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**An Internship Report  
on**

**"Logistics Optimization: A Comprehensive Analysis of Pathao Courier's Operational Dynamics, Zone Management Strategies, and Issue Mitigation Approaches"**

**An internship report submitted to the Department of Business and Technology Management In partial fulfillment of the requirements for the degree of BBA in Technology Management**

**Submitted By  
Nazmur Rahman Prince  
ID: 190061139**

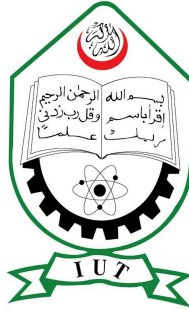


**Department of Business and Technology Management  
Islamic University of Technology**

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## An Internship Report on

# "Logistics Optimization: A Comprehensive Analysis of Pathao Courier's Operational Dynamics, Zone Management Strategies, and Issue Mitigation Approaches"



Submitted to:

Islamic University of Technology

In partial fulfillment of the requirements for the degree of BBA in Business and Technology Management

Submitted by:

Nazmur Rahman Prince

Student ID: 190061139

Department of Business & Technology Management

Islamic University of Technology

I affirm that my final report is intended to be included in the enduring repository of the Islamic University of Technology's esteemed BBA in Business and Technology Management Program. By appending my signature below, I grant consent for disseminating my final report to any interested parties upon solicitation.

Approved by:

Md. Abdullah Al Mamun

Assistant Professor

Department of Business and Technology Management

Islamic University of Technology

Submission date: 3rd May, 2024

## An Internship Report on:

**"Logistics Optimization: <sup>1</sup> A Comprehensive Analysis of Pathao Courier's Operational Dynamics, Zone Management Strategies, and Issue Mitigation Approaches"**



This internship report is submitted to the <sup>16</sup> Department of Business and Technology Management (BTM) at the Islamic University of Technology (IUT) as part of the course BTM 4800.

## Letter of Transmittal

<sup>2</sup> Md Abdullah Al Mamun  
Assistant Professor  
Department of Business and Technology Management  
Islamic University of Technology Gazipur 1704, Bangladesh  
Subject: Internship report submission of Pathao Courier Operations

<sup>4</sup> Dear Sir,  
I am delighted to submit my report titled "Logistics Optimization: <sup>1</sup> A Comprehensive Analysis of Pathao Courier's Operational Dynamics, Zone Management Strategies, and Issue Mitigation Approaches" as a component of my academic internship with Pathao Courier Limited. This report was done under your supervision and guidance and meets the internship program criteria.

The internship at <sup>1</sup> Pathao's Courier Operations Department provided invaluable insights into the intricate dynamics governing delivery networks. Undertaken during my fourth-year studies in Business Administration and Technology Management, the internship aimed to dissect the operational complexities of managing a sprawling delivery ecosystem. Through mentorship and practical exposure, I gained a deeper understanding of day-to-day operational intricacies, from order processing to final delivery. This immersive experience equipped me with hands-on knowledge and insights essential for navigating real-world operational challenges. It contributed significantly to my professional growth and provided a platform to apply academic learning in a practical setting.

Sincerely,  
Nazmur Rahman Prince  
Id: 190061139

Session: The academic Year 2022-2023  
<sup>2</sup> Department of Business and Technology Management  
Islamic University of Technology

## Acknowledgment

I extend my deepest gratitude to all those who supported and guided me throughout my internship experience and the process of preparing this report.

Foremost, I would like to convey my heartfelt appreciation to Md. Abdullah Al Mamun, Assistant Professor at the Business and Technology Management Department, Faculty of Science and Technical Education, Islamic University of Technology. His unwavering guidance and encouragement were instrumental in shaping this report, and I am truly grateful for his invaluable mentorship.

I am immensely thankful to Pathao Courier for providing me with the opportunity to intern with their Central Operations team. I express my sincere gratitude to my supervisor, Saddam Bin Hossain, General Manager at Pathao Courier, for his invaluable guidance, constructive feedback, and mentorship throughout my internship. Additionally, I am grateful to Sakeeb Ahmed Ar Rafee, Deputy Manager at Pathao Courier, whose support and guidance enhanced my perspective and performance significantly.

I extend my appreciation to all those who contributed to the analysis and data collection for this study. Their insights and ideas were integral to shaping the content of this report.

Furthermore, I am grateful to the entire Pathao Courier Central Operations team for their warm welcome and conducive work environment. Special thanks to Md. Mohiuddin Ripon, Deputy Manager of Operations, for his invaluable guidance, as well as to Md. Rakibul Hassan, Md. Shahadat Hossain, and Mehedi Hassan Tanvir, Senior Executives in Operations, for their constant support and assistance throughout my internship. Their guidance and advice were indispensable in my learning journey.

Once again, I extend my heartfelt gratitude to everyone who contributed to this report. Your support and guidance were essential in bringing this report to fruition.

## Declaration of the student

I, Nazmur Rahman Prince, currently pursuing a degree in <sup>1</sup> Business and Technology Management at the Islamic University of Technology, solemnly affirm that the Internship Report titled **"Logistics Optimization: A Comprehensive Analysis of Pathao Courier's Operational Dynamics, Zone Management Strategies, and Issue Mitigation Approaches"** is entirely my original work. This report was completed under the guidance and supervision of <sup>2</sup> Md Abdullah Al Mamun, Assistant Professor in the Department of Business and Technology Management at the Islamic University of Technology.

<sup>28</sup> I further declare that this report has not been submitted, either in part or in its entirety, for any other degree or diploma program. The information and statistics presented in this report are based on my research and are accurate to the best of my knowledge.

I acknowledge any assistance received during the internship and the preparation of this report, all of which have been duly acknowledged within the contents of this document. Additionally, <sup>40</sup> I confirm that all sources of information referenced in this report have been appropriately cited.

Sincerely Yours,

Nazmur Rahman Prince

Id: 190061139

<sup>27</sup> Department of Business and Technology Management  
Islamic University of Technology

## Executive Summary

This report offers an overview of my participation in Pathao's AIM internship program, focusing on my role within the courier operations department. Pathao, a prominent Bangladeshi digital platform company headquartered in Dhaka, provides diverse services through its mobile application, including ride-sharing, food delivery, logistics, and digital payments. The AIM internship program is designed to provide university students with practical experience in a fast-paced and dynamic environment, allowing interns to develop valuable skills and insights into the operations of a leading tech company in Bangladesh.

Interns within the courier operations department are exposed to various aspects of Pathao's delivery network, spanning order processing, rider management, delivery tracking, and customer satisfaction. Additionally, interns may engage in data analysis, route optimization, and identifying opportunities for improvement within the courier operations system.

This report aims to convey the practical knowledge acquired during my internship regarding operations management and supply chain fulfillment within Pathao's courier department. By outlining the essential components driving Pathao's logistics success and detailing the intricacies of courier operations, this report provides valuable insights into the operational dynamics of a prominent tech company in Bangladesh.



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## Chapter 1: Introduction



## 1.1. Origin of the Research

This report offers a reflective account of my immersive internship journey within Pathao's esteemed courier operations department. Over the course of the four months internship tenure, I delved deep into the complex operational workings that drive the smooth operation of the delivery network. This experience was undertaken alongside my fourth-year studies in the Bachelor of Business Administration in Business and Technology Management program. It aimed to dissect the intricate operational dynamics involved in managing a vast logistics ecosystem.

The main goal of this endeavor was to delve into the operational intricacies that drive Pathao's courier operations. The emphasis was on understanding the mechanisms that ensure the smooth operation of the delivery network. The research specifically examined key operational areas such as order processing, rider management, delivery tracking, and operational efficiency. Through thorough analysis and practical experience, I gained valuable insights into the subtle operational details that form the backbone of Pathao's logistical setup.

My internship experience offered me a hands-on opportunity to fully engage with the courier operational processes and hurdles within Pathao's courier operations. Under the guidance of mentors and through practical involvement, I gained a deeper insight into the daily intricacies that shape the delivery network. By collaborating with various functional departments and overseeing the operational processes from upper management to the grassroots level, my internship journey afforded me a comprehensive understanding of the operational dynamics guiding Pathao's courier operations.

In summary, this report represents the culmination of operational insights gained throughout my internship at Pathao's courier operations. By examining the operational realities and challenges, this endeavor contributes to the broader discourse on operational management and logistics optimization within Pathao's delivery ecosystem. Through reflection, the report seeks to illuminate the operational complexities inherent in managing a large-scale delivery network, thus enhancing our comprehension of operational dynamics within the courier industry.

## 1.2. Scope of the Research

This research endeavor aims to scrutinize and evaluate the utilization of data-driven decision-making within Pathao's courier operations department with the aim of optimizing its services. The primary objective is to understand how data is collected, analyzed, and utilized to make informed decisions across different aspects of the logistics ecosystem. The report will



explore the specific functions performed by various departments within Pathao's courier operations, including:

**Data Collection:** The data collection process for this endeavor primarily involved hands-on tasks carried out by me during my internship period. Additionally, I gathered insights by engaging in conversations with employees of Pathao Courier, leveraging their extensive experience in the field. Furthermore, working closely with the root-level personnel of Pathao Courier exposed me to a diverse array of information pertaining to logistics and operations..

**Data Analysis:** Following the data collection process, I engaged in analyzing the courier operations from various perspectives. While some of the analytical outcomes initially appeared flawed, discussions with Pathao courier officials enabled me to refine my ideas. Much of the analysis was conducted through firsthand observation and brainstorming sessions with the organization's employees. This approach helped to contextualize the data and present a more comprehensive and structured understanding of the scenario.

**Data-Driven Decision-Making:** In today's fast-paced world, data has become the driving force behind decision-making processes across various sectors. With access to vast amounts of data and information, individuals and organizations alike are increasingly relying on data-driven insights to inform their choices. Pathao Courier is no exception to this trend. As the largest third-generation courier service in Bangladesh, Pathao Courier has established itself as a key player in the industry, with logistics capabilities extending from urban centers to remote areas such as the hilly regions of Chittagong.

Since its inception, Pathao Courier has leveraged data to assess and optimize its operations comprehensively. From managing last-mile customer interactions to navigating regional obstacles and planning efficient delivery routes, the organization relies on data analytics to address a myriad of challenges. Through my practical experience at Pathao, I've learned firsthand the importance of harnessing the full potential of data to make informed decisions.

### 1.3. Objective of This Report

The purpose of this report is to document my complete internship experience, including my learning experience and career advancement. During the internship, I was able to apply what I had learned about Operations Management and Supply Chain Management, particularly my theoretical notions of Operations management, to real-world tasks while also gaining job experience in a decision-making context.



### **1.3.1. Broader Objectives**

Working at Pathao could serve as a valuable stepping stone for students and recent graduates, providing them with essential skills and firsthand experience crucial for entering their desired industries. The overarching goal of this report is to shed light on the functioning of the logistics industry at a fundamental level and to illustrate how I applied theoretical knowledge and acquired skills to real-world scenarios.

### **1.3.2. Specific Objectives**

During my internship in the Courier Operations department, I gained invaluable insights into various operational activities, transport and logistics management, conflict management techniques, and issue resolution strategies. Additionally, I witnessed firsthand how Pathao maintains unity and cohesion among its diverse workforce through the implementation of the "Pathao way." In line with this, Pathao aims to impart similar impactful experiences to prospective graduates working in the operations department as interns, providing them with:

- Understand the essence of the "Pathao way," which serves as the cohesive force uniting the nationwide team through a shared set of values. From their volunteering initiatives to their unwavering commitment to diversity and inclusion, interns will delve into the core principles that underpin Pathao's organizational culture.
- Being a prominent employer in Bangladesh, Pathao extends opportunities to individuals across the nation, engaging them in diverse projects. For instance, I have been involved in courier operations within the Sylhet region, overseeing 22 last-mile hubs.
- Acquire comprehensive knowledge about Pathao's proprietary Order Management System (OMS), known as Hermes, which serves as a centralized platform for monitoring orders nationwide. Through Hermes, interns will gain insight into the intricate processes involved in observing and managing orders across the entirety of the country.
- Participate in enriching learning-centered sessions, collaborate with seasoned professionals, and actively engage in weekly operational meetings on Sunday to gain firsthand experience and insights into Pathao's operational dynamics which helps us to evaluate our understanding of the tasks that we went through the whole week.
- Participate actively in networking opportunities and cultivate relationships with fellow professionals at Pathao. By doing so, you can broaden your professional circle and tap into a rich pool of knowledge and experiences within the organization. These connections can offer valuable insights, mentorship, and collaborative opportunities that contribute to your personal and professional growth. Additionally, fostering strong relationships with colleagues enhances teamwork, promotes innovation, and fosters a supportive work environment.



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## 1.4. Methodology

### 1.4.1. Research Design

The methodology employed in this study will primarily utilize qualitative research techniques to ensure the reliability, accuracy, and relevance of the gathered information aligned with the study's objectives.

### 1.4.2. Sources of Data

The selection of data-gathering methods is tailored to the desired outcomes, considering whether they necessitate qualitative or quantitative approaches. Throughout this paper, which predominantly relies on qualitative and experience-based methodologies, utmost attention is paid to preserving research quality measures such as validity, reliability, generalizability, trustworthiness, and transparency.

**Primary data:** This research was created with the use of a lot of primary data. It is gathered from the group of persons connected to this bank. Primary data is collected using the techniques listed below. There are the ones:

- **Direct interviewing:** Utilizing a meticulously crafted and well-designed questionnaire, I gathered data during one-on-one initial encounters conducted with operations experts.
- **Personal communication:** I acquired information from the officers through personal conversations, aiming to attain a comprehensive understanding of their roles within the organization.
- **Observation method:** I explored every facet of the operations and meticulously observed their activities, ensuring a thorough understanding of the processes involved.
- **Practical work:** The knowledge I acquired through practical experience and projects was invaluable.

**Secondary data:** Analyzing program papers, including yearly reports, monitoring reports, evaluation reports, and meeting minutes relevant to courier operations, forms a vital part of the secondary data gathering process. This holistic approach enables evidence-based decision-making by providing a comprehensive understanding of the operational landscape.

