"Delivering 100% Express Inbound from Chittagong" - Exemplary Operations by Pathao Limited, Leading the Way in Bangladesh's Courier Industry.

Submitted to

Islamic University of Technology

In partial fulfillment of the requirements for the degree of

BBA in Technology Management (BTM)

Submitted By:

S. M Julkar Naeen Abir
ID: 190061138
Session 2022-23
Department of Business and Technology Management
Islamic University of Technology

Approved By:

Md. Abdullah Al Mamun
Assistant Professor
Department of Business and Technology Management
Islamic University of Technology

Date of Submission: 3rd May 2024

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I understand that my final report will become part of the permanent collection of the Islamic University of Technology BBA in Department of Business and Technology Management Program. My signature below authorizes release of my final report to any reader upon request.

Approved By:

Md. Abdullah Al Mamun
Assistant Professor
Department of Business and Technology Management
Islamic University of Technology

Date of Submission: 3rd May 2024

Letter of Transmittal

03 May 2024

Md. Abdullah Al Mamun
Assistant Professor
Department of Business and Technology Management Department
Faculty of Science and Technical Education
Islamic University of Technology
Subject: Internship report submission on Pathao Limited.

Dear Sir.

I am elated to deliver the exposition of my internship at Pathao Limited, which I have completed as a prerequisite of Islamic University of Technology's BTM 4800 program. Along with academic knowledge, this report helped me to gain insight into corporate culture via my work at Pathao Limited. I am confident that the knowledge obtained during this internship will be a valuable advantage in my life and will be incredibly useful in my forthcoming career.

I extend my gratitude for providing me with the supervision and assistance necessary to complete my internship at Pathao Limited. Regardless of certain hurdles, I worked diligently to gather important information from a variety of sources. I hope you are appreciative of my hard work and enjoy the testimony in the format of a report.

Sincerely,
S. M Julkar Naeen Abir
ID: 190061138

Acknowledgement

The report would not have been possible if it weren't for the unwavering time, encouragement, and guidance I received from a number of individuals throughout my internship.

I want to convey my appreciation to those individuals for their everlasting patience, assistance, and advice throughout this journey, without which it would be impossible to complete the report.

To begin, I would like to convey my appreciativeness to **Md. Abdullah Al Mamun**, Assistant Professor at the Department of Business and Technology Management Department, Faculty of Science and Technical Education, Islamic University of Technology, for his constant guidance, reassurance, and suggestions during the course of the process of preparing my internship report. Due to my supervisor's consistent support, I was able to experiment with fresh ideas for enhancing my report.

It was an implausible scope for me to conclude my internship at Pathao Limited, and 1 want to convey my thankfulness to a large number of Pathao coworkers for their ongoing support and administration. I want to show my thanks to **Md. Saddam Hossain** (Head of OSD Courier Operations) for giving me the opportunity to work with his team. Additionally, I would like to extend my appreciation to **Ahmed Sakib Ar Rafee** (Deputy Manager - Chittagong) and **Mehadi Hasan Tanvir** (Senior Executive - Chittagong) for their steadfast support and aid in resolving any challenges that arose.

Finally, I want to convey my gratitude to Team Chittagong Inbound's personnel and employees, as well as to my fellow interns, for their help all through my internship and report groundwork.

Declaration of the Student

I S. M Julkar Naeen Abir, student of Department of Business and Technology Management, Islamic University of Technology, hereby declare that the Internship Report on "Delivering 100% Express Inbound from Chittagong" - Exemplary Operations by Pathao Limited, Leading the Way in Bangladesh's Courier Industry- is an original work done by me under the supervision of Md. Abdullah Al Mamun, Assistant Professor, Department of Business and Technology Management, Islamic University of Technology.

Sincerely yours,

………………

S. M Julkar Naeen Abir
ID: 190061138
Department of Business and Technology Management
Islamic University of Technology

Letter of Authorization

This is to certify that the report on '"**Delivering 100% Express Inbound from Chittagong" - Exemplary Operations by Pathao Limited, Leading the Way in Bangladesh's Courier Industry.**' has been prepared by **S. M Julkar Naeen Abir (190061138)** as partial fulfillment of the requirement of the Internship program (BTM 4800) from the Department of Business and Technology Management, Islamic University of Technology.

This report has been prepared under my guidelines and is a record on bona fide work carried out successfully.

Md. Abdullah Al Mamun

Assistant Professor

Department of Business and Technology Management

Islamic University of Technology

Executive Summary

Pathao Limited is one of the biggest start-ups in Bangladesh. Since its establishment in 2015, the company has played a crucial part in evolving the country's transportation and delivery industry landscape. The company has made headlines consecutively as the super brand in different sectors like courier, ride, food delivery etc. The mission of Pathao is to be the high demand and groundbreaking freight institution in the country. Pathao is a rapidly growing Logistics company which has been serving its customers across the country with courier service, ride-sharing, delivery and many more. Pathao recently expanded its operations beyond the country, to two districts in Nepal: Kathmandu and Chitwan.

I was recruited as an intern for the Courier Operations, where I had to focus on faster delivery and efficient work management. As a part of this, I had to work for the "Delivering 100% Express Inbound from Chittagong" project under the Chittagong region at Pathao Courier. Inbound process is the most important part among the two main tasks (Pickup and Delivery) in courier operations. Inbound refers to receiving the parcel, which means picking the parcels from the merchants.I ensured efficient inbound processes in Chittagong's busiest areas, Halishahar and Nasirabad, ensuring pickups were completed by 7:30 pm. This led to faster delivery times, with parcels reaching Central OSD at Hazaribag two hours earlier, streamlining processing and speeding up deliveries. Here, I had to work with the Chittagong cluster leads and the hub-incharges of Halishahar and Nasirabad Hubs in Chittagong.

This report aims to analyze the role of the inbound process in Pathao Courier. It begins by providing a thorough overview of Pathao Courier Operations, including stakeholders, components, working procedures, and monitoring and evaluation processes. Additionally, it highlights the role of different teams in expediting daily operations and addressing operational challenges.

This research begins with an overview of the logistics industry and a detailed company profile. It then explores historical literature on hubs before delving into the operational structure of inbound processes, concluding that Pathao Courier excels in Chittagong's operational excellence.

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Chapter 1: Introduction

1.1 Origin of the Research

I worked with Pathao Courier Operations for three months as part of my internship for my Bachelor of Business Administration in Department of Business and Technology Management. I was employed to look after the Chittagong regional operations as well as the parcel inbound process, follow-up, accountability, issue resolutions etc. Throughout my internship with the operations team, I gained practical experience with the effective implementation of programs to reduce the delivery time and increase operational efficiency with a focus on cost reduction. The effectiveness of the Express Inbound unit in fostering the Chittagong Metro (City) pickup operations to deliver the product faster is examined in this article. This report was produced as a component of my Pathao internship for credit under Md. Abdullah Al Mamun.

I had the chance to collaborate closely with the Issue Resolutions team while working as an intern at Pathao Courier, and I gained a thorough grasp of the evidence-based decision-making process used in the feedback system from different entities. Express Inbound is in charge of ensuring that the pickup operation is carried out properly and efficiently through a stringent monitoring and assessment procedure.

During my internship, I was able to connect with different operations and got a good overview of them. For the daily operations, I had to export different data from the central data warehouse and after that, I had to analyze them and make the daily report for the backlog parcels, which provides me with information about which hub is performing well and which hub is performing badly.

In addition to data analysis, based on the report, I had to take different steps. The report actually shows the number of backlog parcels which are not delivered yet after 4 days of sorting.

My Internship in Pathao Courier Operations reflects the Express Inbounds data-based decision making, where it is important to find out the loopholes of the operations through evidence-based analysis. The success of the Express Inbounds highlights the importance of data-based analysis and making the best use of it in decision making.

1.2 Scope of the Research

Pathao Courier operates the most expanding logistics service in the country and its consumer base while maximizing profits. Courier operations involve a wide range of activities. The inbound process is a crucial component. The Pathao courier team is organized into many different groups, including a central team, an Inbound team, an Outbound team, and an Issue Resolution team, among others. I mostly worked with the Central Operations team, but during the course of my three months there, I had the chance to work with all of the teams and develop a broad understanding of courier as a whole. Pathao's collaborative atmosphere and welcoming environment aided me in pushing beyond my limits. I was constantly encouraged to try new things and express my thoughts about them. Everyone, even senior coworkers, assisted me in learning new things on occasion. Pathao hosts a number of cross-departmental events and activities, which allowed me to meet people from other departments and get a better understanding of Pathao's day-to-day operations. Along with the abilities I've acquired, I've done my hardest to put my knowledge to work in the company. The tasks I did during my time at the operations department encouraged me to hone the abilities I already had and develop new ones that would be useful for both my professional and personal development.

1.3 Objective of the Research

Board Objective

This report's main goal is to examine the Inbound Courier Operation process in the logistics industry in Bangladesh, to conduct the express pickup for delivery. The Monitoring, Evaluation, Accountability, and Implementation process of the unit's contribution to ensure the success and impact of the Inbound program is evaluated in the report using evidence-based decision-making techniques.

Specific Objective

The Precise goals of this report are:

- Making the process of delivery faster.
- Clearing the backlog parcels.
- Ensuring the proper clarification of Hub Payment.
- Solving the IMS (Issue Management System) issues.
- Ensuring Agent health based on the delivery quantity.
- Showing the foster in the Hub performance report.
- Presenting the core performance of the central operations team.
- Ensuring Agent health based on the delivery quantity.
- Getting a clear view of the Express Pickup and Delivery Process.
- Finding out the challenges of the Pickup and Delivery process.

1.4 Methodology

Research Design

For this study, a mixed-method approach was adopted, incorporating both qualitative and quantitative research techniques. Qualitative methods such as interviews or focus groups were employed to gather in-depth insights and perspectives on the study topic. These qualitative data are complemented by quantitative data analysis, involving statistical tools and measurements to analyze numerical data and identify patterns or correlations. The combination of these approaches will ensure a comprehensive understanding of the research problem and enable robust conclusions to be drawn based on trustworthy and relevant information.

Data Collection Method

This report uses both primary and secondary data collection methods. Primary data is gathered through activities like observing, interviewing staff, and participating in program activities. Secondary data is collected from sources such as program records, reports, and published research.

Additionally, surveys and focus groups are used to gather primary data, while literature reviews and online databases are utilized for secondary data collection.

- **Primary Data:** The primary method of gathering data was taking part in various program activities, including attending meetings, gathering data, and evaluating data. In order to understand how the program's personnel support evidence-based decision-making, I also had a few brief discussions with them.
- **Secondary Data:** Analysis of program papers, including yearly reports, monitoring reports, and evaluation reports, as well as published research pertinent to the UPG program and evidence-based decision-making were all part of the secondary data gathering technique.

1.5 Limitations

There are a number of limitations that might affect the findings and recommendations of this research. Following are those:

- The research only conducted on the Pathao's Courier business, not the whole company. That's why this research can't give the whole business perspective of the business.
- Only a three month internship is not enough to conduct proper research on the industry. It requires more time to understand and finalize the whole operations of the logistics industry.
- For the security purpose and company's policy, some of the data aren't available to conduct proper research. Also some information from the top management level is not allowed to disclose to the intern.
- The research is conducted based on several operations, that's why it is not sufficient to get the precise report of the whole industry.

Despite the limitations mentioned above, I have done my best to provide pertinent information whenever possible to make this research as analytical and illuminating as possible. I'm confident that the information in my study will be useful for any follow-up research on this subject.

