

**Internship Report**  
On

**“Evaluation of Merchant satisfaction on Pathao Courier Service in Bangladesh”**



**Submitted to:**

**Islamic University of Technology**

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

**Submitted by:**

**Tarbi Binte Tofazzel**

ID: 190061116

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:**

**Dr. Md. Nahin Hossain**

Assistant Professor

Department of Business and Technology Management  
Islamic University of Technology

# **Islamic University of Technology**

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



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Assistant Professor

Department of Business and Technology Management  
Islamic University of Technology

#### **Date of Approval:**

**16th May, 2024**



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

## LETTER OF TRANSMITTAL

May 16, 2024

Dr. Md. Nahin Hossain

Assistant Professor

Department of Business and Technology Management

Islamic University of Technology

Subject: **Internship report submission.**

Dear Sir,

I am pleased to submit the internship report on "**Evaluation of Merchant Satisfaction on Pathao Courier Service**" as a requirement for the completion of my internship at Pathao Ltd. The report covers my findings on the level of satisfaction of merchants who use Pathao Courier Service to deliver their products to customers. I have put in my best effort to meet the practical orientation objectives and I am open to providing further clarification if needed.

Sincerely,

Tarbi Binte Tofazzel

ID: 190061116

Session: The academic Year 2022-2023

Department of Business and Technology Management

Islamic University of Technology

## Acknowledgment

I want to express my sincere appreciation to everyone who helped and advised me throughout my internship and the writing of this report.

First and foremost, I would like to express my sincere gratitude to Dr. Md. Nahin Hossain, an assistant professor in the Islamic University of Technology's Business and Technology Management Department. I really appreciate his tremendous mentorship, which helped shape my report via his constant direction and support.

I have the utmost gratitude to the Pathao Customer Experience department for giving me the chance to work as an intern on their team. I would like to extend my heartfelt appreciation to my boss, Tasfin Atiq, Head of Department, Pathao Customer Experience, for all of his help and advice throughout my internship.

I am also appreciative of Rakibul Alam, Assistant Manager at Pathao Customer Experience, whose help and direction really improved my performance and perspective. I would like to express my gratitude to everyone who helped with the data collecting and analysis for this project. Their opinions and views played a crucial role in determining the report's content.

I also want to express my gratitude to the whole Pathao Customer Experience team for their kind greeting and welcoming workplace. I would especially like to thank Shahbaz Hossain, Senior Executive in Analytics & Reporting, for all of his help and support during my internship. Their counsel and direction were invaluable to me while I pursued my education.

I want to express my sincere appreciation to everyone who helped with this report once more. Your support and guidance were essential in bringing this report to fruition.

## Declaration of the student

I, Tarbi Binte Tofazzel, a student at the Islamic University of Technology presently pursuing a degree in Business and Technology Management, thus sincerely attest that the internship report "**Evaluation of Merchant satisfaction on Pathao Courier Service in Bangladesh**" is wholly original work of mine. Dr. Md. Nahin Hossain, an assistant professor in the Islamic University of Technology's Department of Business and Technology Management, provided direction and oversight for the completion of this research.

I further declare that no other degree or diploma program has received this report, in whole or in part. To the best of my knowledge, the data and figures in this report are correct and based on my study.

I thank everyone who helped me throughout the internship and with this report preparation; they are all properly mentioned in the document's contents. Furthermore, I attest to the accurate citation of all information sources included in this study.

Sincerely Yours,

Tarbi Binte Tofazzel

ID: 190061116

Session: The academic Year 2022-2023

Department of Business and Technology Management

Islamic University of Technology

## Executive Summary

A summary of my involvement in Pathao's AIM internship program is provided in this report, with a particular emphasis on my function in the Customer Experience division. With its headquarters located in Dhaka, Pathao is a well-known digital platform firm in Bangladesh that offers a wide range of services via its smartphone application, such as ride-sharing, food delivery, logistics, and digital payments.

The goal of the AIM internship program is to provide college students real-world experience in a fast-paced, dynamic setting. Interns get invaluable knowledge and insights into the workings of a top IT firm in Bangladesh.

Pathao's customer service and resolution network, order processing, rider management, delivery tracking, and customer satisfaction are all areas that interns in the customer experience department are exposed to. Interns may also work on route optimization, data analysis, and finding areas where the overall Pathao service system needs to be improved.

I conducted a survey on "Merchant satisfaction on Pathao Courier Service" aimed at providing an overall view of Pathao Courier Service and its merchant support. The survey also aimed to measure the satisfaction level of merchants using Pathao Courier Service and discuss the challenges they face. The report uses a descriptive research design, incorporating both primary and secondary sources of data. The research involved face-to-face interviews, surveys through Google forms, and observations of Pathao merchant support interactions with merchants. The sample size was 25 respondents aged 18 to 38 years, with around 72% being male and 28% female. The findings show that most respondents are quite satisfied with the pricing and range of locations to which Pathao Courier Service delivers. However, around 38% of respondents are not happy with the user interface of Pathao Courier Service, indicating the need for improvement. Overall, the report recommends that Pathao should work on its user interface and pricing strategy to increase the satisfaction level of its merchants.

The purpose of this report is to share the useful skills I picked up while interning at Pathao's customer experience department in the areas of customer management and customer problem-solving. This research offers insightful information on the workings of a well-known IT firm in Bangladesh by highlighting the key elements that drive Pathao's customer experience and success in problem resolution.

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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 Customer Experience department. Over the course of the four months internship tenure, I delved deep into the customer experience and needs & gave ideas about how to improve customer experience. This experience was undertaken alongside my fourth-year studies in the Bachelor of Business Administration in Business and Technology Management program. Pathao's CX department strives to deliver exceptional customer service through a variety of channels, including 24/7 phone support, email, and in-app chat. During my internship, I played a key role in analyzing customer data alongside the data analyst and reporting team. This analysis helped us identify areas where customer service could be improved. Additionally, I collaborated with the VoC team to gather and interpret customer feedback, which provided valuable insights for developing solutions. Overall, my focus was on leveraging data and feedback to improve customer experience and identify potential shortcomings in the current CX system. My internship experience offered me a hands-on opportunity to fully engage with the Customer experience and service delivery processes. Under the guidance of mentors and through practical involvement, I gained a deeper insight into the daily intricacies that shape the Customer Experience. 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 Overall Customer Experience. This report will provide how satisfied merchants are with Pathao Courier Service and ways to enhance it. There are several parameters Pathao is using to ensure quality merchant satisfaction for their courier business and here I will try to find out if more improvements could be made or not. This report would also contain my work experience.

## 1.2. Scope of the Research

This research endeavor aims to scrutinize and evaluate the utilization of data-driven decision-making within Pathao's customer experience 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 Customer service ecosystem. The report will explore the specific functions performed by various departments within Pathao's customer experience, including:

**Data Collection:** The data collection process for this endeavor primarily involved hands-on tasks carried out by me during my internship period. My research for this internship report was primarily conducted using internal resources provided by Pathao's Customer Experience (CX) department. This included training materials, internal documentation, and insights gained through collaboration with my supervisor and colleagues. Additionally, I extensively analyzed

customer data from various sources such as customer service interactions, app usage, and feedback surveys to identify trends and areas for improvement.

**Data Analysis:** Following the data collection process, I engaged in analyzing the customer experience from various perspectives. While some of the analytical outcomes initially appeared flawed, discussions with Pathao CX 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 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 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 Customer service and Customer experience, particularly my theoretical notions of Customer 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 Customer Experience department, I gained invaluable insights into various managerial activities, customer service and customer 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 Customer Experience department as interns, providing them with:

- An overall view of Pathao Courier Service and its merchant support.
- Measure the satisfaction of the merchants who are using Pathao Courier Service.
- Discuss the challenges faced by the merchants of Pathao Courier Service
- Participate actively in networking opportunities and cultivate relationships with fellow professionals at Pathao.
- Identify product marketing ideas and opportunities based on industry trends, current market environment, and competitive trends.
- Performing data analysis, reporting and providing analytical information for the department head.
- Managing, training & guiding support team in performing their duties.
- Assisting in continuous improvement of the system.
- Measuring and maintaining inbound and outbound performance.

## **1.4. Methodology**

### **Type of Research:**

This is descriptive research because it will collect a lot of qualitative data.

### **1.4.1. Research Design:**

This report will contain both qualitative and quantitative research. The report on Pathao Ltd has been created by analyzing both primary and secondary sources of data.

### **1.4.2. Sources of Data:**

#### **Primary data:**

- i) Face to face conversation with the merchant support employees of Pathao.

- ii) My own practical experience that I have gained working with Pathao.
- iii) Conversation with Pathao customer experience department head and managers.

**Secondary data:**

- i) Website and social media pages of Pathao.
- ii) Articles and Journals on Pathao.
- iii) Internship Report by other students on Pathao.

Other sources of information that are available on the internet.

**Method of Sampling:**

I have used convenience sampling techniques as it is easy for researchers to reach respondents that are available.

**Data Collection Method:**

- i) Face to face interviews: 5 Respondents
- ii) Survey through Google form: 25 Respondents
- iii) Observations of Pathao merchants support interaction with merchants: 2 Respondent

**Pattern of Questionnaire:**

- i) Open-ended questions
- ii) Multiple choice questions
- iii) Scaling questions

## **1.5 Limitation:**

This report also has lots of limitations as everything in this world is not perfect. But, I tried my level best to make this report findings accurate as much as possible. Having worked within Pathao's customer experience, I've witnessed firsthand how our agent handles customer inquiry and problem carefully to increase the customer satisfaction and making pathao competitive in the market. However, it's crucial to acknowledge and uphold Pathao's commitment to data rights, privacy, and security concerns throughout our operations. The limitations of this report are given below:

- i) Lack of resources.
- ii) Limited time duration.
- iii) Lack of experience in research.
- iv) Most of the information is unable to be shared due to the company's privacy policies.
- v) Lack of quantitative data.

**Survey Details:**

- Population size: Around 2200, where around 60% of the population are male, and other 40% of the population are female.
- Sample size: 25 respondents
- Sample age group: 18 to 38 years



## **Chapter 2: Organization Overview**

## **2.1. Company Profile**

### **2.1.1. Company History**

Pathao, a pioneering tech startup from Bangladesh, initiated its operations in 2015, primarily focusing on streamlining deliveries for e-commerce entities. Starting with motorcycles and bicycles, Pathao quickly became a force to reckon with in the local market. In 2017, the company broadened its horizons by introducing bike-sharing services, which met with considerable success and piqued the interest of both drivers and customers.

A significant development came in December 2017 when Pathao launched its mobile application. This move not only enhanced operational efficiency but also significantly improved user engagement, leading to rapid growth. The expansion wasn't just in terms of services but also geographically, as Pathao began to mark its presence in major urban centers across Bangladesh such as Chittagong and Sylhet.

Continuing on its path of innovation, 2018 was a year of diversification for Pathao with the launch of Pathao Food, thus venturing into the food delivery arena and solidifying its stance as a key player in Bangladesh's fast-growing market. The same year, Pathao broadened its delivery services with Pathao Courier and Pathao Parcel, enhancing its capabilities in intra-city parcel deliveries within Dhaka.

Pathao also made its mark internationally by expanding its services to Kathmandu, Nepal in 2018, becoming the first Bangladeshi company to export ride-sharing solutions overseas. In December 2019, Pathao reinforced its credibility and market position by securing an enlistment certificate from the regulatory authorities in Bangladesh.

## **2.2. Company Objective**

Pathao began in 2015 not by transporting passengers but by addressing the logistic needs of e-commerce businesses, leveraging a fleet of bicycles and motorcycles. This strategic orientation quickly earned Pathao partnerships with significant players like Daraz, Bikroy.com, and Rocket Internet ventures, thereby effectively tapping into an emerging market within Bangladesh.

In mid-2016, recognizing a growing demand for swift and reliable delivery services, Pathao introduced Pathao Courier. This expansion not only catered to a wide array of delivery needs but also featured a user-friendly application that made on-demand parcel deliveries throughout Dhaka and nationwide simple and efficient. Much like popular ride-hailing services, the Pathao Courier app streamlined the booking process, offering fast and dependable logistics solutions.



Pathao Courier's role in the company has been crucial, reflecting Pathao's commitment to making dependable and accessible transportation solutions available across Bangladesh. As Pathao continues to innovate and expand, Pathao Courier is at the forefront, shaping the future of e-commerce deliveries in the region. Their focus on efficiency, accessibility, and customer satisfaction is key to navigating the evolving business landscape effectively.

**Evolution and Expansion Highlights:**

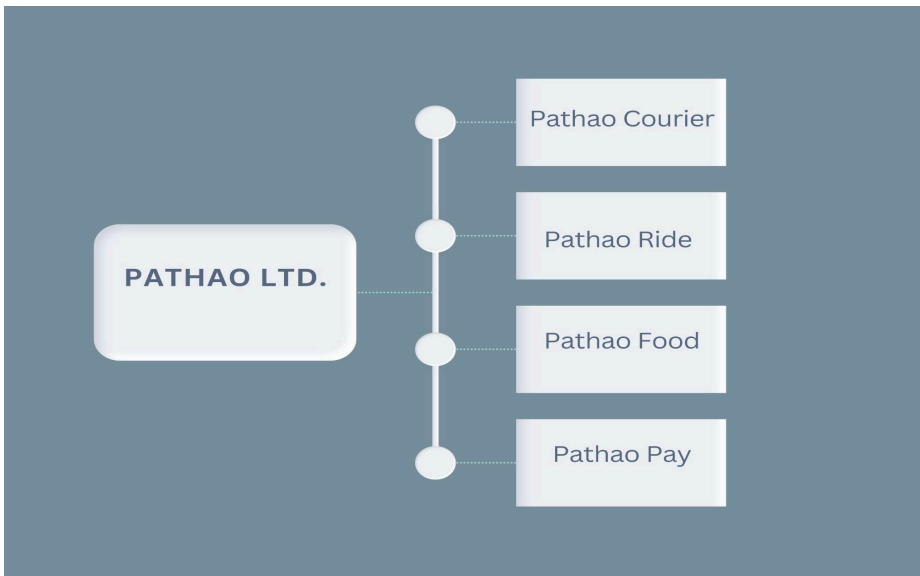
- Inception and Transition: Launched as an e-commerce delivery service in 2015 and expanded into bike-sharing in mid-2016.
- Technological Advancement: Introduced the Pathao app in December 2016, which streamlined operations and enhanced user experiences.
- Geographical Expansion: Extended services beyond Dhaka to include major cities like Chittagong and Sylhet.
- Diversification and Innovation: Launched Pathao Food in 2018 and introduced Pathao Courier and Pathao Parcel for extensive parcel delivery services.
- International Expansion: Expanded into Kathmandu, Nepal in 2018.
- Official Recognition and Consolidation: Received regulatory endorsement in 2019 and approval to introduce 'Pathao Pay,' a digital wallet service.

**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 providing swift and dependable on-demand parcel delivery services throughout Dhaka and beyond.

#### Functional Mechanism

- Enables easy booking and tracking of parcel deliveries via the Pathao app, with dedicated riders ensuring timely and efficient handling.

#### Market Influence

- Supports the growth of e-commerce by offering businesses reliable distribution solutions, thus enhancing consumer convenience.

#### Key Features

- Emphasizes timely and secure deliveries, meeting the evolving needs of the digital marketplace.

### **2.4.2. Pathao Food**

#### **Operational Focus**

- Focuses on delivering a wide array of culinary options from partner restaurants directly to customers' doorsteps.

#### **Integration Approach**

- Integrated smoothly within the Pathao app, providing a user-friendly platform for menu browsing, order placing, and real-time delivery tracking.

#### **Market Influence**

- Increases convenience for users and broadens the reach for restaurants, fostering growth and diversity in the food industry.

#### **Key Features**

- Prioritizes convenience and quality in its food delivery services, enhancing dining experiences for both users and restaurant partners.

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

#### **Operational Focus**

- Offers bike-taxi rides through the Pathao app, providing a convenient and cost-effective alternative for urban transportation.

#### **Execution Strategy**

- Utilizes a network of trained riders and a robust app infrastructure for smooth booking, payment, and navigation.

#### **Market Influence**

- Transforms urban mobility by presenting a dependable alternative to conventional transport methods, increasing accessibility and affordability.

### **Key Features**

- Aims to facilitate easy and efficient urban travel, serving a variety of transportation needs.

#### **2.4.4. Pathao Pay**

### **Operational Focus**

- Offers a digital wallet feature within the Pathao app, simplifying the payment process across various services.

### **Functional Benefits**

- Provides a secure and convenient platform for cashless transactions, along with potential rewards and incentives for users. Features one-tap payments to enhance the payment experience further.

### **Operational Integration**

- Fully integrated with other Pathao services, optimizing user experience and boosting operational efficiency.

### **Key Features**

- Simplifies payment processes, promotes cashless transactions, and improves overall convenience within the Pathao ecosystem.

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

Pathao has recently broadened its service offerings with several innovative features designed to increase convenience and elevate daily activities. These new services include:

- **Pathao Rental:** Allows users to rent vehicles on a short-term basis, offering flexibility and convenience for various transportation needs. It includes options for scheduling rides at preferred times.

- **Pathao Parcel:** Provides same-day pickup and delivery within the city, ensuring fast and efficient package transport.
- **Pathao Tong:** Facilitates the delivery of goods from local retail stores, assisting with easy transportation of shopping items.
- **Pathao Pharma:** Ensures timely delivery of pharmaceutical products directly to users' homes.
- **Top-up:** Enables mobile phone credit top-ups directly through the Pathao app, streamlining the process.
- **Pathao Shop:** Offers a shopping platform within the app, allowing users to buy a wide range of products and services easily.

## 2.5. Pathao's Cross-Border Expansion

Pathao Limited has effectively extended its operations beyond Bangladesh, notably making a significant impact in Nepal where its courier services have quickly become foundational. In Nepal, Pathao encounters notably less competition compared to its home market, lacking major international players such as Uber. This scenario provides Pathao with a strategic advantage, allowing it to offer competitive pricing and build a strong market presence with a readily available pool of riders and without the drawbacks of problematic practices like "Keep".

The market in Nepal, with its varied geography and densely populated urban areas, presents a vigorous demand for courier services. Furthermore, the expansion of the food delivery service in Nepal has outpaced even well-established markets such as Chittagong, underscoring the expanding reach of Pathao's operations. The success in Nepal positions Pathao advantageously for further expansion into other emerging markets, reflecting the company's commitment to capitalizing on new opportunities and strengthening its global standing in the courier industry.



## 2.6. Strategic Framework of Pathao

### 2.6.1. Vision

Our vision at Pathao is to be the leader in the on-demand logistics sector within Bangladesh, setting benchmarks in reliability, innovation, and superior customer service. We are dedicated to transforming last-mile delivery by creating a comprehensive network, incorporating advanced technology, and enhancing the capabilities of both businesses and individuals nationwide.

