

ISSUES ON PICKUP AND DELIVERY SERVICE:

THE CASE OF DHL ETHIOPIA

A Thesis Presented to



School of Management Studies

INDIRA GANDHI NATIONAL OPEN UNIVERSITY

MAIDAN GARHI, NEW DELHI – 110 068

**In Partial Fulfillment of the Requirements for the Degree Master of Art
In Business Administration**

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March, 2015

CIRTIIFICATE OF ORIGIANLITY

This is to certify that the project titled “Issues in pickup and delivery service: the case of DHL Ethiopia” is an original work of the student and being submitted in partial fulfillment of the award of Masters Degree in business administration of Indira Gandhi Open National University. This study has not been submitted earlier either to this university or to any other university/Institution for the fulfillment of the requirement of a course study.

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ABSTRACT

As there is no information on the pickup and delivery service of DHL Ethiopia, the purpose of this study is to explore the attitude and knowledge of DHL Ethiopia couriers on quality pick up and deliver service as well as to investigate the challenges and opportunities on pickup and delivery service of DHL Ethiopia. In this study I have utilized individual survey and focus group discussion methods to collect the required data. I have used statistical packages for the social sciences (SPSS) for my analysis: percentages, tables, figures and other simple statistics are used to depict the findings. There are gaps of attitude and knowledge to be addressed among DHL Ethiopia couriers and they need to be addressed for better quality service delivery. Similarly, challenges and opportunities in the pickup and delivery services are identified in this study. DHL Ethiopia need to launch capacity building and staff empowerment program to improve staffs knowledge and attitude on the following areas: communication skill, customer value, how to handle customer complain, customer satisfaction, no discrimination between delivery and pickup services as well as cash customers vs credit customers , adaptation for change and on the market coverage of DHL. There is also a need for additional feedback and coaching session for employees. DHL Ethiopia need to put extra effort to hire appropriate professional couriers maintain them as well as motivate them for a better performance. Currently there is high turnover rate within DHL Ethiopia and better human resource retention and developmental plan is required. DHL Ethiopia need to put extra effort to utilize and tailor (taking the developmental situation of Ethiopia and external barriers of the country into consideration) existing opportunities from the DHL world on standardized process and procedures, tools and the technologies that can be tailored for better, easy and quality service delivery. The findings of this study give a clear picture and new insight which will support DHL management in decision making: both on improving existing processes and new developments for continuous improvement. The result of the study can act as a voice of the employees as the data for analysis is collected first hand from the staffs. It will also serve as reference for future studies in this area.

Key words: Pickup, Delivery, Attitude, Knowledge, Challenge, Opportunities, Couriers, Customers, issues, DHL Ethiopia

ACKNOWLEDGEMENT

First, I praise God, the almighty for providing me this opportunity and granting me the capability to finalize my study successfully. This research paper is made possible with the assistance and guidance of many people.

I extend my deep thanks to my esteemed advisor, Dr Matiwos Ensermu. I greatly appreciate his welcoming guidance and support during the preparation of this thesis. I would like to express my heartfelt gratitude to my husband, Shenkut Ayele. His help was so fundamental and I couldn't have finished this study without his encouragement and continuous support. I am indebted to my two little daughters, Heran Shenkut and Christian Shenkut for their understanding and great patience while I was busy in finalizing this thesis. I know it was difficult for them.

I warmly thank my Mother, Zewde Yimam for her spiritual support and consistent understanding in all aspect. I also would like to thank my sister and brother for their kind assistance. I deeply appreciate and be thankful to DHL and staff members, who have encouraged me and give their genuine support during the data collection and preparation of this thesis. I also appreciate the support of my friends: Mahlet, Rahel and Genet. Their continuous support and wake up calls for me to finalize my study was valuable.

ACRONYMS

Global SOP- Global Standard Operating Procedure

BDP- Best Demonstrated Practice

KPI- Key Performance Indicators

LPI – Logistics Performance Index

WHO-World Health Organization

KAP- Knowledge Attitude and Practices

SPSS- Statistical Package for the Social Sciences

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CHAPTER ONE

I. Introduction

1.1 Background of the study

Logistics is the management of the flow of goods between the point of origin and the point of consumption in order to meet some requirements, of customers or corporations. The resources managed in logistics can include physical items, such as food, materials, animals, equipment and liquids, as well as abstract items, such as time, information, particles, and energy. The logistics of physical items usually involves the integration of information flow, material handling, production, packaging, inventory, transportation, warehousing, and often security. The complexity of logistics can be modeled, analyzed, visualized, and optimized by dedicated simulation software. The minimization of the use of resources is a common motivation in logistics for import and export.

The prevalent view is that the term logistics comes from the late 19th century from French *logistique* (*loger* means to lodge). Others attribute a Greek origin to the word: *λόγος*, meaning reason or speech; *λογιστικός*, meaning accountant or responsible for counting. The Oxford English Dictionary defines logistics as "the branch of military science relating to procuring, maintaining and transporting material, personnel and facilities." However, the New Oxford American Dictionary defines logistics as "the detailed coordination of a complex operation involving many people, facilities, or supplies," and the Oxford Dictionary on-line defines it as "the detailed organization and implementation of a complex operation." As such, logistics is commonly seen as a branch of engineering that creates "people systems" rather than "machine systems."

According to the Council of Logistics Management, logistics includes the integrated planning, control, realization, and monitoring of all internal and network-wide material, part, and product flow, including the necessary information flow, industrial and trading companies along the complete value-added chain (and product life cycle) for the purpose of conforming to customer requirements.

Logistics is the process of planning, implementing, and controlling the effective and efficient flow of goods and services from the point of origin to the point of consumption.

Academics and practitioners traditionally refer to the term operations or production management when referring to physical transformations taking place in a single business location (factory, restaurant or even bank clerking) and reserve the term logistics for activities related to distribution, that is, moving products on the territory. Managing a distribution center is seen, therefore, as pertaining to the realm of logistics since, while in theory the products made by a factory are ready for consumption they still need to be moved along the distribution network according to some logic, and the distribution center aggregates and processes orders coming from different areas of the territory. That being said, from a modeling perspective, there are similarities between operations management and logistics, and companies sometimes use hybrid professionals, with for ex. "Director of Operations" or "Logistics Officer" working on similar problems. Furthermore, the term supply chain management originally refers to, among other issues, having a global vision in of both production and logistics from point of origin to point of production. All these terms may suffer from semantic change as a side effect of advertising.

In ancient history, runners and homing pigeons and riders on horseback were used to deliver timely messages. Before there were mechanized courier services, foot messengers physically ran miles to their destinations. To this day, there are marathons directly related to actual historical messenger routes. In the Middle ages, royal courts maintained their own messengers who were paid little more than common laborers.

Courier services began during the late 19th and early 20th centuries, with small companies running them in a handful of cities across the US. Few homes had telephones and personal messages had to be carried by hand. Some early companies provided delivery of luggage and other packages. With the rise of

large retail and department stores in the early twentieth century, package delivery services became more popular. The services grew over the next several decades.

Adrian Dalsey, Larry Hillblom and Robert Lynn founded DHL in 1969. The name DHL is the abbreviation of the first letter in the founders' last names. DHL started shipping custom clearance papers by airplane from San Francisco to Hawaii. The idea was to start the custom process of cargo transported by ship at sea before the ship arrived to the harbor. This way waiting time in harbor was reduced which in turn meant time saved for the customer. With this concept the new air express industry was born. Over the years DHL has expanded its services into different areas both in business and in geography. In the 1970:s offices was opened in Asia, Europe, Latin America and the Middle East. 1979 DHL expanded its services to delivering packages and in 1983 they were the first air express forwarder to serve Eastern European Countries.

In 1985 a state of the art Hub was opened in Brussels that handle 165,000 shipments per night and in 1993 DHL made an investment in a hub facility in Bahrain. In 1998 Deutsche Post became a shareholder in DHL and the share was increased to 100% in December 2002. Today DHL has over 1 million customers in more than 220 countries and territories worldwide making over 160 million shipments each year.

With a workforce exceeding 285,000 employees, DHL Express transports urgent documents and goods reliably and on time from door-to-door, and operates the most comprehensive global express network. With a fleet of more than 250 aircraft, DHL Express is also one of the largest air carriers worldwide. DHL is part of the world's leading postal and logistics Group, Deutsche Post DHL and encompasses three divisions: DHL Express, DHL Global Forwarding, Freight and DHL Supply Chain. DHL is present in over 220 countries and territories across the globe, making it the most international company in the world. Ethiopia is one of the countries where DHL operates extensively and intensively.

1.2 Background of the study area

This study conducted in Addis Ababa. Addis Ababa is one of the oldest and largest cities in Africa. The city with four million populations has established in 1886, covers an area of 540 square kilometers, situated between 9 degrees latitude and 38 degrees east longitude and with an altitude ranging from 2200-2800 meters above sea level. In Addis Ababa, there are three levels of administration: City Government at the top level, 10 sub-city Administrations in the middle, and 99 districts at the bottom.

1.3 Statement of the problem

DHL Ethiopia is striving for quality service to provide pickup and delivery in the sector. Most of the time DHL Ethiopia is very successful in providing quality pickup and delivery service to the level of satisfaction of its customers. However, according different operational reports as well as observations there are different Challenges that face DHL Ethiopia to provide quality pickup and delivery service and these challenges and issues include delay on pick up and delivery, delivery to the wrong customer, miscode and misroute of shipments, lack of structured physical address in the country, road facilities problem, currently existing road and rail way construction, communication problems as well as the lack of proper knowledge and attitude both from the customers as well as from the couriers side.

Some of these challenges and issues can be addressed through proper intervention by the organization while some of the challenges are quite external issues which cannot be addressed by the organization. The delivery of the final product to the customer's door is logistically challenging due to a number of factors and potentially very expensive according to (A, K, & W, 2009); in the same case there are many challenges and issues of DHL Ethiopia. However, there is no formal scientific study that has been conducted to investigate and identify the real Challenges in the pickup and delivery service of DHL in Ethiopia. Therefore, my study focused on the Challenges that affect the quality of pickup and delivery service of DHL Ethiopia. This study will fill the gap of information in this regards.

1.4 Research Questions

1. To what extent do DHL couriers have the right knowledge and attitude to provide quality pickup and delivery service?
2. What are the key challenges that affect the quality services of pickup and delivery of DHL Ethiopia?
3. What are the key missed opportunities that can be adapted to improve the quality of pickup and delivery service of DHL Ethiopia?

1.5. Objectives of the study

1.5.1 General Objective

To investigate Challenges that affects the quality of pickup and delivery service of DHL Ethiopia.

1.5.2 Specific Objectives

1. To study the attitude and knowledge of couriers about quality pickup and delivery services
2. To investigate challenges that affects the quality services of pickup and delivery of DHL Ethiopia
3. To investigate opportunities to improve the quality of pickup and delivery service of DHL Ethiopia
4. To come up with possible suggestions and recommendations to improve the quality of pickup and delivery service of DHL Ethiopia

1.6 Significance of the study

This study gives a clear picture whether couriers in DHL have the right attitude and knowledge about quality pickup and delivery service; as well as the research identified key challenges of the pickup and delivery service in DHL Ethiopia. In addition this study shades light on what opportunities are available to be tapped by DHL Ethiopia for improvement of its pickup and delivery service.

1.7 Scope and Limitation of the study

1.7.1 Scope of the study

This study didn't address all the challenges and issues of quality pickup and delivery service of DHL Ethiopia. Its focus is only on the attitude and knowledge of couriers; the key Challenges and possible opportunities for improvement.

1.7.1 Limitation of the study

Due to time and money constraints the study didn't address all operational Challenges of DHL Ethiopia rather it limits itself to the pickup and delivery service of the company.

1.8. Organization of the study

The study has five chapters. The first chapter contains introduction, statement of the problem, objectives of the study, scope and limitation of the study, research questions, and significance of the study and organization of the study. The second chapter is literature review and contains concepts and definitions. The third chapter is methodology and in the fourth chapter analysis and discussion of the gathered data and finally the fifth chapter will be conclusion and recommendation.

CHAPTER TWO

2. Review of Related Literature

“The modern era of international trade is an era with increasingly complex interactions between people, firms, organizations, Supply chains cross countries and regions. Trade has become a 24/7 business and good performance in trade requires connectivity along not only roads, rail and sea, but in telecommunications, financial markets and information-processing. Having inefficient or inadequate systems of transportation, logistics and trade-related infrastructure can severely impede a country’s ability to compete on a global scale. World Bank’s Logistics Performance Index has identified challenges and opportunities countries faced in their trade logistics performance; as well as it has indicated what they can do to improve; the 2014 LPI of World Bank is based on a worldwide survey of operators on the ground—such as global freight forwarders and express carriers to provide in-depth knowledge and feedback on the logistics “friendliness” of the countries in which the operators do business and those with which they trade. (Arvis J; & etal. 2014).

“KAP” study measures the Knowledge, Attitude and Practices of a community. It serves as an educational diagnosis of the respondents. The main purpose of this KAP study is to explore the Knowledge, Attitude and Practices the respondents (Kaliyaperumal, 2010) and Berbeglia (G, J, & G, 2010) et al (2010) stated that “pickup and delivery problems (PDPs) are a class of vehicle routing problems in which objects or people have to be transported between an origin and a destination” and one of the solution to solve such a problem is to equip the couriers with the right knowledge and attitude.

According to Profschiff (Profschiff M., 1994) “Vehicle routing problems arise in situations in which a set of *vehicles* is available to serve a set of *r-requests*. These' vehicles are, for example; trucks ships, airplanes, or sometimes even people. Requests specify one or more locations that have to be visited by a single vehicle, and various type of side constraints that restrict the way in which these locations can be visited. Depending on the type of routing problem, the vehicle must perform some *actions* at these

locations. Actions consist of, for example, picking up or delivering goods, repairing some equipment at the location, or visiting people” and the right action of the courier will depend on the right attitude and knowledge of the attitude.

As stated Radloff (2011) stated “the Service Delivery Standards for Support Services mark an important milestone in service improvement and accountability ” and hence staff need to have the proper knowledge and attitude while they deal with pickup and delivery services.

Not only the quality of the company that matters but also it is the service providers (Z, 2013) stated that matters a lot to create the proper image and perception of the company in the mind of the customers. Hence in this study, proper investigation both on the knowledge, attitude of the service providers (in this the couriers) about DHL pickup and delivery service is done. This is done by developing structured questionnaires and by accompanying other tools for analysis.

