Service Quality impact on Customer Degree of Satisfaction in the context of International Supply Chain Department at DHL Global Forwarding (Bangladesh) Ltd.

Internship Report on:

Service Quality impact on Customer Degree of Satisfaction in the context of International Supply Chain Department at DHL Global Forwarding (Bangladesh) Ltd.

Course Code: BUS400

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Subject: Internship report on, "Service Quality impact on Customer Degree of Satisfaction in the context of International Supply Chain department at DHL Global Forwarding (Bangladesh) Ltd.

Dear Mam,

With due regard, I might want to express that, getting the chance to work in one of the leading freight forwarding organization of the world is such an colossal inclination for me to learn and understand the workplace of a global organization.

The learning I created while working in "International Supply Chain Department" is incredible. While working with the best personalities I came to know numerous viable learning about the industry and how the business keeps running in Bangladesh. I will consider working in DHL as my benefit where they had faith in me and given to do numerous delicate issues alongside various exercises to perform. Through this report I endeavored to delineate the experience of working in DHL Global Forwarding Bangladesh Ltd.

I therefor pass on my appreciation to you for your general help, collaboration and significant advices while preparing this report. Without your supervision this couldn't turn well. I earnestly hope the study will live up to your desires. Since there are a few confinements while doing the examination yet I would ask for you to acknowledge it with your insightful thought.

Sincerely,

Showmik Dhar

ID: 14304111

BRAC Business School

Letter of Endorsement

This to ensure that Showmik Dhar, ID – 1430414, is a regular student of BRAC Business School, BRAC University and has finished the internship report titled "Service Quality impact on Customer Degree of Satisfaction in the context of International Supply Chain department at DHL Global Forwarding (Bangladesh) Ltd" under my observation. His internship placement was at DHL Global Forwarding (Bangladesh) Ltd. I am satisfied to express that he was a mindful all through this tenure and setting up this report also. The information and discoveries introduced in the report appeared to be authentic. In spite of the fact that it has restrictions on the exploration however in can be utilized by others for any future analysts that need to chip away at this specific point.

I wish his each achievement throughout in life.

Ms. Tania Akter

Lecturer,

BRAC Business School

Acknowledgement:

At first, I am extremely thankful towards the Almighty for enabling me to complete my graduation and achieving this report. My most profound appreciation towards my temporary position guide Ms. Tania Akter, Lecturer, BRAC Business School, BRAC University for giving his definitive help to complete this give an account of time.

I might want to offer my thanks towards my internship supervisor Sharif Arifur Rahman, Key Account Manager, International Supply Chain for giving me a chance to learn the business exercises of the division. Besides, I might want to thank the entire International Supply chain division for giving me a chance to feel truly good in the association.

At that point I need to express gratitude toward Miss Soheli, HR Executive for his ceaseless help giving data about the organization to the entire time. She helped me with the fundamental information and data.

Last however not the minimum I might want to thank my family in light of the fact that without their help I wouldn't have the capacity to complete my graduation.

Executive Summary:

DHL Global Forwarding is a division of Deutsche Post DHL, giving air and ocean freight forwarding services. It is the worldwide market pioneer in logistics & freight forwarding. A business-to-business activity, DHL Global Forwarding ventured into the Bangladesh market in 2009. Before opening its undeniable tasks in Bangladesh, it had worked with specialists for a long time. It gives global cargo transportation, warehousing and dissemination, traditions, security and protection alongside green and industry part arrangements.

Being an intern in the International Supply Chain division I found the opportunity to take in the exercises and business tasks action of a cargo sending organization and how every office is cooperating to keep the association in parity.

Service quality and customer satisfaction – are seen as the major unequivocal factors in keeping up long haul and productive business associations. The two terms are especially fundamental in the present business condition, as the association between the specialist co-op and the client is ordinarily long term. The most noteworthy components in service markets is the help and progression of relationship with the customer. For the relationship to be long haul, a specialist organization needs to outfit an administration as per the customers' wants, inciting the reasonable component of customer satisfaction

The task is making astounding services and making customers satisfied in light of the way that fulfillment is crucial for freight forwarding organizations searching for upper hand, since they comprehend that on the off chance that they don't satisfy the wants of the clients, their place will be taken by various associations whose administrations will be progressively centered around client desires. In this way, the study demonstrates the effect of service quality dimensions with the assistance of SERVQUAL model on customer satisfaction with regards to freight forwarding organization.

Table of Contents

Body of the report

I – Part 1 of the Report (Organizational Overview)

Deutsche Post DHL Group

Introduction: History

The historical backdrop of incredible DHL begins in 1969 when it was built up in San Francisco by Larry Hillblom, Adrian Dalsey and Robert Lynn. It started with a second hand vehicle with a credit card as the main financing instrument.

DHL's name starts from the blend of the initials of its coordinators, Adrian Dalsey, Larry Hillblom and Robert Lynn. Among the three had the adroit arrangement to pass on the transportation reports early, via plane from San Francisco to Honolulu. Along these lines, traditions systems could start before the ship achieved port. The download time was extensively diminished with the objective that the proprietors would spare a fortune.

The thought was the start of another industry, the international express delivery service. In 1970, DHL started activities in the East Coast of the United States and ventured into the Pacific in 1971. In 1974, DHL opened its first European office in London. Since 1977, DHL has been accessible in the Middle East and in 1978 opened its first office in Germany. Innovation played a snare on DHL with the headway of the fax machine; the ability of set up report movement fell definitely. So in 1980, DHL propelled the service, express delivery of goods. One of the huge achievements of the association was the speculation of Lufthansa and Japan Airlines, DHL Worldwide, some place in the scope of 1990 and 1992, thusly ensuring long haul access to load organizations of two of the real world aircrafts and their framework at significant airplane terminals. In 2003, DHL was totally obtained by Deutsche Post World Net Group, which successfully held a stake in the association since 1998. In 2005 it procured Excel, a main logistics sector organization, reinforcing the logistics division of DHL. With this procurement, DHL achieves a place of worldwide administration in the logistics segment, where improvement prospects are mind boggling, especially air logistics, ocean and management of the supply chain.

DHL Services:

DHL is available in more than 220 nations and domains over the globe, making it the most universal organization on the planet. With a workforce surpassing 350,000 representatives, we give answers for a relatively unending number of logistics needs.

DHL is part of the world's driving postal and logistics organization Deutsche Post DHL group, and incorporates underneath specialty units.

Express Services: Global package and document distribution service.

Parcel & E-Commerce: DHL Bundle and DHL ecommerce give standard residential and universal package get, conveyance and return answers for business clients and purchasers and in addition e-commerce logistics and assistance benefits under the brand names 'DHL Parcel' for Europe and 'DHL e-commerce' for the Americas, Asia Pacific, and Middle East/Africa.

Global Forwarding: DHL Global Forwarding, formerly known as DHL Danzas Air and Ocean is a division of Deutsche Post DHL giving air and ocean freight forwarding services. It likewise designs and embraces significant logistics projects under the brand name Industrial Projects. Together with DHL Freight, it frames Deutsche Post's Freight/Forwarding department. The forwarding division conveys products by rail, street, air and ocean under the DHL mark and incorporates the DHL freight activity which runs a ground-based cargo arrange covering Europe, Russia and movement into the middle East.

Supply Chain Solutions: Being the world's biggest logistics specialist, DHL offers a complete suite of services drawing on worldwide scale and nearby experiences to convey an incentive over the supply chain process.

Mail: Deutsche Post gives simple and moderate worldwide postal administrations to European business clients for their letters and lightweight merchandise. It bolsters people with business mail, exchange showcasing efforts and conveyance of low-weight postal bundles.

Warehousing and Distribution: DHL gives devoted and shared warehousing and distribution operations to guarantee that people can convey the service guarantee to their clients around the world (Deutsche Post DHL Group, 2018).

DHL Vision:

The Logistics Company for the World.

