

Report On
“Evaluating the Effectiveness of Issue Resolution Protocols in
Enhancing Customer Retention at Pathao Courier”

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

Brac Business School
Brac University
April 2025

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Md. Tajib Rahman
18104187

Supervisor's Full Name & Signature:

Nabil B. Arif
Brac Business School
Brac University

Letter of Transmittal

Nabil Bin Arif
Lecturer,
Brac Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship report submission on “Evaluating the Effectiveness of Issue Resolution Protocols in Enhancing Customer Retention at Pathao Courier”

Dear Sir,

This is my pleasure to present my internship report entitled “Evaluating the Effectiveness of Issue Resolution Protocols in Enhancing Customer Retention at Pathao Courier.” I have done my internship program at Pathao Ltd. under your close supervision. It is situated at the corporate office, Tajwar Center, level 02. 19/A, Banani, Dhaka – 1213.

I believe my knowledge and experience that I gathered during the internship period will be helpful in my future professional life. I will be grateful to you if you accept the report. Your support in this regard will be highly appreciated

Sincerely yours,

Md. Tahjib Rahman
18104187
BRAC Business School
BRAC University
Date: April, 2025

Non-Disclosure Agreement

This non-disclosure agreement is made and entered into by and between **Pathao Ltd.** and the undersigned student at BRAC University, **Md Tahjib Rahman**.

.....

As an associate, I understand and agree that any and all proprietary and sensitive information revealed to me while I'm working with the company is confidential. I thus pledge to keep such information private and not to divulge it to anybody else without the Company's prior written authorization. Once my internship with the company comes to an end, I will still be obligated to fulfill this duty.

Student's Full Name & Signature:

Md. Tahjib Rahman

18104187

Supervisor's Full Name & Signature:

H.M. Iqbal

Deputy Manager

Compliance and Issue Resolution

Pathao Ltd

Acknowledgement

I am fully indebted to my Creator who has given me chances to live and breathe, I extend my gratitude towards His grace for assisting me throughout my internship journey. Without Almighty Allah's will my efforts would have been inoperable.

I would like to thank the management team of Pathao Limited for selecting me as an associate. As an associate I was able to learn a great deal from the program's novel format.

Next, I would like to express my gratitude to Mr. H.M. Iqbal, Deputy Manager of Courier Operations, Pathao Limited, for his assistance and advice throughout my internship. Working under him in the Issue Resolution team made me feel like a contributing member of the Pathao Courier team during my learning period here. as well as my colleagues who provided valuable suggestions and informative instructions. Their assistance has been instrumental in ensuring the completeness of this paper.

Lastly, I would like to thank my supervisor Mr. Nabil Bin Arif at BRAC Business School, for his consistent help throughout the internship. I was able to produce this report in an organized and effective manner only because of his methodical approach.

Executive Summary

Pathao Ltd., which was founded in 2015 by a group of visionary entrepreneurs, has swiftly set its footprint in Bangladesh's ridesharing industry as one of the top players. On the one hand, the firm has been identified with a variety of city traffic congestion problems that have been solved by it using creative ideas. On the other hand, it has also gained acknowledgment for the diversification of its services including not only ride sharing but also food delivery, parcel, and courier services.

The remarkable journey of Pathao saw a major turning point in 2018 when it received the support of Gojek, a famous ride sharing company in Indonesia. The partnership not only enhanced Pathao's expansion to a new service category but also, it consolidated its position in both Bangladesh and some international markets.

Just within a few months, Pathao's parcel delivery on app-based system became an extraordinary life, gaining a substantial increase in all the fields of its ridesharing, the food delivery, and the courier business. These victories enabled Pathao to maintain its lead in the competition and acquire a significant portion of the local market. Pathao's growth is due to its low prices, adept communication, and the adoption of the same practices as the world's best companies.

As an associate in Issue Resolution, I have the responsibility of the primary client and merchant liaisons utilizing Pathao's services. In my report, I have discussed how the operational, marketing, and competitive strategies have influenced the Pathao brand and their support in the long-term objectives. A striking feature of the Pathao experience was the use of social media to promote its services to the public before even the company was officially launched, thus, securing early awareness and engagement.

The report also covers operational initiatives like the establishment of easy-to-use service hubs and the implementation of centralized monitoring systems.

The recommendations mainly aim to synchronize the business strategies, build robust internal collaboration, and enhance the digital platform for the company to handle the on-demand service environment efficiently.

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Chapter 1

Overview of internship

1.1 Student Information

Name	Md. Tahjib Rahman
ID	18104187
Program	Internship
Major	Marketing

I, Md. Tahjib Rahman, am currently enrolled in the Bachelor of Business Administration (BBA) program at Brac Business School, Brac University, and my student ID is 18104187. My undergraduate education began in the spring of 2018 and I intend to graduate in 2025 with a major in Marketing and minor in E-Business.

1.2 Internship Information

For my internship, I worked under Pathao Courier. There are other services under Pathao Ltd such as: Pathao Rides, Pathao Food, Pathao Parcels etc.

1.2.1 Period, Name, Department and Address

Period: 3 Months (10 February May 2025 - 10 May 2025)

Company Name: Pathao Limited

Function: Issue Resolution

Department: Compliance and Issue Resolution

Pathao Courier is a parcel delivery service which delivers within 24-72 hours in the metropolitan cities of Dhaka, Chittagong, Sylhet, Khulna, Rajshahi and Jessore. They provide on demand /express delivery only after 4-6 hours of order (Dhaka only). Pathao Courier does home delivery for more than 50 districts across the nation, and packages are delivered to all customers' homes within 48-72 hours. Pathao courier (fulfillment): choose a service package that suits your needs with Order and inventory management, pick, pack and sales support. The company is situated at the corporate office, Tajwar Center, level 02. 19/A, Banani, Dhaka – 1213.

1.2.2 Information about the Supervisor of Pathao

Name: H.M. Iqbal

Designation: Deputy Manager, Compliance and Issue Resolution

1.2.3 Job Description

Here, I will provide a comprehensive overview of the Hazaribagh IB Team and the CISD/COSD process within the Pathao Parcel lifecycle. It begins by introducing the main topic and outlining the purpose, which is to give a clear understanding of how Pathao's **Courier** operations function. The **report** highlights the key teams involved-namely, the Inbound (IB) and Outbound (OB) teams, as well as the CISD (Central Inside Dhaka) and COSD (Central Outside Dhaka) units-each playing a crucial role in ensuring efficient parcel handling and delivery throughout the entire process

INBOUND TEAM PROCESS

On Day 1, the Inbound (IB) Team plays a pivotal role in the parcel lifecycle. The process begins when merchants request pickups, prompting the Pick & Return team to collect parcels according to specific zones. The IB team, after counting each parcel meticulously and attaching the Proof of Delivery (POD) for the tracking accuracy, receives these parcels in the hub. Then, all packages but the ones for intercity deliveries are guided to the sorting hub. Here, the crew sorts the parcels by zones into baskets and hands them to VDAs (Van Delivery Associates) according to the detailed run-sheet. Further, a hard log-sheet is given to the CISD/COSD team for beyond-the-process handling. Among the prominent steps in the process are the right application of PODs and the orderly creation of the baskets, which are base-stepping factors

for operational efficiency. Except for the case of Barisal-bound parcels, it is also relevant to address the specific protocols followed on return parcels.