Chapter 2: Organization Overview

2.1 Company Profile

Company History

Pathao is a Bangladeshi company that offers courier, ride-sharing, food delivery, and e-commerce services. It was the first major ride-sharing company in Bangladesh to receive official certification from authorities. The word "Pathao" means "send" in Bengali. The company was co-founded by Fahim Saleh, Hussain Elius, and Shifat Adnan and has offices in Dhaka, Chittagong, and other cities in Bangladesh, as well as operations in Sylhet, Chittagong, and Nepal.

Pathao manages mobile applications for merchants and e-commerce services, and its riders (drivers) use their own motorcycles and vehicles. The company initially focused on nationwide delivery services before expanding into the online transportation business. Pathao has gained recognition for its innovative ideas, efficient services, and rapid implementation, offering advanced logistics services in Bangladesh. Their decentralized fleet of bicycle-based couriers is well-trained and ensures efficient order completion, providing high-quality service at competitive prices through the use of unique technologies.
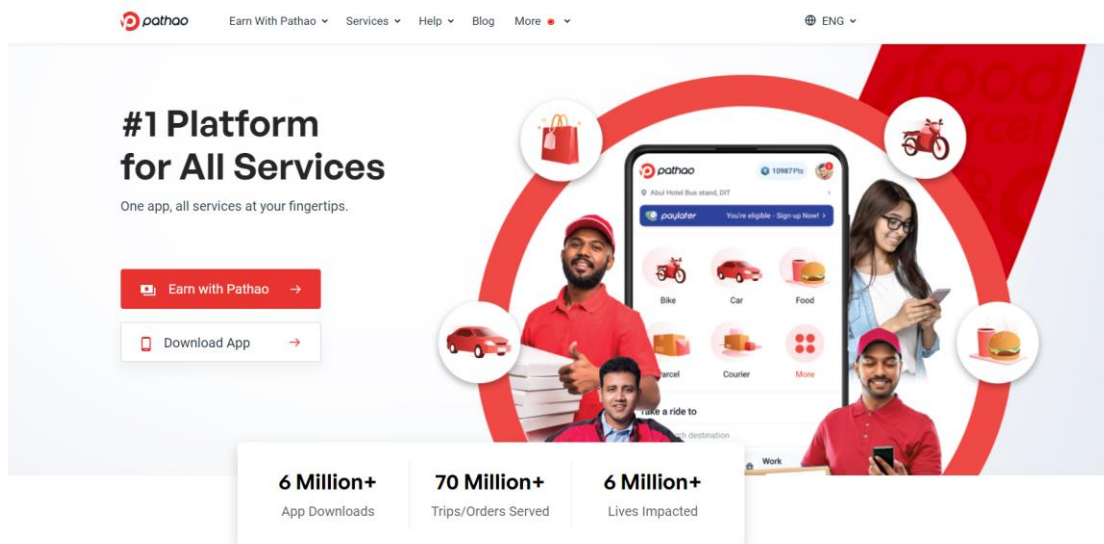

Figure 1: Pathao All Services

The organization, accessible through an app, ensures same-day delivery of customer packages nationwide, with reliable delivery personnel for added security. The demand for delivery services from online businesses is increasing, presenting opportunities for new ventures in this field. Although same-day delivery is challenging in Dhaka due to traffic and payment methods, Pathao Ltd is targeting both business-to-consumer (B2C) and consumer-to-consumer (C2C) markets, focusing on delivering small items. They recognized the growth of e-commerce and decided to prioritize assisting in this area. Opting for two-wheelers like motorcycles was deemed most suitable for navigating Dhaka's busy streets, where they now offer on-demand motorcycle rides.

Vision

There is a strong demand in Bangladesh for reliable and safe package delivery services, especially with the increasing popularity of e-commerce. Many businesses faced challenges in ensuring secure and high-quality delivery services. Pathao Limited not only addressed this need for package transportation but also generated employment opportunities in Bangladesh. Functioning like mobile app-based firms such as Uber or Go-Jek, Pathao has performed commendably in providing services. Whether you are an e-commerce merchant or require regular bulk file or parcel deliveries, Pathao Ltd offers flexible and secure delivery solutions with real-time tracking through GPS-enabled programs, allowing clients to monitor their packages' precise locations at any time.

Mission

Only a little number of startups in Bangladesh are tackling the key challenges of logistics and transportation. Pathao Ltd, one of the country's rapidly growing tech startups, is innovating solutions for these industries, particularly aiming to address Bangladesh's major infrastructural issue of traffic congestion. Following their success in revolutionizing e-commerce delivery, Pathao has expanded into the ride-hailing sector. Pathao Limited leverages technology to transform the landscape of Bangladesh.

Objectives

Pathao Ltd was founded in 2015 with the goal of alleviating traffic congestion by providing transportation and delivery services using motorcycles. Often referred to as Bangladesh's equivalent of "Go-Jek," Pathao has rapidly expanded its operations, catering to a large number of daily trips. Initially focusing on delivery services, Pathao's fleet of motorcycle drivers now extends across Dhaka and beyond, meeting the increasing demand for reliable e-commerce deliveries in Bangladesh. Pathao collaborates with platforms like Daraaz and Bikroy.com to facilitate efficient delivery services.

In mid-2016, Pathao expanded its services to include on-demand motorcycle rides. The Pathao app, available on the Google Play Store, allows users to request rides or deliveries with ease. Once a ride or delivery request is made, a rider is dispatched promptly, usually arriving within 20 minutes to pick up and transport the parcel or passenger to the desired destination. This service model mirrors the convenience and efficiency seen in platforms like Go-Jek, Grab, and Uber, offering a faster alternative to traditional auto rickshaws or manual rickshaws in Dhaka. The following are some of Pathao Limited's primary goals:

- Establishing a strong customer focus and connection built on trust and excellent service.
- To foster an atmosphere that is honest, transparent, and supportive.
- To appreciate and respect others, and to make judgments based on their merits.
- Pursue profit and steady expansion.
- The creation of job possibilities across Bangladesh.
- To work together as a team in the best interests of the company.
- To be unyielding in the pursuit of company progress and innovation.
- To be trustworthy, responsible, and law-abiding in whatever we do.
- Resolve the city of Dhaka's traffic congestion.
- A cash-on-delivery service that satisfies both the merchant and the consumer.

Organizational Structure

Pathao Limited fosters a transparent communication environment, encouraging unrestricted information exchange between different organizational levels. The company promotes an open culture that facilitates direct interaction between frontline employees and senior management without barriers. Pathao operates several departments, each handling specific responsibilities within the organization's framework.

Table 1: Organizational Structure and Responsibility

Segment	Responsibility
Product	Developing and managing Pathao's product offerings
Engineering	Designing, developing, and maintaining technology solutions
Design	Creating user interfaces and experience
Finance, Accounts, Procurement	Managing financial operations, accounting, procurement
Human Resources & Culture	Overseeing HR functions
Admin & IT	Handling administrative & IT tasks
Legal, Regularity and Corporate Affairs	Ensuring compliance with legal regulations
Marketing	Promoting Pathao's services & Branding
Rides & Supply Operations	Ride, driver operations, and supply manage
Food Operations	Overseeing food delivery operations
Customer Experience	Enhancing customer satisfaction
Marketplace	Managing the online marketplace & Vendor
Fulfillment	Handling order fulfillment and logistics
Pathao Pay	Managing Pathao's payment services

Organogram of Pathao Operations
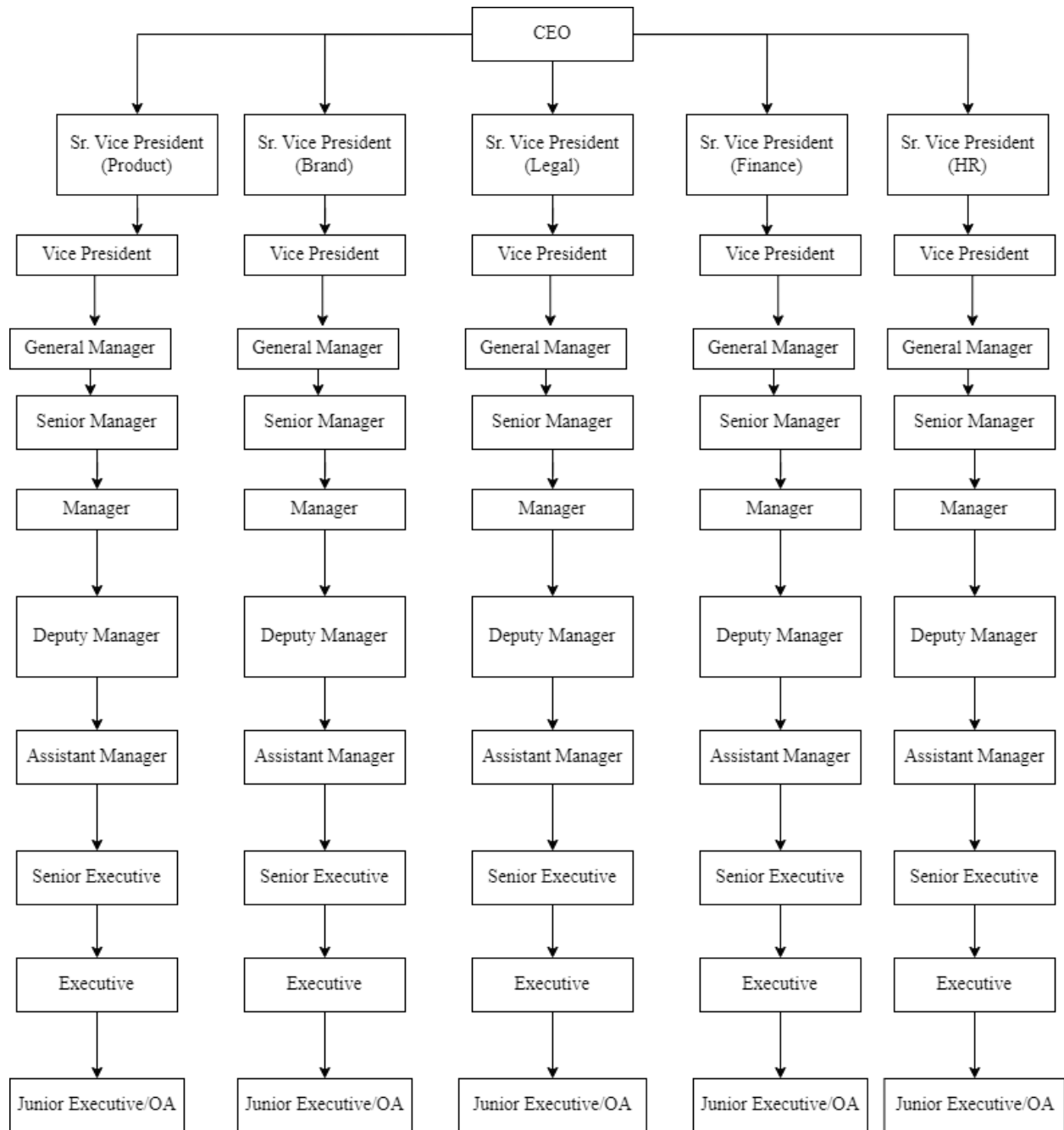
Figure 2 Organogram of Pathao

2.2 Product and Services

Pathao is a company, which has a developed product line that enables consumers with different facilities. All the products have several services that actually mitigate the customer demand. Pathao delivers multiple services under one platform. "Pathao" app is the one for their end customers. As they are a platform-based business, they have to connect the service providers with their end customers. For example: Bike riders, Car drivers, food delivery men, parcels, and courier delivery agents are the service provider. On the other hand, people who need faster and safer transportation, home delivery for food, parcels, or courier are our end customers. And for all the service payments, Pathao has their own "Pathao Pay", which is very flexible and built-in to the Pathao app. Pathao is basically a bridge that connects the service providers with the consumers. Pathao's services are based on 4 mobile apps. They are Pathao, Pathao Drive, Pathao Agent, and Pathao Resto.