DHL Mission:

Excellence. Simply Delivered. – The guiding light of DHL.

DHL Values:

Guided by our Corporate Values, DHL takes a stab at practical improvement of DHL business established on the three columns: economic performance, environmental stewardship and social responsibility. IT respects the different interests of the clients, workers and colleagues with uprightness, decency and genuineness. DHL has seven values which are necessary parts of their business (Deutsche Post DHL Group, 2018).

1 To convey fantastic quality.

2 To make our clients fruitful.

3 To encourage transparency.

4 To act as per clear needs.

5 To act in an innovative way.

6 To act with uprightness inside and remotely.

7 To acknowledge social obligations.

DHL Strategy:

In April 2014 Deutsche Post DHL Group presented its Strategy 2020: Focus.Connect.Grow The procedure expects to additionally position the organization as The Post for Germany and The Logistics Provider for the World. The system is basic without being shortsighted. It depends on the three mainstays of Focus, Connect, and Grow. Every one of these columns gives clear targets to the coming a very long time with goal-oriented yet feasible objectives.

Focus:

A worldwide logistics organization that is very much situated on the world's development markets. DHL stay concentrated on logistics as the core business. They likewise reconfirm the duties made in Strategy 2015 to be Provider, Employer and Investment of Choice and additionally to add to a superior world.

Connect:

DHL individuals around the globe have a huge abundance of know-how, skill and ability. They are working tenaciously to discover better approaches to take advantage of this fortune trove and offer it over the worldwide group of organizations. One exceptionally huge advance they have taken was to present their worldwide certified program, which is an expert preparing program for the whole workforce.

Grow:

They are extending their business in development markets and sections, particularly in developing markets and the dynamic web based business markets of the world. There is such a great amount of potential to expand on their prosperity and gain piece of the overall industry, and they plan to widen their logistics services and tap into these open doors as they advance toward 2020 (Deutsche Post DHL Group, 2018).

DHL Code of Conduct:

Deutsche Post DHL Group has conceived a Code of Conduct that has been official for all districts and divisions since the center of 2006. This Code of Conduct fills in as an "ethical compass", giving rules to use by roughly 520,000 representatives in their business experience each day. The key pillars of this set of principles are respect, tolerance, honesty and candor as well as willingness

to assume social responsibility. The rules apply to all workers, regardless of their place in the Group's chain of command, and to divisions. The implicit rules depends on worldwide understandings and rules, including the Universal Declaration of Human Rights, the traditions of the International Labor Organization (ILO), the Global Compact of the United Nations and the OECD Guidelines for multinational enterprises.

Central standards are recognition of human rights, measure up to circumstance, straightforwardness, and clear stands in the fight against separation, gift and defilement (Deutsche Post DHL Group, 2018).

Deutsche Post DHL Bangladesh Operations:

The association expanded its organization all through the world by the late 1970s. In Bangladesh DHL Group works just "DHL Express" and "DHL Global Forwarding" divisions. Mr. Henry Jacob was first Country General Manager. DHL Express in Bangladesh started its office through its Agent Homebound Packers and Shippers Limited in only a solitary room in Gulshan, Dhaka inside Homebound office premises. DHL started its action with only 5 staffs, only a solitary tyke taxi and one transport van. Since its start DHL stretched out its movement in Bangladesh to empower adjacent business to build up comprehensive. The promising dispatch of different thing and organizations has fulfilled the necessities of adjacent undertakings. DHL is the vital association to have Air Side Express Handling Unit at Airport in 1994. It was widened, modernized at the worldwide standard in next stages later. The dispatch of two imaginative packaging courses of action DHL 'Jumbo' and 'Jumbo Junior' helped a considerable number endeavors build up their business internationally.

DHL initiated approach to gateway import benefit understanding the creating enthusiasm of the RMG part in 2001. Staying at 2013, DHL offers unmistakable organization and thing for both outbound and inbound to cook various prerequisites of the customers. DHL develops its ability to give territory express solutions for its customers. DHL is the first to exhibit front line customer advantage in the business in 1997. By and by DHL has the most created front line customer advantage division in the country.
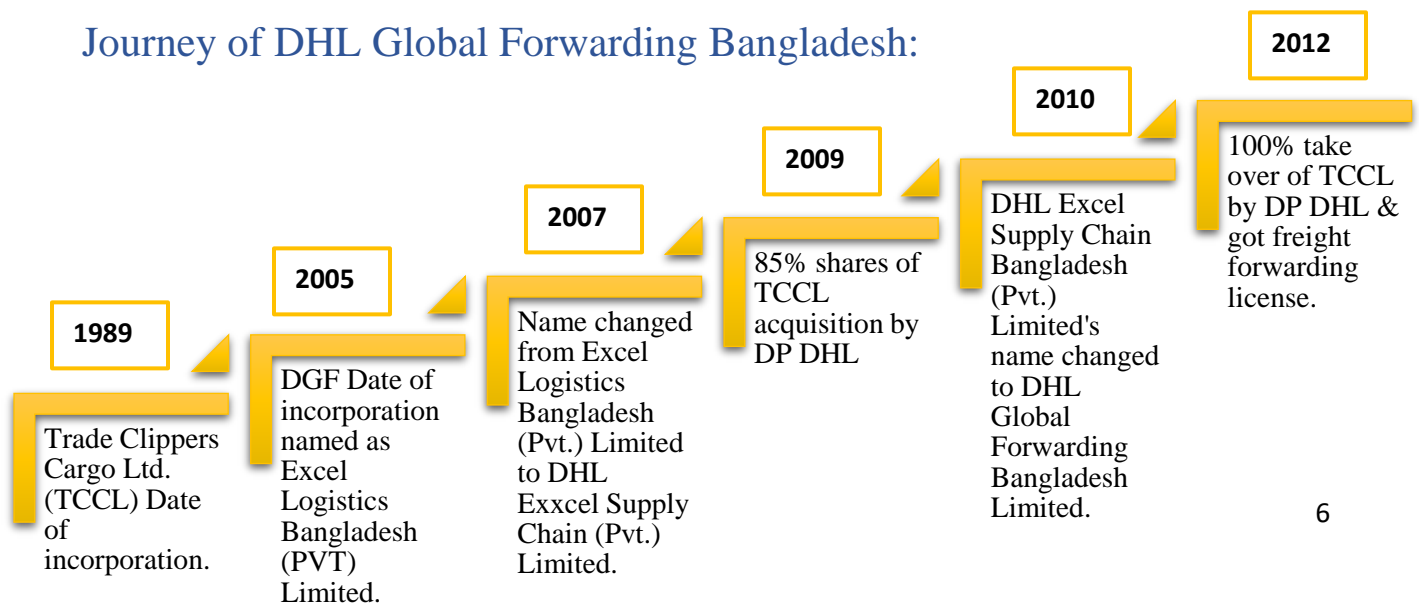
Desmond Quiah expected authority over the circumstance of Country Manager for the second time. (His first residency in DHLB was 1991 – 1997) in 2000. Under his abled specialist, DHL

started to end up agreeing with the need of 21st century. The foundation of present day Quality Control Center (2006), custom constructed shipment handling office (2007), presentation of six sigma based effectiveness program "First Choice" (2008), impelling of Certified International Specialist (2011); an all-around concede winning getting ready program for the all agents of DP DHL, have stimulated the route towards an immensity for DHL. DHL broadened its retail interface with 25 benefit focuses extensively which is the most shocking among the players (Deutsche Post DHL Group, 2018).