Central Inside Dhaka Team Process (CISD)

The CISD team is responsible for processing the parcels that have been received as per the log sheet on Day 2. Their activities initiate with the scanning of the bins and bulk shipments for the purpose of keeping the correct tracking. After the team opens the baskets, each parcel is carefully scanned by the team and they are sorted according to their designated delivery areas. The sorted ones are put into the new baskets that are created and then handed over to the Van Delivery Associates (VDAs) for further transportation to the Last Mile Hub (LMH). The parcel scanning and sorting actions taken by the CISD team are instrumental in on-time and accurate delivery of parcels to the right addresses. Nevertheless, the team frequently encounters problems like lack of manpower which adversely affect their operations' smoothness and speed.

Central Outside Dhaka Team Process

On Day 3, the COSD team organizes the outbound parcel operations by first receiving the run as per the log sheet and scanning both baskets of bulk shipments to ensure accuracy. They then break the baskets, scan each parcel, and categorize them according to the delivery areas they would belong to. After arranging the parcels in the new baskets, these are turned over to the Van Delivery Associates (VDAs) for further delivery. Transferring parcels to 190 OSD hubs by the company's fleet is also part of the job of the team. A crucial component of the operations is also the express delivery service that sends out parcels from the central hub at 2 AM and this is done to ensure the quick delivery of the time-sensitive items. However, while these processes are of paramount importance to the efficient service delivery, the COSD team usually

encounters issues such as staff mistakes and occasional downtimes in the IT system which can hinder smooth operations.

Inside Dhaka Outbound Team

The very first day of ISD Outbound Team operations sees the team receiving packages from the CISM and CISD teams at the Last Mile Hub (LMH). They proceed to scan and receive all the baskets and bulk shipments, and then separate return parcels from those which are to be delivered. Delivery parcels get scanned one last time and are arranged on area-specific racks in order to make it more convenient for the process. The delivery agents, in turn, reach out to customers to finalize delivery details, or to set it up for holding or returning the parcels according to the need. The hub associates fulfill an integral role in verifying and dealing with any problems that arise with hold or return parcels. Active and effective dialogues with customers rebound back as it is mostly the communication that results in delivery being successful and achieved in the set time frame. Nevertheless, difficulties like the incorrect placement of Proof of Delivery (POD) documents and sporadic internet connectivity issues may be operationally effective.

Inside Dhaka Outbound Team

On the second day, the ISD Outbound Team focuses on managing return parcels by opening return baskets, scanning each parcel, and accurately inputting the data into the system. They then sort the parcels according to their exact locations to facilitate efficient handling. Pickup agents are assigned to collect the return parcels, while the team also manages hold parcels and addresses issues related to merchant unavailability. The Inbound (IB) team receives new delivered parcels for further processing. Besides, Delivery Agents (DAs) return any cash amounts they have collected previously along with the remaining parcels including returns,

holds, partial deliveries, and exchanges. During this cycle, the essential factor for avoiding operational errors is accurate entry and sorting of data. The team also encounters challenges like cash mismatches that are mostly being solved by digital means of payment.

Documentation and FTL/LTL Services

The team of Documentation is one of the important elements in the workings of the company since it would offer the clients the best skills in customized packaging and shipping services, which can be quoted as per conditions. As far as shipment logistics are concerned, Pathao has both Full Truckload (FTL) and Less Than Truckload (LTL) available for the benefit of merchants who have different shipping needs. The Full Truckload services are used for those shipments that use up a whole truck thus it is the best option for the bulk consignment, whereas the Less Than Truckload services allow the transport of multiple smaller shipments with the same empty space in a single truck, which makes it an affordable option for merchants who want to use smaller loads. These two services, in conjunction with the Documentation Team's meticulous oversight, have the effect of enhancing delivery performance and satisfying the variety of shipping requirements.

1.3 Internship Outcome

1.3.1 Contribution of Student

My experience of a half a year in the role of Associate in Issue Resolution after university is an incredible opportunity for me to acquire knowledge on Pathao's parcel operations. It has been quite interesting to observe the teamwork of the Hazaribagh IB Team and the CISD/COSD processes functioning in a smooth manner. The entire structure is based on efficiency, with each crew-Inbound (IB), Outbound (OB), CISD, and COSD-managing a distinct allocation to ensure that deliveries are airborne and secure across the whole of Bangladesh.

What I am amazed to witness is the enthusiasm with which the Inbound Team opens the events. They are the ones who are nonstop from the pre-receiving and sorting that takes scanning, weighing, and counting the parcels to attaching the Proof of Delivery (POD). And these are not the routines, rather they are the support for the reliable tracking of the entire process and accuracy. After that the CISD team joins the scene to sort and scan parcels about the delivery area. Although they sometimes face the problem of not having enough staff, they still do a monumental job of ensuring parcels get to the right place, but this can in fact slow things down. Following that, the COSD team runs the outbound part of the operations, which consists of those express deliveries that require ASAP delivery, and transfers to more than 190 hubs nationwide. They are making every effort to beat difficulties but frequently they come across human mistakes and sporadic IT issues.

The Last Mile Hub solely revolves around the Outbound Team. They take care of the ultimate part: the scanning, sorting, and the delivery of the parcels. Here, customer communication plays a vital role, as it provides essential updates on the package arrival. They also deal with returns and keep track of cash, which is becoming easier with the growing use of digital payments.

Behind the scenes, the Documentation Team is there, offering tailored packaging solutions and managing the Full Truckload (FTL) and Less Than Truckload (LTL) services to accommodate different shipment sizes. What's really impressive is Pathos dedication to providing a trusted and reliable courier service. They use everything from advanced logistics and real-time tracking to round-the-clock customer support to deliver across all corners of Bangladesh.

Of course, we face our share of operational challenges, but Pathao is always looking for ways to improve-whether it's through better training, tech upgrades, or more efficient processes. Ultimately, it's about ensuring that both merchants and customers can count on us for a top-notch delivery experience, no matter where they are in the country.

1.3.2 Benefits to Student

While working at Pathao Ltd. I had the enjoyment of working with a group of professionals. Their proficiency and experience supported me to bridge the gap between theoretical learning and real world application. In addition to that, I had the chance to interact with many people while conducting informal interviews. Furthermore, working with several involved respectful employees helped me to enhance my overall soft skills such as negotiation skills, communication skills and adaptability. Also, this internship involved a lot of multitasking work for which it supported me to do better in facing stressful conditions so it became even better for my growth in my career.

1.3.3 Challenges faced

At Pathao, the learning environment is welcoming and supportive, encouraging interns to grow and develop new skills. However, the company also maintains a highly structured and routine-based work culture. Most team members are seasoned professionals who adhere strictly to established schedules, which can make it challenging for newcomers to keep up and work alongside such experienced colleagues. While this system offers valuable learning opportunities, adapting to several teams within the limited timeframe of the internship can be demanding and requires strong adaptability and time management skills. The overall internship program is a very short phase for the student but they have to cope with several program

1.3.4. Recommendation

Each team within the Pathao parcel lifecycle faces distinct challenges that impact overall efficiency. The Inbound Team frequently experiences difficulties with Proof of Delivery (POD) mismatches, which could be solved by the adoption of high-quality adhesive stickers and the usage of oven bags for proper document security. The CISD Team is challenged with the problem of loader shortages and delays in van availability, but this could be solved by improving the facilities and arranging the transport schedules for high-traffic routes earlier. The main issue that the COSD Team deals with is human mistakes and IT system downtimes; these can be managed by using a specific approach for training the staff and making a solid investment in a better infrastructure. Also, the Outbound Team is facing problems like POD being in the wrong position and cash mismatches, which could be corrected by increasing the

strictness over the POD attachment rules and also by the promotion of cashless payments. The implementation of these recommended procedures actually is the very first step to making progress in operational efficiency and providing a service of the same caliber to all the teams.