## 1.5. Limitations

Having worked within Pathao's courier operations, I've witnessed firsthand how our logistics and fulfillment activities are meticulously tailored to remain competitive in the local market. Our overarching objective is to ensure that e-commerce customers receive their products conveniently, irrespective of their geographical location. However, it's crucial to acknowledge and uphold Pathao's commitment to data rights, privacy, and security concerns throughout our operations.





- Insufficient written materials hinder the ability to obtain a comprehensive understanding.
- The condensed timeframe of the internship, spanning four months, poses a challenge for comprehensive data collection, particularly given the vast scope of Operations.
- In light of confidentiality concerns, certain critical information must be omitted from inclusion.



34 **Chapter 2: Organization Overview**



## 2.1. Company Profile

### 2.1.1. Company History

Pathao, a Bangladeshi tech startup, embarked on its journey in 2015 with a primary focus on facilitating deliveries for e-commerce businesses. Initially utilizing motorcycles and bicycles for transportation, the company swiftly gained momentum in the market. In a strategic shift in mid-2017, Pathao expanded its services to include bike-sharing, a move that proved highly successful and garnered significant interest from both drivers and customers alike.

The release of their application in December 2017 was a transformative milestone for Pathao. This technological leap not only optimized operational efficiency but also enhanced user engagement, propelling Pathao towards exponential growth. As a result, the company's reach expanded beyond Dhaka, encompassing key urban centers like Chittagong and Sylhet, solidifying its presence across Bangladesh.

Pathao's trajectory of innovation remained steadfast. In 2018, they diversified their portfolio by launching Pathao Food, establishing themselves as a leading food delivery platform in Bangladesh. Simultaneously, their delivery arm expanded with the nationwide introduction of Pathao Courier and the introduction of Pathao Parcel, enabling efficient intra-city parcel deliveries within Dhaka.

Pathao's influence extended beyond national boundaries, evident in their entry into international markets. In 2018, they achieved a significant milestone by becoming the first Bangladeshi company to introduce ride-sharing services abroad, launching operations in Kathmandu, Nepal.

In December 2019, Pathao achieved a significant milestone by obtaining an enlistment certificate from regulatory authorities in Bangladesh. This official endorsement further solidified Pathao's position as a leading ride-sharing service provider in the country.

## 2.2. Company Objective

Pathao embarked on its journey in 2015, initially venturing into the realm of transportation not by ferrying passengers, but by addressing the logistical demands of e-commerce deliveries. Armed with a fleet of bicycles and motorcycles, the company aimed to furnish a reliable solution for online businesses across Dhaka and its peripheries. This strategic focus on facilitating web-based commerce deliveries swiftly garnered Pathao partnerships with industry giants such as Daraz, Bikroy.com, and Rocket Internet ventures, thus effectively addressing a burgeoning market need within Bangladesh.



Transitioning in mid-2016, Pathao discerned an escalating demand for expeditious and effective delivery services. Hence, Pathao Courier emerged as a pivotal expansion of their service portfolio, designed to cater comprehensively to a diverse array of delivery requisites. Leveraging their pre-existing network of riders, Pathao Courier introduced a user-friendly application interface, empowering users to seamlessly book on-demand parcel deliveries within Dhaka and throughout the nation.

In emulation of the streamlined user experience characteristic of prevalent ride-hailing applications, the Pathao Courier app simplifies the delivery process significantly. Users can effortlessly schedule pickups through the application, specifying locations and coordinating direct pick-up arrangements. Bolstered by an extensive network of riders, parcels are typically retrieved within a swift 20-minute window and dispatched promptly to their designated destinations. This consumer-centric approach mirrors the triumphs of esteemed services such as Go-Jek, Grab, and Uber, presenting a convenient and time-efficient alternative to conventional delivery methodologies.

Pathao Courier's geographical expansion, as corroborated by recent reports, underscores the company's steadfast commitment to democratizing reliable delivery services across the breadth of Bangladesh. This trajectory seamlessly aligns with Pathao's overarching mission of furnishing dependable and easily accessible transportation solutions to all segments of society.

As Pathao remains poised on the cusp of further innovation and expansion, Pathao Courier assumes a pivotal role in shaping the trajectory of e-commerce deliveries within Bangladesh. Their unwavering focus on efficiency, accessibility, and customer satisfaction positions them favorably to navigate the evolving landscape of business and individual requirements with aplomb. The following are some of Pathao Limited's primary goals:

## **Pathao's Evolution and Expansion**

### ***Inception and Transition***

- Founded in 2015 as a delivery service for e-commerce.
- Transitioned to bike-sharing services in mid-2016.

### ***Technological Advancement***

- Launch of the Pathao app in December 2016.
- Streamlined operations and enhanced user experience.

### ***Geographical Expansion***

- Services extended beyond Dhaka to cities like Chittagong and Sylhet.



## Diversification and Innovation

### *Introduction of New Services*

- Pathao Food launched in 2018, becoming one of a leading food delivery service in Bangladesh.
- Pathao Courier and Pathao Parcel were introduced for nationwide and intra-city parcel delivery within Dhaka respectively

### *International Expansion:*

- Venture into international markets in 2018 with ride-sharing services in Kathmandu, Nepal.

## Official Recognition and Consolidation

### *Government Endorsement:*

- Acquisition of enlistment certificate from Bangladeshi authorities in December 2019.
- Recently acquired approval from the Bangladesh Bank to introduce 'Pathao Pay,' an open wallet service.

### *Established Market Presence:*

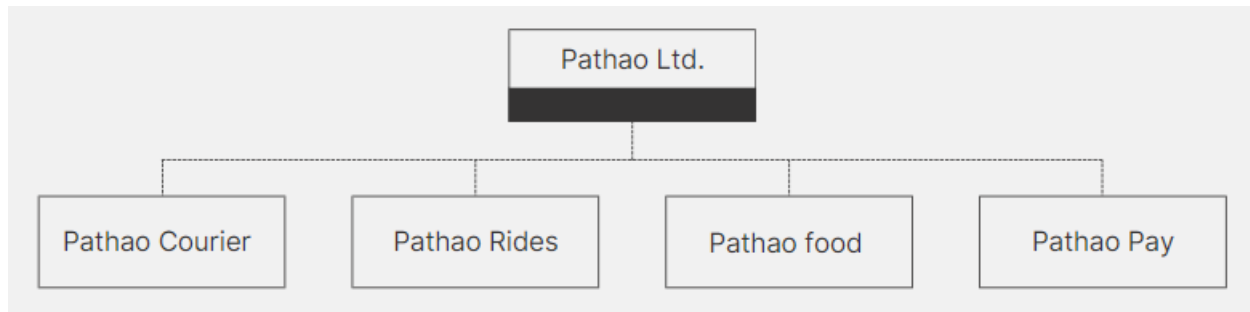
- Solidifies Pathao's position as a major ride-sharing service provider and also the largest 3rd generation E-commerce courier in Bangladesh.

## 2.3. Organizational Structure of Pathao



**Fig-1: Organogram of Pathao Ltd.**

## 2.4. Pathao's Multifaceted Operational Verticals



### 2.4.1. Pathao Courier

#### Operational Focus

- Specializes in swift and reliable on-demand parcel delivery services across Dhaka and beyond.

#### Functional Mechanism

- Facilitates seamless booking and tracking of parcel deliveries through the Pathao app, ensuring efficient handling by dedicated riders.

#### Market Influence

- Acts as a catalyst for e-commerce growth by providing businesses with efficient distribution solutions and enhancing customer convenience.

#### Key Features

- Focuses on timely and secure parcel delivery, catering to the evolving demands of the digital marketplace.

### 2.4.2. Pathao Food

#### Operational Focus

- Dedicated to delivering an extensive range of culinary delights from partnered restaurants to customers' doorsteps.

#### Integration Approach

- Seamlessly integrated within the Pathao app, offering a user-friendly interface for menu browsing, order placement, and real-time delivery tracking.

#### Market Influence

- Enhances user convenience and expands restaurant outreach, contributing to the growth and diversification of the food industry.



### **Key Features**

- Prioritizes convenience and quality in food delivery services, enriching culinary experiences for users and restaurant partners alike.

### **2.4.3. Ride-Sharing Services**

#### **Operational Focus**

- Primarily offers bike-taxi rides through the Pathao app, providing a convenient and cost-effective transportation solution.

#### **Execution Strategy**

- Relies on a network of skilled riders and efficient app infrastructure for seamless booking, payment, and navigation.

#### **Market Influence**

- Redefines urban mobility by offering a reliable alternative to traditional transportation methods, enhancing accessibility and affordability.

#### **Key Features**

- Focuses on facilitating hassle-free and efficient movement within urban areas, catering to diverse transportation needs.

### **2.4.4. Pathao Pay**

#### **Operational Focus**

- Provides a digital wallet solution integrated into the Pathao app, streamlining payment processes for various services.

#### **Functional Benefits**

- Offers users a convenient and secure method for cashless transactions, with potential rewards and incentives for usage. Also one tap payment feature increases the convenience for the users to enhance their payment experience

#### **Operational Integration**

- Seamlessly integrated with other Pathao services to optimize user experience and enhance operational efficiency.

#### **Key Features**

- Streamlines payment procedures fosters cashless transactions, and enhances overall user convenience within the Pathao ecosystem.



### **2.4.5. Pathao's Recent Feature Extension**

Pathao has recently expanded its repertoire with a slew of exciting features aimed at enhancing convenience and elevating everyday activities to new heights. These additions include:

#### **1. Pathao Rental**

- Empowers users to effortlessly rent vehicles for short-term usage, meeting a wide range of transportation needs with flexibility and convenience. Additionally, it offers the option for scheduled ride bookings, allowing customers to arrange rides according to their preferred time and date.

#### **2. Pathao Parcel**

- Offers same-day pickup and delivery services within the city, ensuring swift and efficient transportation of packages to their destinations.

#### **3. Pathao Tong**

- This service streamlines the delivery of desired products from local retail shops, offering assistance with transporting goods and belongings in a convenient and hassle-free manner.

#### **4. Pathao Pharma**

- Streamlines the process of ordering pharmaceutical products, ensuring timely delivery of essential medications to users' doorsteps.

#### **5. Top-up**

- Allows users to conveniently top up mobile phone credits directly through the Pathao app, eliminating the need for separate transactions.

#### **6. Pathao Shop**

- Provides a platform for users to purchase a wide range of products and services directly through the Pathao app, offering a seamless shopping experience.

These features are meticulously designed to cater to the diverse needs and preferences of users, enhancing their day-to-day activities and purchases with unprecedented convenience and efficiency. Pathao's continuous innovation and expansion exemplify its commitment to revolutionizing the way people navigate and interact with their surroundings, further solidifying its position as a pioneering force in Bangladesh's tech landscape.





## 2.5. Pathao's Cross-Border Expansion

Pathao Limited's global reach extends to Nepal, where its courier services have become a cornerstone of its operations. Unlike its Bangladesh counterpart, Pathao faces minimal competition in Nepal, providing a strategic advantage in catering to the burgeoning demand for courier services. Absent are the challenges posed by industry giants like Uber, allowing Pathao to establish a dominant presence and offer competitive pricing, facilitated by a plentiful supply of riders and the absence of illicit practices like "Keep".

Nepal's unique market dynamics, characterized by diverse geography and dense urban populations, fuel a robust demand for courier services. Notably, the volume of courier rides in Nepal far exceeds that of major Bangladeshi cities combined, indicative of substantial growth potential. Moreover, the rapid expansion of the food delivery sector in Nepal surpasses established markets like Chittagong, highlighting the broadening scope of Pathao's operations.

Bolstered by its success in Nepal, Pathao is strategically positioned to expand its courier services into other promising markets. This expansion reflects Pathao's commitment to leveraging emerging opportunities and solidifying its position as a global leader in the courier services industry.

## 2.6. Strategic Framework of Pathao Courier

### 2.6.1. Vision

Our vision at Pathao Courier is to lead the on-demand logistics sector in Bangladesh, setting the standard for reliability, innovation, and unparalleled customer service. We strive to transform last-mile delivery by building a robust network, leveraging cutting-edge technology, and empowering businesses and individuals across the nation.

### 2.6.2. Mission

At Pathao Courier, our mission is to establish a seamless and reliable delivery ecosystem throughout Bangladesh. Through the integration of technology and the development of strategic partnerships, we aim to enable businesses of all sizes and individuals to flourish by providing efficient, affordable, and accessible on-demand logistics solutions.



### 2.6.3. Core Values

1. **Customer Obsession:** We prioritize our customers' needs in all our endeavors, striving to deliver exceptional service experiences and foster a culture of continuous improvement.
2. **Unwavering Reliability:** We recognize the pivotal role of timely deliveries in our clients' success. Our dedication to reliability extends beyond on-time delivery rates; it encompasses transparent communication, proactive issue resolution, and building trust through consistent performance.
3. **Embrace Innovation:** In a dynamic industry, we champion continuous innovation. We actively explore and integrate cutting-edge technologies such as AI and Algorithms to optimize operations, enhance efficiency, and elevate the customer experience.
4. **Empowerment Through Logistics:** We believe logistics should catalyze positive change. By offering accessible and affordable delivery solutions, we empower businesses of all sizes to participate in the e-commerce boom and contribute to Bangladesh's economic prosperity.

### 2.6.4. Strategic Objectives

1. **Dominate Market Share:** Secure a dominant position within Bangladesh's burgeoning e-commerce and on-demand delivery market by vigorously expanding brand visibility and customer acquisition across diverse market segments.
2. **Become a Benchmark for Efficiency:** Enhance every facet of the delivery process through AI-powered route optimization, strategic warehouse placements, and data-driven insights to achieve industry-leading delivery speeds and cost reductions.
3. **Deliver Beyond Expectations:** Augment basic delivery services by providing a comprehensive suite of specialized solutions, including same-day delivery for urgent needs, fragile focused logistics for fragile items, COD options, and bespoke delivery solutions for specific business requirements.
4. **Unleash the Power of Technology:** Continuously refine the Pathao Courier app to ensure a seamless experience for clients and delivery partners. Implement advanced features such as real-time order tracking, multi-modal communication channels, intuitive order management tools, and performance dashboards for delivery partners.
5. **Forge Strategic Alliances:** Cultivate robust partnerships with key stakeholders within the logistics ecosystem, including e-commerce platforms, local businesses, and potential investors, to facilitate geographical expansion and service diversification.