### 2.6.2. Mission

Our mission is to develop a dependable and efficient delivery ecosystem throughout Bangladesh. By integrating sophisticated technology and forming strategic partnerships, we enable businesses of all sizes and individuals to thrive, offering them cost-effective and accessible logistics solutions on demand.

### 2.6.3. Core Values

- **Customer Obsession:** We put our customers' needs at the forefront of our operations, striving to provide excellent service and foster an environment of continual improvement.
- **Unwavering Reliability:** We understand the critical importance of timely deliveries for our clients' success. Our commitment to reliability is manifested in our punctuality, clear communication, proactive problem-solving, and the trust we build through consistent service.
- **Embrace Innovation:** As the industry evolves, we remain committed to innovation. We actively pursue and incorporate the latest technologies, like AI and algorithms, to refine our operations, boost efficiency, and improve customer experiences.
- **Empowerment Through Logistics:** We view logistics as a tool for positive transformation. By offering affordable and accessible delivery options, we empower businesses of various sizes to engage with the booming e-commerce sector, thereby supporting the economic growth of Bangladesh.

### 2.6.4. Strategic Objectives

- **Dominate Market Share:** Aim to dominate within the growing sectors of e-commerce and on-demand delivery in Bangladesh by aggressively enhancing our brand visibility and expanding our customer base across diverse demographics.

- **Become a Benchmark for Efficiency:** Improve all aspects of our delivery operations using AI-enhanced route planning, strategically located warehouses, and data-driven insights to achieve unparalleled delivery speeds and cost efficiency.
- **Deliver Beyond Expectations:** Extend our basic delivery offerings to include specialized services such as same-day delivery for urgent needs, logistics tailored for fragile items, cash-on-delivery options, and customized delivery solutions for unique business needs.
- **Unleash the Power of Technology:** Continuously upgrade the Pathao Courier app to ensure a flawless user experience for both clients and delivery personnel. Implement advanced features like real-time tracking, versatile communication options, easy-to-use order management tools, and analytical dashboards for our delivery partners.
- **Forge Strategic Alliances:** Build strong relationships with key players in the logistics ecosystem, including e-commerce platforms, local enterprises, and potential investors, to support geographic and service expansion.

#### 2.6.5. Strategic Priorities

- **Intensive Targeted Marketing:** Develop a comprehensive marketing strategy that utilizes data analytics to drive online advertising, social media campaigns, influencer collaborations, and local promotional events. This approach aims to boost brand visibility and attract new customers effectively.
- **AI-powered Route Optimization:** Implement a sophisticated AI system designed to optimize delivery routes. This technology will help in reducing delivery times, cutting down on fuel costs, and minimizing our environmental footprint.
- **Customized Delivery Solutions:** Perform detailed market research to pinpoint customer needs that are currently not being met. Based on these insights, create tailored delivery options that address the varied demands of our customer base.
- **Enhancing the App Experience:** Continuously improve the Pathao Courier app by integrating features such as real-time tracking, live chat support, intuitive order management tools, and detailed performance dashboards for a superior user experience.
- **Expanding Strategic Partnerships:** Establish and maintain strategic partnerships with top e-commerce platforms, local businesses, and potential investors. These alliances are crucial for achieving seamless integration, meeting specific delivery demands, and driving further growth of the business.

### 2.6.6. Evaluation and Monitoring

Set up a comprehensive performance evaluation system that tracks key performance indicators, including customer acquisition cost, customer lifetime value, on-time delivery rates, and net promoter score. Regular monitoring and assessment of these metrics are vital to ensure that our operations align with our strategic goals and to make necessary adjustments for ongoing improvement.

## 2.7. SWOT Analysis

### 2.7.1. Strengths

**Diverse Service Offerings:** Pathao has expanded beyond its initial ride-sharing services to include food delivery and courier services, catering to a wide range of consumer needs.

**Strong Technological Foundation:** With a robust mobile app that integrates various services, Pathao offers a seamless user experience, including easy booking, tracking, and payment systems.

**First-Mover Advantage:** As one of the first companies to introduce ride-sharing and on-demand delivery services in Bangladesh, Pathao has established significant brand recognition and customer loyalty.

**Local Market Understanding:** Pathao has deep insights into local market dynamics, consumer behavior, and regulatory environments, which it leverages for strategic operations and marketing.

### 2.7.2. Weaknesses

**Operational Challenges:** With the rapid expansion of services and geographical coverage, Pathao faces operational challenges, including managing a large fleet of independent contractors and ensuring consistent service quality.

**Competition:** Intense competition from other local and international players in the ride-sharing and delivery markets can limit market share and pressure profit margins.

**Dependency on External Platforms:** Heavy reliance on the mobile app and internet connectivity makes the service vulnerable to technical disruptions and limits accessibility for users without advanced technology.

### 2.7.3. Opportunities:

**Expansion into New Markets:** There are significant opportunities for Pathao to expand into other South Asian markets with similar urban mobility issues and growing digital economies.

**Technological Advancements:** Investing in AI, machine learning, and data analytics can further optimize route planning, delivery logistics, and customer service, enhancing overall efficiency.



**Partnerships and Collaborations:** Collaborating with more local businesses, international tech firms, or financial institutions could provide new services like financial products or expanded e-commerce solutions.

#### 2.7.4. Threats:

**Regulatory Changes:** Changes in local regulations regarding ride-sharing, food delivery, or courier services could impose new restrictions or costs on Pathao’s operations.

**Economic Instability:** Economic downturns, which impact consumer spending habits and the overall business environment, could adversely affect demand for discretionary services like Pathao offers.

**Technological Disruptions:** New technologies and business models developed by competitors or new entrants could disrupt Pathao’s current service offerings or competitive advantages.

This SWOT analysis highlights Pathao Ltd's solid position in the market while recognizing the areas where strategic improvements could further solidify its standing and counteract potential threats.

## SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>○ Extensive local market knowledge.</li> <li>○ Strong brand recognition in Bangladesh.</li> <li>○ Diverse services including ride-sharing, food delivery, and parcel delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Dependent on freelance workforce .</li> <li>• High competition from other local and international players.</li> <li>• Challenges in maintaining service quality during rapid expansion.</li> </ul>	<ul style="list-style-type: none"> <li>○ Expansion into more cities within Bangladesh and other countries.</li> <li>○ Potential to introduce new services like mobile payments.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory changes affecting operational models.</li> <li>• Increasing fuel prices impacting cost structure.</li> <li>• Intense competition from rivals like Uber and local startups</li> </ul>

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

## 2.8. PESTEL Analysis

### 2.8.1. Political

- **Government Regulations:** Pathao operates in a sector that is highly influenced by government policies on transportation and technology-based businesses. Changes in regulations related to ride-sharing, delivery services, and labor laws directly impact Pathao's operations.
- **Support for Startups:** In Bangladesh, there is growing political support for startups and tech companies, which can lead to favorable policies, grants, or tax breaks that benefit Pathao.

### 2.8.2. Economic

- **Market Growth:** The rapid urbanization and growth of the middle class in Bangladesh create a larger market for Pathao's services. However, economic instability, such as inflation or recession, can affect consumer spending patterns.
- **Fuel Costs:** As a company relying heavily on transportation, fluctuations in fuel prices can significantly impact Pathao's operational costs.

### 2.8.3. Social

- **Changing Lifestyles:** Increasing urbanization and busy lifestyles make convenience-oriented services like Pathao more attractive. However, societal norms and habits can influence the adoption rates of new services.
- **Demographics:** A young, tech-savvy population is more likely to adopt app-based services, providing a growing customer base for Pathao.

### 2.8.4. Technological

- **Advancements in Technology:** Continuous technological innovations can enhance service efficiency and customer experience. Pathao needs to keep integrating advanced technologies to maintain a competitive edge.
- **Cybersecurity Risks:** As a tech company, Pathao must manage risks related to data security and privacy concerns to protect user information and maintain trust.

### 2.8.6. Legal

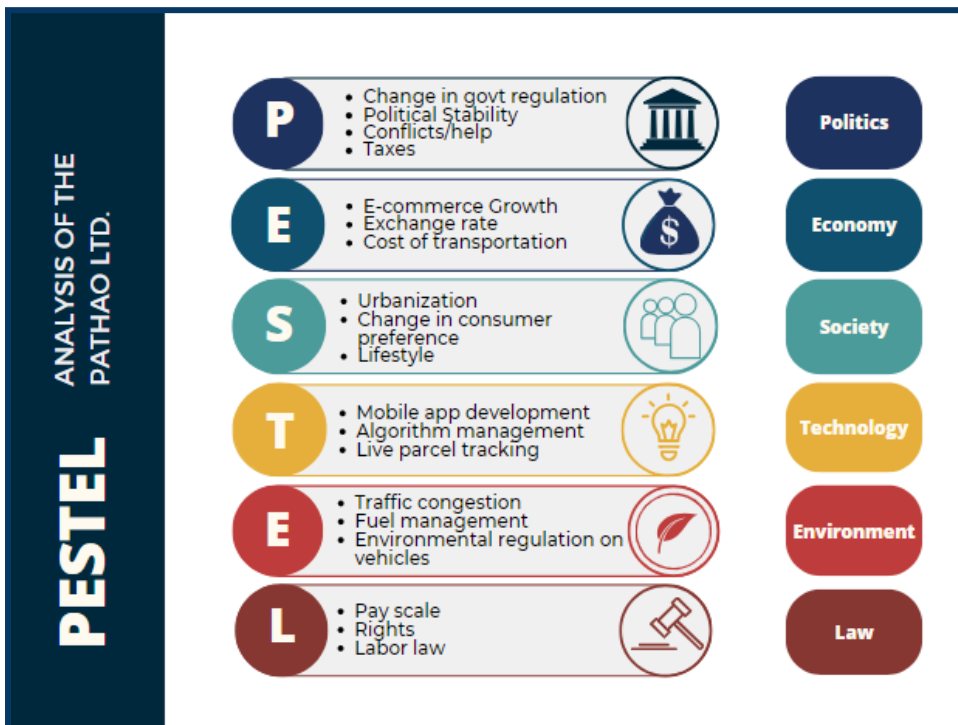
- **Licensing Requirements:** Regulatory requirements for licensing, insurance, and compliance with transportation laws are critical for Pathao's operations.

- **Intellectual Property Rights:** Ensuring the protection of software, app interfaces, and business methods is essential to safeguard Pathao’s proprietary technology.

### 2.8.5. Environmental

- **Emission Regulations:** Being in the transportation sector, Pathao could be affected by environmental regulations targeting emission reductions.
- **Corporate Responsibility:** There is an increasing expectation for companies to engage in sustainable practices. Pathao could implement green initiatives like promoting electric bikes or recycling programs to enhance its corporate social responsibility.

Overall, the PESTLE analysis for Pathao Limited illustrates a dynamic external environment with numerous opportunities and challenges. Understanding and adapting to these factors is crucial for Pathao to sustain and grow its business effectively.



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

## 2.9. Porter's Five Forces

### 2.9.1. Threat of New Entrants

- **High Entry Barriers:** The initial investment in technology and brand development to compete with established players like Pathao is substantial. However, the tech industry's fast pace can attract new entrants with innovative solutions.
- **Regulatory Challenges:** New companies must navigate complex regulatory environments, which can be a deterrent. However, as the market grows, more players might enter, increasing competition.

### 2.9.2. Bargaining Power of Suppliers

- **Moderate to Low:** Pathao's suppliers primarily include vehicle owners and service providers (drivers and delivery personnel). Given the large pool of potential drivers and low switching costs, Pathao can maintain a reasonable control over costs. However, increasing demand for drivers could potentially give suppliers (drivers) more bargaining power.

### 2.9.3. Bargaining Power of Customers

- **High:** Customers have a wide array of choices with minimal switching costs between services. Loyalty programs and superior customer service are critical for retaining customers in a competitive market.
- **Price Sensitivity:** Customers in the ride-sharing and delivery markets are price-sensitive, which gives them significant bargaining power.

### 2.9.4. Threat of Substitute Products or Services

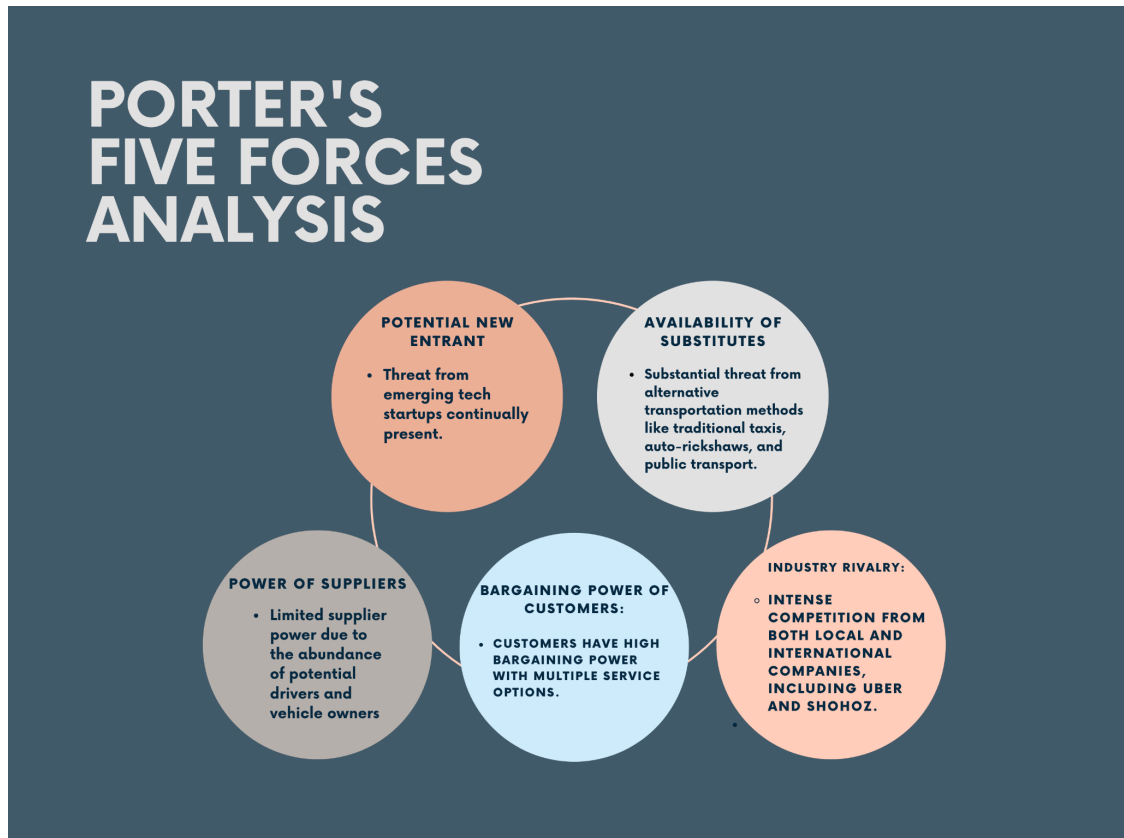
- **Moderate to High:** In urban areas, substitutes include public transportation, traditional taxis, and other local delivery services. Technological advancements and changes in consumer preferences can also lead to new and more convenient substitutes emerging.
- **Diversification:** Pathao's diversification into courier and food delivery services slightly reduces the threat from substitutes, as it broadens its service portfolio.

### 2.9.5. Competitive Rivalry

- **High:** The market features intense competition from both local and international companies, which constantly push innovations and competitive pricing strategies.

- **Market Saturation:** In metropolitan areas, the saturation of ride-sharing and delivery services intensifies rivalry, pressuring companies to innovate and improve to maintain market share.

This analysis indicates that Pathao operates in a highly competitive environment with significant pressures from rivals, customers, and substitutes. To maintain its competitive edge, Pathao needs to focus on innovation, customer retention strategies, and possibly exploring new markets or services that are less saturated.



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



## **Chapter 3: Industry Overview**

## 3.1 Industry Analysis

The courier industry in Bangladesh is experiencing rapid growth, fueled by the expansion of e-commerce and the increasing demand for quick delivery services. It is projected that by 2028, the industry could be worth over USD 40 billion. While traditional companies like Sundarban Courier Service continue to lead, innovative tech startups are also making significant inroads. Despite challenges such as a dispersed market and limitations in rural infrastructure, the industry is finding new opportunities through growing internet penetration and the adoption of cutting-edge technologies like AI for routing and tailored services. The future of this sector appears bright, positioning it as a central element in driving both economic growth and

### 3.1.1 Industry Size

The Bangladeshi courier sector is a vivid indicator of the nation's rapid economic progression, spurred by a booming e-commerce sector and a rising demand for fast, dependable delivery services. This detailed analysis provides insights into the industry's current size, its expected growth path, and the key influences shaping its future.

#### 1. Market Size

- **Current Estimates:** The Courier Services Association of Bangladesh (CSAB) estimates the market at approximately Tk 70 billion (about USD \$838 million). Including broader freight and logistics segments, projections by Mordor Intelligence suggest the market could expand to USD \$40.2 billion by 2028, with a CAGR of over 6.5% from 2023 to 2028.

#### 2. Growth Drivers

- **E-commerce Influence:** With the e-commerce sector in Bangladesh expected to hit USD \$20 billion by 2025, there is a surge in demand for competent delivery systems, spurring growth in the courier industry.
- **Digital and Mobile Expansion:** Over 130 million internet users and 85 million smartphone users are enhancing digital connectivity, boosting online shopping and demand for delivery services.
- **Urbanization Trends:** Anticipated urbanization rates rising to 41.4% by 2025 mean more densely populated cities, increasing the need for convenient delivery options.

#### 3. Data Considerations

- It's important to note the limitations of publicly available data. Figures from CSAB might not capture the entire industry, and market size estimates can vary base

#### 4. Industry Landscape

- **Number of Players:** The industry hosts approximately 480 courier companies, with about 139 being members of CSAB.
- **Market Leaders:** Sundarban Courier Service holds a dominant 40% market share, with other significant players including SA Paribahan, Karatoa, RedX, and Janani Express.
- **Emerging Trends:** The sector is seeing a rise in tech-driven startups that are introducing innovative delivery solutions and leveraging mobile technology to enhance user experiences.

#### 5. Challenges and Opportunities

- **Fragmented Market:** The multitude of small to medium-sized enterprises creates challenges, impacting economies of scale and consistency in service quality.
- **Infrastructure Barriers:** The lack of robust rural infrastructure can delay deliveries and impact service efficiency.
- **Skilled Workforce:** As the industry grows, there is a critical need for skilled delivery personnel, highlighting the necessity for comprehensive training programs.

#### 6. Opportunities for Growth

- **Rural Market Expansion:** Increasing internet access in rural areas is opening up new market opportunities for courier services.
- **Technology Adoption:** Implementing automation and AI for route optimization can significantly improve efficiency, shorten delivery times, and enhance customer satisfaction.
- **Specialized Services:** Developing niche delivery solutions, like cold chain logistics, can attract new clientele and meet specific sector needs.

#### 7. Future Outlook

- The courier industry in Bangladesh is set for continued expansion, driven by the growth of e-commerce and the rising demand for convenient delivery options. By effectively addressing existing challenges and seizing new opportunities through technological advancements and service diversification, courier firms are poised to become key players in Bangladesh's economic growth and enhancing consumer convenience.

