Islamic University of Technology
A Subsidiary Organ of the Organization of Islamic Cooperation (OIC)

Internship Report

on

Optimizing Linehaul Operations to Ensure Seamless Delivery: A Comprehensive Analysis of Pathao Courier's Outside Dhaka (OSD) Operations

Submitted To:

Islamic University of Technology

In partial fulfillment of the requirements for the degree of
BBA in Technology Management (BTM)

Submitted By:

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

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Date of Approval:

17th May, 2024

Letter of Transmittal

12th May, 2023

Rasheda Akter Rupa
Lecturer
Department of Business and Technology Management
Islamic University of Technology (IUT)
Board Bazar, Gazipur.

Dear Ma'am,

It has been a rewarding experience working under your guidance and supervision during my internship at Pathao Limited. I have prepared this report on **"Optimizing Linehaul Operations to Ensure Seamless Delivery: A Comprehensive Analysis of Pathao Courier's Outside Dhaka (OSD) Operations"** which happens to align with the primary project that I was a part of during my internship tenure.

Throughout the internship, I immersed myself in Pathao's Courier Operations department, gaining significant insights into the company's operations, procedures, and industry dynamics. The report outlines different duties and projects I completed during my internship, including, but not limited to, understanding the courier operations process, analyzing efficiency and inefficiencies, and making proposals for improvement. Furthermore, it considers the lessons acquired, the obstacles encountered, and the overall influence of the internship on my professional development. The internship provided me with important hands-on experience that complemented the theoretical knowledge I gained while studying at Islamic University of Technology (IUT). It helped me gain a better grasp of the courier and logistics industry, particularly its dynamic operating procedures. Integrating classroom concepts with real-world applications has been an enjoyable experience, and I have tried to meticulously describe these findings in this report.

My sincere gratitude to you for your kind support throughout my internship and for recognizing the difficulties of working under pressure. I feel my report will be informative and helpful, as I aim to emphasize my learnings and executions related to my internship responsibility.

Sincerely,

Wahib Mohammad
ID 190061107
Department of Business and Technology Management

Declaration

I, Wahib Mohammad, a student of the Department of Business and Technology Management at the Islamic University of Technology, hereby affirm that I completed this report on Pathao Limited with the assistance of my supervisor, Ms. Rasheda Akter Rupa, Lecturer, Department of BTM. I confirm that the contents of this report are my own work, and I have not knowingly violated any copyright. To the best of my knowledge, the work presented here is authentic. Furthermore, I declare that this report has not been submitted to any other organization or individual to obtain any certification.

Student's Full Name & Signature:

_____

Wahib Mohammad
ID 190061107
Department of Business and Technology Management
Islamic University of Technology (IUT)

Supervisor's Full Name & Signature:

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Rasheda Akter Rupa
Lecturer
Department of Business and Technology Management
Islamic University of Technology (IUT)

Acknowledgment

The completion of this report was made possible through the dedicated efforts and support of numerous individuals, to whom I owe a debt of gratitude. First and foremost, I want to thank Allah for giving me the fortitude, patience, and tenacity to carry out my responsibilities as an intern at Pathao Limited.

I want to express my deepest gratitude to Ms. Rasheda Akter Rupa, Lecturer at the Department of Business and Technology Management, for her unwavering support and advice during my internship. Despite her hectic schedule, she patiently supported me in writing this report, for which I am thankful. Furthermore, I am grateful to the whole BTM department for their efforts to ensure the success of the internship program, enabling students like myself to bridge the gap between theoretical knowledge and practical industry experience.

Special thanks to my line manager, Mr. Saddam Hossain, General Manager of Courier Operations of Pathao Limited, for his important assistance and support throughout my internship. His leadership was important in molding my learning experience and creating a positive work environment.

Finally, I want to convey my deep thanks to my family for their continuous support and encouragement, which helped me overcome hurdles and remain resilient during this journey. I also appreciate the support, guidance, and helpful recommendations from my seniors and colleagues at Pathao Limited and the loving and inviting environment that aided my growth and development.

Executive Summary

This internship report presents an in-depth assessment of Pathao Courier's Outside Dhaka (OSD) operations, with a particular emphasis on optimizing linehaul operations to guarantee flawless delivery. The internship, which ran from January 10 to May 09, 2024, gave me excellent insights and hands-on exposure to Bangladesh's logistics industry.

Pathao Limited, the market leader in Bangladesh's on-demand digital services industry, hosted this internship. The internship program was designed to improve the intern's abilities and knowledge by providing exposure to real-world business environments and telecoms sector dynamics.

Throughout my internship, I was actively engaged in activities and responsibilities inside the OSD Courier Operations central team, acquiring personal exposure to Pathao Courier's operational aspects. The report breaks down the actions completed throughout the internship time, stressing the problems encountered and the use of academic knowledge to solve them.

Pathao Courier, renowned for its innovative approach to logistics and last-mile delivery, operates as a key player in the courier industry of Bangladesh. The report finds into Pathao Courier's tactics for optimizing linehaul operations, addressing issues such as lack of control, reliance on third-party logistics suppliers, increased processing costs, inadequate resource utilization, communication errors, and aging parcels.

Recommendations for improving Pathao Courier's linehaul operations include implementing automated sorting systems, updating mapping technologies, increasing personnel in relevant departments, encouraging team collaboration, and leveraging technological advancements for operational efficiency.

Overall, this internship experience provided me with excellent skills, knowledge, and insights into the logistics sector, setting the path for future personal and professional development. The hands-on experience gained at Pathao Limited and the analysis of Pathao Courier's operations have provided a solid foundation for future career endeavors in the dynamic and evolving landscape of the logistics sector in Bangladesh.

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Chapter 01: Introduction

The logistics sector plays a very crucial role in the flow of products and services, acting as a backbone for numerous businesses worldwide. In the context of Bangladesh, a country undergoing fast economic expansion and urbanization, the logistics sector has emerged as an important economic driver. Within this sector, Pathao has carved a niche for itself by providing efficient and reliable delivery services.

Given the importance of the logistics business and Pathao's position, this work explores the optimization of linehaul operations, with a special focus on the Outside Dhaka (OSD) transportation and logistics (TNL) network. Understanding and improving these operations are essential for Pathao Courier to ensure seamless delivery services, enhance customer satisfaction, and maintain its competitive edge in the market.

The opportunity to have my internship at Pathao Limited came as a result of the requirements of the BTM 4800 Internship course, which is an integral part of the final semester curriculum for students in the Department of Business and Technology Management, IUT. As part of this 9-credit internship course, I was required to undertake a four-month internship with a reputable organization, and I was fortunate enough to secure a placement at Pathao Limited.

1.1. Background of the Report

As an intern at Pathao Limited, I got a unique opportunity to immerse myself in the dynamic world of technology-driven logistics. Pathao Limited, founded in 2015, transmitted waves in the Bangladeshi industry with its revolutionary ride-sharing platform, quickly becoming a household brand among urban commuters looking for convenient transportation options. Pathao has broadened its services over the years, expanding into industries like food delivery, courier services, and more, strengthening its position as a leader in the country's booming digital startup landscape.

Within Pathao Limited, my internship has primarily focused on the operations and optimization of Pathao Courier. My role has required me to delve deeply into the nuances of Pathao Courier's operation, infrastructure, and workflows with a keen eye on improving efficiency and customer satisfaction. My internship experience has given me invaluable insights into the inner workings of Bangladesh's fast-changing logistics scenario, from analyzing the subtleties of routine operations to identifying potential for improvement within the OSD TNL network. By utilizing advanced technology and collaborating with talented professionals, I have acquired firsthand experience in tackling the obstacles and grasping the chances present in the delivery and logistics industry, thereby supporting Pathao Courier's objective of transforming the way goods are delivered and transported in Bangladesh.

1.2.   Objectives

The primary objective of the four-month internship was to obtain an in-depth understanding of Pathao Limited's courier operations process and how it contributes to the company's overall goals. This internship, similar to an introductory business course for undergraduate students, gave me significant insight into the inner workings of a dynamic organization.

1.2.1. Main Objective

This report provides a full overview of the activities I participated in during my internship, attempting to demonstrate my understanding of the work completed and the experiences gained during the program. This report aims to evaluate the level of knowledge and skills gained throughout the internship time by comparing my actions and learning outcomes inside the organization.

1.2.2. Specific Objectives

- To analyze and evaluate the linehaul operations of Pathao Courier within the context of its Outside Dhaka (OSD) transportation and logistics (TNL) network to find areas for optimization and development.
- To evaluate the present operations, infrastructure, and workflows used in Pathao Courier's linehaul operations, emphasizing the OSD TNL network.
- To thoroughly evaluate Pathao Courier's challenges and opportunities for optimizing its linehaul operations.
- To find out innovative ideas and best practices used by Pathao Courier and other competitors to increase linehaul efficiency and cost-effectiveness.

1.3.   Methodology

A comprehensive methodology was utilized to accomplish the aforementioned objectives. This involved the use of both primary and secondary research techniques.

1.3.1. Data Sources

Primary Sources

The study spends a significant amount of time explaining the information obtained through primary research. In-person observations, vital stakeholder interviews, and involvement in relevant Pathao Courier projects and operations were all part of the primary research process.

Information Sources:
- Colleagues and Seniors
- Office Employees
- The notes I maintained during the internship tenure

Secondary Sources

The Secondary research included a comprehensive analysis of the body of knowledge regarding the logistics industry in Bangladesh, including reports, data from regular operations, and project works involved during internship tenure.

1.4. Scopes of the Report

The work includes an in-depth evaluation of Pathao Courier's linehaul operations, with an emphasis on the transportation and logistics (TNL) network outside of Dhaka (OSD). The examination covers a wide range of delivery and logistics solutions offered by Pathao Courier, including but not limited to the workflows, infrastructure, and processes necessary to enable smooth delivery services.

In addition, this report's scope includes a thorough examination of the opportunities and difficulties Pathao Courier experienced in the context of its linehaul operations. This includes evaluating the effects of outside variables on Bangladesh's delivery and logistics sector, such as legal frameworks, market dynamics, and technology breakthroughs.

In addition, the scope encompasses the identification of opportunities for streamlining and enhancing Pathao Courier's linehaul operations to improve overall effectiveness, trustworthiness, and affordability. This entails investigating cutting-edge tactics, industry best practices, and possible opportunities that could enhance service efficiency and guarantee customer satisfaction.

1.5. Limitations

As an intern at Pathao Limited, certain limitations need to be acknowledged in the context of this report. Firstly, my internship may have only covered a small portion of Pathao Courier's regular operations, which may have limited the breadth and depth of insights I was able to share in this report. Despite the efforts made to interact with diverse stakeholders and learn about all facets of the business, time restrictions or access issues may have prevented some nuances and complexities from being completely explored.

Furthermore, my experience and degree of expertise may have an impact on how I understand and apply the information gathered during the internship. Despite the efforts taken to ensure objectivity and accuracy in the analysis, the conclusions and suggestions expressed in this report may contain limitations or inherent biases.

In addition, there might have been difficulties in gathering data and information relevant to Pathao Courier's linehaul operations during the analysis phase. Access to some proprietary information may be restricted due to data privacy and confidentiality issues, which could limit the range of study in some areas.

Despite these limitations, every effort has been made to provide a comprehensive and insightful analysis of Pathao Courier's linehaul operations, drawing upon the knowledge and experiences gained during the internship period to contribute valuable insights to the discourse on optimizing delivery and logistics solutions in Bangladesh.

Chapter 02:
Company Overview

In a world where Silicon Valley technology titans frequently dominate headlines, emerging market pioneers are making waves around the world. Pathao, based in Bangladesh, has emerged as a forerunner in this wave of innovation, outmaneuvering Western peers and winning a spot among the top 40 firms altering the game globally.

Pathao is a Bangladeshi on-demand digital platform startup based in Dhaka, Bangladesh. The company is currently operating in two countries: Bangladesh and Nepal. The Bengali term "পাঠাও" means "Send". The company was founded by Fahim Saleh, Hussain M Elius, and Shifat Adnan. Founded in 2015, Pathao is among the fastest-growing tech startups in Asia which has dedicated itself to creating solutions to minimize infrastructural problems. Currently, Pathao provides ride-sharing, food delivery, courier, e-commerce, and other many more services. It operates on a Super-App concept, providing all of its services through a single app.
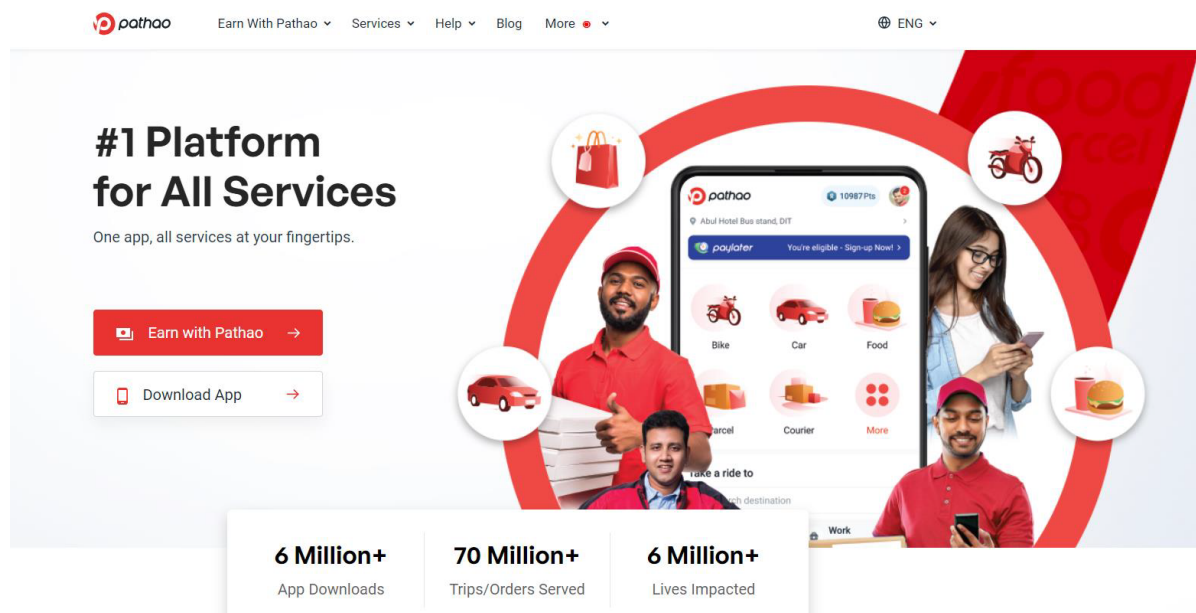
Figure 1: Pathao Website Home

2.1.   Company History

Pathao launched as a delivery service for Bangladeshi e-commerce companies in 2015, using motorbikes and bicycles. There was a huge demand for the service at that time as it was cheap and saved time too. Later in 2016, it embarked on its ride-sharing journey at a time when the concept was still relatively new in Bangladesh, and by March 2018, it had successfully signed up over 100,000 drivers and approximately 1 million users nationwide. Pathao's game-

changing moment occurred in December 2016 with the debut of its app, and there was no looking back.

Regarding how Pathao was created, in an interview with Future Startup, published in June 2018, Pathao Founder and CEO Hussain M Elius said, "In the early days, Pathao was just a concept, a small initiative born out of a secret Facebook group. We asked our friends if they needed anything delivered, and it soon evolved into something more. As we made deliveries on our motorbikes, we pondered whether we could utilize our bikes more efficiently. This led to the idea of motorcycle transportation and ride-sharing in Bangladesh.

Unlike countries like Vietnam or Indonesia, where motorcycle transportation culture was already established, Bangladesh lacked such a culture. With Pathao, we aimed to create that culture and address the pent-up demand for a service that saves time and energy. Initially, we started with just 5 bikes, managing ride requests manually through phone calls and Excel sheets. It was tedious. However, everything changed when we launched our app in December 2016. The app revolutionized our operations and business model, leading to rapid growth and expansion."

Pathao's ride-sharing business, which began in Dhaka and eventually expanded to Chittagong and Sylhet in Bangladesh and Kathmandu in Nepal, quickly gained traction. However, the company did not stop there; it expanded its services to include Pathao Food, Pathao Parcel, Pathao Courier, Pathao Shop, Pathao Tong, and Pathao Pharma.

Pathao launched Pathao Food in 2018, which quickly became Bangladesh's largest online meal delivery business. Pathao Courier has expanded across the nation and is now one of the largest third-generation couriers in the country. Pathao Parcel enabled customers to send small parcels within Dhaka city.

Notably, Pathao dealt with the issues created by the COVID-19 pandemic by relaunching "Pathao Tong," a service that claims to deliver vital groceries, food, medicine, and health items to clients' doorsteps in under 40 minutes.

2.2.   Vision and Mission

"Moving Bangladesh forward and upward by building the platform for entrepreneurs" encapsulates the visionary mission of Pathao. At its core, this vision represents Pathao's dedication to driving socioeconomic growth and empowerment in Bangladesh through technological innovation and entrepreneurship.

