

**Report On**  
**Effectiveness of C-express Ltd. delivery system and customer satisfaction**

Prepared By

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ID: 16104072

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelors of Business Administration

BRAC Business School  
BRAC University  
September 2020

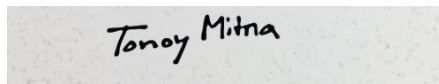
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## Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

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Tonoy Mitra

ID: 16104072

**Supervisor's Full Name & Signature:**

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Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

## Letter of Transmittal

Date: 27th September, 2020

Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Effectiveness of C-express Ltd. delivery system and customer satisfaction”

Dear Sir

Respectfully I am writing this letter for seeking your consideration to submit my Internship report on “Effectiveness of C-express Ltd. delivery system and customer satisfaction” as a requirement for the course of BUS 400. I have done my internship from C-express Ltd. From April to June. Within this period of time I have learned to solve problems, the decision making process, work with team members and the practical knowledge of how a company runs their operation department.

I am delighted for getting a chance to work under your supervision for making this report and the cooperation and suggestion I got from you while making this report is very helpful and for this I am very much thankful to you. I tried my best to put everything that I learned from my internship time into preparing this report. However if you found any problem or if any confusion arises, I will be pleased to give clarification of your queries.

Sincerely yours

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Tonoy Mitra

Student ID: 16104072

BRAC Business School

## Acknowledgement

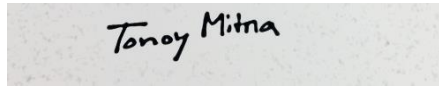
I want to start by the name of God, who gave me strength and a healthy life for completing this internship report within the submission time period.

Firstly I want to thank my academic supervisor Hasan Maksud Chowdhury, Assistant Professor of BRAC Business School, whose supervision make my effort easier and successful .Also I want to thank my reporting supervisor, Assistant Manager Mezba Uddin and Head of HR Ferdousi Shampa of Capital Logistics and C-express Ltd. for assigning me on different tasks and help me to understand the processes of local delivery section .Moreover, their guidance help me to learn and gather experience for my internship period. Secondly, I would also like to thank all the Operation and Sales Executives for assisting me and giving me direction to easily understand and finish my task. The members of C-express Ltd. are very much helpful and co-optative. Serving as a fresh graduate in C-express Ltd. Operation department was very difficult for me, but their valuable guidance helped me a lot in my duty to bring my potential.

Lastly I want to thank all my friends and seniors for sharing their experiences which help me a lot to make this report.

## Non-Disclosure Agreement

This agreement is made and entered into by and between C-express Ltd. and the undersigned student of Tonoy Mitra (BRAC University)

A rectangular box containing a handwritten signature in black ink that reads "Tonoy Mitra".

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Tonoy Mitra

ID: 16104072

## Executive Summary

The internship report is prepared to sum up my internship experience in capital logistics and c-express ltd. as an intern of their operation department. The title of this report is “Effectiveness of C-express Ltd. delivery system and customer satisfaction”. Capital logistics and C-express Ltd. is a well-known name in third-party international freight forwarding companies and they are now trying to capture the local delivery market. The ecommerce platform in Bangladesh is emerging rapidly and it’s becoming big day by day.

This report contains my analysis of the operation process of C-express Ltd. considering the theoretical definition, the functional implementation and technology used in the whole process. C-Express Ltd. is trying to acquire new merchants who are the owners of these e-commerce businesses and giving service to ensure the smooth and timely delivery of the products to their customers. This local delivery service success depends mainly on their swift operation system. As Capital Logistics and C-Express Ltd. is experienced in international freight forwarding business, their main concern now is to build and set up a well-operated local distribution network. There are several critical problems that need to be addressed in order to ensure a fast local distribution. Also the customer satisfaction is important to keep the existing merchants and acquire new merchants. We all know that Dhaka is well reputed for traffic jams and it is a challenge to deliver the goods to customers timely in the service like same-day delivery. The Route plan of the delivery men and the overall pick –up delivery process is observed by me closely while I was doing my internship there. So I observed how much the effective delivery system is required for customer satisfaction.

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**Chapter 1**  
**Overview of the report**

## 1.1 Introduction

In order to provide one stop shipping operations in Bangladesh, Capital Logistics and C-Express Ltd. is a private limited company established in 2012 under the Companies Act (Bangladesh), 1994. Whereas this team starts its journey as a distributing organization six years ago, it has over 26 years of experience in that area. The Company obtained Forwarding License from Bangladesh Customs Authority and all other necessary approvals to operate a global forwarder in September 2012. Capital logistics Ltd., It delivers robust one-stop facilities and solutions for air freight, ocean freight, C&F facilities and a wide range of logistics services.. Also they open their new local delivery operation in 2017. This service includes all sorts of delivery along with e-pharma, garments samples and documents and others within Dhaka metropolitan area as well as all over Bangladesh. Currently C-Express Delivery employs 35 professionals and workers in Bangladesh's main city of Dhaka, the port city and Chittagong. They have three operational hubs in Banani, Uttara and Mirpur. Khaled Farazi was appointed as the Chairman of this organization and added several additional resources under his ambitious strategy business. He is a very well-known specialist in the area of corporate finance and capital markets and was the Chief Executive Officer of BRAC EPL before joining Capital Logistics and Express. His expertise of international cooperation and partnership helped to achieve recognition for Capital Logistics and C-Express.