### 2.6.5. Strategic Priorities

1. **Targeted Marketing Blitzkrieg:** Develop a data-driven marketing strategy leveraging online advertising, social media campaigns, influencer partnerships, and on-ground promotional activities to amplify brand awareness and attract new customers.
2. **AI-powered Optimization Engine:** Implement a robust AI-powered route optimization system to dynamically plan efficient delivery routes, minimizing delivery times, fuel costs, and environmental impact.
3. **Specialized Delivery Solutions - A Differentiator:** Conduct comprehensive market research to identify unmet customer needs and develop specialized delivery solutions to cater to diverse requirements.
4. **A Superior App Experience:** Focus on continuous enhancement of the Pathao Courier app with features like real-time order tracking, live chat functionalities, user-friendly order management tools, and performance dashboards.
5. **Strategic Partnership Ecosystem:** Forge strategic alliances with leading e-commerce platforms, local businesses, and potential investors to facilitate seamless integration, cater to specific delivery needs, and fuel business expansion.

### 2.6.6. Evaluation and Monitoring

Establish a robust performance measurement system tracking <sup>3</sup> key performance indicators such as customer acquisition cost, customer lifetime value, on-time delivery rates, and net promoter score. Regular evaluation ensures alignment with strategic objectives and facilitates timely adjustments for continuous improvement

## <sup>48</sup> 2.7. SWOT Analysis

### 2.7.1. Strengths

1. **Pioneer Status:** Pathao stands out as one of the pioneering courier companies in Bangladesh, boasting a strong brand identity and a dedicated customer following..
2. **Technological Innovation & Affordability:** Pathao's user-friendly app and flexible pricing structure make it a convenient and cost-effective transportation option.
3. **Diversified Services:** Beyond logistics service, Pathao has diversified into ride sharing services, broadening its appeal and customer reach.
4. **Extensive Rider Network:** The company prides itself on maintaining an extensive network of riders, guaranteeing prompt service and expansive coverage for customers, encompassing both ride-sharing and delivery services.

### 2.7.2. Weaknesses

1. **Limited Geographic Coverage:** Pathao's services are predominantly concentrated in urban areas, leaving out a significant portion of the Bangladeshi population.
2. **Safety Issues:** Ensuring the safety of both riders and passengers remains a concern, particularly for female users.
3. **Dependency on Drivers:** Heavy reliance on riders may lead to challenges such as route manipulation and inconsistencies in service quality.
4. **Rural Market Awareness:** Pathao's brand recognition may be lacking in rural regions with lower smartphone penetration.

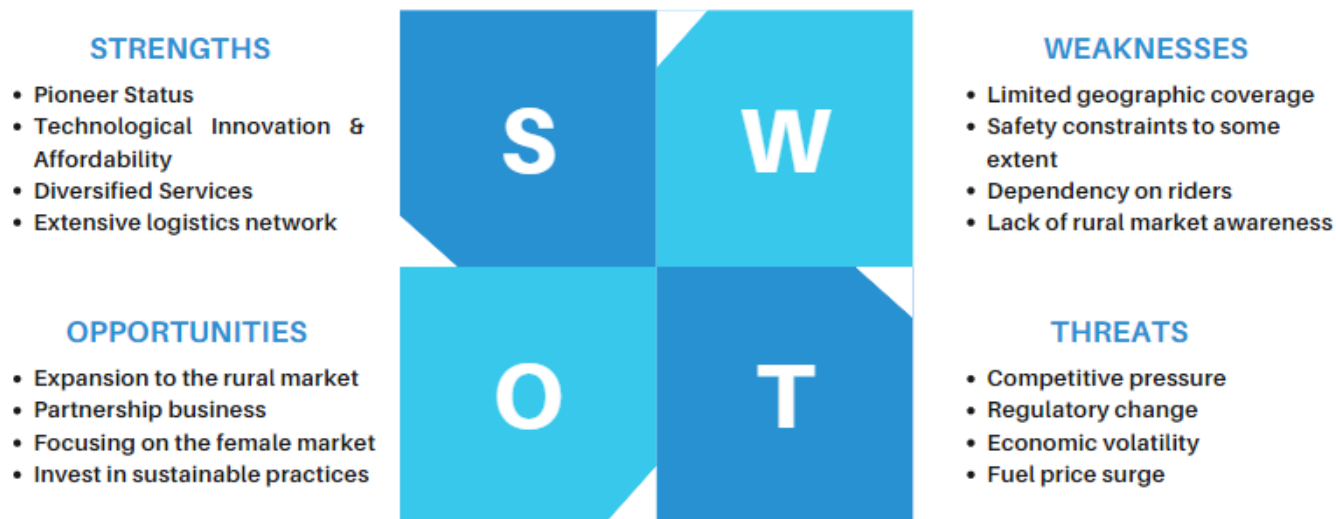
### 2.7.3. Opportunities:

1. **Expansion into Rural Markets:** With increasing internet access and smartphone adoption in rural areas, Pathao has the opportunity to extend its services and capture new markets.
2. **Partnerships with Businesses:** Collaborating with businesses for corporate transportation solutions or targeted delivery services could open up new revenue streams.
3. **Focus on the Female Market:** Addressing safety concerns and implementing female-friendly initiatives can attract a larger female customer base.
4. **Investment in Sustainable Practices:** Transitioning to eco-friendly vehicles can enhance Pathao's environmental reputation and appeal to environmentally conscious consumers.

### 2.7.4. Threats:

1. **Competitive Pressure:** Entry of international ride-sharing giants could pose a significant threat to Pathao's market dominance.
2. **Regulatory Changes:** Shifting government regulations regarding ride-sharing services may impact Pathao's operational framework and pricing strategies.
3. **Economic Volatility:** Fluctuations in the economy could lead to reduced consumer spending on transportation services.
4. **Fuel Price Instability:** Rising fuel costs may adversely affect both rider earnings, customer fares, and delivery cost impacting overall service satisfaction.

26 By leveraging its strengths, addressing weaknesses, seizing opportunities, and mitigating threats, Pathao can consolidate its position as a premier transportation and logistics provider in Bangladesh.



**Fig-2: SWOT Analysis of Pathao Limited**

43 **2.8. PESTEL Analysis**

**2.8.1. Political**

Pathao's experience in Bangladesh underscores the challenges of navigating the political environment for innovative technologies. Despite the country's stable governance, Pathao faced initial scrutiny and sparked heated political discussions upon its introduction due to its impact on traditional transportation sectors. Regulatory obstacles emerged, notably from the Bangladesh Road Transport Authority (BRTA), which initially viewed Pathao's ride-hailing service as conflicting with existing taxi regulations. However, Pathao's technology-driven sharing economy model introduced a new concept that did not neatly align with established frameworks. This reflected a global pattern where nations grappled with adapting regulations for emerging ride-sharing services. Consequently, Pathao's success relies on striking a balance between fostering technological advancement and complying with evolving regulatory landscapes.



### **2.8.2. Economic**

Pathao's influence on the Bangladeshi economy represents a complex interplay between various economic factors, where it both derives influence from and exerts influence upon the economic landscape. At its core, Pathao's contributions can be delineated into several key areas.

In terms of positive economic impact, Pathao serves as a beacon of the sharing economy, substantially bolstering job creation opportunities, particularly for drivers who may have otherwise struggled to secure employment. This influx of employment not only injects income into the economy but also enhances livelihoods for many individuals. Additionally, Pathao's disruptive presence has ushered in a host of consumer benefits within the transport sector. Notably, it has driven down costs associated with transportation, rendering taxi services more affordable and accessible to the general populace. Moreover, Pathao's competitive pricing model has engendered increased competition among traditional taxi services, ultimately benefiting consumers through a wider array of choices and reduced prices. Furthermore, Pathao's diversified service offerings, spanning from food delivery to rapid parcel delivery, cater to a diverse range of consumer needs, further amplifying its positive economic impact.

On the other hand, Pathao's ascension to market leadership has not been without its challenges and competitive pressures. Its exponential growth trajectory has firmly established it as a major player in the ride-sharing industry, attracting sizable customer bases and disrupting traditional transportation paradigms. This disruption, fueled by Pathao's low-cost services, has intensified competition within the market, placing considerable pressure on conventional transportation providers. While this fierce competition undoubtedly benefits consumers seeking cost-effective transportation solutions, it also underscores potential concerns regarding the sustainability of Pathao's low-price model and its long-term implications for traditional services.

In conclusion, while Pathao's economic impact in Bangladesh is predominantly positive, certain caveats warrant careful consideration. The sustainability of its pricing strategy, coupled with its ramifications for traditional sectors, necessitates ongoing scrutiny and evaluation. Nevertheless, Pathao's role in fostering job creation, enhancing consumer benefits, and stimulating market competition underscores its significance within the Bangladeshi economy.

### **2.8.3. Social**

Pathao's prominence in Bangladesh is not merely the result of economic factors but also aligns strategically with the evolving social landscape of the country. The company adeptly caters to the changing demographics of Bangladesh, particularly the growing youth population and expanding upper middle class, who increasingly prioritize convenience and comfort over traditional transportation methods, especially in urban areas.



Maintaining a positive social image is paramount for Pathao's long-term success. In today's climate, consumers are drawn to businesses perceived as socially responsible and ethical. Therefore, Pathao strives to cultivate a mutually beneficial relationship with its customers.

Pathao's rise to popularity is underpinned by its commitment to affordability and exceptional customer service, enhancing convenience for riders. However, this growth hasn't been without challenges, including controversies related to competition, regulations, and human resources. Despite these challenges, Pathao's positive social image has solidified its position as a strong competitor in the market.

Looking ahead, while social acceptance remains crucial, Pathao must address controversies and uphold its positive brand image. Alongside maintaining a focus on affordability and customer service, these efforts will be key to sustaining Pathao's growth in Bangladesh.

#### ***2.8.4. Technological***

Pathao's success in Bangladesh is deeply intertwined with the country's robust technological landscape, providing an ideal environment for its tech-driven operations. With Bangladesh boasting sufficient technological infrastructure, including a significant internet user base exceeding 60 million as of 2016, Pathao finds a fertile market for its app-based services.

Central to Pathao's triumph is its robust technological foundation, which has propelled its dominance in the market. The company's app, known for its intuitive user interface and seamless functionality, has solidified its position within the ride-sharing industry. This technological backbone integrates various features such as geolocation, navigation, real-time notifications, and integrated payments, significantly enhancing the user experience.

Beyond functionality, Pathao leverages technology for targeted marketing efforts, further expanding its reach and reinforcing brand recognition. By prioritizing user convenience and continual technological innovation, Pathao has not only thrived in Bangladesh's tech-savvy environment but also established a strong foothold for future growth.

#### ***2.8.5. Environmental***

In Bangladesh, Pathao's environmental footprint presents a nuanced scenario, balancing various factors that shape its impact. Currently, the regulatory environment appears lenient, offering Pathao favorable conditions for its business operations in the short term. However, this leniency poses uncertainties for the future, as the absence of robust regulations could lead to unforeseen environmental ramifications down the line. Concerns arise regarding Pathao's potential contribution to traffic congestion and increased fuel consumption, raising questions about its



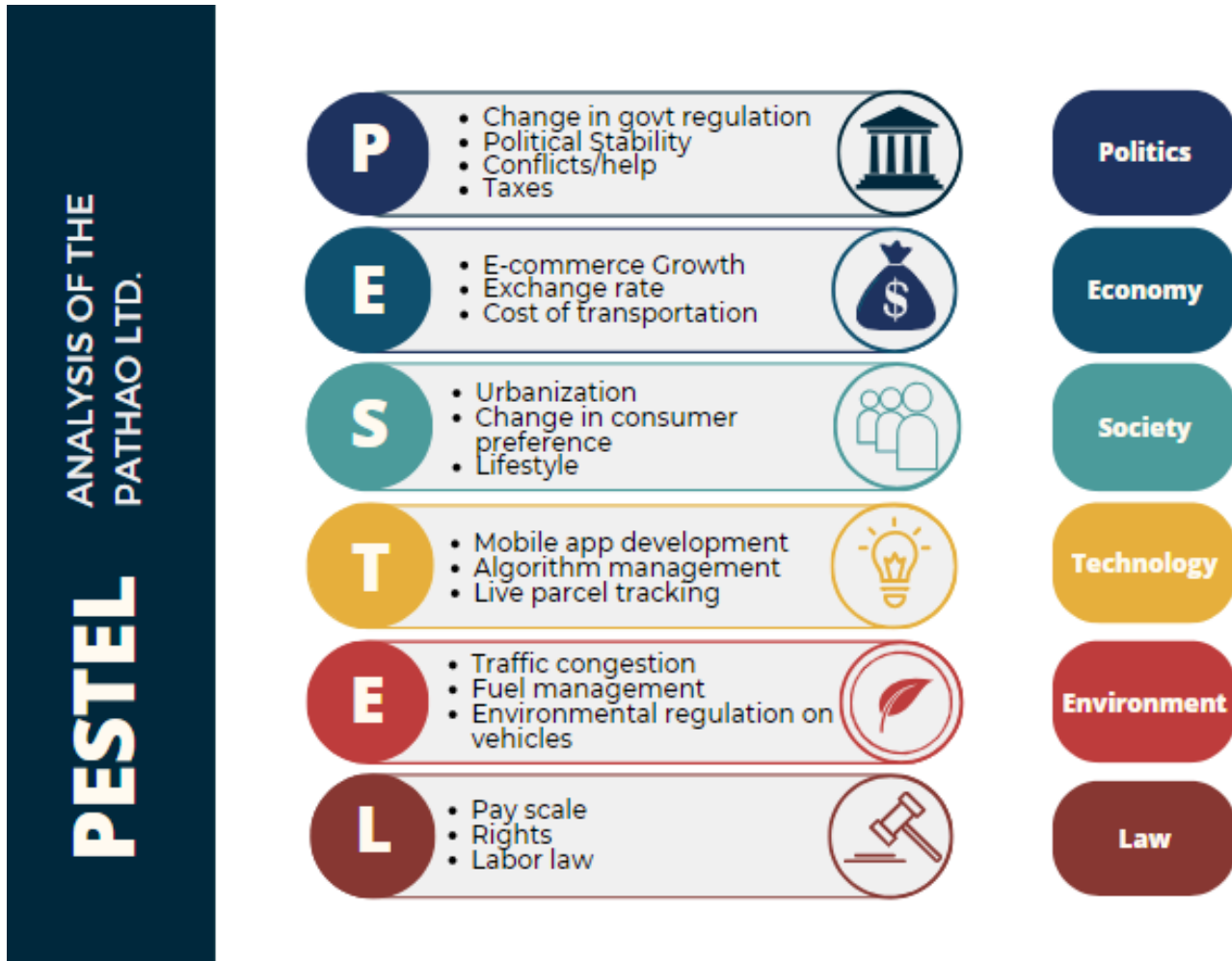
overall environmental impact. Additionally, assertions that Pathao directly displaces users of public transport warrant further investigation to grasp the full scope of its influence. Addressing these complexities requires comprehensive analysis, including comparative studies that juxtapose Pathao's fuel usage with that of public transport and personal vehicles, considering various contributing factors. Looking ahead, Pathao must anticipate potential future environmental restrictions and consider adopting eco-friendly initiatives, such as transitioning to electric vehicles or optimizing delivery routes to minimize emissions. These actions could position Pathao as a responsible corporate entity committed to environmental sustainability in the long term.