Pathao's aim goes beyond just transportation and logistics; it encompasses a broader goal of creating a thriving ecosystem of micro-entrepreneurs and small to large businesses that contribute to the country's economic growth. Pathao aims to democratize access to entrepreneurship and economic opportunities, whether by allowing drivers to earn a living through ride-sharing or giving merchants a platform to reach a wider audience through delivery services.

By fostering a culture of innovation and collaboration, Pathao endeavors to position Bangladesh as a hub for technological advancement and entrepreneurial excellence on the global stage. Pathao aims to unleash the full potential of Bangladesh's developing startup ecosystem through partnerships, various programs, and initiatives targeted at cultivating talent and supporting innovation, consequently creating long-term progress and prosperity for future generations.

2.3.   Core Values of Pathao

Pathao's core values embody the company's spirit and guiding principles. Pathao's unwavering dedication to these values drives its efforts to develop a culture of integrity, collaboration, and empathy throughout its organization:

- **Customer First:** At Pathao, the customer is everything. Every decision and action is motivated by an unwavering commitment to serving and enriching the lives of clients. Recognizing that decisions immediately affect thousands of individuals, the company prioritizes their needs and pleasure above all else.

- **One Pathao**: Collaboration is the key to our success. At Pathao, there are no silos or barriers; everyone in the company works as One Pathao, driven by a common mission and collective responsibility. Every member of the team plays an important part in moving the vision forward, and working together to overcome obstacles and achieve excellence.

- **Everyone Matters:** Every member of the Pathao family is valued and appreciated. Regardless of job or position, each member makes a distinctive contribution to the overall success. Pathao values diversity and inclusivity and believes that everyone's contributions are equally vital in defining our organization's future.
- **Empathy and Kindness:** Beyond knowledge and drive, Pathao sees empathy and kindness as key attributes in their employees. they think that accomplishments and the beneficial impact on others measure true success. Pathao fosters a culture of empathy and kindness, creating a supportive and caring atmosphere in which the team members can grow both personally and professionally.

2.4.   Pathao Logo and Tagline

Pathao, once known by its tagline "Moving Bangladesh -- with You," embarked on a transformative journey that extended far beyond mere transportation services. The company adopted a broader goal, striving to establish a seamless bond with its customers and offer various services through a single super-app. As a part of this, on October 25, of last year, the company unveiled a new logo and tagline, "**HERE WITH YOU**", which perfectly captured this change in emphasis.

Figure 2: The Old Logo of Pathao

Figure 3: The New Revamped Pathao Logo

The change from Pathao's previous tagline to its current one represents a significant development in the organization's mission and identity. Initially centered around the concept of moving Bangladesh forward through innovative logistics and transportation solutions, the company recognized the need to adapt and expand its offerings to serve its customers better. The previous tagline emphasized the cooperative effort of Pathao and its users to promote good change, capturing the spirit of mobility and advancement.

But as Pathao expanded its offerings beyond ride-sharing and courier to include food delivery, financial solutions, and many more, it became clear that the company had more to offer than just transportation. The redesigned motto, "Here With You," conveys a stronger dedication to supporting clients in every aspect of their everyday lives. It demonstrates Pathao's commitment to creating smooth connections and offering its clients continuous support in any situation.

In addition, the updated logo functions as a visual portrayal of Pathao's wider range of offerings. By incorporating elements that symbolize various services such as ride-sharing, food delivery, and financial transactions, the logo embodies the diverse range of solutions

Pathao provides to its customers. It represents a change in perspective from being seen as just a ride-sharing company to being seen as an all-inclusive platform that takes care of many daily needs.

Essentially, the change from the previous slogan and design to the current one symbolizes Pathao's development from a logistics-focused service provider to a diverse partner committed to improving the lives of its users. It highlights the business's dedication to creativity, flexibility, and most importantly, its unwavering focus on empowering and supporting its customers.

2.5.   Management of Pathao

The dynamic organizational structure of Pathao Limited is intended to support effective communication and decision-making processes. Pathao's strategy for leadership is based on its dedication to creating an open culture where communication is unrestricted at all organizational levels. Transparency allows smooth communication between the executive and grassroots levels, allowing for the timely sharing and acting of insightful comments.

Pathao's promotion of direct communication between staff members at all levels and senior management is at the forefront of this open culture. By giving frontline employees the confidence to address ideas, problems, and suggestions directly to decision-makers, this strategy promotes a feeling of accountability and ownership across the entire organization. Pathao fosters an environment where each employee feels heard and respected by tearing down conventional hierarchical barriers, which promotes innovation and ongoing improvement.

The management of Pathao understands how crucial it is to use technology to improve service delivery and expedite processes. The business makes investments in reliable digital tools and communication platforms that enable team members to collaborate and share information in real-time. With a focus on technology, Pathao can quickly adjust to changing customer needs and market conditions, setting itself up for long-term success in the rapidly growing logistics sector.

Additionally, Pathao emphasizes talent development and empowerment heavily. The organization provides its employees with the necessary skills and knowledge to succeed in their professions through extensive training programs and mentorship efforts. Furthermore, Pathao cultivates a culture of accountability and autonomy, enabling staff members to take responsibility for their work and make data-driven decisions that improve company results.

2.5.1. Organizational Structure

Pathao Limited functions using a flexible and dynamic organizational structure that promotes effective decision-making and departmental collaboration. The structure's ability to respond quickly to changing market conditions and customer needs is made possible by its distinct authority and communication channels.