Products of Pathao

Pathao App

This is Pathao's main app that directly connects to their end customers. Pathao app is like a super app with multiple vertices. A customer can avail of multiple services by installing and using only one app. Pathao provides services including ride sharing, food delivery, parcel delivery etc. Customers don't need to install individual apps to avail all of these services. Only the end customers use this app.

Pathao Drive App

This platform is dedicated to the riders, captains, foodman (Pathao hero), and parcel delivery men. Basically, it is dedicated to those who are passionate about riding motorbikes, driving cars, or cycling and want to earn money through their passion. They can earn as much money as they want and work whenever they prefer to.

Pathao Agent App

As I have already discussed our strong delivery system, this app is a part of that. The main purpose of this app is to monitor our delivery service. Our pick-up agents use this app to perform day-to-day operations efficiently. Our merchants can track their products in real time. One app efficiently covers the whole delivery process from a merchant to the end customer.

Pathao Resto App

This app is basically for restaurant owners. Using this app, resto owners will get notified whenever a customer orders food from their restaurant. They can proceed with the order and track their daily sales through this app. They also get analyzed data about which food items are the best seller, how much they are earning through the Pathao food delivery system and the average processing time. Pathao launched this resto app at the beginning of 2022.

Services Provided by Pathao

- **Pathao Bike:** Pathao bike is the most famous on demand product among all. It is the face of Pathao. Pathao bikes were introduced when no one believed people would accept such a service as it was pretty risky. But it was a superhit. People accepted the product. Now if someone comes using Uber moto, they say that they are coming by Pathao. Pathao bike is undoubtedly a revolutionary product.

- **Pathao Car:** Pathao car is basically a car sharing service. Pathao car was initially a hit but it is barely surviving as Uber takes up the market with maximum suppliers. Yet many use Pathao cars because it's much cheaper than Uber.

- **Pathao Food:** Pathao food is a food delivery service that Pathao offers to its users. When it launched, everyone accepted it and it was a big hit. In around 2018-19, Pathao was leading the food delivery industry. But foodpanda took over the position in 2020. Pathao food is reviving from the hit and again gaining new users every day.

- **Pathao Courier:** Pathao courier option is there in the app mainly to track down your product delivery that you ordered online. In this vertical, anyone can easily track the delivery with the consignment ID and recipient mobile number. As everyone is so busy these days, this service is much needed.It is a H2H delivery service, efficiently used by merchants to run their business. We also run C2C (Customer to Customer) delivery where non-merchants can also enjoy the service. The business owners are called Merchants. Recently it has launched a point delivery system like the traditional courier services, which is a milestone for the Pathao Courier as a 3rd Gen courier service.

- **Pathao Parcel:** Pathao Parcel provides the parcel delivery service with a particular distance. For example: You forget to bring your laptop charger and you have a meeting in a while. All you have to do is open a Pathao parcel and give some information like your parcel pickup and destination locations and the receiver details. This is now an on-demand service and rider availability also increased due time.It is a D2D service (Door to Door). Maximum value of product should be under BDT 2000. Bike riders can also provide parcel services.

- **Pathao Tong:** Pathao tong is basically a place where you can find any daily necessary items and grocery items. Pathao Tong has collaborations with the super shops and local Mudi shops. One can easily open Pathao tong to order groceries and items will be delivered at the user's doorstep within a minimal timeframe.

- **Pathao Shop:** Pathao Shop is a not-so-famous product of Pathao. It is enlisted with many local shops that sell beauty & personal care products, Mobile and gadgets, Fashion products, Home & lifestyle products, etc. Basically, it is a B2B market like Daraz.

- **Pathao Pharma:** Pathao pharma is basically a medicine delivery solution that Pathao offers to its users. All your local pharmacies are listed in Pathao pharma and users can easily order medicines which will be delivered to their doorsteps within a very short amount of time.

- **Pathao Health:** Pathao health is a platform where you can ask questions about your health issues to the expert doctors for free. It is a collaboration with project Maya. There's an option 'Maya Plus' for priority service as well.

- **Top-up:** In this vertical, you can recharge any amount to your mobile number. This is a complementary service Pathao offers now. In future, when Pathao pay will launch, users will be able to top-up with Pathao Pay.

2.3 Strategic Framework of Pathao

Strategy Analysis of Pathao Courier:

In contrast to its competitors, Pathao prioritizes a balanced level of competency across various parameters to ensure customer satisfaction. Specifically, Pathao emphasizes the proficiency of its delivery agents and prioritizes speedy deliveries, recognizing their crucial role in its service. This approach distinguishes Pathao by acknowledging that its delivery network is essential for its core function of timely deliveries.

Market Analysis of Pathao Courier:

Courier Industry services are divided into 3 parts: B2B, B2C, C2C. These 3 serves different types of recipients. With this 3 modality, Bangladesh Freight and Logistics market is valued at USD 28.7 billion, projected to grow at a CAGR of over 6.5% during the forecast period. Recent developments indicate a significant impact of logistics on Bangladesh's economy, with effective management potentially boosting exports by 20%. Market trends include increased shipping and inland water freight transport, alongside initiatives such as the Indo-Bangla Protocol Route development and partnerships with international shipping companies to enhance cargo flow and infrastructure.

Competitor Analysis of Pathao Courier:

Table 2: Competitor Analysis

Competitor	Competitor Type	Core Competency
REDX	Direct	Lots of Hub in the Country
Stead Fast	Direct	Faster Delivery
E-Courier	Direct	IT Inclusion at lower level
Sundarban Courier	Indirect	Privacy and security of customer
S. A Poribahan	Indirect	Deliver customers product directly from another customer
Korotoa Courier	Indirect	With a minimum cost, they deliver parcels C2C

2.4 Company Analysis

As the company started back in 2015, and till now it has expanded a lot, there is a lot of information about the company to analyze. Based on the information about operational strategy, financial analysis, competitor analysis and market analysis; here are few analysis about the company that will help to get a clear overview about the company.

PESTEL Analysis of Pathao

Understanding the external environment in which an organization operates is a challenging endeavor. Conducting a thorough PESTEL analysis can assist the organization in identifying opportunities and threats. Ultimately, this analysis contributes to evaluating the company's SWOT (Strengths, Weaknesses, Opportunities, Threats). In this section of the report, I will conduct a PESTEL analysis for Pathao Limited. The following is Pathao Limited's PESTEL analysis:

Political Factors: Pathao pioneered ride-sharing in Bangladesh, but there were no specific laws for this service at the time. This legal grey area allowed the government agency BRTC to take action against Pathao. Through collaboration, Pathao gained official approval and paved the way for ride-sharing regulations. Now, operating ride-sharing services without government authorization is illegal.

Despite these successes, Pathao has faced setbacks. Recent protests demanding safer roads impacted one of Pathao's core offerings, likely referring to a decrease in ridership or service limitations. This incident highlights how political movements can influence the ride-sharing industry.

Economic Factors: Business operations and profitability are significantly influenced by various economic factors that interconnect within an economy. These factors include economic growth, inflation, interest rates, market prices, income levels, and other elements. In its early stages, Pathao encountered several challenges before receiving a significant investment from Go-Jek.

Economic indicators like inflation, economic growth, and other factors play a crucial role in shaping Pathao's business strategy.

Social Factors: In other words, social aspects can be classified as sociocultural factors, encompassing shared beliefs, customs, and values, as well as factors like population growth, demographics, and health that influence how a specific country or community responds to critical situations. Taking an example from an organization like Pathao Limited, they are actively striving to increase their female user base, which is a commendable effort in a country like Bangladesh. Today, more working women are regularly using Pathao's ride-sharing service for their daily commute. By ensuring women's safety and encouraging more female riders, the number of users could exceed expectations.

Technological Factors: Technological considerations influence how marketers promote their products and services, and also new ways of engaging with target customers, producing products, etc. A big chunk desires to do online businesses instead of going out and looking for it. Because all of Pathao's services are software and
need a connection to the internet and the use of technology, they can capitalize on these trends.It is, however, vital that they address some of the technical issues. Pathao is planning for RFID tracking for the parcels. To keep current clients and acquire new customers, they need first improve their software's interface, fix server crash flaws, and issues with Google Maps, among other things.

Environmental Factors: In the last fifteen years or so, these challenges have become more prevalent. They've become more important as a consequence of growing raw resource scarcity, pollution goals, and ethical and sustainable company practices, to mention a few of the challenges that marketers confront in this field. Consumers are increasingly demanding ethical and, if possible, sustainable supply of the products and services they buy. Pathao should maintain these environmental problems and customer requirements in mind while operating their organization.

Legal Factors: Legal refers to laws, rules, and regulations. Legal factors include business laws and customer rights. Recent laws have been imposed against "Khep" which means sharing a ride by any individual without using any government-issued ridesharing platform. Pathao follows these legal factors strictly and promotes not sharing any illegal rides.

Pathao should be considered as part of Bangladesh since the country's government is contemplating implementing taxes on businesses and organizations that sell things or offer services via the intern
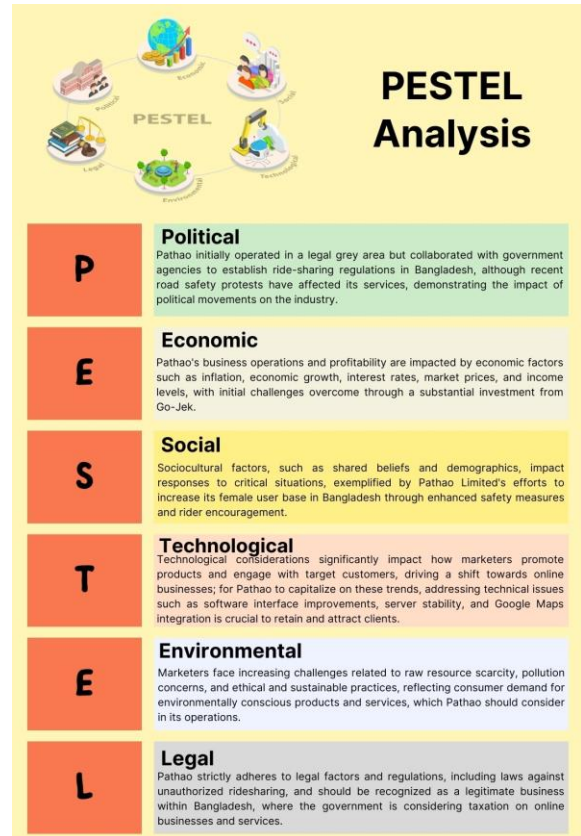
Figure 3 : PESTEL Analysis