### **2.8.6. Legal**

In Bangladesh, Pathao operates within a legal framework characterized by both opportunities and obstacles. The Bangladesh Road Transport Authority (BRTA) has granted approval to ride-sharing companies like Pathao, subject to an annual fee of 1 lakh taka. This signifies a step towards formal recognition and regulation of the industry. However, despite these strides, Pathao faces significant challenges in ensuring legal compliance. Adhering to evolving regulations is crucial, as non-compliance could result in substantial penalties. Moreover, existing transportation laws may not fully encompass the unique dynamics of ride-sharing services, creating ambiguity for both Pathao and regulatory authorities. Beyond taxation, Pathao must navigate legal complexities related to human resources, including driver rights and labor regulations.

To address these challenges, Pathao can adopt proactive strategies. Engaging with regulatory bodies to understand and adhere to evolving legal requirements is essential. Additionally, demonstrating a commitment to addressing concerns regarding driver welfare and taxation not only showcases social responsibility but also bolsters Pathao's legal standing. As the legal landscape continues to evolve, Pathao must remain adaptable, adjusting its operations to ensure ongoing compliance. While the approval from BRTA represents progress, Pathao operates within a dynamic legal environment in Bangladesh. By prioritizing compliance and actively addressing legal hurdles, Pathao can navigate this landscape effectively, ensuring its sustained success in the country.





**Fig-3: PESTEL Analysis of Pathao Ltd.**

## 50 2.9. Porter's Five Forces

30 Pathao operates within a competitive landscape shaped by various forces, as illuminated by Porter's Five Forces framework:

### 2.9.1. Threat of New Entrants (Moderate-High)

1. **High Initial Investment:** Building a robust infrastructure and acquiring a substantial user base demand significant capital, potentially deterring small-scale entrants. However, well-established companies with ample resources might find the market attractive.

2. **Brand Recognition & Customer Loyalty:** Pathao's strong brand presence and loyal customer base act as barriers to entry. Customers accustomed to Pathao's services may be reluctant to switch to new platforms lacking a proven track record.
3. **Regulatory Environment:** Government regulations regarding licensing, safety standards, and data privacy present barriers to entry, requiring considerable time and resources for compliance.

Despite existing barriers, the threat from established international companies like FedEx, DHL, Uber remains significant, especially given their substantial resources and global recognition.

### 2.9.2. **Bargaining Power of Suppliers (Low-Moderate):**

1. **Large Rider Pool:** Bangladesh has a readily available workforce for delivery services. Pathao likely has a large pool of riders, reducing dependence on any single supplier.
2. **Fragmented Rider Network:** Pathao benefits from a vast network of independent riders, reducing the bargaining power of individual suppliers as they are easily replaceable within the network.
3. **Limited Alternatives for Riders:** The dominance of Pathao in major cities limits alternatives for riders, thereby reducing their bargaining power.
4. **Standardized Services:** The standardized nature of ride-sharing services across platforms limits the bargaining power of individual riders, as similar services can be found elsewhere.

However, factors like unionization or rider cooperatives could enhance the bargaining power of suppliers, as could a shortage of skilled riders in the event of increased demand.

### 2.9.3. **Bargaining Power of Buyers (Moderate-High):**

1. **Price Sensitivity:** Price is a crucial factor for customers in a developing economy like Bangladesh. The customer will move Pathao-Uber-Pathao wherever they get less.
2. **Availability of Alternatives:** Customers have various transportation alternatives, including public transportation, taxis, and micro-mobility options like cycling and e-scooters.
3. **Rise of Micro-mobility Options:** The popularity of micro-mobility alternatives offers customers additional choices for short-distance travel, impacting the demand for ride-sharing services.

Pathao must adjust its pricing strategy and service offerings to remain competitive while ensuring profitability and customer satisfaction.

### 2.9.4. **Threat of Substitutes (Moderate-High):**

1. **In-House Delivery Solutions:** Businesses with high delivery volumes might consider developing their own delivery infrastructure, bypassing Pathao's services altogether.

2. **Public Transportation:** Public transport serves as a lower-cost alternative, particularly for longer distances or regular commutes.
3. **Taxis:** Taxis, despite potential inconveniences like hailing, can be substituted for ride-sharing services, especially for short trips.
4. **Micro-mobility Options:** The emergence of micro-mobility alternatives presents viable substitutes for short-distance travel, affecting demand for ride-sharing.

Pathao can mitigate this threat by diversifying its service offerings and implementing segment-specific strategies.

### 2.9.5. Competitive Rivalry (High):

1. **Established Player:** Threat The potential entry of global giants like Uber poses a significant threat to Pathao's market dominance.
2. **Local Competitors:** Existing ride-sharing companies also contribute to competitive intensity within the market.

To maintain its position, Pathao must continuously innovate and differentiate its services while effectively managing competition from both local and international players.



**Fig-5: Porter's five forces**



## Chapter 3: Industry Overview

## 3.1. Industry Analysis

The courier industry in Bangladesh is booming, driven by e-commerce growth and the need for speedy deliveries. Market projections anticipate it to surpass USD 40 billion by 2028. While established players like Sundarban Courier Service dominate, tech startups are innovating. Challenges include a fragmented market and rural infrastructure limitations. Yet, opportunities arise from expanding internet access and adopting technologies like AI routing and specialized services. The industry's future looks promising as it becomes a key driver of economic growth and convenience for businesses and individuals in Bangladesh.

### 1 3.1.1. Industry size

The flourishing Bangladeshi courier industry stands as a testament to the country's rapid economic evolution, driven by the burgeoning e-commerce landscape and an escalating demand for swift and reliable delivery services. This comprehensive analysis provides an insight into the industry's current stature, its anticipated growth trajectory, and the pivotal factors shaping its future landscape.

#### 1. Market Size

- **Estimated Value:** While figures may vary, the Courier Services Association of Bangladesh (CSAB) approximates the market size at Tk 70 billion (approximately USD \$838 million). A broader perspective from Mordor Intelligence projects the entire Bangladesh Freight and Logistics market, including courier services, to burgeon to USD \$40.2 billion by 2028, signifying a remarkable 36 Compound Annual Growth Rate (CAGR) exceeding 6.5% from 2023-2028.

#### 1. Growth Drivers

- **E-commerce:** With Bangladesh's e-commerce market projected to reach USD \$20 billion by 2025, the surge in online shopping fuels the demand for efficient delivery solutions, thus catalyzing the courier industry's expansion.
- **Digital Connectivity Boom:** The country boasts over 130 million internet users and over 85 million smartphone users, fostering a digital connectivity boom that propels online shopping and on-demand delivery services.
- **Urbanization on the Rise:** As Bangladesh's urbanization rate is forecasted to reach 41.4% by 2025, densely populated cities create an increased demand for convenient delivery options, further fortifying the courier industry's growth trajectory.

## 2. Data Considerations

It is imperative to acknowledge the limitations of publicly available data. CSAB membership figures might not fully encompass the industry, and market size estimations can vary depending on the source and methodology employed.

## 3. Industry Landscape

- **Number of Players:** An estimated 480 courier companies operate within Bangladesh, with CSAB accounting for approximately 139 members.
- **Market Leaders:** Leading the market, Sundarban Courier Service commands a substantial 40% market share, followed by notable players such as SA Paribahan, Karatoa, RedX, and Janani Express.
- **Emerging Trends:** The industry is witnessing the emergence of technology-driven startups, introducing innovative delivery solutions and leveraging mobile applications to elevate customer experiences.

## 4. Challenges and Opportunities

- **Fragmented Market:** The presence of numerous small and medium-sized players poses a challenge, hindering economies of scale and uniform service quality.
- **Infrastructure Limitations:** Inadequate rural road infrastructure presents logistical hurdles, potentially impeding timely deliveries.
- **Skilled Workforce Shortage:** The industry's rapid expansion may outpace the availability of skilled delivery personnel, necessitating investment in training programs.

## 5. Opportunities for Growth

- **Rural Market Expansion:** The burgeoning internet access in rural areas opens up a previously untapped market segment for courier companies.
- **Technology Integration:** Embracing automation and AI-powered route optimization can vastly enhance efficiency, reduce delivery times, and amplify customer satisfaction.
- **Specialized Services:** The development of specialized delivery solutions, such as cold chain logistics, holds the potential to attract new customers and cater to specific industry needs.

## 6. Future Outlook

The Bangladeshi courier sector is poised for sustained growth, fueled by the expansion of e-commerce and the escalating demand for convenient delivery solutions. By effectively addressing challenges such as market fragmentation and infrastructure limitations, and capitalizing on emerging opportunities through technology integration and service

diversification, courier companies can establish themselves as pivotal contributors to Bangladesh's economic development and customer convenience.

## 7. Additional Considerations

- **Foreign Direct Investment (FDI):** FDI policies can significantly influence the entry of international courier companies, potentially altering the competitive landscape.
- **Trade Relations:** The dynamics of trade relations with other nations can impact the cost and availability of vehicles or spare parts, consequently influencing operational costs and service quality within the courier industry.

### 3.1.2. Growth trend

The surge in Bangladesh's courier industry, propelled by the e-commerce explosion and escalating demand for prompt deliveries, stands as a testament to the country's burgeoning economic landscape. This comprehensive exploration delves into the industry's growth trends, leveraging available data and dissecting the pivotal factors shaping its future trajectory.

#### 1. Growth Trajectory

- **Market Size Expansion:** The industry's size is estimated around Tk 70 billion (approximately USD \$838 million) in 2023 by the Courier Services Association of Bangladesh (CSAB), while Mordor Intelligence projects the entire Bangladesh Freight and Logistics market to hit USD \$40.2 billion by 2028. This robust growth trajectory underscores the sector's significance within the broader logistics domain.

#### 2. Growth Drivers

- **E-commerce Boom:** With Bangladesh's e-commerce market forecasted to reach USD 20 billion by 2025, the surge in online shopping catalyzes significant growth in courier services, driven by the need for efficient last-mile delivery solutions.
- **Digital Connectivity on the Rise:** The country's impressive digital connectivity, boasting over 130 million internet users and 85 million smartphone users as of January 2024, fuels the expansion of online shopping and on-demand delivery services, further propelling courier sector growth.
- **Urbanization and Convenience:** Bangladesh's urbanization rate, expected to hit 41.4% by 2025, fosters a demand for convenient delivery options, spurring an uptick in courier service usage.

### 3. Data Considerations

Acknowledging limitations in publicly available data, such as variations in market estimations and the representativeness of industry membership figures, ensures a nuanced understanding of the sector's dynamics.

### 4. Growth Indicators

Tracking metrics beyond market size, such as the burgeoning number of courier companies and heightened investor interest in logistics startups, unveils the industry's expansion and competitiveness.

### 5. Future Growth Potential

The Bangladeshi courier industry anticipates further growth driven by:

- **Rural Market Expansion:** The burgeoning internet penetration in rural areas unlocks a previously untapped market, presenting significant growth avenues for courier firms.
- **Technology Integration:** Leveraging automation, AI-powered route optimization, and specialized service offerings can augment operational efficiency and customer satisfaction, fostering increased demand.
- **Specialized Service Offerings:** Tailoring services to meet diverse needs, such as cold chain logistics and same-day delivery options, can attract new customer segments and fuel sector growth.

### 6. Challenges and Mitigating Strategies

Addressing challenges like market fragmentation, inadequate infrastructure, and workforce shortages through strategies like consolidation, infrastructure investments, and training programs is imperative for sustained growth.

#### 3.1.3. Maturity of the Industry

The Bangladeshi courier industry is currently undergoing a period of rapid growth, fueled by the surge in e-commerce activity and the rising need for dependable delivery services. However, to gain a comprehensive understanding of its overall maturity, it's essential to explore various dimensions beyond just market size. This in-depth analysis assesses the maturity of the Bangladeshi courier industry across multiple facets:

#### 1. Market Structure and Competition

- **Number of Players:** With an estimated 480 courier companies currently operating, the industry displays a dynamic and competitive landscape, indicating a market ripe for innovation and growth.



- **Dominant Players:** While established entities like Sundarban Courier Service hold substantial market share, the presence of numerous smaller players suggests a market structure that is still evolving, with potential limitations in achieving economies of scale.
- **Emerging Trends:** The emergence of technology-driven startups introducing innovative delivery solutions underscores a shift towards a more mature market, prioritizing customer experience and operational efficiency.