The organizational chart of Pathao Limited is given below:

```
                    CEO
                     │
            Sr. Vice President
                     │
             Vice President
                     │
                 Director
                     │
            General Manager
                     │
             Senior Manager
                     │
                 Manager
                     │
             Deputy Manager
                     │
            Assistant Manager
                     │
             Senior Executive
                     │
                Executive
                     │
             Jr. Executive/OA
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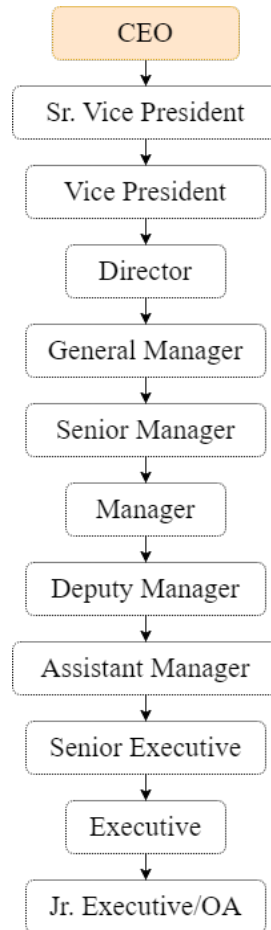
Figure 4: Organizational Hierarchy of Pathao

2.5.2. Organizational Functions

The organizational functions of Pathao Limited are arranged strategically to support the wide range of services and activities that it offers. Every department is essential to the overall success of the business, with specialized teams cooperating to accomplish shared objectives. Pathao's departments, ranging from marketing and customer service to operations, technology,

and many more, are expertly crafted to satisfy the needs of its swiftly growing customers and guarantee the highest level of efficiency.

Some important functions of Pathao Limited are:

- **Product:** In charge of developing, creating, and perfecting Pathao's wide range of digital products and services to satisfy customers' changing demands.

- **Engineering:** Made up of skilled technologists and engineers, this division is responsible for creating and managing a scalable and reliable technical foundation to support Pathao's operations.

- **Design:** Responsible for developing intuitive and user-friendly interfaces for all of Pathao's platforms, the Design division guarantees a smooth and aesthetically pleasing user experience.

- **Finance, Accounts & Procurement:** Manages Pathao's financial operations, including budgeting, accounting, procurement, and strategic financial planning to support the company's growth objectives.

- **Human Resources & Culture:** Cultivates a positive work environment and fosters employee development and engagement to attract, retain, and empower top talent within Pathao's workforce.

- **Administration & IT:** Manages IT infrastructure and oversees administrative tasks to make sure daily operations run smoothly and meet the organization's technology requirements.

- **Legal, Regulatory & Corporate Affairs:** Ensures compliance with relevant laws and regulations, manages legal risks, and handles corporate affairs, safeguarding Pathao's interests and reputation.

- **Marketing:** Drives brand awareness, customer acquisition, and engagement through strategic marketing initiatives across various channels.

- **Rides Operations:** Oversees the operations and logistics of Pathao's ridesharing services, including driver-partner management, ride allocation, and safety protocols.

- **Rides Operations:** Oversees the operations and logistics of Pathao's ridesharing services, including driver-partner management, ride allocation, and safety protocols.

- **Food Operations:** Manages the day-to-day operations and logistics of Pathao's food delivery services, guaranteeing that customers' orders from partner restaurants are delivered promptly and effectively.

- **Customer Experience:** Focuses on delivering exceptional customer service and support across all touchpoints, resolving inquiries, and ensuring customer satisfaction.

- **Marketplace:** Oversees Pathao's online marketplace, which links merchants to consumers and makes transactions easier on the platform.

- **Fulfillment:** Oversees all aspects of Pathao courier operations, including transportation, scheduling, package handling, and pickup. Organizes order processing, inventory control, and fulfillment activities to guarantee prompt product delivery.

- **Pathao Pay:** Manages Pathao's digital payment platform, facilitating secure and convenient transactions for users within the Pathao ecosystem.

2.5.3. Organizational Development and Employer Branding

Employer branding and organizational development (OD) are essential elements of Pathao's growth strategy that shape the company's culture, values, and reputation. To maximize performance, OD entails systematically improving organizational effectiveness and promoting change. The goal of Pathao's OD activities is to maximize resources, workflows, and overall performance to maintain the company's competitiveness and flexibility in response to changing customer demands. Through the promotion of an ongoing culture of development, Pathao develops an environment that is favorable to innovation and growth.

Employer Branding is equally crucial for Pathao, as it influences how the company is perceived by potential employees. Pathao recruits and retains top talent in Bangladesh's competitive job market by successfully conveying company values, culture, and benefits. Pathao presents itself as a desirable employer by providing incentives, benefits, and prospects for promotion, fostering a favorable workplace environment conducive to employee satisfaction and retention.

By coordinating its OD initiatives with recruitment goals, Pathao develops a friendly workplace that improves its capacity to draw in and hold on to top talent. Pathao's operations are strengthened, resource usage is optimized, and a pleasant workplace culture is promoted by this strategic alignment. By prioritizing OD and Employer Branding, Pathao accelerates its growth trajectory and maintains its position as a leader in the market, all while nurturing a dynamic and supportive organizational culture.

2.6. Products and Services of Pathao

Pathao has a very diverse product and service portfolio. Their services can be divided into 4 distinct segments. These are:

i. Transportation
 ii. Delivery and Logistics
iii. Financial Solution
 iv. Shopping

- **Transportation:**

  o **Pathao Bike:** Pathao Bike offers on-demand motorcycle rides to customers, providing a convenient and affordable transportation option for short-distance travel within urban areas.

  o **Pathao Car:** Pathao Car extends the ride-hailing service to include car rides, catering to customers who prefer more spacious and comfortable transportation options for their commutes or trips without any hassle. There are 3 different types of Car services available.

    - **Car Plus:** This service offers affordable AC cars suitable for up to 4 passengers, ideal for daily commutes.

    - **Car Prime:** Experience peak comfort and safety with well-maintained cars, perfect for small groups of 4 or individuals.

    - **Car Max:** These 7-seater vehicles comfortably accommodate up to 6 passengers, making them ideal for group outings and hangouts.

  o **Pathao Rental:** Pathao Rental gives consumers the option to rent cars for extended periods, providing convenience and flexibility for people in need of short-term mobility options.

- **Delivery and Logistics:**

  o **Pathao Food:** Pathao Food partners with restaurants to deliver a variety of cuisines to customers' doorsteps, enabling convenient dining experiences at home or the office. Restaurants can join Pathao Food through the Pathao Resto platform, and individuals with bikes or cycles can earn by becoming food men.

  o **Pathao Parcel:** Pathao Parcel facilitates the emergency delivery of packages and parcels, offering reliable and efficient courier services for both personal and business-related shipments. This service is currently available in Dhaka and Chattogram but is constantly expanding to more places.

  o **Pathao Courier:** Pathao Courier specializes in fast and secure delivery of documents, parcels, and packages, serving businesses and individuals with nationwide coverage and real-time tracking capabilities.

- **Financial Solution:**

  o **Pathao Pay:** Pathao Pay is a digital payment system that facilitates cashless purchases of Pathao's services, hence enhancing convenience and security in financial dealings. Some of the features of Pay are:

    - Add Money
    - Send Money
    - Request Money
    - Make Payments
    - Withdraw Money
    - Link Bank or Card

  o **Pathao Pay Later:** This service improves affordability and convenience by allowing users to pay for their journey, delivery, or purchases at a later time.

- **Shopping:**

  o **Pathao Shop:** With a wide selection of genuine goods from dependable vendors, Pathao Shop provides an online shopping experience that guarantees dependability and quality. It offers fast shipping and a seamless shopping experience with a carefully chosen collection that is customized for every user.

  o **Pathao Pharma:** Pathao Pharma, launched in March 2020, expanded its services in July 2020 to include delivery of prescribed medicine in under 40 minutes by uploading prescriptions on the app. It makes use of PharmaOS, an internal integrated software platform, that guarantees order efficiency and provides users with convenient real-time updates and payment alternatives.

  o **Pathao Tong:** Pathao Tong, a service re-launched amid the pandemic, delivers essentials within 40 minutes, offering groceries and daily necessities through collaborations with super shops and local vendors.

2.7.   Pathao's International Operations

Pathao Limited has established a significant presence in Nepal, particularly excelling in ride-sharing and food delivery services. In contrast to Bangladesh, where it faces difficulties competing with big names like Uber in the ride-sharing sector, Pathao has an impressive advantage in the Nepali market. Due to the lack of rival platforms and high rider availability, Pathao can provide affordable prices and effective services to its customers. Focusing on short-distance rides, Nepal has an incredible ride count - nearly four times more than all of Bangladesh's main cities put together. Similar to Bangladeshi cities, Nepal's rapidly expanding food delivery and courier industry is thriving there as well. Inspired by its success in Nepal,

Pathao is now considering growth into other small but viable nations, using its knowledge and skills to access enormously prospective new markets.

2.8.   Platforms of Pathao

Pathao operates on a super-app model, offering multiple services under one platform to its end customers through the "Pathao" app. Pathao serves as a link between customers looking for faster safer transportation, food delivery, parcel or courier services, and service providers like restaurants, merchants, bike riders, car drivers, and courier agents. **Pathao, Pathao Drive, Pathao Agent, Pathao Merchant, and Pathao Resto** are the five primary mobile apps that make up the platform.

- **Pathao App:** The Pathao main app serves as a super app, directly connecting to end customers and offering a myriad of services within one platform. From ride-sharing to food and parcel delivery, customers can access multiple services seamlessly without the need for separate installations. This app streamlines the user experience, eliminating the hassle of managing individual apps, and remains exclusively for end customers to access Pathao's versatile offerings.
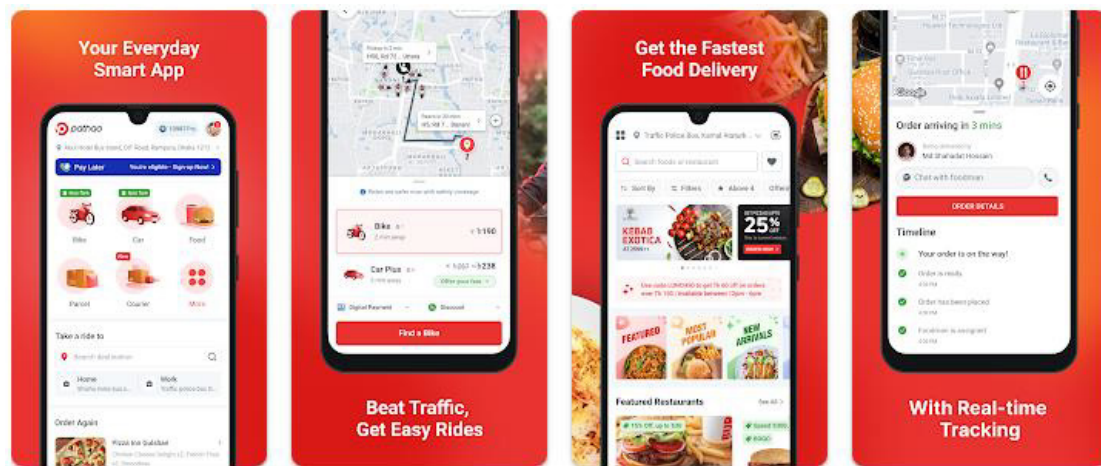
Figure 5: Pathao Mobile App

- **Pathao Drive:** The Pathao Drive app is exclusively designed for Pathao riders, captains, and cyclists who are passionate about motorbiking, driving, or cycling and seek to earn money through their passion. It gives them the freedom to work whenever they want and allows them to make money off of their passion for driving and riding.

- **Pathao Agent:** The Pathao Agent app is specifically designed for Pathao Delivery and Pickup Agents, offering them a specialized platform to optimize everyday tasks with increased efficiency and tracking features. Agents can easily connect with the ERP system

used by Pathao Courier and can manage their activities with this, maximizing productivity by streamlining their workflow and guaranteeing on-time deliveries and pickups.
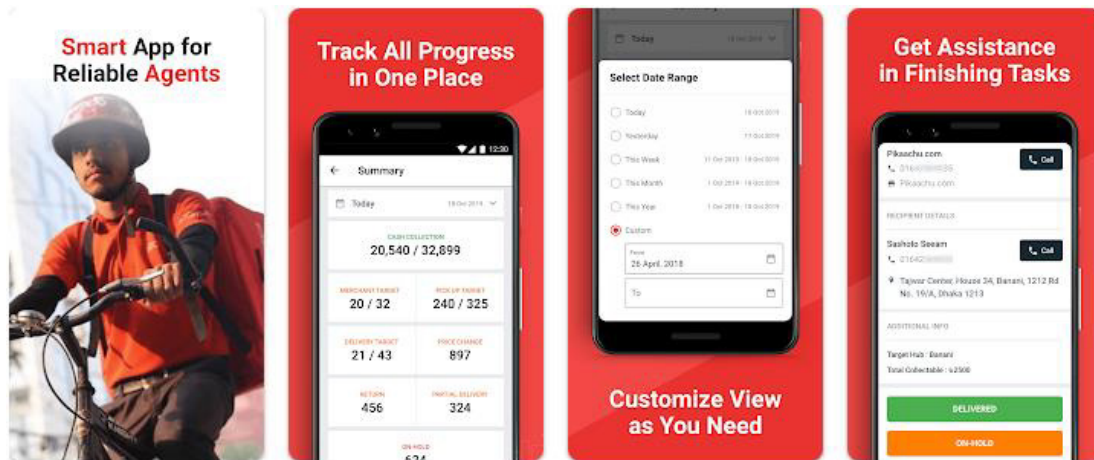
Figure 6: Pathao Agent Mobile App

- **Pathao Merchant:** The Pathao Merchant panel is designed to empower merchants with tools for managing the deliveries of their business seamlessly. The dashboard is easy to use and gives merchants real-time order tracking, management, and delivery tracking. Furthermore, the Pathao Merchant App provides ease for merchants who are constantly on the go. It allows them to remain connected and maintain control over their business operations from any location at any time.
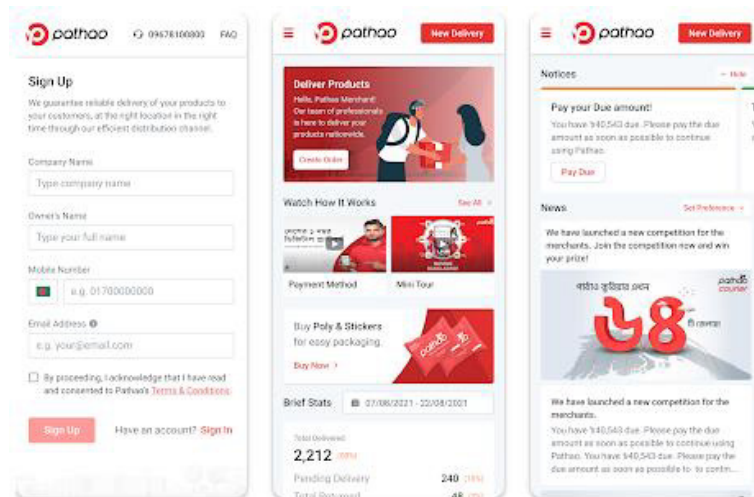
Figure 7: Pathao Merchant Mobile App

- **Pathao Resto:** The Pathao Resto app is designed specifically for restaurant operators; it allows for easy order processing and real-time alerts of customer orders. Through the system, owners may keep an eye on earnings, assess best-selling items, and track daily

sales. Launched in early 2022, this app empowers restaurant partners to efficiently manage orders and provide excellent service, even during peak hours.

2.9.   Profitability

In Bangladesh's startup scene, Pathao's journey to profitability is an inspiring story. Its success story not only demonstrates the founders' vision and ingenuity but also exemplifies how developing market businesses can disrupt and outperform even the most established Western players. Despite obstacles in the market, such as competitors scaling down or quitting because of external factors like the conflict in Ukraine, Pathao was profitable by the middle of 2022, carving out a niche in the tech business, with over 8 million members and a projected revenue of $14 million by 2022. The company's strategic shift towards logistics services, especially with the growth of Pathao Courier, was significantly responsible for this accomplishment.

Pathao invested in building a national infrastructure for third-party logistics (3PL) courier services, demonstrating an excellent understanding of the growing demand for online shopping outside of the capital. Over the past two years, Pathao Courier has seen exponential development, with its business rising more than sixfold. Amazingly, this growth was attained without increasing volume or using discounts. Pathao Courier currently handles about one lakh packages every day, capturing half of the 3PL market share.

The success of Pathao Courier can be credited to its reliable and fast service, which has established it as the go-to logistics partner for Bangladeshi e-commerce firms. Thanks to its success, Pathao has been able to considerably expand into markets outside of Dhaka; currently, these areas receive almost two-thirds of its parcel deliveries.

Together with its food delivery and ride-hailing verticals, Pathao's courier service has made it the only successful business in certain markets. This profitability highlights the business's capacity to offer the appropriate product to the appropriate customer base, economically giving value while maintaining long-term viability. Pathao's success also stems from its strong internal ecosystem and strong technological infrastructure, both of which were essential to the company's rise to profitability and market supremacy.
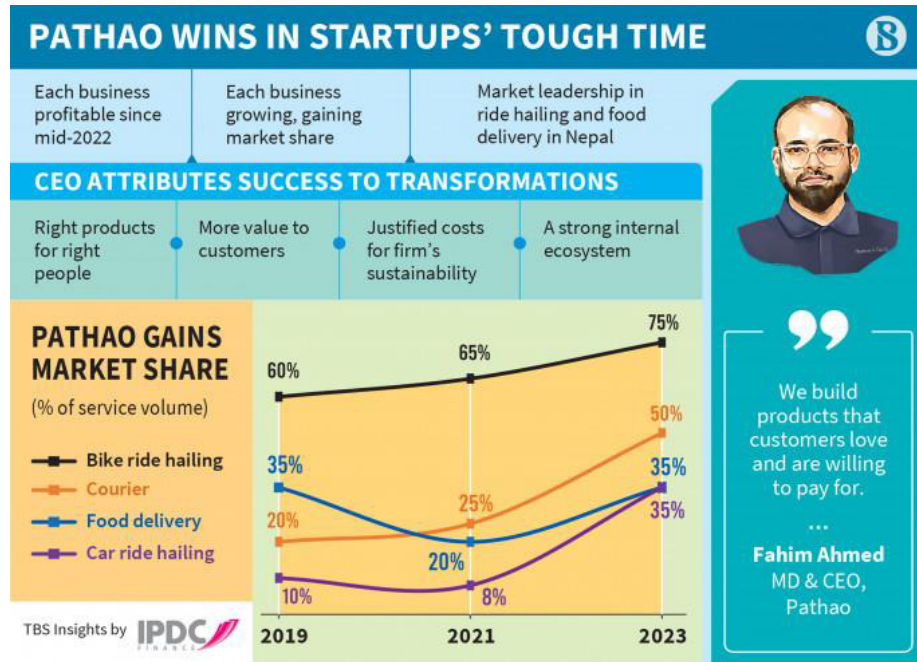
Figure 8: Pathao Wins in Startups' Tough Time (Source: TBS)

2.10. Safety and Inclusivity at Pathao

Pathao understands that feeling safe and included is paramount to a positive experience. As a result, they have put in place several features and guidelines that give priority to both.

- **Ensuring Safety:**

    o **Verified riders and drivers:** Pathao makes sure you're in good hands by putting all of its drivers through extensive background checks and training.

    o **SOS button:** The app has an easily accessible SOS button that, in an emergency, links you to Pathao's safety staff directly.

    o **Two-way rating and feedback system:** By allowing you to review your experience and provide feedback, this approach enables Pathao to keep up its high standards for safety and spot possible problems.

    o **Insurance coverage for riders and passengers:** Pathao provides accident insurance cover for both riders and passengers, offering peace of mind during your journey.

Keep #MovingSafely With Us!
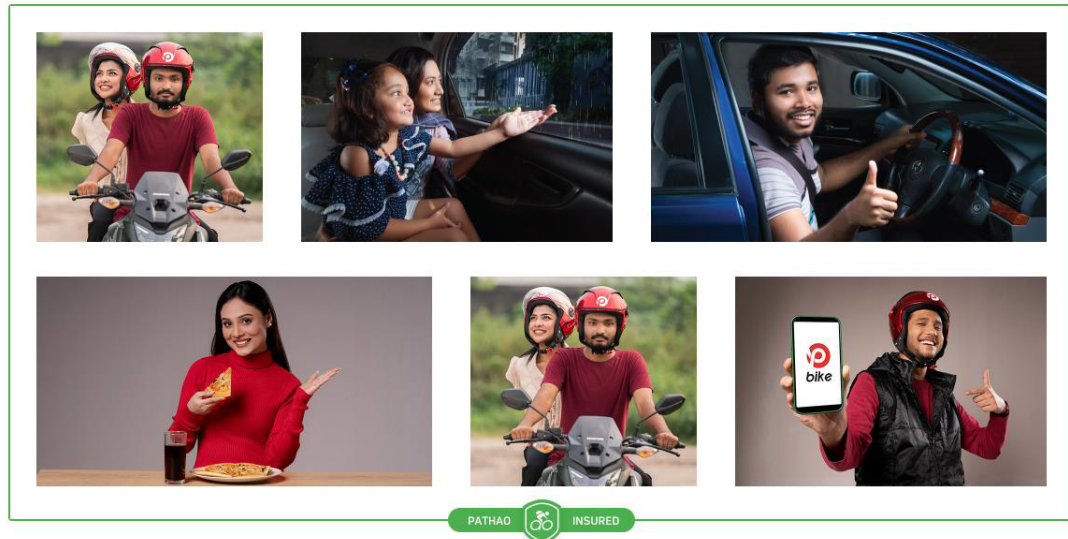
Figure 9: Safety at Pathao

- **Encouraging Inclusivity:**

  - **Reasonably priced options:** Pathao makes sure its platform is accessible to everybody by providing a range of services at various pricing points.

  - **User-friendly technology:** The app is made to be simple to use and intuitive for all users, regardless of the level of technical expertise.

  - **Multilingual support:** Pathao caters to diverse populations by offering support in multiple languages.

Pathao makes inclusivity and safety a top priority to make their platform user experience convenient and pleasant for all users. To guarantee that everyone feels comfortable and protected when traveling, the company is always developing and enhancing its safety measures.

2.11. Introduction to Pathao Courier

Pathao Courier is a pioneering force in Bangladesh's logistics and delivery services sector, providing smooth and dependable parcel delivery solutions adapted to the changing demands of businesses and consumers alike. Pathao Courier, emphasizing efficiency, innovation, and

client satisfaction, has emerged as a reliable partner for businesses and people looking for fast and secure delivery services across the country.

In an era of increasing e-commerce and digitization, Pathao Courier has established itself as a vital actor in facilitating the flow of products and improving the whole delivery experience. Pathao Courier uses innovative technology and an established logistics network to ensure delivery is fast and hassle-free, serving both B2B and B2C segments.

At the heart of Pathao Courier's operations is a dedication to quality, as seen by a constant pursuit of operational efficiency, transparency, and innovation. Pathao Courier continuously optimizes its operations by embracing digital transformation and harnessing data-driven insights to achieve higher service quality and surpass client expectations.

Pathao Courier, with its complete variety of delivery options, national coverage, and constant commitment to customer satisfaction, is well-positioned to lead the logistics sector into the future, driving growth and defining Bangladesh's delivery environment.

2.11.1. Services

Pathao Courier provides a range of delivery services tailored to meet diverse needs.

- **Express & Standard Delivery:** Delivering parcels in major cities like Dhaka, Chittagong, Sylhet, Khulna, and Rajshahi within 24-72 hours, with express delivery available in Dhaka within 4-6 hours.

- **Delivery Across the Nation:** Pathao Courier provides home delivery services in all districts of Bangladesh, guaranteeing that clients receive their purchases in 48–72 hours.

- **Fulfillment Solution:** Businesses can receive a comprehensive solution from customized services that include inventory management, order processing, packaging, and after-sales support.

- **Cash on Home Delivery:** Ensuring product safety throughout the delivery process, we offer 100% cash on delivery throughout Bangladesh.

- **Corporate Service/Contract Logistics:** Designed to meet the unique requirements of companies, tailored corporate services include help for inventory control and warehousing.

- **Parcel Return:** Offering end users a practical reverse logistics platform through which they may exchange or return goods to online retailers.

2.11.2. Service Steps

To avail of service from Pathao Courier, the following steps need to be followed:

A. Service Requester Registration Process:
  - Merchants self-declare their details while registering at