Chapter 2

Organization

2.1 Introduction

Pathao is a Dhaka based technology company of Bangladesh which is also a digital platform and transportation network. With the assistance of various foreign investors, Pathao is an advanced technology enterprise in Bangladesh. The man behind Pathao is Hussain M. Elius. The company utilizes delivery by moto-bikes and cars to avoid traffic congestion and cut costs which is its motto. Through its application, the company has resolved the evident infrastructural troubles, thus, it has created a certain product or solution. Pathao provides transportation services, food delivery service, courier service, e-commerce logistics service, and more. At present, Pathao is operating in all 64 districts of Bangladesh and also in Kathmandu, Nepal. Pathao has been a newcomer in the market since 2018, when its introduction of the transport application to help with problems in the Dhaka city traffic was a hit, as well as, in other sectors, such as ridesharing, food delivery, parcel delivery, and courier services.

The term & Pathao comes from the Bengali word that means "send." The company was founded by Fahim Saleh, Hussain Elius, and Shifat Adnan. Pathao provides a variety of services such as ride-sharing, meal delivery, courier service, and e-commerce solutions. At first, in 2015, Pathao functioned as a delivery business using motorcycles and bicycles as a fleet to serve various e-commerce platforms in Bangladesh. In mid-2016, Pathao broadened its services to include bike sharing and, by March 2018, had reached significant milestones, with over 100,00 drivers and nearly 1 million users who registered all over the country. Pathao expanded its services to Nepal, thus becoming the first Bangladeshi company to offer transportation services worldwide. The app-based parcel delivery services of the company attracted much interest in Bangladesh resulting in the growth of ride sharing, food delivery,

and courier services. This step led to Pathao out matching its rivals and thus acquiring a significant market share in the local markets. The reasons for the brand flourishing lay its cost-competitive strategy, effective communication tactics, and full compliance with the international competition standards.

2.2 Outcome of The Report

This report is made to give readers a clear and simple overview of how Pathao Ltd runs its business. It looks at the company's main strategies and how it deals with the challenges of operating in a busy, fast-changing environment like the 21st century. The report also explores how technology has shaped Pathao's services and helped it grow.

The main focus here is on how Pathao is solving some of Bangladesh's biggest transportation problems. Whether it's ride-sharing, parcel delivery, or food delivery, Pathao is working hard to make life easier for its customers. By looking at these efforts, the report shows how Pathao is helping to "move Bangladesh" forward, one delivery at a time.

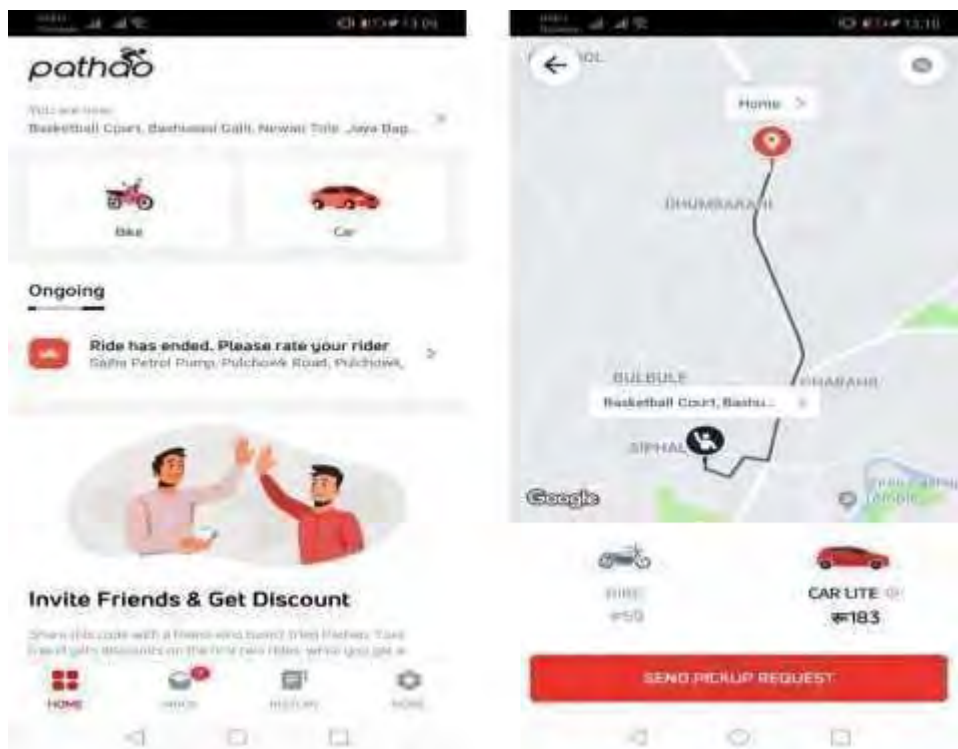
2.3 Overview of The Company

In 2015, Hussain M. Elius, Fahim Saleh, and Adnan Shifat founded Pathao with the goal of tackling one of the most pressing issues affecting businesses and people in Dhaka city: transportation. Hussain M. Elius is the founder of the company. In addition to providing delivery and cash collecting support to businesses through their Pathao Fulfillment service, the company also offers transportation services comparable to Uber but utilizing through their Pathao Rides service. Pathao intends to leverage the same underlying infrastructure across numerous market categories in order to expand into additional delivery services, including food delivery.

Prior to forming their cooperation, the three individuals had worked independently on their various projects, but they had identified a massive problem and produced an inventive

solution to one of the important issues affecting small companies and commuters in and around Dhaka. Due to the increasing demand for dependable e-commerce delivery in Bangladesh, the company's popularity continues to rise. In contrast, Pathao's Ride services have grown in popularity despite the absence of motorcycle taxis in the country prior to this launch. To get things rolling, the company initially engaged a fleet of 100 drivers (Waliullah and Islam, 2017). According to the company, over 50,000 vehicles are registered in the United States. In 2015 and 2016, Battery Road Digital Holdings LLC gave around \$1 million to help start the company. Later that year, GO-JEK contributed \$2 million to Pathao's series A investment round. Pathao has successfully finished a \$10 million Series B funding round with GO-JEK in 2018. Currently there are five investors in Pathao, with three serving as lead investors (2018, Russel). Pathao Fulfillment is a logistics platform that connects online retailers and customers. Domestic e-commerce enterprises such as daraz.com and ajkerdeal.com rely on Pathao Fulfillment to produce products directly to the customers. This division of the corporation offers cash-on-delivery (COD) services, reverse logistics (return to sender), and 24-hour customer care. Customers receive the added convenience of not having to pay expensive delivery rates, while businesses earn by delivering a valuable service to clients. The mobile-friendly design of the application enables customers to access services from any platform, including the web, a computer or a mobile device, allowing consumers to resolve difficulties at any time of the day or night. In addition, because the majority of the company's deliveries are made on motorcycles and bicycles, they have the advantage of being more environmentally friendly than their competitors, which helps them reduce their

carbon footprint and improve their brand reputation.