## 2. Technology Adoption

- **Basic Tracking and Tracing:** The provision of basic online tracking and tracing functionalities by most established companies suggests a moderately mature level of technology adoption.
- **AI and Automation:** Although there are indications of some companies exploring AI-powered route optimization, widespread adoption remains limited, indicating a less mature stage in automation.
- **Mobile App Integration:** The availability of mobile apps from leading and emerging players signifies a growing emphasis on customer convenience and marks a progression towards a more mature market.

## 3. Delivery Infrastructure and Reach

- **Urban Coverage:** The strong presence of courier companies in major cities reflects a mature urban network, catering to the needs of densely populated areas.
- **Rural Reach:** Challenges related to infrastructure and logistics may limit reach in rural areas, highlighting a less mature network in these regions.
- **Specialized Services:** While basic services like cash-on-delivery (COD) are available in some companies, the absence of widespread specialized services like cold chain logistics suggests opportunities for improvement.

## 4. Regulatory Environment

- **Government Regulations:** The presence of Bangladesh Bank's guidelines on courier services demonstrates a moderately mature regulatory framework, particularly in financial aspects and transparency.
- **Standardization and Quality Control:** Limited information regarding established industry-wide quality control measures indicates a less mature regulatory environment in this regard.

## 5. Overall Maturity

Combining the insights from the above analysis, the Bangladeshi courier industry showcases characteristics of both developing and maturing stages. While the market exhibits dynamism and growth potential, challenges in technology adoption, rural outreach, and service diversification suggest areas for enhancement.

## 6. Opportunities for Increased Maturity

- **Investment in Technology:** Embracing AI, automation, and data analytics can optimize efficiency and elevate service quality.
- **Infrastructure Development:** Collaborative efforts between the government and private sector can enhance rural infrastructure, facilitating broader reach.
- **Standardization and Quality Control:** Implementing industry-wide standards and regulations can ensure consistency in service delivery.
- **Specialized Service Development:** Introducing specialized services like cold chain logistics and same-day delivery can address diverse customer needs and foster industry maturity.

## 7. Future Outlook

By addressing these opportunities, the Bangladeshi courier industry can progress towards a more mature state characterized by efficient logistics networks, diversified service offerings, enhanced customer experience, and standardized service delivery..

## 3.2. External Economic Factor

The Bangladeshi courier industry is currently witnessing robust growth, primarily propelled by the expansion of e-commerce and the escalating demand for prompt delivery services. However, the industry's trajectory isn't solely dictated by its internal dynamics; external economic forces also exert a significant influence on its evolution. This comprehensive report delves into the pivotal external economic factors that shape the landscape of the Bangladeshi courier industry:

### 1. E-commerce Growth

- **Driving Force:** The remarkable growth of the e-commerce sector in Bangladesh stands out as the most influential external economic driver for the courier industry. The surge in online shopping directly correlates with a heightened demand for efficient and timely delivery solutions.
- **Growth Projections:** Forecasts suggest that Bangladesh's e-commerce market is poised to soar to USD 20 billion by 2025, indicating a substantial upsurge in parcel volumes that will directly impact the courier industry.
- **Impact:** While e-commerce expansion presents enticing opportunities, it also poses challenges. The surge in parcel volumes necessitates courier companies to adeptly scale their operations and potentially invest in infrastructure expansion to meet escalating demands.

## 2. Global Economic Conditions

- **Fuel Prices:** Fluctuations in the global energy market significantly affect fuel costs, a pivotal expense for courier companies. Escalating fuel prices can lead to heightened operational costs and potentially necessitate adjustments in delivery charges for consumers.
- **Global Trade:** The ebbs and flows of global trade dynamics directly influence the flow of goods and the volume of international deliveries handled by Bangladeshi courier companies.
- **Impact:** Vigilantly monitoring global economic trends and instituting effective fuel cost management strategies are imperative for sustaining profitability within the courier industry.

## 3. Government Regulations and Policies

- **Trade Facilitation Measures:** Government initiatives aimed at streamlining customs clearance procedures and reducing trade barriers hold the potential to expedite international deliveries, thereby benefiting the courier industry.
- **Infrastructure Investment:** Substantial government investments in infrastructure development, particularly in rural road networks, can profoundly enhance delivery reach and operational efficiency for courier companies.
- **Regulations on Courier Services:** While existing guidelines from the Bangladesh Bank ensure transparency in financial aspects, further regulatory enhancements focusing on quality control and service standards could elevate the overall maturity of the industry.

## 4. Foreign Direct Investment (FDI)

- **Potential Benefits:** Inflows of FDI from established international courier companies harbor the promise of infusing expertise, advanced technology, and substantial investment capital into the Bangladeshi industry, catalyzing accelerated growth and innovation.
- **FDI Policies:** The efficacy of Bangladeshi FDI policies in attracting international players is pivotal. Streamlining these policies could facilitate the seamless integration of foreign investment into the courier industry.
- **Impact:** While FDI holds the potential to spur growth, it also presents the challenge of heightened competition for domestic players within the industry.

## 5. Data Considerations

3 The availability of comprehensive data on some external factors, such as the specific ramifications of global economic conditions on fuel prices or the precise influence of FDI on the

Bangladeshi courier industry, might be limited. In such instances, insights gleaned from industry reports and expert opinions prove invaluable..

### 3.3. Seasonality

The growth trajectory of the Bangladeshi courier industry is undeniable, yet it's important to recognize the potential for seasonal fluctuations in demand. This report delves into the nuanced exploration of seasonality within the Bangladeshi courier industry, taking into account available data and cultural nuances.

- ***E-commerce and Retail Seasons:*** Major holidays and shopping festivals like Eid al-Fitr, Eid al-Adha, and Black Friday/Cyber Monday often witness a surge in e-commerce sales. Consequently, this could translate into heightened parcel volumes and *increased demand for courier services during these festive periods.*
- ***Agricultural Cycles:*** Bangladesh experiences distinct agricultural seasons for various crops. Harvest periods, particularly for cash crops like mangoes or vegetables, may prompt a spike in demand for deliveries from rural to urban areas.
- ***Weather Dynamics:*** The monsoon season (June-September) brings about logistical challenges due to transportation disruptions. This could potentially impact delivery efficiency, resulting in temporary fluctuations in demand or necessitating service adjustments.

#### 1. Cultural Influences

Bangladesh's vibrant cultural tapestry significantly shapes consumer behavior, potentially influencing courier demand:

- ***Gift Exchange Tradition:*** Festivals such as Eid and Pohela Boishakh (Bengali New Year) are characterized by a tradition of gift-giving, likely leading to a transient surge in parcel volumes.
- ***Travel and Migration Patterns:*** During Eid holidays, a substantial number of individuals migrate from urban to rural areas, altering delivery destinations and potentially affecting urban parcel volumes.

#### 2. Data Collection and Further Inquiry

To attain a more comprehensive understanding of seasonality in the Bangladeshi courier industry, concerted efforts in research and data collection are imperative:

- ***Industry Surveys:*** Conducting surveys among courier companies could provide valuable insights into their experiences with seasonal demand fluctuations.

- **E-commerce Platform Analytics:** Analyzing data from major e-commerce platforms can unveil seasonal trends in online shopping behavior, shedding light on potential impacts on courier demand.
- **Government Data Analysis:** Exploring data from governmental bodies such as the Ministry of Commerce or Bangladesh Bank can illuminate seasonal fluctuations in import/export activities

### 3.4. Technological factor

Amidst <sup>1</sup> the surge in e-commerce and the escalating demand for prompt deliveries, the Bangladeshi courier sector is witnessing a flourishing era. However, to sustain competitiveness and operational efficiency, a proactive embrace of technology is indispensable. This report offers an in-depth analysis of the current technological framework within the Bangladeshi courier industry and delineates avenues for future advancements.

#### 1. Current Technological Status

- **Foundational Technology:** A majority of established courier companies provide basic online tracking and tracing features, allowing customers to monitor their shipments' progress. This marks a rudimentary stage of technology adoption.
- **Mobile App Integration:** Leading entities, alongside emerging players, have introduced mobile applications facilitating streamlined booking, tracking, and management of deliveries. This indicates a gradual shift towards a tech-driven operational paradigm.
- **Limited Automation:** Despite scant data, the widespread integration of automation technologies such as AI-driven route optimization or automated sorting systems appears nascent, revealing a gap in advanced technological assimilation.

#### 2. Benefits of Technological Progression

- **Enhanced Operational Efficiency:** Automation, particularly in route optimization, stands to drastically reduce delivery durations and optimize resource utilization, thereby driving cost efficiencies.
- **Elevated Customer Experience:** Mobile applications and real-time tracking functionalities not only confer convenience but also instill transparency, fostering customer trust and allegiance.
- **Data-Driven Growth Strategies:** Leveraging data analytics pertaining to delivery trends and consumer behaviors can empower companies to make astute decisions regarding service expansions, pricing optimizations, and targeted market penetrations.

### 3. Emerging Technological Frontiers

- **Artificial Intelligence (AI):** AI-powered route optimization holds the promise of refining delivery routes, curtailing fuel consumption, and expediting deliveries. Furthermore, AI can forecast demand fluctuations, facilitating resource allocation optimization.
- **Drone Deliveries:** While drone delivery remains in its infancy globally, it harbors transformative potential, particularly in remote or inaccessible regions of Bangladesh, catering to time-sensitive consignments.
- **Internet of Things (IoT):** The deployment of IoT sensors on parcels can furnish real-time insights into location, temperature, and other parameters, enabling meticulous monitoring and ensuring optimal conditions for perishable goods.

### 4. Challenges and Considerations

- **Infrastructure Imperatives:** The ubiquitous availability of dependable internet connectivity, especially in rural locales, is imperative for fostering technology adoption within the courier sphere.
- **Skilled Workforce Dearth:** The successful implementation and upkeep of advanced technologies necessitate comprehensive training initiatives to nurture adept personnel proficient in system handling and troubleshooting.
- **Financial Implications:** Embracing novel technologies entails substantial costs, posing challenges for smaller courier enterprises in securing requisite funds for technological upgrades.

In Conclusion, Technology serves as the linchpin underpinning the trajectory and evolution of the Bangladeshi courier industry. Through the assimilation of technologies like AI and automation, courier entities can fortify operational efficiencies, heighten customer gratification, and carve out a competitive niche. Tackling hurdles such as infrastructure inadequacies and workforce capacitation is pivotal for ensuring seamless technology integration. As the industry advances, the exploration of nascent technologies like drone deliveries and blockchain holds the potential to catalyze a paradigm shift within the Bangladeshi courier landscape.

### 3.5. Regulatory, Political & Legal

Amid its burgeoning growth fueled by the e-commerce surge, the Bangladeshi courier sector stands at a pivotal juncture. A robust regulatory and legal framework is imperative to nurture fair competition, safeguard consumer interests, and sustain industry vitality. This comprehensive report delves into the intricate regulatory, political, and legal dynamics governing the Bangladeshi courier domain, offering insights into pivotal regulations, prevailing challenges, and avenues for future development.

## 1. Regulatory Framework

### Foundational Legislation

- ***The Post Office Act (1898)***: Laying the foundation for the co-existence of Bangladesh Post Office and private courier entities, this historic act delineates the operational parameters for private courier operations [1].

### Guiding Principles

- ***Mailing Operator and Courier Service Rules (2013)***: Enforced by the Ministry of Posts, Telecommunications and Information Technology (MPTIT) and administered by the Department of Posts and Telecommunications (DoPT), these rules delineate licensing requisites, operational protocols, and service benchmarks for private courier operators
- ***Bangladesh Bank Guidelines***: Formulating guidelines aimed at fortifying financial transparency and curbing illicit financial activities within courier services, these directives underpin the financial integrity of the industry.

## 2. Key Regulations

- ***Licensing***: Mandating a DoPT license, contingent upon fulfilling stringent criteria encompassing trade licensing, VAT registration, and association memberships, ensures a threshold of legitimacy within the sector.
- ***Prohibited Items***: Stringent regulations delineate a comprehensive inventory of prohibited articles, ranging from hazardous materials to illicit substances, bolstering public safety and security.
- ***Consumer Protection***: While sector-specific consumer protection statutes are limited, broader consumer laws serve as a safeguard, offering recourse to consumers embroiled in disputes or service discrepancies.

## 3. Political and Legal Landscape

- ***Draft Law on Logistics Services (2022)***: The proposal of this legislative draft, encompassing the broader logistics spectrum, including courier operations, underscores the government's commitment to regulatory oversight [4]. However, apprehensions regarding potential punitive measures and stifled growth warrant meticulous deliberation and stakeholder engagement.
- ***Evolving E-commerce Landscape***: With the rapid evolution of e-commerce, regulatory frameworks governing online commerce continue to evolve, potentially necessitating tailored regulations specific to e-commerce deliveries, thereby shaping the operational contours of courier enterprises.

## 4. Challenges and Opportunities

- ***Clarity and Uniformity***: Ensuring clarity and uniform application of extant regulations across diverse geographical locales is imperative to obviate disparities and foster a level playing field.

- **Standardization of Service Quality:** Augmenting existing service standards with comprehensive quality control measures can augment consumer trust and satisfaction, underpinning industry credibility.
- **Adaptation to E-commerce Dynamics:** Regulatory frameworks must adapt to the evolving e-commerce milieu, facilitating seamless e-commerce transactions and codifying clear guidelines for COD transactions.

### Data Considerations

Navigating privacy constraints and access limitations, procuring granular data pertaining to regulatory enforcement or legal precedents might pose challenges. However, leveraging industry insights, expert analyses, and legislative evaluations can furnish invaluable insights into the regulatory landscape's contours.

### Conclusion

The Bangladeshi courier landscape finds itself ensconced within a dynamic regulatory and legal milieu. While extant regulations delineate operational frameworks, the proposed legislative initiatives necessitate judicious deliberation to align regulatory imperatives with industry imperatives. By fostering collaborative engagement between regulatory authorities, industry stakeholders, and consumer advocates, Bangladesh can forge a resilient regulatory paradigm conducive to fostering industry growth, fortifying consumer safeguards, and nurturing sustainable industry dynamism

## 3.6. Competitive environment

Amidst the vibrant surge of Bangladesh's e-commerce domain, the courier sector stands as a testament to dynamic competition and evolving market dynamics. This comprehensive report delves into the competitive landscape of the Bangladeshi courier industry, meticulously scrutinizing market players, segmentation strategies, competitive dynamics, emerging trends, and future prospects.