    https://merchant.pathao.com/register
  - For fund transfers, bank/MFS data are provided; Pathao is not responsible for errors.
  - Consent for data use and compliance with data privacy laws are ensured, with security measures in place.
  - Inquiries can be directed to Key Account Managers or Merchant Support.

B. Procedure for Service Requests:
  - Through Pathao's Service Request Panel, registered service requesters can provide specifics and recipient data.
  - Locations for pick-up and drop-off are specified by the service requester.
  - Packaging needs to adhere to VAT rates and transportation guidelines.
  - The Service Requester must ensure that deliverable descriptions are accurate.
  - The Service Requester is responsible for reporting unsafe places and ensuring that deliverables comply with the law.

C. Pick-up of Deliverables:
  - Pathao collects deliverables promptly upon receipt of the Service Request.
  - Deliverables must be prepared promptly to prevent delays and related costs.

D. Method of Delivery:
  - After deliveries are picked up by pickup agents, they are sent to be processed at the closest hub.
  - The central warehouse sorts according to several criteria.
  - Deliveries are sent to the sorting centers of the delivery hub, where they are sorted and forwarded to the last-mile hub for final delivery.
  - Pathao adheres to specified delivery timeframes and notifies Service Requesters of unexpected delays.

E. Cash on Delivery (COD):
  - For COD deliveries, cash is collected; for non-COD deliveries, clients must pay in advance.

F. Payment to Service Requester:
  - Pathao's Service Fee is deducted from COD collections.
  - For deliveries that are not COD, the service fee is deducted from the amount owed to the service requester in cash.
  - Every day, funds are disbursed, and on the day of disbursement, service requesters receive a Statement of Payment.

G. Return of Deliverables:

- o   Deliverables that are canceled or not completed are returned to the service requester together with any necessary costs.
- o   Many delivery attempts may cause wear and tear on the packaging.

H. Compensation for Loss/Damage:

- o   Compensation for loss or damage due to Pathao's negligence is determined mutually.
- o   If the Service Requester breaches the Agreement, no payment is made.
- o   Payment is limited to the invoice value of BDT 10,000, and Pathao's entire obligation is excluded.

2.11.3.   Benefits

- • **Convenience:** Customers can easily book their deliveries through the Pathao app, providing a hassle-free experience. With real-time tracking and regular updates on the package's status, users can stay informed every step of the way.

- • **Affordability:** Pathao Courier offers competitive pricing options, making it a cost-effective choice compared to traditional courier services. Customers can enjoy reliable delivery services without breaking the bank.

- • **Reliability:** With a network of experienced riders, Pathao ensures that packages are delivered promptly and in good condition. Customers can trust Pathao's reliable service to meet their delivery needs efficiently.

- • **Safety:** Pathao prioritizes safety throughout the delivery process, from secure packaging to trained riders. Customers can have peace of mind knowing that their packages are handled with care and delivered safely to their destination.

- • **Transparency:** Pathao provides clear upfront pricing and estimated delivery times, allowing customers to make informed decisions before booking their delivery. This transparency enhances trust and confidence in Pathao's services among its customers.

2.12.   Porter's Five Forces Analysis

- • **Threat of New Entrants: Low to Moderate**
  Although there are opportunities for new entrants in the logistics industry, there are also significant obstacles to entry, such as the requirement for substantial investments in fleet management, infrastructure, and technology. Established players like Pathao Courier benefit from economies of scale, brand recognition, and established networks, making it challenging for new entrants to compete effectively.

- **Bargaining Power of Suppliers: Low**
Pathao Courier's suppliers, such as merchants and transportation providers, typically have limited bargaining power due to the presence of multiple suppliers in the market. Additionally, Pathao's diversified network allows it to negotiate favorable terms with suppliers, mitigating the risk of supplier-induced fluctuations.

Figure 10: Porter's Five Forces of Pathao

- **Buyers' Bargaining Power: Moderate**
While individual customers may have limited bargaining power, collectively, businesses and merchants that utilize Pathao Courier's services wield significant influence. However, the availability of alternative logistics providers may provide buyers with options, exerting some downward pressure on prices and service terms.

- **Threat of Substitutes: Low**
The threat of substitutes for Pathao Courier's services is relatively low due to the specialized nature of logistics operations. While there could be other courier services available, very few can compare to Pathao Courier's magnitude, efficiency, and reliability in operation. The incorporation of technology and value-added services sets Pathao apart from possible competitors even more.

- **Competitive Rivalry: Moderate to High**

  There is moderate to high rivalry among the firms in the logistics sector as they compete for market share. While Pathao Courier enjoys a strong position in the market, it faces competition from traditional courier services like Sundarban, SA Paribahan, etc., and its similar logistics services like RedX, Steadfast, Paperfly, etc. To stay ahead of the competition in the market, differentiation through pricing strategies, service quality, and technological innovation is essential, which Pathao continuously tries to improve.

2.13. SWOT Analysis

- **Strengths:**
  - As one of the pioneering home delivery services in Bangladesh, Pathao Courier benefits from strong brand recognition and trust among customers.
  - Pathao Courier operates across 64 districts, offering comprehensive coverage and accessibility to both urban and rural areas.
  - With delivery times of 24 hours within Dhaka city and suburban areas and 48-72 hours outside Dhaka, Pathao Courier provides swift and reliable delivery services.
  - Pathao Courier leverages advanced technology and its in-house developed ERP system for efficient order management, tracking, and delivery optimization.
  - In addition to standard courier services, Pathao offers value-added services such as express delivery, fulfillment solutions, and cash on delivery, catering to diverse customer and merchant needs.

- **Weaknesses:**
  - Pathao Courier's services are highly dependent on the availability of riders, which might cause delays at busy periods or in places where there aren't enough riders.
  - Pathao Courier's operations and expansion attempts are challenged by operating in a dynamic environment with fluctuating infrastructural restrictions and regulatory complexity.

- **Opportunities:**
  - Pathao has a great chance to grow its services into unexplored areas of Bangladesh as well as into international geographic locations, given that it has previously established its operations, including the courier service, in Nepal.
  - Since COVID-19, e-commerce and f-commerce have grown significantly in Bangladesh resulting in rising demand for effective delivery and logistics services. This has given Pathao Courier opportunities for growth and market expansion.
  - Leveraging emerging technologies such as automation, artificial intelligence, ERP and data analytics can enhance Pathao Courier's operational efficiency and service offerings, improving customer satisfaction and competitive positioning.

- **Threats:**
  - o Pathao Courier faces competition from established traditional couriers and its peer logistics companies, as well as emerging startups, which may intensify competition for market share and customer loyalty.
  - o Pathao Courier's business strategy and expansion goals may face difficulties due to adjustments in rules or compliance requirements related to courier and logistics operations.

Strengths
- One of the pioneering home delivery services in Bangladesh
- Operates across 64 districts
- Provides swift and reliable delivery services
- Leverages advanced technology and ERP system
- Offers value-added services such as express delivery

SWOT Analysis

Weaknesses
- Services are highly dependent on the availability of riders
- Operations and expansion attempts are challenged by operating in a dynamic environment with fluctuating infrastructural restrictions and regulatory complexity

Opportunities
- Has a great chance to grow its services into unexplored areas of Bangladesh
- E-commerce and f-commerce have given opportunities for growth and market expansion

Threats
- Faces competition from established traditional couriers and its peerS
- Business strategy and expansion goals may face difficulties due to adjustments in rules or compliance requirements
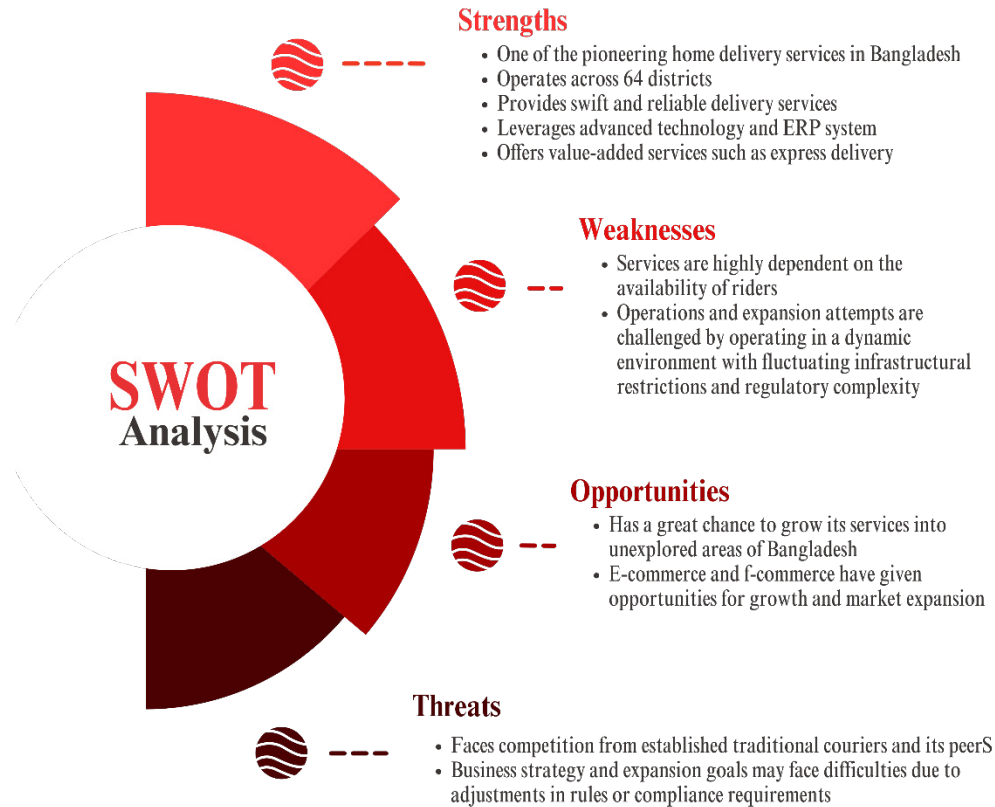
Figure 11: SWOT Analysis of Pathao

Chapter 03:
Industry Analysis

3.1. Industry Analysis - Logistics

The term Logistics encompasses the comprehensive management of resource acquisition, storage, and transportation to their final destination. This industry offers businesses a range of services to improve productivity, cut expenses, and optimize supply chain operations. These services include transportation, warehousing, inventory management, packaging, and many more.

In Bangladesh, the logistics industry plays a pivotal role in facilitating the seamless movement of goods and services from production to consumption. With a diverse range of activities spanning transportation, warehousing, inventory management, and packaging, the sector has experienced significant growth driven by factors such as e-commerce expansion and globalization. To meet the escalating demand for efficient logistics services, businesses increasingly rely on delivery service providers to streamline their supply chain operations.

As one of the most prominent home delivery services in Bangladesh, Pathao Courier is very well-known in the country's logistics sector. With operations in 64 districts, Pathao provides swift delivery services in Dhaka's metro area and surrounding areas in less than 24 hours, as well as 48–72 hours for deliveries outside of the city. Leading the way in the sector, Pathao Courier advances the development of the industry by offering reliable and efficient delivery options to consumers as well as businesses.

3.1.1. Industry Growth and Market Size

The courier industry in Bangladesh has witnessed remarkable growth in recent years, fueled by the surge in e-commerce activities, escalating demand for express delivery services, and advancements in logistics infrastructure. According to industry sources, the market for courier services grew significantly from prior years, reaching a valuation of over USD 750 million in 2021.

This expansion has been largely driven by the rapid growth of online shopping, e-commerce, and F-commerce platforms, which are meeting the needs and preferences of consumers in both urban and rural locations. As online platforms continue to gain popularity among individuals and businesses for purchasing goods and services, the demand for efficient and dependable courier services has surged, propelling the industry's expansion.

The COVID-19 pandemic catalyzed the courier industry's growth trajectory, intensifying demand for online shopping and home delivery services amidst lockdown measures and social distancing protocols. In 2020, during the pandemic's peak, the courier sector experienced an unprecedented surge in demand, with parcel volumes and revenue reaching unprecedented heights. The market size of the courier sector surpassed USD 1 billion for the first time, fueled

by consumers' increasing reliance on e-commerce platforms for both essential and non-essential purchases. The competition in the market began at that time.

While the need for remote purchasing during lockdowns initially created a spike in demand, the post-COVID era has seen a steady rise in online shopping preferences and a shift to digital transactions. As a result, the courier sector kept up its tremendous speed, with annual growth rates that are still significantly higher than they were before the pandemic.

3.1.2. Yearly Growth Trend of the Industry

Over the last ten years, Bangladesh's courier sector has grown at an astounding rate, averaging between 15% and 20% per year. Numerous critical performance metrics, such as package quantities, revenue, and market penetration, all show a steady upward trajectory.

For example, the number of goods handled annually by Bangladeshi courier services more than doubled from over 150 million to over 300 million between 2016 and 2020. At the same time, industry income skyrocketed from about USD 300 million to USD 750 million, showing a significant increase in market size and economic activity.

The COVID-19 epidemic had a major impact on Bangladesh's courier industry's yearly growth trend. The industry had a remarkable increase in growth in 2020, during the most severe phase of the pandemic, with yearly growth rates exceeding 25% in comparison to prior years. This increase was mostly caused by an increase in e-commerce activity and a greater need for courier services to transport necessities.

The courier business maintained strong performance in the post-COVID era, with annual growth rates consistently over 15% to 20%, despite a minor slowdown in growth rates. The consistent rise in parcel quantities, income, and market penetration has been facilitated by the deployment of digital technologies for delivery tracking and logistics management, as well as the shift towards online shopping brought about by the pandemic.

3.1.3. Maturity of the Logistics Sector in Bangladesh

Even though Bangladesh's courier industry has grown quickly recently, it is still in its infancy when compared to more developed markets outside the country. Even with the industry's tremendous growth, there is still a lot of room for innovation and improvement to keep up with changing consumer and company needs.

One indicator of the sector's maturity is the level of competition and market consolidation. While numerous courier companies are operating in Bangladesh, the market remains fragmented, with no single player dominating the industry. On the other hand, newcomers like

Pathao Courier, RedX, Paperfly, Steadfast, and others continue to have significant market shares with veteran companies like Sundarban and SA Paribahan.

Pathao Courier has emerged as a major player in the industry, delivering approximately 100,000 parcels daily, which accounts for half of the 3PL market. This expansion has happened despite obstacles like Paperfly's closure and RedX's downsizing. Notably, Pathao Courier succeeded despite not providing services to Daraz, the biggest online retailer in the nation.

The COVID-19 pandemic has accelerated the maturity of the courier sector in Bangladesh, prompting rapid advancements in service quality, technological innovation, and market consolidation. During the pandemic, courier businesses noticed a shift in consumer preferences towards online shopping and home delivery services. In response, they improved their delivery capacities, broadened their service portfolio, and made investments in digital solutions.

In addition to raising demand, this heightened competition among players in the industry encouraged market consolidation and cooperation. As a result, the Bangladeshi courier sector has grown more concentrated and competitive, with major competitors acquiring market share and broadening the range of their services.

The courier industry's maturity already started to be determined by its capacity to innovate, adapt, and satisfy changing demands from businesses and consumers. Opportunities and partnerships are expected to drive further growth and efficiency, positioning the industry for continued expansion and market development.

3.1.4. External Economic Factors and Their Effects on the Industry

The performance and growth trajectory of Bangladesh's courier sector are shaped by several external economic factors. The demand for courier services is heavily influenced by economic factors such as GDP growth, inflation rates, exchange rates, and consumer spending trends. For example, there is typically a rise in spending on products and services during times of economic expansion and rising trust among consumers, which increases the demand for courier services to help with deliveries. Conversely, economic downturns and decreased consumer confidence may result in reduced spending and lower demand for courier services.

The operational costs of courier services can also be impacted by changes in labor costs, fuel prices, and transportation costs, which can affect their pricing and profitability. This business may also be significantly impacted by changes to laws and rules about labor, trade, and taxes.

Overall, the performance of the courier industry is closely linked to the broader economic environment, and companies must closely monitor and adapt to external economic factors to maintain competitiveness and sustain growth.

3.1.5. *Seasonality of the Industry*

The courier industry in Bangladesh experiences seasonal fluctuations in demand, which can be attributed to various factors such as holidays, festivals, and weather conditions.

For instance, there is always a surge in parcel volumes during peak shopping seasons like Eid ul-Fitr and Eid ul-Adha, which doubles to regular when customers go on shopping sprees. Similar to this, there can be a spike in demand for gift delivery and express shipping services during holiday seasons and special occasions. On the other hand, delivery operations may be disrupted by bad weather or natural disasters, which could result in a brief decrease in parcel amounts and revenue.

Understanding and effectively managing seasonality is essential for courier companies to optimize resource allocation, staffing levels, and operational efficiency. By anticipating seasonal fluctuations and implementing proactive strategies, such as capacity planning, promotional campaigns, and contingency measures, companies can mitigate the impact of seasonality on their business performance.

3.1.6. *Technological Factors*

Technological advancements play a pivotal role in shaping the operations and competitiveness of the courier industry in Bangladesh. Delivery operations have been completely transformed by the use of digital technologies like GPS tracking, smartphone applications, and route optimization software. These technologies allow businesses to increase productivity, improve service quality, and give customers tracking capabilities.

Furthermore, improvements in automation could further improve throughput, save labor costs, and streamline warehouse operations. Automated sorting systems can increase parcel processing accuracy and speed significantly, allowing businesses to handle larger volumes more effectively.

Furthermore, demand forecasting and predictive analytics are made possible by the development of artificial intelligence (AI) and machine learning (ML) technologies, which enable courier businesses to foresee client needs, allocate resources optimally, and proactively handle operational difficulties.

3.1.7. Dependencies

The courier industry in Bangladesh is dependent on a variety of external factors and stakeholders to effectively operate and deliver services to customers. Transportation infrastructure, fuel pricing, labor availability, regulatory frameworks, and interactions with third-party logistics providers (3PLs) are examples of critical dependencies.