DHL Global Forwarding (Bangladesh) Ltd:

DHL Global Forwarding is a division of Deutsche Post DHL, providing air and ocean freight forwarding services. It is the global market leader in freight forwarding and logistics. A business-to-business operation, DHL Global Forwarding stepped into the Bangladesh market in 2009. Before opening its full-fledged operations in Bangladesh, it had worked with agents for 22 years. It provides international freight transportation, warehousing and distribution, customs, security and insurance along with green and industry sector solutions. The company is located in three locations in Dhaka, Chittagong and Hazrat Shahjalal International Airport in the capital. The company serves customers in different sectors such as RMG, Pharmaceuticals, Home Textiles, Consumer Products, including telecom and plastic industry that are also thriving. DHL is the leader in offering cold chain solutions for temperature controlled pharmaceutical products. DHL is also involved in corporate social responsibility activities. In Bangladesh, it had worked for the betterment of education, health and safety in association with Teach for Bangladesh & also helped underprivileged vision impaired children as part of DHL's global drive to give back to local communities and to inculcate a passion for volunteerism among employees (Rahman, 2016).

Journey of DHL Global Forwarding Bangladesh:

1989
Trade Clippers Cargo Ltd. (TCCL) Date of incorporation.

2005
DGF Date of incorporation named as Excel Logistics Bangladesh (PVT) Limited.

2007
Name changed from Excel Logistics Bangladesh (Pvt.) Limited to DHL Exxcel Supply Chain (Pvt.) Limited.

2009
85% shares of TCCL acquisition by DP DHL

2010
DHL Excel Supply Chain Bangladesh (Pvt.) Limited's name changed to DHL Global Forwarding Bangladesh Limited.

2012
100% take over of TCCL by DP DHL & got freight forwarding license.

6

DGF Departments:

- Air Freight
- Ocean Freight
- Value Added Service (Customs & Integrated Warehousing System)
- International Supply Chain
- Human Resource
- Finance & Controlling
- Direct Management
- Business Performance Organization
- Marketing & Sales

DGF Management Team:

Country Manager
Feroz Jahangir (Acting)

HOD (Air Freight)	HOD (Ocean Freight & VAS)	HOD (International Supply Chain)	HOD (Business Performance Organization)	HOD (Marketing & Sales)	HOD (Finance & Controlling)	HOD (Human Resource)
Morshed Chowdhury	Feroz Jahangir	Shourin Dutta	Abu Kawser	Azmal Hossain	Shahriar Ahmed	Md. Mahbubur Rahman

International Supply Chain:

DHL "International Supply Chain" is an answer that connects the beginning store network with the goal advertise prerequisite. It results in a more practical and proficient inventory network, offering complete visibility and control through a solitary purpose of contact. DHL joins inside and out information of overall traditions directions with nearby experience, to guarantee the smooth stream of every single worldwide shipment. Established procedures and excellent relationships with traditions specialists guarantee that the items, parts and materials clients require are conveyed as instantly as would be prudent, wherever they require them. The center competency is the comprehensive management and visibility of customer's global supply chain. Beginning administrations convey thorough and proficient operational procedures that give people the most noteworthy conceivable dimensions of information and shipment exactness, on-time cargo delivery and a degree of visibility that guarantees clients to settle on appropriately educated business choices (Deutsche Post DHL Group, 2018).
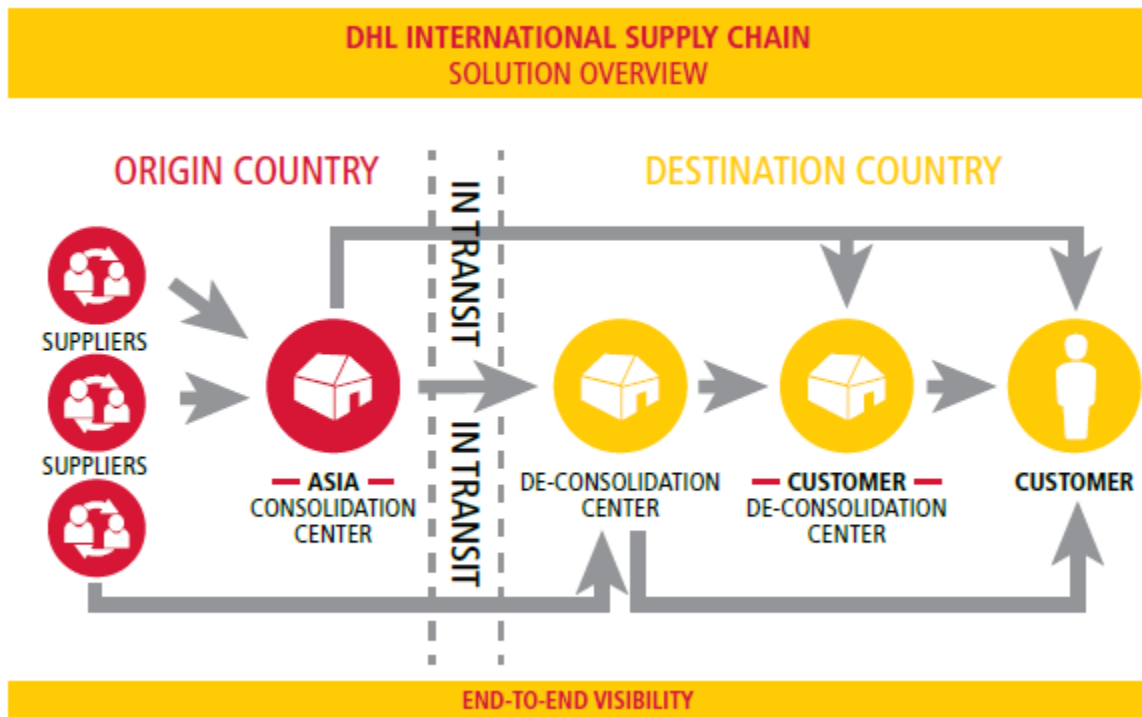
DHL International Supply Chain Services:

• Global sourcing.

• Origin the board, including dealer the administrators, supplier aggregations, conventions business, and that's just the beginning.

• In-nation asset administrations, including provider, transport, esteem included administrations and conveyance.

• Global sending using air/sea and street/rail transport modes.

• Supply chain visibility and management, including purchase order management, RFID item following, exception management, orchestrating and deciding, and stock administration

• Data and information stream improvement.

• Destination the board, including port and demurrage the executives, traditions financier, deconsolidation and pre-retailing administrations, port-to-conveyance focus transport, and direct-store conveyance (Deutsche Post DHL Group, 2018).

International Supply Chain Visibility System:

GT Nexus, the core operating platform, is a worldwide end-to-end supply chain management and visibility tool which empowers the powerful and adaptable exchange of electronic information. It coordinates data with clients, carrier, truckers, brokers and customs by means of EDI availability in an online, real time, 24/7 open framework.

International Supply Chain Solution Overview:

DHL INTERNATIONAL SUPPLY CHAIN SOLUTION OVERVIEW

ORIGIN COUNTRY

IN TRANSIT

IN TRANSIT

DESTINATION COUNTRY

SUPPLIERS

SUPPLIERS

— ASIA —
CONSOLIDATION
CENTER

DE-CONSOLIDATION
CENTER

— CUSTOMER —
DE-CONSOLIDATION
CENTER

CUSTOMER

END-TO-END VISIBILITY

International Supply Chain Operation process:

1 — Generate open order report in the system (GT Nexus) to follow up with Customers.

2 — Recieve booking from manufacturer of buying agent.

3 — Recieve shipment approval from buyer to create selling schedule based on shiiping line schedule/carrier schedule.

4 — Notify arroval status to shipper.

5 — Collect pre-shipment documents from shipper.

6 — Check & verify the documents with system data & approval sheet.

7 — Issue shipping order/release SO (issued to shipper)

8 — Recieve cargo at CFS/arrange shipment at CY.

9 — Container sending to port monitored by off dock/CFS

10 — Container loading to feeder vessel.

11 — Complete Documentation (Issue FCR, HBL,MBL, invoicing, shipment advice,pre-alert etc.)

12 — Complete the Data management.

13 — Prof of Delievery report.