C-Express Delivery is a dynamic company featuring logistics solutions and facilities. Together with numerous clients, local retailers, and manufacturers, a well-maintained alliance with our customers has helped improve and drive the business forward and gain the brand the prestige it looks for.

## 1.2 Scope of the study

I worked as an intern in C-express Ltd. at their operation department. I perform various responsibilities as per my supervisor instructions and also closely observe how my seniors are doing their work. Capital logistics and C-express Ltd. is a well-known name in third-party international freight forwarding companies and they are now trying to capture the local delivery market. This report contains my analysis of the operation process of C-express Ltd. (Local delivery Section) considering the theoretical definition, the functional implementation and technology used in the whole process. C-Express Ltd. is trying to acquire new merchants who are the owner of e-commerce businesses and giving service to ensure the smooth and timely delivery of the products to their customers. This local delivery service success depends mainly on their swift operation system. As Capital Logistics and C-Express Ltd. is experienced in international forwarding business, their main concern now is to build and set up a well-operated local distribution network. There are several critical problems that need to be addressed in order to ensure a fast local distribution. Also the customer satisfaction is important to keep the existing merchants and acquire new merchants. I will try to relate how smooth delivery operations are needed to keep the customer satisfied as the customers are committed to their own business.

### 1.3 Objective of the analysis

#### Broad Objective:

The basic aim will be to accomplish how C-express Ltd. delivery system works and the challenges the team faces and how this can affect the customers overall satisfaction.

#### Specific Objectives:

- a) to find the full process of their delivery system
- b) how route planning is important for smooth delivery of the parcels
- c) technological challenges faced by the delivery persons for running the c-express delivery app
- d) challenges of hiring delivery persons
- e) to find out how can the c-express app be understandable to the customers
- f) how to satisfy customer through timely services
- g) to find out the problems a delivery man faces while delivering the parcel

## 1.4 Methodology of the report

The study of the report is done from selection of the topic, data source identification and data collection process and classification and finalization with systematic approach. Necessary information is collected from the C-express Ltd. HR division, Account division, delivery persons and lastly from customer feedback.

### Primary Sources

I have collected most of the data by interviewing the employees, managers, colleagues. So I will use mostly primary data because my personal observation will be reflected throughout my internship report.

### Secondary sources

I will use some of the secondary data from

1. Reports made the C-express Ltd.
2. External Sources
3. Different books and Newspaper
4. Website Information
5. Consulting with other Courier company

## 1.5 Statement of the Problem

As I assisted the operation team during my internship time, I have faced different kinds of problems that are necessary to resolve for attiring the goal of the whole delivery process. The delivery man and the route planning process is the key factor for a smooth delivery process. I will discuss these challenges, findings and recommendations throughout this report and how to minimize the challenges and keep the customer happy. Moreover, I am going to investigate which activities other organizations in the same industry uses and based on that I will make recommendations which activities C-express ltd. should take.

## 1.6 Limitation of the study

In this study, I tried to collect, organize, analyze, and interpret the data and reflect the optimum outcome of the research. As C-express is newly formed and trying to grow in this industry so there is a gap in the company's detailed reporting process, an informative website. Despite these efforts, there are certain limitations which act as a barrier to conducting the research

1. This study's major drawback was the company's policy of not sharing detailed information for sensitive purposes, which may be very helpful for the research.
2. As there is a limitation of information, I have included different subjective knowledge that was learned from courses and some assumptions. So there may be some unintentional mistake in the report.

3. The report completely depended on my learning, website information and also the daily observation.
4. The limited scope of collecting secondary data from other companies during Covid-19 situation was difficult.
5. Time limitation also plays a vital role as it was during a critical situation like Covid-19.



## Chapter 2

### Company Profile and work divisions

Capital Logistics Ltd. delivers robust one-stop platforms and solutions in the areas of air freight, ocean freight, C&F and distribution platforms. Also they open their new local delivery operation in 2017. This service includes all sorts of delivery along with e-pharma, garments samples and documents and others within Dhaka metropolitan area as well as all over Bangladesh. Currently C-Express Delivery employs 35 professionals and workers in Bangladesh's main city of Dhaka, the port city and Chittagong. They have three operational hubs in Banani, Uttara and Mirpur. Khaled Farazi was appointed as the Chairman of this organization and added several additional resources under his ambitious strategy business. He is a very well-known specialist in the area of corporate finance and capital markets and was the Chief Executive Officer of BRAC EPL before joining Capital Logistics and Express. His expertise of international cooperation and partnership helped to achieve recognition for Capital Logistics and C-Express.

## 2.1 Capital Logistics and express Limited at a Glance

### 2.1.1 Warehousing & transportation

There is a dedicated 5,000 square feet of storage space near Dhaka Airport for transit logistics. Also located at Chittagong Sea Port, a 10,000 square foot cross dock warehouse. They also had their own bikers, covered vehicles, refrigerated trucks, cargo vans and transportation vehicles.

### 2.1.2 Logistic Services

It has worldwide air forwarding via their own supply chain with transportation support at every stage. From inland points to and from many global destinations, there is a door to door and airport to airport import and export facility. Their global information system continuously reports shipment visibility. Due diligence of all material agreements and documents. Abide by export and import policy. Competitive rates through leveraged volume procurement.