To make it easier to transport parcels and goods across the nation, dependable transportation infrastructure is necessary. Any disruptions or inadequacies in road transportation networks can impact delivery timelines and service quality.

Fuel prices are another major source of reliance for courier services since they have a direct impact on operating costs and profitability. Elevated gasoline prices could lead to higher delivery expenses, which might affect customer pricing and competitiveness. For courier businesses, labor availability, and skill levels are essential requirements, especially in areas like parcel sorting, delivery processes, and customer support. A shortage of skilled workers or high employee turnover rates can pose challenges to maintaining service standards and operational efficiency.

Furthermore, government regulations and compliance mandates can have an impact on courier operations and corporate strategies. To maintain legal compliance and reduce risks, businesses must manage the regulatory intricacies including licensing, taxes, labor laws, and environmental rules.

3.2. Competitive Landscape

The logistics and delivery services market is experiencing remarkable growth driven by increasing demand for various types of services including Business to Business (B2B), Business to Consumer (B2C), and Consumer to Consumer (C2C). Same-day delivery and regular delivery services are included in the segmentation based on service type. This growing trend is especially noticeable in Bangladesh, where logistics companies have a variety of prospects due to the e-commerce industry's rapid expansion. Several local logistics companies have received significant investments in recent years; Paperfly's USD 12 million fundraising round, led by Indian Ecom Express, is one example.

Alongside established players like Sundarban and SA Paribahan, the courier industry in Bangladesh is witnessing the rise of home-grown companies such as Pathao Courier, Delivery Tiger, eCourier, and ShopUp's REDx. These businesses have challenged established courier models and brought new ideas to last-mile delivery and logistics by utilizing technology to

improve customer experiences. The market's dynamic nature is highlighted by the emergence of global logistics giants like Lalamove and Delhivery, which further intensify competition.

Companies striving for market supremacy must differentiate themselves through service excellence, technological advances, and strategic partnerships in this very competitive world. Pathao Courier's rapid expansion and adoption of cutting-edge solutions have reshaped industry standards, prompting incumbents to innovate to remain relevant. With a focus on improving delivery speed, reliability, and convenience, companies strive to meet the evolving demands of Bangladesh's digital economy while adapting to the intensifying competition. Innovation and flexibility will be crucial for businesses looking to hold onto their competitive advantage and gain market share in Bangladesh's expanding courier sector as the industry continues to change.

Chapter 04:
Courier Operations of Pathao

4.1. Pickup Requesting Process

Pickup request refers to the process of scheduling a pickup agent to come and collect a package from a chosen location and start the process of delivering it to the recipient's address. Merchants can place a pickup request through the Pathao Merchant Dashboard by providing details about the package, pickup, and delivery addresses, and choosing a service option.

Merchants can also input single orders or multiple orders. They can also upload a CSV file which will automatically upload the details needed. The Merchant Dashboard is the front end for the pickup request process and can be accessed from https://merchant.pathao.com/

Necessary details that will be needed to be filled up are:

- **Store:** Merchants must select a specific store from the dropdown list, especially if they have multiple stores.
- **Product Type:** Indicate whether the product is a parcel or fragile. It's important to note that Pathao currently only accepts fragile product orders within Dhaka.
- **Merchant Order ID:** Merchants should input any unique ID they have assigned to the customer's order.
- **Recipient Details:**
  o **Name:** Provide the recipient's name.
  o **Phone:** Input the appropriate contact number.
  o **Address:** Specify the detailed address of the recipient.
  o **City:** Pathao will automatically calculate the city based on the detailed address.
  o **Zone:** After selecting the city, merchants need to choose the zone based on the order's address.
  o **Area:** The specific route will be selected from this field.
- **Delivery Information:**
  o **Time:** Select either Normal Delivery or Express Delivery.
  o **Weight:** Specify the weight of the order.
  o **Quantity:** Indicate the quantity of the product.
  o **Amount to Collect:** If the parcel operates on a Cash on Delivery (COD) basis, mention the amount of COD in this box.

After filling up all the necessary information and upon rechecking everything, if the merchant saves the order, a pickup request will be generated in the back-end dashboard of Pathao's Operation Management System (OMS). If the merchant cancels, there won't be any request generation.

Figure 12: Merchant Panel - New Order Create

4.2. The First-Mile Operations

The back-end processing begins with the entry of a pickup request order by the merchant into the system. Orders are processed both automatically and manually, with a focus on transitioning to full automation through data digitization and system development.

Orders enter the OMS system with a "Pending" status. Then, hub teams accept bulk orders for their hubs, changing the pending order status to "Pickup Requested," which lets the merchant know that their request has been received.

Requests for regular pickup are accepted between the hours of 2:00 PM and 4:00 PM; requests submitted after 4:00 PM may not be fulfilled. Express delivery requests are designated a pickup request slot at 12:00 PM, managed by a dedicated team. In cases where a merchant is unable to make a pickup request, the Key Account Manager (KAM) generates a dummy order using the merchant's information to eliminate the need for manual intervention.

Once orders are accepted, hub teams assign riders based on zones and run from their system. Pickup agents receive notifications and necessary information from their system upon assignment, then contact the merchant for verbal confirmation before proceeding to collect the order.

Upon confirmation and successful matching of order details, the merchant receives an OTP for verification. After inputting the OTP, the order status is updated to "Picked". The pickup agent then returns to their hub and hands over the parcels to the Inbound team.

4.3.   Inbound Processing

After successful pickup, the inbound team of the hubs takes charge of the processing of the untagged parcels. They mainly process the parcels by checking and attaching stickers to them from the system. The IB team finds the parcels with the last 4 digits of the receiver's phone number. After finding them, they print stickers and attach them to the body of the parcels. Also, necessary weight measurement and safety precautions are checked in case the info in the system does not match with the physical product.

The invoice is everything for a parcel. It has info like,
  - Courier name
  - Type
  - Merchant name
  - Phone
  - Store name
  - Shipped to
  - Merchant order ID
  - Receiver phone no
  - Receiver address
  - QR for agent scan
  - Barcode for in-charge scan
  - OSD/ISD mention
  - Weight
  - Special instructions
  - Invoice dated
  - Linehaul no

After getting the stickers attached, the parcels are sent to the sorting or COSD to get them sorted based on OSD/RSD linehauls/fleets.

4.4.   Central OSD and Regional Sorting Operations

The COSD/Sortings receive the parcels that were sent by the pickup hubs from the VDAs. The pickup parcels from OSD are linehaul sorted in the regional sorting and sent to the COSD via the transportation team. COSD then sorts the parcels based on their LMH and sends them to the sorting under which LMH is. There they receive and send the parcels linehaul wise to get them delivered properly.

In case of parcel is to be delivered under similar sorting gets the last mile sorted and sent to respective hubs to be delivered without sending it to the COSD.

4.5.   Transportation and Logistics Operations

After completing the sorting process, parcels are handed over to the transportation team. There are 8 regional sorting under OSD operations, and in RSD, Pathao has 5 sub-sorts. Transports from COSD containing the sorted sacks are directed to these sorting based on linehaul.
   o If the destination is OSD, then the Linehaul
   o If the destination is ISD, then Line A-D
   o For Suburbs, OSD Fleet 1-6

Upon receiving the sacks from the Van Delivery Agents (VDAs), parcels that were already Last Mile Hub (LMH) sorted are processed within the sorting, and after that, VDAs are assigned to cover each last mile hub under their respective linehauls, ensuring efficient delivery to final destinations.

4.6.   The Last-Mile Operations

The last mile operations start when VDAs are assigned to take the sorted parcels from the sorting to the LMHs. Each van covers multiple LMHs and in each LMH, the in-charge opens the van cutting the tie locks and receiving the baskets/consignments. After receiving the parcels for their hub, they install a new tie lock which gets communicated through a WhatsApp group and this process continues.

Upon receiving the parcels, the sacks are opened and the consignments are scanned and cross-checked to find and report to the sender team (CWH) if,
   o There's any consignment mismatch
   o There's any count problem
   o There's any parcel missing
   o There's any parcel received in damaged condition

If there's any, that'll be directly informed via mail. The hubs will also inform the issue resolution team about these. The rest of the parcels will be received and upon receiving, the hub will start zone routing by checking the invoices of the parcels. Secondary routing will be done if needed based on area, block, product quantity, agent, etc.

Then, the outbound teams of each LMH start assigning delivery agents from their "Delivery" tab in the system. The delivery agents (DAs) can find the details of the customers in their apps,

as well as the receivers get a message containing the details of the DA and the payable amount in their contact number after the parcel is assigned.

Pathao Courier has around 4,000 delivery agents who are in charge of delivering the parcels to the receivers and collecting the CODs regularly. Each hub has a designated amount of DA who regularly completes these deliveries. After getting assigned by the hubs, the agents start contacting the receiver for his/her availability to receive and plan his route plan. With the confirmed parcels, he reaches the addresses to deliver the products and collects the prices where COD is selected.

The delivery agent faces different scenarios while delivering based on which he gives updates in their system.
- o For successful delivery, "Delivered" will be marked.
- o In cases where the receiver takes a portion of the ordered products and pays for only that is marked as "Partial Delivery".
- o DRTO (Delivery Returned to Origin) happens when the receiver doesn't take the product, but provides the delivery charge.
- o If the receiver asks for a date change or if he's not reachable or not available etc. cases, the parcel will be marked "On Hold".
- o If the price is negotiated by the receiver with the merchant, "Price Change" is marked.
- o If the receiver does not receive the product and declines to pay the delivery charge, "Return" will be marked.

4.7.   Outbound Processing

After successfully delivering the assigned parcels, DAs return to their hubs with the parcels on hold, parcels to be returned, and all the collected Cash on Delivery (COD) amounts. The hub team updates its system with the delivered, Hold, and return marked CIDs. After that cash collection starts.

Pathao's OMS system automatically shows the amount to be collected from DA in their run. Upon receiving the money, counting and crosschecking for counterfeit or torn notes, the counts of different notes are inputted which automatically match with the collectible amount. If they match, the run is closed. After closing all the delivery runs, the hubs will proceed with the hub payment.

Rocket and Upay provide service to Pathao where they send agents to the hubs to collect the money from them by 8:00 PM and 11:00 AM. This is because of security purposes and for which the hubs try to finish most of the operation by 8:00 PM. If they fail to finish the operation, the rest of the money is stored in the locker of the hub and collected in next day.

Each hub in charge has an official sim which has a b2b account. They send the money to the designated central rocket number and receive a money receipt while handing the cash to the agents. After handing over the full amount, the hub in-charges submit the screenshots along with the Transaction ID (Rocket, Upay) and the receipt in the system.

4.8. Return Processing

The return process starts when a delivery is labeled as "Return" in the system by the agent, typically prompted by a customer's decision not to accept a parcel. For a return to be initiated, the merchant must provide a return OTP. Alternatively, if three delivery attempts are unsuccessful, the Delivery Agent (DA) may request a return from the merchant. Once the OTP is obtained, the DA proceeds with returning the product to the merchant.

Upon marking a delivery as a return, a new Return ID (RID) is generated for that particular consignment ID. After returning to the hub, the parcel is promptly forwarded to the central return team located in Hazaribagh. Here, a new sticker is printed and attached to the return parcel, after which it is sorted based on its pickup point. Then it is sent back to its first mile.

Upon reaching the first mile, the return parcels are handed over to the respective merchants by the pickup agents, thus concluding the return process.

4.9. No Entry Processing

Sometimes there are parcels without any entry in the system. These parcels are mainly picked up from the merchants and while reaching the hubs, the inbound teams call the merchants asking if they've provided entries. Sometimes the KAM of the merchants communicates with the hubs saying they'll give entries in the system. Upon providing entries, these pickups are processed. Otherwise, they're returned to the merchants the next day.

Chapter 05:
Understanding Linehaul Operations of Pathao Courier

5.1. Overview of Linehaul Operations

Pathao Courier's logistics network is built around linehaul operations, which allow parcels to be moved efficiently between central sorting, regional sorting, hubs, and delivery destinations. This critical part of the delivery process consists of several steps, each precisely planned and implemented to ensure smooth parcel flow and punctual deliveries.

Linehaul operations begin with parcel consolidation at the central sorting facility, where shipments are sorted according to destination and route specifications. After sorting, the goods are put into designated vehicles, usually vans or trucks, and transported to their respective sorting locations to reach the last-mile hubs.

To maximize efficiency and reduce transit times, linehaul operations must include route design, vehicle optimization, and load management. As the vehicles travel the assigned routes, the VDAs and other stakeholders maintain constant visibility and oversight of the package movement. This provides proactive monitoring of possible delays or disturbances, allowing for quick resolution with minimum impact on supply schedules.

Upon reaching the designated sorting, parcels are unloaded, sorted, and prepared for last-mile delivery. Pathao Courier's operations staff work relentlessly to simplify these procedures, ensuring that items are handled swiftly and delivered to their final destinations.

Overall, good linehaul operations are critical for Pathao Courier to maintain high service levels, exceed client expectations, and keep its image as a dependable and efficient logistics provider in Bangladesh. Pathao Courier is always improving its linehaul operations by optimizing them.

5.2. The Old Modality

Initially, Pathao relied on third-party logistics (3PL) services provided by traditional couriers like Sundarban and SA Paribahan, etc. for parcel delivery to last-mile hubs. The process involved these couriers transporting parcels to the last-mile areas, where the last-mile hub in charge or team members would collect, sort, and deliver them to customers.

However, Pathao later transitioned to using its transport for parcel delivery across Bangladesh. While this shift aimed to streamline operations, it posed challenges. The central warehouse, responsible for both line haul and last-mile sorting, faced capacity constraints and resource shortages. Moreover, the extensive mileage covered by line haul vans resulted in significant fuel expenses, often leading to delays in first delivery attempts, which surpassed the desired 48-hour window.
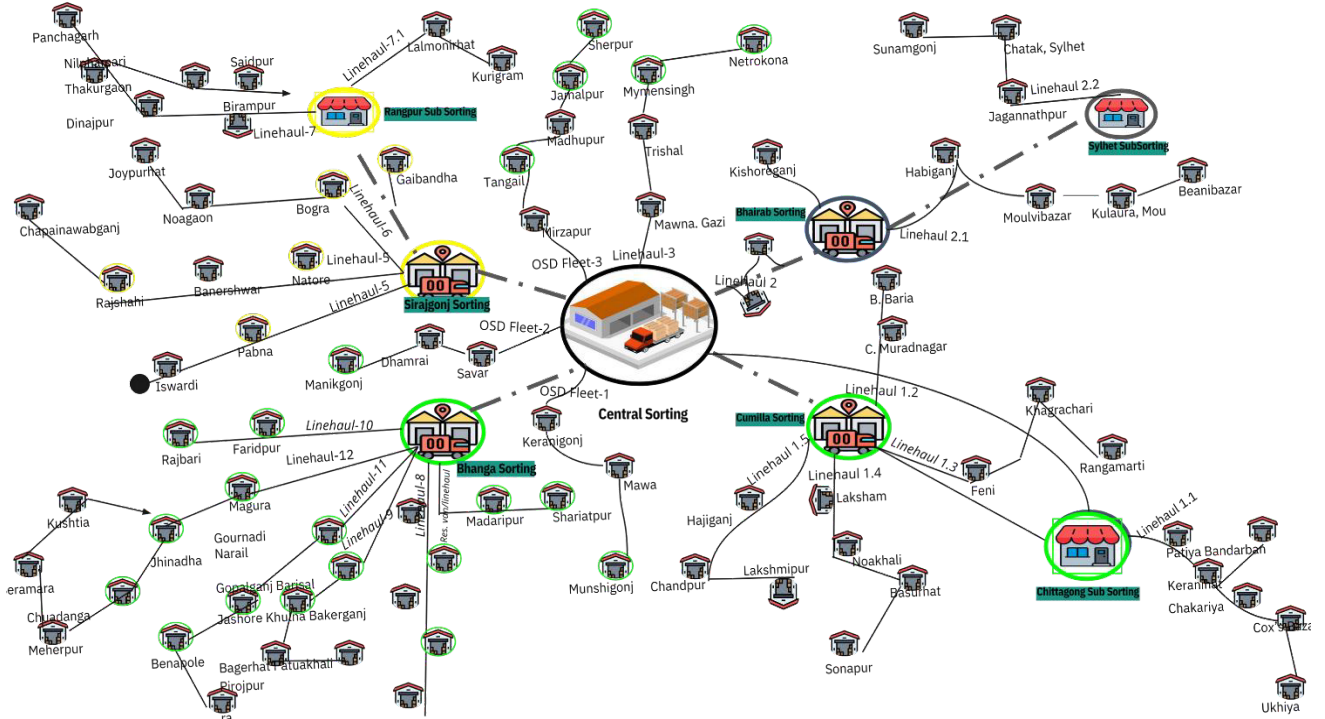
Figure 13: The Old Linehaul Modality

5.3. Challenges Affecting Efficiency and Innovation in Linehaul Operations

Pathao encountered several challenges with the old transportation models, which hampered the efficiency and efficacy of its operations. Inconsistent shipping rates and negotiations with third-party logistics providers (3PL) posed a significant hindrance to linehaul management. Factors like varying costs for long-distance hubs, changes in arrival times, and toll expenses due to route alterations compounded the issue, leading to delays in parcel disbursement and delivery. Discrepancies in 3PL shipping rates further exacerbated delays and complications, stemming from road conditions and incidents like extortion on roads.

Moreover, the reliance on 3PL services resulted in inefficiencies, particularly in paperwork handling and parcel tracking during transit. The hub in charge had to bear the burden of these responsibilities, consuming time, energy, and resources. Operating expenses varied significantly between rural and urban areas, with urban centers like Dhaka incurring notably higher costs for parcel processing and manpower. Additionally, long-distance transportation costs added to the financial burden.

Furthermore, the old model necessitated last-mile sorting at the central warehouse, contributing to operational inefficiencies. Technical difficulties in communication channels also emerged, leading to delays and miscommunications across different platforms. Dependency on third-party logistics providers further complicated communication, leading to accessibility barriers and varied response times. Ultimately, adherence to the old modality risked breaching the 48-hour Service Level Agreement (SLA), jeopardizing parcel deliveries, and impacting customer satisfaction negatively.

5.4. Transportation and Logistics (TNL) Network: The New Framework

Pathao implemented a new transportation modality by introducing sub-sorting, aimed at streamlining operations and optimizing route planning. These sorting houses serve as crucial intermediaries between the central warehouse and last-mile hubs, effectively reducing the strain on the central warehouse and enhancing operational efficiency. By consolidating parcels into vans covering shorter distances, the company significantly reduces mileage and fuel costs. Additionally, the prompt transfer of parcels to each hub ensures timely delivery attempts within the desired 24 to 48-hour timeframe.