The company's website indicates that it manages over one million journeys and over one hundred thousand deliveries each month (Russel, 2018). As a result of the company's continued expansion, it has transformed into a digital lifestyle platform, or "Super-App," that provides a variety of services to assist individuals in overcoming daily obstacles. Pathao expanded its operations outside Bangladesh's borders in September 2018 by establishing a

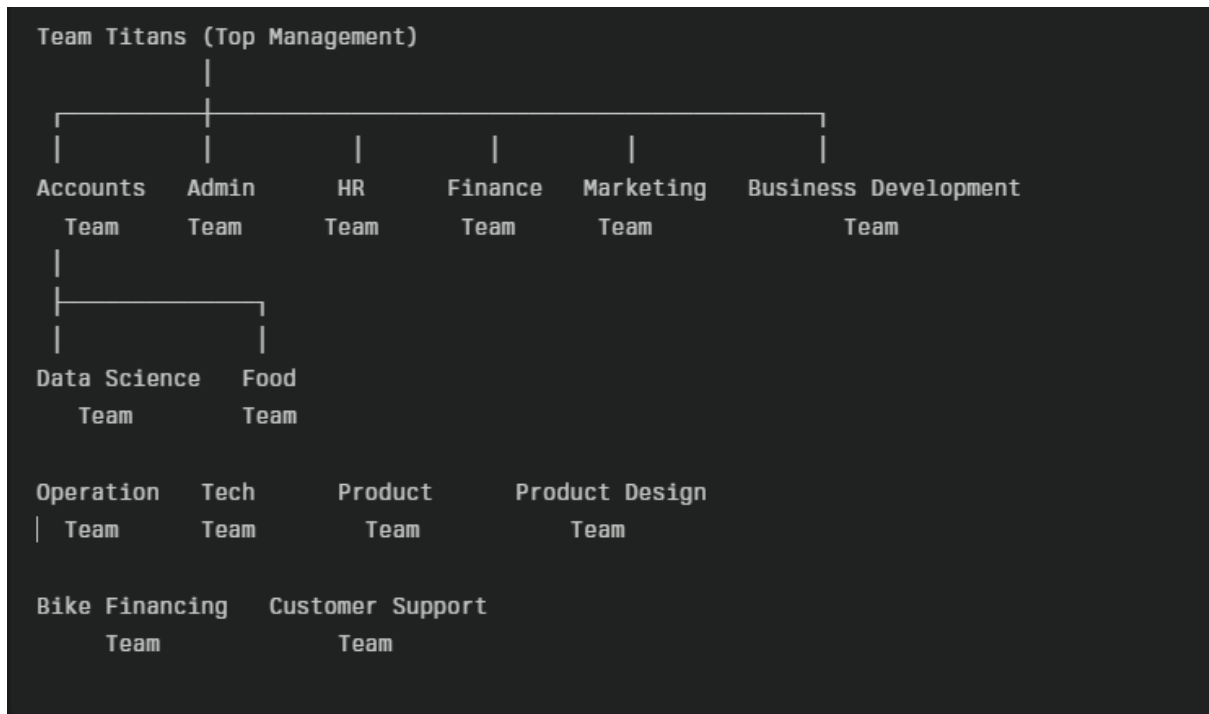


presence in Nepal. In addition to that this is the first time a Bangladeshi company has expanded outside the country.

2.4 Organization's Operation Under Different Areas

Pathao's headquarters is home to a variety of teams, each playing a key role in keeping the company running smoothly. Here's a quick look at the main departments:

- Accounts
- Admin
- HR (Human Resources)
- Finance
- Marketing
- Data Science
- Food
- Operations
- Business Development
- Tech
- Bike Financing
- Customer Support
- Product
- Product Design
- Team Titans (Top Management)



2.4.1 Human Resource Practices

Usually, Pathao's hiring process includes an initial written exam followed by an oral interview (viva) conducted by the HR staff and sometimes by departmental managers. To select those candidates who meet the criteria set by the company in the recruitment process, the recruitment team of the Pathao Academy will make assessments accessible to applicants.

Hiring Criteria:

The HR department looks for candidates with not only relevant skills and qualifications but also those who are in line with Pathao's values and work environment. They promote professionalism, adaptability, and innovation.

Written Exam:

The written test measures the necessary competencies that are relevant to the position. Topics included are general knowledge, reasoning, or skills specific to the job. The objective is to determine the candidate's capability to solve problems and their understanding of important ideas.

Viva (Interview):

In the oral interview, the HR and sometimes the departmental managers check the candidates' communication skills, cultural fit, and motivation. Moreover, they go through the candidates' backgrounds, career goals, and how well they would work in the team.

Pay and Benefits:

Pathao has a fair and competitive wage payment schedule. Workers get festival grants on major holidays, unused leave encashment, and all-round health and life insurance. Other benefits include the gratuity for the long-term, lunch benefits, phone allowances, and special Pathao service discounts. The company creates a cooperative working environment through the facilitation of activities such as group dinners and social meetups.

In short, recruitment procedures are thoroughly planned to attract capable people who enjoy the challenges of working in an agile environment and have the opportunity to enjoy a supportive and good employee experience.

2.4.2 Marketing Practices

The marketing squad composed of Pathao always conditioned to be of service to new avenues to touch base with the target consumer and expand the venture. They are utilizing a mix of digital and traditional marketing from online ads to special sign-up offers. For instance, one of the perks that new riders get is a discount on their first trip, while new merchants may grab the chance to avail special deals. With this tactic, Pathao manages to welcome both customers and business partners, thus, making the brand more robust and spreading the name around. Pathao, which is strongly focused on marketing, also chooses their marketing team as a communication hub for all departments. This team always seeks for new market opportunities and strives for bridging the gaps between different industries. As the backbone of their strategy, digital

marketing is crucial, yet Pathao also employs classic marketing channels to cross paths with a larger audience.

In order to attract customers, Pathao merges eye-catching offers with digital campaigns by mainly showcasing the special offers and incentives. These additional benefits are not for customers only-riders can also take advantage of them. Like when a new rider registers he/she gets Rs 50 off for the first time. Pathao alongside this, supports its logistics partners by giving out different kinds of incentives to the new merchant registrations, creating a strong partnership and helping both of the parties to grow together.

By blending both digital and traditional marketing, Pathao is able to connect with a broad audience and engage effectively with customers and stakeholders. This well-rounded approach helps the company stand out in the market and deliver real value to everyone involved.

Target Market and Positioning Strategy

Pathao Ltd needs to fix its marketing problems and issues so that it can stay ahead of the curve of its competition. Identified target markets are mentioned below:

1. Urban millennials and young professionals seeking convenient, reliable, and affordable transportation and delivery services.
2. Small and medium-sized businesses (SMEs) and merchants looking for efficient logistics and delivery partnerships to expand their reach.
3. New riders and merchants attracted by introductory offers and incentives, such as discounts on first rides or special deals for new merchant sign-ups.
4. Individuals and businesses in rapidly growing urban centers where mobility, speed, and digital connectivity are essential for daily operations.

Identified positioning strategies are mentioned below:

1. Positioned as a one-stop digital platform offering a diverse range of services, including ride-sharing, food delivery, and logistics, to meet urban lifestyle needs.
2. Utilizes its marketing team as a central communication hub, ensuring consistent messaging and agile responses to emerging market opportunities and consumer trends.
3. Leverages a blend of digital marketing (online ads, app-based campaigns) and traditional marketing channels to maximize reach and brand visibility.

2.4.3 Financial Performance and Accounting Practices

Pathao's finances are managed by a skilled CFO and a dedicated finance team. They handle everything from budgeting to financial planning and work closely with all departments. The finance department is situated on level 6, adjacent to the accounts team, at the headquarter. Bike financing team is especially important, as they help riders get affordable motorcycles through partnerships with dealers and importers. Due to lack of data on the internet I am unable to present a trend analysis. They establish partnerships and negotiate favorable terms to provide Pathao Riders and other regular customers with access to motorcycles for ride-sharing or other affordable logistic purposes. By offering fair and attractive financing options, the bike finance team facilitates the acquisition of motorcycles, enabling individuals to participate in Pathao's ride-sharing services or benefit from cost-effective logistics support. Finally, due to lack of information available to the public I am unable to present a ratio analysis of Pathao Ltd.