Responsibilities during Internship:

My internship tenure at DHL Global forwarding (Bangladesh) Ltd. is for 3 months in "International Supply Chain" department under direct supervision of Sharif Arifur Rahman, Regional key Account Manager. It is my sheer luck & thanks to almighty that I got the chance to work under direct supervision from him and gather learnings about freight forwarding service sector. My supervisor's direct reporting boss is Shourin Dutta, Head of the Department International Supply Chain. It is indeed a whole new experience for me being a Marketing & E-Business graduate as the whole business process along with the service procedures are completely new for me.

Data Management:

Core Task: Maintaining Customer's shipment visibility with the help of worldwide end-to-end supply chain management and visibility tool named GT Nexus. It works by means of EDI availability in an online, real time, 24/7 open framework.

- Creating receipt for per purchase order under per shipment booking by suppliers. This task have to be done when the suppliers cargo enter into the CFS (Cargo Freight Station).

- Creating shipment plan for per purchase order/invoice no from previously created receipt. This task have to be done when the shipment advice is given. We have to make sure that buyer can see each & every detail about the shipment. A shipment plan includes container specification, goods specification, shipment routes, vessel name, voyage number, HBL (House Bill of Lading) no, POL (Point of load), POD (Point of Discharge), BL (Bill of Lading) destination etc. This information have to be updated on the Integrated Online System (GT Nexus) which is used by every party – Supplier, Forwarder & the buyer to maintain visibility throughout the service provided by DHL Global Forwarding.

- Uploading required document in the GT Nexus for the shipment plan. The document needs to be uploaded beforehand the shipment arrive at the destination port because the buyer cannot discharge the goods at the destination port without it. The documents include commercial invoice, packing list, BL copy, manifest etc.

Documentation Management:

Core Task: Creating FCR (Forwarder Cargo Receipt) for shipment of goods. This is very important document for both party; buyer & forwarded because through this financial transaction between both party takes place.

II- Part 2 of the Report

1. Introduction to the report/study:

Rationale of the study:

Service quality and customer satisfaction – are perceived as the major unequivocal factors in keeping up long term and fruitful business connections. Both terms are particularly essential in the present business condition, as the connection between the service provider and the customer is normally long term. One of the most significant elements in service markets is the support and advancement of association with the client. For the relationship to be long term, a service provider needs to furnish a service in accordance with the clients' desires, prompting the suitable dimension of customer satisfaction. It also should be considered that logistics service companies should know their customers because the company, having adequate data and learning about its clients, has more chances to settle on right choices on the requirements of the customer, which enables organizations to grow new services that give genuine incentive to clients and in addition to evaluate quantitatively the qualities wanted by clients. In the present aggressive condition, the quest for consumer satisfaction exceptionally relies upon the organization's overall service quality. Satisfaction of customer's assumptions about service quality influences business execution and supports client faithfulness. Customer satisfaction relies upon different factors, for example, the apparent nature of service, client's state of mind, feeling, social collaboration, clients' partners' understanding and other particular abstract elements (Meidute-Kavaliauskiene, Aranskis, & Litvinenko, 2014).

It is important to remember that however customer satisfaction with the quality of service is the reason for the assessment of the study yet it is a component of emotional nature. Customer expectations' fulfillment is for the most part observed as a positive supposition of the customer

about the service after the service is performed. At the end of the day, this is evaluation of the consequences of the procedure.

Statement of the Problems:

The main task is making astounding services and making customers satisfied in light of the way that fulfilment is crucial for freight forwarding organizations searching for competitive advantage, since they comprehend that if they don't satisfy the wants of the customers, their place will be taken by various organizations whose services will be progressively centred on customer desires. Thusly, associations must ensure every customer service related perspective, paying little heed to what it consolidates: affirmation of solicitations, their execution or the arrangement of issues. Associations are in steady predicament about what will be finished with the ultimate objective to meet the ideal desires for the customers. Satisfaction isn't the primary fundamental for keeping up fantastic administrations continually.

A customer can be fulfilled until the point that a forceful organization shows up the quality and cost of which are all the more appealing. A customer also can have inspirational mentalities toward an association and not to be content with a service and the other way around. That infers that fulfilled client still can change an organization. That is the reason relations between explicit components and estimations of customer satisfaction will be explored and separated. The purpose of the examination is to show the service quality impact on customer degree of satisfaction.

Scope and Delimitation of the Study:

In perspective of rivalry among industries, giving high level of consumer satisfaction is crucial to sustaining businesses. Generally a firm can satisfy the customer needs by offering minimal cost or various service offerings. One approach to separate a company's service from its rivals is by offering brilliant & out of the box services (Yuen & Thai, 2015). However, service quality (SQ) is an abstract construct, and various models were proposed in the writing to operationalize SQ. The most noticeable model is SERVQUAL, which comprises of five SQ measurements. They are tangibles, empathy, assurance, reliability and responsiveness. (Parasuraman, Zeithaml, & Berry, 1985). The model is generic and can be used across all context.

Currently there are approximately 300 suppliers from Bangladesh for different buyers around the world taking services from "International Supply Chain" department. Due to the time constraints

& confidential issues only 50 suppliers were approached to do the survey and thus the limitations of the study lies here.

Objective of the Study:

There is no unmistakable sign of service quality dimensions, as their understanding varies crosswise over business settings and people. Moreover, some of the dimensions which identify with refined encounters and significant affections, are transcendent and can't be specifically watched or estimated. Customer satisfaction improvement is regularly observed as unavoidable issue in the management of each organizations and subsequently the generic target of the study is to discover the underlying driver and make reasonable and dependable presence on desired industry. (Dahlgaard, Schütte, Ayas, & Dahlgaard-Park, 2008).

There is a positive relation between service quality & customer satisfaction. Analyzing different approaches SERVQUAL model were used to figure out the factors that are strongly correlated with service quality impact. Main goal of the study is analyzing the service quality impact on customer degree of satisfaction in the context of freight forwarding service.

2. Review of the Related Literature:

Unlike physical item whereby its quality can be determined what's more, assessed ahead of time, SQ was contended to be more tricky, hard to reproduce and subject to human states of mind and recognitions (Yuen & Thai, 2015). SQ was portrayed as a composite of administration properties or measurements that are attractive to clients.

However, there is no reasonable sign of these measurements, as their understanding varies crosswise over business settings and people. Besides, a portion of the measurements, which identify with refined encounters and significant affections, are otherworldly and can't be straightforwardly watched or estimated (Dahlgaard, Schütte, Ayas, & Dahlgaard-Park, 2008).

In one of the early investigations on SQ, recommended that quality of an administration can be experienced amid an administration (i.e. practical quality) and on finishing of an administration (i.e. specialized quality). The authors also proposed that customer's involvement of both functional and specialized quality ought to be differentiated with their desires (Grönroos, 1983).

Instruments relevant in estimating service quality namely the SERVQUAL model, is considered as an effective 'analytic instrument in assessing and checking service quality' (Mentzer, Flint, & Hult, 2001).

Final version of the SERVQUAL, since it was adjusted in 1988, has been generally utilized for the analysis of service quality. Numerous academics have observed SERVQUAL model to be great service quality measuring scale, while there are additionally criticism encompassing the model.

3. Methodology:

To reiterate, the core objectives of this study is:

- ✓ Identify the SQ dimensions in freight forwarding company.
- ✓ Identify the impact of SQ dimensions in customer satisfaction.

An integrated approach of quantitative methodologies was incorporated in order to help the topic gain feasible and factual basis. This research study first utilizes the existing literature for the development of SQ dimensions. Subsequently, structured telephone interviews were conducted on the suppliers. The purpose of the interviews is to ensure that the developed factors genuinely reflect SQ dimensions in the freight forwarding sector. Thereafter, the collected data were analyzed through SPSS using factor analysis to extract meaningful dimensions of SQ. In addition reliability analysis & descriptive research was conducted to check the impact of factors on SQ dimensions.