This revamped line haul model not only alleviates the burden on the central warehouse, eliminating the need for costly expansions but also drives down operational costs and enhances delivery efficiency. Hubs now receive parcels much earlier than before, enabling them to make their first delivery attempts within 48 hours, thereby improving overall service quality.
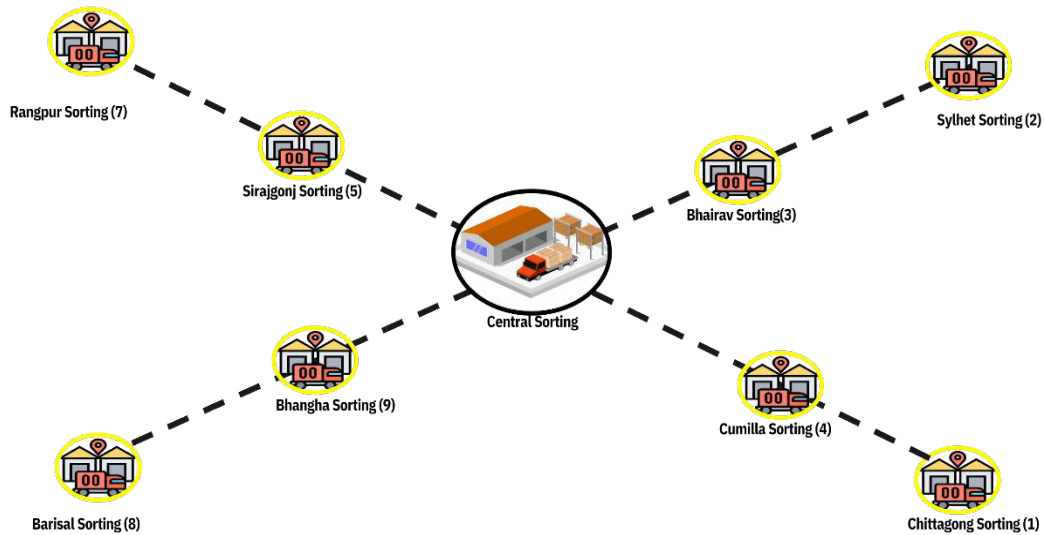

Figure 14: The New Linehaul Model

Moreover, under the new model, Pathao's Van Delivery Agents (VDAs) directly handle parcel receiving from sorting, facilitating direct deliveries to Last Mile Hubs. This streamlined process saves time, enhances transparency, and simplifies parcel tracking during transit, ultimately benefiting both the company and its customers.

5.5. Details of the Current Linehaul Networks

Currently, Pathao manages a network of linehauls that are thoughtfully planned to ensure the effective delivery of parcels throughout Bangladesh's various regions. These linehaul are crucial routes that link the central warehouse and sortings with different last-mile hubs, guaranteeing that parcels are delivered to clients on time and with reliability.

To reduce transit times and maximize route planning, the linehauls are carefully arranged. They serve the various needs of clients around the nation, providing services in both urban and rural locations. The job of moving parcels from the central warehouse to the corresponding sorting facilities belongs to dedicated transports that are assigned for each linehaul.

Pathao's linehauls are designed to accommodate varying parcel volumes and delivery requirements. As Pathao is slowly moving towards the Central to Sort modality, linehauls are also changing accordingly. Instead of directly starting from the central warehouse, they are now starting from the sortings.

There are currently a total of 8 sortings and under which, there are multiple linehauls. A list of linehaul with their sorting, identification, starting, and endings is given below:

Sorting Name	Linehaul/Fleet Name	Starting Point	Ending Point
Chittagong Sorting	1	Central	Chittagong-Sandwip
	1.1	Chittagong-Nasirabad	Coxsbazar-Teknaf
	1.3		Rangunia
Bhairab Sorting		Central	Bhairab Sorting
	2.1	Kishoreganj-Bhairab	Sylhet-Beanibazar
	2.4		B.Baria-Nabinagar
	2.5		Kishoreganj

		Central	Cumilla Sorting
Cumilla Sorting			
	4.4	Cumilla	Char-Alexzander
	4.5		Chandpur-Matlab
	4.6		Cumilla-Meghna
	4.7		Feni-Chhagalnaiya
Sirajganj Sorting		Central	Sirajganj
	5	Sirajganj	Chapai-Rohonpur
	6		Mokamtola
	6.1		Dinajpur
Rangpur Sorting		Central	Rangpur Sorting
	7	Rangpur	Thakurgaon-Ranisankail
	7.1		Lalmonirhat-Patgram
	7 (Extended)		Rangpur-Pirgonj
Barisal Sorting		Central	Barisal Sorting
	8.1	Barisal	Barguna
	8.2		Pirojpur-Mathbaria
	8.3		Charfashion-Bhola
	8.4		Barishal-Muladi
Bhanga Sorting		Central	Bhanga Sorting
	9	Bhanga	Jashore-Noapara
	9.1		Shariatpur-Damudya
	10		Kushtia-Bheramara
	11		Satkhira-Shyamnagar

	12		Meherpur
	OSD Fleet 01		Manikganj-Ghior
	OSD Fleet 02		Munsiganj
	OSD Fleet 03	Central	Jamalpur-Dewanganj-Bakshiganj
	OSD Fleet 04		Netrokona-Mohanganj
	OSD Fleet 05		Narsingdi-Raipura
	OSD Fleet 06	Gazipur- Board Bazar	Gazipur - Kapasia
	Pathao Fleet	Central	Gazipur-Joydebpur

Table 1: List of Linehaul of Pathao Courier

5.6.   Resource Allocation Balancing Cost and Speed

Resource allocation balancing cost and speed is a critical aspect of Pathao Courier's operational strategy, especially in light of the challenges posed by the traditional model and the opportunities presented by the new sorting modality. One of the most significant issues has been a lack of control over shipping pricing and commitments with third-party logistics providers (3PL), resulting in cost irregularities and delays in parcel delivery. This has demanded a rethinking of resource allocation to maximize both cost-effectiveness and delivery speed.

The reliance on 3PL services in the past resulted in major time, energy, and cost inefficiencies, notably in paperwork and package tracking. However, with the switch to a paradigm where Pathao's VDAs manage parcel receipts and route delivery to last-mile hubs, resource allocation has been realigned to enhance transparency, streamline processes, and simplify parcel tracking during transit. This shift not only saves time but also minimizes costs associated with third-party dependencies.

Furthermore, the prior model's inefficient resource utilization, notably in last-mile sorting at the central warehouse, has caused Pathao Courier to reconsider its resource allocation tactics. Pathao can minimize human costs and let vans travel shorter distances by implementing sorting in regional regions closer to delivery sites, hence optimizing resource allocation for both cost reduction and speed increase.

Furthermore, the danger of communication breakdowns owing to technological challenges and third-party dependence emphasizes the significance of allocating resources to develop communication channels and ensure operational clarity. Allocating resources toward strong

communication infrastructure and lowering reliance on third-party suppliers can help to reduce these risks and increase operational efficiency.

Pathao Courier's attempts to optimize its linehaul operations rely heavily on resource allocation that balances cost and speed. Pathao can strengthen its position in the competitive courier industry by strategically reallocating resources to address challenges such as high processing costs, suboptimal utilization, and communication breakdowns.

Chapter 06:
Internship Activities and Projects

During my internship at Pathao Limited's Courier Operations department, I was assigned various jobs, regular responsibilities, a specific project, attachments, and field visits. While my major responsibility was to prepare various reports and communicate with the operations stakeholders, my experience extended well beyond that.

Throughout my stay, I gained insights into the importance of effective leadership, refined interpersonal skills, learned time management strategies, and discovered the complexities of forecasting in courier operations. In addition, I became acquainted with various alternate ways of dealing with future issues.

This section focuses on the duration of my internship, its distinctive business and departmental dynamics, my interactions with colleagues, and the job titles and responsibilities assigned to me during this time.

6.1.   The Learning Phase

During the initial three weeks of my internship, I focused entirely on learning. This period was crucial as it provided me with a comprehensive understanding of Pathao Courier's operations, including the entire process, associated challenges, and potential opportunities. A key aspect of this learning phase was becoming acquainted with Hermes, the Operations Management System (OMS) utilized by Pathao Courier to streamline its operations.

I owe immense gratitude to Md. Saddam Hossain, the General Manager of Courier Operations at Pathao Limited, and my line manager, for his invaluable guidance during this learning journey. Despite his demanding schedule, he generously dedicated time to teach me the fundamentals, for which I am sincerely thankful. His mentorship played a pivotal role in laying a strong foundation for my internship experience.

After the completion of the learning phase, I was assigned to work directly under Md. Monowar Hossain, Deputy Manager of Courier Operations, is also in charge of the operations of the Gazipur and Mymensingh regions.

6.2.   Visits and Attachments

As a part of the learning phase, I was sent to multiple hub visits and attachments to gain hands-on experience in the operations process directly

6.2.1. Hazaribagh Central Warehouse and Sorting Visit

I was sent to the Central Warehouse and Sorting of Pathao Courier, which is at Hazaribagh, Dhaka. It can be told as the heart of the whole operations process.

During the Hazaribagh Central Warehouse visit, I got to understand the work process of different teams there. Teams in Hazaribagh are:
o   Hazaribagh Hub Team
o   Central Return Team
o   Central Processing Team (CISD and COSD)
o   Central Transportation Team
o   QC Team
o   Central Pickup and No Entry Team

The operation process of these teams is following:

- **Hazaribagh Hub Team:** This team is like any other ISD hub working on assigning DAs for deliveries and PAs for pickups along with other regular hub activities of inbound and outbound processes.

- **Central Return Team:** I was able to observe the return team's work process that day. Every day, lots of parcels are returned to the central return team. Sometimes the DAs are responsible for fake returns, though that is under control now. Nowadays, most parcel returns are initiated by either customers or merchants.

  With the implementation of OTP verification for returns, merchants play an important role in the return process. Upon communication by DAs in the field, merchants provide the necessary OTP for return verification, allowing parcels to be processed seamlessly. This streamlined strategy guarantees that returns are authenticated and processed efficiently, which helps to increase operational integrity and customer satisfaction.

  The return team works with 3 types of returns.
  - **Normal Return:** These are the normal return parcels
  - **Reverse Pickup:** This is when the merchant collects the products from the customer.
  - **Return Exchange:** This is used when a new parcel is sent and the previous parcel is collected from the customer and returned to the merchant.

  They receive all the returned parcels sent by all the hubs around the country, attach the return ID sticker, and route it to their first mile to be returned to the merchant.

- **Central Processing Team (CISD and COSD):** The return team is divided into two independent units: COSD and CISD, each of which specializes in handling parcels from their respective regions. When parcels arrive at the central processing facility, they are attached with stickers showing their information, and the team begins the routing process using Linehaul and Last Mile Hub.

  Once the parcels are systematically organized, they are dispatched to the transport team, marking the next phase of the delivery process. The transport team assumes responsibility for transferring the parcels to the Van Delivery Agents (VDAs), who are entrusted with the task of distributing parcels across Bangladesh.

  Notably, the central processing team commences their operations in the evening and works diligently through the night to ensure the seamless processing and dispatch of parcels.

- **Central Transportation Team:** The central transport team manages a fleet of 105 vehicles, ensuring their flawless operation and maintenance from sorting facilities to final delivery locations. The team handles a variety of van maintenance, VDA, and driver concerns, as well as unforeseen situations like accidents and punctures, to ensure that operations are disrupted as little as possible.

  In addition to handling day-to-day operations, the central transport team is responsible for route planning, van requisition, and backup planning to maximize delivery efficiency. They adhere to a precise budget while establishing schedules for van operations, providing required support and coordination with vendors and downstream partners to ensure smooth operations throughout the delivery process.

- **QC Team:** During my visit, I observed Pathao Courier's Quality Assurance (QC) team, which is responsible for ensuring that merchants and customers have smooth deliveries. They actively solve any issues that arise, both on the merchant and consumer sides, striving for 100% correct delivery. The team handles a variety of app-related duties, resolves OTP difficulties, and enables communication among stakeholders such as customers, agents, and merchants.

  One notable aspect of their role is managing invalid returns by implementing a three-attempt policy for delivery. If unsuccessful after three attempts, the QC team coordinates with merchants to obtain OTP confirmation for parcel return. They play a pivotal role in maintaining delivery integrity, with each consignment having a unique OTP, ensuring efficient resolution of delivery challenges and seamless parcel management processes.

- **Central Pickup and No Entry Team:** This team deals with various issues such as parcels with no entry, problem parcels, and trackless parcels, ensuring that each parcel is handled appropriately according to its specific circumstances. They engage in effective

communication with merchants and utilize consignment IDs to address problems promptly and efficiently.

The central pickup and no-entry team plays a vital role in maintaining parcel integrity and resolving logistical challenges to ensure smooth operations. They meticulously manage parcels that require reprocessing, maintain detailed records of trackless parcels, and coordinate with hubs to facilitate accurate parcel retrieval or return to merchants, contributing to the overall efficiency and reliability of the courier service.

6.2.2. Gazipur-Board Bazar Hub Attachment

I was sent to Gazipur-Board Bazar hub for 2 days to learn about the hub operation A to Z. Gazipur-Board Bazar hub is the largest hub in the whole Gazipur Region, and the overall work process here is quite busy.

This hub works in 2 shifts mainly.
- Morning shift (Check-in Time: 7.30 AM)
- Evening Shift (Check-in Time: 2.30 PM)

There was a total of 4 in charge and 3 operators who smoothly ran the day-to-day delivery operations of the hub. During my attachment, I was able to meet all the in charge, Zobir Bhai, Jahid Bhai, Suhag Bhai, Ashiq Bhai, and the operators- Arif Bhai, Shorif Bhai, and Shihab Bhai. Also, I met the lead of Gazipur RSD, Tipu Bhai there. All the people were so cooperative and nice.

The daily tasks of the Morning team were:
- o Scan the previous days on hold parcels
- o Receive new parcel sent by COSD
- o Assign the parcels to the DA, maintaining the Excel sheet
- o Panel assigned from Hermes
- o Assign mail check and respond
- o Parcel hold
- o Checking backlogs and ensuring they're assigned to delivery
- o Ensuring morning hub payment submission
- o Parcel return to origin (RTO)
- o Zone change, maintaining an Excel sheet
- o Reverse parcel separation
- o Hold parcel assign
- o Morning report-making and sharing in the WhatsApp group
- o Hub report creation
- o Weight dispensary of panel

o   Issue resolution
o   Doing inventory to check if there's any parcel left unassigned

The daily tasks of the Evening team were
o   Cash collection from DA
o   Pick the reverse parcel by scanning and sending the mail
o   Assign PA with reverse parcels
o   Scan the Hold Parcel in the assigned sheet
o   Recon Solution by checking all the parcels
o   Collect all the pickup requests by the merchants
o   Creating an Evening Report
o   Sharing backlog-solving report
o   Ensuring evening hub payment submission
o   Issue resolution

Also, there was an inbound team in the Board Bazar hub consisting of 7 members led by Al Mamun Bhai. I was able to see their work closely which starts from 8 PM and continues till 12/1 PM. The daily tasks of the Inbound team are-
o   Receiving pick-up parcels from the PAs
o   Print the invoice and attach it to the parcel
o   Routing
o   Scan the parcel and update on spreadsheet
o   Handover to the transportation team
o   Check the lot sheet of VDA
o   Recon solution
o   Assign on the panel
o   Central checkout report submission
o   Linehaul time tracker update in the group
o   Pickup and handover report preparation
o   Linehaul handover report
o   No entry report and assign no entry parcels to the central team

6.2.3. *Mymensingh-Trishal Hub Visit*

I accompanied Monowar bhai and Sadiq bhai on a visit to the Mymensingh region. Our first stop was the Mymensingh-Trishal Hub, which is at Bhaluka, Mymensingh. This hub has 2 in charge and 1 operator. Around 15 DA was under this hub.

The findings from this hub visit were
o   In charge issues
o   Inventory mismatch

- o Unorganized hub
- o No proper guidance for the DAs
- o DA out time: 1 PM
- o High hold rate
- o Security issues after evening deliveries in some areas

6.2.4. Mymensingh Hub Visit

Our second stoppage was the Mymensingh hub, which is the mother hub in the Mymensingh region. It is located at Akua Bypass area which is a bit outside of the town. This hub has 4 in charge and 2 operators. A total of 39 DA was there in this hub.

The findings from this hub visit were
- o No unity between the in charge
- o The clash between the DAs and the regional lead
- o The clash between the DAs and those in charge
- o Inexperienced in charges
- o Rough DAs
- o Political conflicts
- o Inventory mismatch
- o The communication gap between DA and hub authority
- o Unaware of medical support provided by the company
- o Backlog issues
- o Fake return and hold issues
- o Fake DA issues Pickup

6.3. Types of Tasks/Activities Completed

Multiple tasks were assigned to me which I had to do regularly. Following are some of the regular tasks that I completed.

- **Backlog Solving:** Backlog parcels are a very serious issue for Pathao's operation. As it promises the merchants to get their product delivered within 2-3 days in OSD and within 2 days in RSD, exceeding that agreement leads to customer dissatisfaction. This is why, in Pathao, parcels with an aging of 4+ days are considered as backlogs.

  Initially, I was told to focus on clearing the backlogs of Gazipur-Kaliyakair and B.Baria-Sarail hubs, which later expanded to all 39 hubs of Gazipur and Mymensingh regions. Every morning, I had to export data from Hermes and push the hubs to get the backlogged parcels to be assigned and delivered or returned properly.

- **Hub Payment Checking:** Pathao Courier uses service from Rocket and Upay service to collect the money from the hubs by 8:00 PM and 11:00 AM. This is because of security purposes and for which the hubs try to finish most of the operation by 8:00 PM. If they fail to finish the operation, the rest of the money is stored in the locker of the hub and collected in next day.

  What I had to do was to check the due amounts each hub had every morning from the Hermes system, create a summary report, and share it with the regional and cluster leads so that they could push the hubs to clear their payment by 11:00-11:30 AM.

- **IMS Report and Clearing:** Hermes has a dedicated Issue Management System (IMS) where a maximum number of issues are assigned and solved. My task here was to create summary reports of IMS in the morning and evening containing the assigned, assigned to IR, waiting for IR, and pending counts.

- **Weekly Regional Reports:** The weekly reports of the Gazipur and Mymensingh regions were assigned to be made by me. These reports hold the operations ups and downs of a week that starts on Friday and ends on Thursday. Each Sunday, a meeting is held in the head office, where all the managers sit together to discuss how to improve the operations by analyzing the reports.

  The weekly reports contained reports like-
  - Current Week Aging
  - Closing Week Aging
  - Current Week Processing
  - Closing Week Processing
  - Hourly Delivery
  - Return Processing
  - Previous Week Backlog Solving
  - Previous Week Return Backlog Solving
  - Agent Health
  - Hub Backlog
  - IMS Issue Solving
  - Hub Performance

- **Attended the Performance Appraisal 2023:** Pathao organizes Employee Townhalls where they announce the results of performance appraisals in front of everyone. It's an event where all the promotions are announced acknowledging all the hard work of the employees.

- **Issue Resolution:** I solved many issues that came through emails by communicating with necessary stakeholders like the IR team, CX, KAM, customers, merchants, hubs, and others.