#### 8. Additional Considerations

- **Foreign Direct Investment (FDI):** FDI policies can greatly affect the entry and competition of international courier firms, potentially reshaping the industry's competitive landscape.



- **Trade Relations:** The state of trade relationships with other countries can influence the cost and availability of essential resources like vehicles or parts, thereby affecting operational costs and overall service quality in the courier sector.

### 3.1.2 Growth Trends

The rapid ascent of Bangladesh's courier industry, fueled by the explosion in e-commerce and a rising demand for quick delivery services, is indicative of the country's flourishing economic environment. This detailed analysis explores the growth trends of the sector, using available data to examine the critical factors influencing its future path.

#### 1. Growth Trajectory

- **Market Size Growth:** As estimated by the Courier Services Association of Bangladesh (CSAB), the industry's size stands at approximately Tk 70 billion (around USD \$838 million) in 2023. Projections by Mordor Intelligence suggest that the broader Bangladesh Freight and Logistics market may reach USD \$40.2 billion by 2028, highlighting the significant role of courier services within the logistics sector.

#### 2. Growth Drivers

- **E-commerce Surge:** Predicted to expand to USD 20 billion by 2025, Bangladesh's e-commerce sector is a major catalyst for the courier industry, necessitating efficient last-mile delivery solutions.
- **Digital and Mobile Expansion:** With over 130 million internet users and 85 million smartphone users as of early 2024, the country's strong digital connectivity is boosting online shopping and demand for on-demand delivery services, thus driving growth in the courier sector.
- **Urbanization and Demand for Convenience:** Expected urbanization rates of 41.4% by 2025 are creating a higher demand for convenient delivery services, thereby increasing the use of courier services.

#### 3. Data Considerations

- Recognizing the variability in market size estimates and the representativeness of CSAB membership figures is essential for a comprehensive understanding of the industry's landscape.

#### 4. Growth Indicators

- Observing factors beyond mere market size, such as the growing number of courier companies and increasing investor interest in logistics startups, highlights the sector's expanding footprint and competitive nature.

## 5. Future Growth Prospects

- The courier industry in Bangladesh is poised for continued expansion, driven by:
  - **Rural Market Potential:** Enhanced internet access in rural areas is opening up new markets for courier services.
  - **Technological Advances:** Utilizing automation, AI for route optimization, and customized services can improve operational efficiency and customer satisfaction, thereby boosting demand.
  - **Specialized Services:** Developing services like cold chain logistics and same-day deliveries can attract new customers and spur further growth.

## 6. Challenges and Strategic Responses

- Addressing industry challenges such as market fragmentation, poor infrastructure, and the scarcity of skilled workers through consolidation strategies, infrastructure development, and enhanced training programs is crucial for maintaining growth momentum.

### 3.1.3 Maturity of the Industry

#### 1. Market Structure and Competition

- **Number of Players:** The Bangladeshi courier market features numerous players, ranging from large corporations to smaller local services.
- **Dominant Players:** Pathao, along with companies like Sundarban Courier Service and SA Paribahan, dominates the market, particularly in urban areas.
- **Emerging Trends:** There is a noticeable trend towards tech integration and environmental sustainability in delivery options.

#### 2. Technology Adoption

- **Basic Tracking and Tracing:** Pathao utilizes basic tracking technology that allows customers to see real-time updates of their delivery status.
- **AI and Automation:** Pathao is gradually integrating AI to optimize delivery routes and automate customer service functions.
- **Mobile App Integration:** Pathao's mobile app is robust, offering comprehensive features such as order placing, tracking, and customer support.

#### 3. Delivery Infrastructure and Reach

- **Urban Coverage:** Pathao has extensive coverage in major cities, delivering fast and reliable service.
- **Rural Reach:** While their urban presence is strong, Pathao's reach in rural areas remains limited.
- **Specialized Services:** Pathao is expanding its portfolio to include specialized services like same-day delivery and temperature-controlled logistics.

#### 4. Regulatory Environment

- **Government Regulations:** The industry faces stringent regulations concerning data privacy, worker rights, and road safety.
- **Standardization and Quality Control:** There is an ongoing effort toward standardizing service quality, which varies significantly among different players.

#### 5. Overall Maturity

- The courier industry in Bangladesh is moderately mature, with well-established market players and significant technological adoption. However, challenges remain in standardization, rural reach, and specialized services.

#### 6. Opportunities for Increased Maturity

- **Investment in Technology:** Enhanced investment in AI and machine learning could further optimize logistics and customer interactions.
- **Infrastructure Development:** Expanding logistical networks into rural areas would significantly increase market reach and service reliability.
- **Standardization and Quality Control:** Developing industry-wide standards for service quality and customer interaction can enhance customer trust and satisfaction.
- **Specialized Service Development:** Developing niche services like pharmaceutical deliveries or high-value item transports could open new market segments.

#### 7. Future Outlook

- The future looks promising for the Bangladeshi courier industry, particularly for players like Pathao. Continued technological advancements and an expanded service range are expected to drive growth. However, addressing regulatory challenges and improving rural infrastructure will be crucial for long-term success. Further maturity in these areas

will not only improve customer satisfaction but also ensure sustainable growth in an increasingly competitive market.

## 3.2. External Economic Factor

E-commerce growth in Bangladesh has been a significant driver for the courier and delivery industry, particularly impacting companies like Pathao Courier Service. This expansion has presented both opportunities and challenges that affect merchant satisfaction and service delivery. The following analysis provides insights into how e-commerce growth is shaping Pathao's operations and its interactions with merchants.

### 1. E-commerce Growth

- **Impact on Pathao:** The surge in e-commerce within Bangladesh has been a crucial driver for Pathao's business. As online shopping increases, so does the demand for reliable and efficient courier services. Pathao benefits from this trend as more businesses and consumers rely on their delivery solutions.
- **Merchant Satisfaction:** Merchants are increasingly satisfied with Pathao's services as the growth in e-commerce leads to higher volumes of orders and deliveries. Pathao's ability to handle these increased demands effectively contributes to positive merchant experiences and enhances their reliance on Pathao for logistics support.

### 2. Future Prospects

- **Investment in Advanced Technologies:** To further enhance merchant satisfaction and streamline operations, Pathao is likely to invest in more advanced technologies like AI-driven logistics, drones for delivery in remote areas, and enhanced mobile platforms for easier order management.
- **Expansion of Services:** There is also potential for expanding services to cater to niche markets within e-commerce, such as cold storage deliveries for perishables or enhanced security features for high-value items.

### 3. Data Considerations

- **Importance:** Accurate data collection and analysis are essential for optimizing delivery routes, predicting delivery times, and managing logistics efficiently. Pathao's use of data analytics helps improve service reliability and efficiency.
- **Merchant Impact:** Merchants benefit from Pathao's data-driven approach as it leads to fewer errors, more timely deliveries, and better overall service quality.

This reliance on data enhances merchant trust in Pathao's capabilities and satisfaction with the service.

#### 4. Government Regulations and Policies

- **Regulatory Environment:** Pathao operates under the regulations set by the Bangladeshi government, which can include transport regulations, digital commerce laws, and labor laws. Recent shifts towards tighter regulation of digital platforms and data security can affect how Pathao manages its operations.
- **Impact on Merchant Satisfaction:** Government regulations can have a mixed impact on merchant satisfaction. While stricter regulations might improve service standards and security, they can also increase operational costs and complexities. Merchants need to adapt to these changes, which can sometimes be a source of friction.

#### 5. Global Economic Conditions

- **General Impact:** Global economic conditions, such as fluctuations in fuel prices, changes in international trade policies, and economic downturns, can significantly impact the costs and efficiency of courier services. These changes can affect Pathao's operational costs and pricing strategies.
- **Effect on Merchant Satisfaction:** Global economic volatility can lead to increased costs for merchants, especially if it affects the pricing of courier services. However, Pathao's ability to manage these challenges effectively can help maintain or even enhance merchant satisfaction by providing stable and reliable service despite external economic pressures.

### 3.3 Seasonality

The Bangladeshi courier industry, while on a strong growth path, exhibits noticeable variations in demand due to seasonal factors. This report offers a detailed look at how seasonal patterns influence the industry, supported by data insights and an understanding of local customs.

- **Shopping and Festival Seasons:** Events such as Eid al-Fitr and Eid al-Adha see spikes in online and offline shopping, which translates into higher demands for delivery services. Similarly, global shopping events like Black Friday and Cyber Monday are gaining popularity in Bangladesh, impacting courier service volumes.
- **Agricultural Harvesting Seasons:** Seasonal harvests of major crops can lead to increased demand for courier services, particularly for the transport of goods from rural to urban markets.
- **Weather Impacts:** The monsoon season can disrupt normal operations due to logistical challenges caused by flooding and poor road conditions. This affects delivery times and may require temporary restructuring of service delivery models.

## 1. Cultural Influences

Cultural practices deeply influence demand patterns in the courier sector:

- **Gift-Giving Traditions:** During major festivals like Pohela Boishakh (Bengali New Year) and religious celebrations, there is a tradition of sending gifts, which significantly increases parcel volumes.
- **Migration During Major Holidays:** A considerable number of people travel from urban centers to their hometowns during major festivals. This shift impacts the volume and direction of deliveries, with a temporary increase in deliveries to rural areas.

## 2. Data Collection and Analysis

To navigate the complexities of seasonality and cultural influences, robust data collection and analysis are vital:

- **Customer and Transaction Data:** Collecting and analyzing data from customer transactions helps Pathao anticipate demand surges and adjust resources accordingly. This can involve scaling up operations during expected peak periods and scaling down during slower periods.
- **Feedback and Surveys:** Regularly gathering feedback through customer surveys can provide insights into how well Pathao is meeting customer expectations during peak periods. This feedback can also reveal areas needing improvement, such as delivery times and package handling.
- **Partnership with E-commerce Platforms:** Collaborating with e-commerce platforms can provide Pathao with predictive insights based on shopping trends and pre-order volumes, allowing for better logistical planning.
- **Weather and Traffic Analytics:** Integrating real-time weather forecasting and traffic condition monitoring can help in rerouting deliveries to avoid delays during adverse weather conditions or traffic congestion.

## 3.4 Technological Factors

As the Bangladeshi courier industry rides the wave of increasing e-commerce activity and the growing demand for swift delivery services, technological innovation is becoming a critical

driver of its success. This section explores how technology is currently shaping the industry and identifies potential areas for future technological developments.

### 1. Current Technological Landscape

- **Basic Technological Adoption:** Most established courier companies have implemented essential technologies such as online shipment tracking and tracing, reflecting an initial stage in embracing digital tools.
- **Mobile Technology Integration:** Both leading and emerging courier firms are increasingly relying on mobile apps to facilitate easier booking, tracking, and management of deliveries, signaling a shift towards more technology-driven operations.
- **Adoption of Automation:** There is limited but growing use of automation, including AI for route optimization and automated sorting processes, although it is clear that there is much room for advancement in fully integrating these technologies.

### 2. Advantages of Technological Enhancements

- **Improving Operational Efficiency:** Automation, especially in optimizing delivery routes, can significantly shorten delivery times and improve the efficiency of resource use, leading to cost reductions.
- **Boosting Customer Satisfaction:** The convenience offered by mobile apps and the transparency provided by real-time tracking increase customer trust and loyalty.
- **Strategic Decision-Making:** Utilizing data analytics to understand delivery patterns and consumer preferences can help companies make informed decisions about where to expand services, how to price them, and how to penetrate new markets effectively.

### 3. Technological Innovations on the Horizon

- **Artificial Intelligence (AI):** AI technologies are poised to revolutionize the courier industry by enhancing route efficiency, reducing operational costs, and enabling more **accurate predictions of demand patterns**.
- **Drone Technology:** Although still in the early stages of development globally, drones offer potential for revolutionizing deliveries, especially in hard-to-reach areas or for time-sensitive shipments.
- **Internet of Things (IoT):** Implementing IoT sensors on packages could provide real-time data on the location, condition, and environment of the goods being transported, ensuring the maintenance of quality, especially for perishable items.

### 4. Challenges and Strategic Considerations

- **Infrastructure Needs:** Reliable internet access, particularly in rural areas, is crucial for the broader adoption of advanced technologies within the courier industry.

- **Skill Gaps:** There is a pressing need for training programs that can equip employees with the skills necessary to manage and maintain new technologies effectively.
- **Investment Requirements:** High costs associated with adopting cutting-edge technologies pose a significant barrier, especially for smaller operators.

In conclusion, technology is the cornerstone of growth and efficiency in the Bangladeshi courier industry. By embracing modern technologies such as AI, IoT, and potentially drones, courier companies can enhance operational efficiencies, improve customer satisfaction, and secure a competitive edge. However, overcoming challenges related to infrastructure, skills, and financing will be crucial for successful technology integration. As the industry progresses, exploring new technologies such as blockchain may further transform the courier landscape in Bangladesh.

### 3.5 Regulatory, Political & Legal Environment

The Bangladeshi courier sector is experiencing significant growth, driven largely by the booming e-commerce market. At this critical phase, a strong and adaptive regulatory and legal framework is essential to ensure fair competition, protect consumer rights, and maintain the health of the industry. This detailed analysis explores the complex regulatory, political, and legal aspects that influence the courier industry in Bangladesh, highlighting key regulations, ongoing challenges, and opportunities for development.

#### 1. Regulatory Framework

- **Historic Legislation:** The Post Office Act of 1898 establishes the legal coexistence of the Bangladesh Post Office with private courier firms, setting the early legal boundaries for these services.
- **Operational Guidelines:** The Mailing Operator and Courier Service Rules of 2013, enforced by the Ministry of Posts, Telecommunications and Information Technology, lay out specific licensing requirements, operational protocols, and performance standards for private couriers.



- **Financial Regulations:** Guidelines from Bangladesh Bank aim to enhance financial transparency and prevent illegal activities, ensuring the fiscal integrity of the courier sector.
2. **Key Regulatory Measures**
- **Licensing Requirements:** A license from the Department of Posts and Telecommunications is mandatory, requiring compliance with trade licensing, VAT registration, and membership in relevant associations to uphold industry standards.
  - **Prohibited Items:** Strict regulations identify banned items, including hazardous materials and illegal substances, which enhances public safety and security.
  - **Consumer Protection:** Although specific laws targeting courier services are sparse, existing consumer protection laws provide crucial recourse for customers facing service issues or disputes.
3. **Political and Legal Dynamics**
- **Emerging Legislation:** The Draft Law on Logistics Services (2022) proposes new regulations covering the broader logistics and courier sectors, reflecting the government's proactive stance on enhancing regulatory oversight. This draft, however, has raised concerns about possible restrictive impacts, highlighting the need for careful consideration and broad stakeholder involvement.
  - **Adapting to E-commerce:** As e-commerce continues to evolve, it is increasingly necessary to update and tailor regulations that address the unique challenges of online commerce, affecting how courier services operate.
4. **Challenges and Opportunities**
- **Regulatory Clarity and Uniformity:** It is vital to ensure that regulations are clear and uniformly applied across all regions to avoid discrepancies and promote a fair competitive environment.
  - **Service Quality Standards:** Elevating service standards through detailed quality control measures could enhance consumer trust and reinforce the industry's credibility.
  - **E-commerce Adaptations:** Regulations need to keep pace with the fast-evolving e-commerce sector, ensuring that rules facilitate smooth online transactions and establish clear guidelines for cash-on-delivery processes.

## **Data Considerations**

- **Data Accessibility:** Obtaining detailed data on regulatory compliance and legal precedents can be challenging due to privacy issues and data availability constraints. Utilizing industry reports, expert analysis, and legislative reviews can provide critical insights into regulatory trends and enforcement.

## Conclusion

The courier industry in Bangladesh operates within a dynamic regulatory and legal framework. While current regulations provide a foundation for operations, upcoming legislative changes require careful analysis to ensure they align with both industry needs and regulatory goals. Effective collaboration among regulators, industry participants, and consumer groups will be essential to develop a robust regulatory environment that supports sustainable growth, enhances consumer protection, and keeps pace with technological and market changes.

## 3.6. Competitive environment

In the rapidly evolving courier industry of Bangladesh, Pathao Courier Service operates in a highly competitive environment influenced by a mix of local dynamism and technological advancements. This report delves into the competitive landscape that Pathao faces, highlighting key market players, their strategic positions, and the dynamics shaping competition in the courier sector.

### 3.6.1. Market Players

#### 1. Overview of the Competitive Landscape

The courier industry in Bangladesh is characterized by a diverse range of competitors, from well-established companies to innovative startups. Pathao, originally known for its ride-sharing services, has expanded into the courier sector, leveraging its technological prowess and extensive network.

#### 2. Major Competitors

- **Sundarban Courier Service:** As one of the oldest and most established courier services in Bangladesh, Sundarban Courier holds a significant share of the market. It offers extensive geographic coverage and is renowned for its reliability and service consistency.
- **SA Paribahan:** Another major player, SA Paribahan is particularly strong in handling larger parcels and has a robust presence across both urban and rural areas. Its vast network and capacity to handle substantial logistics operations make it a formidable competitor.
- **Paperfly:** Known for its technological innovation, Paperfly focuses on providing e-commerce logistics solutions and is distinguished by its real-time tracking systems and

efficient delivery processes. This focus on technology appeals to a tech-savvy customer base, directly competing with Pathao's digital approach.

### 3. Emerging Players

- **RedX:** As a new entrant, RedX is rapidly gaining traction by emphasizing speed and cost-efficiency. Its aggressive marketing and customer-centric services are carving out a growing market share.
- **E-Courier:** Specializing in e-commerce deliveries, E-Courier offers tailored services that include cash on delivery, making it a preferred choice for online businesses. Their niche focus positions them uniquely in the market landscape.

### 4. Competitive Strategies

- **Technology Integration:** Competitors like Paperfly and RedX are intensifying the use of technology to enhance service offerings. Pathao must continuously innovate its technological capabilities to maintain a competitive edge.
- **Market Expansion:** Major players are constantly expanding their geographic reach to include underserved rural areas. Pathao's expansion strategy should similarly focus on broadening its service areas to capture a larger customer base.
- **Customer Service:** High-quality customer service is a significant differentiator in the courier industry. Pathao can gain a competitive advantage by investing in customer support and ensuring high service reliability and problem resolution **efficiency**.

### 5. Strategic Challenges

- **Regulatory Compliance:** Navigating the complex regulatory environment is crucial for maintaining operational legality and building trust. Competitors are also leveraging their compliance as a competitive advantage.
- **Pricing Wars:** With the entry of new players like RedX, the market is experiencing aggressive pricing strategies. Pathao needs to evaluate its pricing model to ensure it remains competitive without compromising service quality.