SWOT Analysis of Pathao

Pathao offers a comprehensive app with multiple solutions, providing affordable rides, online payments through Pathao Pay, and innovative features like Pathao Tong and Pathao Pay Later. However, challenges such as operational supervision issues and app interface shortcomings pose obstacles, while threats from unauthorized services like "Khep" and aggressive competition from rivals like Uber necessitate careful strategic planning for sustained growth and market leadership.
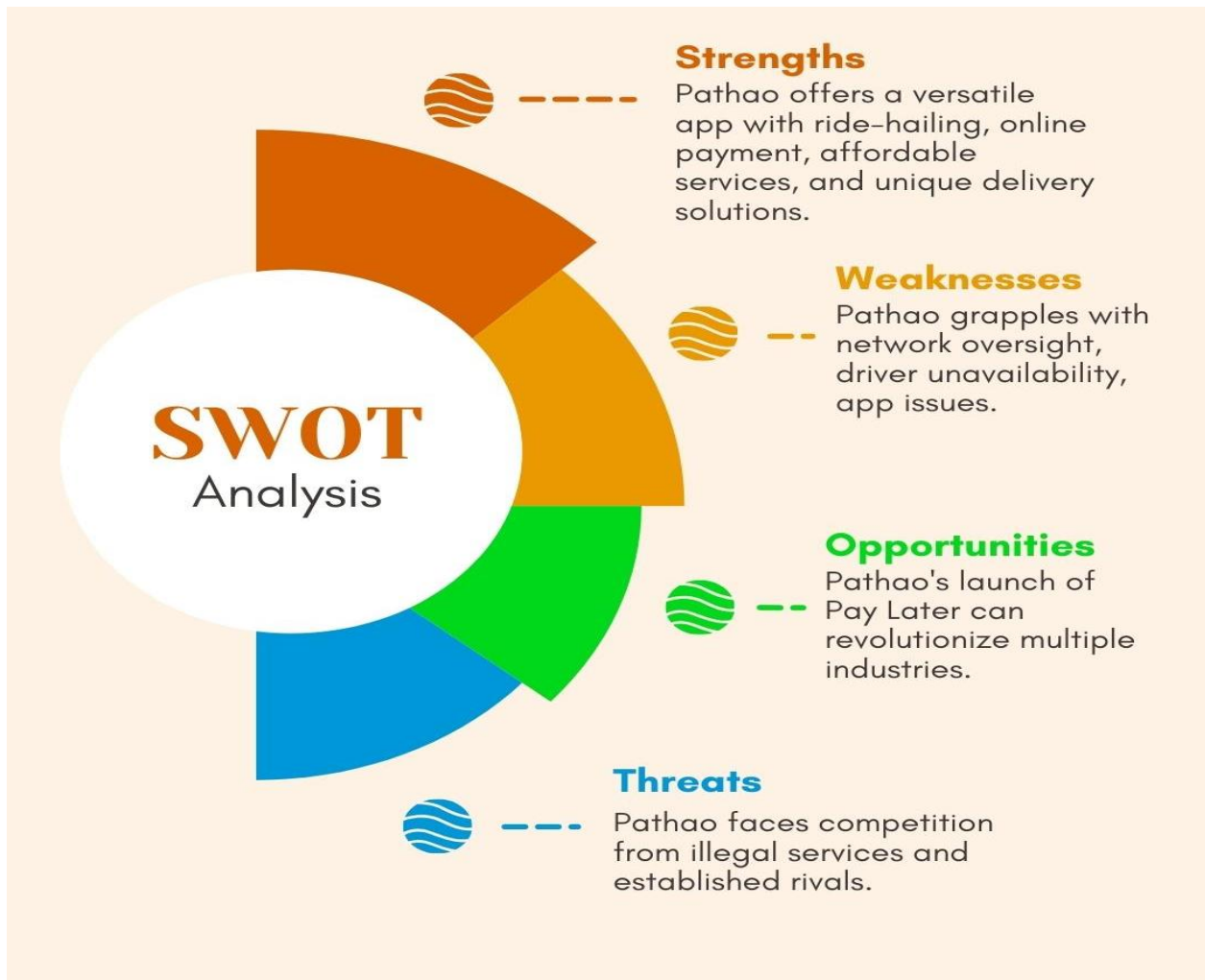
Figure 4: SWOT Analysis of Pathao

Strength:

- Pathao provides one app with multiple solutions.
- One can get a ride whenever he/she wants with an affordable price.
- If the account has a balance, Pathao Pay allows customers to pay online.
- Pathao costs less than its competitors and is efficiently reliable.
- Unlike Uber, Obhai, and Shohoz, Pathao's discount coupon may be used by another user even if it was issued to a specific consumer.
- Pathao tong helps you deliver emergency rations which Pathao started first.
- Pathao Pay Later is a revolutionary option which no rivals can offer.

Weakness: Due to its extensive network, Pathao faces challenges in effectively supervising operations, leading to driver unavailability during peak hours and unprofessional behavior among service providers such as drivers and delivery personnel. The user interface of the app is subpar,

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exacerbated by incorporating 11 different services into a single app, causing frequent slowdowns. The app often displays inaccurate distance information and consistently experiences issues with precise geolocation. Securing a Pathao ride during emergencies has become increasingly difficult.

Opportunities:

By launching Pay Later, Pathao can now make a revolution in the ride-sharing and food delivery industries. Pathao is the market leader in Nepal and they have the opportunity to enter more markets like Nepal where the ride-sharing industry is untouched and gain new expertise in preparation for future global development.Relaunching Pathao Pay can take on another level with so many problems solved in a single app.

Threat:

Pathao faces a significant challenge from "Khep," an unauthorized illegal ride-sharing service, which poses a threat to its user base if not effectively managed. Key competitors such as Uber are aggressively spending funds to attract Pathao's loyal customers. In this dynamic industry, new threats will emerge, and only a few competitors may endure. Pathao must carefully assess these risks, especially as it expands across multiple service verticals compared to rivals that concentrate on a single service, which could impact Pathao's business negatively.

Porter's Five Forces Model for Pathao Services

Pathao operates in a competitive industry with moderate barriers to entry, allowing for the potential emergence of new competitors. The bargaining power of Pathao's customers is significant due to the availability of alternative ride-sharing and delivery services. Suppliers, including drivers and delivery personnel, hold considerable bargaining power, impacting their earnings and working conditions.

Despite offering convenience and competitive pricing, Pathao faces substitutes such as traditional taxis and public transportation. Intense competitive rivalry within the industry necessitates continuous innovation and differentiation to maintain market share and profitability.

PORTER'S 5 FORCES

Competitive Rivalry
Pathao competes with various rivals across ride-sharing, delivery, and courier sectors.

Supplier Power
Pathao manages supplier power with freelancers and merchants strategically.

Buyers Power
Buyer power at Pathao is limited due to minimal options.

Threat of Substitution
Client loyalty hinges on Pathao's innovation amid transportation advancements.

Threat of new entry
Pathao faces potential risks from established multinational competitors like Uber.

Figure 5: Porter's 5 Forces Model

Competitive Rivalry (Courier) : It evaluates the amount to which rivals exist and their primary strengths, as well as the quality of competitors' goods and services in comparison to one's own. In terms of rides, Pathao's main rivals are Uber, Amar bike, Shohoz, and Obhai. Pathao's delivery rivals include Parsel, Allcargo, logisticmart, and others. When it comes to meal delivery, Pathao's main rivals include FoodPanda, Hungrynaki, and others. Pathao must keep a careful watch on the quality of services provided by competitors and devise a plan to get a competitive advantage and, eventually, please customers.When it comes to courier delivery, Pathao's main rivals include Redex,Steadfast,Paperfly etc.

Figure 6: Current competitors in the market

Supplier Power: The technique by which suppliers raise their prices, the number of possible supplies a business has, their distinctiveness, and the expense of switching providers are all examples of supplier power. Pathao's suppliers are freelancers, or ordinary folks who own a bike, thus the company must find efficient ways to keep its current freelancers satisfied while also attracting new ones.For the courier the suppliers are merchants and providers are Delivery agents.They have around 1400+ merchants and 2000+ delivery agents who provides the products.

Buyers Power: Buyer power refers to the amount of pressure a customer can impose to get a better deal from the business. A better deal includes quality product or service, customer experience, and budget that a customer is willing to pay. A question arises - Are our customers powerful enough to impose conditions on us? Buyer's power, in the context of Pathao, refers to the ability of individuals who own bikes and cycles to influence Pathao's business policies. But in terms of its end customers, they don't get many options to bargain with.

Threat of Substitution (Ride) : This relates to our clients' chances of finding a different supplier than us. Unless Pathao develops innovative policies to differentiate itself from its rivals, it will be readily replaced. Recent advanced transportation systems like Dhaka Metro Rail can be an obstacle to Pathao's business as a threat of substitution.
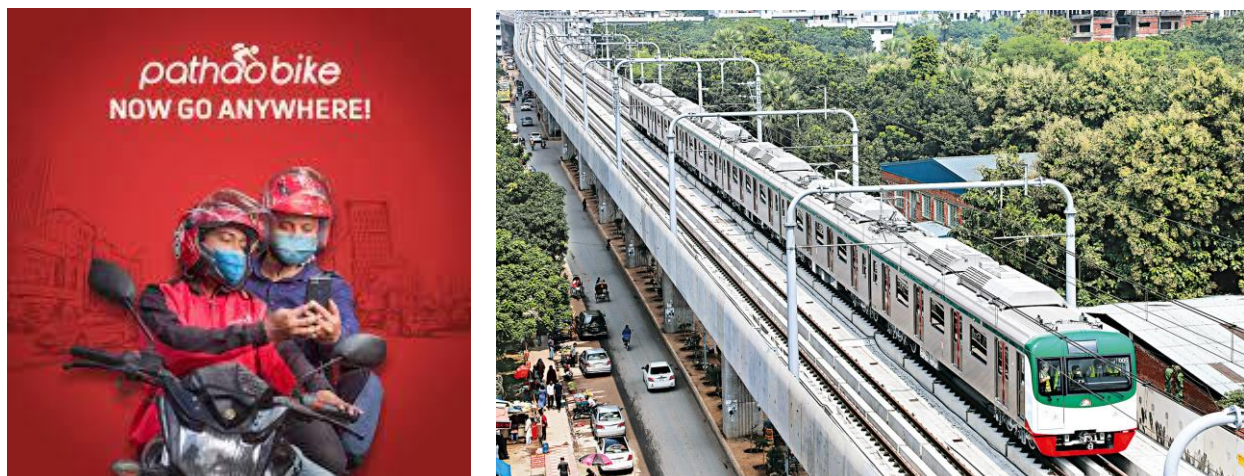
Figure 7: Substitute of Pathao Ride

Threat of new entry: When you are holding a strong position in a very competitive but potential market, there's always a risk of new entry. If the new entry is any multinational company, your business might be at great risk. But it requires the feasibility to enter that particular market. Threat of new entry, in the context of Pathao, is surely Uber which is an already established multinational company. But in terms of bike ride-sharing, Pathao is the market leader to date. Then again, you can't say there might come another big company like Uber in near future. Pathao should assess the risks that new entrants might cause to their company.

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Chapter 3: Industry Analysis

3.1 Industry Size

Pathao belongs to multiple industries because of its variety of services but one of its main verticals is Courier service, which is also the most profitable side of Pathao. Pathao also holds a strong position in the food delivery industry as well. Pathao started its business with courier services in 2015. The growth of e-commerce, increased internet accessibility, and technological advancements have been key drivers for market expansion. The COVID-19 pandemic accelerated online shopping, positively impacting the Courier, Express, and Parcel (CEP) industry's growth and market share. Bangladesh emerged as a significant market for both domestic and international shipments, attracting major players and emphasizing innovation to align with market trends. The rising importance of last-mile delivery is driving market leaders to innovate their business strategies. The Bangladeshi e-commerce market is projected to reach USD 20 billion by 2023 and USD 60 billion by 2027, while U.S. e-commerce retail sales rose from USD 196.7 billion in Q1 2021 to USD 231.4 billion in Q1 2022 according to the U.S. Census Bureau estimates.

