

Internship Report on
Pathao Courier:
Transformation of the
Courier Industry in Bangladesh



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This report is submitted to the School of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration in AIS

Pathao Courier: Transformation of the Courier Industry in Bangladesh

Submitted to:

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School of Business & Economics

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Letter of Transmittal

Date: 10th May, 2025

Mohammad Tariq Hasan,

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Dhaka, Bangladesh

Subject: Submission of Internship Report on “Pathao Courier: Transformation of
the Courier Industry in Bangladesh”

Dear Sir,

I am delighted to present my internship report titled “**Pathao Courier: Transformation of the Courier Industry in Bangladesh**”. This report has been compiled as an obligatory prerequisite for the BBA in AIS program at the United International University.

While preparing my internship report, I have adhered to the directions provided by my organization supervisor and followed the guidelines supplied by you. I am available to provide clarification for any inconsistencies that may occur.

We appreciate your kind collaboration.

Sincerely,

Md. Ashiq Chowdhury,

ID: 114 191 001

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Declaration of the Student

I am Md. Ashiq Chowdhury, a student of United International University of Bachelors of Business Administration in Accounting & Information System declare that this report on Pathao Courier titled as **“Pathao Courier: Transformation of the Courier Industry in Bangladesh”** is an original work that has never been submitted for any course, degree or any other kind of recognition.

Yours obediently,

Md. Ashiq Chowdhury,

ID: 114 191 001,

BBA in AIS, School of Business & Economics,

United International University,

Dhaka, Bangladesh

Corporate Evidence



Employment Certificate

PATHAO/HRD/EL/2025/001
January 02, 2025

TO WHOM IT MAY CONCERN

This is to certify that **Mr. Md. Ashiq Chowdhury** (Employee ID: C 2650) has been employed full-time in a contractual position with Pathao Limited since June 03, 2024. He is currently serving as **Associate** in the **Courier Operations** department.

During his tenure, **Mr. Chowdhury** has demonstrated professional competence, diligence, and dedication. He consistently shows initiative in his tasks and has proven to be a valuable asset to our organization. We are pleased with his contributions to the advancement of our company.

Sincerely,

H. A. Sweety
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Human Resources & Culture
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Acknowledgement

First, I would like to express my deepest gratitude and appreciation to Almighty for allowing me the chance to complete this internship report successfully. Then I extend my sincere appreciation to my honorable supervisor Professor Mohammad Tariq Hasan for his invaluable guidance, encouragement and expertise throughout my writing for this internship report. His mentorship and insightful feedback have been instrumental in shaping the content and structure of this report. I am truly grateful for their continuous support and patience. I would also like to extend my gratitude to the Core team, Central Operations team of Pathao Courier for providing me with the opportunity to be a part of their organization and gain practical experience in my field of interest. Their warm welcome, cooperation and willingness to share knowledge have greatly contributed to my personal and professional growth. Lastly, I would like to acknowledge the contributions of all the authors, researchers and professionals whose work I have referred to in this report. Their valuable insights and research findings have significantly contributed to the depth and quality of this report.

Executive Summary

This report summarizes an enriching experience at Pathao's Courier department, a leading startup of Bangladesh, which elaborated the contributions to various facets of the organization's operations. Throughout the internship period, the role was actively involved in key initiatives including agents acquisition, onboarding, payroll management, administrative operations and the execution of different marketing campaigns for the department that leads to gaining valuable insights into the dynamic world of business and logistics. The paper begins with an introduction of Pathao including an overview of the company's history, objectives and the Pathao Courier's current state. The internship objectives are written in more detail below, which lists the specific things on which we worked and wanted to learn and execute in the tenure. A big part of the report is dedicated to listing the different tasks and duties such as agent payroll process, payroll settlements, administrative activities, coordinating and communication between departments and lastly learning about the overall central operations. The narrative goes into great detail about the work on these projects, including what I learned, the problems I solved and how the contributions affected the whole organization. As part of the research, this report describes our thoughts on industry trends and looks at how the company works. This in-depth analysis is made better by strategic discussions and suggestions for improvements. During the tenure, we learned about the logistic needs of businesses, improved some professional skills and helped Pathao Courier reach its departmental goals. This executive summary is a condensed version of the whole report and includes an outline of works, experiences and what makes Pathao an exceptional working place for new learners.