### 2.1.3 Ocean Freight

LCL, FCL or Project Cargo's Prompt Support. Via our global data system, constant communication and shipping visibility. Door to port and operation from port to shore. At a highly affordable cost, multimodal sea-air services carry the freight to its destination on schedule.

### 2.1.4 Air freight

5000 square feet of storage capacity next to Dhaka Airport for air transit logistics only. Door to door, airport to airport, express delivery service at every destination within 3-7 days. Networking with major carriers, such as Emirates (EK), Etihad (EY), Soudi Arabia Airlines (SV), Singapore Airlines (SQ), Thai Airways (TG), Quarter Airways (QR), Kuwait Airways (KU), British Airways (BA) and several others.

## 2.2. Services of C-express Limited

### 2.2.1 Merchant Service

C-express takes care of its trusted merchants who just want to expand their company on budget, trained and consistent logistics services and keep their customers satisfied with professionalism and commitment to delivery on Time.

#### Our Key Features for Merchant Service

- a) Same day delivery facility
- b) Next day delivery
- c) Express delivery (8 hours on time delivery inside Dhaka)
- d) Pick and Pack Service
- e) C-express is providing fully automated real-time online service through Android App
- f) Our logistics software provides you with complete visibility across the entire history of the starting point to the last-mile delivery point.
- g) Also warehouse facilities through which one merchant can easily make order confirmation and after that the whole process is done by us like packaging, shipping and finally delivering on time.

### 2.2.2 Document Service

Such organizations that want to deliver confidential documents, we offer a very good price for document service by supplying organizations with certain special facilities. We ensure 100 percent guarantee to our customers for providing the correctness of their services with credentials.

### 2.2.3 Return Management

Return is always a difficult task for both merchant and customer. The tracking order id select and send the destination hub than confirm the customer then back the return. The whole process take time up to 7 days and consists of several stages like

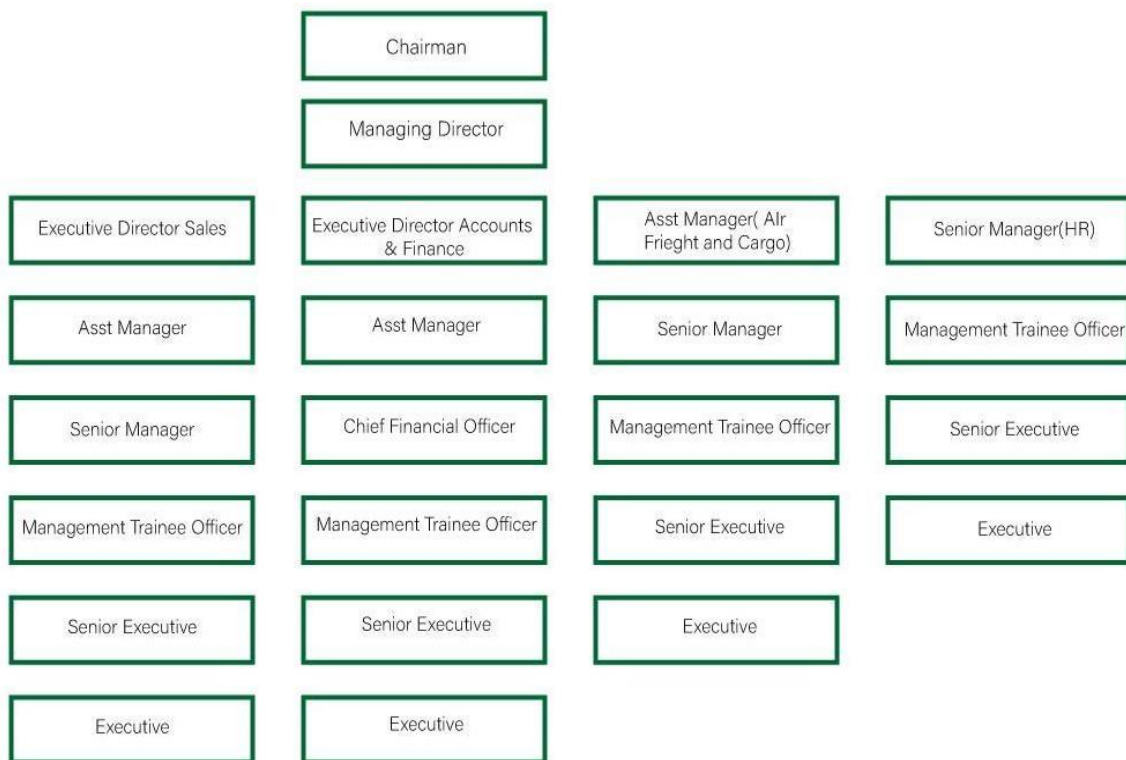
- collecting the product from the customer and taking it back to the hub.
- again make a new entry for the product in the return list
- generate invoice
- finally assign rider and back the product safely to the merchants

## 2.2.4 Warehouse and Inventory Management

C-express provides retailers with storage and product control services. It selects the items of merchants from their end, keeps them in a designated position in our modern warehouse and documents through our warehouse management system all the information and movements of the goods.

## 2.3 Company leadership and employee structure

Besides part timers and interns, Capital Logistics and C-Express has 64 employees. Top management begins with the chairman and, under his supervision, the managing director and the other director's set goals of the firm's top priorities. There are four main divisions in this company, which are Finance & accounting, Local delivery operation, International logistics operation and human resources.