The operational challenges underlying consumer direct delivery are daunting. Numerous companies have failed due to operational and logistical problems encountered with delivering orders directly to customers. The fulfillment process for consumer direct orders can be broadly characterized as consisting of three stages ((A, K, & W, 2009)): (1) order acceptance, (2) order selection and fulfillment and (3) order delivery. Each of these stages is critical to providing excellent customer service at a cost the customer is willing to pay.

Greyhound Package Express has conducted a case study to identify challenges in having more cost-effectively service; and the case study indicated that door to door service by carriers companies either at regional or national level need to extend their reach, streamline their existing resources and mitigate regulations often at a lesser cost and with more competitive service times.

<http://www.shipgreyhound.com/e/Pages/CaseStudy.aspx>

The delivery of the final product to the customer's door is logistically challenging due to a number of factors and potentially very expensive according to (A, K, & W, 2009) and in this study I investigate key challenges that DHL pickup and delivery service have faced.

Currently there are so many opportunities (including outstanding studies) that DHL Ethiopia can utilize to improve its pickup and delivery services. For instance, (M & L, 2003) stated that The dynamic pickup and delivery problem with time windows arises in courier companies making same-day pickup and delivery of letters and small parcels. In this problem solution quality is affected by the way waiting time is distributed along vehicle routes. Similarly "in 2001, Caramia and his coauthors introduced a very fast and efficient heuristic for routing a fleet of vehicles for dynamic combined pickup and delivery services" (A & P, 2005).

In 2006, DHL Express Worldwide (after two years of sending luggage domestically within the U.S) realized that new capabilities/opportunities are there to be utilized as well as to develop a predictable, reliable and cost-effective process for shipping personal effects internationally; luggage Forward needed a provider with experience shipping between a wide variety of country combinations (http://www.dhl-usa.com/en/express/small_business_solutions/supporting_your_business/luggage_forward_case_study.html). Therefore, in this study I have investigated the opportunities available for DHL Ethiopia that can be utilized for service and process improvement.

2.1. Concepts and Definitions

Courier Service:- A "courier" delivers messages, packages, and mail. Couriers are distinguished from ordinary mail services by features such as speed, security, tracking, signature, specialization and individualization of express services, and swift delivery times, which are optional for most everyday mail services. As a premium service, couriers are usually more expensive than standard mail services, and their use is typically restricted to packages where one or more of these features are considered important enough to warrant the cost. Courier services operate on all scales, from within specific towns or cities, to

regional, national and global services. Large courier companies include DHL, FedEx, EMS International, TNT, UPS, and Aramex. These offer services worldwide, typically via a hub and spoke model ().

Courier: A courier is a person who delivers messages, packages, and mail.

Types of couriers: - In cities, there are often bicycle couriers or motorcycle couriers but for consignments requiring delivery over greater distance networks, this may often include lorries, railways and aircraft. Many companies who operate under a Just-In-Time or "JIT" inventory method often utilize on-board couriers (OBCs). On-board couriers are individuals who can travel at a moment's notice anywhere in the world, usually via commercial airlines. While this type of service is the second costliest—general aviation charters are far more expensive—companies analyze the cost of service to engage an on-board courier versus the "cost" the company will realise should the product not arrive by a specified time (i.e. an assembly line stopping, untimely court filing, lost sales from product or components missing a delivery deadline, organ transplants).

Delivery: Package delivery or parcel delivery is the delivery of shipping containers, parcels, or high value mail as single shipments. The service is provided by most postal systems, express mail, private package delivery services, and less than truckload shipping carriers.

Pick up: An act of collecting a person or goods, especially in a vehicle.

Parcel: an object, article, container, or quantity of something wrapped or packed up; small package; bundle.

Package handling: - The individual sorting and handling systems of small parcel carriers can put severe stress on the packages and contents. Packaging needs to be designed for the potential hazards which may be encountered in parcel delivery systems. The major carriers have a packaging engineering staff which provides packaging guidelines and sometimes package design and package testing services.

Knowledge: There are many definitions of knowledge. A dictionary definition is "the facts, feelings or experiences known by a person or group of people" (Collins English Dictionary). Knowledge is derived from information but it is richer and more meaningful than information. It includes familiarity, awareness and understanding gained through experience or study, and results from making comparisons, identifying

consequences, and making connections. Some experts include wisdom and insight in their definitions of knowledge.

In organizational terms, knowledge is generally thought of as being “know how”, “applied information”, “information with judgment” or “the capacity for effective action”. Knowledge includes the following components:

Content knowledge: knowledge of the facts, concepts, theories, structures, practices, and beliefs about subjects, disciplines, or domains of learning

Pedagogical knowledge: knowledge of the concepts, theories, and research concerning effective learning, learners, and the goals and processes of education

Pedagogical content knowledge: the interconnections between pedagogical knowledge and content knowledge (educators use this knowledge to make decisions about how to structure learning experiences, making knowledge accessible for specific groups of learners in ways that help develop deep understanding)

Knowledge of learners: knowledge of learners as individuals, including the diverse and complex ways they use their knowledge, beliefs, personal theories, and experiences to make sense of new knowledge

Knowledge of self: knowledge of the cognitive, social, and affective factors that influence the ways in which they themselves teach and learn.

Knowledge of context: knowledge of the ways in which the physical and social context may shape the potential for learning.

Attitude:- An attitude is the psychological response to a person, an object, to a situation, to society and to life itself that generally influence our behaviors and actions. Attitudes are either positive or negative.

CHAPTER THREE

3.1 Research Design and Methodology

I have discussed a separate research design and methods for each of the objective. In this research knowledge and attitude of the couriers, challenges as well as opportunities of the pickup and delivery service are the independent variables. The quality of the pickup and delivery service is the dependent variable that will be affected by the above mentioned independent variables.

Objective 1: To study the attitude and knowledge of couriers about quality pickup and delivery services

The head quarter of DHL Ethiopia is selected as a study unit. In the head quarter, there are 45 total staffs (packers, dispatcher, supervisors, and couriers) that have direct work relation with pickup and delivery service and all these 45 staff participated as respondents. To measure the attitude of the respondents likert scale is utilized. To measure the knowledge respondents' questionnaires developed. The study adapt WHO guideline to develop KAP (knowledge, attitude and practice) survey. Data enumerators are used to collect the data. SPSS (Statistical Package for the Social Sciences) is used to analyze the data collected. In this study descriptive statistics such as percentages, tables, graphs and pie-chart and narratives are utilized to analyze the result.

Objective 2: To investigate Challenges that affects the quality services of pickup and delivery of DHL Ethiopia

Focus group discussion is organized to identify the key challenges of DHL Ethiopia in pickup and delivery service. Out of the 45 head quarter staff (packers, dispatcher, supervisors, and couriers) that have direct work relation with pickup and delivery service 20 staff have been be selected. The purposively selection of participants has taken into consideration the seniority and knowledgeable of the staff. The more senior and knowledgeable staff have been be selected purposively. Computer is used to analyze the result of

the focus group discussion. Descriptive statistics such as tables and narratives are utilized to analyze the result.

Objective 3 : To investigate opportunities to improve the quality of pickup and delivery service of DHL Ethiopia

Focus group discussion is facilitated to identify possible opportunities that can be utilized for improvement of the service of DHL Ethiopia in pickup and delivery service. Focus group discussant clearly identified the possible opportunities that can be tapped. Out of the 45 head quarter staff (packers, dispatcher, supervisors, and couriers) that have direct work relation with pickup and delivery service 20 staff have been selected purposively. The purposively selection of participants has taken into consideration the seniority and knowledgeable of the staff. The more senior and knowledgeable staff have been selected purposively. Computer is used to analyze the result of the focus group discussion. Descriptive statistics such as tables and narratives are utilized to analyze the result.

3.2 Data Source

For this particular study both primary and secondary data sources are utilized. Primary data collected to measure attitude and knowledge of the couriers, to identify major challenges as well as opportunities through focus group discussion. In addition secondary data are utilized by referring different documents and expert websites to identify possible opportunities that can be tailored to DHL Ethiopia.

NB: Ethical Considerations: In dealing with all the above objectives as well as in the overall process of this research, the researcher followed a scientific ethic of research. The researcher tried to consciously follow all the ethical considerations- including objectivity, integrity, anonymity, confidentiality informed consent- during the research endeavor. The researcher asked prior permission from all the respondents/ participants so that they will quote if required. The researcher tried to avoid any situation leading to physical or emotional harm to any of the participants. Moreover, while, describing and analyzing, the researcher tried to accurately represent what is observed. Though the researcher work in DHL Ethiopia as Operational Manager, the study followed the ethical considerations mentioned above.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

In this chapter the results of the questionnaire and the focus group discussion will be presented. The primary data gathered from respondents will be analyzed, interpreted and discussed. Secondary data from DHL and other websites, internal sources, books, journals and publications are also used to support the findings from the primary data. The discussion and presentation of the analysis is organized and focused on the main objectives of the study. Tables and charts are used to make the presentation more attractive and easily understandable.

4.1 Demographic Characteristics of the Respondents

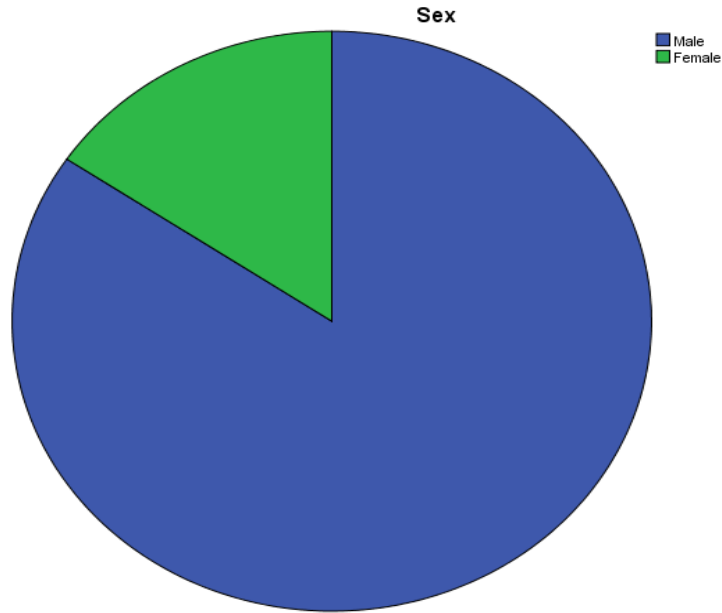
This section will present the demographic information of the respondents of this study. The educational background, sex and Age group of the respondents will be presented in this section.

TABLE 4.1 EDUCATION QUALIFICATIONS OF RESPONDENTS

Educational level	Frequency	Percent
High School Complete	23	51.1
Diploma	7	15.6
Degree	13	28.9
Master	2	4.4
Total	45	100.0

Source: Own survey, Feb, 2015

Table 4.1 above shows that the respondents have different education background. 51.1% of the respondents are high school graduates, 15.6% are Diploma holders, and 28.9% have BA degree and only 4.4% of respondents have Master's degree.



Source: Own survey, Feb, 2015

FIGURE 4.1 SEX OF RESPONDENTS

Figure 4.1 above shows that from the total number of respondents 84.4% are male and 15.6% are Female. The main respondents of this study are couriers and all of DHL Ethiopia couriers are male. Those 15.6% of the female respondents are those who participate on the pickup and delivery service and who are working in the office.

TABLE 4.2 AGE OF RESPONDENTS

	18- 25 years	25-40 yrs	41-50 years	Above 50 years	Total
Employees	26.7%	68.9%	4.4%	0	100%

Source: Own survey, Feb, 2015

Table 4.2 above shows the age group of the respondents. Majority of the respondents (68.9%) age group is between 25-40. 26.7% of the respondents are between 18- 25 and 4.4% of the respondents are between the age of 41-50.

4.2 Analysis on the attitude and knowledge of couriers about quality pickup and delivery service.

This section will cover the first objective of the study which is to study the attitude and knowledge of couriers about quality pickup and delivery service. The researcher of this study believed that study on the attitude and knowledge of couriers will possibly curb the problems encountered in relation with the attitude and knowledge of couriers on the pickup and delivery service of DHL Ethiopia. To discover the attitude and knowledge of couriers, the following questions were presented to respondents of the study. The first 10 questions are to discover the attitude of respondents and the next 10 questions are to measure the knowledge of respondents on pickup and delivery service related issues.

4.2.1 Questions related to Attitude of couriers and its analysis

1. I would be more concerned about speedy delivery or pick up other than customer satisfaction.

TABLE 4.3 SPEED VS CUSTOMER SATISFACTION

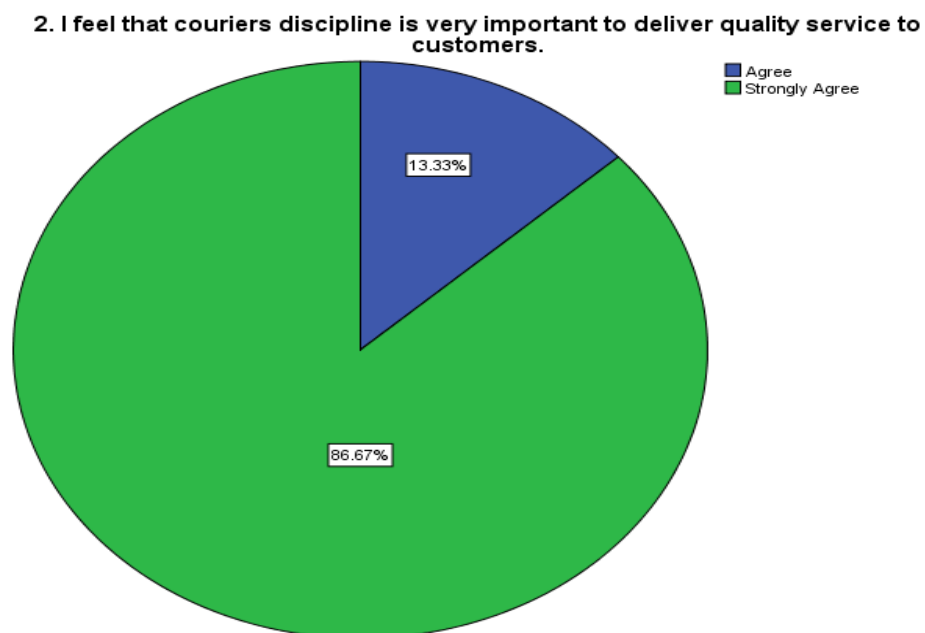
Education level			1. I would be more concerned about speedy delivery or pick up other than customer satisfaction.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Education	1.00	Count	7	4	3	5	4	23
		% of Total	15.6%	8.9%	6.7%	11.1%	8.9%	51.1%
	2.00	Count	3	2	1	0	1	7
		% of Total	6.7%	4.4%	2.2%	.0%	2.2%	15.6%
	3.00	Count	0	7	6	0	0	13
		% of Total	.0%	15.6%	13.3%	.0%	.0%	28.9%
	4.00	Count	0	1	0	1	0	2
		% of Total	.0%	2.2%	.0%	2.2%	.0%	4.4%
Total		Count	10	14	10	6	5	45
		% of Total	22.2%	31.1%	22.2%	13.3%	11.1%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

As per the result of the analysis on table 4.3, 53.3% of respondents agreed that customer satisfaction is more important than speedy delivery of the service. 24.4% of the respondents revealed that they give priority for speedy delivery of pickup and delivery other than customer satisfaction. 22.2% of the respondents are indifferent and are somehow confused to choose between speedy delivery of service and customer satisfaction. This implies that majority of the respondents have the right attitude about customer satisfaction, some group of respondents are confused and some have unfavorable attitude towards customer satisfaction.

