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**Title of the Project: Issues in Pickup and Delivery Service:
The case of DHL Ethiopia**

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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 terms 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 labourers.

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. (The Story of DHL). Over the years DHL has expanded its services into different areas regarding both business and 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 Baharain. 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. One of the services of DHL is pickup and delivery service.

1.2 Background of the study area

This study will be 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 missort 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, in this study I will focus 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 DH 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 will give a clear picture whether couriers in DHL have the right attitude and knowledge about quality pickup and delivery service; as well as the research will identify key challenges of the pickup and delivery service in DHL Ethiopia. In addition this study will shade light 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

Scope of the study

This study will not address all the challenges and issues of quality pickup and delivery service of DHL Ethiopia. It will focus only on the attitude and knowledge of couriers; the key Challenges and possible opportunities for improvement.

Limitation of the study

Due to time and money constraints the study will not address all operational Challenges of DHL Ethiopia rather it will limit itself to the pickup and delivery service of the company.

1.8. Organization of the study

The study will have four 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 one of increasingly complex interactions between people, firms, and 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 and 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).

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>)

“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 some of one of the solution to solve such a problem is to equip the couriers with the right knowledge and attitude.

According to PROEFSCHRIF (PROEFSCHRIF & M, 1994) et al (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 location~ 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 (DECS, 2011) (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 proper investigation both about the knowledge, attitude of the service providers (in this the couriers) as well as the perception and satisfaction of the customers about DHL pickup and delivery service is a must. This can be done by developing structured questionnaires (Z, 2013) stated and by accompanying other tools.

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 we will investigate whether DHL Ethiopia have utilized all possible opportunities and benefited from different research results including from technological advancements to improve its pickup and delivery service.

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 organisational 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. Whereas, 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 will be selected as respondents. To measure the attitude of the respondents likert scale will be utilized. To measure the knowledge respondents' questionnaires will be developed or /and/ adopted. The study will adapt WHO guideline to develop KAP (knowledge, attitude and practice) survey. Data enumerators will be used to collect the data. Once the data is collected, it will be cleared and entered to the computer. In this study descriptive statistics such as percentages, tables, graphs and pie-chart and narratives will be 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 will be 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 will be selected. The purposively selection of participants will take into consideration the seniority and

knowledgeably of the staff. The more senior and knowledgeable staff will be selected purposively. Once the data is generated, it will be cleared and entered to the computer. I will use utilize descriptive statistics such as percentages, tables, graphs and pie-chart and narratives to analyze the result.

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

Focus group discussion will be facilitated to identify possible opportunities that can be utilized for improvement of the service of DHL Ethiopia in pickup and delivery service. Focus group discussion will clearly identify 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 will be selected purposively. The purposively selection of participants will take into consideration the seniority and knowledgeably of the staff. The more senior and knowledgeable staff will be selected purposively. Once the data is generated, it will be cleared and entered to the computer. The study will use utilize descriptive statistics such as percentages, tables, graphs and pie-chart and narratives to analyze the result.

3.2 Data Source

For this particular study both primary and secondary data sources will be utilized. Primary data will be 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 will be 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 will follow a scientific ethic of research. The researcher will try to consciously follow all the ethical considerations- including objectivity, integrity, anonymity, confidentiality informed consent- during the research endeavor. The researcher will see prior permission from all the respondents/ participants so that they will quote if required. The researcher will also try to avoid any situation leading to physical or emotional harm to any of the participants. Moreover, while, describing and analyzing, the research will try accurately to represent what she observed. Though I work in DHL Ethiopia as Operational Manager, the study will follow the ethical considerations mentioned above.

3.3 Budget and Schedule

3.2.1. Schedule

The schedule for this project described as follows.

Tasks to be performed	October 2014	November 2014	December 2014	January 2015	February 2015
1. Preparation of proposal	X				
2. Data collection		X			
3. Data Analysis and Interpretation			X		
4. Report Writing				X	
5. Submission of Final Report					X

3.2.2 Budget

The Budget for the research is as follows.

Budget Item	Unit Cost in Ethiopian Birr	Item amount required	Total Cost
1. Laptop	18,000.00	1 pieces	18,000.00
2. Stationeries:			
Pen	100.00	1 pack	100.00
Pencil	20.00	1 pack	20.00
Paper	200.00	1 pack	200.00
3. Flash Disk	600.00	1 pieces	600.00
4. Binding Report	750.00	2 pieces	1500.00
TOTAL			20,420.00

ANNEX : Questionnaires and Guide for Focus Group Discussion

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 -----; 3. 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, whether 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.
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 within:
 - 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.

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?

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