The aggregate amount of respondents is only 130, which isn't sufficiently high to make any "waterproof" ends. There ought to be something like many responses to add to a decent quantitative research, which was difficult to get in this time scope. Nonetheless, despite everything the study accomplished some knowledge and perspectives to be demonstrated and appeared to the readers (Yuen & Thai, 2015).

Factors of SQ Dimensions:

The study is based on the SQ dimensions developed by (Parasuraman, Zeithaml, & Berry, 1985). Based on the 5 dimensions 23 factors are developed to assess the impact of dimension on customer satisfaction. The factors are listed below.

Service Quality Dimensions	Factors
Reliability	On Time Delivery
	Keeping Promises
	Error free Data & Documentation
	Accuracy of cargo tracking systems
	Billing Accuracy
Assurance	Safety and security of shipment
	Conditions of vessels and equipment
	Pricing of service delieverd
	Trustworthy
	IT Services
	Warehousing
Responsiveness	Prompt Service from Employees
	Effectiveness of sales team
	Socially responsible behaviour & concerns for human safety
	Variety of service offerings
	Transit-time of transportation services
	Frequency of transportation services
Empathy	Politeness & respect of contact personnel
	Understand Customer Needs
	Customer Support Policy
	Approachability and ease of contact.
	Listen to Feedback & respond
	Willingness to help customers

Table 1: Service Quality Dimension factors

Research Design:

This paper adopts the concept of SQ dimensions (Parasuraman, Zeithaml, & Berry, 1985) to find out the relation between service quality & customer satisfaction in one of the leading multinational freight forwarding company. From figuring out the topic to analyzing the result it was not an easy task. It is mentioned earlier in the study that there are approximately 300 suppliers that are working with 'International Supply Chain" department and it is not possible to take all of their responses in this short course of time & there was also internal organizational confidential issues were involved thus 130 respondents (suppliers) were approached over the telephone for conducting the survey. A set of 28 questionnaires are developed to identify the overall impact of service quality about "International Supply Chain" services at "DHL Global Forwarding (Bangladesh) Ltd. After that, the survey results were analyzed through SPSS software to figure out the overall impact of the study.

Sources of the data:

Primary data collection method was cast-off to gather the data for the study. The data was collected by separate telephone survey from 130 different suppliers of "International Supply Chain" department

Respondents and sampling:

The selected sample groups for the survey are the suppliers from Bangladesh. Though the overseas buyers are our actual customers but being an intern it was not possible to approach them directly so the local suppliers were the suitable candidates to assess SQ impact on customer satisfaction.

Survey instruments and procedures:

An online survey questionnaire was established to the targeted sample groups. The questionnaire was developed under 23 factors related to the 5 SQ dimensions. In addition 5 more questions were added for dependent variable "Customer Degree of Satisfaction". The survey questionnaire was segmented into 6 sections. The sections asked information related to tangibles, empathy, assurance, reliability, responsiveness & Customer Degree of Satisfaction. Under the 5 service quality dimensions 23 questions were developed with the help of factors shown in Table I. To evaluate the importance of each factor of SQ, a categorical scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) was used. Respondents asked to rate their answers for the services

provided by "International Supply Chain Department" & the data was gathered dated from 20/11/2018 – 24/11/2018. The (SQ) dimensions were independent variable & Customer Degree of Satisfaction was the dependent variable for the research.

Pretest:

The questionnaires were at first checked by the respective faculty assigned from the institution. Later on it was assessed by the BPM (Business Performance Management) executive of the organization as she is responsible for customer satisfaction survey & related activities for the organization.

4. Analysis & Interpretation of the Data:

The survey is done on the suppliers of "International Supply chain Department" so the demographic information was not included on this research. This research was mainly focused on the independent variables developed on the basis of (SQ) dimensions which was affecting on the dependent variable named Customer Degree of Satisfaction. In total there was 130 respondents for the survey.

The research was done by SPSS and as the respondent number is not sufficient the results that this study developed cannot be "waterproof". While doing the research I realized there are some important variables that are closely associated & plays a vital role for the customer satisfaction of freight forwarding services.

Descriptive Statistics

	Mean	Std. Deviation	N
Customer_Degree_of_Satisfaction	19.5800	2.18895	100
Reliability	19.7600	2.40840	100
Assurance	15.9500	2.18061	100
Tangibility	7.6700	1.40025	100
Responsiveness	23.5200	2.88668	100
Empathy	19.2900	2.58314	100

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Empathy, Tangibility, Assurance, Reliability, Responsiveness[b]	.	Enter

a. Dependent Variable: Customer_Degree_of_Satisfaction

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.751[a]	.564	.541	1.48262	.564	24.360	5	94	.000

a. Predictors: (Constant), Empathy, Tangibility, Assurance, Reliability, Responsiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	6.619	1.507		4.391	.000	3.626	9.612
	Reliability	-.095	.083	-.104	-1.138	.258	-.260	.071
	Assurance	.000	.081	.000	-.006	.995	-.162	.161
	Tangibility	-.029	.135	-.018	-.211	.833	-.296	.239
	Responsiveness	.208	.072	.274	2.886	.005	.065	.350
	Empathy	.528	.077	.623	6.808	.000	.374	.681

a. Dependent Variable: Customer_Degree_of_Satisfaction

Reliability:

Statistically from table 4 it is clearly visible that the significance level for reliability is .258 & the beta value is -.104. So the reliability variables have significant influence on customer degree of satisfaction. Though the beta value is not in favor but small sample size can be the reason behind the score.

Assurance:

The significance level for this dimension is not supported because the significance level is .995 which way to greater than .05. On the other hand beta value is .000 so the assurance is not supported dimension & its related factors does not support customer satisfaction.

Tangibility:

The significance level for tangibility is not supported because the significance level is .883 which way to greater than .05. On the other hand beta value is -.018 so tangibility variables does not support customer satisfaction.

Responsiveness:

Statistically from it is clearly visible that the significance level for reliability is .005 & the beta value is .274/ (24%). Both significance level & beta value supports the dependent variable. So the responsiveness factors have significant influence on customer degree of satisfaction.

Empathy:

The significance level for empathy is supported because the significance level is .000 which is less than .05. On the other hand beta value is .623/ (62%). The variables related to empathy strongly support customer satisfaction.

Relation with regression analysis:

According to the result, Customer degree of satisfaction mostly influenced by 3 (SQ) dimension variables which are reliability, responsiveness & empathy. The significance level for these three variables are less than .05 means all three variables are supported the dependent variable customer degree of satisfaction. So 'International Supply Chain Customers" are mostly satisfied by reliability, responsiveness & empathy related factors in DHL Global forwarding Bangladesh Ltd.

Reliability Analysis:

Case Processing Summary

		N	%
Cases	Valid	100	76.9
	Excluded[a]	30	23.1
	Total	130	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.864	.879	28

Item Statistics

	Mean	Std. Deviation	N
RL_1_On_Time_Delivery	4.0700	.71428	100
RL_2_Keeping_Promises	4.0600	.61661	100
RL_3_Error_free_Data_and_Documentation	3.5800	1.26475	100
RL_4_Accuracy_of_cargo_tracking_systems	4.0500	.67232	100
RL_5_Billing_Accuracy	4.0000	.77850	100
ASS_1_Safety_and_security_of_shipment	4.0800	.67689	100
ASS_2_Conditions_of_vessels_and_equipment	4.0500	.65713	100
ASS_3_Pricing_of_service_delieverd	3.5100	1.05883	100
ASS_4_Trustworthy	4.3100	.78746	100
TAN_1_IT_Services	3.7100	1.05692	100
TAN_2_Warehousing	3.9600	.92025	100
RSP_1_Prompt_Service_from_Employees	3.9200	.98144	100
RSP_2_Effectiveness_of_sales_team	3.8800	.65567	100
RSP_3_Socially_responsible_behaviour_and_concerns	3.8100	.88415	100