3.2 Industry Growth

Globally, the Courier industry is evolving and creating more impact day by day. From 2021 to 2026, the global ridesharing sector is expected to grow at a CAGR by 17.32 percent, from USD 21.42 B in 2020 to USD 61.24 B in 2026. The rising need for cost effective as well as timesaving transportation will boost the market. Bangladesh's courier market is valued at Tk2,200 crore, according to a Policy Research Institute estimate, and accounts for 23% of the country's transportation sector.
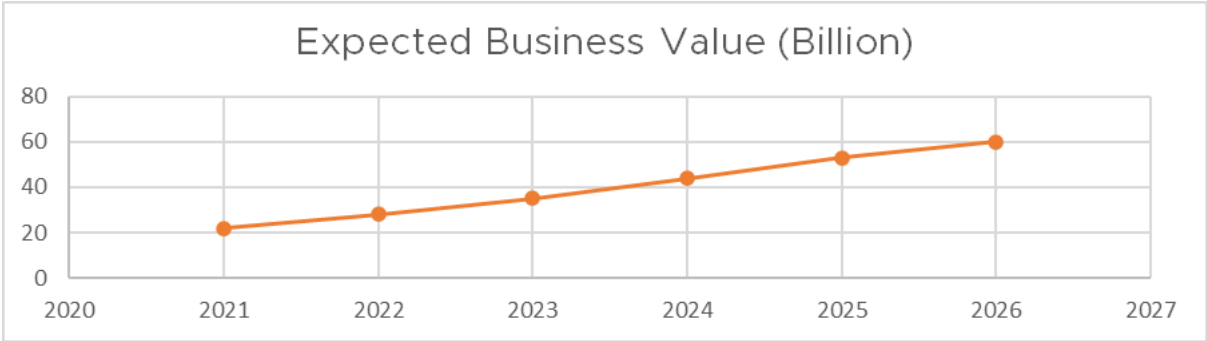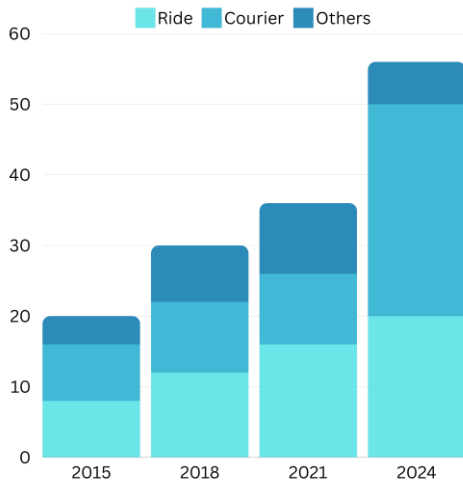

Figure 8: Expected Business Value

The value is expected to reach $1 billion in the next 5 to 7 years, while some insiders think it may happen soon. With the experience of handling an average of more than 4 Million Parcels during the Eid Pressure, Pathao Courier is now the market leader in the Bangladesh courier industry.The overall process of last 34 months of Pathao courier is given below:

3.3 Maturity of the Industry

Courier-service providers are seeking recognition as a service industry to enhance their trade and economic contribution, as reported by concerned officials. The Courier Services Association of Bangladesh (CSAB) recently urged the commerce ministry to take necessary actions towards this goal. Operating since 1983, the sector claims to cover the entire country, including remote areas, with a market size estimated at Tk 70 billion. The sector directly employs around 0.2 million people, benefiting an additional 0.6 million indirectly. Despite its significant role during the Covid-19 pandemic and in trade, the courier sector remains unrecognized as a formal service industry, with approximately 480 courier companies in the country, of which 139 are CSAB members.

3.4 External Economic Factors and their Effects on the Industry

This industry has great potential for the economy as well. Many jobless people are now earning their livelihood using these platforms as freelancers. Experts in the sharing economy Ridesharing services must maintain a proper driver-to-passenger ratio to maintain a sustainable business environment. Especially during the lockdown period, a huge bunch of people lost their jobs. On

the other hand, traffic jams increased by double after this lockdown. The economy was vulnerable and went through a big transition period. Despite recent concerns about its long-term sustainability, experts expect that ridesharing services will capture a bigger piece of the global transportation pie. The ridesharing business is expected to grow from around $61 billion in 2018 to $218 billion in 2025, and $285 billion annually by 2030. In the next three years, it is expected that about 100 million people would use ridesharing services throughout the globe.

3.5 Legal Bindings of the Industry

If the market needs to grow, several industry experts say it is too early to regulate ride sharing start-ups. Regulatory measures must be taken later in the process so that such firms may produce value, innovation, and employment. Automakers and service providers have yet to agree on a car registration policy that allows just one vehicle to be registered to a single platform. Instead of only ridesharing, some ride sharing platforms seek to branch out into verticals. But how can the government define the businesses after they've expanded out? If the market needs to grow, several industry experts say it is too early to regulate ride sharing start-ups. Regulatory measures must be taken later in the process so that such firms may produce value, innovation, and employment. Other aspects of the draft Rideshare Services Policy 2017 need to be resolved in the meanwhile. Disintermediation has resulted in revenue losses for a number of businesses. When a commuter and a driver agree to transact without utilizing the app that was supposed to connect them, this happens in ridesharing. Because drivers have no responsibility to anybody except the commuter, platforms and their users are placed at danger. The government has made laws and regulations to stop this 'Khep' thing but the law enforcement authorities were less strict regarding this matter and therefore it hasn't stopped yet. Pathao tried to stop this practice with several campaigns as it is illegal and hampering their business. The campaign was called- 'Don't be a masud, don't khep, use Pathao app'. It had a mixed reaction from the audience but the bike riders took it negatively and protested against this campaign.

3.6 Competitive Environment

Uber Bike, Pathao, and Shohoz Ride were all successful in the early stages of motorcycle based ride sharing. Later Obhai and I picked up this legacy. While Uber is believed to have the best technology and driver training, Pathao has the most well-known brand recognition and a high rate of early success. Platforms provide discount coupons to users as a deterrent in order to conduct client acquisition and retention campaigns. Businesses must, however, grow into vertical services in order to stay competitive. New approaches, on the other hand, might quickly exhaust investor funds. In 2018, Pathao received $10 million in funding from investors, led by regional ridesharing juggernaut Gojek, while Shohoz received $15 million from Asia Golden Gate Venture. Though Shohoz couldn't survive in the long run.

3.7 Changes in the Competitive Environment

Customer loyalty is another big challenge for platforms. When it comes to switching between the cheapest providers, using several applications at the same time is not a problem. Ridesharing companies now regard drivers as independent contractors. One of the reasons why platform-based sharing enterprises use a contractor-based model is to keep expenses down. The current strategy, on the other hand, does not sufficiently address the risks that come from this ambiguous interaction with drivers. Uber was recently banned in London because of these hazards. Ridesharing behemoths' stock values have plunged throughout the world this year, requiring serious assessment of the business model's long-term sustainability. Pathao, a $100 million Bangladeshi corporation, fell into significant difficulties when investors dropped out. As a consequence of this stance, the start-up was obliged to reduce its workforce via mass layoffs of mid- to upper-level employees. Another ride sharing platform, Obhai, has taken a step ahead by adding CNG auto rickshaws to its list of services, charging commuters a fair amount through the app. While Shohoz is the market leader in online bus, train, and launch ticket sales, other platforms like Uber and Pathao have entered the food delivery market.

Chapter 4: Overview of Main Activities

4.1 Inbound Process

The inbound process in courier services involves receiving, sorting, processing, storing, and loading packages to ensure their efficient delivery. Upon arrival at the distribution center, packages are checked in, logged, and sorted based on their destination. They undergo further processing, including weighing, measuring, and labeling, before being temporarily stored in designated areas. Finally, the packages are loaded onto delivery vehicles for transport to their respective destinations, with careful attention paid to tracking and documentation to ensure accuracy and timeliness. This process is crucial for maintaining the smooth flow of operations and ensuring customer satisfaction in the delivery of packages.

Teams under Inbound Process at Pathao:

There are several teams, who successfully accomplishes the task of the Inbound team. They are:

Data Entry Team: Embedding the data entry team within the pickup unit accelerates operations in courier services. By integrating data input during parcel pickups, information like package details, pickup locations, and customer instructions are swiftly recorded. This setup ensures real-time coordination, quick response to inquiries, and enhances data accuracy. For instance, a recent study found that integrating data entry with pickups reduced processing time by 20% and decreased errors by 15%, resulting in a 25% increase in customer satisfaction ratings.

Figure 9: Inbound Team Sticker Print

Pickup Team: The pickup team is responsible for collecting parcels directly from merchants. This task involves coordinating with merchants to schedule pickups, retrieving parcels from their locations, and ensuring accurate documentation of collected items. Efficient coordination and communication within the pickup team are crucial for timely pickups and maintaining a smooth flow of parcels through the courier service's distribution network.

Pick & Return Team: The Pick & Return team operates within the inbound process of a courier service, primarily focusing on retrieving parcels from customers for delivery or return. This team is responsible for efficiently picking up packages from designated locations, such as residences or businesses, and processing them for further handling within the courier company's distribution network. Their duties include coordinating pickup schedules, ensuring proper documentation, and facilitating seamless communication between customers and the courier service. By effectively managing pickups and returns, the Pick & Return team contributes to the overall efficiency and customer satisfaction of the inbound process.

Steps of Inbound Process at Pathao:

There are 5 types of tasks that accomplish the Inbound process. Following are those:

Pickup Request: A pickup request from merchants involves the merchant scheduling a pickup for parcels to be collected from their location. They provide details like pickup location, parcel quantity, and any special instructions. Once confirmed, a pickup team collects the parcels for outbound delivery, streamlining the process for merchants to send goods to customers efficiently.

Collection pickup: Pickup involves a courier service collecting packages from a designated location for delivery. A courier team is dispatched to retrieve the parcels, ensuring they are properly packaged and labeled. Once collected, the parcels are taken back to the courier's facility for sorting and processing. This convenient service streamlines the shipping process for senders, especially businesses with a high volume of shipments.

Process the parcels: This step involves printing stickers with essential parcel information, including tracking numbers and recipient details. Parcels are then sorted into different crates according to their designated Last Mile Hub for optimized routing. Once organized, the parcels are sent for further sorting to facilitate efficient delivery. This meticulous process ensures accurate handling and timely delivery of parcels within the courier service's network.

Sorting the Parcels: In this step, the sorting team begins by scanning each parcel to capture essential tracking and destination information. Following this, they divide designated areas within the hub using hardboard walls, segregating them by different regions or destinations. Once divided, parcels are placed into specific cells within these regions, ensuring organization and ease of retrieval during the sorting process. This systematic approach allows the team to efficiently locate and process parcels according to their respective destinations, streamlining the sorting process for timely delivery.

Figure 10: Sorting by Inbound Team

Handing Over to the TNL team: Once the sorting process is finished, the Inbound (IB) team transfers the parcels, usually contained in sacks, to the Transportation and Logistics (TNL) team. During this handover, the IB team also weighs the parcels to determine pricing and other relevant factors. Following this, the sacks are passed on to the Vehicle Dispatch Area (VDA), marking the conclusion of the Inbound Process. This systematic approach ensures accurate parcel handling,

pricing, and readiness for outbound transportation, facilitating the smooth flow of operations within the courier service.

4.2 Chittagong Express Inbound

Before February 24th, there was a common practice among merchants in Chittagong to send their parcels using regular vans. Unfortunately, this method led to delays in the Chittagong regional inbound process, causing longer processing times for the entire operation. However, everything changed for the better starting from the second week of February when we introduced our Express Inbound Operation from Nasirabad and Halishahar, the two busiest hubs. This operational shift marked a significant positive transition, especially during the busy Ramadan period. During Ramadan, Nasirabad and Halishahar hubs collectively processed more than 200,000 parcels, showcasing the effectiveness of the Express Inbound Operation. In fact, during Ramadan, an impressive 96% of all parcels were processed as Express, demonstrating the success of this operational change in streamlining our processes and ensuring timely deliveries, particularly during peak seasons.

Figure 11: Meeting with Inbound Team in Chittagong Region

How we made it !!