Pathao Courier Service operates in a dynamic and competitive environment in Bangladesh, where effective market segmentation has become a crucial strategy for maintaining its competitiveness. Understanding the diverse needs of customers and tailoring services to meet these needs allows Pathao to differentiate itself in the crowded courier market. Here's an overview of how Pathao segments its market:

### 3.6.2. Market Segmentation

Pathao's market segmentation strategy can be broadly categorized into the following types:

#### 1. Geographical Segmentation

- **Urban vs. Rural:** Pathao tailors its services based on location. In urban areas, the focus is on speed and convenience due to the high demand and dense population. In contrast, services in rural areas are adapted to handle logistical challenges like poor road conditions and longer distances.
- **City-Specific Services:** Within urban centers, Pathao may offer different levels of services in cities like Dhaka, Chittagong, and Sylhet, based on local demand patterns and competition.

#### 2. Demographic Segmentation

- **Business vs. Individual Customers:** Pathao differentiates its offerings between business clients and individual consumers. Business clients, such as e-commerce platforms, require regular and bulk delivery services, while individual consumers might need sporadic service for personal parcels.
- **Age and Tech-Savviness:** Younger, tech-savvy consumers are targeted with the app-based booking system, while older customers might be reached through more traditional means.

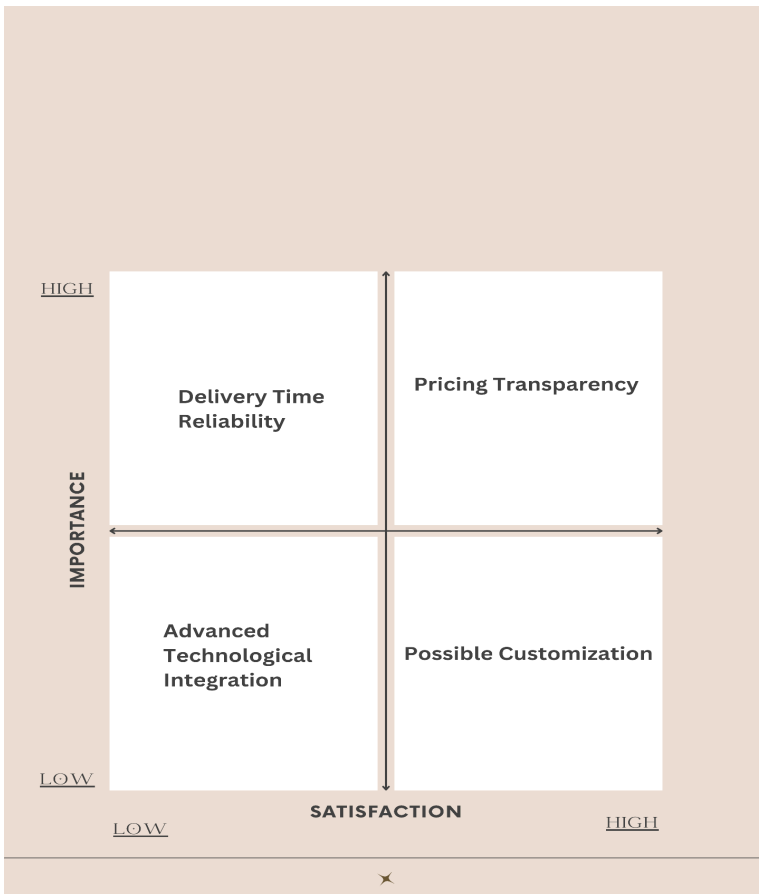
#### 3. Behavioral Segmentation

- **Frequency of Use:** Regular users, such as small business owners who rely on courier services for delivering products daily, are offered loyalty programs or discounts. Occasional users might be targeted through seasonal promotions.
- **Service Type Preference:** Some customers prioritize speed over cost, while others might prefer a cost-effective service even if it means longer delivery times. Pathao offers different service tiers to cater to these varying preferences.

#### 4. Psychographic Segmentation

- **Lifestyle and Values:** Customers who value sustainability might be drawn to eco-friendly delivery options if Pathao provides such choices. Meanwhile, premium customers looking for high-end services may prefer a more personalized delivery experience.

### 3.7 Importance-Satisfaction Matrix for Pathao Courier Service



#### 3.7.1. Merchants using Pathao courier services express varying levels of satisfaction based on several factors:

- **Pricing and Value for Money:** Competitive pricing compared to other local options, though some concerns about value for the money regarding parcel safety and handling.
- **Reliability and Timeliness:** Generally reliable with a high on-time delivery rate. However, discrepancies in service quality during peak seasons have been noted.
- **Customer Support:** Positive feedback on responsive customer service, though improvement is needed in handling dispute resolutions and providing consistent information.
- **Technology Use:** High marks for the user-friendly interface of the app and real-time tracking features, which enhance the delivery management experience.

- **Overall Satisfaction:** Merchants appreciate the extensive coverage and the integration of services with their business operations, though some express the need for improvement in consistency and handling during peak operational periods.





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

### **Activities**

## 4.1. On-boarding

During my internship at Pathao, I ventured into the Customer Experience Department. In Pathao's Customer Experience department, particularly during the onboarding process for new hires, several key duties and activities are integral to ensuring that only the most suitable candidates join the team. The process is designed to be thorough and efficient, focusing on aligning the skills and attitudes of potential hires with the company's standards and values. 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

- **Initial Review:** The first step involves reviewing CVs or resumes submitted by candidates. This screening is focused on identifying applicants with the necessary qualifications, relevant experience, and skills that match the job description for customer experience roles.
- **Shortlisting:** From the pool of CVs, the team shortlists candidates who best meet the job requirements. This involves a detailed examination of their work history, educational background, and any additional certifications or achievements relevant to customer service.

### 2. Assessment

- **Skill Tests:** Shortlisted candidates are required to undertake specific assessments designed to evaluate their problem-solving abilities, communication skills, and aptitude for handling typical customer service scenarios. This includes role-playing exercises, written tests, or analytics questions.

### 3. Interview

- In this crucial interview stage, I had an extensive one-on-one interview with the Senior Manager during which I was assigned the following, proving my ability and knowledge in the fields of Data analysis, the complexities of Customer problem resolutions and improving their experience. This meeting acted as a test tube where my competence and understanding in these crucial areas were carefully assessed to determine if I am qualified for the position



After my selection was confirmed, I had to comply with a crucial criterion, which was to go through a stringent security clearance process. This was the last stage before I could officially begin my appointment.

- **Security Approval:** Obtaining a security clearance allows a person to work in a position that requires access to classified national security intelligence, depending on the level of clearance they are granted and whether or not they can prove they need the information and sign a non-disclosure agreement. I was required to provide the necessary paperwork as part of this process, which included a passport-sized photo, a copy of my Higher Secondary Certificate (HSC) because I am still an undergraduate student, and a photocopy of my National Identification Card (NID), among other relevant documents, to speed up the clearance process.

## **4.2. Timeframe and the focus of the internship**

My internship in the Customer Experience department at Pathao spans a focused four-month period, starting on January 10, 2024, and concluding on May 10, 2024. This experience is designed to be transformative, offering me extensive practical learning and hands-on involvement in real-world customer service operations. Tasked with resolving intricate customer issues, my report outlines the techniques I applied and the knowledge I accumulated during this period, reflecting the dynamic nature of working closely with the core operations team.

The report provides a comprehensive overview of the strategies, methods, and insights I gained while working in Pathao's Customer Experience Department. It not only showcases my contributions but also acts as a resourceful guide for future interns and those interested in operations management.

By sharing my experiences, this report sheds light on the operational intricacies of managing core functions and offers a practical framework for those looking to pursue 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. The following roster delineates the regular duties I undertook throughout my internship tenure.

In the Customer Experience department at Pathao, several recurring tasks align closely with the responsibilities outlined in the job description. These tasks are vital for maintaining the efficiency and effectiveness of customer service operations.

### **1. Market Trend Analysis**

- **Task:** Regularly identifying and evaluating product marketing ideas by analyzing industry trends, the current market environment, and competitive landscapes.
- **Frequency:** This task involves ongoing market monitoring and reporting findings in weekly or monthly strategy meetings to ensure that Pathao remains competitive and responsive to market dynamics.

### **2. Data Analysis and Reporting**

- **Task:** Continuously collecting and analyzing data related to customer interactions, service effectiveness, and team performance metrics.
- **Frequency:** Daily or weekly data gathering is common, with comprehensive reports typically generated on a monthly basis to inform departmental decisions and strategies.

### **3. Team Management and Training**

- **Task:** Overseeing the customer support team, which includes hiring, training, and mentoring new and existing staff to ensure they are effective in their roles.
- **Frequency:** Training sessions might be conducted monthly or quarterly, while regular team meetings to discuss ongoing issues and updates might occur weekly.

### **4. System Improvement**

- **Task:** Assisting in the continuous improvement of customer support systems by identifying inefficiencies and suggesting enhancements.
- **Frequency:** This involves periodic reviews of the current systems—possibly during quarterly reviews—and implementing improvements as needed.

### **5. Performance Measurement**

- **Task:** Measuring and maintaining the performance of both inbound and outbound customer interactions to ensure service levels meet Pathao's standards.
- **Frequency:** Performance metrics are often monitored in real-time with detailed reviews conducted weekly or monthly to assess team effectiveness and identify areas for improvement.

### **Additional Tasks**

- **Customer Feedback Analysis:** Regularly reviewing customer feedback to understand their satisfaction and areas requiring attention.
- **Stakeholder Reporting:** Providing insights and strategic advice to senior management and other stakeholders to align customer experience strategies with overall business objectives.

These recurring tasks are essential for the smooth operation of Pathao's Customer Experience department, ensuring that the team not only reacts effectively to current customer needs but also proactively anticipates future challenges and opportunities in the market.

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

Working as an intern in the Pathao Customer Experience department provides a unique and enriching experience that blends challenging tasks with a supportive work environment. 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**

A typical day as an intern in the Customer Experience department at Pathao involves a variety of tasks geared towards managing and enhancing the interaction between the company and its customers. Your day might start with checking emails and updates on customer feedback from various channels. This is followed by team meetings to discuss daily goals, ongoing issues, and updates on customer trends. Most of your day would be spent on tasks like analyzing customer service data, preparing reports, and working on system improvements. There are also

opportunities to participate in training sessions and to work closely with senior team members on specific projects.

### **Work Environment**

Pathao prides itself on having a modern and vibrant work environment. The open office layout fosters a sense of teamwork and accessibility, encouraging open communication and collaboration among team members. As an intern, I was treated as an integral part of the team, with my input and contributions valued just as much as those of full-time employees.

#### **4.4.2. Work-Life Balance at Pathao Customer Experience Department**

Pathao is committed to maintaining a healthy work-life balance for its employees. Flexible working hours allow you to manage work alongside personal commitments effectively. The company also supports remote work arrangements when needed, providing flexibility to work from home on certain days. Recreational activities and team outings are regularly organized to foster a fun and relaxed atmosphere, helping to alleviate stress and build team camaraderie.

#### **4.4.3. Professional & Personal Development**

##### **Professional Growth**

Interning at Pathao is highly beneficial for professional development. I was given real responsibilities from the start, allowing me to gain hands-on experience in customer relationship management, data analysis, and strategic decision-making. Regular feedback sessions with my supervisor provide opportunities to learn and improve continually. Additionally, Pathao often hosts workshops and seminars that are not only relevant to my role but also beneficial for broadening my overall business acumen.

##### **Personal Development**

Working in Pathao's Customer Experience department helps in developing key soft skills such as communication, teamwork, and problem-solving. The diverse team environment also enhances my intercultural competencies, preparing me for a global workforce. The supportive atmosphere encourages me to take initiatives and lead projects, which builds confidence and leadership skills.

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

During my internship in the Customer Experience department at Pathao, I was entrusted with several critical responsibilities that contributed significantly to the team and enhanced my

professional skills. My main job duties encompassed a broad spectrum of tasks, reflecting Pathao's dynamic and innovative work culture. Here's an outline of my primary responsibilities:

### **1. Market Analysis and Idea Generation**

- I was responsible for continuously scanning the market to identify emerging trends, understanding the competitive landscape, and pinpointing opportunities for new product marketing strategies. This required a keen eye for detail and an ability to synthesize complex market data into actionable insights.

### **2. Data Analysis and Reporting**

- A significant part of my role involved performing detailed data analyses to track and evaluate customer interactions and service effectiveness. I prepared reports and provided these insights to the department head, assisting in strategic decision-making processes that were pivotal to enhancing operational efficiencies and customer satisfaction.

### **3. Team Management and Training**

- I took on the responsibility of managing and training the support team. This included organizing training sessions, creating educational materials, and guiding the team in best practices for customer service. My role was crucial in ensuring that the team was well-equipped and informed to handle their duties effectively.

### **4. System Improvement**

- Assisting in the continuous improvement of the customer service system was another key responsibility. I worked on identifying bottlenecks and suggesting improvements to our processes and tools, which involved collaborating with the IT and operations departments to implement these changes effectively.

### **5. Performance Measurement**

- I was also tasked with measuring and maintaining the performance metrics for both inbound and outbound customer interactions. Ensuring these metrics met Pathao's high standards involved regular monitoring and adjustments based on real-time data, which was vital for maintaining service quality.

Throughout my internship, I honed essential skills such as effective communication, high-quality customer service, and advanced product knowledge. I learned to manage multiple

tasks simultaneously and developed critical thinking skills necessary for problem-solving. Collaborating across departments helped me understand the importance of teamwork in achieving business objectives. My contribution of new ideas to enhance user experience not only garnered appreciation from my department head but also provided a practical perspective on the implementation of innovative solutions.

This internship was an invaluable phase of my career development, offering me a comprehensive understanding of the customer experience management field and preparing me for future challenges in the industry.

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

### **1. Collaboration with the Data Analysis Team**

- I collaborated closely with the Data Analysis team to interpret customer interaction data, which helped us identify patterns and trends affecting customer satisfaction. By integrating these insights into our customer service strategies, we were able to tailor our approaches more effectively to meet customer needs.

### **2. Working with the Pathao Product Team**

- My role involved working alongside the Pathao Product team to provide feedback on user experiences and suggest product enhancements based on customer feedback. This collaboration was crucial in refining product features that directly impacted user satisfaction and helped in aligning the product development with customer expectations.

### **3. Using Technology to Solve Problems**

- I utilized various technological tools to address and solve customer issues more efficiently. This included working with the IT department to enhance the customer ticketing system, which significantly streamlined the process of handling customer queries and reduced response times.

### **4. Projects that Enhanced Customer Experience**

- I was involved in several projects aimed at enhancing the overall customer experience. One such project was the development of an FAQ section that was integrated into the Pathao app. This section helped reduce the volume of common inquiries, allowing the customer service team to focus more on complex issues, thereby increasing overall service efficiency.

### **5. Increasing Customer Service Efficiency**

- My efforts to improve service efficiency involved initiating a new scheduling system for the support team, which optimized the allocation of resources during peak hours. This not only improved our team's ability to manage high volumes of

customer interactions but also maintained high satisfaction levels during critical times.

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

My internship in the Customer Experience department at Pathao was a profoundly educational and transformative period that significantly enhanced my professional skills and understanding of customer relations. Below, I summarize the key learnings and skills I developed, which I believe will be instrumental in my future career.

### **1. Enhanced Communication Skills**

- I honed my ability to communicate effectively with both customers and colleagues. This involved not only verbal interactions but also clear and professional written communications, ensuring that all messages were understood and appropriately addressed.

### **2. High-Quality Customer Service**

- I learned the art of delivering superior customer service. This included a deep understanding of customers' needs, prompt responses to inquiries, adept resolution of complaints, and the ability to customize interactions to enhance the customer experience.

### **3. In-depth Product Knowledge**

- My role required a thorough understanding of Pathao's offerings, including detailed knowledge of features, benefits, and limitations. This expertise is crucial, as it enabled me to confidently assist customers and provide accurate information that meets their needs.

### **4. Data Analysis and Application**

- I developed skills in collecting and analyzing customer data, which proved essential in identifying trends, preferences, and common issues. Utilizing this data, I helped design targeted solutions that significantly improved customer satisfaction.

### **5. Multitasking Capabilities**

- The fast-paced environment at Pathao taught me to juggle multiple tasks efficiently. Managing phone calls, emails, and direct customer inquiries simultaneously became second nature, enhancing my productivity and effectiveness.

### **6. Critical and Creative Problem-Solving**

- I learned to apply critical and creative thinking to solve complex customer issues, find alternative solutions, and suggest improvements. This ability to think outside the box is invaluable in addressing unexpected challenges.

#### **7. Team Collaboration**

- Working in Pathao's collaborative environment, I mastered the skill of teamwork. I learned how to work in harmony with others, not just within my team but across different departments, to achieve common objectives and foster a cohesive service experience.

#### **8. Effective Time Management**

- Lastly, I significantly improved my time management skills, learning to prioritize tasks, meet tight deadlines, and manage my workload efficiently without compromising the quality of work.

These experiences and abilities have not only given me the foundation for a successful career in customer experience management, but they have also enabled me to take on responsibilities that call for extensive client engagement, data-driven decision-making, and cross-functional cooperation. My professional growth has been greatly aided by this internship, which has helped me to establish work principles and abilities that I will use in all of my future undertakings.

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

My internship at Pathao in the Customer Experience department was filled with valuable learning experiences, but it also presented several challenges that tested my adaptability and problem-solving skills. These challenges were integral to my professional development, providing me with opportunities to strengthen my abilities and gain deeper insights into the industry.

#### **1. Dynamic Decision-Making**

- One of the most challenging aspects was the need for rapid decision-making in a fast-paced environment. The dynamic nature of the tech industry, particularly in a startup ecosystem like Pathao, required quick thinking and flexibility. Adapting to this pace was initially daunting, but it taught me how to make effective decisions under pressure and respond swiftly to changing situations.

#### **2. Overcoming Hesitation**



- Early in my internship, I faced hesitation, especially when it came to voicing opinions and making recommendations to senior team members. The challenge was to build confidence in my own insights and learn how to communicate them effectively. Over time, I developed a more assertive presence, which allowed me to contribute more significantly to team discussions and decision-making processes.

### **3. Working with Customer Service Agents**

- Collaborating with customer service agents and understanding their day-to-day challenges required a deep dive into the operational aspects of the department. Initially, aligning my strategic tasks with their operational needs was challenging, as it required a detailed understanding of ground-level operations and existing workflows. This experience honed my skills in empathy and operational analysis, enhancing my ability to propose practical and impactful solutions.

### **4. Engaging with Cross-Functional Departments**

- My role often required collaboration with other departments such as IT, marketing, and product development. Navigating these cross-functional teams and learning to speak their languages—understanding their goals, workflows, and challenges—was initially challenging but ultimately incredibly rewarding. It broadened my understanding of the business and improved my collaborative skills.

### **5. Lack of Comprehensive Data**

- A significant hurdle was the occasional lack of comprehensive data, which made it difficult to perform detailed analyses and generate robust insights. This challenge necessitated developing innovative approaches to data gathering, such as leveraging indirect data sources or synthesizing information from different departments. It also taught me the importance of advocating for better data practices within the organization.