2.4.4 Operation Management and Information System Practices

The manager of the Information Technology Department is in charge of all of the department's work and making sure that all of the company's departments get good technical help. Here are some of the things that the IT Department is responsible for:

1. Give all sections the proper electrical equipment they need based on the request.
2. Giving each employee a fingerprint so that start and end times, attendance, short hours, and extra hours can be tracked.
3. Overseeing and managing the company's IMS (Issue Management Software) system for keeping information about workers up to date and keeping track of their all details.
4. Help new technology users get started by giving them IT help, training, and direction.
5. Figures out what's the issue with IT systems and networks and fixes when they do.

2.5 Leadership Style in Pathao

Pathao's leadership style is a synergistic fusion of visionary, empathy, and speed of adaptability. The leaders are primarily aimed towards steering the company into the future while being concerned about their people. A case in point is during the turbulent season of the COVID-19 pandemic, the leadership opted to cut their salaries rather than make employees redundant in order to ensure their safety. It is a demonstration of how they lack the respect for team members and rather see people as the firm's lifeblood. Fahim Ahmed, who took over as CEO after being CFO and President, directs the company with rigor on innovative and growth paths first. He inspires the firm to be dynamic, invest in unexplored markets, and diversify into fintech. His approach calls for the teams to make bold decisions and maintain coherence with the best ethos of the company.

With the leadership team made up of Fahim and co-founder Hussain Elius, Pathao's culture is developed in favor of what is called "bias to action." This implies that staff are supported to participate in leadership and handle challenges rapidly. Although the enterprise has expanded, the management has strived to maintain the strong feeling of common targets and norms.

To sum it up, the leaders of Pathao unite the spirit of a visionary entrepreneur and the genuine concern for their employees. They prioritize becoming fast, being adaptable, and creating a team that is motivated. This skill set is the one that has been instrumental in Pathao's success in dealing with problems, growing constantly, and keeping a pleasant workplace.

2.6 Industry and Competitive Analysis

Swot Analysis of Pathao Ltd.

Strengths

- Pathao is one of the top delivery and ride-sharing companies in Bangladesh, meeting the needs of a large and demanding customer base.
- The company's GPS system lets customers track their orders in real time.
- Both employees and customers find the Pathao app and website easy to use.
- Customer support is available 24/7, helping to solve any issues quickly.

Weaknesses

- There aren't enough pickup and delivery agents in some areas. Sometimes, one person has to do both jobs, which can slow things down.
- The number of freelance bikers is limited, which can delay deliveries.
- Pathao doesn't offer doorstep delivery everywhere, even though more people want this service.

- Handling parcels over 5 kg is still a challenge.

Opportunities

- Pathao could expand doorstep delivery to reach more customers, especially in remote areas.
- Adding small cargo vans could help with heavier parcels and bulk deliveries.
- Increasing coverage in less-served regions would help Pathao grow its market share.

Threats

- Some riders don't use Pathao logos or safety stickers, which can hurt the brand's image.
- Competitors like Sundarbans Express have a strong presence across the country.
- Political unrest and natural disasters can disrupt operations.
- Rising costs can make it harder to run the business profitably.

2.7 Limitations

Like any company, Pathao has its challenges. In the courier division, there often aren't enough pickup and delivery agents. Sometimes, one person has to handle both tasks, which can lead to delays and complaints from merchants. With rising costs, it's tough for Pathao to hire more staff.

For food delivery, coverage is still limited in some areas, and not all restaurants want to work with Pathao due to commission issues. On the ride-sharing side, following all the rules for bike services in Dhaka is a big challenge, and commission disputes can slow things down.

2.8 Recommendations

Pathao should hire more people, making sure there are separate agents for pickups and deliveries.

- The company needs to follow all government rules, especially for bike ride services.
- Transport should be organized on time, with a clear schedule from pickup to delivery, even during busy periods.
- Expanding logistics and building stronger partnerships with restaurants and merchants will help Pathao keep growing and serving customers better.

This write-up reflects my own experience and understanding as an Issue Resolution Associate at Pathao. I've tried to share a clear, honest view of how the company works, what it does well, and where it can improve.

CHAPTER 3

Research Framework

3.1 Introduction

Pathao is a dynamic technology company based in Dhaka, Bangladesh, that has quickly become a household name by making everyday life easier for millions. Founded by visionary entrepreneurs including Hussain M. Elius, Fahim Saleh, and Shifat Adnan, Pathao started in 2015 as a simple delivery service using motorcycles and bicycles. In the course of time, it transformed into much more than just a ride sharing platform. It ventured into food delivery, courier services, and e-commerce logistics provisions, which basically are the services that help without the traffic and infrastructure problems be people and companies move properly.

The exceptional feature of Pathao is its capacity to pay close attention to the needs of its community and use technology to provide the solutions that are really needed, such as Dhaka's miserable traffic jams. With the introduction of affordable, reliable, and easy-to-user services that are made available in 64 districts of Bangladesh, but also in Nepal, Pathao has gained trust as a never before seen partner for millions of users and drivers.

Pathao, which translates to "send" in Bengali, is a company that actualizes its slogan of linking people and products in an expedited and efficient manner. The company has achieved its spectacular success not only through the use of advanced technologies but also through its excellent comprehension of the local environment, the low prices it offers, and the good service it is committed to providing. In the present day, Pathao has become a model of the goodness of blending science and emotion by the popular belief that innovation and heart can entirely change lives and communities.

3.1.1 Background and Problem Statement

Pathao Ltd. highly being the technology-focused logistics provider in Bangladesh has definitely marked its positioning in the country as one of the key players in the parcel and courier business sector. The company serves both metropolitan areas and remote regions by means of standard and express delivery services, thereby promoting their business through rapid expansion and the commitment to on-time delivery that they offer. Despite the fact that it has operational strengths, Pathao faces enduring challenges in maintaining service quality and customer satisfaction, mainly in the issue resolution area. Post the operational bottlenecks that are like the human power shortages for staffing, human errors, along with the occasional IT system downtimes that disrupt the smooth running of parcel handling and on-time delivery. These challenges could result in late birds, parcel losses, and customer dissatisfaction, and finally, they would all together threaten Pathao's reputation and the client retention. The key

matter being looked into in this paper is the strength of Pathao's procedure in dealing with issues in retention of customers and also in keeping its service standards.

3.1.2 Objectives

The primary objectives of this chapter are:

- To analyze the current issue resolution processes within Pathao Courier operations.
- To evaluate the impact of these protocols on customer retention and satisfaction.
- To identify operational gaps and challenges affecting timely issue resolution.
- To recommend actionable strategies for improving issue resolution efficiency and service quality.

3.1.3 Significance

There are various factors which make this research remarkable. To begin with, it contains implementation information on how an important logistics business in Bangladesh operates. The study concentrates on problem-solving which is a characteristic feature of service provision that immediately affects customer fidelity and business prosperity. The findings can inform Pathao's management about existing shortcomings and guide targeted improvements, ultimately contributing to higher customer satisfaction and competitive advantage. Additionally, the study's recommendations may serve as a reference for other logistics providers seeking to enhance their own issue resolution frameworks.

3.2 Methodology

This study adopts a qualitative case study approach, drawing on the intern's direct experience within Pathao's Issue Resolution team. Data collection methods include:

- **Participant Observation:** Daily involvement in issue resolution tasks, providing firsthand insights into operational workflows and challenges.
- **Informal Interviews:** Discussions with team members, supervisors, and clients to collect views on the effectiveness of issue resolution.
- **Document Analysis:** Internal process documentation, run-sheets, and digital tracking logs are all reflective documents providing proof for the entire parcel's lifecycle.
- **Secondary Data:** The research findings are contextualized by the academic literature and industrial reports that are recorded.