### 3.6.1. Market Players

#### 1. Established Players

- **Sundarban Courier Service:** A dominant force with approximately 40% market share and an extensive national footprint
- **Pathao Courier:** Leveraging the expansive network of its parent company, Pathao, this subsidiary emerges as a formidable player in the market
- **Speed Courier & Cargo:** Distinguishes itself with a diverse service portfolio encompassing international deliveries



- **DHL Bangladesh:** A global behemoth, providing premium and international courier solutions, thus appealing to discerning clientele

## 2. Emerging Players

- A myriad of smaller and regional courier enterprises cater to specialized niches or geographical territories.
- Technology-driven startups revolutionize the landscape with app-based booking, real-time tracking, and on-demand delivery innovations

### 3.6.2. Market Segmentation

#### 1. Service Type

- **Standard Delivery:** Predominant segment focusing on efficient and cost-effective parcel transportation.
- **Express Delivery:** Prioritizing speed, this segment targets urgent delivery requirements at premium rates.
- **Specialized Services:** Offering tailored solutions such as cold chain logistics, COD options, and international deliveries to meet diverse customer demands.

#### 2. Customer Segment

- **Business-to-Business (B2B):** Crucial for inter-city logistics and supply chain management.
- **Business-to-Consumer (B2C):** Vital for e-commerce fulfillment and direct-to-consumer deliveries.
- **Consumer-to-Consumers (C2C):** Serving personal needs like document delivery and gift sending.

#### 3. Competitive Dynamics:

- **Price Competition:** Intense rivalry often manifests through price wars, particularly within the standard delivery sphere.
- **Service Network:** Extensive branch networks and optimized delivery routes confer a competitive edge, especially for reaching remote locales.
- **Delivery Speed:** Timely deliveries, especially in the express segment, serve as a key differentiator, particularly for B2C transactions.
- **Technology Integration:** Adoption of mobile apps, real-time tracking, and data analytics augments customer satisfaction and fosters competitiveness.
- **Brand Equity:** Established players command consumer trust and loyalty through robust brand reputation and superior service standards.

#### 4. Emerging Trends

- **Consolidation:** Anticipated consolidation as smaller entities seek to navigate the competitive landscape dominated by established firms and tech-savvy startups.
- **Technological Advancements:** Increasing integration of AI, automation, and data analytics poised to redefine operational efficiency and customer engagement.



- ***E-commerce Synergy***: Closer alliances between courier entities and e-commerce platforms to streamline order fulfillment and enhance customer experience.
- ***Expansion of Specialized Services***: Customized offerings such as cold chain logistics and same-day deliveries to capture niche markets and diversify revenue streams.

#### **5. Data Considerations:**

- ***Market Share Estimations***: Reliance on industry reports and expert estimations due to limited publicly available company-specific data.
- ***Mergers and Acquisitions***: Challenges in accessing information on impending mergers and acquisitions due to confidentiality constraints.



## **Chapter 4: Description of Main Duties And Job Activities**

Logistics Optimization: A Comprehensive Analysis of Pathao Courier's Operational Dynamics, Zone Management Strategies, and Issue Mitigation Approaches



## 4.1. On-boarding

During my internship at Pathao, I ventured into the Operations Department, immersing myself in the intricate operational landscape of the Sylhet region. My role involved overseeing operational activities at the hub level and strategically allocating resources to optimize efficiency. Guided by the experienced leadership of Md. Saddam Bin Hossain, the esteemed General Manager of Pathao Courier, I delved into the complexities of operational logistics with passion and commitment.

Before assuming my role, I underwent a rigorous selection process consisting of three phases, culminating in comprehensive security clearance. This process ensured that I was well-suited for the position and ready to take on the responsibilities associated with it.

1. **CV Screening:** The process of ascertaining a candidate's suitability for a role entails a comprehensive evaluation of their educational background, professional experience, and other pertinent information delineated within their curriculum vitae.
2. **Interview (Phase- I):** During this interview phase, I convened with the HR Manager to engage in discussions pertaining to my aspirations, objectives, and the rationale behind my desire to pursue an internship opportunity at Pathao. The discourse encompassed inquiries aimed at elucidating my professional acumen, justifying my commitment to excellence, and scrutinizing various facets of my candidacy essential for the role.
3. **Interview (Phase- II):** During this pivotal interview phase, I underwent an intensive one-on-one questionnaire session with the Senior Manager, wherein I was tasked with substantiating my aptitude and expertise in the domains of supply chain management, logistics, and operational intricacies. This session served as a crucible in which my proficiency and comprehension in these critical areas were meticulously evaluated to ascertain my suitability for the role.

Upon the confirmation of my selection, a pivotal requirement necessitated my compliance: undergoing a rigorous security clearance process, marking the conclusive step towards finalizing my appointment.

- **Security Clearance:** The procurement of a security clearance grants an individual authorization to occupy a designated role entailing access to classified national security intelligence, commensurate with the level of clearance granted, predicated upon the individual's demonstrated necessity for such information and adherence to a non-disclosure agreement. As part of this process, I was mandated to furnish requisite documentation, including a photocopy of my National Identification Card (NID), a duplicate of my Higher Secondary Certificate (HSC) due to my ongoing undergraduate studies, and a passport-sized photograph, among other pertinent papers, to facilitate the clearance procedure.



## 4.2. Timeframe and the focus of the internship

Commencing on the 10th of January 2024 and set to conclude on the 10th of May 2024, my internship embarked upon a transformative four-month trajectory, characterized by an immersive journey of practical learning and hands-on experience. Engaged within the realm of Logistics Optimization and Zone Management, my report delineates the methodologies employed and insights gleaned throughout this endeavor, serving as a testament to the dynamics inherent in collaboration with the core operations team.

Through a meticulous examination of my approach and outcomes, this report encapsulates the nuances and challenges encountered while navigating the intricacies of operational logistics and zone management. It offers invaluable insights into the multifaceted considerations essential for effective collaboration within the core operations team, underscoring the significance of strategic planning, resource allocation, and adaptive problem-solving in optimizing operational efficiency.

This report serves as a detailed account of the strategies, methodologies, and insights gained during my journey within Pathao's Operations Department. It not only highlights my contributions but also serves as a guide for prospective interns and operational enthusiasts. Through sharing my experiences, this report offers valuable insights into the dynamic realm of core operations management, providing a blueprint for navigating similar roles in the future.

## 4.3. Recurring Tasks

During my tenure as an intern at Pathao, I actively engaged in a diverse array of routine tasks aimed at bolstering the operational efficacy of both the core operations and the zonal level, with a focused emphasis on the Sylhet Region. The following roster delineates the regular duties I undertook throughout my internship tenure:

- Data Analysis and Reporting:** With meticulous attention to detail, I diligently conducted daily analyses of operational data, utilizing advanced analytical tools and methodologies. This thorough examination resulted in the creation of comprehensive reports meticulously tailored to facilitate informed decision-making processes. Through these reports, stakeholders were armed with actionable insights, enabling strategic responses to evolving trends, challenges, and opportunities within the operational domain. By simplifying complex data into accessible formats, I played a crucial role in enhancing organizational agility and effectiveness, thereby fostering a culture of excellence in data-driven decision-making.
- Logistics Coordination:** In my role, I acted as a bridge connecting various stakeholders, ensuring smooth coordination across logistics operations. This included facilitating



collaboration among internal teams, external partners, and suppliers to optimize how resources were used and reduce inefficiencies. By building strong relationships and promoting open communication, I encouraged a culture of teamwork and shared goals. Through strategic coordination, I aimed to improve operational flexibility, minimize waste, and make the most of available resources.

3. **Route Optimization:** Harnessing and employing rigorous geographic analysis, I played a pivotal role in optimizing delivery routes to achieve heightened operational efficiency and streamline transit times. By leveraging cutting-edge technology and spatial data analytics, I meticulously assessed various factors such as traffic patterns, geographical terrain, and customer distribution. This comprehensive evaluation enabled the development of optimized routing strategies tailored to minimize transit distances and maximize delivery speed. Through these efforts, I sought to enhance the overall agility and responsiveness of our logistics operations, thereby elevating customer satisfaction levels and fostering sustained business growth.
4. **Inventory Management:** Within the realm of inventory management, I played a pivotal role in orchestrating the delicate balance between stock availability and cost efficiency. Through proactive oversight and strategic planning, I facilitated the reduction of backlogs while ensuring optimal levels of inventory to meet demand fluctuations. By employing judicious forecasting techniques and implementing just-in-time inventory practices, I endeavored to minimize excess inventory-holding costs without compromising on stock availability. Through these concerted efforts, I contributed to the optimization of inventory levels, fostering operational agility and financial sustainability within the organization..
5. **Attending meetings:** Active participation in meetings, discussions, and knowledge-sharing sessions constituted a pivotal aspect of my internship engagement. Within these forums, I proactively contributed by offering suggestions, providing updates on ongoing initiatives, and seeking clarification on assigned tasks or responsibilities. I was privileged to partake in significant gatherings held both within the confines of the head office and beyond, thereby facilitating a comprehensive learning experience. This inclusive approach extended to pivotal meetings conducted off-site, affording me insights into diverse operational contexts. .
6. **Team Collaboration:** Engaging in dynamic collaboration with cross-functional teams, I played a pivotal role in fostering cohesion and alignment across diverse operational spheres. By facilitating synergistic interactions and promoting information exchange, I contributed to the harmonization of operational strategies and the achievement of collective objectives. Furthermore, my involvement extended beyond conventional



boundaries, as I collaborated closely with various departments including the central warehouse, Compliance and Business Intelligence team, Key Account Management team, and root-level hub operators. This multifaceted engagement enabled a holistic understanding of organizational dynamics and facilitated the integration of disparate perspectives, ultimately enhancing the effectiveness and agility of our operational endeavors.

7. **Process Improvement Initiatives:** Drawing upon a keen eye for detail, I spearheaded initiatives aimed at identifying areas ripe for process optimization within our operational framework. Through rigorous analysis and strategic foresight, I pinpointed inefficiencies and bottlenecks, paving the way for targeted interventions to streamline workflows and elevate overall efficiency. Leveraging innovative methodologies and stakeholder input, I proposed actionable recommendations tailored to enhance operational effectiveness. Subsequently, I took an active role in implementing these initiatives, overseeing their integration into daily workflows to drive tangible improvements in performance metrics and organizational outcomes. By championing a culture of continuous improvement, I contributed to the cultivation of a dynamic and adaptive operational environment, poised for sustained success in an ever-evolving landscape.

By actively engaging in these routine tasks, I played an instrumental role in advancing the operational objectives of the core operations and zonal level within the Sylhet Region, contributing to the overarching success of the organization.

#### **4.4. Working Condition and Functions:**

At Pathao Courier, we function within a high-volume, fast-paced operational setting. Our team excels in confronting challenges head-on, adeptly devising innovative solutions to sustain the seamless flow of deliveries. We empower our riders and customer service representatives to enact tangible change, guaranteeing the swift and secure delivery of every package to its intended destination.

##### **4.4.1. Regular working day**

At Pathao Courier, we are committed to ensuring the swift and reliable delivery of your packages, prioritizing efficiency above all else. While our core team diligently operates from 10:00 AM to 7:00 PM, Monday through Thursday, our services remain operational throughout the entire week, facilitated by our dedicated team of riders.



Our work culture at Pathao Courier is defined by collaboration and support. Much akin to an internship experience, employees can anticipate a diverse array of responsibilities ranging from shipment tracking and route optimization to providing exemplary customer support. Engaging closely with seasoned team members, individuals benefit from invaluable mentorship opportunities, with senior staff readily available to provide guidance and address queries.

Embracing a culture of empowerment, interns and employees alike are encouraged to take initiative and actively contribute to ongoing projects. This ethos fosters not only professional growth but also cultivates strong bonds and camaraderie amongst colleagues, ultimately contributing to a vibrant and dynamic work environment here at Pathao Courier.

#### ***4.4.2. Outside Dhaka Hub Visit:***

At Pathao Courier, we offer unparalleled opportunities for experiential learning that extend beyond the confines of the office environment. As part of my internship experience, I had the privilege of participating in a field visit program, which took me to the vibrant Sylhet region. These immersive excursions are meticulously designed to afford team members firsthand insights into the operational intricacies of Pathao Courier in diverse locales.

During my time in Sylhet, I embarked on a journey to visit several of our operational hubs, where I had the opportunity to engage with local teams and gain firsthand exposure to their daily workflows. Additionally, I had insightful discussions with root-level operators, affording me invaluable insights into their unique challenges and circumstances. These field visits are tailored to accommodate varying durations, depending on the location's complexity and scope.

The experience proved immensely enriching, offering me a profound understanding of how Pathao Courier positively impacts communities across Bangladesh. By immersing myself in these field visits, I gained a holistic perspective on our operational footprint and the transformative role we play in facilitating logistics solutions nationwide.

#### ***4.4.3. Work-Life Balance at Pathao courier:***

At Pathao Courier, nurturing a work environment that champions a harmonious work-life balance is paramount to our ethos. Throughout my internship, I was fortunate to have supervisors and colleagues who exemplified this commitment by consistently advocating for breaks, allowing time to recharge, and offering guidance on effectively managing my workload. Their understanding of the significance of achieving results while also prioritizing personal well-being was evident in their unwavering support.

This culture of support fostered a sense of belonging and empowerment, instilling within me the confidence to deliver my utmost. Feeling welcomed and valued, I found myself motivated to excel and contribute meaningfully to the team's objectives. The conducive atmosphere cultivated





at Pathao Courier not only nurtured professional growth but also underscored the importance of holistic well-being in fostering a thriving and fulfilled workforce.