**Company Organogram**

### 2.3.1 Companies Vision and Mission

#### Vision

A vision statement describes management's goals for the future and specifies the company's strategic direction and long-term plan (Thompson, Peteraf, & Gamble, 2016).

Vision of Capital Logistics and C-Express Ltd. is

"Providing freight operation in the first degree" ([capitalbd.net/about-us](http://capitalbd.net/about-us), 2012).

#### Mission

Capital Logistics and Express also set their statement by evaluating the definition of mission statement that says to find the answer of three question that are

- 1) Who we are?
- 2) What do we do?
- 3) Why are we here?

Their statement of mission is “We offer a comprehensive suite of express international courier services and delivery solutions including international documents, non-documents, airfreight, ocean freight and import, worldwide express air forwarding with transportation support at each step throughout the same supply chain. We also provide Continuous reporting and shipment visibility through our global information system” ([capitalbd.net/about-us](http://capitalbd.net/about-us), 2012).



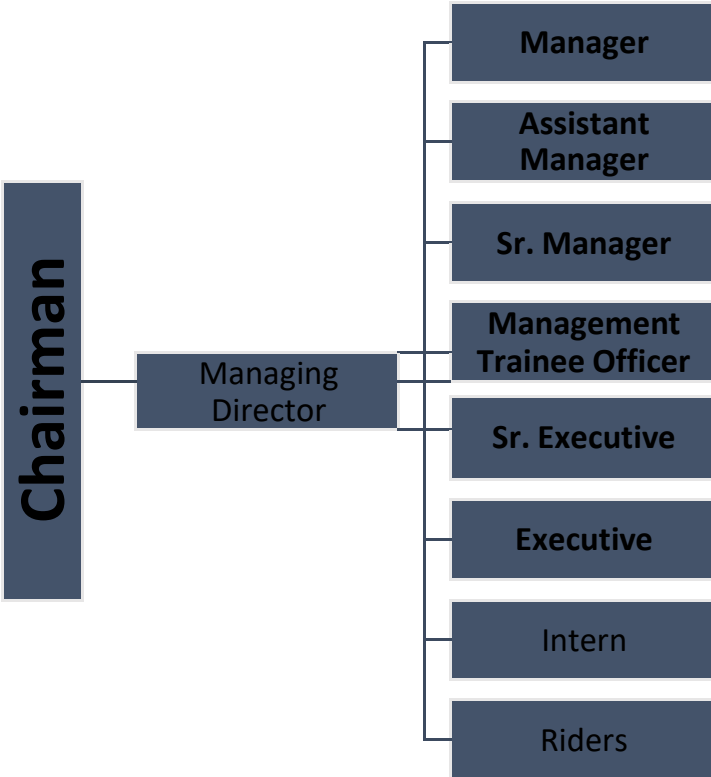
## Company's Goal

By ensuring service enhancement, Capital Logistics & C-Express Ltd is committed to increasing its revenue performance, productivity and enhancing the company image with customer loyalty and proving itself to be one of Bangladesh's outstanding logistics company operations.

### 2.3.2 Job Description of Operation Department

Before the newly launched app the operation department has lots of works to do manually. They have to manually input merchant information, their delivery details, and assign rider using spreadsheet etc. The whole process is looked after by the Managing director of C-express Ltd. There is sales team whose job is to increase the number of merchants. It's a difficult job for them. There are lots of delivery service providers available in Bangladesh. So it's a tough job to onboard merchants as the owners of the e-commerce or f-commerce want good service. As a new company like C-express they struggle a lot to onboard merchants. The sales manager always make a target of the merchants' acquisition and generate the sales for the company. The Operation manager then start working by estimating the orders that could be generated. Operation manager need to plan for hiring riders as full time or part-time basis. Allocating resources like Motorbike, Bicycle, Bag, shirt for them. Under his

guideline there is MTO, Senior Executives and interns are working .The coordination with the finance department and the operation department is the important part as the daily fuel cost and the payment of the customers need to be done timely. This co-ordination highly added value and acquire customer satisfaction as the merchants COD need to be handover timely.



C-express operation team

### 2.3.3 My Responsibility as an Intern

First of all, as an operation intern I got the opportunity to learn how the entire delivery process is done in a parcel delivery company. My jobs started by sorting the product route wise and assign rider, Print the delivery sheet of the manually inputted orders as the whole automated process are still have some issues, generating invoices of the merchants in a daily basis and lastly I need to prepare the transportation cost incur by the riders while delivering the products like fuel cost, servicing of the bicycle or bike, internet bill. Also I was their moderator of their Facebook page, so in a sense I have got the opportunity to monitor the customers overall feedbacks and the services that need to be addressed to increase the customer satisfaction.

## Chapter 3

Delivery process of C-express Ltd.

E-commerce platforms in Bangladesh have drastically changed within a year. The no of e commerce F-commerce site has increased in a huge number. Moreover the people are now believing and placing order.so it's a great decision for capital logistics ltd to open a business in local delivery operation. As it has experience in international courier services. In the period of my internship I have learned how to sort product route wise, assigning delivery personnel through C-express app, making calls to the customers for facing problems during using apps and finally making a transportation bill report for the delivery man.

C-express Ltd. previously they did their business through Facebook page. The merchants give details of the pickup location and delivery address and then the delivery man goes for pickup and takes the product in the hub at Banani. After assigning the rider route wise the delivery man finally delivers the product within the same day delivery system or next day delivery system. But C-express recently automated their service through an app called C-express and another app for the delivery personnel. Now customers can easily register them using the app and riders instantly get notification with location and then go to pick up the parcel.