- I regularly had to commence and join meetings with the regional and cluster leads and different hubs to discuss different issues and difficulties to provide directions to find solutions for them.

To fulfill these tasks, different tools and software were used which are mentioned below:
  o Microsoft Excel
  o Google Sheet
  o Hermes System
  o Zendesk

6.4. CBI Team Attachment

There was a one-day attachment with the Issue Resolution team of Pathao Courier which is known as the Compliance and Business Intelligence (CBI) team. They gave a brief insight into different types and subtypes of issues they regularly have to deal with, how they usually deal with different scenarios, and so on.

Types of issues that the IR team handles are given in **Appendix A**.

6.5. Project OSD Linehaul Modification DRB

I was selected to be a part of a project called "Project OSD Linehaul Modification DRB" led by Tanvir Bhai and directly under the supervision of Saddam Bhai.

The goal of this project is to show how the implementation of the new linehaul modality instead of the old one saves necessary costs and resources in every way possible and also how it speeds up regular operations.

6.6. Working Conditions and Functions

The internship offered by Pathao Limited is a four-month long internship starting on the 10th of January, 2024, and has an end date of the 9th of May, 2024. The location of my internship was at Pathao HQ 2, Tajwar Center, Road 19/A, Banani, Dhaka.

- My typical workday extended for nine hours, starting at 10:00 AM and ending at 7:00 PM, including a one-hour break for lunch and prayer.
- Throughout Ramadan, the work schedule was adjusted to run from 9:00 AM to 4:00 PM to accommodate fasting hours.
- I followed a five-day workweek, with Fridays and Saturdays designated as off days.
- While my primary work was conducted on-site at Pathao, there were occasions when I had to work remotely, especially during weekends or after office hours.
- Field trips were a regular part of my internship duties during the given period.
- Additionally, there were instances where I was required to work on a scheduled off day.
- Email communication served as the primary mode of official correspondence, facilitating the dissemination of alerts and information across the organization. This centralized approach ensured that all official contacts were efficiently managed and tracked.
- Each division maintained WhatsApp groups to foster seamless interaction and collaboration among team members.

6.7.   Difficulties and Challenges

Throughout my internship, I encountered a few difficulties due to the unfamiliar environment, the nature of work, and other factors. Some of the problems and challenges I faced are given below:
- Balancing tasks beyond office hours became difficult in the courier operations, where everyone had a regular heavy workload.
- Pathao has somewhat longer working hours than other companies and firmly enforces them. As a result, it would become quite difficult for me to maintain my focus towards the end of the day.
- Given that the Courier Operations department is quite substantial and encompasses so many different areas of knowledge and skills, I sometimes found it challenging to comprehend the tasks that were assigned to me.
- The dynamic nature of operational processes, marked by constant modifications, occasionally caused difficulties in navigating work procedures.

6.8.   Experiences Gained

There are significant learnings I've had while interning at Pathao Limited. Some of them are listed down below:
- Acquired hands-on experience in courier operations within a dynamic and fast-paced environment.

- Developed problem-solving skills by resolving operational challenges and managing multiple tasks, enhancing time management abilities.
- Strengthened interpersonal skills through regular collaboration with team members and stakeholders, fostering adaptability to changing procedures.
- Became more confident about my communication and negotiating skills.
- Gained insights into logistics and transportation industry practices, while learning different customer service strategies.
- Obtained valuable insights into leadership and management practices through mentorship from seniors, contributing to overall professional growth.

6.9.   Work Interactions with Company Employees

Interacting with all types of stakeholders, colleagues, and senior employees was integral to my internship experience, as it provided invaluable opportunities to learn and absorb essential details of the job role. Here's my interaction details with the other employees of Pathao Courier:

- My internship was in the Outside Dhaka (OSD) Courier Operations team and my direct line manager was Mr. Saddam Bin Hossain, General Manager of Pathao, who overlooks the whole OSD operations. He taught me the total operations of Pathao Courier from scratch and from time to time about different things during my internship period.
- I was assigned to Mr. Monowar Hossain, Deputy Manager of Courier Operations, at Pathao. He is mainly in charge of the whole Gazipur and Mymensingh region's operations and I directly worked under him to oversee the operational activities in these two regions.
- Occasionally, I worked with Mr. Sadiqul Islam, Assistant Manager of Courier Operations, Pathao, who is in charge of the Mymensingh region. He taught me a few things that helped me in my work.
- For the project during my internship, I worked with Mr. Mehedi Hasan Tanvir, Senior Executive of Courier Operations, at Pathao.
- My two supervisors were who I spoke to the most. Additionally, I had three seniors who actively helped me during my internship.
- Along with these teams, I also interacted with the regional teams and people from all the 39 hubs under Gazipur and Mymensingh.
- From time to time, different people from the team helped me to learn and understand if I faced any doubts.
- Our primary method of communication was face-to-face, but we also used social media.

Chapter 07:
Analysis of Internship Duties

7.1. Company Level Analysis

Pathao Limited is committed to putting strategic plans into action to obtain a competitive advantage in the marketplace. By carefully planning its business processes, the company has created an extremely effective operating model. Pathao Limited's communication strategy demonstrates this efficiency by enabling smooth information flow and accessibility at all organizational levels. It fosters a culture of collaboration and cohesion inside the firm by regularizing events and encouraging strong interdepartmental linkages.

The company's focus on efficiency is seen in several operational areas. By having a clear operating hierarchy and effective logistical planning, Pathao guarantees the fastest delivery times. The company's operational strength is also enhanced by the strategic hub expansion and efficient linehaul process.

Nevertheless, there are still some areas with inefficiencies despite these efforts. The merchant panel's delay and the delay in the OTP process are two prominent examples of how this might reduce the overall effectiveness of some processes. By addressing these inefficiencies, Pathao may be able to improve its operational efficiency and strengthen its position as a market challenger.

7.2. Market Level Analysis

Speed and reliability hold the most important positions for any courier company Pathao Courier has a very robust operation procedure that continuously getting updated to provide the customers and merchants a better service. As a key player in Bangladesh's courier industry, Pathao Courier faces competition from both traditional courier services and digital disruptors. Established players like Sundarban, and SA Paribahan, and newer entrants such as RedX and Paperfly look for market share, each offering unique strengths and capabilities. If I elaborately address the market-level analysis from a market-level perspective:

- **Strong Developmental Capabilities:** Pathao's dedication to continuous development and investments toward cutting-edge operations processes is noteworthy. This enables the business to maintain its competitiveness and provide its customers with a better experience and come back for more.
- **Robust Transportation Network:** With the help of its robust transportation network, Pathao Courier reaches its clients quickly and effectively, providing prompt delivery anywhere in the country within 48 hours.
- **Digital Implementation:** Pathao utilizes digital technology to improve customer satisfaction, streamline operations, and enhance overall performance, thereby maintaining its competitive edge and reinforcing its market position.

- **Continuous Expansion:** Pathao is continuously expanding its operations, opening new hubs where necessary to provide better services to the customers.
- **Talented Human Resources:** Pathao boasts a talented pool of human resources, comprising skilled professionals who contribute to the company's success through their expertise, dedication, and innovative approach.

Pathao Courier has swiftly extended its nationwide presence by focusing on efficient logistics, dependable delivery services, and customer-centric experiences. However, managing this competitive market is a challenging task. Regulatory difficulties and intense competition provide significant hurdles that necessitate ongoing adaptation and strategic maneuvering.

7.3.   Professional Level Analysis

From a professional standpoint, my internship experience at Pathao Courier has significantly shaped my career aspirations and skillset. Through my involvement in the operations, I have gained invaluable insights and hands-on experience that have influenced my career trajectory in several ways.

- Firstly, my internship experience generated an interest in working as a logistics operations manager or analyst in the transportation business. Pathao's linehaul operations, including the challenges and opportunities that come with managing operations, have helped me get a better grasp of the industry. Specifically, I've acquired a strong interest in optimizing route design, resource allocation, and operational efficiency to improve delivery services.
- My internship at Pathao Courier gave me hands-on experience using various tools and software, such as Excel, pivot tables, and ERP systems, to analyze data and simplify operational operations. By actively engaging with stakeholders and contributing to workload reduction initiatives, I have polished my technical and analytical abilities, preparing me for a job that focused on supply chain procurement and logistics management.
- I attribute much of my preparedness for this internship to the courses I have taken in the Department of Business and Technology Management. Modules in Logistics and Supply Chain Management, Enterprise Resource Planning, and Operations Management have provided me with basic knowledge that will help me throughout my internship at Pathao Courier. This mix of academic study with real-world application has been beneficial to my professional development.
- Finally, my internship experience instilled in me a feeling of humility and respect for the complexities of manual labor and interpersonal communication. Despite the multitude of digital tools and automation in the logistics sector, I've learned to appreciate the value of hands-on jobs, documentation, and in-person meetings with all the stakeholders. These

encounters enriched my perspective and underscored the value of practical, real-life experiences in shaping one's professional journey.

- In summary, my internship at Pathao Courier has not only provided me with practical insights into linehaul operations but has also influenced my career aspirations, enhanced my technical skills, and reinforced the importance of academic learning in the professional realm.

Chapter 08:
Recommendations and Conclusion

8.1.   Recommendations

Given that I have just had four months of job experience, I find it difficult to give recommendations, and it would be naive of me to do so to someone with more knowledge and experience than I do. However, there are a few places where I believe the organization might improve.

- Pathao Courier should consider integrating automated sorting technology into its operations to accommodate the growing volume of parcels. Relying solely on human resources for sorting can be costly and time-consuming. By introducing an automated sorter, Pathao can streamline the sorting process, reduce labor costs, and enhance operational efficiency. This investment in technology will not only improve the speed and accuracy of parcel sorting but also contribute to overall cost savings for the company.
- Pathao Courier needs to prioritize the regular updating of its mapping systems. Outdated maps can lead to logistical challenges, such as incorrect parcel destinations or difficulties in auto-detection. By ensuring that its mapping data is current and accurate, Pathao can minimize errors in parcel routing, optimize delivery routes, and improve overall service reliability. Regular map updates will contribute to a smoother and more efficient parcel delivery process, ultimately enhancing customer satisfaction.
- The OSD Courier Operations team requires more personnel if they are to function more effectively.
- Closer collaboration between Courier Operations and Incident Response (IR) teams will streamline issue resolution, leading to smoother workflows, reduced bottlenecks, and better service quality.
- More technological efficiency needs to be brought for the efficiency of their departments.
- Expanding the Legal team to focus on courier operations will ensure compliance with industry regulations, mitigate legal risks, and protect Pathao's interests.

8.2.   Conclusion

This internship, which was the last piece of my bachelor's degree, was an excellent learning experience in which I learned about corporate culture, soft skills, projects, and time management and applied what I had learned.

My internship at Pathao Limited's Courier Operations Department was enjoyable and enlightening. Throughout my time there, I have seen personally the company's dedication to innovation, operational excellence, and customer satisfaction. Through hands-on participation in a variety of events, I have received practical information and abilities that will benefit me in my future endeavors.

Pathao Limited's commitment to creating a positive work environment and supporting its employees was clear throughout my internship. The collaborative atmosphere, coupled with the willingness of colleagues to assist and guide me, has facilitated my learning and growth.

I hope that more of our university's graduates will have the opportunity to work in a positive atmosphere that will boost both their personal and social position and reputation. I believe it is critical for all students to identify their objectives, and that working in a pleasant environment is essential for establishing a path and achieving work-life balance. From this internship report, one can get an overview of Pathao Courier, one of Bangladesh's leading logistics businesses, and its transportation network. This report will serve as a reference for individuals looking to understand how the logistics industry's Service Level Agreement (SLA) operates in Bangladesh.

Moving forward, I am excited to apply the knowledge and skills acquired during my internship to future endeavors, and I look forward to continuing my journey of learning and growth in the field of courier operations. I extend my heartfelt thanks to Pathao Limited for providing me with this valuable opportunity and for the support and guidance extended to me throughout my internship journey.

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Appendices

Appendix A: Types of Issues

Category	Sub-category
Execution Request	Order cancellation request
	Price updation request
	Customer address update
	Customer contact update
	Payment info update
	Profile info update
	Profile password update
	Store approval
	Store info update
	Hold request
	Partial delivery request - Special instructions
	Unformed info change
	Agent details missing/wrong number
Forcefully Taken	Defective product sent by merchant
	Fraudulent activity
Inquiry	C2C
	Delivery/Return
	Delivery hold
	Order info/Status
	Coverage area
	Feedback/Suggestions
	Courier service
	Silent call/Chat
	Merchant panel/App
	Interested to join as agent
	Interested to join as merchant
	Other vertical transfer
	Payment process courier
	Pathao outbound call
Extra charge/Wrong COD	Extra charge offered
	Extra charge demanded
	Wrong COD collection
	Wrong weight input
	Miscalculation of weight charge

	Miscalculation of delivery/return charge
	Miscalculation of COD charge
Damage	Poor packaging
	Not processed under fragile category
	Act of god
	Defective product sent by merchant
	Liquid leakage
	Stapler pin
	Rat bites
	Mishandling
Lost	Trackless
	Parcel lost by OPS
	Hijacking/Robbery
	Poor packaging
	Empty package/Empty packet/Empty Box
	Partial missing
No entry/Canceled	Double entry
	No entry
	Info mismatch
	Product not given by merchant
Unprofessionalism	Misbehavior by DA
	Misbehavior by PA
	Misbehavior by employee
Wrong routing	Incomplete/ wrong info input on panel
	Wrong routing by processing team
	Wrong POD attached
	Technical error
Wrong tag/Parcel swapped	Wrong Tag By LMH
	Wrong Tag By FMH
	Wrong tag By processing team
	Wrong invoice attached by merchant
Breach of Close box	Forcefully checked by customer
	POD not followed by agent
Panel status	Agent/Hub didn't update status timely
	Wrong status
	Technical error
Complain why return	Improper delivery attempt
	Merchants not informed before returning

	Reprocess request by merchant
	False return note
Point delivery/Coverage	Remote area
	Agent denies home delivery
	Rescheduled by customer/Customer unreachable
	Remote area
	Delivery not attempted by agent
Delivery delay	False hold note
	Processing delay
	Rider shortage
	Delivery delay - On Demand
	Hub payment not submitted
Payment issue	Cash lost by OPS
	Invoice not generated
	Invoice generated but payment not disbursed
	Pickup request
	Rider shortage
Pickup issue	Pickup timing issue
	Pickup request - On Demand
	Pickup not attempted by agent
	Processing delay
Return delay	Merchant unreachable/Store closed
	Return ID not created
	POD not followed by agent
Return exchange	Exchange not provided by customer
	Return ID not created
	Pickup agent not assigned
Reverse pickup	Pickup timing issue
	Rescheduled by customer/Customer unreachable
Others	Tech issue

Table 2: Types of Issues Handled by The IR Team

Appendix B: Similarity Report

Appendix C: Weekly Reports

As per requirements by the Department of Business and Technology Management of the Islamic University of Technology, a total of 12 weekly reports are attached to this Internship Report. All the reports have been reviewed and signed by the company line manager and the academic supervisor properly.

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 1st Week   **Date:** 14th January 2024 to 18th January 2024

List of activities with brief description:

- **Company Introduction and Orientation**

  Attended an orientation session about Pathao Limited, during which the HR provided valuable insights into the company's background, culture, hierarchy, and objectives, and briefed us about the company ethics and policies. I had the opportunity to meet my line manager and the core team members of Pathao Courier, learning about their respective responsibilities.

- **Accessing the Operation Management System (OMS) used by Pathao Courier**

  Hermes is the comprehensive management system designed to streamline and automate the entire courier process from initiation to completion. It enables various stakeholders to actively monitor and engage in the entire process based on their assigned access levels.