RSP_4_Variety_of_service_offerings	3.7800	.67540	100
RSP_5_Transit_time_of_transportation_services	4.0500	.64157	100
RSP_6_Frequency_of_transportation_services	4.0800	.69165	100
EMP_1_Politeness_and_respect_of_contact_personnel	3.6900	1.13436	100
EMP_2_Understand_Customer_Needs	3.8600	.76568	100
EMP_3_Customer_Support_Policy	4.0200	.68135	100
EMP_4_Approachability_and_ease_of_contact	3.8900	.79003	100
EMP_5_Listen_to_Feedback_and_respond	3.8700	.70575	100
EMP_6_Willingness_to_help_customers	3.8300	.79207	100
CDSFFS_1_Customer_Degree_of_Satisfaction	4.0200	.68135	100
CDSFFS_2_Customer_Degree_of_Satisfaction	3.8900	.79003	100
CDSFFS_3_Customer_Degree_of_Satisfaction	3.8700	.70575	100
CDSFFS_4_Customer_Degree_of_Satisfaction	3.8100	.83720	100
CDSFFS_5_Customer_Degree_of_Satisfaction	3.9900	.65897	100

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.916	3.510	4.310	.800	1.228	.029	28
Item Variances	.660	.380	1.600	1.219	4.207	.091	28
Inter-Item Correlations	.206	-.202	1.000	1.202	-4.950	.038	28

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
109.6400	111.021	10.53663	28

From the above statistics the research developed Cronbach's Alpha & Cronbach's Alpha Based on Standardized Items. The value for both the item are .864 & .879 which is greater than 0.6 so the study supports the research and it can be said that service quality has a positive impact in terms of reliability , responsiveness & empathy in customer degree of satisfaction in the context of freight forwarding service.

5. Findings of the Study:

- The customers are satisfied about timeliness of "International Supply Chain" Department because from the research about 64.62% & 23.08% people are agreed & strongly agreed about the statement. They are satisfied about the fact that DHL Global Forwarding Bangladesh maintain on time delivery of their cargo. In addition, about 65.38% & 20.77% people agreed on the fact that DHL keep their promises in terms of pick-up & delivery of their cargo. [Appendix 1,2]

- DHL maintains quite a good record in terms of financial transaction with their suppliers. Their data & documentation procedure along with billing accuracy are pin point. Suppliers found reliable about financial activity with DHL Global Forwarding. [Appendix 3 & 4]

- Suppliers are positive with the fact that DHL maintains an excellent cargo tracking system because 20.77% & 66.92% suppliers strongly agreed & agreed. [Appendix 5]

- Safety & security of shipment & condition of the vessels are excellent according to the survey of the suppliers. [Appendix 6 & 7]

- Regardless of every activity with DHL employees with suppliers they are very much trustworthy. About 38.46% people strongly agreed & 52.31% of people are agreed with this fact & 6.15% of people answered neutral. During the interview session the suppliers were very much positive about the behavior & trustworthiness about the employees too. [Appendix 9]

- Though pricing of services delivered by DHL is satisfactory to some suppliers but there are some suppliers whom are not satisfied. During the interview they told that DHL offer high prices in terms of their services whereas there are other freight forwarding service companies in the market that offer 1/3 of their proposed price. From the statistics the study found out that 16.92% of suppliers are disagreed with the fact that they are satisfied with the pricing of their services whereas 55.38% of suppliers are agreed the fact. [Appendix 8]

- IT & Warehousing service for international shipment delivered by DHL is satisfactory & excellent. Though there are some suppliers are not satisfied about the IT & Warehousing services & procedures. They found it complex and suggested to come up with some easier version or system. [Appendix 10 & 11]

- DHL maintains an overall satisfactory performance in terms of promptness of their services delivered. 53.08% & 26.92% of suppliers rated them as agreed & strongly agreed about their promptness but 12.31% are disagreed with the statement. [Appendix 12]

- DHL maintains a good reputation regarding their CSR activities. Their socially responsible behavior & concerns for human safety are satisfactory because about 61.54% of suppliers agreed with this fact. [Appendix 14]

- Transit time & frequency of transportation services are excellent & high. 67.69% of suppliers are agreed that they maintain efficient transit time. [Appendix 16 & 17]

- Understanding Customer Needs, Listen to feedback & respond & Willingness to help customers these 3 factors of empathy according to suppliers are very satisfactory for DHL Global Forwarding. 60.77%, 64.62% & 66.15% suppliers are agreed with this factor and during the interview with them they are satisfied about the behavior and willingness to solve any issue very humbly. [Appendix 19,22 & 23]

- Ease of contact with employees of "International Supply Chain" department is very smooth. Supplier stated the fact that they can easily communicate with the employees whenever they want and employees are always humble & polite while solving their problem. About 56.92% & 20% suppliers agreed & strongly agreed that DHL employees doesn't act busy or being rude while office hours. [Appendix 18]

- DHL maintains an excellent customer support policy and it is also a supported statement from the suppliers. About 83.08% of suppliers agreed with this statement & during the telephone interview they said that that they are very much delighted about it. [Appendix 20]

6. Recommendation:

- The authority of DHL should revised the pricing of services because there are competitors in the industry whom are asking more less price for the same service whereas they charge more higher price. It can affect in the long run when existing customers will feel frustrated & convince their buyers to change DHL & move to other freight forwarding services.

- Though DHL are earing good from overseas buyers but they should hunt for local companies whom are associated with export & import of their finished goods. There are quite a good amount of companies in Bangladesh that are associated with foreign trading

and have a good reputation over there but DHL is only concentrated with overseas buyers. Though there are few local companies with whom DHL is working currently but if they revised their purpose they can earn a handsome amount from the local companies as well.

- The Business Performance Management of DHL do monthly survey on the suppliers of every department they serve. While doing survey from the suppliers I found out that they are not concentrated on customer satisfaction survey rather they just ask generic questions. They should introduce a model or process concentrated to customer satisfaction so that they find out the ways in which sector they needs to develop to provide better customer service.

- While working in "International Supply Chain" department I found out that data management & documentation procedure is complex but for the SOP (Standard Operating Procedure) given from buyers they are bound to maintain such procedures. Higher authority & concerns persons can sit with buyers and resolve the issue for the betterment of department as it will lower the work pressure and lead time to complete a service.

- DHL should use remote integrated system for creating FCR (Forwarder Cargo Receipt) so that employees can work & support the business from anywhere. They use ISC+ - an integrated software which can only be used from office as it does not support other IP so employees are bound to finish their work by office time. If they can change the system it would be helpful for employees to give customer support from anywhere.

- DHL should maintain equal distribution of work for every employees working in "International Supply Chain" department. The number of employees against the work pressure is imbalance & at the same time they have KPI – Key Performance Indicator to meet. Eventually it affects in the overall business performance.

7. Conclusion:

This study aims to evaluate the impact of service quality that contribute to customer degree of satisfaction in a freight forwarding company. The results from this study have endorsed previous researches to validate SERVQUAL dimensions impact. Assurance & tangibility are the factors that are not supported by the statistics but the related questionnaire was supported by the suppliers. Other service quality; reliability, responsiveness & empathy this three dimensions are supported by the suppliers & they are positive about the service provided by DHL Global Forwarding Bangladesh. More employees needs to be recruited for maintaining the proper work distribution balance for "International Supply Chain' department because due to this in the long run it affects in the overall business performance of the department. The study represents that suppliers are really satisfied about their service & overall behavior while working with DHL but they should maintain same service quality to sustain in the market or otherwise they will be replaced by some other company in the industry.