According to the consumer satisfaction survey in the postal/courier sector (MACRA, 2013), Speedy delivery and pickup service is one of the key contributors for customer satisfaction in the courier industry. However, there are so many key contributors that substantially influence customer satisfaction in addition to speedy delivery of service. A service giving company like DHL must prioritize a customer satisfaction as it is the key differentiator in the market and increasingly has become a key element in the business strategy.



Source: Own survey, Feb, 2015

FIGURE 4.2 RELATIONSHIPS BETWEEN COURIER DISCIPLINE AND QUALITY SERVICE

Figure 4.2 above shows that 100% of the respondents agreed that courier discipline is very important to deliver quality service to customers. This result of the analysis clearly shows that the attitude of respondents about the importance of courier discipline to deliver quality service is positive and on the right direction.

3. Courier should give more focus for pick up than delivery.

TABLE 4.4 PICKUP VS DELIVERY SERVICE

Education level			3. Courier should give more focus for pick up than delivery.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Education	1.00	Count	2	1	2	15	3	23
		% of Total	4.5%	2.3%	4.5%	34.1%	6.8%	52.3%
	2.00	Count	2	1	2	1	1	7
		% of Total	4.5%	2.3%	4.5%	2.3%	2.3%	15.9%
	3.00	Count	3	3	4	2	0	12
		% of Total	6.8%	6.8%	9.1%	4.5%	.0%	27.3%
	4.00	Count	0	1	0	1	0	2
		% of Total	.0%	2.3%	.0%	2.3%	.0%	4.5%
Total		Count	7	6	8	19	4	44
		% of Total	15.9%	13.6%	18.2%	43.2%	9.1%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

52.3% of the respondents of the study revealed that pick up service should get priority than delivery service. 29.5% of the respondents are against this and 18.2% of respondents are neutral. The main fact which serves as a backup for this specific question is that the pickup of origin country is the delivery for the destination country (The delivery of one country was a pickup in another country). It can be said that pickup or delivery can be prioritized based on specific requirements and related additional payment paid to get special service. But for normal delivery and pick up service, as an International courier company, serving every corner of the world, equal attention should be given for each customer at each corner and

pickup and delivery should get equal attention in each country.

4. Courier should give more focus for those customers who have an account with us than those paying cash to get our service.

TABLE 4.5 ACCOUNT VS CASH CUSTOMERS

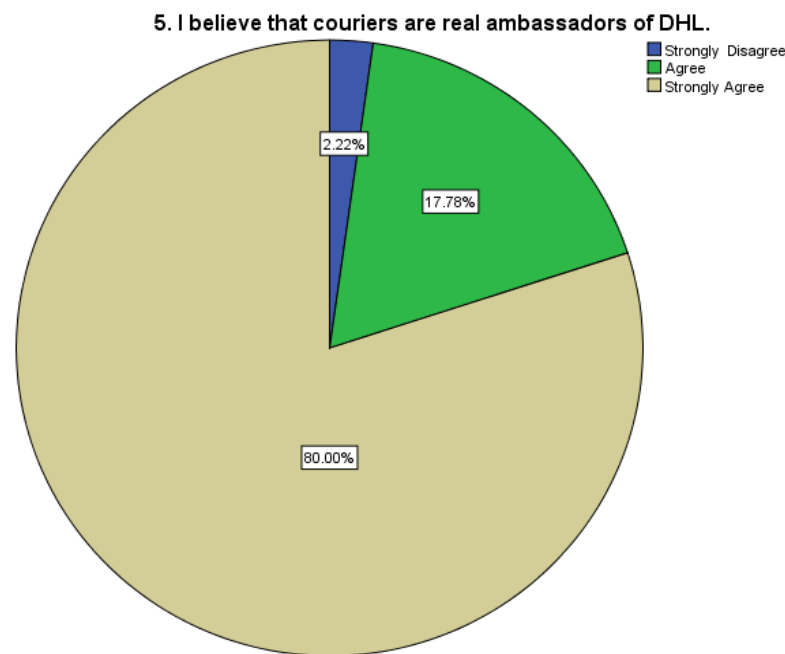
Education level			4. Courier should give more focus for those customers who have an account with us than those paying cash to get our service.					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Education 1.00	Count	2	4	6	5	6	23	
	% of Total	4.4%	8.9%	13.3%	11.1%	13.3%	51.1%	
2.00	Count	3	1	1	1	1	7	
	% of Total	6.7%	2.2%	2.2%	2.2%	2.2%	15.6%	
3.00	Count	1	6	4	1	1	13	
	% of Total	2.2%	13.3%	8.9%	2.2%	2.2%	28.9%	
4.00	Count	0	2	0	0	0	2	
	% of Total	.0%	4.4%	.0%	.0%	.0%	4.4%	
Total	Count	6	13	11	7	8	45	
	% of Total	13.3%	28.9%	24.4%	15.6%	17.8%	100.0%	

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

42.2% of the respondents agreed that they give more focus for customers who have a credit account with us than for those who pay cash to send shipments through DHL. 33.4% of respondents disagreed to this and 24.4% of the respondents of the study said that they are neutral and they are confused to agree or disagree. Customers who have an account with DHL are those who get a credit service from DHL and according to the volume and the loyalty they have for DHL, they may get different benefits like scheduled visit by our sales representatives, discount, promotional items etc. Account customers are mostly loyal to DHL and they have good relationship with DHL. Most of these customers are business companies, profitable and non profitable companies, government offices etc.

On the other hand cash customers are those walk in customers who pay cash when they ship each of their shipments. Most cash customers are individuals who send personal shipments to different part of the world. Both account and cash customers are getting the service from DHL by paying as per the price that DHL set for each destination. As a customer, both should get the necessary attention without any discrimination as account customers are loyal to the company and on the other side, cash customers are bringing new business to DHL.



Source: Own survey, Feb, 2015

FIGURE 4.3 COURIERS REPRESENTATION OF DHL

Figure 4.3 above depicts that 97.8% of respondents' believe that couriers are real representatives of DHL and only 2.2% of the respondents are disagreed that couriers are not real representatives of DHL. Couriers are the one who have a direct contact with customers to deliver the service of DHL and it is clear from this graph that majority of the respondents understand that couriers are representatives of DHL in the eyes of the customer.

6. The greater percentage of DHL Ethiopia customer satisfaction is based on the service delivered by couriers.

TABLE 4.6 CUSTOMER SHARES OF COURIERS

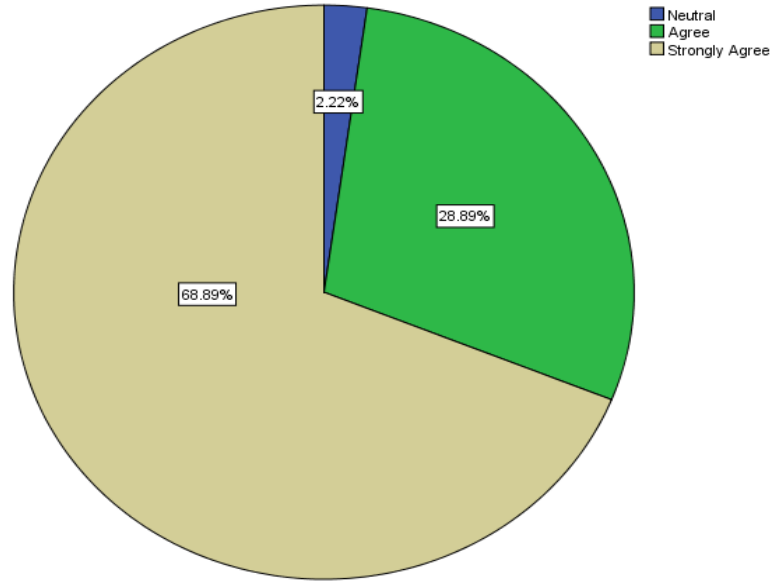
			6. The greater percentage of DHL Ethiopia customer satisfaction is based on the service delivered by couriers.				
Education level			Disagree	Neutral	Agree	Strongly Agree	Total
Education	1.00	Count	2	4	7	10	23
		% of Total	4.4%	8.9%	15.6%	22.2%	51.1%
	2.00	Count	0	1	3	3	7
		% of Total	.0%	2.2%	6.7%	6.7%	15.6%
	3.00	Count	2	6	3	2	13
		% of Total	4.4%	13.3%	6.7%	4.4%	28.9%
	4.00	Count	0	0	2	0	2
		% of Total	.0%	.0%	4.4%	.0%	4.4%
Total		Count	4	11	15	15	45
		% of Total	8.9%	24.4%	33.3%	33.3%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

66.6% of the respondent agreed that the greater percentage of customer satisfaction comes from the service delivered by couriers. 8.9% of the respondents disagreed and 24.4% of the respondent choose to be neutral. As per the data available within DHL, couriers are serving about 40% of the customers and the rest are served by service points and commission agent offices (They use DHL owned service points and commission agent offices to get the service of DHL).

7. I believe that proper, neat and clean DHL uniform and presentable appearance contributes a lot to the service quality and customer satisfaction.

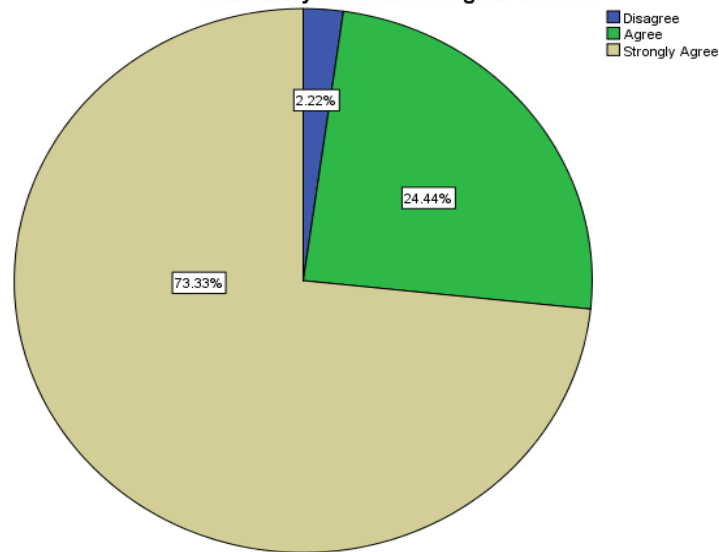


Source: Own survey, Feb, 2015

FIGURE 4.4 COURIERS APPEARANCE VS CUSTOMER SATISFACTION

Figure 4.4 presents 97.8% of the respondents have a positive attitude and 2.2% of respondents are neutral. The first impressions individuals give to others could greatly influence how they are treated and viewed in many contexts of everyday life (Wikipedia). The first impression the courier creates each day in the customer mind represents DHL for the customer and contributes a lot to service quality and customer satisfaction.

8. I believe that working as per the DHL global standard operating procedures is mandatory when delivering our service.



Source: Own survey, Feb, 2015

FIGURE 4.5 GLOBAL SOP AND ITS APPLICATION

97.8% of the respondents agreed that working as per the DHL Global standard operating procedure (GSOP) is mandatory and the rest of the respondents disagree. As per the DHL corporate intranet, Global standard operating procedure (Global SOP) is a standardization process and has been developed with the goal of controlled alignment of all DHL Express Operations policies, processes and procedures relating to the handling of all international products and the related supporting functions. Almost all respondents' agreement shows that the team has believed that working under global SOP is mandatory.

9. When I am in a customer office and if shipment is not ready to be picked, I believe that I should wait the customer at least for 15 minutes.

TABLE 4.7 PICKUP WAITING TIME

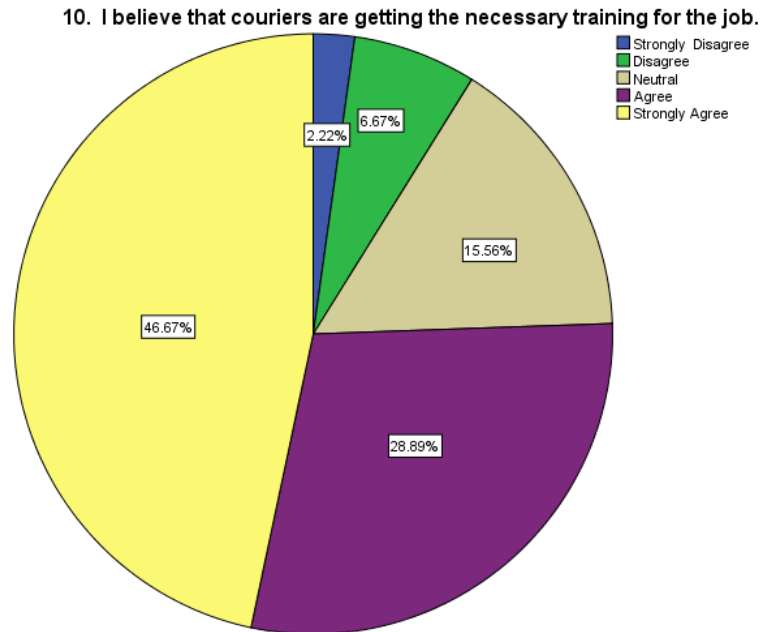
			9. When I am in a customer office and if shipment is not ready to be picked, I believe that I should wait the customer at least for 15 minutes.					Total
Education level			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Education	1.00	Count	1	4	10	7	1	23
		% of Total	2.2%	8.9%	22.2%	15.6%	2.2%	51.1%
	2.00	Count	0	3	0	2	2	7
		% of Total	.0%	6.7%	.0%	4.4%	4.4%	15.6%
	3.00	Count	2	4	2	3	2	13
		% of Total	4.4%	8.9%	4.4%	6.7%	4.4%	28.9%
	4.00	Count	0	0	0	2	0	2
		% of Total	.0%	.0%	.0%	4.4%	.0%	4.4%
Total		Count	3	11	12	14	5	45
		% of Total	6.7%	24.4%	26.7%	31.1%	11.1%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

31.1% of respondents disagree, 26.7% are neutral and 42.2% of respondents agree to wait the customer for at least 15 minutes till they prepare the shipment for pick up. According to the existing practice the waiting time depends on the personal judgment of the courier, pick up location, workload of the courier at the time of pick up and how soon the customer can make the shipment ready.