Key Words:

Courier, Logistics, Bangladesh, Pathao, Central Operations, Administration, Payroll

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List of Acronyms & Abbreviations

1. HERMES: A web developed system by Pathao Engineering team for Parcel Management & Communication
2. TMS: Transport Management System
3. CAM: Courier Agent Management
4. KAM: Key Account Management
5. A&G: Acquisition & Growth
6. ISD: Inside Dhaka Operation
7. OSD: Outside Dhaka Operation
8. CSC: Central Sorting Centre
9. FDA: Freelancer Delivery Agent
10. DA: Delivery Agent
11. PA: Pickup Agent
12. VDA: Van Duty Agent
13. IR: Issue Resolution
14. IMS: Inter Management System
15. E-commerce: Electronic Commerce
16. F-commerce: Facebook Commerce
17. FMH: First Mile Hub
18. LMH: Last Mile Hub
19. CEP: Courier Express and Parcel
20. CMSME: Cottage, Micro, Small and Medium Enterprise
21. HOD: Head of Department

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

As part of the extensive internship at Pathao Courier, we set clear goals, did primary research, made careful observations and contributed to strategic initiatives. This report is based on those real-life experiences and hand-on learnings that we gathered while working at the organization. The method used in this report is very thorough and considers all Pathao's complicated operational dynamics. We had a better internship experience due to clear goals. These goals were the basis for the in-depth analysis and reflections in this report. The first-hand information, gathered from normal tasks and interactions at Pathao Courier's different departments and team, gave us a deep understanding of how the company works, its problems and its successes.

During the internship period, significant contributions were made to administrative department and non-management employee's payroll process system, collaborating with both internal and external stakeholders such as cross departmental operations and managing **250+** hub operations and the employees of the hubs, successfully managing payroll process month on month ensuring their proper attendance and allowances are provided month on month, showcasing a practical understanding of business operations and strategic partnerships. These efforts were driven by clear goals, which made participation and data collection easier. Working together with peers, supervisors and other interested parties had a big effect on the report's content. Participants in this collaboration met regularly to work on the report and get feedback, which helped everyone understand it better. Keeping detailed records of events, accomplishments and problems during the making of this report made sure that the experiences were accurately portrayed. It is important to look at the core & central operational parts of this study in order to fully understand Pathao Courier's operations, such as how hub and sorting centers work, how central operations work and how access to the internet has affected things in the logistics market. This knowledge is very important because it helps choose the right strategies to work with the organization's specific needs.

To make operations more efficient, the main goal is to improve and streamline procedures. Pathao needs to keep up with changes in logistics and support business around the country to stay competitive and quick to act. The insights help with both strategic advice and avoiding risks before they happen. Pathao can make its operations more stable and resilient by preparing for problems beforehand that might happen. This study looks at every part of Pathao's courier operations paying special attention to how inbound, outbound, sorting centers, central operations, payroll process and administrative works are done to make Pathao a great working place.

1.2 Objective of the Report

The research investigates Bangladesh's logistics sector through an analysis of Pathao Courier's operations and the swift changes in the industry. The analysis combines relevant data to create useful knowledge about the sector. The report aims to establish profound insights which will help the organization make strategic decisions. This investigation provides essential knowledge about Pathao's courier system's complex operational procedures. A review of Pathao's entire operation aims to boost courier service efficiency while strengthening its competitive strength in the logistics market.

The main objectives of this research focus on evaluating the digital transformation effects on Pathao Courier's logistics operations. The evaluation will reveal the technological solutions Pathao Courier uses to improve delivery performance while maximizing operational efficiency. The research evaluates digital tools to determine their value for customers and employees and merchants of Pathao. This research evaluates the obstacles which emerged when implementing digital transformation initiatives. The research will present plans to optimize Pathao's digital transformation path which supports long-term business expansion while maintaining customer contentment.

1.3 Rationale of the Report

The purpose of this report is to conduct a comprehensive study of Pathao Courier and its transformative impact on the courier and logistics sector of Bangladesh. Pathao stands as a market leader that has revolutionized national delivery service along with

transforming Bangladesh's entire logistics sector. Pathao has transformed the courier industry through innovative technology and efficient delivery systems and strategic growth which established new standards for reliability, swift delivery and customer satisfaction in the market. Pathao's operational growth and development depends on strategic implications which include market trend analysis and planning. This report presents an overview of a purposeful collaborative internship experience which provides meaningful recommendations to help Pathao improve its operations.