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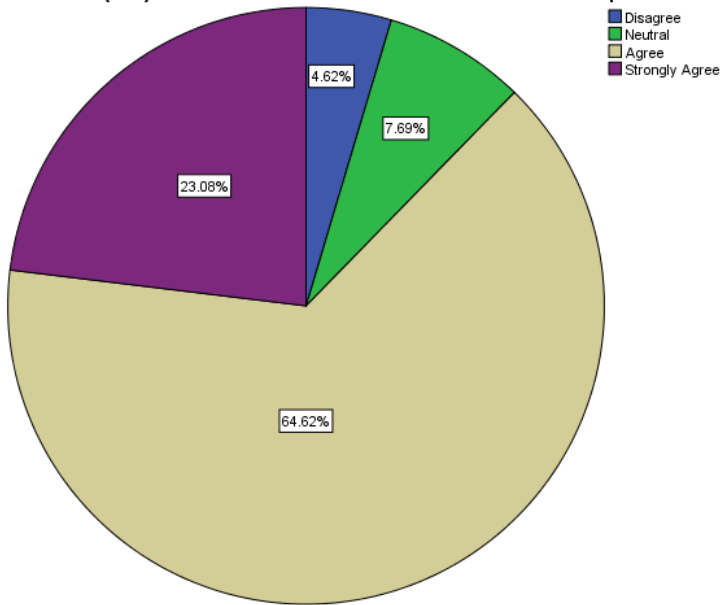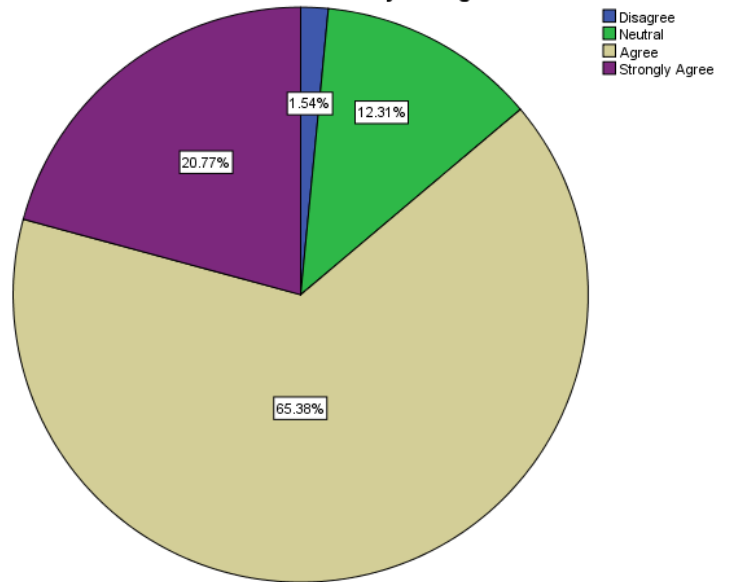
Appendix:

Survey Questionnaire:

Service Quality Dimensions	Factors	No.	Questions
Reliability	On Time Delivery	1	DHL (ISC) meets the deadlines and deliver the service at promised time.
	Keeping Promises	2	Do you admit that DHL (ISC) keep their promise in terms of on time pick-up & delievery of cargo.
	Error free Data & Documentation	3	Do you admit DHL (ISC) maintain their data & documentation accurate?
	Accuracy of cargo tracking systems	4	Do you admit that DHL (ISC) cargo tracking systems are accurate?
	Billing Accuracy	5	Do you find DHL (ISC) reliable about their billing procudure?
Assurance	Safety and security of shipment	6	DHL (ISC) deliever the goods maintaing safety & security
	Conditions of vessels and equipment	7	The conditions of DHL (ISC) vessels & equipment used in delivering the goods are excellent
	Pricing of service delieverd	8	Are you satisfied about DHL (ISC) pricing of services delievered?
	Trustworthy	9	Do you believe that DHL (ISC) employees are trustworthy?
Tangibilty	IT Services	10	Do you admit DHL (ISC) IT service is efficient & easy to operate?
	Warehousing	11	Do you believe that DHL (ISC) provides excellent warehousing services
Responsiveness	Prompt Service from Employees	12	DHL (ISC) employees are efficient to respond on-time to customer requests & queries.
	Effectiveness of sales team	13	Do you believe that DHL (ISC) sales team are effective in terms of acquring new customer
	Socially responsible behaviour & concerns for human safety	14	Do you admit that DHL (ISC) team are involved in CSR activities & posses concern for human safety?
	Variety of service offerings	15	DHL (ISC) provides variety of service offerings for their customers
	Transit-time of transportation services	16	Do you believe that DHL (ISC) is effcient in maintaing Transit-time of transportations?
	Frequency of transportation services	17	Do you admit that DHL (ISC) posses high frequency of transportation services.
Empathy	Politeness & respect of contact personnel	18	Does DHL (ISC) empoyees refrain from acting busy or being rude when you ask questions regarding shipment purpose?
	Understand Customer Needs	19	DHL (ISC) team understand & gives value to customer specific needs & requirments.
	Customer Support Policy	20	DHL (ISC) maintains an excellent customer support policy
	Approachability and ease of contact.	21	DHL (ISC) team maintain operating at hours convenient to all customers
	Listen to Feedback & respond	22	Do you admit DHL (ISC) team listen to customers feedback properly & respond at timely manner?
	Willingness to help customers	23	Does DHL (ISC) empoyees show willingness while solving customers problem?
Customer degree of satisfaction in the context of freight forwarding service		24	What is your general satisfaction level for the service of DHL (ISC)
		25	Do you think service procedures of DHL (ISC) are comples?
		26	DHL (ISC) alwasys give their best effort while handling customer queries
		27	DHL (ISC) is excellent in terms of completing any of their services
		28	Do you want to recommend DHL (ISC) service to related industry colleagues?

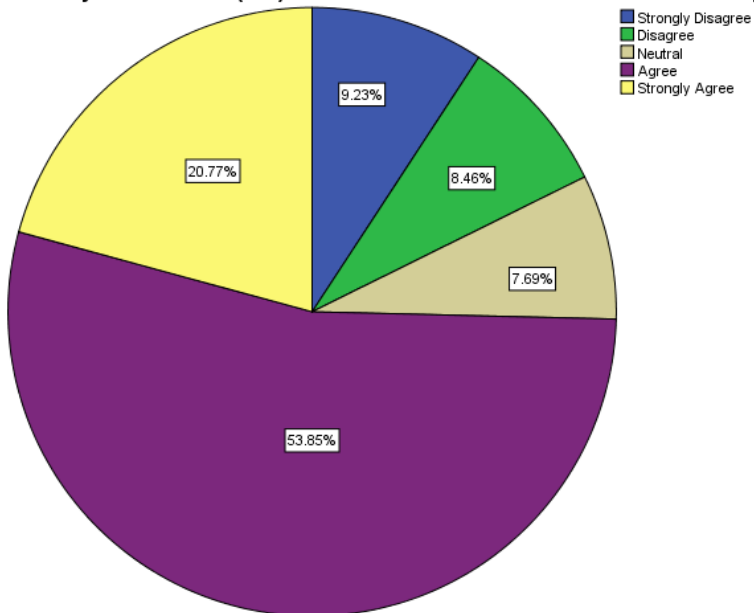## Research Output:

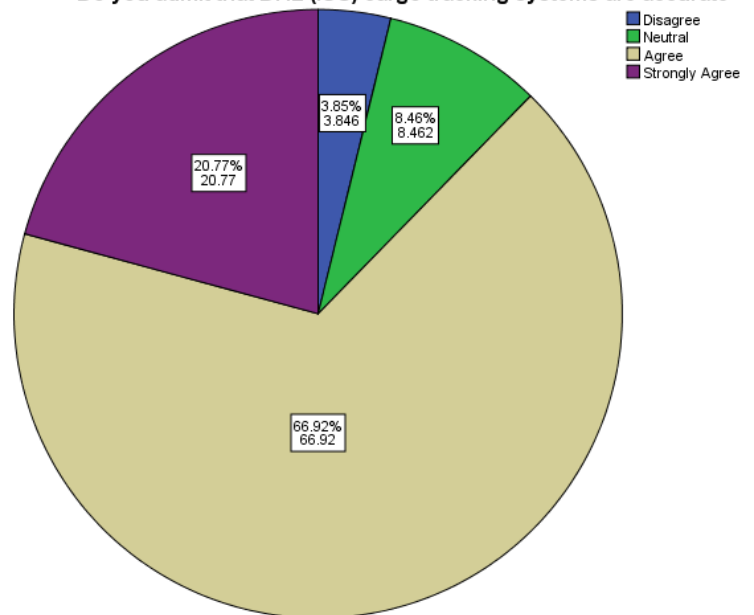**DHL (ISC) meets the deadlines and deliver the service at promised time.**

- Disagree
- Neutral
- Agree
- Strongly Agree

4.62%
7.69%
23.08%
64.62%

Do you admit that DHL (ISC) keep their promise in terms of on time pick-up & delievery of cargo.