Couriers are encouraged to use their personal judgment and decide on waiting time which will benefit both the customer and DHL. Couriers should make sure that customers have common understanding with them and should convince the customer on the maximum waiting time in a very polite and customer oriented way.



Source: Own survey, Feb, 2015

FIGURE 4.6 COURIERS TRAINING

Figure 4.6 above depicts that 75.6% of respondents have favorable attitude and are saying that couriers are getting the necessary training for the job. However 8.9% disagreed and 15.6% are neutral. As training is the integral part to deliver great service quality and as it help couriers to have the necessary skills and know how on how to create and gain good first impression, relationship building, answering enquires, shipments handling ,driving attitude, power of confidence and building up self confidence, even though majority of the respondent agreed, DHL should dig deeper and identify the training needs and should close the gap to improve knowledge and performance of couriers and service quality.

4.2.2 Questions related to Knowledge of couriers and its analysis

1. What would be your first reaction when you know that you are going to miss a pick up while you are on route?

TABLE 4.8 MISSED PICK UP AND COURIERS' REACTION

			1. What would be your first reaction when you know that you are going to miss a pick up while you are on route?			Total
			You will plan to visit the customer next day	You will call the customer to tell them to schedule for another day	You will immediately report it to your supervisor or Dispatcher.	
Education	1.00	Count	0	0	23	23
		% of Total	.0%	.0%	51.1%	51.1%
	2.00	Count	0	0	7	7
		% of Total	.0%	.0%	15.6%	15.6%
	3.00	Count	1	3	9	13
		% of Total	2.2%	6.7%	20.0%	28.9%
	4.00	Count	0	0	2	2
		% of Total	.0%	.0%	4.4%	4.4%
Total		Count	1	3	41	45
		% of Total	2.2%	6.7%	91.1%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

According to the finding from respondents; 91.1% of respondents said that when they know they are going to miss a pick up, they will report to their immediate supervisor or booking dispatcher as soon as possible. 6.7% of respondents said they will call the customer to tell them to call DHL and schedule the booking for another day. From the finding received from respondents, it is evident that majority of the respondents have the knowledge of what to do when they realize that they are going to miss a pick up due to many reasons like route workload, vehicle problem, high traffic jam, delay encountered with their

previous pickups etc. Knowledge is the key to deliver world class quality through consistency. Aligned with this, Radloff (DECS, 2011) (2011) stated that staff need to have the proper knowledge while they deal with pickup and delivery service.

2. What would be your first reaction when you know that you already missed a pick up?

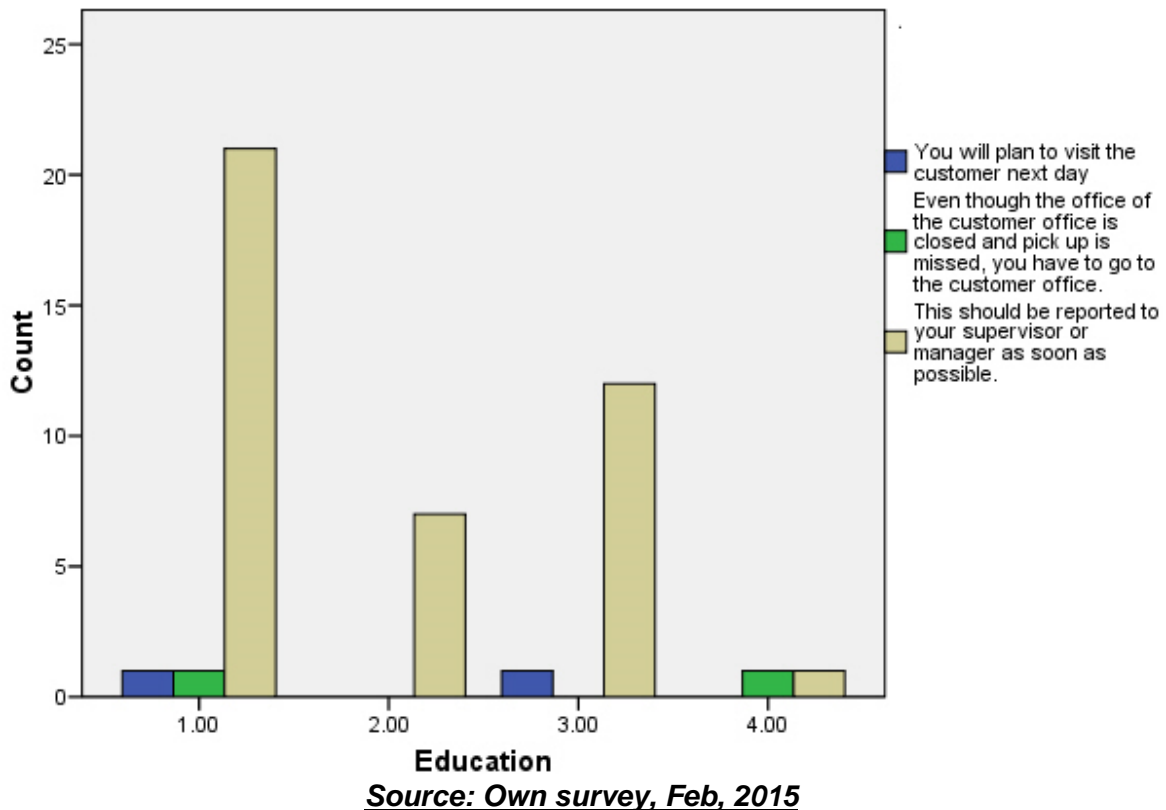


FIGURE 4.7 COURIERS REACTION ON SERVICE RECOVERY

As can be verified from the Figure 4.7 above, 91.1% of respondents confirmed that their first reaction when they understand they already missed a pick up is to report for their supervisor or manager to get guidance and for further action. This shows that majority of the respondents have the right knowledge which will enable them to react correctly on such sensitive service failure. Such service failure must be corrected and addressed with the customer to recover the already existed problem. Andreasen & etal (1977) stated that service recovery attempts to solve problems at the service encounter before customers complain or before they leave the service encounter dissatisfied.

Apart from the above finding from the respondents, 4.4% of the respondents mentioned that they will plan to visit the customer next day and the rest 4.4% revealed that even though the customer office is closed and pick up is missed, they will go to the customer office. These findings implied that 8.8% of the respondents lack the right knowledge to act on service failure and service recovery. This might be due to lack of training and proper coaching, and the staffs could be new for the job.

3. Which of the following is important for effective delivery and pick up service?

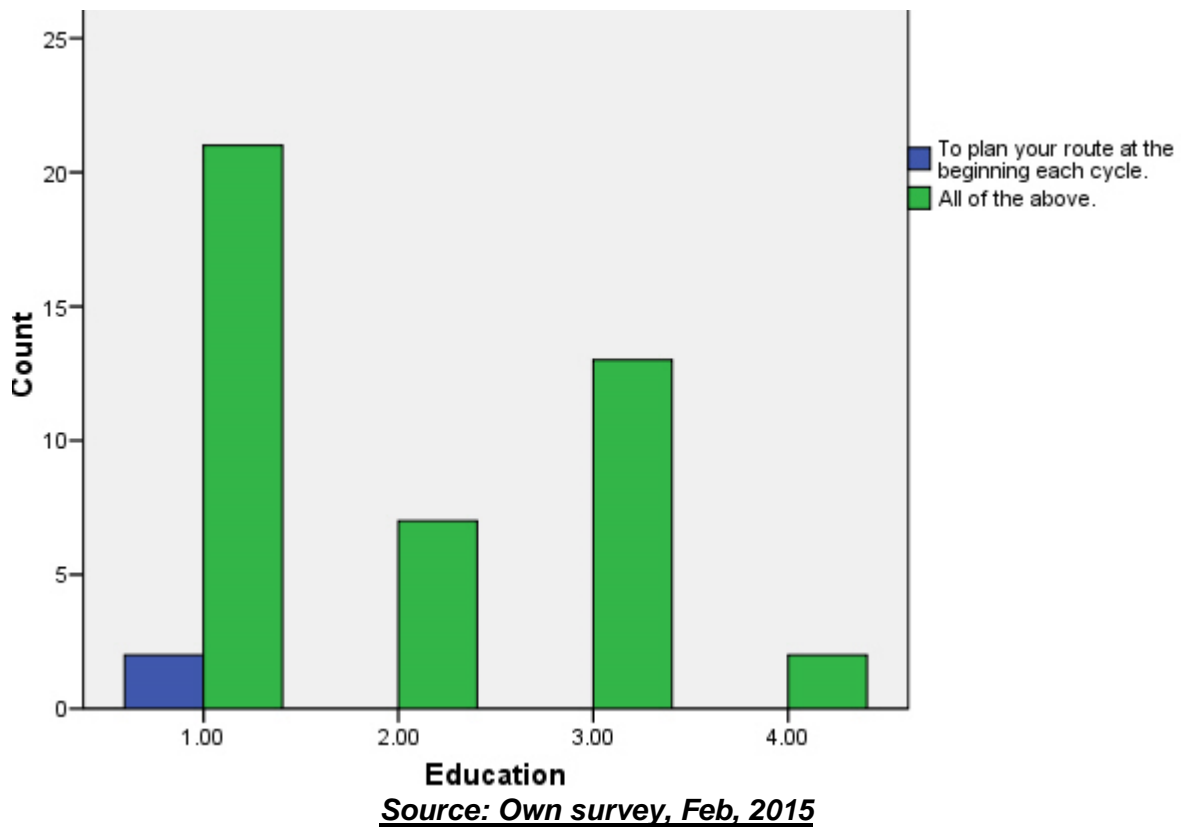
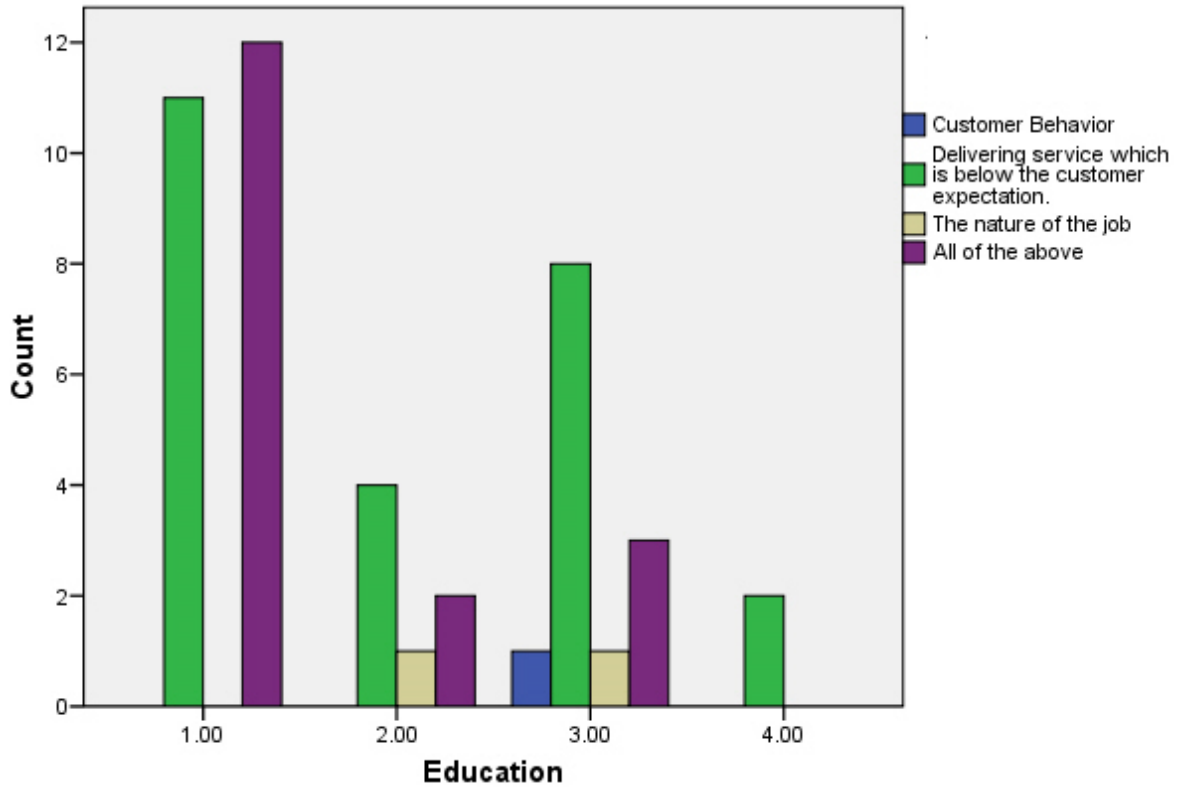


FIGURE 4.8 EFFECTIVE PICKUP AND DELIVERY SERVICE

Figure 4.8 depicts that 95.6% of the respondents agreed that to plan route at the beginning of each cycle, to have all the necessary equipments and tools with you while you are on route and to have a can do attitude are important to do effective delivery and pick up service. On the other hand 4.4% confirmed that only planning route at the beginning of each cycle is important to do effective delivery of pickup and delivery service. It is evident that planning route at the beginning of each cycle is important for effective

pickup and delivery however, the can do attitude of the courier and having all the necessary equipment which will greatly help effective pick up and deliver are equally important for effective pickup and delivery service.