In February, we encountered issues with delivery timing, in the Chittagong region, primarily due to a concentration of merchants in Chittagong city, a key industrial and commercial area. Chittagong city is served by three main hubs: Nasirabad, Halishahar, and Potenga. The parcel

volume was highest in Nasirabad and Halishahar hubs, being centrally located within the city and housing a majority of the merchants. To address these challenges, we implemented a strategy to improve pickup efficiency by collecting parcels from Nasirabad and Halishahar hubs two hours earlier, starting at 7 pm.

This adjustment allowed us to expedite the transportation of parcels to the central warehouse in Hazaribagh, resulting in faster deliveries for pickup parcels originating from the Chittagong region. This proactive measure aimed to optimize logistics and enhance service quality in response to specific operational challenges encountered during the month.

Figure 12: Inspiring In-charges and Pickup Agents

4.3 Hub Visiting

During my internship, I visited four Courier Hubs and the central warehouse to gain firsthand insights into Pathao's operations. These visits provided valuable exposure to the logistical processes involved in the courier industry, from parcel handling to distribution. By observing operations across different hubs, I gained a comprehensive understanding of Pathao's logistics infrastructure and its role in facilitating efficient delivery services.

Malibagh hub Visit

Learned about the Malibagh HUB working Schedule

1. There are three shifts available: morning, evening, and night, each with specific check-in times at 7:30 am, 2:30 pm, and 7:30 pm, respectively.

2. Interactions occur with various individuals during work, including Tanvir Hridoy, Jobayer, Abir, Mithun (involved in inbound processing), Shahjahan, and other colleagues known for their positive qualities.

Figure 13: Malibagh Hub Outbound Process

Daily Tasks of Morning team: The daily operational tasks for courier processing include scanning the previous day's held parcels, receiving new parcels from COSD, assigning parcels to delivery agents while maintaining an Excel sheet, panel assignment using Hermes, and managing mail and parcel holds. Additionally, tasks involve handling parcel return-to-origin (RTO) processes and zone changes while updating Excel sheets, separating and assigning reverse parcels, preparing morning reports for the ISD team and hub, generating hub reports, and managing weight dispensary of panels. The process concludes with panel solutions to ensure efficient parcel management and delivery operations.

Daily Tasks of Evening team are: The process involves receiving cash from delivery agents (DAs), picking up reverse parcels by scanning and sending mail notifications, assigning the reverse

parcels (PA), scanning and assigning hold parcels in an Excel sheet, performing reconciliation solutions by checking all parcels again, collecting all pick-up requests, and exporting data from the Workplace group.

Figure 14: Hub Payment

Daily Tasks of Inbound team are: The process begins by receiving parcels from the Parcel Arrival (PA), followed by printing invoices, routing, and updating parcel information on a spreadsheet before handing over to the Transportation Team. At a decision point, the process either checks the Log Sheet or proceeds directly to Recon Solution based on the situation. If discrepancies are found in the Lot Sheet, the process moves to Recon Solution and then proceeds to assign the parcel on the Panel. Subsequent steps involve generating reports based on the type of operation (Line Haul, IB OPS, Pick Up), followed by a Central Check Out Report. Depending on the final status, additional reports like Line Haul Handover Report or No Entry Report are generated. Finally, the process concludes with CSV upload and potential assignment of parcels to the No Entry Team if required
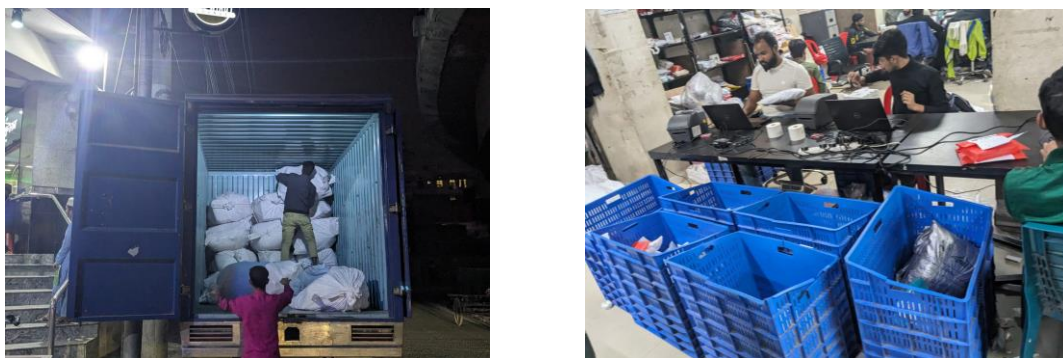
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Figure 15: Inbound from the Pickup Hub

Central Warehouse Visit

During my internship, I visited Central Warehouse for two days and closely observed the operations of various teams. These visits provided valuable insights into the processes and activities carried out by different teams within the warehouse, Like:
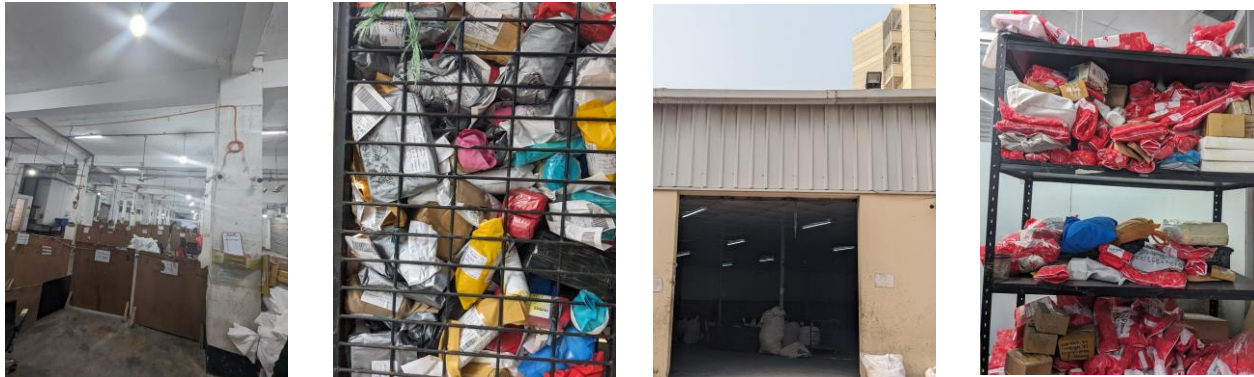
Figure 16: Hazaribagh Central Warehouse Visit

QC Team

QC team of Pathao courier have 10 members.Their main duty is to provide OTP to the customers and the delivery agent.They provide Return OTP and Delivery OTP. Sometimes they make decisions about Price Change. Before that they must have to contract with merchants and the customers.They have different Facebook,WhatsApp and Zendesk groups where they communicate with the delivery agents.I have attached the one month work report of QC team.

No Entry Team

Sometimes the POD of a product gets lost. At that time they cannot track the product properly. So HUB sent these products to the No Entry Team.There are 4 members who try to find the owner of the product and ensure reprocessing of that product.

Central Processing Team

All parcels come from all hubs in Dhaka to the center processing team The team then divides the parcel into several linehaul Then they dispatch the parcels and hand them over to the transport team The transport team hands over the parcel to the VDA (Van Driver Agent). And they deliver parcels all over Bangladesh. Center processing teams start their work in the evening and work through the night.

Return Team

I observed the return teamwork process.About 2000 parcels are returned to traders every day. Sometimes delivery agents are responsible for fake returns. But most of the time merchants and customers are responsible for returns.

TNL Team

The Transportation and Logistics team is integral to the courier industry, overseeing route planning, vehicle management, and coordination with delivery personnel to optimize transportation routes, minimize costs, and maximize customer satisfaction. Additionally, they manage logistics challenges like inventory and shipment tracking, crucial for ensuring timely and accurate deliveries, contributing significantly to operational efficiency and customer satisfaction.

Figure 17: Transportation Team at Chittagong Inbound

Habiganj- Nabiganj – Shaistaganj Hub Visit

It was a 4 day visit to the Habiganj hub, Nabiganj Hub (under Habiganj district) and Shaistaganj Hub (New Hub).

Figure 18: Habiganj, Nabiganj, Shaistaganj Hub Visit

Habiganj Hub Findings:

- Communication failure between Delivery Agents and In-charges disrupts the coordination and timely execution of delivery tasks, leading to potential delays and customer dissatisfaction.

- The lack of sufficient delivery bags and safety equipment hinders the Delivery Agents' ability to efficiently and safely transport parcels, affecting overall delivery operations and employee well-being.

- Insufficient numbers of Delivery Agents result in increased workloads and delays in parcel deliveries, impacting service quality and customer expectations.

- Heavy rainfall poses challenges for delivery operations by causing delays, potential damage to parcels, and safety concerns for Delivery Agents navigating difficult weather conditions.

Nabiganj Hub Findings

- Delivery Agents are uncooperative, which hinders the smooth execution of parcel deliveries and impacts overall service quality within the logistics operation.

- The shortage of delivery agents results in a lower workforce capacity, causing delays in parcel deliveries and affecting timely service to customers.

- Although the hub receives parcels on schedule, delivery agents (DAs) exhibit delays in delivering them to customers, leading to dissatisfaction and potential disruptions in the supply chain.

- The high number of parcels on hold indicates operational challenges, potentially caused by delivery agents generating fake returns, which can adversely affect inventory management and customer service.

Shaistaganj Hub Findings

Shaistaganj, the latest addition to the Sylhet region's hub network, underwent its inauguration with our team's presence to establish operations. We strategically recruited fresh delivery agents and Hub In-charges to oversee the hub's daily activities. Mr. Tofael Bhai was assigned the cluster lead role, providing guidance and direction during the setup phase.

4.4 Different Departmental Attachment

Sales and Acquisition Team

Hunt Team: This team communicates with new merchants through Online platforms like Facebook,Instagram,LinkedIn etc.This team contributes the most to the acquisition team of Pathao Courier.

Field Acquisition: This team Communicate with new merchant on field,Visit market like New market etc

Organic Team: New Merchant communicates with this team and they provide them all support.

Key Account Management Team (KAM)

After one month of monitoring, the acquisition team refers a merchant to the Key Account Management (KAM) team if they meet their target order. However, if a merchant fails to meet their target order, they are directly managed by the Customer Experience (CX) team instead of the KAM team. The primary objective of the KAM team is to retain and expand the merchant base. Currently, the KAM team oversees more than 2400 merchants with a staff of 15 members organized into 8 groups, including Tier 0 through Tier X. Each group member is responsible for managing between 150 to 200 merchants. The KAM team adopts a Point of Contract (POC) model to establish strong partnerships with merchants, aiming to exclusively use Pathao Courier for their delivery needs. This approach underscores the team's commitment to building lasting relationships and driving business growth within the courier services sector.

The KAM team meets with high ranked and low ranked merchants every month
The communication channel of KAM team are-
1.Over the phone
2. WhatsApp
3. Email.

Issue Resolution Team (IR)

As a team Who needs to have the ability to address the problems that need to be solved, risks to be mitigated, and decísions to be made.
As an IR member One has to have the ability to think through the issues, and consistently take effective action to resolve them.

Where IR Team works
For Pickup Issues: When a parcel lacks the pickup slip, there is a mismatch in pickup counts, or if the merchant fails to present the parcel for pickup, the Issue Resolution (IR) team intervenes.

For Processing Issue: Issues such as trackless parcels (lacking invoices), incorrect invoices (mismatched with product), wrong routing, or missing products during processing can be addressed by the IR team.

Routing Issue: If the Central Warehouse receives an incorrect or alternative parcel, the IR team handles the situation, particularly concerning alternate Consignment IDs.