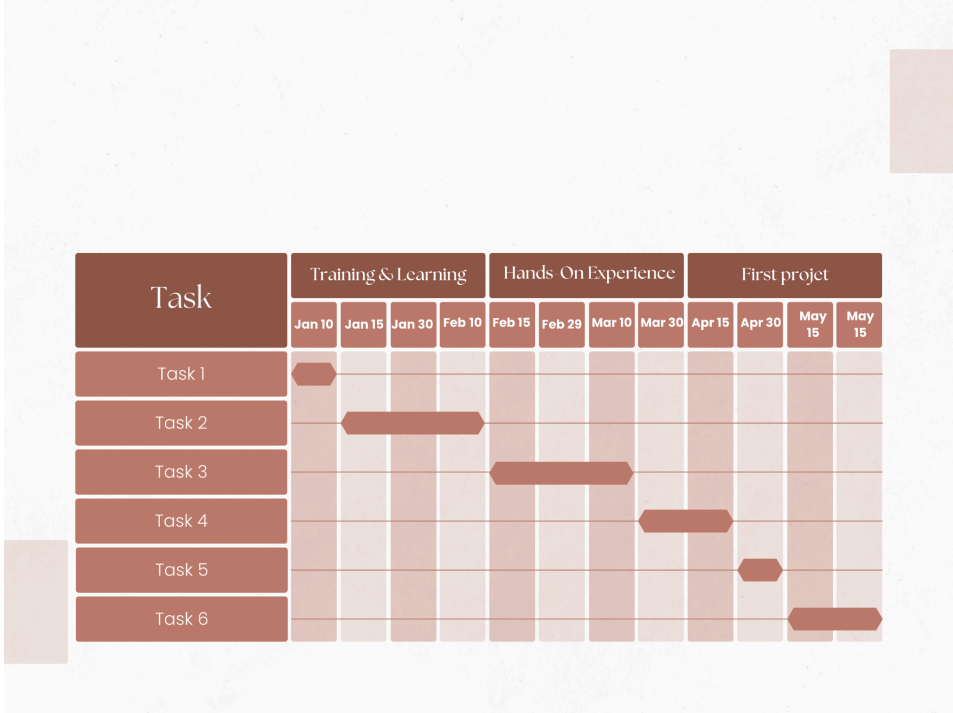
## **Learning Outcomes**

These challenges were critical in pushing me out of my comfort zone and forcing me to develop new skills and refine existing ones. Through overcoming these obstacles, I learned the importance of resilience, proactive problem-solving, effective communication, and strategic thinking. Each challenge was a stepping stone that enhanced my capability to function effectively in a complex, fast-paced business environment.

In conclusion, while my internship at Pathao was challenging, it was these very challenges that made my experience so enriching and educational. They prepared me for a successful career in

customer experience and beyond, equipped with the skills to handle various business situations and collaborate effectively across different domains.

### 4.9. Gantt Chart Of Internship Work In Pathao Customer Experience Department



In the first month, I had to primarily focus on learning and training. This involves familiarizing myself with the principles of customer service, understanding Pathao's products and services, and learning about the CX department's workflow and procedures.

During the second and third months, I had to transition into hands-on experience. I had to start actively engaging with customers, handling inquiries, resolving issues and gaining practical skills in various aspects of customer support. This period allows me to apply the knowledge gained in the first month to real-world scenarios and further develop my capabilities.

In the final month, I had to complete a project assigned to me by the CX department. This project aims to showcase my understanding and proficiency in customer experience management. I had to work on tasks such as improving customer satisfaction metrics, developing innovative solutions to common customer issues, or implementing new strategies for enhancing customer support efficiency.



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

### **Perspective**

As a thorough internal assessment, this document aims to analyze Pathao's customer experience organizational structure. The primary aim is investigating the internal functioning of the business, carefully examining its assets, qualities, and skills, competencies as well as benefits over competitors. Even though a four-month internship has time constraints, There has been a concentrated attempt to examine and comprehend the internal dynamics of the organization in three discrete stages: the firm, market, and professional stages.

## **5.1. Company Level Analysis**

### **Decision-Making Culture**

Pathao's decision-making culture is characterized by its agility and responsiveness, which are crucial in the fast-paced tech industry. The company empowers employees at all levels to participate in decision-making processes, encouraging a bottom-up approach where ideas can originate from any tier within the organization. This inclusivity fosters a sense of ownership and accountability among team members, enhancing their commitment to the company's goals. Innovations and decisions are often data-driven, with a strong emphasis on analytics to guide strategies and improve customer interactions.

### **Employee Development and Growth Opportunities**

Pathao places a high priority on the professional development of its employees. The company offers various training programs, workshops, and seminars that are designed to enhance both hard and soft skills. Career progression paths are clearly defined, and employees are encouraged to take on new challenges that allow them to advance within the company. Regular feedback and performance reviews ensure that employees are aware of their strengths and areas for improvement, facilitating continuous professional growth.

### **Operational Efficiency and Time Management**

Operational efficiency is paramount in Pathao's Customer Experience department. The company invests in state-of-the-art technology and continuous process improvement to ensure that operations run smoothly and efficiently. Time management is integral to the department's success, with strict adherence to schedules and deadlines to ensure that customer inquiries and complaints are addressed promptly. The integration of advanced CRM systems and automation tools helps in managing high volumes of customer interactions efficiently, reducing wait times and improving overall service quality.

### **Diversity and Inclusion**

Pathao is committed to creating a diverse and inclusive workplace. The company's recruitment policies are designed to ensure a wide representation of cultural, educational, and gender diversity within the team. Regular diversity training sessions help employees understand and appreciate the value of a diverse workforce, promoting an inclusive environment where all employees feel valued and respected. This diversity enhances the team's ability to cater to a broad customer base with varied needs and preferences.

### **Adaptability to Local Contexts**

Understanding and adapting to local contexts is essential for Pathao, given its diverse customer base across different regions of Bangladesh. The Customer Experience department tailors its services and communication to meet the specific cultural and linguistic needs of its customers. Local insights are gathered continuously, enabling Pathao to remain relevant and effective in its service offerings. This localization strategy not only improves customer satisfaction but also strengthens the company's position in the market.

## **5.2. Professional Level Analysis**

Pathao Customer experience department offers an invaluable opportunity for students aspiring to pursue careers in Customer service, problem management or related fields to gain practical experience and skills through internships. As a leading customer service provider in Bangladesh, Pathao customer experience department provides interns with exposure to the dynamic and fast-paced world of customer service and offers the chance to collaborate with seasoned professionals in the industry. Pathao's Customer Experience department exhibits strong professional standards through its skilled leadership, collaborative team dynamics, strategic alignment with company goals, sophisticated use of technology, and rigorous performance evaluation. These factors collectively ensure that the department not only meets but exceeds the expectations of its customers, thereby enhancing Pathao's reputation and competitive edge in the market

### **5.2.1 Future Career Plan**

Interning at Pathao's Customer Experience department equips employees with a diverse skill set that opens up several career pathways within and beyond the organization. Here are potential future career directions:

- **Customer Experience Manager:** Advancing to a managerial role within the customer experience domain is a natural progression. This role would involve overseeing larger teams, strategizing to enhance customer satisfaction, and driving customer loyalty programs.
- **Product Development Specialist:** Given the close work with product teams and deep understanding of customer feedback, a move towards product management could be a rewarding career path. This role focuses on tailoring products to better meet customer needs and managing product life cycles.
- **Data Analyst:** For those inclined towards a more technical trajectory, transitioning into a data analysis role where one can leverage the skills gained in customer data handling and trend analysis would be fitting. This role supports strategic decisions by providing actionable insights from complex datasets.
- **Operations Management:** With a strong background in managing operational efficiency and time management, moving into operations management can be a lucrative career path. This involves optimizing operational processes and ensuring the smooth functioning of business operations.

### 5.2.2 Correlation to Academics

The tasks and responsibilities in the Customer Experience department closely correlate with academic subjects such as Business Administration, Marketing, and Information Systems:

- **Marketing and Consumer Behavior:** Understanding customer needs and behaviors aligns with marketing principles and consumer behavior theories covered in academic courses.
- **Statistics and Data Analysis:** The role's focus on analyzing customer data and generating reports offers practical applications of statistical methods and data analytics courses.
- **Organizational Behavior:** Managing and training a team correlates with organizational behavior studies, providing insights into leadership, team dynamics, and motivational strategies.

### 5.2.3 Challenges

While the internship is immensely beneficial, it comes with its set of challenges:

- **High-Pressure Environment:** Working in a fast-paced environment where quick decision-making is crucial can be stressful. Managing this pressure while maintaining high-quality customer interactions is challenging.

- **Adapting to Rapid Changes:** The tech industry is known for rapid changes. Adapting to new tools, technologies, or shifts in business strategies requires continuous learning and flexibility.
- **Interdepartmental Coordination:** Working across different departments can be challenging due to differing priorities and workflows. Ensuring effective communication and alignment on projects requires tact and good interpersonal skills.
- **Data-Driven Decision Making:** While data analytics is a critical skill, deriving actionable insights from vast amounts of data can be daunting and requires a deep understanding of both the tools and the underlying business context.

These experiences, while challenging, contribute significantly to professional growth, providing a solid foundation for various career paths. The internship at Pathao's Customer Experience department not only enhances job-related skills but also offers a practical understanding of the industry, making it a valuable stepping stone for future endeavors.

## 5.3. Market Level Analysis

### 1. Understanding Merchant Demographics

- **Profile Analysis:** Identify the typical merchant profiles using Pathao's courier services, including the size of their businesses, the nature of the products they ship, and their primary markets. Understanding who the merchants are allows for more tailored service improvements.
- **Segmentation:** Segment the merchants based on factors such as volume of shipments, frequency of service usage, and specific needs (e.g., fragile items, same-day delivery).

### 2. Service Usage and Dependency

- **Utilization Patterns:** Analyze how frequently merchants use Pathao's services compared to competitors and understand the factors influencing their choices.
- **Dependency Analysis:** Assess the extent to which merchants rely on Pathao for fulfilling their business needs and what aspects of the service they value the most.

### 3. Merchant Satisfaction Levels

- **Surveys and Feedback:** Conduct detailed surveys and collect feedback to gauge merchant satisfaction with various aspects of the service, such as delivery times, fees, package handling, and customer service interactions.
- **Net Promoter Score (NPS):** Utilize NPS to measure the likelihood of merchants recommending Pathao to others, which is a strong indicator of overall satisfaction and loyalty.

### 4. Competitive Benchmarking

- **Service Comparison:** Compare Pathao's offerings and performance with key competitors in the market to identify strengths and weaknesses. This includes analyzing pricing structures, service reliability, coverage areas, and technological advantages.
- **Best Practices:** Identify industry best practices and evaluate how Pathao aligns with these standards. Determine gaps where Pathao can learn from market leaders.

### 5. Operational Efficiency Analysis

- **Delivery Performance:** Monitor and report on key performance metrics such as on-time delivery rates, handling of delivery exceptions, and speed of resolving merchant issues.
- **System Integration:** Evaluate how well Pathao's technological systems integrate with merchant operations, facilitating ease of use, tracking capabilities, and error reduction.

### 6. Strategic Impact Assessment

- **Business Growth Impact:** Assess how Pathao's courier services impact merchant business growth, including the ability to reach new markets or improve operational efficiencies.
- **Long-term Relationship Potential:** Determine factors that influence long-term relationships between merchants and Pathao, including trust, reliability, and continuous improvement in services.

### 7. Recommendations for Improvement

- Based on the gathered data and analysis, formulate strategic recommendations aimed at enhancing merchant satisfaction. This could involve enhancing service features, adjusting pricing models, expanding service coverage, or upgrading technology platforms.



### **5.3.1. Criticism**

#### **1. Service Accessibility and Ease of Use**

While Pathao's courier service is generally praised for its user-friendly interface and the ease of booking and tracking shipments, some merchants have expressed concerns about specific features that could be more intuitive. For instance, the process for bulk order handling and integration with e-commerce platforms could be streamlined. Improving these aspects would significantly enhance the overall merchant experience.

#### **2. Pricing Transparency**

Merchants appreciate clear, straightforward pricing structures, which ensure there are no surprises or hidden fees. While Pathao typically performs well in this area, occasional feedback points to discrepancies between estimated and actual costs, especially for complex delivery routes or during peak periods. Regular reviews and updates of pricing policies, as well as better communication about what influences changes in pricing, would address these concerns.

#### **3. Timeliness and Reliability**

Timeliness in delivery is crucial for merchants, as delays can impact their customer satisfaction and inventory management. Criticism has been noted regarding inconsistent delivery times, particularly during high-demand periods or in less accessible areas. Implementing more robust logistic strategies and perhaps enhancing predictive analytics to forecast demand more accurately could help mitigate these issues.

#### **4. Customer Support for Merchants**

Feedback has highlighted that while Pathao's support team is responsive to general inquiries, the resolution process for merchant-specific issues sometimes lacks efficiency. Merchants, who have different needs and urgencies compared to general customers, would benefit from a dedicated support team specializing in handling complex merchant queries and problems.

#### **5. Customization of Services**

Merchants often require customized solutions that cater to unique aspects of their business, such as the need for special handling, temperature control, or delivery scheduling according to business hours. Some criticism has been directed at Pathao's one-size-fits-all approach, with calls for more flexible and adaptable service options to meet diverse merchant needs.

#### **6. Feedback and Improvement Loop**

While Pathao actively collects feedback from merchants, the process of integrating this feedback into tangible improvements can be slow. Speeding up this loop—by rapidly

implementing changes based on merchant feedback and then communicating these improvements back to the merchants—would greatly enhance satisfaction and loyalty.

## **7. Integration with Technology**

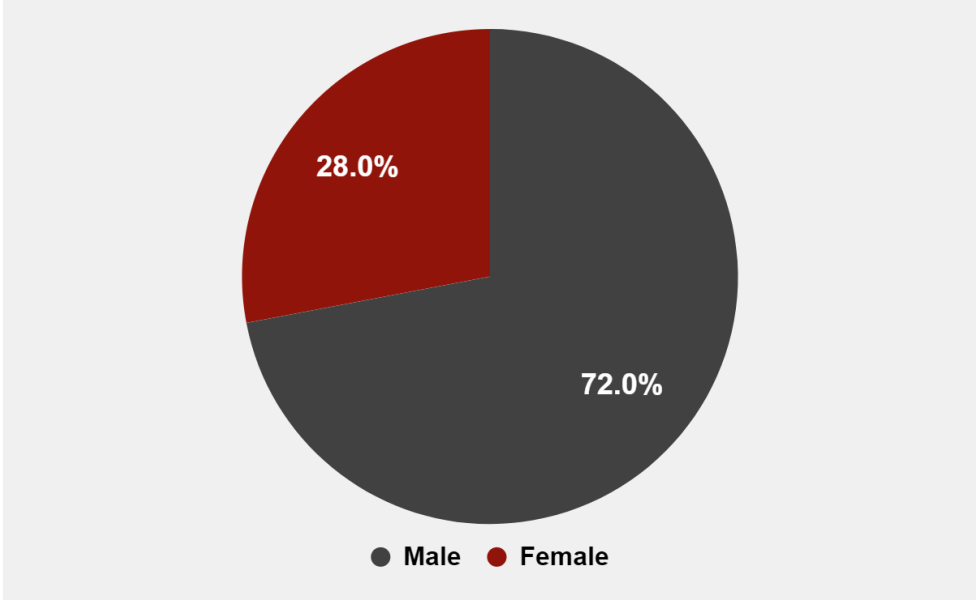
Merchants are increasingly looking for advanced technological integration that allows them to manage logistics seamlessly from their own systems. Critiques include requests for better API integrations, enhanced data security, and more robust analytics features within the Pathao platform. Addressing these technology integration concerns would not only improve the service but also position Pathao as a leader in innovation within the courier industry.



## **Chapter 6: Findings and Discussion**

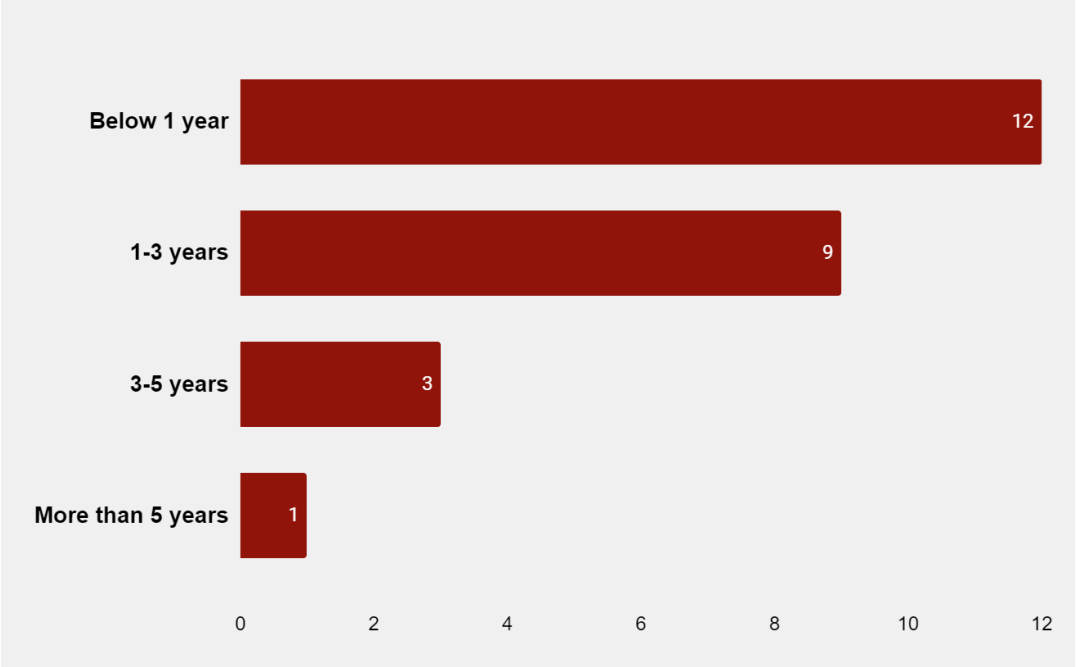
### **(Merchant Survey)**

**Gender:**



For my survey 28% of respondents are female and 72% of them are male.