4. What do you think the major source of customer complaint?



Source: Own survey, Feb, 2015

FIGURE 4.9 SOURCES OF CUSTOMER COMPLIANT

It can be seen from figure 4.9 above that 55.6% of respondents, said that major source of customer complaint is delivering service which is below the expectation of the customer. 37.8% of respondents said that major source of customer complaint is the combination of customer behavior, delivering service which is below the customer expectation and the nature of the job. 4.4% of respondents believed that the major source of customer complaint is the nature of the job and 2.2% said it is the customer behavior that leads to major customer complaint.

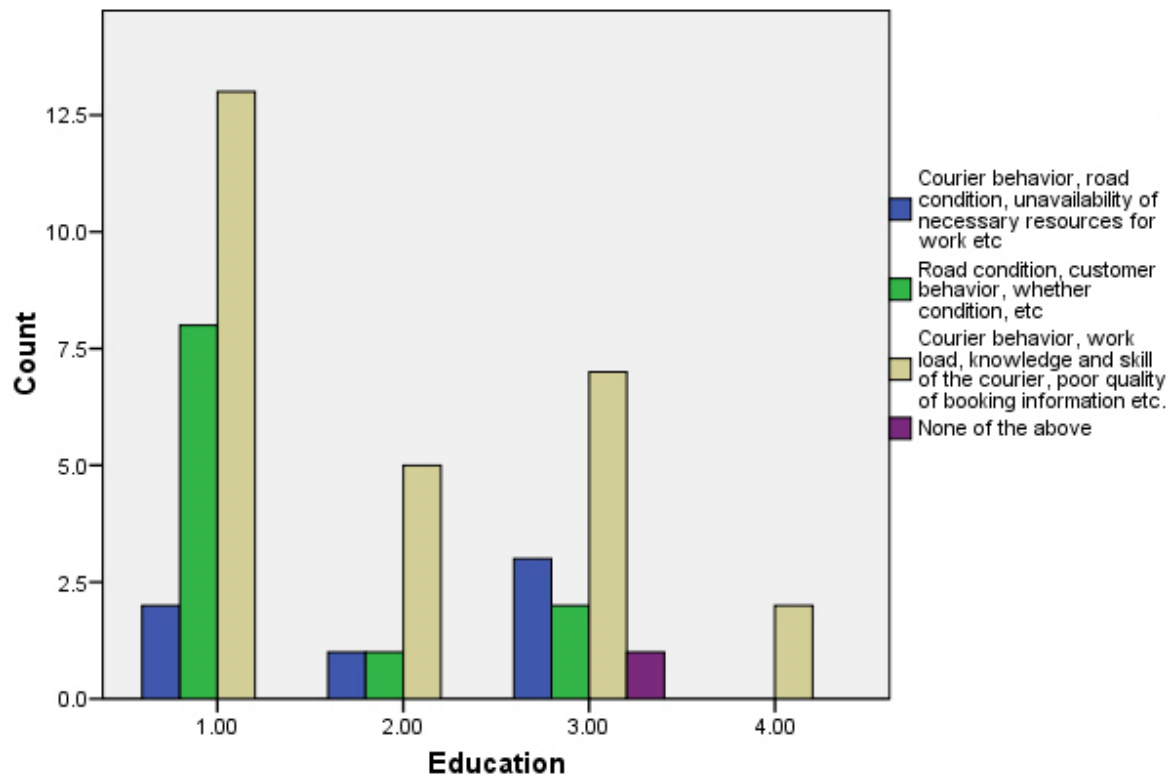
As mentioned above, 55.6% of the respondent agreed that majority of the customer complaint is from service which is below the customer expectation. The rest of the respondents either don't have the right knowledge or confused regarding sources of customer complaint. This could be because: they expect the customer to understand and show sympathy for them, because they don't want to take the responsibility of making mistakes, they don't understand that customer has the right to complain and complain is source of service improvement, or because they don't understand the expected level of service expected from them and it is part of their job that they should make the customer satisfied. They may also assume that complaint is just part of the job and a day to day activity and further investigation and further action may not be taken as they may not take it seriously as part of service improvement.

On the monthly customer service newsletter, John Goodman, president of the technical assistance research programs, suggests that until you understand the major causes of customer problems, you won't be able to address them correctly. Goodman says the typical causes of customer dissatisfaction fall into five categories.

1. Defects caused by service failures and or employee mistakes.
2. Marketing overpromises
3. Misleading marketing
4. Customer error or unreasonable expectations
5. Customer is incorrect but makes a reasonable mistake.

This revealed that majority of customer complaint comes from a service which is below the customer expectation.

5. Which of the following are the current major factors that affect pickup and delivery service?



Source: Own survey, Feb, 2015

FIGURE 4.10 CURRENT FACTORS THAT AFFECT PICKUP AND DELIVERY SERVICE

Figure 4.10 depicts that majority of the respondents (60%) confirmed that the major current factors that affect pickup and delivery service of DHL Ethiopia are courier behavior, work load, knowledge and skill of the courier, poor quality of booking information and road condition. This shows that majority of the respondents have the right knowledge on major factors which affect pickup and delivery service of DHL Ethiopia.

6. In most cases, what is the source of wrong delivery of shipments?

TABLE 4.9 SOURCES OF WRONG DELIVERY

			6. In most cases, what is the source of wrong delivery of shipments?				Total
			Not properly reading the address written on the air waybill.	The existence of similar company names in Addis Ababa.	Origin Country Failure to write full address on the air waybill.	None	
Education	1.00	Count	2	6	12	3	23
		% of Total	4.4%	13.3%	26.7%	6.7%	51.1%
	2.00	Count	0	4	3	0	7
		% of Total	.0%	8.9%	6.7%	.0%	15.6%
	3.00	Count	7	3	2	1	13
		% of Total	15.6%	6.7%	4.4%	2.2%	28.9%
	4.00	Count	0	1	1	0	2
		% of Total	.0%	2.2%	2.2%	.0%	4.4%
Total		Count	9	14	18	4	45
		% of Total	20.0%	31.1%	40.0%	8.9%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

Source: Own survey, Feb, 2015

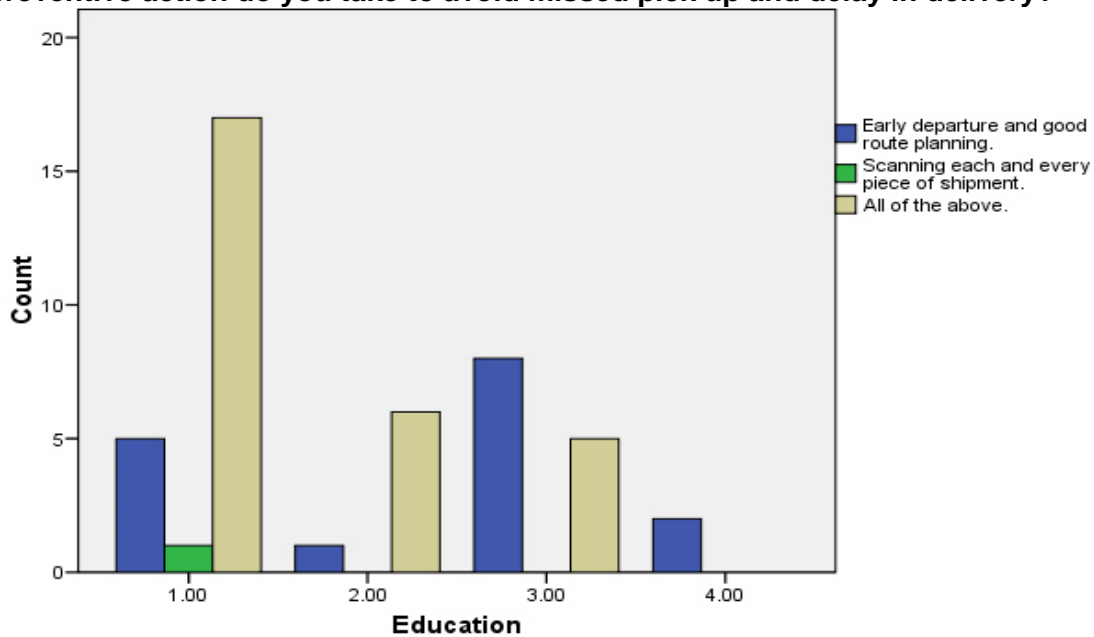
It can be seen from table 4.9 above that 40% of the respondents confirmed that in most cases the source of wrong delivery is shipment origin country failure to write full address on the air waybill of the shipment for delivery. 31.1% confirmed that source of wrong delivery is the existence of similar company names in Addis Ababa. 20% of the respondent said it is because of not properly reading the address written on the air waybill address section.

From these findings, it is evident that there is a problem with origin country to write correct address on the address section of the air waybill. The main reason for this could be unavailability of proper physical address in Ethiopia. (street name and number, building name, properly labeled residences areas and home numbers etc). It has observed from these findings that the existence of similar company names in Ethiopia also contributes to wrong delivery. This could have been avoided if proper physical address

written on the shipment by origin country was correct and enough for delivery as it is not possible to have similar company name and same physical address at the same time. From these findings it is also confirmed that not properly reading the address on the air waybill has contributed for wrong delivery. This could be avoided through training and experience sharing and alerting the team through daily briefing as it will help them to remain focused.

DHL Ethiopia must work with and push each origin country to write full company name and any other possible unique identifier as physical address is not mostly available in Ethiopia. It is also possible identify list of similar companies with similar and almost similar company names and couriers should be alerted to know these existed similar companies to minimize the probability of wrong delivery of shipments.

7. What preventive action do you take to avoid missed pick up and delay in delivery?



Source: Own survey, Feb, 2015

FIGURE 4.11 PROACTIVE ACTIONS TO PERVENT MISSED PICKUP INCIDENT

According to the Figure 4.11 above, the highest percentage of the respondents (62.2%) confirmed that the preventive actions they will take to avoid missed pick up and delay delivery are: Early departure of couriers from office and good route planning, scanning each and every piece of shipments and changing one courier from one route to another route. 35.6% of respondents said that it is early departure of couriers from office and good route planning that will prevent missed pickup and wrong delivery. Only 2.2% of respondents said that scanning each and every pieces of shipment will prevent missed pickup and wrong delivery.

From these findings, it is understood that majority of the respondent are suggesting the preventive actions to avoid missed pickup and delivery delay are early departure of couriers form office, scanning each piece of shipments and changing courier from one route to another. These could be because they think that early departure will give the courier enough time to do pickup and delivery, proper scanning of each piece of shipment will increase visibility of the shipment and will ease the courier's burden. If each piece is not scanned correctly and timely, couriers will receive repetitive phone calls from office and from customers to know the current status of the shipment at his hand as the status could not be reflected in the system. Changing couriers from one route to another could help to prevent missed pickup and delivery as couriers will master and know all the areas of Addis Ababa including all customer address, parking areas and gates of DHL customers. This will help couriers to accomplish pickup and delivery in any areas of Addis Ababa with speed and will improve their productivity.

8. What would be your first reaction when you encounter service incidents like vehicle/motor break down while you are on route?

TABLE 4.10 SERVICE INCIDENTS AND RECOVERY ACTION

			8. What would be your first reaction when you encounter service incidents like vehicle/motor break down while you are on route?		Total
			Report to office as soon as possible.	All of the above.	
Education	1.00	Count	21	2	23
		% of Total	46.7%	4.4%	51.1%
	2.00	Count	7	0	7
		% of Total	15.6%	.0%	15.6%
	3.00	Count	13	0	13
		% of Total	28.9%	.0%	28.9%
	4.00	Count	2	0	2
		% of Total	4.4%	.0%	4.4%
Total		Count	43	2	45
		% of Total	95.6%	4.4%	100.0%

Education: 1= High school Certificate 2: Diploma 3: Degree 4: Masters

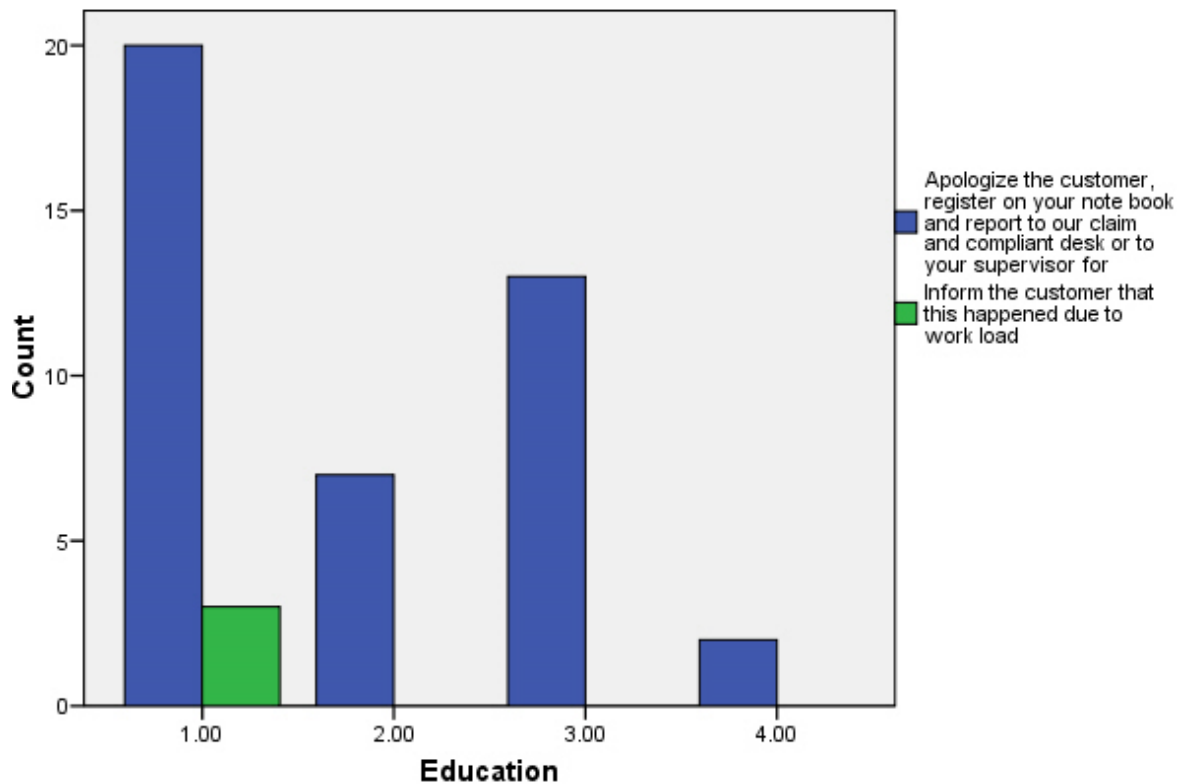
Source: Own survey, Feb, 2015

As reflected on table 4.10 above, 95.5% of the respondents confirmed that when they encounter service incidents like vehicle/motor break down while they are on route, they will report to office as soon as possible. 4.4% of respondents said that they will report to office as soon as possible, they will take the vehicle to the mechanic shop without reporting to office and they also said they will return to office as soon as possible.