Here one thing is important, the parcel that would be delivered in Dhaka city is the most critical part as it takes time to move from one place to another. The merchants want the product to be delivered within the same day or next day of the pickup.

So maintaining customer satisfaction is a huge challenge. Presently, Capital Logistics and Express Ltd is operating from the administrative center which is situated in Banani. Two additional hubs are located in Uttara and Mirpur for easy conveyances of delivering the goods. The delivery men use motorbike and bicycle pickup-van are there for delivering products which are big in size and volume.

During my Internship at C-express, I worked with the operation team and also observed the transportation coordination. In some cases I made the transportation

report of the rider calculating their fuel cost, vehicle repairing cost and also other incurred costs related with the delivery process. I found that as a part of the rapidly growing industry C-express Ltd. cannot properly utilize the resources and also the whole supply chain process. In my internship period I found out how important it is to have a structural operation process to maintain a proper delivery system and also identify the problems faced by the valued customers.

### 3.1 Delivery process of C-express Ltd.

The operation process of C-express Ltd. Is totally automated, so the merchants need not to take hassle for placing order and deliver the product next to the door of the customer. The whole process is developed by analyzing the preferences and the features that could be helpful for the merchants. The app is inaugurated recently in a program organized by the E-cab (Ecommerce association of Bangladesh).New features are incorporated after few weeks.

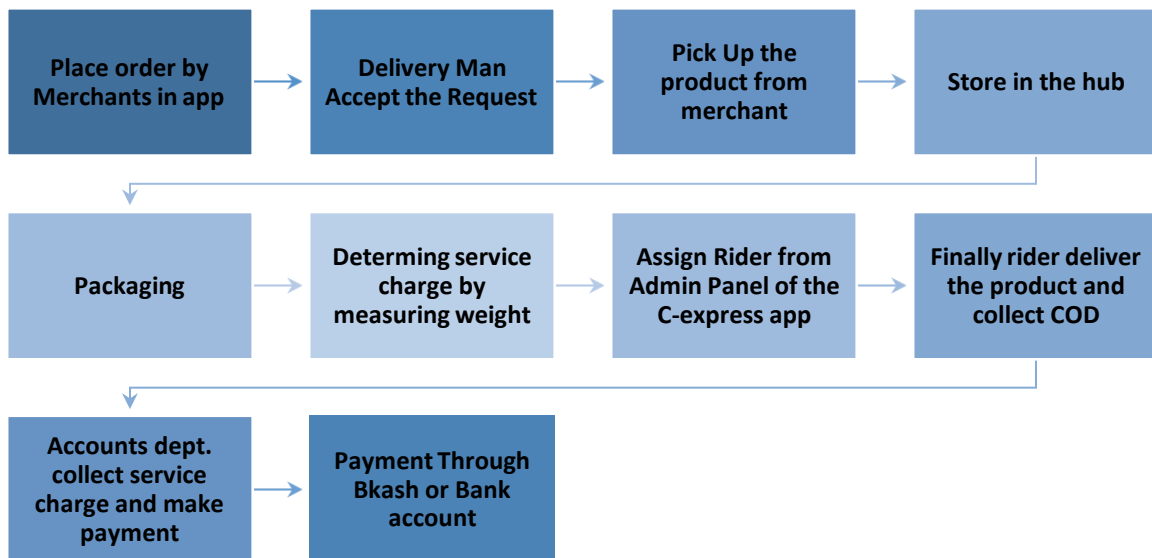


Fig. Delivery process of C-express Ltd.

### 3.1.1 Order Placement & Processing

Merchants can easily registered in C-express delivery app by providing some basic information's and details of the location. After that they can easily place the order so in single number or in a bulk quantity. For placing bulk order they have to download an excel sheet from the website and after filling up the sheet they can upload it in the same process. Merchants usually find some difficulties when they go for bulk order placement. But c-express are there for helping them as they have call center number to solve the issues related to the merchants.

### 3.1.2 Order acceptance and Processing by rider

The order that is placed by the customer are received in the app which is dedicated for the deliverymen. The apps shows the pick-up location when rider accept the request. Generally the coverage of the apps is 10 Km. The rider who are around this 50 km gets the order generated by merchants. Though the riders are still not get the function of the app properly so we then manually accept the order and assign the rider. Then the rider go for picking up the product.

### 3.1.3 Product pickup and store in the Hub

Following the orders the delivery man go door to door of the pick-up location and picked up the products usually from their designated area. After picking up all the products deliverymen come back to Hub and store for further processing. Then my job started by sorting the product location-wise. The list of the product as a category



of same day or next day delivery created and the contact person are contacted by our call center agent.

#### 3.1.4 Packaging of the products

The packaging is done in a way that the products didn't get damaged. The safety of the product is also their main priority as there is a way of claiming full refund if the product got damaged. There are two person who are worked for this packaging. The sticker is labeled with each of the packaging. Also they check if the location and the phone number is written clearly or not.

#### 3.1.5 Rider assigning process

C-express Ltd. has developed an App that is only for useable to riders. The riders are provided with a handset and a monthly allowance for mobile data pack. As they are new to this the riders have difficulties to operate Android handsets. So as an intern I have to assign them manually from their apps. After assigning the riders and handover them the products, Sr executive of transportation allocate fuel cost for them. The fuel cost are decided by seeing their route plan. After that they went out for delivery.