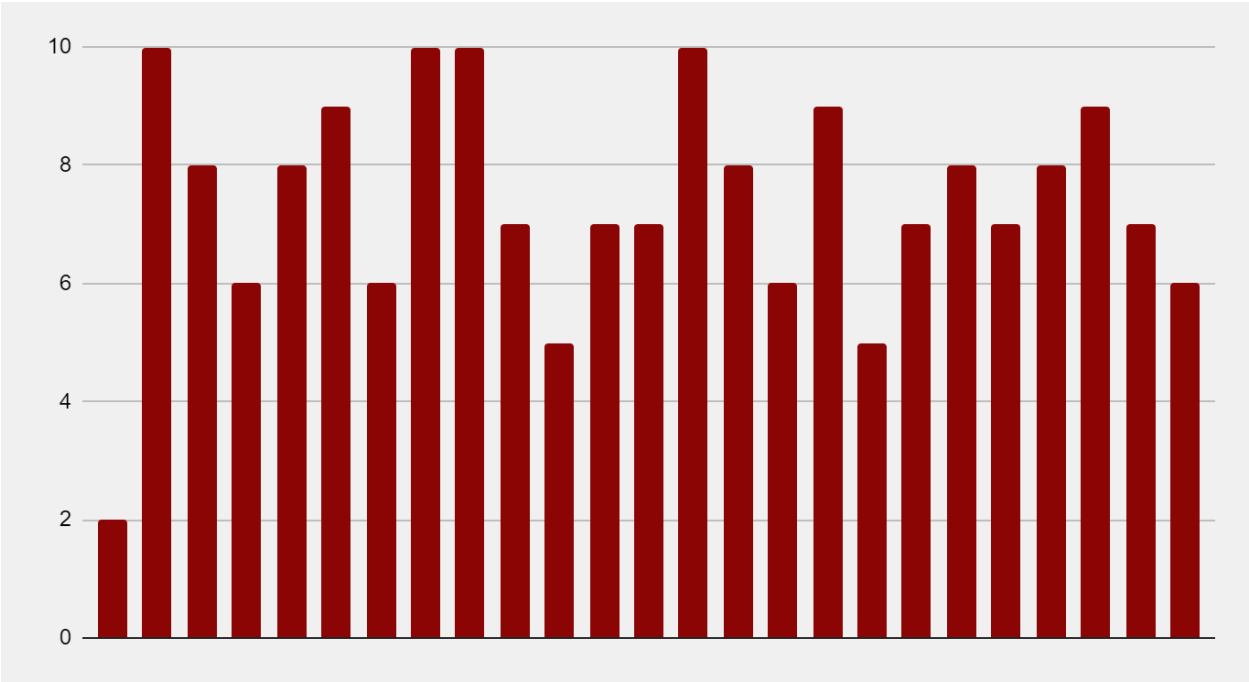
**How long you have been using Pathao Courier Service:**



This chart shows how long respondents have been using Pathao Courier Service. As Pathao is a start-up company most of them are using it less than one year. From this chart we can also say, the trend of Pathao growth is rising.

**How satisfied are you with the pricing of Pathao Courier Service:**

(Here, “0” means ‘Extremely Dissatisfied’ and “10” means ‘Extremely Satisfied’)

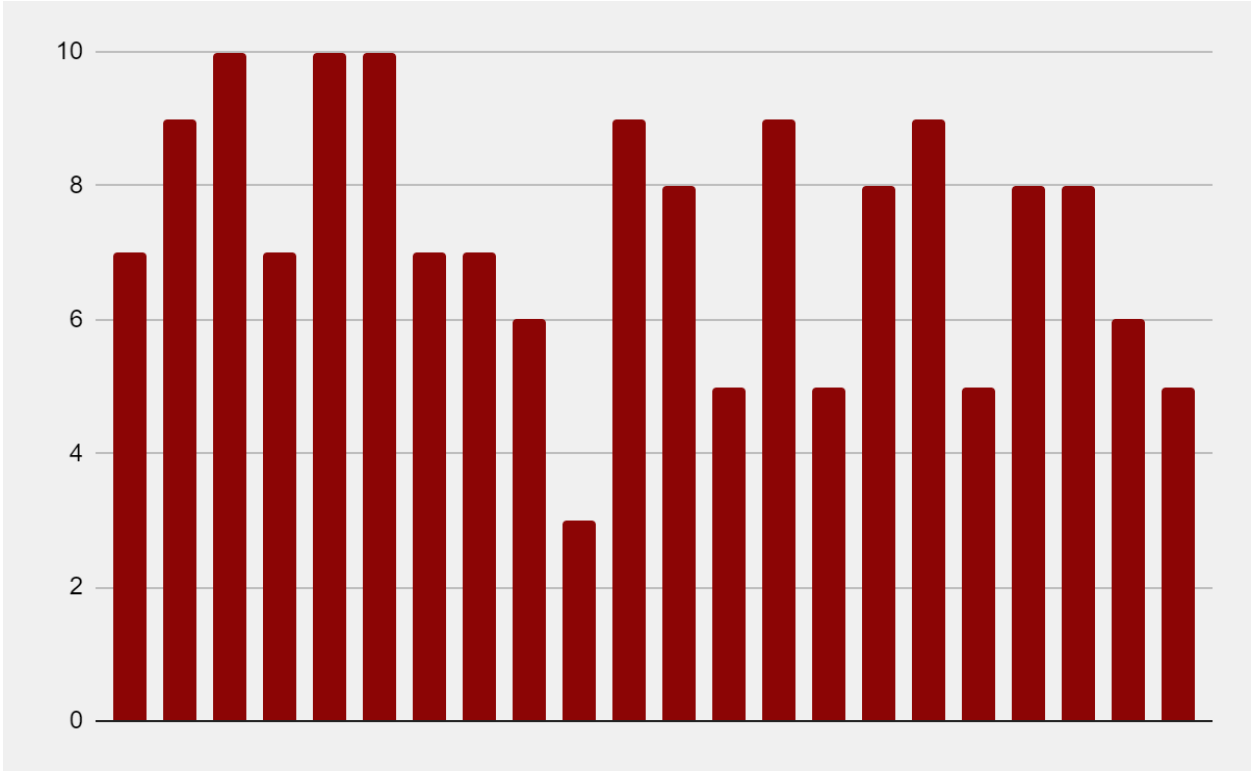


This chart shows the satisfaction level of respondents with the price of Pathao Courier Service. From this chart, we can say most of the respondents are quite satisfied with the pricing of Pathao

Courier Service. About 28% of respondents rate Pathao Courier Service Below 6, regarding this issue; which means Pathao Courier Service can improve its pricing strategy to increase the satisfaction level of its merchants.

**How satisfied are you with the range of locations to which Pathao Courier Service delivers:**

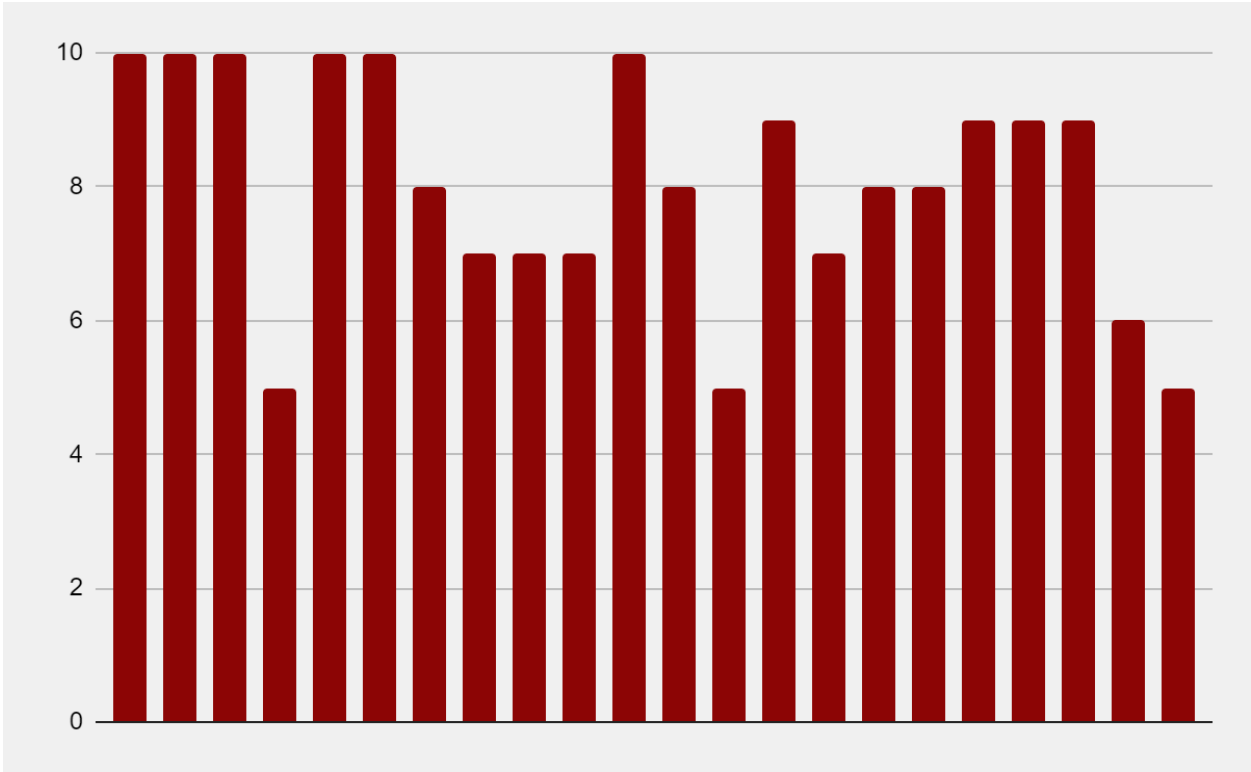
(Here, “0” means ‘Extremely Dissatisfied’ and “10” means ‘Extremely Satisfied’)



This chart shows the satisfaction level of respondents with the range of locations to which Pathao Courier Service delivers. From this chart, we can say most of the respondents are satisfied with the range of locations Pathao Courier Service is delivering. About 28% of respondents rate Pathao Courier Service below 6, regarding this issue; which means Pathao Courier Service should increase its range of locations.

**How likely are you to recommend Pathao Courier Service to a friend or colleague:**

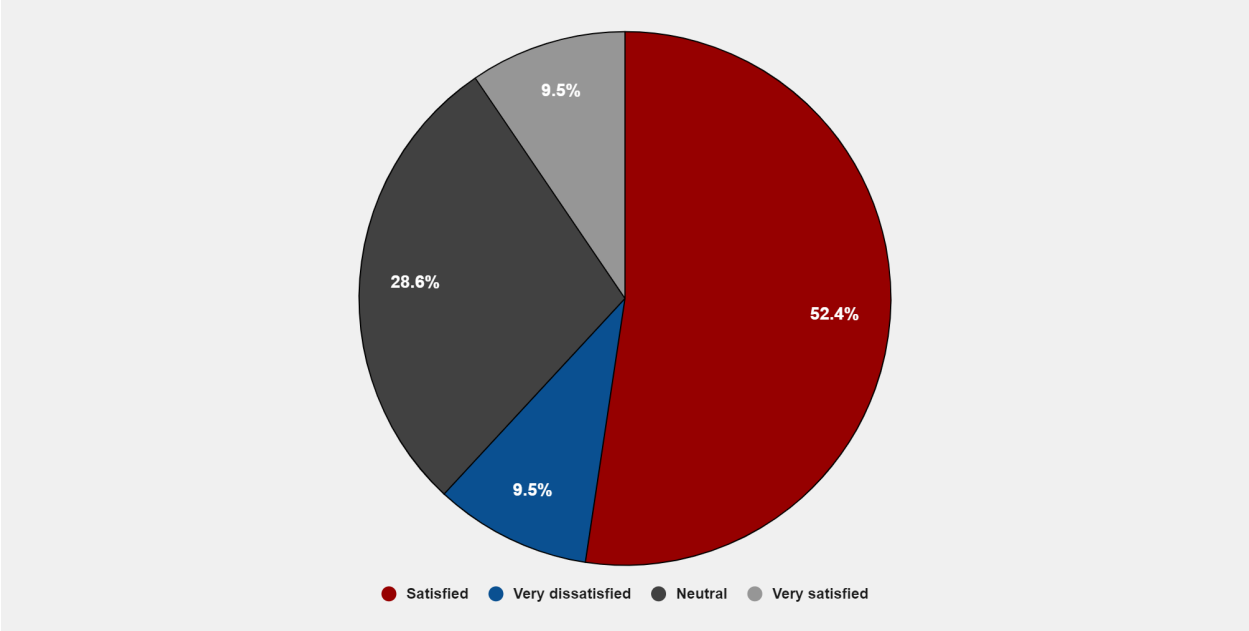
(Here, “0” means ‘Extremely Dissatisfied’ and “10” means ‘Extremely Satisfied’)



This chart shows how likely respondents are to recommend Pathao Courier Service to their friends and colleagues. From this chart, we can say most of the respondents are ready to recommend Pathao Courier Service to their friends and family. So, we can say brand loyalty is increasing for Pathao Courier Service.



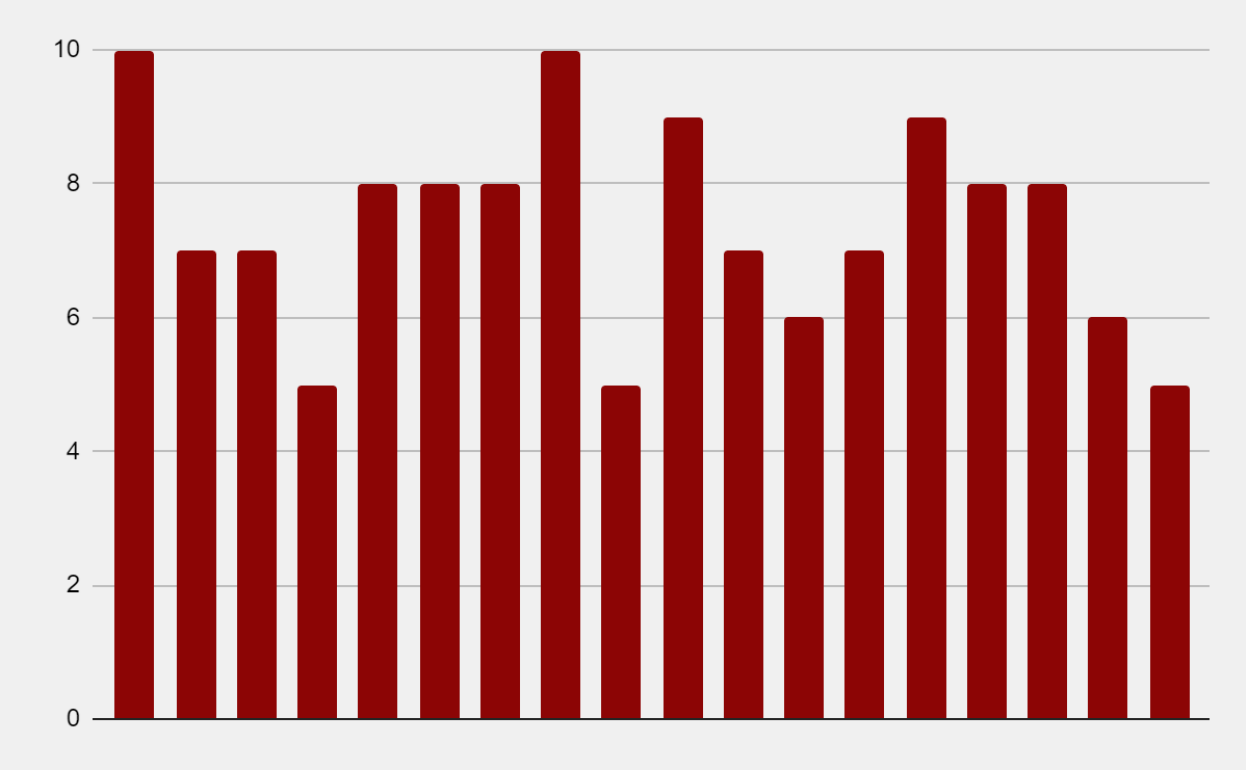
**How satisfied are you with the user interface of Pathao Courier Service:**



This chart shows the satisfaction level of respondents with the user interface of Pathao Courier Service. Most of the respondents are satisfied with the user interface of Pathao Courier Service. But, around 38% of the respondents are not happy with the user interface of Pathao Courier Service. Thus, Pathao should work on its user interface to increase the satisfaction level of its merchants.

**How satisfied are you with the professionalism of Pathao's delivery/pick-up personnel**

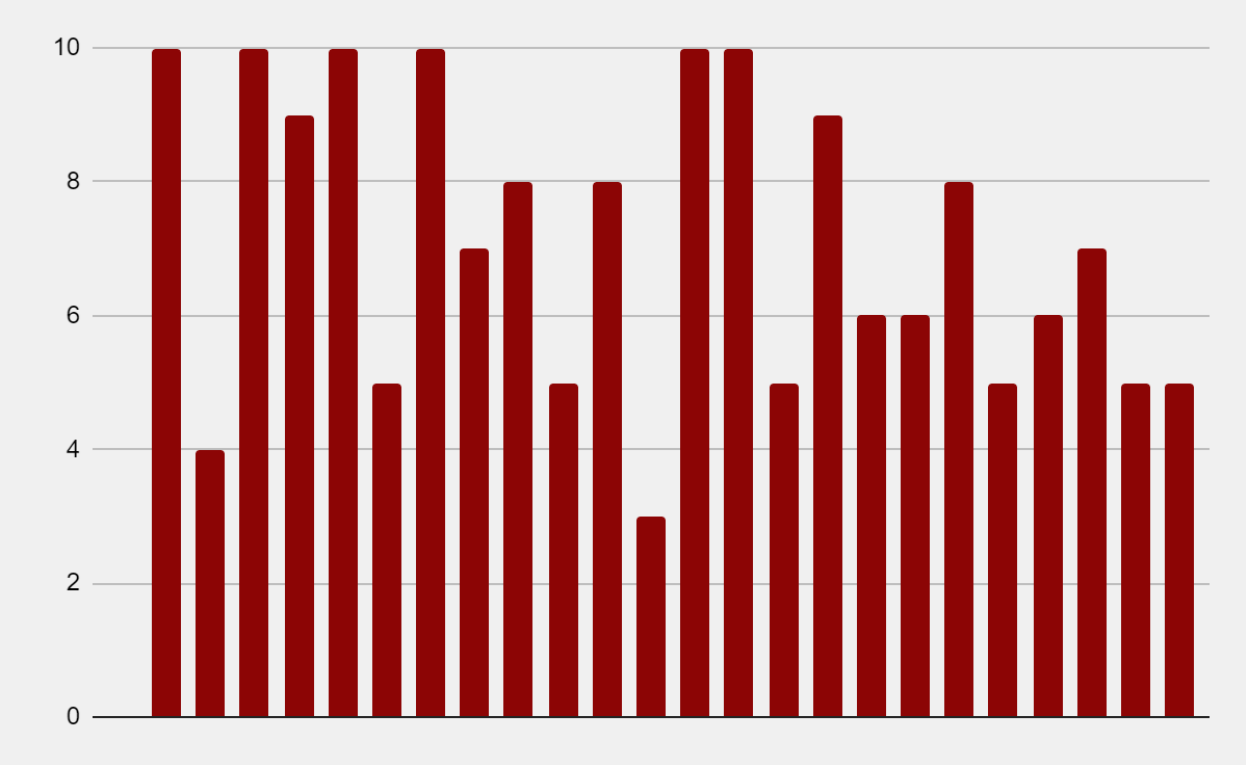
(Here, "0" means 'Extremely Dissatisfied' and "10" means 'Extremely Satisfied')



This chart shows the satisfaction level of respondents with the professionalism with Pathao pick-up/delivery agents. Majority of the respondents are satisfied with the professionalism with Pathao pick-up/delivery agents. About 20% of respondents rate Pathao Courier Service below 6, regarding this issue; which means professionalism of Pathao pick-up/delivery agents should increase more.