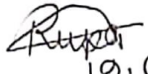
- **Understanding the First Mile Operation**

  Several sessions were held to provide detailed knowledge about the process a merchant undertakes when requesting a pickup, the subsequent backend processing, and the roles played by various stakeholders throughout this crucial stage. Additionally, I gained insights into how the Inbound (IB) team and Central Warehouse (CWH) team handle the processing of orders and role played by the OMS at every step of the way.

- **Visit to Hazaribagh Central Warehouse**

  A field visit was organized on Thursday to the central warehouse facility of Pathao Courier at Hazaribagh, Dhaka. Witnessing the courier sorting and processing activities in person enhanced my understanding of the theoretical knowledge gained from our sessions.

19.01.2024

Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
Senior Manager   Lecturer
Courier Operations   Department of Business and Technology Management
Pathao Limited   Islamic University of technology

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 2nd Week   **Date:** 21st January 2024 to 25th January 2024

List of activities with brief description:

- **Understanding the Transport and Logistics (TNL) Operation**

  I gained invaluable insights into the detailed workings of Pathao Courier's TNL team as they manage transportation operations across Bangladesh. From the maintenance of vans to the strategic planning of delivery routes and adept handling of unforeseen challenges such as accidents, I delved into the entirety of their operational processes.

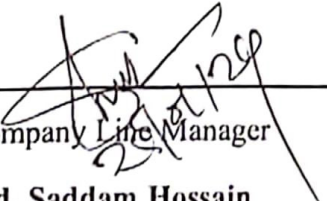- **Understanding the Last Mile Operation**

  Through comprehensive sessions, I acquired a deep understanding of the journey an order undertakes once received by the OSD Sorting hubs and subsequently by the Last Mile Hubs (LMH). These sessions elaborated the roles played by the Sorting Hub team, Last Mile Hub teams, and the pivotal role of the OMS in seamless order processing and dispatch of deliveries. Additionally, I gained insights into the delivery process and the management of various field situations by the Delivery Agents (DAs).

- **Understanding the New Addition in the System, Basket Creation**

  The introduction of the "Basket v2" project on January 18th, seamlessly integrated into the OMS, marked a significant addition to Pathao Courier's system. A dedicated training session was held to introduce the functionality of Basket and its utilization across inbound hubs, central sorting, sorting hubs, and LMHs.
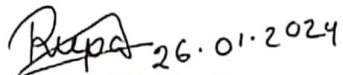
- **Testing of the Whole Automated Operation in the OMS**

  Access to the test version of Hermes, Hermes Dev Stage, provided me with the opportunity to test the entire Pathao Courier operation process. From the creation of an order by merchants to its ultimate delivery to customers, I gained firsthand experience in navigating the automated operations facilitated by the OMS including the new addition, Basket.

_____   _____ 26.01.2024

Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
Senior Manager   Lecturer
Courier Operations   Department of Business and Technology Management
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 3rd Week   **Date:** 28th January 2024 to 1st February 2024

List of activities with brief description:

- **Two-Day Hub Attachment**

  I was assigned to a two-day physical attachment at the Gazipur-Board Bazar hub, starting on Tuesday, to gain direct exposure to the hub's operations. During this period, I had the opportunity to observe and participate in various aspects of inbound and outbound operations. This included sorting parcels, dispatching delivery agents, generating reports, receiving and sorting pickups, processing cash collections, and facilitating cash handovers. This experience provided me with a comprehensive overview of how hub processes are executed and managed.

- **Understanding Compliance and Business Intelligence (CBI) Team Responsibilities**
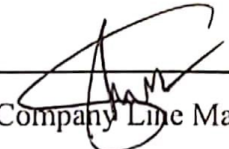
  A brief session was arranged to provide insight into the responsibilities undertaken by the CBI team at Pathao Courier. During this session, I gained knowledge about the various categories and sub-categories of issues that parcels may encounter, the potential outcomes of investigations, and the methods employed by the team to address them.

- **Learning the Usage of Different Functions of OMS**

  A comprehensive overview was provided regarding the diverse functions within the Operations Management System, such as Merchants, Agents, Run Routes, Stores and Invoice. Additionally, I received instructions on utilizing the Issue Management System (IMS) within Hermes and learned how to export reports from the system for analysis and reporting purposes.

- **Introduction to Delivery Aging and Process Reporting**

  I received an overview of the delivery aging and process reporting procedures conducted weekly by each region. This provided valuable insights into the performance of hubs and strategies for improvement.

Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
Senior Manager   Lecturer
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 4th Week

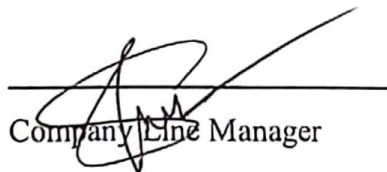**Date:** 4th February 2024 to 8th February 2024

List of activities with brief description:

- **Three Day OSD Hub Visit**

  I accompanied by two Assistant Managers on a three-day journey to visit two hubs in the Mymensingh region: Mymensingh and Mymensingh-Trishal, from Tuesday to Thursday. This visit offered invaluable insights into the operations of an OSD hub, including management challenges and strategies for effectively engaging with various stakeholders to streamline hub operations. Throughout the visit, I identified numerous issues and gained an understanding of their underlying causes, as well as the necessary steps required to address them and enhance overall operational efficiency.

- **Gazipur Region Direct Attachment**

  Upon instruction from my Line Manager, I commenced a direct attachment to Mr. Monowar Hossain, the Regional Manager of Gazipur region at Pathao Courier. Throughout this attachment, I will work closely with Mr. Monowar to oversee and manage operations within the Gazipur region, under his guidance and direction.

Company Line Manager

Md. Saddam Hossain
Senior Manager
Courier Operations
Pathao Limited

16/02/2024

Internship Supervisor

Rasheda Akter Rupa
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

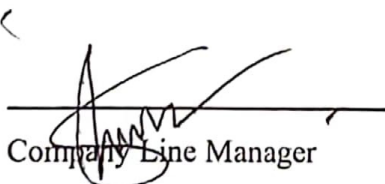**Week:** 5th Week   **Date:** 11th February 2024 to 15th February 2024

List of activities with brief description:

- **Gazipur-Kaliyakair and B.Baria-Sarail hub Backlog Clearing**

  I was tasked with clearing the backlog parcels spanning 4 and 4+ days in the Gazipur-Kaliyakair and B.Baria-Sarail hubs. These hubs were experiencing significant backlog due to various management issues, adversely affecting the overall performance of both the hub and the region. My main focus was the Gazipur-Kaliyakair hub and B.Baria-Sarail was the second priority.

  Each day, I began by reviewing the backlog sheet to assess the overall situation. Subsequently, I worked closely with the hub in-charges and cluster leads, urging them to prioritize clearing the backlogs promptly. I emphasized the importance of identifying the reasons behind the prolonged aging of parcels at the Last Mile Hubs (LMHs) to ensure effective resolution.

_____   _____

Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**

Senior Manager   Lecturer

Courier Operations   Department of Business and Technology Management

Pathao Limited   Islamic University of technology

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 6th Week
Date: 18th February 2024 to 22nd February 2024

List of activities with brief description:
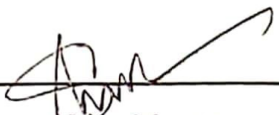
- **Backlog Clearing**

  I was tasked with clearing the backlog parcels spanning 4 and 4+ days in the Gazipur RSD and OSD hubs. Hubs that were experiencing significant backlog, for example Gazipur-Kaliyakair B.Baria-Sarail due to various management issues, adversely affecting the overall performance of both the hub and the region were the main focuses here.

- **Clearing Backlog Parcels with Issue Resolution**

  I was tasked with checking backlog parcels presenting various issues such as loss, damage, and legal complications. With the direction of proper authority, I initiated communication loops by involving relevant stakeholders including the CBI team, hub in-charge, and other pertinent parties. Through consistent coordination and collaboration, I worked towards resolving each issue, ensuring timely solutions were found to close out outstanding matters.

- **Analyzing Cost Reduction Opportunities and Working for Salary Modality Changes**

  My assignment involved gathering comprehensive salary data for hubs in the Gazipur region spanning from November to January. This data will help calculating the cost per parcel within the region's operations. Subsequently, leveraging this information, I delved into exploring avenues for cost reduction. Additionally, the data was crucial for strategizing and implementing modifications to the existing salary modality for delivery agents, both within and outside the city.

Company Line Manager	22/03/24
	Internship Supervisor
Md. Saddam Hossain	**Rasheda Akter Rupa**
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Courier Operations	Department of Business and Technology Management
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 7th Week   **Date:** 25th February 2024 to 29th February 2024

List of activities with brief description:

- **Active Participation in Gazipur and Mymensingh Region Meetings**

  I began participating in routine meetings of Gazipur and Mymensingh regions, collaborating with regional leads and hubs. These sessions were dedicated to addressing region and hub-specific challenges through brainstorming sessions and discussions with senior members, fostering the exploration and implementation of effective solutions.

- **Backlog Clearing**

  I was tasked with clearing the backlog parcels spanning 4 and 4+ days in the Gazipur RSD and OSD hubs. Hubs that were experiencing significant backlog, for example Gazipur-Kaliyakair B.Baria-Sarail due to various management issues, adversely affecting the overall performance of both the hub and the region were the main focuses here.

- **Understanding the Weekly Regional Report Format**

  Every Sunday, a central meeting convenes at the HQ with all managers present. During these sessions, each region's report, comprising categories like Current and Closing Week's Aging, Current and Closing Week's Delivery Processing, Hub Backlog, Agent Health, Hourly Delivery, Return Processing, Previous Week Backlog and Return Pending Solving etc., is presented by the respective managers in charge of the regions. Md. Saddam Hossain, overseeing OSD operations, provides feedback on each region's reports. I was tasked with grasping the reporting process and learning how to generate report for Gazipur (RSD+OSD) and Mymensingh region.

_____   29/02/24

Company Name Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
General Manager   Lecturer
Courier Operations   Department of Business and Technology Management
Pathao Limited   Islamic University of technology

<u>WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES</u>

Week: 8th Week   **Date:** 3rd March 2024 to 7th March 2024

List of activities with brief description:

- **Weekly Performance Report for Gazipur Region**

  I attempted to compile the performance report for the Gazipur region for Week 09 (25th to 29th of March), drawing from the knowledge acquired in the previous week. Although the report exhibited some shortcomings, I recognize that refinement will come with continued practice and experience.
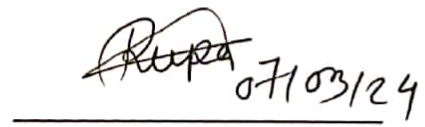
- **Resolving Hub and Parcel-Related Issues**

  I was looped in various pending issues concerning hubs, including overdue payments, parcel damage or loss, returns, and backlogs. In order to expedite resolutions, I facilitated communication with all relevant stakeholders, ensuring a swift and coordinated approach to tackle these challenges effectively.

_____   _____ 07/03/24

Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
General Manager   Lecturer
Courier Operations   Department of Business and Technology Management
Pathao Limited   Islamic University of technology

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 9th Week

Date: 10th March 2024 to 14th March 2024

List of activities with brief description:

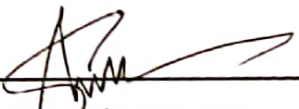- **Checking Hub Payment of Gazipur and Mymensingh Region**

  At Pathao Courier, hubs have two scheduled times for clearing due payments: one at 8 PM at night and another the following morning by 12 PM, in case any payments remain from the previous day. I was assigned the responsibility of checking hub payments each morning to identify any outstanding dues and ensure prompt resolution by urging the respective hubs to clear their payments.

- **Clearing Delivery and Return Pending Backlogs: Gazipur-Kaliyakair and B.Baria-Sarail Hubs**

  I was given the responsibility of addressing the delivery backlog parcels, which had accumulated over 4 and 4+ days respectively, at the Gazipur-Kaliyakair and B.Baria-Sarail hubs. These backlogs were attributed to various management issues, significantly impacting the overall performance of both hubs. Additionally, I was tasked with overseeing and resolving the return pending backlogs from these two hubs.

- **Agent Hiring and Duty In-Time Report Checking**

  Another responsibility I was assigned with is to regularly take update of the agent hiring for the Gazipur-Kaliyakair, B.Baria-Sarail, Savar-Amin Bazar and Jamalpur hubs. The hub in-charges regularly provide updates of their delivery agent count and attendance along with the details of agents in pipeline or in training and agent duty in-time.

Company Line Manager

Md. Saddam Hossain
General Manager
Courier Operations
Pathao Limited

Internship Supervisor

Rasheda Akter Rupa
Lecturer
Department of Business and Technology Management
Islamic University of technology

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 10th Week   **Date:** 17th March 2024 to 21st March 2024

List of activities with brief description:

- **Weekly Performance Report: Gazipur and Mymensingh Regions**

  I compiled the performance report for the Gazipur and Mymensingh regions for Week 11 (8th to 14th of March), incorporating all the necessary data and reports required for comprehensive analysis.

- **Checking Hub Payment of Gazipur and Mymensingh Region**
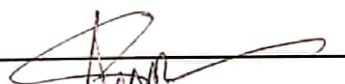
  At Pathao Courier, hubs have two scheduled times for clearing due payments: one at 8 PM at night and another the following morning by 12 PM, in case any payments remain from the previous day. I was assigned the responsibility of checking hub payments each morning to identify any outstanding dues and ensure prompt resolution by urging the respective hubs to clear their payments.

- **Clearing Delivery and Return Pending Backlogs: Gazipur-Kaliyakair and B.Baria-Sarail Hubs**

  I was given the responsibility of addressing the delivery backlog parcels, which had accumulated over 4 and 4+ days respectively, at the Gazipur-Kaliyakair and B.Baria-Sarail hubs.

- **Agent Hiring and Capacity Report**

  I was tasked with regularly updating the status of agent hiring for the Gazipur-Kaliyakair, B.Baria-Sarail, Savar-Amin Bazar, and Jamalpur hubs. Additionally, I created a capacity report to assess the average parcel per head for each hub, identifying those with low agent numbers and consequently high parcel loads. Based on this analysis, decisions were made regarding necessary actions to address the imbalance in workload distribution.

Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
General Manager   Lecturer
Courier Operations   Department of Business and Technology Management
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 11th Week   **Date:** 24th March 2024 to 28th March 2024

List of activities with brief description:

- **Starting a New Project Named "Project Linehaul"**

  Myself and two of my colleagues were chosen to participate in "Project Linehaul" led by one of our senior colleagues. This project aims to evaluate the cost-effectiveness of sorting house-based operations compared to centralized warehouse operations, where transportation is managed centrally rather than regionally and linehaul-wise.

  The objective is to identify strategies to minimize the overall cost of Pathao Courier's Transport and Logistics (TNL) operation. Additionally, we conducted calculations to determine the cost per hub for the current sorting house-based operation, providing insights into the efficiency and significance of hubs based on cost and parcel volume.

- **Weekly Performance Report: Gazipur and Mymensingh Regions**

  I compiled the performance report for the Gazipur and Mymensingh regions for Week 12 (15th to 21st of March), incorporating all the necessary data and reports required for comprehensive analysis.

- **Checking Hub Payment of Gazipur and Mymensingh Region**

  At Pathao Courier, hubs have two designated times for clearing due payments: 8 PM at night and the following morning by 12 PM, in case any payments are left from the previous day. My responsibility was to check hub payments each morning, identifying any outstanding dues, and ensuring swift resolution by prompting the respective hubs to clear their payments.

28/03/24

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Company Line Manager   Internship Supervisor

Md. Saddam Hossain   **Rasheda Akter Rupa**
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 12th Week   **Date:** 31st March 2024 to 4th April 2024

List of activities with brief description:

- **Data Calculation for Project Named "Project Linehaul"**

  To identify strategies to minimize the overall cost of Pathao Courier's Transport and Logistics (TNL) operations, calculations were conducted to find out the cost per hub for the current sorting house-based operation, as well as the cost per hub for the previous modality. These data provided insights into the efficiency and significance of hubs following the current updated process based on cost and parcel volume.

- **Maintaining Regular Operations in Gazipur and Mymensingh Region**

  Due to scarce resources and increased stakeholder mistake risk, maintaining routine operations with the spike in parcel volumes before Eid ul Fitr posed substantial challenges. Consequently, rigorous follow-ups with the hubs were conducted to ensure continuity in essential activities such as parcel delivery, return and hold verification, success rate monitoring, agent recruitment, daily attendance tracking, and issue resolution.

- **Checking Hub Payment and Backlog Clearing of Gazipur and Mymensingh Region**

  At Pathao Courier, hubs have two designated times for clearing due payments: 8 PM at night and the following morning by 12 PM, in case any payments are left from the previous day. My responsibility was to check hub payments each morning, identifying any outstanding dues, and ensuring swift resolution by prompting the respective hubs to clear their payments.

  Also, as the parcel volume was so high due to the upcoming Eid Ul Fitr, and Pathao's commitment to successful delivery to the customers and the merchants, it was very important to make sure all the parcels get delivered in time. Which is why I was tasked to push the hubs to clear the backlog parcels to ensure we are following our Service Level Agreement (SLA).

Company Line Manager

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