According to the findings, 95.5% of the respondents will report the service incident experienced while they are on route to office as soon as possible. This could be because they understand that they have to report to office and get support to continue the pickup and delivery process. They may also understand that there are customers out there waiting for the service and it is up to DHL to fix such incidents as soon

as possible and deliver the expected service to its customers. This majority group of respondents has the knowledge to handle such service incidents in a proper manner. The other 4.4% of respondents revealed some confusing facts as there is a contradiction between their choices. The said that they will report the incident to office and at the same time they said they will take the vehicle in problem to the mechanic shop with our reporting to office and they also said they will return to office. This confusion could be from lack of knowledge on how to handle such incidents.

9. If a customer reports to you the compliant they have regarding our service, what will be your action?



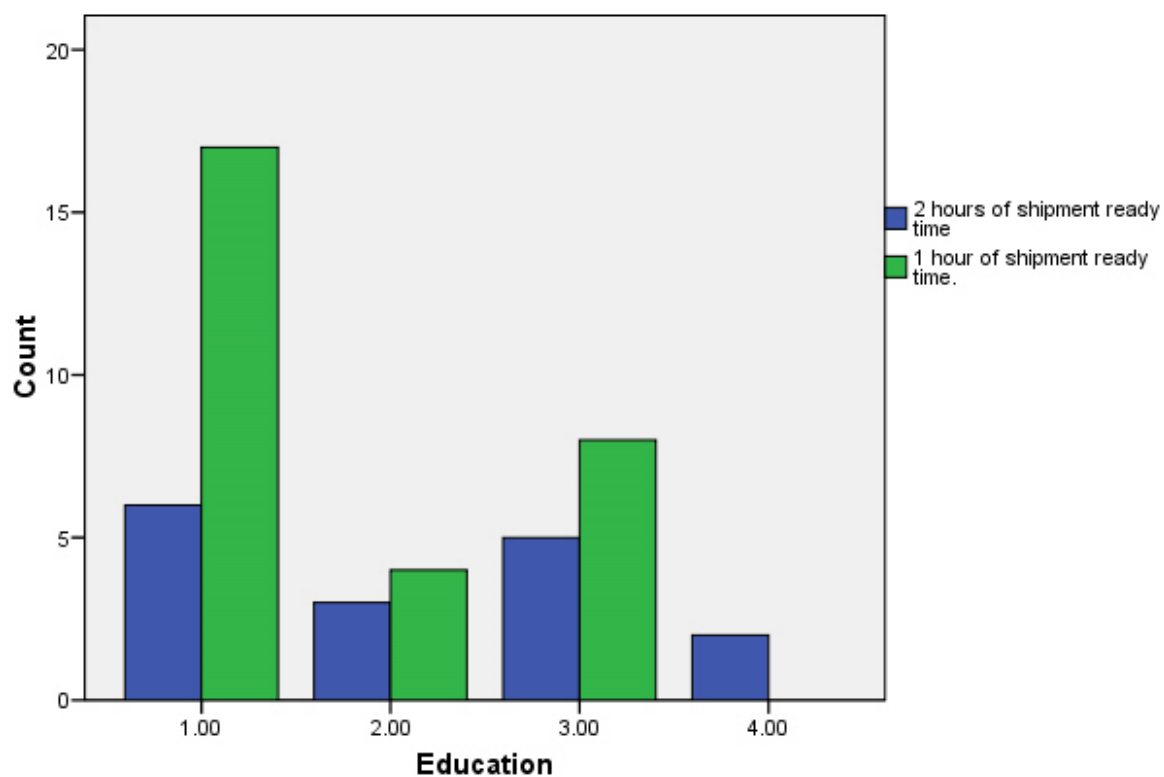
Source: Own survey, Feb, 2015

FIGURE 4.12 COURIERS COMPLIANT HANDLING

As can be seen in the Figure 4.12 above, 93.3% of respondents agreed that if a customer reports to them compliant they have regarding the service , their action will be to apologize the customer, register the complaint on their not book and report to the claim and compliant or to their supervisor for further action. 6.7% of the respondents revealed that they will inform the customer that this happened due to workload.

This finding confirms that when the majority of the respondents received complaint, First they will apologize the customer, register it on their note book and report it to office when they are back. This could be because they understand the importance of receiving customer complaint and also because they clearly understand that every complaint should get registered and action should be taken by the responsible party. We can here say that this group of the respondents has the knowledge to handle customer complaints. On the other hand, the rest of the respondents (6.7%) said that they will inform the customer that this happened due to work load. This could be because this group of respondents thinks that workload is the source of every complaint. This could also be because they think that complaint should not get that much attention and they might be looking for simple excuse from customers and just close the complaint without any further reporting and action.

10. After we receive a booking from a customer to pick a shipment, A courier should pick the shipment within:



Source: Own survey, Feb, 2015

FIGURE 4.13 SHIPMENT READY TIME VS PICKUP TIME

Figure 4.13 above depicts that majority of the respondents (64.4%) have agreed that after we receive a booking from a customer to pick a shipment, a courier should pick a shipment within 1 hour of shipment ready time confirmed by the customer at the time of booking. The rest of the respondents said that after we receive a booking from our customers, pick up should be done within 2 hours of shipment ready time. According to these findings, majority of the respondents are aware of the standards of DHL that states pick up should be done within an hour of shipment ready time (which is confirmed by the customer at the time of booking at the call center). This could be due to the repetitive communication done to enforce the implementation of the standard at a maximum level. Even though the standard at sub Saharan level is 80% of pickup should be done within one hour, the national level standard of DHL Ethiopia is each pick up should be done within an hour of ready time. This is communicated to couriers and staffs to enhance productivity.

On the other hand, the finding also showed that the rest of the respondents (35.6%), are not aware of the standard time for pick up after shipment is ready at the customer office. This could be because the communication that has been done to enhance shipment pickup within an hour of shipment ready time is not strong enough to remain in the mind of the respondents.

4.3 Analysis on the challenges that affects the quality of pickup and delivery services of DHL

Ethiopia

This section will cover the second objective of this study which is to investigate the challenges that affects the quality services of pickup and delivery of DHL Ethiopia. The researcher of this study believed that the investigation on the challenges that affect the quality service of pickup and delivery of DHL Ethiopia will possibly help to control the problems encountered in relation with the existing challenges on pickup and delivery service of DHL Ethiopia. To investigate the challenges on pickup and delivery service of DHL Ethiopia, focus group discussion were held and the findings of the focus group discussion will be presented below in a table form. Necessary analysis on the findings of the focus group discussant will be presented following the table.

TABLE 4.11 CHALLENGES ON PICKUP AND DELIVERY SERVICE OF DHL ETHIOPIA

1. Challenges on utilization of available and advanced Technologies
<ul style="list-style-type: none"> • Importation process complication (shortage of foreign currency in the country, customs import procedures complication etc) • The available network in Ethiopia doesn't support the equipments to be used at maximum level. • Repetitive internet service breaks down in the country. • Training users is challenging as they are not near to such kind of equipments in their daily life. • Resistance to change the old way of doing things by users.
2. Challenges on communication with couriers, customers and management
<ul style="list-style-type: none"> • Personal attitude and culture • Wrong expectation of couriers from their supervisors and managers. • Lack of communication skill • Lack feedback on performance from the management • Overpromising the service. • Delivering service which is below the customer expectation.
3. Challenges on working for the common goal/vision
<ul style="list-style-type: none"> • Not being fully aware about the common goal. • Not taking one being part of the common goal/vision. • Focusing on Individual/departmental performance and forget the big picture. • Motivation and interest
4. Challenges on staff (commitment, development and motivation)
<ul style="list-style-type: none"> • Not developing self and working in one position for long period (more than 5-10 years and more) • Wrong expectation of staffs • Over confidence • Lack of proper and continuous feedback session with all staffs. • Low salary • Not having time for self development
5. Challenges on the clearness, effectiveness and efficiencies of the pickup and delivery process

<ul style="list-style-type: none"> • Language barrier and Staffs not fully understand the Global Standard Operating Procedure (Global SOP) • Wrong booking information by customer service team will affect efficiency of couriers. • Lack of good infrastructure in the country • Lack of properly working service from the internet provider • Use of old vehicles/motorbikes and scanners due to lengthy importation process • Staffs commitment • The currently existing massive road construction in every direction of Addis Ababa.
<p>6. Challenges on customer centered approach</p>
<ul style="list-style-type: none"> • Lack of knowledge of the customer values. • Lack of induction training and experience on customer handling. • Poor Recruitments & selection quality on courier/employee selection. • Workload to entertain and satisfy all customer needs. • Shortage of knowledgeable human resource on the market which have both good educational background and driving license to work as a courier.
<p>7. Challenges on problem solving skill and capacity</p>
<ul style="list-style-type: none"> • Education level • Lack of training to develop the skills • Lack of confidence to deal with problem solving
<p>8. Challenge on organizational capacity to outsmart competent business firms</p>
<ul style="list-style-type: none"> • Lack of management skill and experience due to high turnover • Experience is not valued • Lack of market knowledge • Lack of educated and competent staffs • Low salary
<p>9. Challenges to adapt and fit in the global changes</p>
<ul style="list-style-type: none"> • Poor infrastructure and development in the country. • Complicated customs process for importation of technological equipments. • Lack of experienced resource. • Education level of the staffs. • Lack of highly trained staff. • Staff readiness to accept changes.
<p>10. Challenges to receive customer complaint, taking preventive and corrective action</p>
<ul style="list-style-type: none"> • Inadequate resource at customer complaint desk • Attitude of the staff on the importance of complain to improve service. • Lack of service and complaint handling knowledge • Lack of time with couriers to manage customer complaint properly.

As it is observed in the findings, one of the challenges on utilization of available and advanced technologies is importation process complication in Ethiopia. To import any technology related equipments the first challenge is the need of foreign currency to import the goods from abroad. There is a high shortage of foreign currency in the country and there is a need to wait for 7-8 months to get the required amount of foreign currency from the bank.

The practical example on what DHL Ethiopia did to overcome this foreign currency problem is to look for the help of DHL area office based in South Africa to buy and send the required amount of scanners to Ethiopia. Again, to import the goods without foreign currency approval has its own problem with customs. However DHL Ethiopia has approached high customs officials in advance, explained the situation and get the approval to import without having the foreign currency approval from bank(as the payment is done by our area office on behalf of us). This is done because the service was seriously getting affected due to lack of the technology equipment (scanners) as the equipment is not available in Ethiopia and importation is blocked due to shortage of foreign currency in the country.

Apart from foreign currency there is a tight control, maximum manual inspection of the equipment and there are also paper works and permits required from different government offices and agencies to clear the goods from customs. Unlike many other countries, clearance of goods in Ethiopia customs will get started after the shipment physically arrive in customs(no preclearance is being done in Ethiopia).

The other challenge with regard to utilization of available and advanced technologies is the continuous interruption of internet service. There is only one internet and telecommunication service provider in Ethiopia and the continuous service interruption clearly affect service and this forced DHL Ethiopia to under utilize the technologies that other countries are using to deliver good service and to gain competitive advantage.

The exposure of the majority of the staffs to use technologies is at embryonic stage and training needs time and energy to make each staff at the same level of understanding. Due to this fact and the fact that technology brings new way of doing things, there is resistance to change among the staffs. The focus group discussant identified list of communication challenges that come out of the brainstorming discussions. The personal attitude of an individual may create a communication barrier within the team.

Some people attitude is not easily changing as they might think that if they admit, they will be part of the problem.

As stated by Andrea Campbell (ed Ginny Edwards 2014) the office has become a melting pot stocked with people of diverse background and cultural customs. People tend to “hang” with others familiar to their culture or habits. When these individual groups assemble, managers face the challenges of small group dynamics and team communication issues.

In the focus group discussion, it is revealed that there is lack of communication skill among the study group and there is a clear issue in addressing and communicating what they feel in a right and proper manner.

Andrea Campbell, also stated that poor communication skills create business problems such as team communication issues and people problems, not to mention losing the trust of coworkers, the cooperation of team members and sometimes even receiving contempt from colleagues and subordinates.

As per the findings of the focus group discussion, couriers expect more patience and tolerance from their supervisors and managers as they are exposed for many challenges while they are on route. However some of the expectations are wrong expectations which will affect the service level if action is not taken. It is also indicated in the findings that managers are not allocating time to give consistent feedback on the performance of employees.

Leigh Branham (2005) says that exit polls show people leave their jobs because there is no enough feedback or coaching. What is another word for feedback? Communication. “The root problems are managers’ inattention to people they supervise, irregular or nonexistent feedback, criticism instead of praise, and other indicators that feedback isn’t valued or valuable. Practices to improve coaching and

feedback include focusing it on new hires, setting up buddy or mentor programs with experienced employees, and holding managers accountable for feedback.

As per the focus group discussion finding, majority of customer communication problem is due to the over promise mostly by our sales representatives and delivering service which is below the customer expectation.

The focus group discussant identified the challenges on working for the common goal and the first challenge identified is the staff is not fully aware of the common goal. It is unreasonable to expect result without knowing what to achieve. There is a monthly update and communication time with the staff but this might not be enough as there is high turnover in the company and every new team member should be updated and refreshed within some time limit. It is also observed in the findings of the discussion that there is also lack of belongingness to the common goal of the company as there are staff members who are not motivated and interested to know and participate in the accomplishment of the main strategy. Their main purpose is to come and work for the sake of survival and go home. They neither want to go extra mile nor work on their development.

One of the findings on the challenges on staff commitment, development and motivation, is employees working in one position for more than 5-10 years and more. This will expose staffs for lack of commitment and motivation to come to office for job. Self development and being ready to face challenges and use opportunities available for development is key and important. Overconfidence on the performance on the current position doesn't grant a success in every available challenges and opportunities. Staff should develop the attitude of looking for more challenging positions to exploit their potential and to keep motivated all the time as new thing is always exciting. The focus group discussant mentioned that they can't develop themselves as they are very much engaged on the job and can't get time for self

development. This could be solved by balancing work and life and if not solved on time, the danger would come back to the company in any way.