The issues, the bottlenecks, and the possible improvements in existing protocols for problem solutions make the report a comprehensive document. The recommendations are based on the good practices seen frequently and the opinions obtained from both internal and external parties.

3.2.1 Interviews

In research, there are several methods to collect information, including interviews, organized interviews, semi-structured interviews, focus groups, and observations. In this study, a semi-structured interview will be used due to limitations in time and funds. In a semi-structured

interview, the interviewer prepares a few set questions in advance, while the rest of the questions are spontaneous. This approach allows for an objective comparison of candidates and enables discussion of issues related to the candidate in real-time.

3.2.2 Sampling strategy and Sample Size

Convenience sampling is a type of non-probability sampling that involves gathering data from individuals who are easy to reach and willing to participate in the study. This method is known as "convenience sampling" and is easily accessible as it involves collecting data from people wherever they are available, typically at a convenient location. Unlike other sampling methods, convenience sampling does not use any specific inclusion criteria, allowing anyone from any field to participate. For our study, we selected participants using a convenient sample to accommodate their schedules. From the 3 core departments, I selected six people for my interview because I believed they could give me all the information about their respective department correctly.

3.2.3 Scope of the Study

The scope of this study is confined to the courier operations of Pathao Ltd., with a specific focus on the processes and protocols related to issue resolution. It covers both the internal workflow (involving teams such as Inbound, Outbound, CISD, COSD, and Documentation) and customer-facing interactions. The study draws on the intern's firsthand experience as an Issue Resolution Associate, as well as qualitative feedback from team members and clients. While the research primarily examines operations within Dhaka, references to intercity and nationwide logistics are included where relevant. The analysis does not extend to Pathao's other business verticals, such as ridesharing or food delivery.

3.3 Literature Review

Effective issue resolution is critical for customer retention in logistics-driven industries. This section evaluates existing frameworks and empirical studies on complaint handling, service recovery, and retention strategies, contextualizing them within Pathao Courier's operational model. Modern customers expect transparency during service disruptions. Studies highlight that **proactive communication**-informing customers of delays or errors before they escalate-reduces frustration and builds trust. Bravosix (2024) emphasizes preemptive updates via SMS, email, or in-app notifications to mitigate dissatisfaction during delivery disputes. FedEx (2021) advises businesses to "over-communicate" during crises, ensuring customers feel informed and valued. LinkedIn analysis links real-time tracking systems to higher retention rates, as visibility reduces anxiety about shipment status. Pathao's 24/7 call center and app-based notifications align with these strategies, though its reliance on reactive support (post-complaint) may limit proactive engagement. Empathy transforms negative experiences into loyalty opportunities. Freight forwarding firms that train staff to **acknowledge emotions** and apologize see 30% higher retention (SOSIOHUMANIORA, 2024). Bravosix (2024) notes that customers prioritize respectful treatment over immediate solutions, with 68% willing to repurchase if complaints are handled empathetically. Gaps persist in measuring the long-term impact of empathy-focused protocols in gig-economy models like Pathao's rider-merchant ecosystem. Service recovery-resolving issues while improving processes-is vital for resilience. SOSIOHUMANIORA (2024) categorizes delivery complaints into **time, documentation, cost, and transportation issues**, with solutions requiring 1–4 days for freight forwarders. Also, Pathao's incentives for new riders/merchants exemplify recovery-driven retention but lack public data on post-resolution satisfaction rates. Notably, 44% of customers defect after poor recovery, underscoring the need for agility in logistics workflows. Moreover, Digital tools enhance resolution efficiency and data-driven improvements. Real-time tracking systems

reduce inquiry volumes by 40% and improve trust (LinkedIn, 2024). Pathao's app-based tracking and 24/7 support align with these trends but face challenges in rural areas with limited digital literacy. However, over-automation risks alienating customers seeking human interaction, highlighting the need for balanced tech-human interfaces.

Research Gaps and Contextual Challenges

1. **Limited Courier-Specific Studies:** Most literature focuses on freight forwarders or e-commerce giants, not hybrid models like Pathao's ride-sharing and delivery ecosystem.
2. **Cultural Nuances:** Bangladesh's informal economy and preference for oral communication for example phone complaints may necessitate tailored strategies beyond Western-centric models.
3. **Dual Stakeholder Dynamics:** Pathao's retention of both end-users and merchant/rider partners remains underexplored in academic literature.

Current research validates the role of proactive communication, empathy, and technology in retention, yet courier-specific frameworks are scarce. Pathao's hybrid model presents unique opportunities to bridge academic insights with on-ground operational realities, particularly in balancing automation and human touchpoints. Future studies should quantify the ROI of resolution protocols in gig-economy contexts to refine retention strategies.

3.4 Findings and Analysis

Generally, "**Delivery Delay**" refers to a situation where a parcel takes longer to be delivered than the usual or expected time. For example, if the standard delivery time for a parcel in ISD is 2 days, but we fail to deliver it to the customer even after 3 days, this issue is considered a Delivery Delay.

However, if a parcel has not been processed at all and there is no information about it even after 2-3 days, then it is not classified as a Delivery Delay. In such cases, it may be considered Lost or No Entry (the current status of the parcel needs to be checked to determine this).

Suppose you receive a Delivery Delay issue. First, you should check the parcel's status and, by going to the "View" section, review which hubs the parcel has passed through and what actions have been taken. For example, if the parcel is showing as "At sorting hub," it is not necessarily a Delivery Delay issue. You need to determine whether it might actually be a Lost issue—meaning there has been no tracking update for 2-3 days or even longer—or a No Entry issue, where the parcel could not be processed after pickup due to information mismatch.

Most of the times, a Delivery Delay issue can turn into a Lost issue. One needs to check the parcel's status and processing details to understand the exact situation.

"Return Delay" is similar to a Delivery Delay and generally refers to situations where a parcel takes longer than the usual timeframe to be returned. For example, if a parcel within Dhaka is supposed to be returned to the merchant within one day, but instead it takes two to three days or even longer, this is considered a Return Delay.

However, if a parcel remains stuck in a status like "Return pending from hub" or a similar status for an extended period, it may be classified as a Lost issue. This is because, typically, such parcels have gone out of the tracking system, resulting in no status updates for a long time. In these cases, you need to carefully check the return ID status and processing details to determine the current situation and possible location of the parcel.

Suppose you receive a Return Delay issue. The first step is to check the parcel's status and, by accessing the "View" section, review the history of the parcel—specifically, which hubs it has passed through and what actions have been taken at each point.

If the parcel shows a status like “Return pending from hub” for two to three days or even longer, it is generally considered a Lost parcel. In such cases, you need to initiate a thorough investigation to locate the parcel and resolve the issue accordingly.

On the other hand, if the status reads “Return at sorting hub” or something similar, it indicates that the return process is underway but delayed. In this situation, the delay falls under Return Delay. You should promptly investigate and take necessary steps to expedite the return process to ensure the parcel reaches its destination as quickly as possible.

“**Coverage point**” delivery issues usually arise when a delivery agent is unwilling or unable to deliver a parcel to the customer’s exact location, or when they ask the customer to receive the parcel from a specific point instead. These issues are often reported to us by the merchants.

In some cases, the customer’s location may be in a remote or hard-to-reach area, such as places across rivers or regions that are far from local hubs. Delivering parcels to these locations can take significantly more time. Such challenges typically occur outside of Dhaka and other major cities.