### 3.1.6 Product delivery and COD collection

After leaving the hub riders went for delivery. Mainly they follow the route plan. When they reach the customer house they make calls and provide door to door delivery service and take product receiving sign. The COD (Cash on delivery) is the payment process for the customers who did not give any money while making the order. They pay the price of the product mentioned in the invoice which is attached by the merchant. When rider do delivery they sometimes pick up the product nearby of the location where they are delivering the product. Lastly they come back to the hub finishing all the delivery. At hub there is an account officer whose job is to collect COD by looking at the delivery report.

### 3.1.7 Service charge

The company has a price list of the parcels considering weight as a parameter. The increased weight gradually increase the price of the service charge. Also the Same day and next day delivery is also has different pricing. All this are rechecked as the merchants already measure the weight while placing order as there is an option for that in our Apps.

### 3.1.8 Invoice generation and payment of the merchants

The payment of the merchant are made two days a week. The collected COD is disburse through Bkash or using Bank account .The account information is documented when a merchant is registered in App. Also a merchant can easily download or see the status of the delivery or payment in App summary. Merchant's payment is one of the most difficult task to maintain. They always want to get the payment as early as possible. Taking the collected amount from every riders daily and making the payment of the merchants is time consuming also sometime mistakes are taken place. As one unhappy customer can make an impact on this business a lot. So there should no place for delay.

## Chapter 4

### Discussion on Finding Effectiveness of C-express Ltd. Delivery System

E-commerce sites have improved dramatically in Bangladesh. The number of F-commerce websites has grown tremendously. So timely product delivery is the main impactful thing for their business. So providing this kind of services of delivery works as an important factor for running e-commerce business successfully. Customers want a delivery support which could deliver throughout the different districts of Bangladesh. On the other hand they also prefer same day or next day delivery. Which is also include pickup and delivery. At first C- express Ltd. only deliver within Dhaka city but when they see that the merchants demand is increasing for product delivery throughout the country, they started partnering with the third party logistics company like SA Paribahan and Sundarban Courier service.

#### 4.1 Importance of a proper delivery process

C-express Ltd is providing courier service so it is important to achieve merchants trust throughout the overall delivery system. A proper delivery channel include many important features starting from pick up to finally door to door delivery. Firstly delivering product in Dhaka city is the most difficult thing as the traffic condition is worsen here. So a perfect route planning plays the most important step to achieve a timely delivery. It saves the cost as well as customer demand. Also there is packaging process which is important as damage product will both effect the business of C-express Ltd. and the owner of the product. So careful handling of the product is necessary. Technological development, on the other hand, is a huge gain as retailers want live monitoring, safe online payment, and a convenient tool to see all the product details from both ends of customers. In terms of coordination and

product distribution, delivery drivers should be more skilled. The payment system, return policies, COD collection, proper promotion and management of a warehouse are still a vital step to follow.

## 4.2 SWOT Analysis of C-express Ltd.

This is a great tool to explain what are company's strength, weakness, opportunity and threat. Before proceeding into any conclusion or make an update of any decision this analysis is very important for finding different aspect of my study.

### Strength

For any company it is vital to find its strength to compete between the rivals. Firstly, C-Express Ltd. had worked as an international shippers. Being a renowned freight forwarder it took different measures for opening up a local delivery service. As, E-Commerce site is growing they thought to grave the chance. For running any business, it is important to have experience in that sectors. Experience matter the most. That's why it's worked as a strength to start a business which is completely new .C-Express have this experience as their biggest strength. Working with this strength will make them differentiable from the other.

### Opportunity

Bangladesh is economically growing country. Most of them are working outside both male and female. People do not have time in their hand to outside and buy like previously they used to do. Certainly, there is a gap in the market. To meet that E-Commerce sites are growing as well as the delivery service business. There is huge opportunity in the market. If C-Express can maintain good relationship to the site

owners they can grab a huge market. They need to update their data system by doing so they can be better for grabbing that opportunity. Moreover, social media usage rate is increasing. Everyone is running these apps. By using them they are exposed to new pages and products. They are intrigued by them. All of them creating opportunity for C-Express.

### Weakness

Their biggest weakness is lack of manpower, lack of technology and most importantly managing resources. They do not have sufficient man force to deliver the packaging on time and mostly their rider ride in cycle so they do not get the location on time. Their rider also not skilled enough for handling fragile and liquid things. Their data collecting process is also much backdated. It takes a huge time to find any record. Any parcel if it is lost then takes hours and hours to get that. They do not have their own software. Consequently, for this type of lack of professional behavior make cause they loses lots of client.

### Threat

E- Commerce sites are growing as a result delivery business or related company is growing. In this profitable market everybody wants to enter. So, gain competitive advantages it is very important be different. C-Express have a threat in this term, all the other companies like E-Courier and Paperfly have automated delivery process and they have trained man force who can deliver the parcel in the committed time. They have their own software from where they can give any data whenever, some need them. Keeping data now a days is much more important as they can reach to



the owners through the collected data. Trained man force helps them to deliver emergency parcels. All of them creates threats for the company.

### 4.3 How effective C-express Ltd. Delivery system

Though C-express Ltd. has experienced forwarding company, they trying to capture the local delivery market. But they still cannot develop a proper delivery system for better customer experience. By evaluating my observation and feedback from the customer I must say C-express ltd need to be develop in different process to gain the trust and satisfaction of the customer. If the process is developed and properly monitored the company surely be able to provide great customer experience.