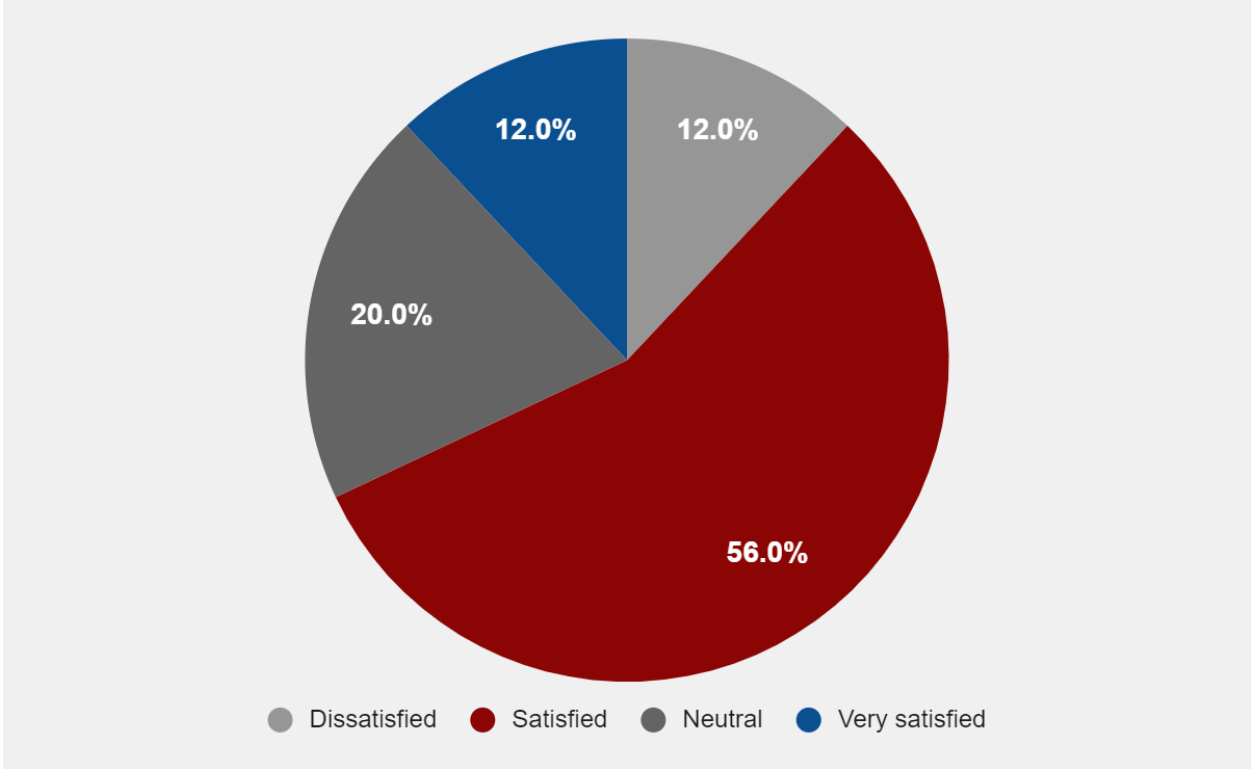
**How satisfied are you with the speed of resolving any issues or concerns with Pathao Courier Service:**

(Here, “0” means ‘Extremely Dissatisfied’ and “10” means ‘Extremely Satisfied’)



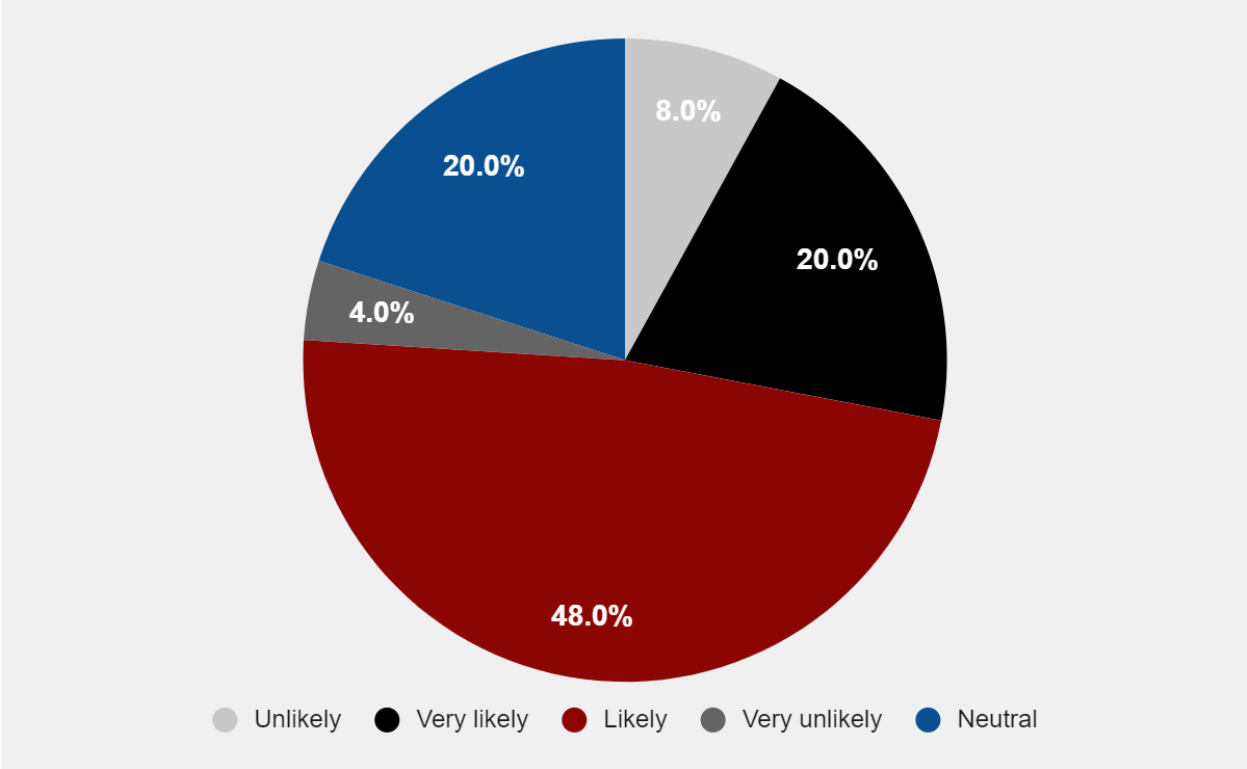
This chart shows the satisfaction level of respondents with the speed of resolving any issues or concerns with Pathao Courier Service. More than half of the respondents are satisfied with it. But, about 44% of respondents rate Pathao Courier Service below 6, regarding this issue; which means the Pathao Courier Service merchant support team needs to work more efficiently.

**How satisfied are you with the accuracy of delivery/ pick-up times provided by Pathao Courier Service:**



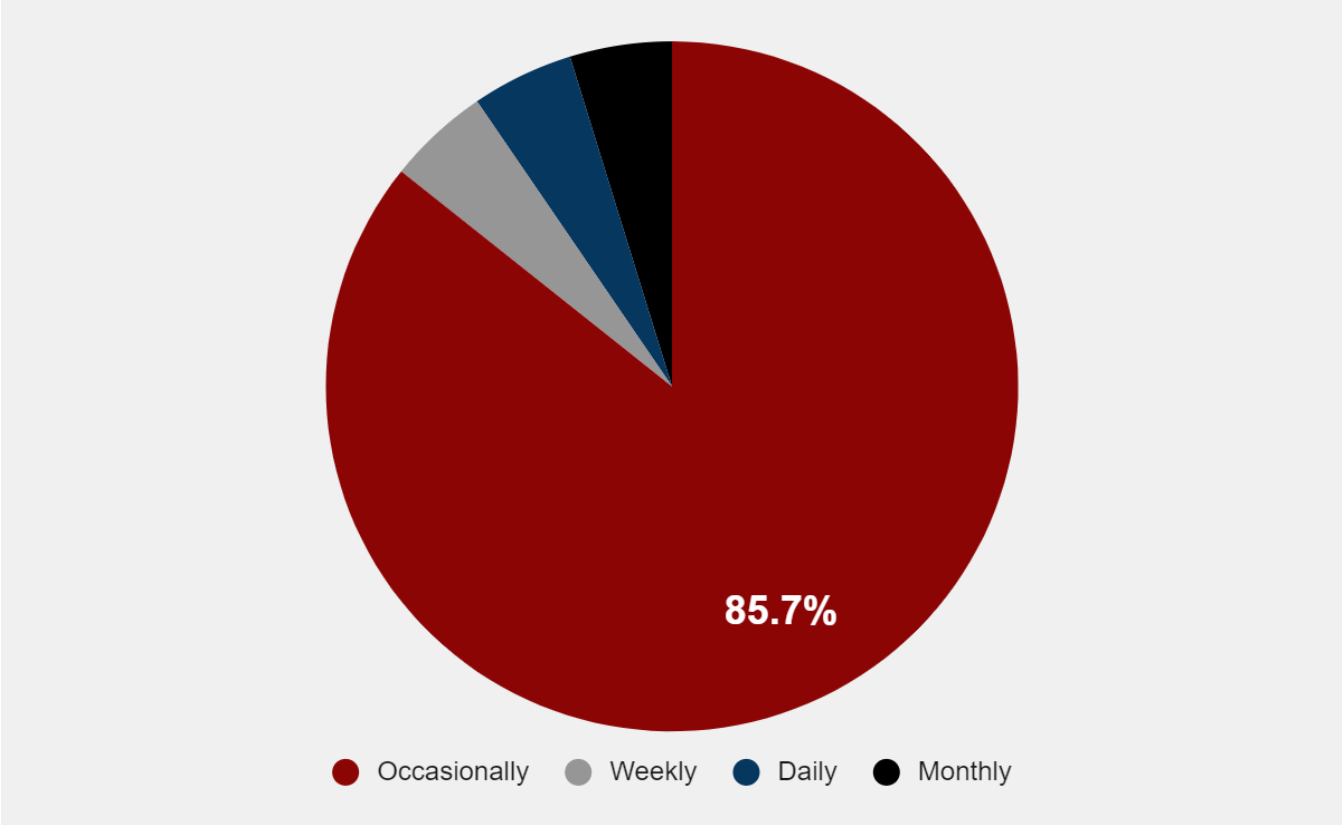
This chart shows the satisfaction level of respondents with the accuracy of delivery/ pick-up times provided by Pathao's courier service. Most of the respondents are satisfied with it. But, still around 32% of the respondents are not satisfied fully with the accuracy of delivery/ pick-up times provided by Pathao's courier service.

**How likely are you to use Pathao Courier Service over other courier services in the future:**



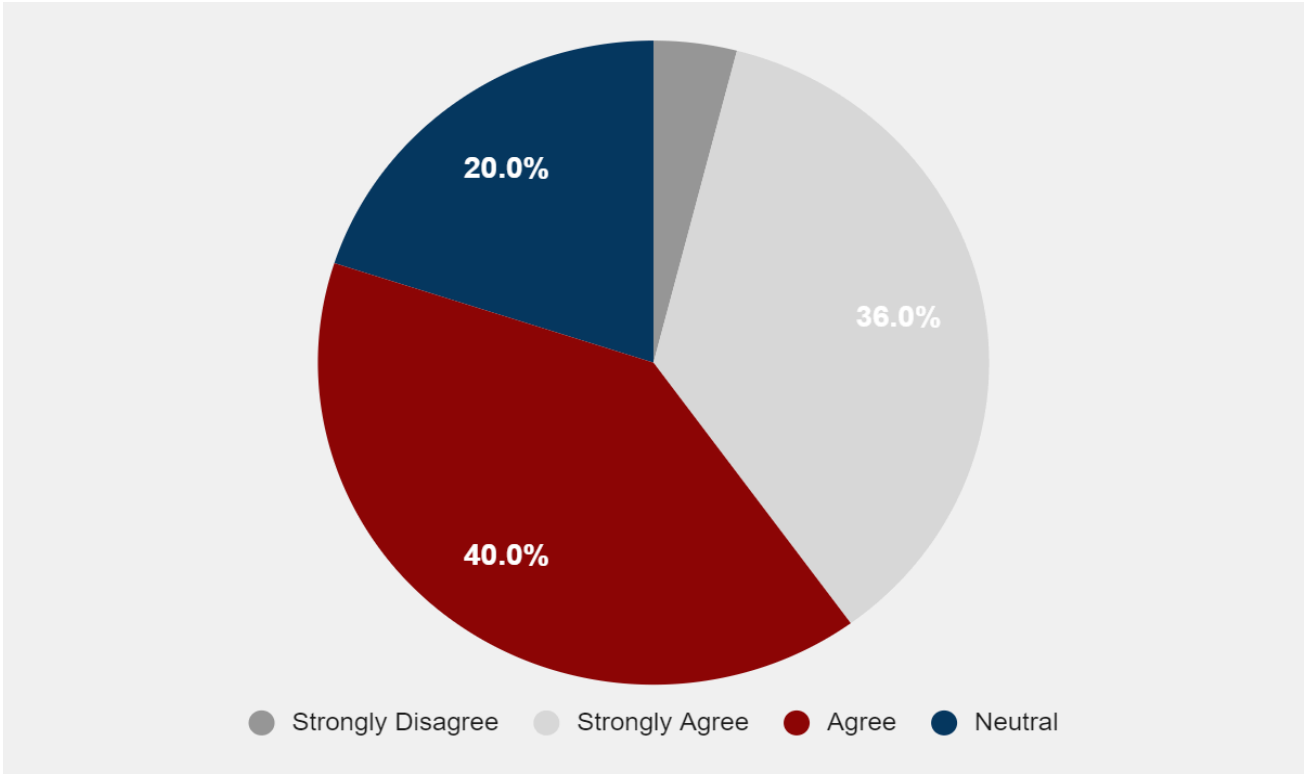
This chart shows the respondents' response on how likely they are to use Pathao Courier Service over other courier services in the future. Hence, most of the respondents are likely to use Pathao Courier Service in future. So, overall Pathao is providing a quality service in their courier Business.

**How often do you use Pathao Courier Careline Service for your business needs:**



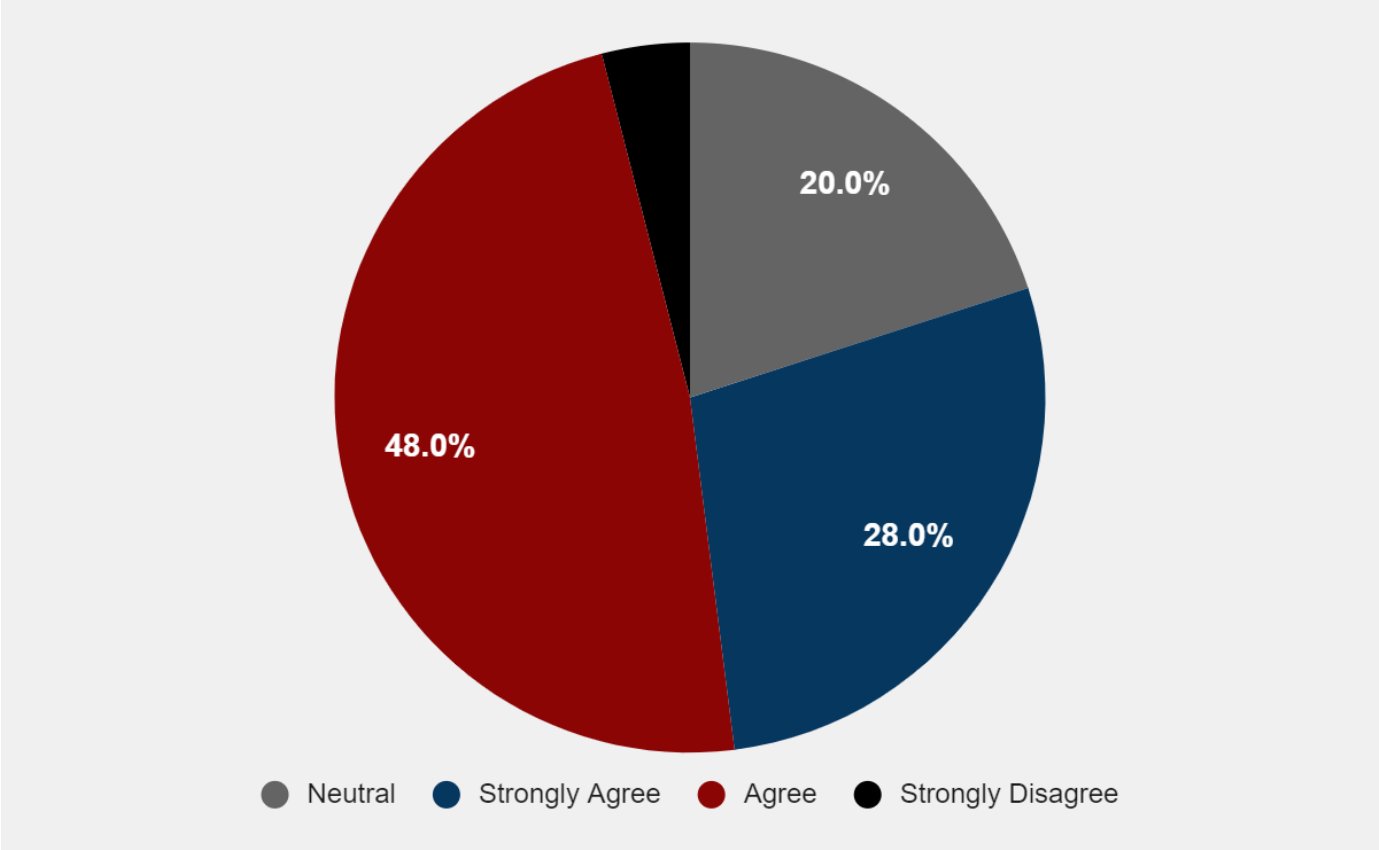
From this chart, we can say most of the respondents do not call the Pathao Courier Careline Service; unless they have any other options.

**Support from Pathao Courier Careline (09610003030) is satisfactory:**



From this chart, we can say most of the respondents are satisfied with Pathao Courier overall careline service.