- Disagree
- Neutral
- Agree
- Strongly Agree

1.54%
12.31%
20.77%
65.38%

Do you admit DHL (ISC) maintain their data & documentation accurately?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9.23%
8.46%
7.69%
20.77%
53.85%

Do you admit that DHL (ISC) cargo tracking systems are accurate

- Disagree
- Neutral
- Agree
- Strongly Agree

3.85%
3.846
8.46%
8.462
20.77%
20.77
66.92%
66.92

29

Do you find DHL (ISC) reliable about their billing procudure?

Disagree
Neutral
Agree
Strongly Agree

6.15%
6.154

9.23%
9.231

22.31%
22.31

62.31%
62.31

DHL (ISC) deliever the goods maintaing safety & security

Disagree
Neutral
Agree
Strongly Agree

1.54%

14.62%

24.62%

59.23%

The conditions of DHL (ISC) vessels & equipment used in delivering the goods are excellent

Disagree
Neutral
Agree
Strongly Agree

1.54%

14.62%

22.31%

61.54%

Are you satisfied about DHL (ISC) pricing of services delievered?

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

2.31%

16.92%

10.77%

14.62%

55.38%

Do you believe that DHL (ISC) employees are trustworthy?

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

1.54%
6.15%
38.46%
52.31%

Do you admit DHL (ISC) IT service is efficient & easy to operate?

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6.15%
6.15%
6.15%
15.38%
66.15%

Do you believe that DHL (ISC) provides excellent warehousing services

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

1.54%
6.92%
8.46%
24.62%
58.46%

DHL (ISC) employees are efficient to respond on-time to customer requests & queries.

Legend:
- Disagree
- Neutral
- Agree
- Strongly Agree

12.31%
7.69%
26.92%
53.08%

31

Do you believe that DHL (ISC) sales team are effective in terms of acquring new customer

Legend:
- Disagree
- Neutral
- Agree
- Strongly Agree

3.08%
16.92%
14.62%
65.38%

Do you admit that DHL (ISC) team are involved in CSR activities & posses concern for human safety?

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3.08%
15.38%
16.92%
61.54%

DHL (ISC) provides variety of service offerings for their customers

Legend:
- Disagree
- Neutral
- Agree
- Strongly Agree

4.62%
18.46%
11.54%
65.38%

Do you believe that DHL (ISC) is effcient in maintaing Transit-time of transportations?

Legend:
- Disagree
- Neutral
- Agree
- Strongly Agree

3.08%
9.23%
20.00%
67.69%

Do you admit that DHL (ISC) posses high frequency of transportation services

Legend:
- Disagree
- Neutral
- Agree
- Strongly Agree

- 4.62%
- 6.15%
- 22.31%
- 66.92%

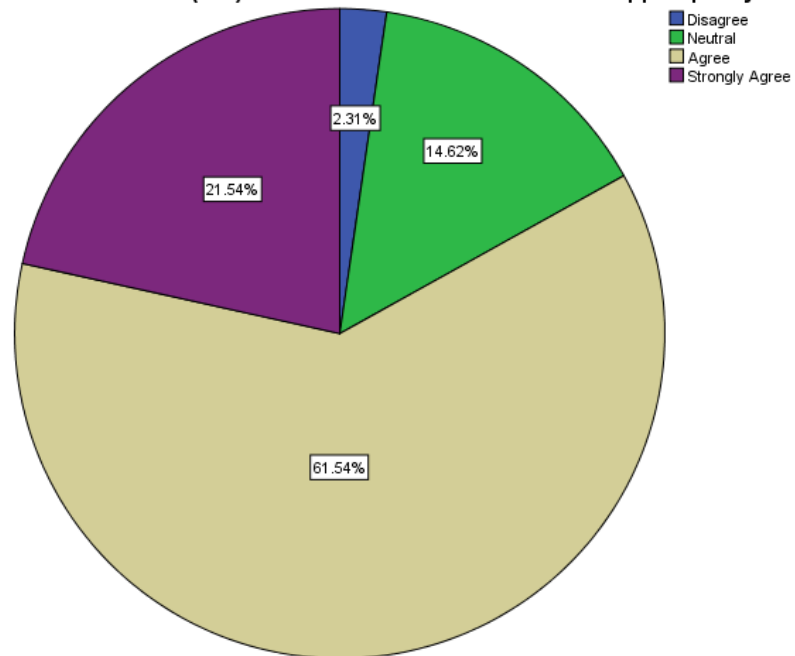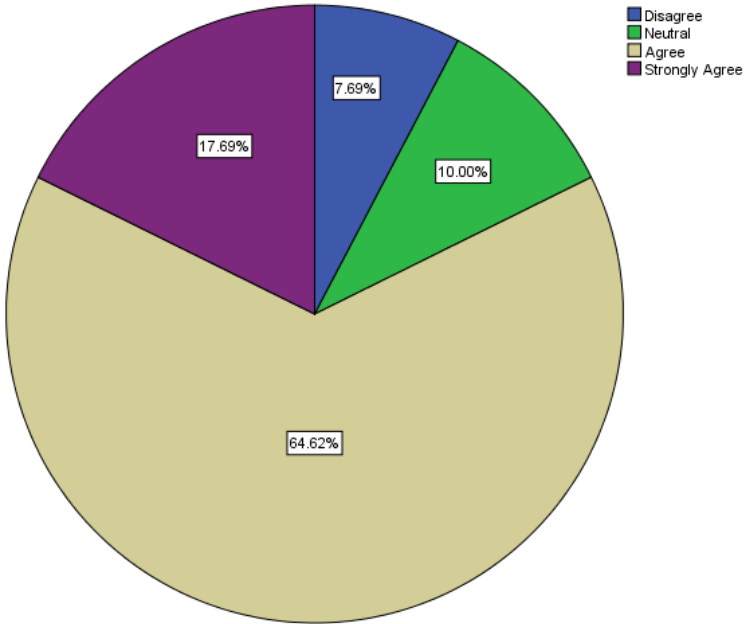## Does DHL (ISC) empoyees refrain from acting busy or being rude when you ask questions regarding shipment purpose?

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

- 6.15%
- 7.69%
- 9.23%
- 56.92%
- 20.00%

DHL (ISC) team understand & gives value to customer specific needs & requirments.

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

- 1.54%
- 16.92%
- 19.23%
- 60.77%

DHL (ISC) maintains an excellent customer support policy

Legend:
- Disagree
- Neutral
- Agree
- Strongly Agree

- 2.31%
- 14.62%
- 21.54%
- 61.54%

DHL (ISC) team maintain operating at hours convenient to all customers

Disagree
Neutral
Agree
Strongly Agree

7.69%
10.00%
17.69%
64.62%

Do you admit DHL (ISC) team listen to customers feedback properly & respond at timely manner?

Disagree
Neutral
Agree
Strongly Agree

4.62%
15.38%
15.38%
64.62%

Does DHL (ISC) empoyees show willingness while solving customers problem?

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

4.62%
13.08%
14.62%
66.15%