#### 4.3.1 Technological Effectiveness

C-express has started their full automated operation recently but the problem is the monitoring process is not as effective as other delivery company in Bangladesh like Paperfly. They cannot give the merchants a smoother experience of App features also they have lacking in training their riders to know how to operate the apps. Many features still are not available there or malfunctioning. They still assign rider manually as they have a properly developed app for that. Also the riders are not strictly guided by the management to run the whole process using app. Product tracking system is the process to know the present location of the product. A distribution process begins with any user or retailer ordering and finishes by shipping their goods to their preferred destination. Between this pickup and distribution, a product will go through various phases. But tracking facility is still inaccessible for the merchants. This feature is the top priority for the merchants as they always want to see the current status of the product. It's a drawback for them as others companies are providing this facility.

#### 4.3.2 On time delivery Commitment

C-express always try to deliver product timely so that merchants could not have a scope of complain. But the delivery riders and the proper route planning is the barrier for that. As Dhaka is full of traffic till night so it's difficult to make the delivery on time for same day delivery as well as next day delivery method. The riders have the ability to deliver the product timely, but they still don't bother to deliver on time. The management did not look into this matter properly. So this causes pill up of the products. This not only hamper the commitment but also can be a cause for losing customers. The route planning process is done by mapping a zone and allocating it to a specific rider. Pick up zone and delivery zone for one rider is different. The riders usually went for delivery after 2 pm as they have to pick up product from morning. After that they book appointment by calling customer who ordered the product. If the customer is not available there on time or the rider misses the delivery for any reason the delivery process turns long. This also questioning the effectiveness of the process.

#### 4.3.3 RTM (Return to Merchant) or reverse supply chain process

RTM is the process by which a product is being given back to the merchant for cancellation of order, damage or some other issues. The RTM products are sort and again data should be updated in the database. As the process is again repeated from pickup to delivery to the door of merchants, it takes time and also a great chance to lose the product. The RTM product management system of C-express Ltd. is not that

much effective. They did not follow proper steps to reverse the process. They just assign a rider and wait till when the rider will get back to the merchants.so this sometimes hamper the merchants business as well as their patience and satisfaction for the company.

#### 4.3.4 Delivering fragile products

As we have mentioned previously, that C-Express does not have trained rider to deliver the products. Moreover, when they are ordered to carry package that contains fragile products, they often got complain that the riders don't handle the products with care. Fragile products need to be carried with extra care. Due to the lack to training they break them. In consequence, they often loss their customers. On the other hand, the market is getting competitive no place for mistake, when they break one customers' product the information can spread to others. So, it is very much important to hire qualified ridder in order to maintain the competitiveness in the market.

#### 4.3.5 Communication Problem

One significant problem I observe during my internship is, they don't properly maintain communication with the merchants. They reply to the merchants query lately, also they sometimes avoid them when the delivery is not completed. The call center has a limited number of person to handle 357 merchants. So the merchants are getting angry and post bad review in the Facebook page. This hamper other merchants trust and also new customers are not onboard to the service while seeing so much complain.

#### 4.3.6 Rider Recruitment process

The selection process and the number of riders is significantly hampering the delivery process. They don't have enough number of riders for delivering the goods. So delivery process is delaying and it causes the overall time limitation of the whole delivery process. They also take riders on a permanent basis, so the limited numbers of riders willing to work for the company. If they recruit in a contract basis they can easily get more riders and deliver the product as quickly as possible. Also the riders are not well experienced and organized, they don't monitor by the HR department. They sometimes caught while theft the merchants product. More important matter is they are not time bounded. They do the delivery when they feel like to. This is also a problem that is hampering the overall process of C-express Ltd.

#### 4.3.7 Challenges facing by rider while delivery

Before leaving the hub office rider make sure who's going to take their parcel today. They make calls and finally take the time when the customer will be there for receiving the product. But sometimes they are not available at home when the rider go for delivery. This make the rider again go for delivery on next day. But for that they cannot charge more. Also the rider don't like to go for delivery .Also sometimes the rider behave in a bad way or take extra charges this also their bad practice.

Finally the local courier companies in Bangladesh are providing various attractive services but C-express delivery system has some issues which should be mitigated as early as possible. The whole process effectiveness is being questioned because of the problems. So if I want to express my opinion regarding effectiveness of c-express ltd. I must say they have scope to be the best delivery company in Bangladesh, but due to the mentioned problems their delivery system is not as effective as other big names in local delivery operation.

#### 4.4 Customer Satisfaction

Service and customer satisfaction is related to each other for any service giving company. If better service is offered customer surely take your service in future. So service should be given in a way that the customer always take service from you.

In my experiences of three months, I have seen both sides of the coin. Apparently, C express has the most appreciable customer service I have ever noticed. They take good care of their customers in terms of their customer service. They have the strongest customer service department in my knowledge. They are always responsive to online customer queries. Customer service representatives try to be there with any kind of issues of the customers. They also try to maintain the bridge of communication between the merchants, the delivery man, and the customer as well. As a newly growing company, they always act responsibly.

But when I looked over the other side of the coin I observed a huge amount of mismanagement. They have the most unstable app and website which are not user friendly and has so many bugs in it. Users face issues using the app. Sometimes the app doesn't work. I think they must work on it. Because apps and websites are the

only bridge of communication in this modern world where everyone is competing with others to survive in the long run.