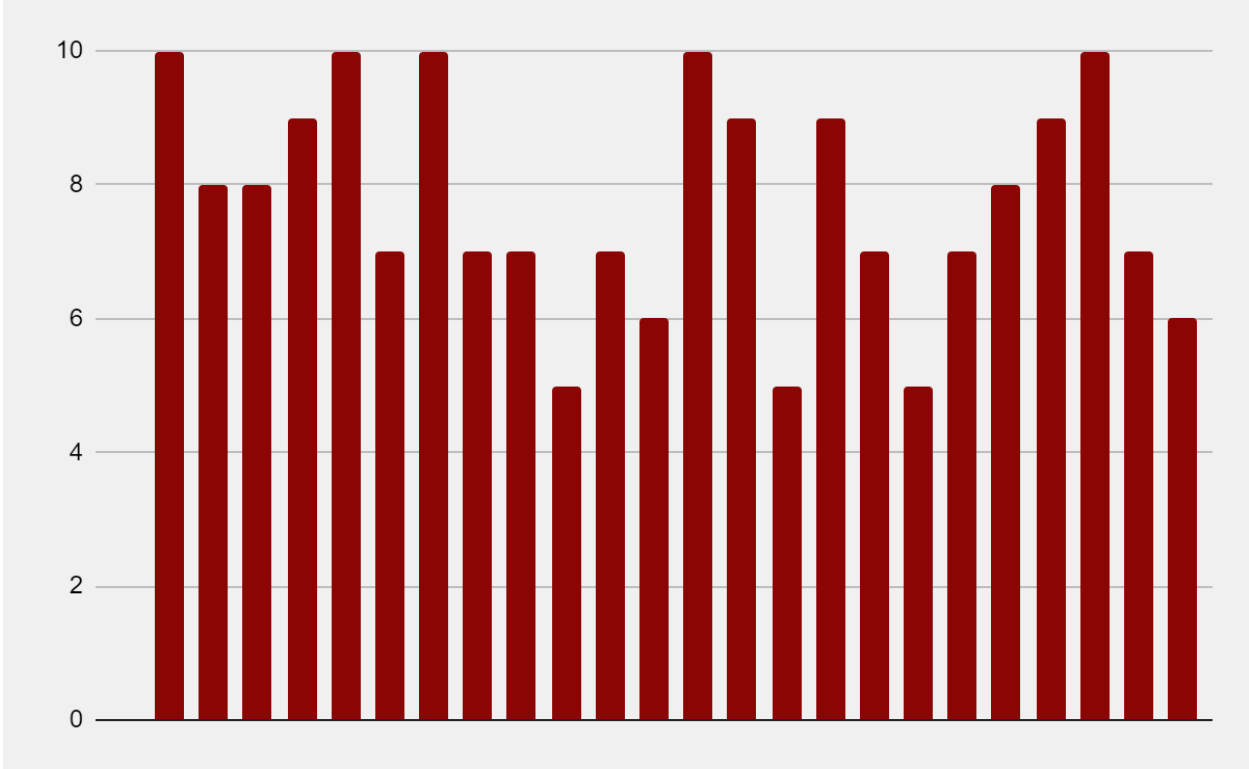
**Solution given by Pathao's courier careline agent is helpful:**



From this chart, we can say about 76% of respondents find the solution given by Pathao Courier Careline agent is helpful. And, only 4% of respondents do not find the solution given by Pathao Courier Careline agent helpful.

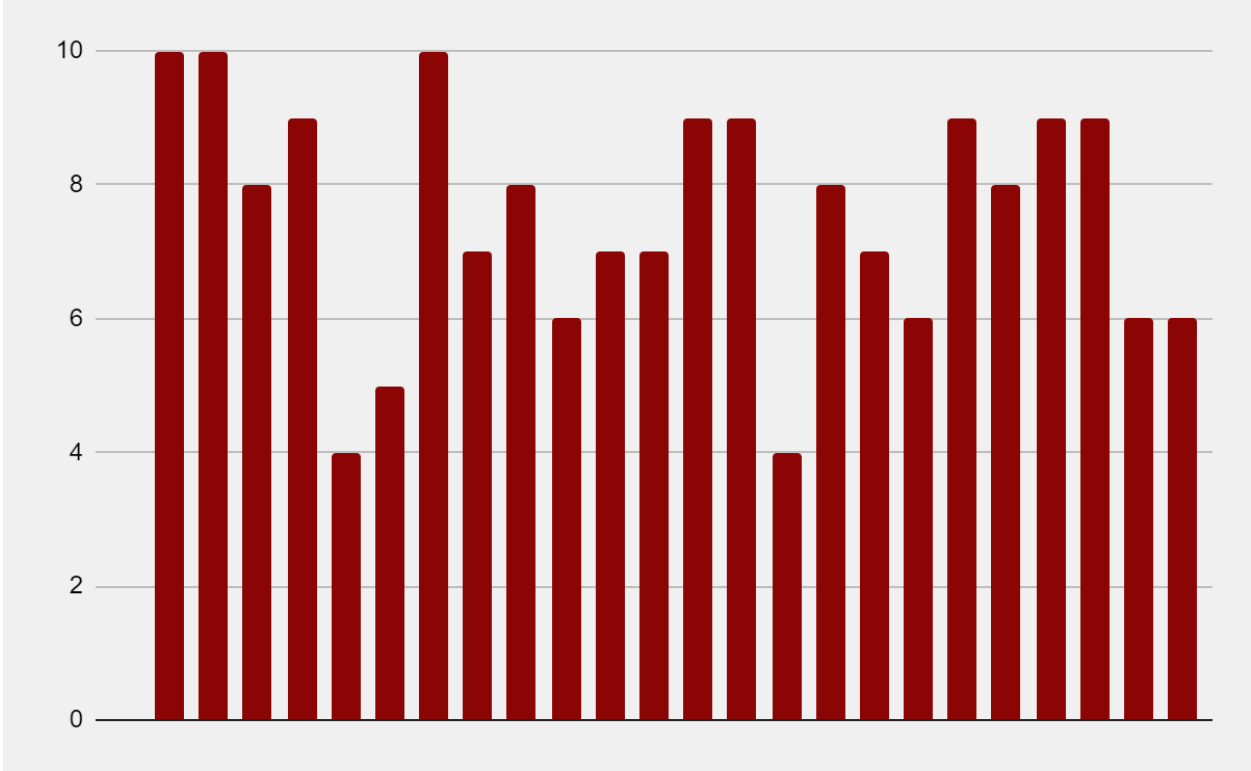


**How satisfied are you with the overall quality of Pathao Courier Service:**



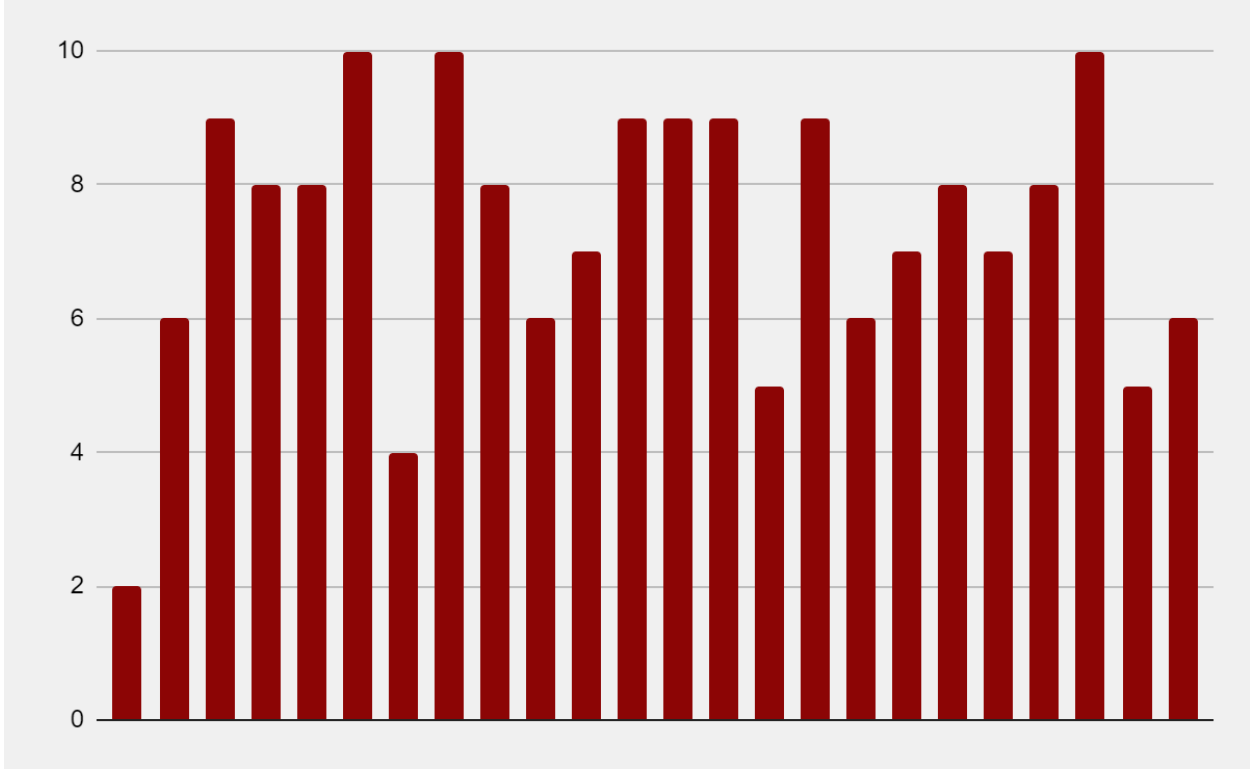
This chart shows the satisfaction level of respondents with the overall quality of Pathao Courier Service. So, the majority of the respondents are satisfied with the overall quality of Pathao Courier Service. But, about 20% of respondents rate Pathao Courier Service below 6, regarding this issue; which means there are some loopholes in Pathao Courier Service.

**How satisfied are you with the security measures taken by Pathao to protect your packages during transit**



This chart shows the satisfaction level of respondents with the security measures taken by Pathao to protect merchant packages during transit. So, the majority of the respondents are satisfied with the security measures taken by Pathao to protect merchant packages during transit. Only 16% of respondents rate Pathao Courier Service below 6, regarding this issue.

**How satisfied are you with the speed of payments received from Pathao's courier service after your product's delivery:**



This chart shows the satisfaction level of respondents with the speed of payments received from Pathao's courier service after their product's delivery. More than half of the respondents are satisfied but, about 32% of respondents are not satisfied regarding this issue. Though it can be alarming for Pathao Courier Service.

**Findings from the Report:**

- Around 48% of the respondents (merchants) are new.
- About 28% of the respondents (merchants) are not satisfied with the pricing of Pathao Courier Service.
- About 28% of the respondents (merchants) are not satisfied with the range of locations to which Pathao Courier Service delivers.
- Around 56% of the respondents (merchants) are highly recommending Pathao Courier Service to their friends and families.
- Around 38% of the respondents (merchants) are not satisfied with the user interface of Pathao Courier Service.
- About 44% of respondents (merchants) are not happy with the speed of resolving any issues or concerns with Pathao Courier Service.

- Around 32% of the respondents (merchants) are not satisfied with the accuracy of delivery/ pick-up times provided by Pathao's courier service.
- Around 68% of the respondents (merchants) are ready to use Pathao Courier Service over other courier services in the future.
- Huge numbers of merchants do not call Pathao Courier Careline Service, unless they have no other options.
- 
- About 76% of respondents (merchants) find the solution given by Pathao Courier Careline agent is helpful.
- Around 80% of respondents (merchants) were extremely satisfied with the overall quality of Pathao Courier Service.
- Around 84% of respondents (merchants) were extremely satisfied with the security measures taken by Pathao to protect your packages during transit.
- 
- About 32% of respondents (merchants) were not satisfied with the speed of payments received from Pathao Courier Service after your product's delivery.



## **Chapter 7: Recommendations & Conclusion**

## 7.1. Recommendations

- **Improve Pricing Strategy:** Address the concerns of the 28% of merchants who are not fully satisfied with the pricing of the service. Conduct a thorough analysis of competitors' pricing structures and consider adjusting rates to ensure they are competitive yet profitable. Offering discounted rates for bulk or frequent shipments could also attract more merchants.
  - **Expand Delivery Locations:** Recognize the dissatisfaction among 28% of respondents regarding the range of locations to which Pathao Courier Service delivers. Identify areas with high merchant demand and invest in expanding the service coverage accordingly. Regularly update the coverage map and communicate these updates to merchants to enhance convenience and accessibility.
  - **Enhance User Interface:** Address the concerns of the 38% of respondents who are not fully satisfied with the user interface of Pathao Courier Service. Conduct user experience research and gather feedback from merchants to identify pain points and areas for improvement. Invest in a user-friendly interface that simplifies the shipping process, provides transparent tracking, and allows for easy access to relevant information.
  - **Expedite Issue Resolution:** Address the dissatisfaction among 44% of respondents regarding the speed of resolving any issues or concerns. Implement efficient communication channels and set clear service level agreements to ensure timely and effective resolution of issues.
  - **Ensure Delivery Accuracy and Timeliness:** Focus on the concerns raised by 32% of respondents regarding the accuracy of delivery and pick-up times. Invest in optimizing the courier service's logistics and operations to improve accuracy and meet or exceed the promised delivery timeframes. Use advanced tracking technologies to provide real-time updates to merchants and enhance transparency throughout the delivery process.
- 23By addressing these recommendations, Pathao Courier Service can enhance merchant satisfaction, attract new customers, and build a reputation as a reliable and efficient courier service provider in the market

### Key Takeaways:

1. **Understanding Merchant Needs:** The internship provided a deep dive into the varied needs of merchants using Pathao's courier services. It became evident that while Pathao

excels in areas like pricing transparency, it must address critical gaps in delivery reliability, customer support, and technological integration to meet the evolving demands of its merchant base.

2. **Strategic Improvements:** The Importance-Satisfaction Matrix highlighted specific areas needing urgent attention—particularly those with high importance but low satisfaction scores. Pathao must prioritize enhancing its delivery time reliability and customer support services, as these are crucial for merchant satisfaction and retention.
3. **Leveraging Strengths:** My time in the CX department underscored the importance of building on existing strengths such as the user-friendly nature of Pathao’s platforms and its transparent pricing model. These areas are vital assets that contribute positively to merchant experiences and should be maintained and refined.
4. **Cross-functional Collaboration:** Working alongside different teams within Pathao, including data analysis, product development, and IT, provided me with a holistic view of how integrated efforts can lead to improved service delivery. It is clear that enhancing merchant satisfaction requires a concerted effort across various facets of the organization.
5. **Professional Growth and Learning:** The internship was a tremendous learning opportunity that allowed me to apply theoretical knowledge in a real-world setting. It honed my analytical skills, enhanced my understanding of customer relationship management, and provided me with hands-on experience in managing and interpreting customer data to make informed decisions.

## 7.2. Conclusion

The evaluation of merchant satisfaction at Pathao is more than just a metric of service efficiency; it is a critical indicator of the company's ability to adapt and thrive in a competitive market. The insights gained from this internship will assist Pathao in refining its strategies, ultimately leading to higher satisfaction levels and better merchant retention. For me, this experience has been invaluable, enriching my professional skills and providing me with a comprehensive understanding of the complexities involved in customer experience management.

As I conclude this report, I am grateful for the challenges and opportunities provided during my internship at Pathao. These experiences have not only contributed to my professional development but have also left me with a profound appreciation for the impactful role of customer experience in shaping business success.

In conclusion, the findings from the report indicate both positive and negative aspects of Pathao Courier Service as perceived by the merchants. While a significant portion of merchants are new and highly recommend the service, there are areas that require attention and improvement. The report highlights concerns regarding pricing, delivery locations, user interface, issue resolution speed, delivery accuracy, and payment speed. To address these concerns, it is recommended that Pathao Courier Service focuses on improving its pricing strategy by analyzing competitors and considering discounted rates for bulk shipments. Expanding the delivery locations and enhancing the user interface will improve convenience and satisfaction among merchants. Furthermore, implementing efficient communication channels and investing in logistics optimization will expedite issue resolution and ensure accurate and timely deliveries. Lastly, addressing concerns about payment speed will enhance merchant satisfaction and strengthen relationships.



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4. **Pathao Help Center:** Pathao Help Center: <https://help.pathao.com/rider-help-center/>. Accessed 5 May 2024.
5. **CSAB Official Website:** <https://csabbd.com/member.html>
6. **Academic.oup.com:** <https://academic.oup.com/>
7. **CSAT. NPS DATA MARCH-APRIL:** Customer Experience Database

# Appendix

## Appendix A

### Survey Questions:

**Name:**

**Age:**

**Gender:**

- Male
- Female

**1) How often do you use Pathao Courier Service?**

- Daily
- Weekly
- Monthly
- Occasionally

**2) How long have you been using Pathao Courier Service ?**

- Below 1 year
- 1-3 years
- 3-5 years
- More than 5 years

**3) How satisfied are you with the pricing of Pathao Courier Service?**

Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied

**4) How satisfied are you with the range of locations to which Pathao Courier Service delivers?**

Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied

**5) How likely are you to recommend Pathao Courier Service to a friend or colleague?**

Very unlikely 0 1 2 3 4 5 6 7 8 9 10 Very likely

**6) How satisfied are you with the user interface of Pathao Courier Service?**

- Very satisfied

- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

**7) How satisfied are you with the professionalism of Pathao's delivery/pick-up personnel?**

Very dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Very satisfied

**8) How satisfied are you with the speed of resolving any issues or concerns with Pathao Courier Service?**

Very dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Very satisfied

**9) How satisfied are you with the accuracy of delivery/ pick-up times provided by Pathao Courier Service?**

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

**10) How likely are you to use Pathao Courier Service over other courier services in the future?**

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

**11) How often do you use Pathao Courier Careline Service for your business needs?**

- Daily
- Weekly
- 27 Monthly
- Occasionally

**12) Support from Pathao Courier Careline (09610003030) is satisfactory:**

- Strongly Agree
- Agree
- Neutral
- Disagree

Strongly Disagree

**13) Solution given by Pathao Courier Careline agent is helpful:**

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

**14) How satisfied are you with the response time of the Pathao Courier Careline Service representatives?**

Very Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Very Satisfied

**15) How would you rate the professionalism of the Pathao Courier Careline Service representatives ?**

Excellent

Good

Average

Below average

Poor

**16) How satisfied are you with the overall quality of Pathao Courier Service?**

Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied 28

**17) How satisfied are you with the accuracy of delivery information provided by Pathao Courier Service?**

Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied

**18) How satisfied are you with the security measures taken by Pathao to protect your packages during transit?**

Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied

**19) How satisfied are you with the transparency of Pathao Courier Service in terms of fees and charges?**

Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied

**20) How satisfied are you with the speed of payments received from Pathao Courier Service after your product's delivery ?**


Extremely Dissatisfied 0 1 2 3 4 5 6 7 8 9 10 Extremely Satisfied

**21) Have you faced any challenges while using Pathao Courier Service? If so, please describe your experience?**

**22) Is there anything Pathao Courier Service could improve upon to better meet your needs as a merchant?**

## Appendix B

This segment includes the comparison reports generated by Turnitin for the Internship Report titled “**Evaluation of Merchant satisfaction on Pathao Courier Service in Bangladesh**” documenting the progress made during the internship at Pathao CX Department.

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Summary

## *Appendix C*

This internship report is coupled with a total of twelve weekly reports as required by the Islamic University of Technology's Department of Business and Technology Management. The academic supervisor and the corporate line manager have duly examined and signed each report.