Table 3: Issues solved by the IR team

Regular Issues	Critical Issues
1.Complain Wrong tag/Parcel swapped	1.Unprofessional Behavior
2.Coverage/Point Delivery	
3.Payment Pending Hub Payment	
4.Complain Weight Charge	2.Complain Lost item
5.On Demand	
6.Complain Panel Wrong Info	3.Complain Damage Product
7.Return Exchange	
8.Return Delay	
9.Complain Routing	
10.Complain Panel Status Update	4.Complain Charge Extra
11.Complain Others	
12.Delivery Delay	
13.Execution Details	5.No Entry/Canceled
14.Execution Cancel Delivery	
15.Execution Price	
16.Pickup	6.Forcefully Taken
17.Payment Invoice Problem	
18.Reverse Pickup	
19.Complain Why Return	

Additionally, it is the responsibility of the Issue Resolution (IR) team to promptly gather inventory details from the merchant and address any related issues. This involves quickly communicating with the merchant to obtain accurate information about the inventory in question. The IR team then takes proactive steps to resolve any discrepancies or concerns identified during this process. By efficiently collecting inventory details and swiftly resolving associated issues, the IR team helps ensure smooth operations and customer satisfaction within the courier operations department.

4.5 Fulfillment Process of Pathao Courier Operations

Fulfillment Process: The fulfillment team works on the overall process of different departments.Like:Operations of Outside Dhaka,Operations of Inside Dhaka,Sales and Acquisition,Logistic and Transportation etc.I have prepared different presentations during my internship period based on these processes.
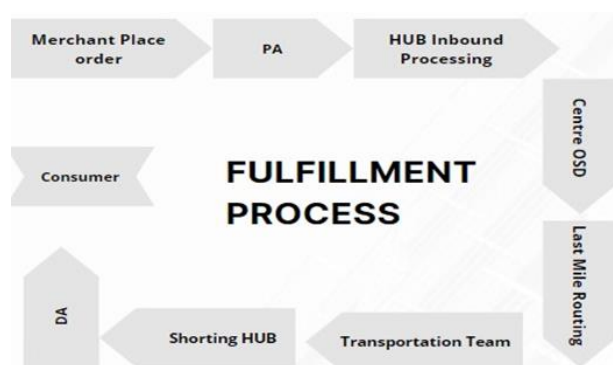

Figure 19: Fulfillment Process

Overall fulfillment process indicates the full process of the operations team.It includes all the HUbs working process. First of all a merchant places an order via the merchant panel.The Pick Up team received the order and assign a Pick Up agent to collect the product from the merchant.

After that the Inbound team process the parcels and sent it to Center OSD team.Center OSD team reprocess the parcels according to different linehaul and handover to the Transportation team. The transportation team sent the parcel to the last mile hubs.The last mile hubs reprocess the parcels and assign the delivery agents to reach the parce;l to the customers door steps. After receiving the parcel the customer gives the cash amount to the delivery agents as the price of this

product.The delivery agents receive the cash amount and send the amount to the HUB. Rocket team collects the cash from the hub.

OSD Transportation Process: The transportation team receives the parcels from the center warehouse and sends the parcels to the last mile hubs. Pathao limited has more than 60 trucks.With the help of these trucks the Van Agent send the parcels to the HUbs.Pathao has 4 Sub shorting house in Sirajgonj,Bhairab,Bhanga and Comilla.They have 4 sub Hubs in Narayanganj,Keranigonj, Savar and Gazipur. The transportation team sends the parcels in the last mile hubs in due time.Because of their contribution, hubs can deliver the parcels to the customers within 24 hours Fig 6:Transportation process or 48 hours or 72 hours.

OSD IR Process: Issue Resolving team collects the complaints from the merchants and Customer Experience(CX) team ank work on their problems. They have different concern team.Like no entry team,Return team etc.They contract with the different team through emails or over the phone and find out the actual problems. After that they try to solve the problems with the help of the center operations team and hub leaders.They have the authority to give a penalty to the merchants or HUbs.After solving the issues they send an email to all the concerned ends to make sure that the issue is resolved.

OSD Return Process: Sometimes the customers return the parcels to the merchants. Our pickup agents collect the parcels and send them to the return team.Before return the parcels the customers have to provide a return OTP.Without the return OTP the pickup agent can not collect the parcels. After receiving the parcel the center return processing team reprocesses the parcel and sends the parcel to the first mile hub.When a center return team receives the parcel they create a return ID against that parcel. After that the first mile hub re-assigns the parcel to the pickup agents and sends the parcel to the merchants. This is called the reverse logistic process of Pathao courier.The operations team is now working on it to make sure the return ratio is very low.Their target is to keep the return percentage below 10%.

Onboarding Process

To begin the registration process as a new merchant with Pathao Courier, follow these steps:

1. Visit pathao.com

2. Navigate to the "Services" section

3. Choose "Courier"

4. Click on the option labeled "Become a Merchant."

After completing these steps, Pathao will initiate contact with the new merchant within 24-48 working hours to proceed with the registration process. This streamlined process ensures convenience and efficiency for prospective merchants looking to join Pathao's courier services platform.

Modality of Pathao Courier

Pathao Courier operates with two primary service models: the Merchant-based model and the Customer-based model.

The Merchant-based model caters specifically to e-commerce businesses, offering benefits such as in-store pickup, nationwide home delivery, and a streamlined payment system, making it ideal for online retailers.

On the other hand, the Customer-based model provides general courier services accessible to all customers, allowing parcel submission at designated points, nationwide home delivery, and parcel tracking capabilities. This model is open to anyone seeking courier services and offers convenience through easy parcel drop-off and tracking options. Both models contribute to Pathao Courier's comprehensive approach to serving diverse customer needs within the courier industry.

Order flow Process

Order flow for merchants begins when a pickup request is generated from the Merchant Panel, assigning a Pickup Agent (PA) to collect the order from the merchant's store. Once picked up, the order moves to the local hub for processing and then to the sorting hub to prepare it for the correct delivery route. Subsequently, it progresses towards the last mile hub and finally reaches the drop-off location's nearest hub before being assigned to a delivery agent for final delivery to the recipient.

For C2C (Customer to Customer) orders, the process starts with customers submitting their parcels at a nearby C2C point. The parcel is then picked up by a PA and taken to the local hub for processing. After sorting at the sorting hub, the order begins its journey towards the destination and arrives at the last mile hub nearest to the drop-off location. A Delivery Agent (DA) is then assigned to deliver the parcel to the recipient, completing the delivery process.

These detailed steps outline the sequence of events from order initiation to final delivery for both merchant and C2C orders, highlighting the roles of Pickup Agents, local hubs, sorting hubs, last mile hubs, and Delivery Agents in the courier service operation.

Delivery Process

Table 4: Delivery Zones

ISD (Inside Dhaka)	All areas that are under Dhaka Metro.
Suburbs	This zone consists of 6 areas. Narayanganj, Keraniganj, Savar, Gazipur, Mawna, BhultaGawsia
OSD (Outside Dhaka)	All other areas fall under this zone.

Table 5: Delivery Types

Normal Delivery	This is the general delivery process
Same Day Delivery	Only available in Dhaka Metro Parcels are picked and delivered on the same day
Fragile Item Delivery	Specifically for fragile delivery. Only available in Dhaka Metro and picked and delivered on the same day.

Table 6: Delivery Times

24 Hrs	Same City Delivery Inside Dhaka Dhaka to Suburb (vice-versa) Dhaka to Comilla Dhaka to Feni Dhaka to Narsingdi
48 Hrs	Dhaka to Chittagong and Cumilla
72 Hrs	Suburb to Outside Dhaka (vice-versa) OSD to OSD Outside Dhaka

Reverse PickUp Process

Parcels returned by customers are referred to as reversed parcels and undergo a reverse process. This means that once a customer sends back a parcel, it is processed through a specific procedure designed for handling returned items. The reverse process involves tasks such as assessing the condition of the returned parcel, updating inventory systems accordingly, and determining the appropriate next steps, such as restocking the item or issuing a refund. Managing reverse logistics efficiently is essential for maintaining customer satisfaction and optimizing operational efficiency within the courier operations department.

Chapter 5: Analysis

5.1 Analysis on the Express Inbound Success

Express Inbound made a revolutionary change in the pickup process from the Chittagong city hubs. Leaving at 50% the regular Inbound process on February 25th, the pickup rate dramatically increased to 99% by March 5th after starting the Express Inbound, and maintained high levels at 98% on March 15th and 97% on March 25th. The subsequent date of April 5th saw a return to a 99% pickup rate. This consistent trend of high pickup percentages indicates successful efforts in optimizing pickup processes, potentially through enhanced scheduling, resource allocation, or technology implementation. These improvements are crucial for ensuring timely and reliable parcel collection, which is fundamental to meeting customer expectations and maintaining overall service quality in the courier industry.
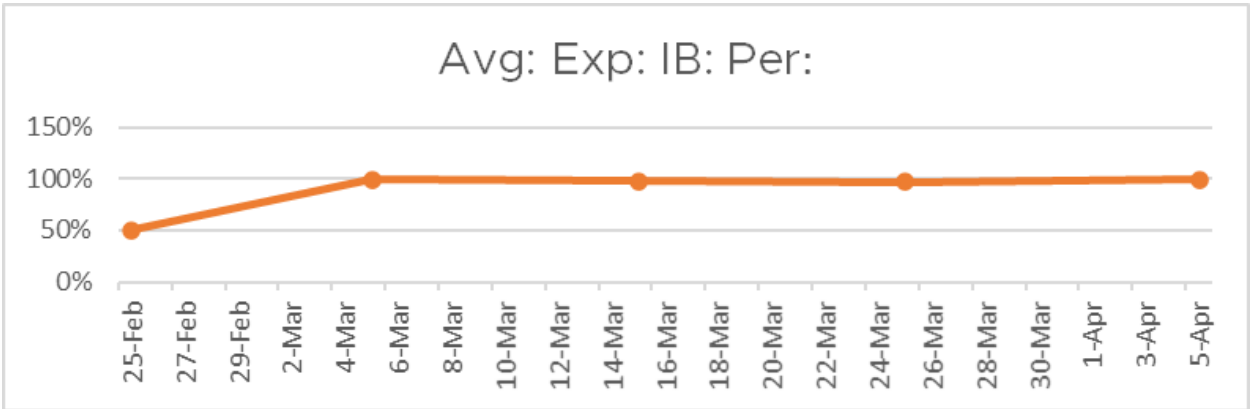

Figure 20: Average Express Inbound Percentage

5.2 Company Level Analysis

Pathao Limited is doing everything possible to implement tactics that will provide them a competitive advantage in the business. As a result, the company's business procedures are now well-organized. Pathao Limited's communication strategy appears to be extremely effective, because everyone in the organization's structure is easily accessible, and information flows smoothly. Pathao Limited strives to build healthy connections within certain departments,and numerous events are done on a regular basis to foster employee relationships.

Efficient processes

The courier industry thrives on swift and reliable delivery services, necessitating strategic measures to ensure prompt order fulfillment. This involves optimizing delivery times and transit durations through meticulous planning and efficient linehaul processes. Establishing a robust operational hierarchy within the organization enhances decision-making and streamlines workflows. Additionally, expanding distribution hubs strategically improves geographical coverage, reduces delivery distances, and enhances accessibility for both customers and courier agents. These initiatives collectively contribute to the seamless execution of delivery operations, meeting customer expectations for timely and efficient service while maximizing operational efficiency.

Figure 21: Efficient Management of Parcels

Inefficient processes

The observed inefficiencies, including delays in the merchant panel and OTP process, along with storage shortages in hubs, create bottlenecks in the delivery system, significantly impacting its overall efficiency and effectiveness. Addressing these issues is crucial for enhancing operational performance and customer satisfaction.