Additionally, in hilly or mountainous regions, merchants sometimes send products to locations that are scattered across difficult terrain or distant areas. In these situations, delivery agents often request the customer or merchant to collect the parcel by traveling a short distance or by picking it up from a nearby hub. This approach helps overcome the logistical difficulties posed by the geography and ensures parcels reach their recipients as efficiently as possible.

Coverage point delivery issues require a clear understanding of the merchant’s claim first. Based on this, communication must be established with the relevant hub, delivery agent, and the customer. If it is possible to manage the customer in some way, the parcel should be delivered to a specific agreed-upon location. However, if it is feasible from our side to deliver

the parcel directly to the customer's exact location, the delivery must be completed accordingly.

In cases where the parcel cannot be delivered due to reasons attributable to us and the parcel is subsequently returned, the charges related to that parcel must be adjusted appropriately. This ensures fairness and transparency in handling such delivery challenges.

When a parcel is returned to the merchant without making a proper delivery attempt, without informing the customer, or without contacting the customer by phone, it is considered a breach of the delivery process. Such cases are referred to as "**Complain Why Return**" issues.

Often, parcels are returned because the customer was unavailable or repeatedly rescheduled the delivery, which also contributes to the return. In essence, these issues arise when the standard delivery procedure is not followed correctly, leading to unnecessary returns.

When a "**Why Return**" issue is brought to our attention, the first step is to thoroughly check the parcel's details and understand the actual scenario to determine whether the parcel was indeed returned due to a breach in the delivery process. Communicating directly with the customer is crucial in this situation, as it helps uncover the true circumstances behind the return. Based on the information gathered, appropriate next steps can be taken.

If it is found that the delivery agent violated the delivery process and returned the parcel without proper attempts, then the delivery agent or the hub must be held accountable by adjusting the parcel's charges accordingly. However, if there is an opportunity to reprocess the parcel, efforts should be made to resend it and successfully deliver it to the customer.

“Pickup” refers to the process of collecting or receiving parcels from the merchant. All issues related to this process are borne by the merchant and are categorized under pickup issues, which we receive directly from the merchants.

Pickup-related problems can arise due to various reasons, such as timing conflicts or delays in the pickup process. Sometimes, pickups may be delayed by two to three days or even longer. These types of challenges fall under the category of pickup issues that we handle accordingly.

Pickup issues can be resolved quickly, but only if communication is properly established. Whenever you receive a pickup-related concern, the first step is to carefully review the merchant’s complaint to understand the nature of the problem they are facing. Based on this understanding, you must communicate effectively with both the merchant and the hub to address and resolve the issue.

However, if a parcel has already been picked up but the merchant is unable to see any update in the panel, this is not considered a pickup issue. Instead, it might fall under categories such as No Entry or Panel Status issues. It is essential to accurately identify the exact nature of the problem by reviewing the issue category and, if necessary, reclassify the issue to ensure it is handled appropriately.

“Reverse Pickup” refers to situations where a parcel that has already been delivered to a customer by the merchant needs to be returned for some reason, or when a parcel must be collected from a customer and delivered back to the merchant’s address. This process is basically the reverse of what is done in a regular pickup. In a normal pick up, the package goes from the supplier to the client while the reverse pick up is a package that goes from the client back to the supplier.

The reverse pickup process is bound to attract a wide range of challenges. One such problem could be a merchant generating a reverse pickup entry but a hub designated by him never

receiving details of it to collect the parcel which in turn leads to a missed pickup. Another issue is with the hub that could have been informed before but the parcel still remains to be collected.

In these situations, the apt correspondence is essential. You have to reach out directly to the customer-from whom the parcel has to be lifted-and the hub to guarantee that the reverse pickup is executed trouble-free. If it is needed, the merchant also needs to be contacted to give additional help or clarification. This teamwork principle assists in the efficient resolution of the issues and makes possible the proper carrying out of the reverse pickup procedure. Return Exchange is a term that is greatly alike to Reverse Pickup but differs by a very important aspect. A Reverse Pickup is a situation where the delivery is one-sided only - the item is being taken from the customer and is sent to the merchant by one delivery only. In contrast, in a Return Exchange the procedure is executed by bidirectional delivery. This means that while the merchant is picking up a product from the customer, simultaneously he is delivering a replacement product back to the customer.

Return Exchange is a platform that is being utilized when a customer seeks to change an item, and the seller is the one to handle both the collection of the old item and the supplying of the new one. When merchants create a Return Exchange issue, they include specific instructions in the parcel entry, which are visible in the Proof of Delivery (POD). They also generate an Exchange ID, which many recognize as the unique identifier for exchange transactions.

If, despite having the Exchange ID and special instructions, the hub fails to collect the returned parcel from the customer after delivering the replacement, the hub will be held responsible. In such cases, the hub must contact the customer and arrange for the parcel to be collected promptly.

However, if it becomes impossible to pick up the parcel from the customer-for instance, if the customer is uncooperative or involved in fraudulent activity-the liability then falls on the hub. The hub must take responsibility for managing such situations appropriately.

This two-way coordination ensures that the exchange process runs smoothly, protecting both the merchant's and customer's interests.

When a parcel is sent to the wrong hub without being properly processed for the correct hub, this issue is classified as a Wrong Routing problem, which we receive from the merchant. In such cases, the parcel is at an incorrect hub, and the hub must update the zone information and process the parcel to redirect it to the appropriate hub.

On the contrary, if the package was indeed routed to the right distribution center but continued sitting idle in a state like 'In transit' for a couple of days or more, it can be called as missing and a detailed inquiry need to be initiated. Receiving Wrong Routing issue for the first step, i.e., correct the customer by phone to get their exact location. Customer address is the basis of providing the hub which currently has the parcel. The parcel is to be redirected from the hub to another hub specific to the exact whereabouts of the customer. This way the parcel is redirected without any hassle and is delivered to the right place on time.

Community of merchants can intimate us regarding issues about extra fees or not accurate Cash on Delivery (COD) amounts on different grounds. A particular case could be a delivery person who might demand more tips or money from a customer. Also, the cash amount stated as collected in the Proof of Delivery (POD) might differ from the actual amount received, which could either be less or more money collected. There could also be errors in processing the parcel, such as incorrect weight entries in the system, or discrepancies in the charges applied. When such complaints arise, merchants create an issue report. It is of utmost importance to meticulously examine these complaints so as to ascertain whether any additional charges were

actually applied. If necessary, communication should be established with the customer, merchant, and hub to validate the complaint.

Once it is confirmed that an overcharge occurred, the responsible party-whether the hub or Pathao-must adjust the charges accordingly to rectify the situation. This ensures transparency and fairness in handling financial matters related to deliveries.

Unprofessionalism issues can arise for various reasons. These problems often occur when delivery agents, pickup agents, or Pathao employees behave inappropriately or have conflicts with merchants or customers. When such complaints are received, they are classified as **“Unprofessionalism”** issues. In handling these cases, it is important to first thoroughly understand the complaint by communicating directly with the merchant or customer who raised the concern. After gaining a clear understanding, you should contact the individual against whom the complaint has been made to validate the issue. As soon as the complaint has been verified to be true, a merchant or customer should get an apologetic call in order to amicably settle the matter. In most instances, the very best way to effectively handle issues dealing with unprofessional behavior is by a sincere apology and correct communication. A general complaint is such that the delivery or pickup agent concerned should get a warning to ensure that no such situations arise in the future. This Measure is a proven way to be professional and at the same time to create a good relationship among all the parties. In the Execution Request category of the partner portal, merchants submit their requests to update or alter the information related to their parcels. These requests can include order cancellations, price updates, address changes, and other similar issues. We receive many such requests under this category. Since these requests involve modifying or updating important information, once the requested changes are made, the issue should be marked as resolved immediately. Often, we keep many

Execution Request issues marked as Work In Progress (WIP) until the parcel is delivered. This helps track the progress of the issue, especially when the merchant's claim is solely about executing a specific update.