#### **4.4.4. Professional & Personal Development:**

At Pathao Courier, I was deeply impressed by the unwavering dedication and exemplary work ethic exhibited by my senior colleagues throughout my internship tenure. Their steadfast commitment to excellence served as a constant source of inspiration, fostering an environment conducive to continuous learning and personal growth.

The passion they exhibited for the company and their profound expertise within the logistics domain was truly motivational, instilling within me a desire to emulate their dedication and proficiency.

Moreover, in addition to my assigned tasks, I was encouraged to actively participate in various professional development initiatives. These encompassed a diverse range of opportunities, including attending training sessions focused on route optimization, customer service excellence, and even workshops centered on data analysis. These programs proved instrumental in broadening my skill set and ensuring I remained abreast of prevailing industry trends.

At Pathao Courier, a culture of support and balance pervades the work environment. While the core team maintains office hours from 10:00 AM to 7:00 PM, Monday through Thursday, our dedicated riders tirelessly ensure the seamless progression of deliveries throughout the entire week. Furthermore, occasional field visits, contingent upon project requirements, offer additional avenues for experiential learning and engagement.

Overall, my internship experience underscored Pathao's unwavering commitment to fostering both professional advancement and the well-being of its employees, exemplifying a holistic approach to organizational growth and employee fulfillment.

#### **4.5. Main Job and responsibilities**

1 During my internship tenure at Pathao Courier, I embarked on an exhilarating journey overseeing operations across all 22 hubs nestled within the scenic expanse of the Sylhet region. This multifaceted role afforded me a wealth of experiences, honing my skills in logistics and data-driven operations management while navigating the intricacies of a dynamic delivery ecosystem.



### **Forecasting and Optimization**

A cornerstone of my responsibilities entailed meticulously forecasting parcel flow across various zones within the Sylhet region. Armed with an arsenal of historical data, seasonal trends, and insights into forthcoming events, I adeptly predicted delivery volumes. Collaborating closely with hub managers, I orchestrated strategic optimizations, fine-tuning staffing levels, resource allocation, and delivery routes to ensure optimal parcel handling efficiencies.

### **Backlog Management and Issue Resolution**

Vigilantly monitoring parcel movements, I swiftly addressed any backlog instances that surfaced, liaising closely with hub personnel to pinpoint bottlenecks and implement expeditious solutions. As a linchpin in core operations, I spearheaded issue resolution efforts encompassing the entire Sylhet region. This encompassed adeptly managing missing parcel reports, conducting thorough investigations into discrepancies, and fostering seamless collaboration across various departments to resolve issues promptly.

### **Conflict Management and Soft Skills Development**

In the bustling landscape of logistics, adept conflict resolution emerged as a crucial skill set. Collaborating with seasoned managers, I navigated interpersonal conflicts at the hub level, employing a diplomatic approach to mediate effectively and foster amicable resolutions conducive to operational fluidity and team cohesion.

### **Transportation Efficiency and Route Planning**

Partnering with the Pathao Courier transportation team, I endeavored to optimize delivery time management within the Sylhet region. Employing rigorous data analysis, I identified avenues for enhancing delivery routes and proposed strategic adjustments to bolster promptness in parcel deliveries. Additionally, I addressed zone management challenges, mitigating conflicts arising from overlapping coverage areas by meticulously considering factors such as distance, road conditions, and infrastructure.

### **Data-Driven Approach and Embracing Diversity**

Throughout my tenure, I maintained a comprehensive dashboard tracking daily dispatches and deliveries within the Sylhet region, championing a <sup>3</sup> data-driven decision-making paradigm. This approach empowered me to make informed judgments pertaining to resource allocation, route optimization, and overall operational efficacy. Moreover, my engagement with hubs spanning five diverse districts provided invaluable exposure to the mosaic of demographics within the Sylhet region, offering insights into localized market dynamics and e-commerce adaptations tailored to meet diverse consumer preferences.

In retrospect, my internship journey at Pathao Courier proved to be an enriching odyssey, furnishing me with a robust skill set in logistics operations management. It laid the groundwork



for honing proficiency in data analysis, conflict resolution, and collaborative teamwork, all while affording me profound insights into the intricate tapestry of e-commerce dynamics within the vibrant Sylhet region.

#### **4.6. Additional Tasks and the Outcome**

##### **Immersed in Operations: Field Experiences Beyond the Head Office**

My internship at Pathao Courier transcended the confines of the head office, affording me unparalleled opportunities to delve into ground-level operations. In particular, my venture into managing the Sylhet region beckoned me to explore hubs beyond Dhaka, notably in the picturesque district of Habiganj. This immersive journey unfolded as a pivotal chapter in my professional development, yielding invaluable insights and experiences.

##### **Witnessing Operations Firsthand**

My foray into Habiganj beckoned me to witness the bustling hub operations firsthand. Engaging actively with delivery agents and hub personnel, I gleaned firsthand insights into the daily rigors and triumphs encountered amidst the backdrop of geographical challenges. Discussions unfurled around perennial hurdles such as flooding and road conditions, interwoven with tales of ingenious solutions devised to surmount such obstacles. Additionally, I gleaned firsthand comprehension of customer issue resolution strategies, underscoring the unwavering dedication of the Habiganj team.

##### **Strategizing for Expansion**

The visit to Habiganj transcended mere observation, offering a unique opportunity to partake in the strategic deliberations surrounding the launch of a nascent hub within the district. This immersive engagement illuminated the intricacies of hub development planning, from meticulous location selection to resource allocation and staffing requisites. This holistic vantage point bestowed upon me a multifaceted understanding of the hub development lifecycle, enriching my operational acumen.

##### **Insights into Sorting and Routing Dynamics**

The journey extended beyond Habiganj, leading me to sorting houses in Sirajganj and Bhairab. Here, I bore witness to the meticulous orchestration of parcel sorting and routing, unveiling the intricate choreography behind Pathao Courier's operational efficiency. Observing the seamless coordination of sorting procedures and the intricate planning underpinning transportation logistics underscored the complexity and sophistication inherent within our operational network.



## **Transformational Experiences**

In retrospect, these sojourns beyond Dhaka's borders constituted a transformative facet of my internship. Transitioning from abstract operational management to immersive field experiences endowed me with a holistic perspective on the myriad challenges and triumphs encountered by Pathao Courier teams nationwide. These firsthand encounters not only fortified my operational expertise but also instilled within me a profound appreciation for the resilience and ingenuity exhibited by our teams across the country.

Indeed, these outside Dhaka hub visits served as a cornerstone in my professional journey, fostering a profound metamorphosis from a mere manager of operations on spreadsheets to a well-rounded individual equipped with a nuanced understanding of the diverse tapestry of challenges and victories characterizing Pathao Courier's operational landscape.

## **4.7. Learning From Overall Tasks**

From the detailed descriptions provided, it is evident that my internship at Pathao Courier has been a transformative journey, equipping me with a multifaceted skill set and a deep understanding of various facets of logistics operations management. Here's a breakdown of the key learnings I acquired during my internship:

### **1. Forecasting and Optimization**

- I gained expertise in meticulously forecasting parcel flow across different zones within the Sylhet region, utilizing historical data and seasonal trends to predict delivery volumes.
- Collaborating closely with hub managers, I learned to optimize operations by adjusting staffing levels, allocating resources, and fine-tuning delivery routes to ensure optimal efficiency.

### **2. Backlog Management and Issue Resolution**

- I developed proficiency in vigilantly monitoring parcel movements and addressing backlog instances swiftly, working closely with hub personnel to identify bottlenecks and implement expedient solutions.
- As a linchpin in core operations, I spearheaded issue resolution efforts encompassing the entire Sylhet region, adeptly managing missing parcel reports and collaborating across departments to resolve issues promptly.



### **3. Conflict Management and Soft Skills Development**

- My conflict resolution skills were honed by navigating interpersonal conflicts at the hub level, employing a diplomatic approach to mediate effectively and foster amicable resolutions conducive to operational fluidity and team cohesion.

### **4. Transportation Efficiency and Route Planning**

- Through collaboration with the transportation team, I endeavored to optimize delivery time management within the Sylhet region, identifying areas for route enhancement and proposing strategic adjustments to bolster promptness in parcel deliveries.
- Additionally, I addressed zone management challenges, mitigating conflicts arising from overlapping coverage areas by considering factors such as distance, road conditions, and infrastructure.

### **5. Data-Driven Approach and Embracing Diversity**

- I championed a data-driven decision-making paradigm, maintaining a comprehensive dashboard to track daily dispatches and deliveries within the Sylhet region.
- My engagement with hubs spanning diverse districts provided invaluable exposure to the mosaic of demographics within the Sylhet region, offering insights into localized market dynamics and e-commerce adaptations.

### **6. Field Experiences Beyond the Head Office**

- My venture into managing the Sylhet region provided immersive experiences beyond the head office, allowing me to witness hub operations firsthand in districts like Habiganj.
- Active engagement with delivery agents and hub personnel yielded insights into operational challenges and innovative solutions devised to overcome them.
- Furthermore, my involvement in strategizing hub expansion and witnessing parcel sorting dynamics enriched my understanding of logistics operations at the ground level.

**1** In summary, my internship at Pathao Courier has been a rich and diverse learning experience, encompassing various aspects of logistics operations management and providing invaluable insights into the complexities of the delivery ecosystem. Through hands-on involvement and immersive field experiences, I acquired a robust skill set and a nuanced understanding of the challenges and triumphs inherent in the logistics industry.



## **4.8. Challenges Faced Throughout the Internship Tenure**

### **Dynamic Decision-Making**

The transition from academia to the corporate world presented a steep learning curve, notably in the realm of instantaneous decision-making observed among senior colleagues. Witnessing the swift pivoting of decisions in response to emergent issues provided valuable insights into the dynamic nature of corporate operations.

### **Overcoming Hesitation**

Initially, I struggled with apprehension when tasked with live assignments, hesitating to take dynamic steps. However, through practical experience and gradual immersion, I gained confidence and proficiency in navigating operational challenges.

### **Time Management Struggles**

Balancing competing priorities and adhering to deadlines emerged as a recurring challenge. Especially with urgent tasks, maintaining efficient time management posed a significant hurdle that demanded heightened organizational skills.

### **Language Barrier**

Interacting within the Sylhet region presented a unique obstacle due to the language barrier. Understanding the nuances of their dialect proved challenging initially, but through persistence and exposure, I gradually overcame this barrier, enhancing communication effectiveness.

In retrospect, navigating these challenges has been an integral aspect of my internship journey, fostering personal and professional growth while equipping me with valuable insights and adaptability in diverse environments.



## **Chapter 5: Analysis from the Internship Perspective**



This document serves as a comprehensive internal evaluation aimed at dissecting the organizational structure of Pathao Courier. The primary objective is to explore the inner workings of the company, meticulously analyzing its resources, assets, traits, competencies, capabilities, and competitive advantages. Despite the time limitations of a four-month internship, a concerted effort has been made to scrutinize and understand the internal dynamics of the company across three distinct phases: company level, market level, and professional level.

## 5.1. Company Level Analysis

### Decision-Making Culture

Pathao Courier's dynamic decision-making culture, as observed during my internship, reflects the company's proactive approach to addressing operational challenges. My experience of witnessing senior colleagues swiftly pivoting decisions in response to emergent issues underscores the importance of adaptability and responsiveness within the organization. This hands-on exposure to rapid decision-making processes provides valuable insights into the company's operational agility and its ability to stay ahead in a competitive industry landscape.

### Employee Development and Growth Opportunities

My journey of overcoming initial hesitations and gaining confidence through practical experience during my internship highlights Pathao Courier's commitment to employee development. This aspect of my experience emphasizes the company's focus on providing growth opportunities and fostering the professional development of its workforce. By offering hands-on learning experiences and encouraging continuous skill enhancement, Pathao Courier creates an environment conducive to personal and professional growth, ensuring that employees are equipped with the necessary tools to excel in their roles.

### Operational Efficiency and Time Management

While Pathao Courier demonstrates strengths in dynamic decision-making, my challenges with time management and adherence to deadlines underscore areas for improvement in operational efficiency. My experience of facing difficulties in maintaining deadlines, particularly with urgent tasks, highlights the importance of streamlining processes and enhancing time management strategies within the organization. By addressing these challenges, Pathao Courier can optimize its operational efficiency and ensure smoother workflow execution, ultimately enhancing overall productivity and performance.

### Diversity and Inclusion

My encounter with language barriers and cultural differences during interactions within the Sylhet region underscores the importance of diversity and inclusion within Pathao Courier's operations. This aspect of my experience highlights the need for the company to support





employees in navigating such challenges effectively. By fostering a culture of diversity and inclusion and providing resources to overcome language barriers, Pathao Courier can create an environment where all employees feel valued and empowered to contribute their unique perspectives, ultimately driving innovation and success.

### **Adaptability to Local Contexts**

My experience of adapting to local contexts, particularly in regions with distinct language nuances and cultural norms, underscores Pathao Courier's ability to tailor its operations to suit the specific needs of diverse geographical areas. This aspect of my experience highlights the company's adaptability and responsiveness to local customs and preferences, enabling it to build strong relationships with customers and stakeholders in various regions. By leveraging its ability to adapt to local contexts effectively, Pathao Courier can enhance its market penetration and competitiveness, driving growth and success in diverse markets.

In conclusion, my internship experience at Pathao Courier provides valuable insights into the company's decision-making culture, employee development initiatives, operational efficiency, diversity management, and adaptability to local contexts. By leveraging these insights and addressing areas for improvement, Pathao Courier can further strengthen its position as a leader in the competitive logistics industry, driving sustainable growth and success in the years to come.

## **5.2. Professional Level Analysis**

Pathao Courier offers an invaluable opportunity for students aspiring to pursue careers in logistics, operations management, or related fields to gain practical experience and skills through internships. As a leading courier service provider in Bangladesh, Pathao Courier provides interns with exposure to the dynamic and fast-paced world of logistics and offers the chance to collaborate with seasoned professionals in the industry.

The internship activities at Pathao Courier are designed to bridge the gap between theoretical knowledge acquired in academic settings and real-world application. Interns may be tasked with activities such as data collection and verification, route optimization, and participation in operational meetings. These tasks help develop essential skills such as critical thinking, problem-solving, communication, and teamwork, which are vital for success in the logistics industry.