From the finding on table 4.11 section 5, one of the challenges on the clearness, effectiveness and efficiencies of the pickup and delivery process is language barrier. The working language in DHL express network is English. Ethiopia is a country where the official national language used in the country is the local language Amharic. For the entire staff, English is their second language and many of them don't speak and/or read and understand English. Due to this fact, any communication from area and zonal office including our Global standard operating procedures should be translated in to Amharic by locals and communicated to the staff. This needs additional effort by supervisors and managers and it needs more care to make sure that the employees get the message clearly.

As per the findings on table 4.11 section 6, one of the challenges on customer centered approach is lack of knowledge on customer values and customer handling. In today's business, customer is first in everything a business do and everyone who work in a business company should have an insanely customer centric attitude to meet the customer need. As per internal documents of DHL, insanely customer centric culture means: taking ownership and fixing issues, reducing service failures and customer complaints, driving customer loyalty and retention, increasing customer satisfaction and improving customers experience across all touch points. Each employee has the responsibility to live this culture and be truly customer centered. This way of understanding and knowledge in customer handling should be with all the staff to be able to deliver quality service.

The other challenge on customer centered approach is the unavailability of qualified couriers in the market. The education level of couriers available in the market is those who complete high school or below and who have driving license. People above this educational level have no interest to work as a courier as they have better opportunities in the market and/or they don't have the driving license to drive

motor bikes. Due to this, the selection and recruitment of qualified couriers who have better understanding and knowledge is highly influenced and dominated by the available resource in the market.

From the findings of the focus group discussion on the challenges on problem solving skill and capacity, the staff prefers to transfer any challenging issues to their immediate supervisor and manager as they believe that they don't have the skill and the capacity to solve problems. Most of the time those problems are created due to service failure and the recovery process is mostly done by supervisor and Manager. In fact managers and supervisors should involve in any problem solving which needs their involvement depending on the sensitivity of the problem encountered. However, they don't have to involve in each problem solving as the staff should also have the experience to exercise their problem solving skill and capacity.

Challenges on organizational capacity to outsmart competent business firms is also discussed in the focus group discussion and one of the findings is that there is lack of management skill and experience in DHL Ethiopia. All the senior managers (head of departments and country manager) are new for their role (maximum of a year experience in the role) and they don't have the experience of managing the business as they are in the process of adapting the work and the environment. They are at the embryonic stage to outsmart the competition and to win more business. This indicates that there is a high turnover of senior managers.

Many of the previous experienced managers left DHL Ethiopia and no effort observed from DHL either to retain experienced staffs or to manage the handover process well. Many of the new managers are getting the transition process very stressful due to poor handover.

The Educational background of the staff is also one of the challenges to outsmart competent business firms. Most of the study group has high school certificate and need more exposure and training to outsmart the competition.

In the focus group discussion, discussant revealed that one of the challenges to adapt and fit in the global changes is poor infrastructure and development in the country. As a pickup and delivery service giving company, facilities like road, well organized and easily identifiable business and resident physical address, good Internet and communication service, consistent power and water supply, simplified import and customs clearance process, availability of the necessary vehicles and motor bikes and other equipments in the market are essential to adapt the current global changes in business. DHL is operating in Ethiopia where all the above mentioned infrastructures and developments are at the infant stage of development.

The focus group discussant also revealed that couriers' complaint receiving and handling is challenged due to lack of time while the couriers are on route. As they are required to handle many pickups and deliveries especially on busy days, couriers are not able to spend time to receive and handle customer complaint. The other main challenge that influence complaint receiving and handling is the attitude the staff has regarding complaint and its importance on service quality improvement.

In an international Journal of business science and applied management, Kari Uusitalo & etal (2008) stated that customer-focused approach to the improvement of business processes by developing a construction which systematically utilizes customer feedback in form of complaints to achieve process improvements both at strategic and operational levels. Customer complaint information can be used as a basis for customer-focused process improvement. Thus, it is not enough to make the complaining customer satisfied, but the complaint information should also feed back to the actual processes where the fault causing the complaint arose and where it can be removed.

4.4 Analysis on the opportunities to improve the quality of pickup and delivery service of DHL

Ethiopia

This section will cover the third objective of this study which is to investigate the opportunities to improve the quality of pickup and delivery service of DHL Ethiopia. The researcher of this study believed that the investigation on the opportunities to improve the quality of pickup and delivery service of DHL Ethiopia will possibly help to exploit the available opportunities in relation with the pickup and delivery service of DHL Ethiopia. To investigate the opportunities to improve pickup and delivery service of DHL Ethiopia, focus group discussion were held and the findings of the focus group discussion will be presented below in a table form. Necessary analysis on the findings of the focus group discussion will be presented following the table.

TABLE 4.12 OPPORTUNITIES ON PICKUP AND DELIVERY SERVICE OF DHL ETHIOPIA

<p>1. Opportunities on utilization of available and advanced Technologies</p> <ul style="list-style-type: none"> • In the DHL world there is a good accumulated experience of utilizing advanced technologies so that Ethiopia can tailor technologies such as GPRS, GDA and others. • Awareness is created about utilizing advanced technologies with in top management of DHL Ethiopia • DHL provide the available and advanced technologies to every country it operates. There is a good support team to implement the technologies in each country.
<p>2. Opportunities on communication with couriers, customers and management</p> <ul style="list-style-type: none"> •There are good advanced tools, techniques and experiences on communication with couriers , customers as well as management in the DHL world that can be tailored to DHL Ethiopia •Awareness is created among top management about the existence of good advanced tools, techniques and experiences on communication with couriers, customers as well as management that can be tailored to DHL Ethiopia.
<p>3. Opportunities on working for the common goal/vision</p> <ul style="list-style-type: none"> •There is a felt need in the staff that they can survive in DHL only when the organization survive and to that end there is a strong realization about working for the common goal. •Brand loyalty among each staff is created which can serve as entry point to work for common goal. •There is good team spirit among team members. •Every activity is standardized which can be achieved through team work. Such approach will force the staff to work for common goal. •Experience and idea sharing between departments to achieve common goal.
<p>4. Opportunities on staff (commitment, development and motivation)</p> <ul style="list-style-type: none"> •There is good opportunity for staff development including training, e-learning and sponsorship for education. •There is an existed incentive system to encourage employees. •Many recreational and experience sharing events are created for the staff motivation and development (both local and international) •Team members are loyal and determined to see DHL success.
<p>5. Opportunities on the clearness, effectiveness and efficiencies of the pickup and delivery process</p>

<ul style="list-style-type: none"> •DHL has standardized process and procedures (Global SOP) •There are key performance indicators to measure on efficiencies and effectiveness of the team members. This KPIs measures help supervisors and managers to easily identify the performance of the team. •Many technologies available in DHL world which can be tailored to adapt into Ethiopia to improve effectiveness and efficiencies.
<p>6. Opportunities on customer centered approach</p>
<ul style="list-style-type: none"> •Many training opportunities are available on customer centric culture and many first choice initiatives which are focused on continuous process improvement are available. •Experience sharing and encouragement on having a team with customer centric culture is existed in DHL world. •Relentless efforts are being done and many initiatives are being conducted to have a team with customer centric culture.
<p>7. Opportunities on problem solving skill and capacity</p>
<ul style="list-style-type: none"> •Sharing experience on standard daily couriers briefing, debriefing and on formal meetings. •Exposures on different areas for employees to develop their problem solving skill and capacity. •Formal education sponsorship for staffs' development existed.
<p>8. Opportunities on organizational capacity to outsmart competent business firms</p>
<ul style="list-style-type: none"> •DHL Ethiopia is being managed by local managers and this gives the company the opportunity to exploit the market as there is no language, culture and other differences between DHL managers, the employee and the customer. •Customers have a big respect and loyalty for the DHL brand. The brand sales itself. •Compared to competitors, DHL Ethiopia has better facilities and IT systems. •DHL Ethiopia has genuine and good relationship with customs and other government institutions. •DHL Ethiopia is highly focused on service quality and continuous process improvement. •DHL has a huge network all over the world.
<p>9. Opportunities to adapt and fit in the global changes.</p>
<ul style="list-style-type: none"> •Use of advanced, up to date and standardized systems in all DHL offices all over the world. •Advanced training to all DHL staffs all over the world. This enables all staff members to speak the same language and adapt the global together. •All Staff is getting a regular weekly update on what is happening at area level.
<p>10. Opportunities to receive customer complaint, taking preventive and corrective action</p>
<ul style="list-style-type: none"> •Customers can send their complaint straight to the top management by using the straight to the top link available on DHL website. •Couriers will report to their supervisors if there is any customer complaint received at the debrief desk. •There is a dedicated desk at customer service department to handle customer claim and complaint. Clear key performance indicators are available for this desk to measure the claim and complaint received and handled. •There is a suggestion box available for customers to provide their complaint in written form if they what to make it in manual writing.

During the focus group discussion, technologies like General packet radio service (GPRS)(a packet oriented mobile data service on the 2G and 3G cellular communication system's global system for mobile communications(wikipedia)) and GDA (the new platform for dispatching bookings in the International Network(DHL corporate intranet)) have been discussed and identified as some of the technologies that

are being used in DHL world. Many countries are using GDA to dispatch bookings to their couriers and it eases the live of both the dispatcher and the courier. Even though these technologies are not being used in Ethiopia, these and other technologies are big opportunities to be exploited once GPRS and consistent internet and communication services are granted by the telecommunication service provider (Ethiopian Telecommunication Corporation).

As per the findings of the focus group discussant, there are tools and techniques on communication with couriers, customers as well as management that works well in other countries and could be tailored to DHL Ethiopia. There is also an opportunity to share experience on best demonstrated practices (BDPs) of other countries. The senior management of DHL Ethiopia is aware of the availability of this tools, techniques and the experiences in other countries and can approach senior managers of the these countries to get support and experience on best demonstrated practice.

The findings of the focus group discussant revealed that the majority of the staff has a high respect for DHL brand and proud to work for DHL. There is also a high team spirit which helps managers to drive high performance through achieving the common goal. These are opportunities available that can be exploited.

As it can be seen on table 4.12 section 4, the focus group discussant discovered that the staff has an opportunity to learn and develop themselves through DHL half or full education sponsorship. This is a good opportunity for those who have the aspiration to learn. It is unfortunate that there are only few employees who are using this opportunity to develop themselves.

The discussant there is also an incentive scheme that benefits the employee based on the monthly individual performance of the employee. The individual performance can be measured on individual

competencies and (KPIs) accomplishment. This in turn will motivate employees as what gets measured gets done and they are incentivized based on the measured result on performance.

In the focus group discussion it is revealed that the DHL standardized processes and procedures help DHL to have a clear pickup and delivery processes all over the world. The existence of this standardized process and procedure gives the staff a clear way of accomplishing their task which in turn maximizes delivery of quality service.

As per the discussion of the focus group discussion, effectiveness and efficiencies of the team is measured on a daily basis and reflected on the daily scorecard. The result of each courier is communicated to the team on the daily briefings section of each day. Many technologies and means are available in DHL to measure effectiveness and efficiencies and many countries have excellent experience to be tailored to DHL Ethiopia.

As per the findings of the focus group discussion on table 4.12 section 6, there are lots of opportunities on a customer-centric approach. Many efforts are being done by the senior management of DHL Ethiopia to make the company customer-centric such as institutionalizing customer-centric behaviors, trainings to make customer-centric approach a habit in the company, experience sharing and encouragement to have a customer-centered team and many initiatives are running to support the existence of customer-centered approach in the company.

DHL corporate intranet stated the following about having an insanely customer-centric culture. Great companies *institutionalize* customer-centric behaviors. Leaders of great companies make Customer-centricity a habit, not a slogan or a program. ICC is our mindset, culture and DNA, not a program. Only by working "As ONE", will we be able to achieve our goals of becoming Provider of Choice. Employees in the top performing companies often don't even "see" their Customer-centric behavior, because it's such an embedded part of their culture. Literally, it's how they do business. As per the focus

group discussant, DHL Ethiopia is currently making relentless effort to build up an insanely customer centric culture in to the company.

On the focus group discussion it is revealed that DHL Ethiopia gives the opportunity for its employees to develop their problem solving skills through training, experience sharing and through assigning employees on stretch assignments. These help employees to develop and prove their problem solving capacity by accomplishing challenging assignments and projects. Employees are highly encouraged to use their skill to solve problems when they occur on their day to day activities. They are highly encouraged to come up with solutions when they come across with any kind of problem.

As per the findings of the focus group discussant, In the past, DHL Ethiopia was managed by foreigners and it was challenging due to language and cultural barriers. The official language in Ethiopia is Amharic and when a foreign manager wants to pass message to the employees or to the customers in English, it was not evident that every employees or customers will get the message clearly due to the language barrier. Culture was also one of the challenges that a foreign manager had faced in Ethiopia where there are cultural differences among the employees and the customers depending on the cultural background.

Currently DHL Ethiopia is being managed by local managers. It is an opportunity for DHL Ethiopia, both for the employees and the customers to be managed and handled by local managers who speak the same language and understand the culture of the country. This overcomes the language and cultural challenges and barriers that were faced by foreign managers. This in turn helps DHL Ethiopia to outsmart the competition. It is also mentioned in the findings of the focus group discussant that DHL customers have big respect and loyalty for DHL brand. Majority of the customers rely on DHL service and this gives DHL an opportunity to outsmart the competition.

Compared to competitors, DHL Ethiopia has better offices and facilities in the country including facility at airport customs area to store those customer shipments that are held by customs for duty and tax payment. These facilities gave DHL the capacity to serve its customers and it enabled DHL to get the trust of its customers and win the competition. The focus group discussion also revealed that DHL Ethiopia has a genuine and good relationship with customs and other government institutions which have relation with its business activities.

As per the focus group discussant finding, the focus that DHL Ethiopia has on service quality and continuous service improvement give DHL Ethiopia a competitive advantage to outsmart the competition. It was also revealed in the focus group discussion that DHL has a huge network in over 220 countries, built for the past 40 years. This gives DHL the opportunity of having in-depth experience in the industry that can be exploited in each country it operates.

Finding of the discussant in the focus group discussion revealed that use of advanced and standardized systems in all DHL offices all over the world is an opportunity to adapt and fit in the global changes. Discussant mentioned that the advanced, up to date and standardized systems will enable DHL to cope up with the competitive, challenging and ever changing business environment by providing easy to use, convenient, user friendly and advanced way of doing day to day activities of the business.