The most important issue I found that they have a set of really bad delivery men. They have a number of fifteen delivery men appointed and some of them are really worst to deal with. They always try to make issues delivering products to the customer. And they maintain a really bad relationship with the merchants. Every other day the merchants have to contact the customer service representatives regarding delivery man issues. Sometimes they deliver broken or spoiled products to the customer. I've noticed so many product loss cases have been raised.

But investigating both sides of the coin I could say that they must improve their quality when it comes to making the way easy for both the merchants and the customers. The most important part is they must work on the carriers who work for both the merchants and the customers as the overall satisfice of the merchants highly dependent on that.

## Chapter 5

### Recommendation & Conclusion

## 5.1 Recommendation

### 5.1.1 A Better app with live tracking facility

Technological advancement and implication in business is emerging. So adapting new technological feature add extra value in business and can make a huge difference from others. C-express has developed an app but the monitoring and an own IT department is needed to resolve the small issues which is arise from merchants user experience. The features of the apps should be properly functional. Now everything is easy. The customer always want to track his/her parcel. But when they find that the tracking system is not working in app of c-express they get frustrated. The user interface should be more attractive and most importantly live tracking feature should work properly. The payment status and invoice download feature should be included for the merchants as they demand for it.

### 5.1.2 Maintain own channel for nationwide delivery

Now not only residents of Dhaka city make online purchase but also the other district residents also place order in e-commerce sites. So it's becoming increasing in number. C-express are providing nationwide delivery service through Sundorban and SA paribahan. But if they have an area manager in the district they can provide home delivery service. This will add additional value for company's sale increase. Not only that they can provide better service from third party service. At first if the products are sent to the respective district through third party logistics and after that



the area manager will receive the products. Then he will deliver the product to next to the door of the customers. This may minimize the cost as the third party logistics company will count it as a bulk amount.

### 5.1.3 Hiring skilled Delivery man and proper monitoring

Riders are the person who are representative of c-express Delivery Company. If they don't be well-mannered and organized then the customer will not be happy. So professionalism should be there while the riders go for delivery or pick up. The whole process is depending on their performance. If they cannot reach on time or misbehave then the customer will complain the merchants and the merchant will be moved to search for another service provider. So the skill workforce is needed. Also they need to be well trained like how to talk to customer, what should not be tell to any merchants, taking COD and giving invoice, always keep all the things documented. I think the task is not only hiring the skilled workforce but also monitoring them properly is equally important. Also the HR department can evaluate their month wise performance and awarded them.

#### 5.1.4 Prioritize merchant's feedback and take necessary steps

Merchants are the top most priority for c-express Ltd. Their feedback should be taken seriously and make necessary changes as early as possible. From the review section of their Facebook page they should take negative review on account and take proper steps to minimize complains. Proper communication is always need to maintain.

#### 5.1.5 Increase marketing campaign

Marketing is the key factor for increasing sales. But the company didn't do promotional activities on a regular basis. The name should be known to the people. Otherwise they will have trust issue as they give their product to us. So they can use digital marketing as the business is related to the online. They can make their Facebook page more attractive, making videos and also give offers like 0% charge on COD.

#### 5.1.6 Resolve payment Issues

COD collection and disbursement is the last and the most important factor for this e-commerce businesses. So a proper ledger should be maintained. The software have the facility to show the service charges and invoices of the customer. But sometimes the payment process takes long time which creates the main dissatisfaction as they promised them to make payment two days in a week. When the merchants see that payment is delayed they got furious and make negative review about the company. So timely payment is crucial. The account executive should monitor the payment

process very carefully and make timely payment. They can also go for online transaction.

#### 5.1.7 Better sustainable supply chain process

C-express operation process should be revised as the number of merchants are increasing and they will face difficulties if the merchants order in a large quantity. The zone wise product sorting and distribution need to be improved like they can use their three hub more effectively. The hub operation team will sort the product and give task divided among the permanent riders as well as the contractual riders if the orders quantity is increased. Also they can use automated barcode scanner for identifying the product details easily from their database. The delivery can be made more secure by verifying the customer through automated code generation process through message. Everything is changing and developed so they should cope up with the change. In addition the nationwide delivery service can be more effectively handled if they use the local area manager and include them in their supply chain process. This will surely increase accuracy, fasten the service and also make the customer satisfied.

## Conclusion

To conclude, I have learnt so many things while working at this organization. The supervisor and the other employees are co-operative too. Also while doing my internship report I tried to include my overall experience and observation. Basically I tried to find out the gap of c-express Ltd delivery system and customer satisfaction. In addition while writing this report I have learn many things about c-express and local delivery businesses.

C-express Ltd. has some problems regarding their delivery process recruitment riders Cash payment method and a better app. If they try to resolve this issues as early as possible they will surely gain more profit and become a leading courier company. They can employe area manager for different zones and give him preference to include some riders. Like this many more things can be done to change the business process. I tried to include all my observation, findings and finally made some recommendation how and where they can improve to achieve company's goal. I saw the hard working team of C-express. Using available resources, they are performing excellent work. Yet they need to look at the stuffs that I have underlined. As they make a name in the freight forwarding industry, by enhancing delivery facilities and improved support in local distribution activities, they can quickly achieve customer loyalty and generate sales.

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