The high-pressure environment, tight deadlines, and the expectation of impartiality and objectivity in reporting can present challenges for interns at Pathao Courier. The fast-paced nature of the courier industry requires interns to quickly adapt to the supply-chain culture and processes, which may be a significant adjustment for some students.



However, despite these obstacles, an internship at Pathao Courier can be an invaluable learning experience for graduating students. It offers the opportunity to establish professional connections, stay abreast of the latest trends in logistics and operations management, and gain hands-on experience in a dynamic industry. Furthermore, the internship can help students clarify their long-term career goals and give them a competitive advantage in the job market.

### **5.2.1. Future career plan**

An internship at Pathao Courier can significantly impact a graduate student's career aspirations in various ways. Firstly, it offers practical exposure to the logistics and delivery industry, allowing students to apply their academic knowledge in real-world scenarios. This hands-on experience not only deepens their understanding of industry dynamics but also shapes their professional goals within the courier sector.

Additionally, an internship at Pathao Courier provides opportunities for students to expand their professional network, which is essential in the competitive job market. By collaborating with experienced professionals and managers within the company, interns can establish valuable connections that may lead to future job opportunities or partnerships. These networking opportunities not only broaden students' industry contacts but also provide insights into potential career paths and opportunities within the logistics and delivery sector.

During an internship at Pathao Courier, students encounter a wide array of operational challenges and scenarios, fostering a deeper understanding of logistics and operational dynamics. This exposure often shapes their interests and knowledge as aspiring professionals in the delivery industry, potentially leading to opportunities to specialize in specific areas such as route optimization or customer service.

The internship experience at Pathao Courier can be transformative for graduate students, providing them with real-world exposure, valuable professional contacts, and a deeper insight into the logistics sector. Through hands-on experience, students can refine their skills, clarify their career goals, and lay the foundation for a successful career in the delivery and logistics industry.



### 5.2.2. Correlation to Academics

The academic foundation of a BBA student can be seamlessly applied to an internship in the Operations Management and Leadership realm at Pathao Courier. This is because operational management and leadership skills are fundamental to the success of any organization, and these competencies align closely with the curriculum of a BBA program.

Throughout my BBA studies, I have delved into various aspects of operations management, including supply chain management, process optimization, and strategic decision-making. By immersing myself in the day-to-day operations of Pathao Courier's Sylhet region, overseeing 22 hubs during my internship tenure, I was able to translate theoretical knowledge into practical applications.

Working alongside seasoned professionals in operations management and leadership roles, I had the opportunity to hone my skills in areas such as resource allocation, performance monitoring, and problem-solving. This hands-on experience allowed me to gain a deeper understanding of operational dynamics within a real-world context.

Overall, my internship at Pathao Courier's Operations Management has provided invaluable insights and practical experience, enabling me to bridge the gap between academic theory and real-world practice. It has not only enhanced my understanding of operations management principles but has also strengthened my professional network and positioned me for success in the field.

### 5.2.3. Challenges

Employing myself as an Operations intern at Pathao Courier offered a significant chance for personal and professional growth. However, as a newcomer to the professional sphere, I encountered considerable challenges in managing my daily responsibilities effectively. Below, I outline the specific constraints that I faced during this period

1. **Logistics and Coordination** Managing the intricate logistics involved in operations, including supply chain management, delivery coordination, and inventory control, demands strategic coordination and effective communication across all levels of the organization.
2. **Time Sensitivity** The time-critical nature of courier services necessitates meeting strict Service Level Agreements (SLAs) and addressing urgent requests promptly. Prioritizing tasks and optimizing routes are crucial for timely and efficient deliveries.



3. **Customer Expectations** Meeting customer expectations for timely and accurate deliveries is paramount. Managing customer inquiries, complaints, and unforeseen delays requires proactive communication and problem-solving skills to maintain customer satisfaction.
4. **Problem Solving** Operations managers must navigate unforeseen challenges, such as delivery disruptions, vehicle breakdowns, or route optimization issues, with agility and resourcefulness. Quick decision-making and troubleshooting skills are essential to minimize disruptions.
5. **Stressful Situations** Operational roles often entail high-pressure scenarios, particularly during peak delivery periods, which can be mentally and physically demanding. Effective stress management techniques and prioritization strategies are essential for maintaining productivity and well-being.
6. **Team Coordination** Coordinating with diverse teams, including delivery personnel, customer service representatives, and other stakeholders, requires strong interpersonal skills and clear communication channels. Building a cohesive team environment fosters collaboration and operational efficiency.
7. **Language Barrier** Communicating effectively across diverse regions with varying linguistic backgrounds, such as Sunamganj and Kishoreganj, presents challenges. Overcoming language barriers demands patience, cultural sensitivity, and innovative communication approaches.
8. **Demographic Variations** Managing teams with varying educational backgrounds, such as overseeing an educated hub with uneducated delivery agents, requires adaptive leadership and tailored communication strategies to foster inclusivity and productivity.
9. **Remote Management** Overseeing operations in remote regions outside of Dhaka entails unique challenges in logistics, communication, and decision-making. Leveraging technology for remote monitoring and fostering strong relationships with on-ground teams are key to successful remote management.
10. **Resource Allocation** Optimizing resources, including vehicles, personnel, and technology, to meet fluctuating demand across different regions necessitates strategic planning and flexibility. Balancing resource allocation to maximize efficiency while minimizing costs is essential for sustainable operations.



11. **Technology Integration** Implementing and integrating technology solutions, such as tracking systems and route optimization software, to enhance operational efficiency requires technical expertise and change management skills to ensure smooth adoption and utilization.
12. **Regulatory Compliance** Adhering to regulatory requirements, including traffic regulations and safety standards, is critical for legal and ethical operations. Staying abreast of regulatory changes and implementing necessary adjustments ensures compliance and mitigates risks.

Embracing these challenges as opportunities for growth and innovation is integral to navigating the dynamic landscape of operations management within Pathao Courier. Drawing upon problem-solving skills, effective communication, and collaboration will empower operational leaders to drive success and excellence in service delivery.

### 5.3. Market Level Analysis

Pathao has emerged as a trailblazer in Bangladesh's courier industry, pioneering a new era of door-to-door delivery services. Departing from traditional logistics practices, Pathao's introduction of home delivery has revolutionized the e-commerce landscape. This shift eliminates the need for customers to retrieve products from designated points, alleviating stress for e-commerce merchants. Now, merchants can simply await the arrival of pick-up agents who collect their products, providing peace of mind that items will soon reach customers' doorsteps. This innovative approach has streamlined the delivery process, enhancing convenience for both merchants and customers alike.

The emergence of competitors like Paperfly, Steadfast, and RedX adds an intriguing dimension to the courier industry landscape in Bangladesh. While these players operate in the same realm as Pathao, their market presence has been somewhat hampered by operational challenges. However, recent developments, particularly RedX's revamped management system aimed at enhancing operational performance, pose a notable threat to Pathao's market share. This shift underscores the dynamic nature of the industry, with competitors vying for dominance and pushing each other to innovate. As a result, the third-generation courier sector is experiencing heightened competition and growth potential, making it an increasingly captivating arena to watch.

Pathao's ventures extend far beyond the realm of Courier/Logistics, demonstrating a diversified approach across multiple industries. Notably, Pathao Food, Pathao bike/car, and Pathao Pay represent the company's strategic foothold in food delivery, ride-sharing, and fin-tech sectors,



respectively. However, within the competitive food delivery landscape, Pathao encounters a significant challenge posed by dominant players like Food Panda, who command a substantial market share, necessitating strategic maneuvers to secure a leading position.

In the ride-sharing arena, Pathao enjoys prominence in the bike specification segment, yet faces stiff competition from Uber, the market leader in car specifications. This rivalry intensifies as other players like In-drive, Shuttle, and Obhai enter the fray, underscoring the highly competitive nature of the industry. While Pathao strives to maintain its foothold and expand its market share, the battle for supremacy against established giants remains fierce.

Transitioning to the fin-tech sector, Pathao Pay enters a highly competitive landscape dominated by industry leaders like Bkash and Nagad, who collectively command a significant market share. Despite the presence of other fintech players like Upay and Rocket, Pathao Pay endeavors to carve out its niche by refining its interface, financial systems, and features to enhance market penetration and competitiveness. This uphill battle highlights the company's resilience and determination to establish itself as a formidable player in diverse sectors beyond its courier operations.

### **5.3.1. Criticism**

While the description provides a comprehensive overview of Pathao's ventures across various sectors, there are areas where constructive criticism could enhance the analysis. Firstly, the assessment of Pathao's competitive position within each industry could benefit from a more nuanced exploration of its strengths, weaknesses, opportunities, and threats (SWOT analysis). This would offer a clearer understanding of Pathao's strategic positioning and potential areas for improvement. Additionally, delving deeper into the company's strategies for market penetration and differentiation within each sector would provide valuable insights into its long-term sustainability and growth prospects. Moreover, incorporating data or statistics to support assertions about market share and competitive dynamics would bolster the credibility and rigor of the analysis. Finally, offering recommendations or strategic insights based on the identified challenges and opportunities would enrich the analysis and provide actionable guidance for Pathao's future endeavors.



## **Chapter 6: Recommendations & Conclusion**

## 6.1. Recommendations

Here are a few recommendations or suggestions that I am going to make so that the programme implementation can be facilitated in the days to come:

- **Strengthening the Accountability System**

Enhancing accountability within Pathao Courier's operations is paramount to ensuring transparency and efficiency across all levels of the delivery network. With a multi-layered structure comprising delivery agents, hub-level operators, cluster leads, regional leads, and central operations managers, clear accountability is essential at each stage of the process. By breaking down tasks into smaller, more manageable components and assigning them to specific individuals within each layer, Pathao can streamline operations and foster a culture of responsibility. This approach not only ensures that every task is accounted for but also empowers employees to take ownership of their responsibilities. With increased accountability, each team member becomes more invested in the success of the overall operation, leading to smoother workflows and improved performance. Moreover, transparent communication channels and regular performance evaluations can further reinforce accountability, allowing for timely feedback and corrective actions as needed. Ultimately, by enhancing accountability within its operations, Pathao Courier can optimize efficiency, enhance customer satisfaction, and maintain its position as a leader in the on-demand delivery market.

- **Implementing Smart access to data to optimize the overall logistics**

To optimize operations within Pathao Courier, there are several avenues through which the smart utilization of available data can be enhanced. Pathao has its own Order Management System (OMS) named "Hermes," which serves as a centralized hub for data management. This platform enables operations personnel at every level to access and export the necessary data for their specific needs, streamlining workflow processes and reducing discrepancies. To further develop this capability, Pathao could invest in advanced data analytics tools that leverage machine learning algorithms and predictive analytics to provide more sophisticated insights into operational performance. Integrating real-time data sources, such as GPS tracking of delivery agents and live traffic updates, would enable more agile decision-making and dynamic adjustments to routing and resource allocation based on current conditions. Additionally, the development of customized dashboards tailored to the needs of each operational layer would empower personnel with focused insights and facilitate more informed decision-making. Continuous training and education programs on data analysis techniques and software utilization would ensure that operations personnel are equipped to effectively interpret and utilize data in their day-to-day tasks. Implementing feedback mechanisms and fostering cross-functional collaboration would further enhance the utilization of data-driven insights, encouraging innovation and continuous improvement across all operational layers. Through these strategies,





Pathao Courier can optimize its operations, enhance efficiency, and deliver superior service to its customers.

- **More data driven Operations approach**

In Bangladesh's competitive on-demand delivery market, Pathao Courier stands to gain significant advantages by harnessing the power of data analytics to revolutionize its logistics and operations. By delving into historical data, Pathao can accurately predict fluctuations in demand, allowing for the implementation of optimal pricing strategies to maximize revenue. Real-time traffic data presents opportunities to create streamlined delivery routes, assigning tasks to riders based on their individual skill sets for heightened efficiency. Furthermore, the utilization of data analytics enables Pathao to closely monitor rider performance, identifying areas for improvement and implementing customized training programs to enhance overall effectiveness. By breaking down parcel information not only by region but also by zone, Pathao can gain deeper insights into its operations, pinpointing specific areas for optimization with precision. This focused approach facilitates targeted efforts to address weaknesses and capitalize on strengths, ultimately leading to improved service quality and customer satisfaction. Moreover, leveraging vehicle data allows Pathao to proactively conduct predictive maintenance, reducing downtime and ensuring the safety of its riders. By staying ahead of potential issues, Pathao can maintain operational continuity and uphold its commitment to providing reliable and efficient delivery services. Overall, by leveraging data analytics across various aspects of its operations, Pathao Courier can position itself as a leader in the on-demand delivery market in Bangladesh, delivering exceptional service while maintaining a competitive edge.

## **6.2. Conclusion**

My internship at Pathao Ltd proved to be a transformative experience, serving as a vital link between my academic learning and real-world application. Under the mentorship of my supervisor, Saddam Bin Hossain, I navigated through various tasks and projects, gaining hands-on experience and practical knowledge that significantly enriched my learning process. This internship provided me with a stage to develop necessary skills that will undoubtedly shape my future academic and professional aspects.

Throughout the four-month duration at Pathao Ltd, I witnessed notable personal growth and skill acquisition. Additionally, I expanded my professional network, deepening my insights into the dynamics of the Logistics industry and forging meaningful connections along the way. Most significantly, this experience instilled in me a heightened sense of professionalism and a clearer understanding of the expectations and responsibilities associated with entering the workforce.



Reflecting on this internship, I am convinced of the immense value it brings to one's personal and professional development. While it may not always align perfectly with one's desired career path, the experience offers invaluable benefits, including the opportunity to build a business network, gain practical work experience, enhance one's resume, and make informed decisions about future career aspirations.

Overall, my internship at Pathao Ltd has been a rewarding journey, equipping me with invaluable skills and insights that will undoubtedly shape my future endeavors. I am grateful for the opportunity and would encourage others to embrace internships as a pathway to personal and professional growth.



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