As per the findings of the focus group discussant, DHL is also providing same advanced training to its employees all over the world to adapt and fit the global changes. This allows all employees to have standardized and up to date business proficiency and knowledge. This in turn enables professionalism among the employees to speak the same language, deliver same service quality everywhere and work as one for common vision.

The focus group discussant also revealed that there is a regular weekly update to keep the team informed. This gives the staff the opportunity to have up to date information regarding the service. According to the findings of the focus group discussion, customers can send their complaint to DHL through different means. The first one is through using an option to send their complaint online on DHL web site. There is a link available on DHL website which allows customers to send their complaint straight to the top management. The second option is to communicate their complaint to the courier who pick or deliver shipments from/to their office. In the same way, it is also possible to communicate their complaint to the service advisor who process or deliver shipment if they are using any service point to get the service. The third option is to deliver their complaint to the claim or complaint desk or to the department managers in person. The last option is to use the suggestion box available at the head office to submit their complaint in hard copy.

As per the discussant, all the above listed are opportunities to receive customer complaint. All complaint received from customer through different means will be forwarded to claim and complaint desk and to the respective manager for further action. The claim or complaint desk and the responsible manager will make sure that each and every claims and complaints are handled with each customer and preventive and corrective actions are taken accordingly. This is an opportunity to learn from past service failures and work on continuous process improvement.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

Based on the findings of this study, DHL Ethiopia need to launch capacity building and staff empowerment program to improve staffs knowledge and attitude on communication skill, customer complaint handling, customer satisfaction and value, adaptation for change, market coverage of DHL, priority level of delivery and pickup services as well as cash customers vs credit customers. There is also a need for additional feedback and coaching session for employees. Currently there is high turnover rate within DHL Ethiopia and better human resource retention and developmental plan is required. DHL Ethiopia need to put extra effort to utilize and tailor existing opportunities from the DHL world on standardized process and procedures, tools and the technologies that can be tailored for better, easy and quality service delivery. Based on the results of this study below are the key conclusions and recommendations.

Conclusion

- Not all respondents have the right attitude towards customer satisfaction.
- Respondents have wrong attitude about priority level on pickup and delivery service. It is revealed in the study that majority of respondents said that they prioritize and give more focus to pick up service than delivery.
- Respondents have an attitude that discriminate cash customers from account/credit customers. Credit customers are getting more focus than cash paying customers.
- Respondents believed that couriers are real ambassadors of DHL. This revealed that respondents know that couriers are representatives of DHL for the customer.
- Respondents think that they serve majority of the customers of DHL. As per the data available within DHL, couriers are serving about 40% of the customers and the rest are served by service points and commission agent offices.
- The team knows and has believed that working under global SOP is mandatory.
- Majority of the respondents revealed that they are getting the necessary training to do their job.

However, some of the respondents stated that they did not get the necessary to do their job.

➤ It is evident that majority of respondents have the right knowledge on how to handle, prevent, report and recover service incidents and failures.

➤ Respondents have the knowledge on what is required to do effective and efficient pickup and delivery service.

➤ There is a need to educate respondents on customer values, handling and on sources of customer complaint and how to report it.

➤ Even though majority of the respondents confirmed that they know the standard which state shipment pickup within an hour of shipment ready time, there are respondent groups who don't know the standards.

➤ There is a high import process complication in Ethiopia.

➤ Because of internet and other communication service interruption, DHL Ethiopia is not getting the desired service from the technologies available within DHL.

➤ There is resistance to change to use technologies within the staff group. There is also lack of communication skill and wrong expectation of couriers.

➤ The attitude and culture of the majority team members creates communication barriers

➤ There is a need for additional formal feedback session (on the employees' performances) from the management with all employees.

➤ There is overpromising of service delivery by sales representatives to our customers.

➤ There is gap in communicating the common goal to all staff members on continuous base specially to address the newly joined staffs and to bring them on the same page with others staff members.

Some of the team members are not motivated and interested to work for a common goal.

➤ There is English language barrier in DHL Ethiopia that restricts employees from clearly understanding procedures and processes of Global SOP.

➤ There is poor courier recruitment and selection process in DHL Ethiopia following less availability of qualified couriers in the market

- There is lack of problem solving skill and capacity.
- There is continuous and high turnover in DHL Ethiopia including senior managers.
- There is a high challenge on DHL Ethiopia to adopt and fit in the global changes. The country is at the infant stage of infrastructure, telecommunication and other developments. There are many technology related opportunities existed in DHL world but not used by DHL Ethiopia as local internet service provider doesn't have the ability to provide and support the technologies.
- There is good team spirit and loyalty of employees in DHL Ethiopia, among some staff members.
- DHL has standardized processes that can lead DHL Ethiopia to success. The standardized process and procedures, the tools and the technologies available are huge opportunities to work in a clear, effective and efficient way.
- There is education sponsorship opportunity available in DHL Ethiopia; for the staff
- DHL Ethiopia is running initiatives, trainings and continual efforts are being done to create a team with customer centric culture.

Recommendation

- DHL Ethiopia should give the necessary training and relentlessly work to create the awareness and understanding on customer satisfaction and its effect on the company reliability and existence. A service giving company like DHL must prioritizes a customer satisfaction as it is the key differentiator in the market and increasingly has become a key element in the business strategy.
- DHL Ethiopia should give the necessary attention and focus to improve the attitude of the respondents on the priority level that a courier should give for pickup and delivery service. As an International courier company, serving every corner of the world, equal attention should be given for each customer at each corner and pickup and delivery should get equal attention in each country. This can be improved through training, continuous communication on meetings, briefings, debriefing and on couriers' individual coaching time.
- Both account/credit and cash customers should get equal attention and service as both are paying as per DHL price. The attitude of discriminating credit and cash customers should be corrected

through continuous communication on each opportunity like meetings, briefing and debriefing sections; and relentless efforts should be made to coach and mentor the team by all parties concerned.

➤ Respondents should be encouraged to continue their view towards couriers as they think that couriers are real ambassadors of DHL. Couriers should behave and be graceful accordingly to represent DHL in the eyes of the costumers.

➤ Necessary information should be exposed to respondents regarding the market coverage they are serving so that they will have the right information on their customer share.

➤ DHL Ethiopia should continue what is being done regarding its Global SOP awareness and its mandatory implementation when delivering the service.

➤ As training is the integral part to deliver great service quality and as it help couriers to have the necessary skills and know how on how to deliver quality service, DHL should dig deeper and identify the training needs and should close the gap to improve the knowledge and performance of couriers to deliver great service quality with consistency.

➤ DHL Ethiopia should do more training, one to one coaching, briefings and debriefing to create more awareness and understanding on how to prevent, report, handle and recover service incidents and failures.

➤ DHL Ethiopia should encourage and continue what is being done for couriers to have the necessary knowledge on effectiveness and efficiencies; regarding delivery and pick up service

➤ DHL Ethiopia should give the necessary level of focus on customer values and handling and on source of customer compliant and how to report it. . Individual coaching, training and experience sharing could help to educate the team.

➤ DHL Ethiopia should have a refreshment communication to all the team members to enforce the implementation of the standard to enhance shipment pickup within an hour of shipment ready time and improve productivity and customer satisfaction.

- To avoid the repercussion of importing barriers and complications, DHL Ethiopia should import any imported items in advance before the service start getting affected.
- DHL Ethiopia should work and follow up with Ethiopian Telecommunication Corporation as there is a need to push more to get consistent service.
- Staffs should be continuously trained to see the advantage of using technologies so that they gradually improve or eliminate resistance to change. Communication skill and wrong expectation of couriers should also be improved through training, coaching and mentoring.
- Attitude should be consistently guided for improvement, should be observed seriously and continuous follow up, coaching and mentoring required from management side. A culture that influence team performance should be improved through different means like breaking the link of a group with same culture and mix them with the rest of the group systematically.
- DHL Ethiopia should enforce feedback session on employee performance by allocating scheduled time for feedback and by having a discipline to adhere to the schedules.
- Feedback should be given to the sales representative to avoid overpromising. It should be under promise and over deliver to gain customer satisfaction.
- DHL Ethiopia should arrange continuous communication on common goals especially to the newly joined staff. Interest and motivation problem of staffs should be solved through a genuine guide in the future path of an employee career, aligning individual economic interests with companies performance; taking a genuine interest in their work-life balance and through listening and respecting employees.
- DHL Ethiopia should create an environment for formal and continuous English learning. Language can also be improved through repetitive communication exposure and practice.
- DHL Ethiopia Should relentlessly works to hire qualified couriers through continuous and exhaustive search in the market. And the existing qualified couriers need to be retained.

- As customer centricity is a habit, it is impossible to make a company customer centric overnight. The Journey to have and insanelly customer culture may take years and managers should stay patient and pragmatic to see progressing changes.
- DHL Ethiopia should give focus for the high turnover and its impact in the company. Employee retention is highly recommended to overcome this problem.
- DHL should stay patient and pragmatic; never give up to follow up with the service providers and to see gradual changes.
- DHL Ethiopia should exploit the team spirit and loyalty of some employees as great opportunity that can help to achieve company objectives.
- DHL Ethiopia should use the standardization, the technologies and the tools available elsewhere in the DHL world; as a great opportunity to accomplish company's goal and exploit this as an advantage.
- Employees should be encouraged to use the available education sponsorship opportunity to develop themselves.
- Managers and supervisors should empower the team to involve in problem solving through training, and by participating and asking them for input in the process of problem solving. On job training to get experience and exposure will also help them to develop the skill through time.

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ANNEXES

Questionnaires and Guide for Focus Group Discussion

Annex 1: Questionnaires

Introduction

- ✓ The purpose of this questionnaire is to obtain first-hand information about Challenges of pickup and delivery service of DHL Ethiopia.
- ✓ This study involves employees of DHL Ethiopia
- ✓ In this questionnaire personal identification is not important. Any information will be kept confidentially
- ✓ After analyzing and interpreting the response, the response will be destroyed
- ✓ It will take 30 min. to fill the questionnaire
- ✓ Thank you for your willingness

Socio- demographic information

1. Education level _____ 2. Age _____ Sex A/female B/ Male 4. Position-----

Likert scale to measure the attitude of the respondents

Sr. No.	Statements	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	I would be more concerned about speedy delivery or pick up other than customer satisfaction.					
2.	I feel that couriers discipline is very important to deliver quality service to customers.					
3.	Courier should give more focus for pick up than delivery					
4.	Courier should give more focus for those customers who have an account with us than those paying cash to get our service.					
5.	I believe that couriers are real ambassadors of DHL.					
6.	The greater percentage of DHL Ethiopia customer satisfaction is based on the service delivered by couriers.					
7.	I believe that proper, neat and clean DHL uniform and presentable appearance contributes a lot to the service quality and customer satisfaction.					
8.	I believe that working as per the DHL global standard operating procedures is mandatory when delivering our service.					
9.	When I am in a customer office and if shipment is not ready to be picked, I believe that I should wait the customer at least for 15 minutes.					
10.	I believe that couriers are getting the necessary training for the job.					

Questionnaires on Knowledge

1. What would be your first reaction when you know that you are going to miss a pick up while you are on route?
 - a. You will plan to visit the customer next day.
 - b. You will call the customer to tell them to schedule for another day.
 - c. You will immediately report it to your supervisor or Dispatcher.
 - d. None of the above
2. What would be your first reaction when you know that you already missed a pick up?
 - a. You will plan to visit the customer next day.
 - b. No need of going to the customer office as you already missed the pickup.
 - c. Even though the office of the customer office is closed and pick up is missed, you have to go to the customer office.
 - d. This should be reported to your supervisor or manager as soon as possible.
3. Which of the following is important for effective delivery and pick up service?
 - a. To plan your route at the beginning each cycle.
 - b. To have all the necessary equipments and tools with you while you are on route.
 - c. To have a can do attitude.
 - d. All of the above.
4. What do you think the major source of customer complaint?
 - a. Customer Behavior
 - b. Delivering service which is below the customer expectation.
 - c. The nature of the job
 - d. All of the above
5. Which of the following are the current major factors that affect pickup and delivery service?
 - a. Courier behavior, road condition, unavailability of necessary resources for work etc.
 - b. Road condition, customer behavior, weather condition, etc.
 - c. Courier behavior, work load, knowledge and skill of the courier, poor quality of booking information etc.
 - d. None of the above
6. In most cases, what is the source of wrong delivery of shipments?
 - a. Not properly reading the address written on the air waybill.
 - b. The existence of similar company names in Addis Ababa.
 - c. Origin Country Failure to write full address on the air waybill.
 - d. None

7. What preventive action do you take to avoid missed pick up and delay in delivery?
 - a. Early departure and good route planning.
 - b. Scanning each and every piece of shipment.
 - c. Changing one courier from one route to another route.
 - d. All of the above
8. What would be your first reaction when you encounter service incidents like vehicle/motor break down while you are on route?
 - a. Report to office as soon as possible
 - b. Taking the vehicle or motor to a mechanic shop without reporting to office.
 - c. Return to office as soon as possible
 - d. All of the above
9. If a customer reports to you the complaint they have regarding our service, what will be your action?
 - a. Apologize the customer, register on your note book and report to our claim and complaint desk or to your supervisor for further action.
 - b. Apologize the customer and ask them not to report it to office.
 - c. Inform the customer that this happened due to work load.
 - d. All of the above.
10. After we receive a booking from a customer to pick a shipment, A courier should pick the shipment with in:
 - a. 2 hours of shipment ready time.
 - b. 1 hour of shipment ready time.
 - c. 12 hours of shipment ready time.
 - d. When it is possible and convenient to the courier.

Annex 2: Guide/question for focus Group discussion

1. Challenges and opportunities on utilization available and advanced technologies (ICT, and others) in relation to pickup and delivery services?
2. Challenges and opportunities on communication with couriers, customers and management in relation to pickup and delivery services?
3. Challenges and opportunities working for the common goal and vision in relation to pickup and delivery services?
4. Challenges on staff (commitment, development and motivation) in relation to pickup and delivery services?
5. Challenges on the clearness, effectiveness and efficiencies of the pickup and delivery process in relation to pickup and delivery services?
6. Challenges and opportunities on customer centered approach in relation to pickup and delivery services?
7. Challenges and opportunities on problem solving skill and capacity in relation to pickup and delivery services?
8. Challenges and opportunities on organizational capacity to outsmart competent business firms in relation to pickup and delivery services?
9. Challenges and opportunities to adapt and fit in global changes in relation to pickup and delivery services?
10. Challenges and opportunities to receive customer compliant, taking preventive and corrective action in relation to pickup and delivery services?