Nevertheless, the matter of price execution requires particular care. It is utmost to confirm that the merchant's price update has been properly implemented. In case the Proof of Delivery (POD) presents a price less than what the merchant has actually increased, and the parcel has been delivered specifying the initial lower price, quite often, the additional amount becomes hard to recover from the customer. So, the major aspect to consider is to treat price execution requests with extra care to prevent these types of issues.

Thus, we can follow the smooth process and guarantee both merchants and customers with a precise and honest experience by taking care of these requests smartly and on time.

The Panel Status category is essentially designed for merchants to raise complaints regarding the status of any of their parcels as displayed on the panel. These issues can vary widely-for instance, a parcel may have already been delivered or processed, but the panel does not reflect this accurately. It is also possible that a parcel appears to be returned on the panel but the merchant has not physically gotten it. In cases like this, merchants create issues in the Panel Status category.

Often, due to technical glitches or discrepancies in our panel system, the current and accurate status of many parcel IDs may not be visible. Merchants may raise issues simply because they are unable to see the correct information about their parcels on the panel. To resolve this, it is necessary to communicate with the team currently handling or last processing the parcel to ascertain its real-time status. Based on this information, the panel must be updated accordingly.

If updating the parcel status on the panel is not possible due to panel-related issues, coordination with the Courier Tech Team becomes essential to ensure that the parcel's status is accurately reflected.

If the merchant asserts that they never got the parcel even though it is tagged as "Returned to Merchant," you need to make sure that a return proof is obtained from the first-mile hub or the pickup hub. First, get this proof, and then, you need to have suitable communication with the merchant to effectually settle this claim.

With diligent management of these Panel Status issues, we can keep transparency and trust of merchants, making sure they receive accurate and timely information about their parcels.

All concerns connected with the merchant payments are directed to the Payment Issue category. These problems can stem from different reasons- for instance, the payment for the package deliveries might have been mislaid at the hub or the hub may have not submitted the payment to the merchant. Moreover, there may be instances when the merchant's account has not been credited because of either updates or discrepancies in payment information. There are also times when technical or accounting-related reasons can add to the delay or error in payment.

Payment Issue is the category which refers to any payment-related complaint expressed by a merchant. When a complaint is received, it is crucial to get in touch with the merchant and communicate effectively for understanding the matter.

If the payment has not been submitted by the hub, the delivery hub must be notified immediately to ensure they process and submit the payment promptly to the merchant. In cases where payments have been lost, compensation must be arranged from the responsible end to make things right.

Furthermore, if there are any technical or information-related issues affecting the merchant's payment, coordination with the Courier Tech Team and the Accounts Team is necessary to resolve the matter efficiently.

By addressing payment issues with transparency and urgency, we can maintain trust and ensure smooth financial transactions between merchants and the company.

Through the Inquiry category, merchants can ask questions or seek clarification about various services such as delivery services, return services, charging policies, pickup services, or any other type of service we offer. Based on the nature of their inquiry, it is important to communicate with the merchant, share the relevant information, and resolve the issue promptly.

However, if a merchant raises a complaint or query under the Inquiry category by providing a specific consignment ID, it is crucial to reclassify the issue into the appropriate category and investigate it accordingly. This ensures that the concern is addressed accurately and efficiently.

We can enable merchants to gain insight into our services and keep a good working relationship with us by responding and providing clear information in a helpful manner.

The "Others" category is exclusively reserved for tech-related issues. Whether the concern arises from the hub, the CAM team, compliance, or any other department, all technology-related problems are logged under this category. These issues can range from requests to cancel a particular parcel ID to updating the status of an ID in the system.

Focusing on all technical issues in "Others" category ensures the address and entreat these problems by right teams. They can operate with undisturbed state and meet the target delivery by eliminating the disruptions. The well-formed plan assists us in the fast and efficient provision of all possible technology-saving solutions.

When a customer takes away a delivery agent's package without any payment it is a "Forcefully Taken" issue. In most cases, this situation occurs due to errors or shortcomings on the merchant's part. Often, the customer has previously received a parcel that had some kind of problem. After informing the merchant, if the merchant fails to provide an adequate solution, the customer may place a new order for the same product under a different ID or number and forcibly take the parcel from the delivery agent.

Sometimes, disagreements or unprofessional behavior between the merchant and the customer can also lead to the customer insisting on a new parcel order and unlawfully keeping the parcel. Additionally, there are instances where the customer has not received any prior parcel but, through fraudulent activity, forcibly takes a parcel from the delivery agent.

How to Handle a Forcefully Taken Issue

- 1. Verify Complaints:**

First, review the complaint lodged by the merchant, hub, or customer carefully.

- 2. Listen to the Customer:**

Engage with the customer to understand their exact issue and gather their statement regarding the parcel.

- 3. Identify the Root Cause:**

After understanding the problem from the customer's perspective, if the issue originates from the merchant's side, communicate with the merchant to discuss the situation and advise them to resolve the matter directly with the customer.

- 4. Important Note on Liability:**

If it is confirmed through communication that the merchant's fault caused the customer to forcibly take the parcel, the merchant is responsible for resolving the issue by contacting the customer. Pathao Limited holds no liability in such cases.

5. If Customer is at Fault:

If the customer forcibly took the parcel despite no prior issue with previous parcels, try to convince the customer to return the parcel. If the customer refuses to cooperate or respond positively, escalate the matter to the legal team for further action.

6. Inform the Merchant:

Also, inform the merchant about the situation, encouraging them to communicate with the customer since the customer is ultimately their client. Pathao acts only as a facilitator in this process and must assist the merchant in resolving the issue.

3.5 Limitations

As an intern, my access to Pathao's internal databases, operational dashboards, and confidential documentation was restricted. This limited my ability to conduct an in-depth analysis of certain issue categories, such as lost parcels or payment discrepancies, and to validate all process flows independently. The duration of the internship was only three months, which was insufficient to observe the full cycle of many logistics processes, especially for rare or complex issues like legal escalations or fraud investigations. Much of my understanding of issue resolution protocols was based on interviews with employees and the review of internal manuals. There was less scope for direct observation or hands-on involvement in every type of issue, which may have introduced bias or incomplete perspectives. My internship was primarily based at the head office and central hubs in Dhaka. As a result, I was unable to observe operational challenges and issue management practices in more remote or regional hubs, which may face different logistical or technological barriers. Some operational documents and communications were in Bengali, while others were in English. This sometimes led to delays or misunderstandings in interpreting standard operating procedures and issue logs.

3.6 Recommendations

To improve learning outcomes, future internship programs could provide interns with supervised access to anonymized operational data and real-time dashboards. This would allow for more robust analysis and practical insights, while maintaining data security. Extending the internship period or allowing interns to rotate through different departments (e.g., regional hubs, customer service, tech support) would provide a more holistic understanding of logistics operations and issue management. Pathao should consider standardizing all process documentation in both Bengali and English, and provide interns with a concise training manual or e-learning modules. This would minimize confusion and accelerate the onboarding process. Regular feedback sessions between interns and supervisors could help identify learning gaps early and tailor the internship experience to individual interests and company needs. Pathao can further invest in automated issue tracking and notification systems, ensuring that all stakeholders (including interns) can monitor the progress of different issue categories in real time. This would also reduce manual errors and improve transparency.

Interns should be encouraged to participate in cross-functional meetings (with compliance, tech, legal, and operations teams) to gain a deeper understanding of how complex issues are resolved collaboratively.

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