The report demonstrates that Pathao achieves more than commercial success because it functions as an agent that drives beneficial social transformation. The company maintains a steady practice of job creation which focuses mainly on the unemployed youth population of Bangladesh. The extensive workforce at Pathao consisting of riders and delivery agents as well as pickup agents and van duty agents and van drivers and non-management employees extends flexible working choices that enable young people to gain independence and support the nation's developing gig economy.

This report examines Pathao's market leadership and social contributions through its business model growth to demonstrate its achievements in youth economic empowerment and job generation for Bangladesh. This research reveals important findings about Pathao's industry-changing influence and its employment and economic development achievements in the local market.

1.4 Scope and Limitations of the Report

This report examines the complete transformation of Pathao Courier in the Bangladesh courier and logistics sector. This analysis examines Pathao's market dominance together with its sectoral influence alongside its approaches for handling industry obstacles. This research evaluates the technological solutions that Pathao implemented to advance delivery operations and employment development and redesign Bangladesh's logistics industry.

The report examines how Pathao achieves international competitiveness through modern technology applications within its courier operations. The report evaluates Pathao's modern solutions together with their technological system integration which has established new standards for industrial efficiency and service excellence. Multiple constraints exist within this detailed research because it encounters various challenges:

1. Research implementation faced time restrictions which limited the ability to obtain extensive data collection from various sources. The report does not supply complete information about the entire logistics industry because of time constraints.
2. The analysis suffered from restricted depth because researchers encountered barriers in obtaining primary sources together with company internal data and specialized industry reports. Insufficient deep source materials result in analysis findings that might fail to represent all technical aspects of logistics industry evolution with technology.
3. The logistics industry in Bangladesh remains poorly documented because there are few extensive sources of information about its technological progress along with global market competition. The limited information about the industry prevented proper comparison between Pathao's changes and general industry patterns thus hindering assessment of the company's performance.
4. The study recognizes that Pathao has achieved substantial success in logistics sector transformation yet faces complex hurdles when contending against international logistics companies and implementing modern technological solutions. This study does not thoroughly investigate the obstacles and strategic

approaches for adapting modern technology to meet contemporary global logistics competition requirements.

The interpretation of findings and recommendations from this report requires attention to the identified limitations that affect our understanding of the remarkable transformation of the courier industry in Bangladesh through Pathao.

1.5 Definition of Key Terms

Courier: A courier is a person or company that delivers messages, packages and mail from one location to another, often providing fast and reliable service.

Logistics: Logistics refers to the planning, implementation and coordination of the movement, storage and distribution of goods, services or information from origin to destination.

Bangladesh: Bangladesh is a South Asian country bordered by India and Myanmar, known for its dense population, vibrant culture and growing economy with Dhaka as its capital.

Pathao: Pathao is a leading Bangladeshi technology company that provides ride-sharing, food delivery, courier and logistics services through a digital platform.

Central Operations: Central Operations refers to the core team or department within an organization responsible for managing and standardizing key business processes, ensuring efficiency across all operational units.

Administration: Administration involves managing the day-to-day operations of an organization, including planning, organizing and coordinating various internal functions to ensure smooth functioning.

Payroll: Payroll is the process by which employees are paid, involving the calculation of wages, deduction of taxes and distribution of salaries, typically managed by an organization's finance or HR department.

HERMES: A web developed system by Pathao Engineering team for Parcel Management & Communication.

CHAPTER 2: COMPANY PROFILE

2.1 Company Overview and History

Pathao entered the market in 2015 through its innovative technology platform which revolutionized urban mobility services and logistics solutions and lifestyle services throughout Bangladesh. Pathao began operations as a smaller logistics company but grew rapidly to become one of the leading brands in Bangladesh. 2016 marked the company's entrance into the ride-sharing sector through affordable bike ride and car-hailing solutions that gained fast popularity in urban areas. In 2018 the company added a food delivery service that enabled users to access numerous restaurants and order food directly from their homes. Pathao developed its operations to include e-commerce logistics and digital payment solutions which made it a complete everyday needs platform for both users and businesses.

Pathao demonstrates exceptional service today by perfectly merging technological innovations with customer-focused solutions. The courier business division maintains its delivery service for both personal customers and corporate clients in addition to the ride-sharing and food delivery operations that keep urban areas supplied with fast and dependable convenience services. Pathao Pay launched in 2018 as a secure digital wallet demonstrated the company's dedication to innovative solutions and user requirements which led to an all-inclusive modern-day convenience platform. