20	33.33
	I don't know	-	
	Total	60	100%

Source: Questionnaire 2006 E.c

Table 3.10 shows complain on service delivery of the company, majority of the customers 40(66.67%) of the customers said they have reported a complain on service delivery and 20(33.33%) of the customers said they haven't filled any complain on the service delivery.

3.11 Communicating the complain on service delivery

Table 3.11 communicating complain

No	Item	Respondents	
		No	Percentage
12	If your answer is Yes to question no. to whom did you communicated?		
	General Manager	9	22.5
	Commercial coordinator	14	35
	Operation supervisor	7	17.5
	Lead customer service	10	25
	Using Suggestion box	-	-
	Total	40	100%

Source: Questionnaire 2006 E.c

Table 3.11 shows communicating complain, the majority 14(35%) said they report to commercial coordinator, 10(25%) said they report to lead customer service, 9(22.5%) said they report to general manager and 7(17.5%) of the customer said they report to operation supervisor.

3.12 Efficiency of handling complaint

Table 3.12 Handling complaint

No	Item	Respondents	
		No	Percentage
13	How do you rate the company's efficiency in handling complaint?		
	Very good	-	-
	Good	28	46.67
	Medium	20	33.33
	Poor	6	10
	Very Poor	6	10
	Total	60	100%

Source: Questionnaire 2006 E.c

Regarding efficiency of handling complaint, majority of the customers 28(46.67%) said it is good, 20(33.33%) said it is medium, 6(10%) said it is poor and the rest 6(10%) said it is very poor.

3.13 Employees knowledge and skill regarding service delivery

Table 3.13 Employees knowledge and skill

No	Item	Respondents	
		No	Percentage
14	How do you evaluate the employee's knowledge and skill regarding service delivery?		
	Very high	-	-
	High	8	13.33
	Medium	32	53.33
	Low	12	20
	Very low	8	13.33
	Total	60	100

Source: Questionnaire 2006 E.c

Concerning the knowledge and skill of employees in delivering service, majority of the customers, 32(53.33%) said it is medium, 12(20%) of the customers said it is low, 8(13.33%) said it is high and 8(13.33%) said it is very low.

3.14 Interview for commercial coordinator and head of customer service

1. How is the service delivery in the company?
 - We are give a door to door delivery service, which means pickup to delivery
2. Do you think TNT Express is giving quality service to its customers?
 - Yes, TNT gives quality and personalized service for our customers
3. How do you evaluate your service delivery performance compare to competitors?
 - In my opinion our service is in the medium level compared to competitors but we are working hard on it
4. Do you thing TNT fulfill the required resource for the service delivery?
 - No, TNT Ethiopia doesn't have enough resource for the delivery of the service but we are doing our best to increase our resources
5. Does the company provide special facilities like credit facility, discount to customers?
 - Yes, we have some requirements to give discount so we always give a discount for our loyal and potential customers
6. How is the company system to handle customers' complaints?
 - First, we always trying not to disappoint our customers but if anything happened that will dissatisfy our customers we try to understand the case and try to solve it.
7. If you want to add anything about the general service delivery of the company you are welcome
 - TNT Ethiopia doesn't have enough resources compared to other express company but we have a lot of potential customers and we are working to maximize our resources and deliver our services as per our customer's expectation.

3.15 Interview with Operation Supervisor

1. How is the service delivery in the company?
 - It is doing well and we are trying to give a good service to our customers.
2. Do you think TNT Express is giving quality service to its customers?
 - We are trying our best to give a quality service to our customers but still there is a gap when we considered their expectation from International company
3. How do you evaluate your service delivery performance compare to competitors?
 - Compare to agents we are doing good but with the worldwide company, our performance of service delivery is not that much good.
4. Do you thing TNT fulfill the required resource for the service delivery?
 - Honestly speaking no, because we do have resource problem. Regarding operation Dep't there are limited human resource and Vehicles and Motors.
5. Does the company provide special facilities like credit facility, discount to customers?
 - Yes, there is credit facilities for cooperate level and discount based on the weight and volume of the shipment.
6. How is the company system to handle customers' complaints?
 - There is no strategically way of handling complaints but everyone is trying to hand customers problem
7. If you want to add anything about the general service delivery of the company you are welcome
 - Our Industry is very unique and sensitive so that right first time mandatory to deliver quality service and make the customer delight. SO that in the near future we will improve our service quality.

Chapter Four

4.1 Summary

The study aimed at investigating service delivery of TNT express based on the questionnaires distributed to 60 randomly selected customers and interviews conducted with the commercial coordinator and customer service and operation supervisor of the company.

The majority of TNT customers (53.33%) are private business, (36.67%) are NGO's and (10%) are government organizations.

Concerning the number of years they have been customers of TNT, majority of the customers (36.67%) have been working with TNT for more than 10 years, (30%) have worked with TNT for 4-6 years and (23.33%) have worked for 1-3 years and (10%) have worked together for 7-10 years.

Regarding customer's expectation before using TNT (53.33%) said it was high, (23.33%) said it was very high and (23.33%) said it was low.

In continuing using TNT majority of the customers (56.67%) say they don't know whether they will continue or not using TNT, (33.33%) say they will continue to be customer of TNT and (10%) say they will not continue. This shows large amount of customers are shifting to other express companies.

Regarding building good image, majority of the customers (56.67%) say they will not recommend TNT to other organizations, (33.33%) of the customer's say they don't know whether they will recommend TNT to other organizations and only (10%) say they will recommend to others.

Concerning relying on the companies service delivery, majority (66.67%) of the organization say they rely to a low extent, (13.33%) say to medium extent, (10%) say

very low on relying on TNT's service delivery and only (10%) highly rely on their service.

Majority of customers (43.33%) say medium on the quality of service compared to other express companies, (23.33%) said high, (23.33%) say low and (10%) of the customers said very low.

Concerning usage of technology on delivering service, majority of the customers (63.33%) said it is medium, (23.33%) say it is low and (13.33%) said it is very low.

Majority of the customers (66.67%) said they have reported a complain on service delivery of the company.

On efficiency of handling complaint, the majority (46.67%) say it is good, (33.33%) said it is medium, (10%) said it is poor, and the rest (10%) said it is very poor.

Concerning employees knowledge and skill in delivering service, majority of customers (53.33%) said it is medium, (20%) said it is low, (13.33%) said it is high and (13.33%) of the customer said it is very low.

4.2 Conclusion

The major objective of the study is to investigate service delivery of TNT express. Based on the findings, results of the study and observation the researcher come up with the following conclusions:

- Based on the findings, TNT express customers are private businesses. This shows there is a huge transaction inside and outside the country by private firms.
- According to the research findings, the customers have used TNT express for more than 10 years. This shows that TNT has large number of loyal customers.
- As the research finding shows that the customers have high expectations before starting to use TNT express service.
- The study conclude that the customers are in dilemma whether to continue or not using TNT's service and this shows large amount of customers are shifting to other express companies.
- As the research findings shows that TNT customers are not willing to recommend its service to other organizations. And this shows that even their customers are not satisfied with the service they are giving.
- Based on the findings, TNT's customers do not rely on the service they are getting.
- According to the findings the service delivery quality of TNT express is rated medium.
- The study concludes that, the level of technology used to deliver service is rated medium which required high technology to cop up with in the market competition.
- As the research findings shows that the service delivery process of the company is rated medium which means is not satisfactory.
- Based on the findings, the delivery transit time of the company is good but still it needs improvement to go from good to great.
- The study concludes that the customers have reported complaint on the service delivery of the company and this shows that even their customers are not getting quality service as per their expectation.
- According to the findings, the complaint handling efficiency of the company is rated as good by its customers. However, it needs improvement to go from good to great.

- As the study indicated that, the knowledge and skill of the company's employees have been rated medium by the customers where the industry required highly skilled and professional staffs to meet the customer expectation on the service delivery.
- As the finding shows that, the company does not have enough resources to provide efficient and effective delivery service.

4.3 Recommendation

Service giving organizations are the most important category to be earmarked for the development of any country. Therefore, to get the sector geared up for more international exposure requires the proper management of service delivery of express companies.

Nevertheless, the research result provides a significant contribution to the existing body of knowledge in service delivery. According to the results of the study the following suggestions are provided to TNT express:

- Even though TNT have loyal customers it has to work on attracting new customers and maintain its loyal customers by providing on time pick up and delivery.
- The organization has to give continuous training to its employees in order to update their knowledge and skill. It has to give training that is recent trends in the express industry. Since trained people can provide quality service with can do spirit and that create customer loyalty and profit for the company.
- It has to provide enough resources to its employees such as motor bikes, vehicles, staff and financial capacity.
- It has to improve the delivery transit time and it has to maintain on time pickups and delivery.
- It has to use state of the art technologies to improve the quality of service and hire competent and qualified employees to win the confidence of its customers.
- It has to receive complain properly and design formal way of receiving compliant from its customers and give immediate response to the customers complaint.

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Appendices

Appendix A

ST. mary's University

Faculty of Business

Department of Marketing Management

Questionnaire to customers of TNT express Ethiopia.

Dear Respondent

This question is prepared by a student at St.Mary's University faculty of business in the field of marketing management for senior essay to a partial fulfillment of senior paper entitled. An assessment of service delivery in the case of TNT Express Ethiopia. TNT express is an express and logistics company that provide a door to door delivery service throughout the world.

General instruction

- Respondents are not required to write their names.
- Put and "X" sign in the boxes accompanied by various choices for mark your answer.
- Be brief and precise in providing a personal opinion on spaces provided.
- Your answer to the questions will not be disclosed or used for purposes other than the stated objectives.

Thank you in advance for your co-operation

Part I General Questions

1. Categories of your organization

Private business Government

Non-Government Office Other (Please specify)

.....

2. For how long have you been a customer

A. 1-3 years B. 4 – 6 years C. 7 – 10 years

D.. 10 and above Years

Part II. Questions related to problems

3. Before you plan to go to TNT Express service how was your expectation?

A. Very high B. High C. Medium

D.. Low E. Very Low

4. For how long have you been working with TNT Express?

A. Less than 1 year B. 1 – 3 Years

C.. 4 - 6 years D. More than 7 years

5. Based on your past experience currently will you continue using TNT express service?

A. Yes B. No C. I don't know

6. If your answer is no to Q6 please specify the reason

∴ _____

7. Based on your past experience currently do you recommend TNT Express to others?
- A. Yes B. No C. I don't know
8. How far do you rely on the company's service delivery?
- A. Very high B. High C. Medium
- D. Low E. Very Low
9. How do you evaluate TNT express service delivery quality as compared to other express companies?
- A. Very high B. High C. Medium
- D. Low E. Very low
10. How do you evaluate the company's technology in delivering the service.
- A. Very high B. high C. Medium
- D. low E. Very low
11. What do you say about the company's service delivery compared to competitors?
- A. Very high B. High C. Medium
- D. Low E. Very low
12. How do you evaluate the enterprise regarding service delivery process?
- A. Very High B. High C. Medium
- D. Low E. Very Low
13. How do you evaluate delivery transit time of the company?
- A. Very good B. Good C. Fair D. Poor
- E. Very Poor
14. Did you complain regarding the company's service delivery before?
- A. Yes B. No C. I don't know

15. If your answer is “yes” to Q16 to whom did you communicated.

- A. General Manager B. Commercial Coordinator
- C.. Operation supervisor D. Lead customer service
- E. Using Suggestion box

16. How do you rate the company’s efficiency in handling complaint?

- A. Very good B. good C. Medium
- D. poor E. Very poor

17. How do you evaluate the employee’s knowledge and skill regarding service delivery?

- A. Very high B. High C. Medium
- D. Low E. Very Low

18. If you would like to add some more problems which are not mentioned above please write here

19. What do you think the solution will be for those additional problems you mentioned in question 18?

Appendix B

St Mary's University

Faculty of Business

Department of Marketing Management

Interview for the commercial coordinator, Operation, Supervisor and Head customer service

Dear commercial coordinator, lead customer service and operation supervisor.

This interview is prepared by a student at St. Mary's University faculty of Business in the field of marketing Management for senior essay to a partial fulfillment of senior paper entitled "an assessment of service delivery in the case of TNT Express Ethiopia".

Your answer /responses will not be disclosed or used for purposes other than the stated objectives

1. How is the service delivery in the company?
2. Do you think TNT Express is giving quality service to its customers?
3. How do you evaluate your service delivery performance compare to competitors?
4. Do you thing TNT fulfill the required resource for the service delivery?
5. Does the company provide special facilities like credit facility, discount to customers?
6. How is the company system to handle customers' complaints?
7. If you want to add anything about the general service delivery of the company you are welcome

Thank you very much for your brief explanations

DECLARATION

Candidate'S Declaration

I undersigned declare that this senior essay is my original work prepared under the guidance of W/ro Meaza G/Medihen all resources of materials used for the manuscript have been duly acknowledged.

Name: Abenet Zeleke

Signature _____

Place of Submission:- ST.MARY'S UNIVERSITY DEPARTMENT OF
MARKETING MANAGMENT

Date of Submission _____

ADVISOR'S DECLARATION

This paper has been submitted for examination with my approval as the university advisor.

Name _____

Signature _____

Date _____