5.2 Market Level Analysis

Pathao Limited is the market leader in the bike ride-sharing industry and has a huge user base inside and outside Dhaka. Pathao has been offering faster and more efficient transportation solutions which have been a revolutionary move.

Pathao was the first to introduce bike ride-sharing which helped the office commuters big time. Uber is the prime competitor but they couldn't cope with Pathao in bike-sharing services. Although Uber is now the market leader for car-sharing services. About Pathao's food delivery service, the market leader title goes to Foodpanda as they are now serving all over Bangladesh whereas Pathao serves only three divisional states. Yet Pathao holds second position and is still growing better than before. Pathao's courier service is basically the cash cow for the company. Currently, Pathao delivers almost 70000+ parcels from merchants to customers' doorstep. They are the ones introducing same-day delivery. Undoubtedly Pathao is the market leader in courier services. RedX holds the second position.
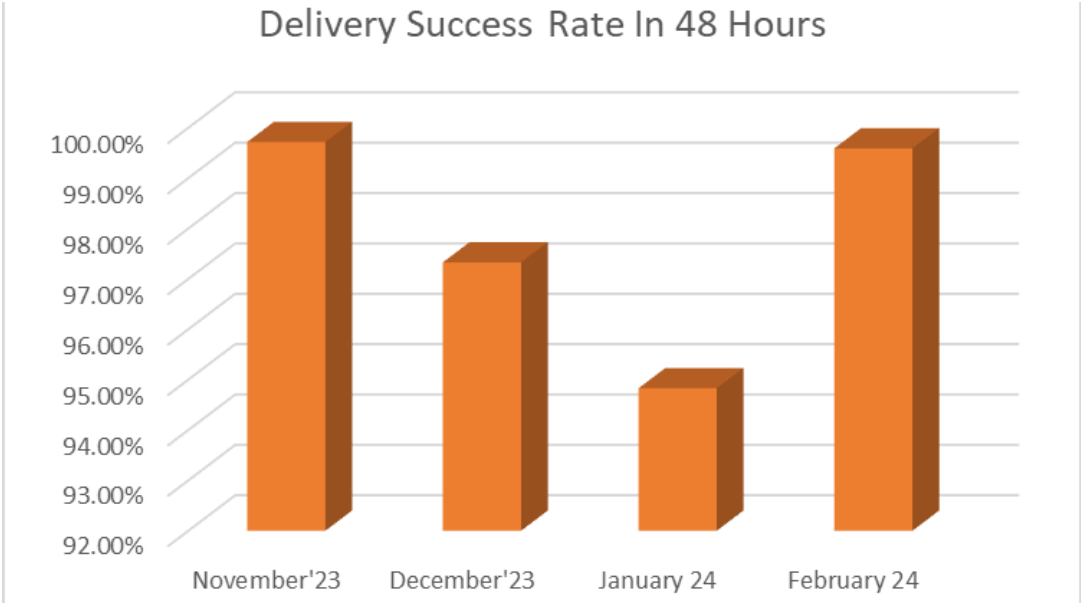

Figure 22: Chart of the Delivery success rate within 48 hours during November 23 to February 24

Period	Processed	Delivered	Returned	Backlogs	Success	R / n Rate	B / logs Rate
November'23	2,020,000	2,014,244	281,212	39,789	99.72%	11 %	2 %
December'23	2,040,000	1,985,457	275,392	208	97.33%	11 %	0 %
January 24	2,060,000	1,953,453	249,981	17,998	94.83%	10 %	1 %
February 24	3,000,000	2,987,655	228,927	54,731	99.59%	9 %	2 %

5.3 Professional Level Analysis

As I was given numerous duties to perform, I learned a variety of abilities that would lead to better ambitions. The accumulated talents and related experiences that lead to my earning these abilities will be addressed in this part.

Business communication: During my internship, I had to interact with a variety of people both within and outside of Dhaka city. The communication process has provided me with an opportunity to improve my communication abilities. In addition to my communication skills, I was capable of interacting with stakeholders while adhering to various norms and standards.I was also present to the core operations team meeting.In that meeting I have learned about the different strategies the operation team are going to apply in future,The challenges they are facing at this moments and the opportunities they are going to grab in near future.I have to communicate with the Hub incharges,Merchants,Delivery agents,Pickup agents and so many different kinds of people.This has allowed me to improve my communication skills in an organizational context, something I would not have been able to do without the organization's help.

Networking: It is imperative to develop a network of contacts as a business student in today's society. I was able to expand my network by participating in the internship program, which allowed me to meet people from other businesses. While I was presenting Pathao Limited in concluding the transactions, I had to contact individuals from a variety of businesses. This has expanded my network and allowed me to discover new methods to remain in touch with those with whom I've formed a relationship.

Pitching: Pitching is a talent that every business graduate should have. I was able to understand the appropriate approach of pitching and structuring pitches professionally while generating 41 | P

a g e various presentations. Being within the operations department has also aided me in ensuring that I am capable of creating a brand out of any goods for customers. I was able to place customers and dramatically improve my pitching abilities by using numerous pitching procedures taught from industry professionals.

Time management: All of the projects I worked on during my internship had some form of deadline tied to them. It was required of me as a Pathao Limited employee to fulfill deadlines, and I did my best to provide it. I had to efficiently manage my time in order to fulfill deadlines, and this helped me enhance my time management abilities.

Challenges and difficulties

I have faced some challenges during my internship period.The main challenges was to adjust with the logistic industry. Because I had never worked in this type of industry before. But I did a course which was Supply Chain Management during my academic time and that course helped me a lot to adjust with this industry. Another difficulty was to visit different hubs and communicate with different peoples. But my line manager helped me a lot to overcome these difficulties. I think I have overcome those challenges and difficulties successfully by the grace of almighty.

All of the aforementioned abilities will tremendously assist me in moving forward in my professional career. Without the internship program, I would not have been able to learn these skills. I was also able to improve other abilities such as flexibility, problem-solving, and decision making. I aim to put all of the skills and information I gained from my internship program to good use in my future professional path.

Moreover, the opportunity has aided me in supplementing the information I gained throughout my BBA study. As a student, I learned about many theories, and the internship provided me with the chance to apply these ideas in an organizational context. For example, Kaizen is among the most widely used management development philosophies. While working for Pathao Limited, I did many tasks for which I was given feedback to enhance the result of these actions. I had been able to consistently enhance the result and accomplish the assignments while keeping the right quality

thanks to effective assistance from personnel in the same department. Furthermore, I was able to observe and implement the whole operational strategy using various techniques and data analysis.

5.4 Working Environment and Condition

Typically, Pathao Limited maintains a policy of five (5) days each week, beginning on Sunday and ending on Thursday. The working hours are 10:00 a.m. to 6:00 p.m., with an additional hour available to staff on a flexible basis. Individuals are not obliged to perform beyond 6:00 p.m., but if they are unable to complete their duty inside the company grounds, they may do so without difficulty. During my internship, I was required to enter the office for a set 8-hour shift, and in certain rare circumstances, I was required to remain longer than the allotted time to accomplish the allocated responsibilities.

Figure 23: Post Operational office closing

Pathao Limited has a culture of openness that encourages workers to connect and engage with anybody in the HR hierarchy, despite their position within the company. During my internship, I had no trouble talking with the Pathao Limited workers. The workers were really polite and helpful during my time at Pathao Limited, assisting me with any problems I had. Furthermore, the staff

had offered me several advice based on their professional expertise, which may tremendously assist me in my working life.

E-mail communication was the most prevalent method of official communication at Pathao Limited. All relevant alerts and information were sent by email from one point to the other, which allowed the organization to keep track of all official contacts. Furthermore, all of the divisions maintain WhatsApp Groups so that they may readily interact with one another. The casual manner of interaction as well as the platform - Workplace - make it easy for an individual employee's needs to be communicated with other colleagues, and collaboration becomes simpler.

Figure24: Inbound Operations from Hub

5.5 Working Tools Used During the Internship Period

- Utilized Microsoft Excel for data analysis, spreadsheet management, and creating reports during the internship.
- Developed presentations using Microsoft PowerPoint to communicate project findings and recommendations effectively.
- Collaborated with colleagues using Google Docs for real-time document editing and sharing, enhancing team productivity and collaboration.
- Engaged in internal communication and updates through Meta Workplace (formerly Whatsapp), leveraging its features for effective team collaboration and information sharing.

Chapter 6: Recommendations and Conclusion

6.1 Recommendations

I have successfully completed my internship tenure as an operations intern at Pathao Limited and I feel really fortunate enough to have an opportunity to complete my internship program here. Pathao Limited contains a good working culture and incorporates various types of business processes in order to carry out their business operations. Although the company is able to run their business operations efficiently now and are able to meet the demand of their consumers, I would still like to point out some things that I think should be looked at:

Focusing on Existing Verticals: Pathao has a diverse range of services that a user can avail from a single app. Basically, Pathao is following the Super App concept. But People often get distracted when a single platform provides multiple services of different sectors. Therefore, some of the services always get unnoticed. I will recommend focusing on the existing verticals and adding advanced features that will keep Pathao one step ahead of the competitors rather than coming up with new verticals.

Promoting Pathao Courier: Pathao has multiple services to offer but mostly promotes Pathao Bike and Pathao Food. Both of these industries have great potential no doubt. But I found out that Pathao Courier is generating the maximum portion of revenue among all the verticals. Simply put, Courier is the cash cow of Pathao. Unfortunately, there are not any promotional activities going on for Pathao courier. I'd definitely recommend Pathao to promote its courier vertical.

More Skilled Workforce: Pathao courier is recruiting a lot of people to run their operational process properly. But for sustainable development, they need to hire a more skillful workforce so that the operational team will do their work in a proper way easily and effectively

Develop Proper Communications Tools: To run a remote operation they must need to have developed proper communication tools. Existing communication tools are not proper enough to

me. Because the lack of communication between different teams can create many problems. So they need to develop an appropriate way of communication all around Bangladesh.

6.2 Conclusion

Following the completion of my internship with Pathao Limited's Courier Operations Department, I have gained a comprehensive understanding of the department's operational procedures. This department is responsible for executing activation campaigns and onboarding new users. Engaging in these activities provided me with practical insights into organizational procedures. While I had theoretical knowledge about organizational operations beforehand, completing the internship allowed me to connect these concepts with real-world scenarios.

Pathao Limited is committed to creating a sustainable environment for its customers. With the motto "Moving Bangladesh," the company strives to advance society. Reflecting on my achievements and the lessons learned during my three-month tenure, I appreciate the exceptional work environment at Pathao Limited, which enabled me to focus and accomplish assigned tasks efficiently. The employees at Pathao Limited were remarkably courteous and supportive, always willing to assist me. This internship experience has imparted lifelong lessons that will benefit me both personally and professionally throughout my career.

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Appendix

Abbreviation

POD = Proof of Document

LMH = Last Mile Hub

IMS = Issue Management System

DA = Delivery Agent

PA = Pickup Agent

VDA = Van Delivery Agent

Concepts to know for understanding courier operations

Dispatch = Sending the parcels by DA after receiving from Hub.

Backlog = Parcels that are stored for a long days.

Aging = Age of the parcels, for how many days the parcels are in operations

Hub Payment = Payments of the parcel yet to receive by the hub and update in the panel.

Hub = Hub is the place from where the parcels delivered and picked up by the agents to
recipients and merchants respectively.

In-Charge = In-charges are the most important part of a hub, they control the whole operations
from the Hub.

Hub Lead = They lead the hubs and control the in-charges and DA from the Hub.

Pick-up = Picking Up the parcels from the Merchants and receiver for the delivery.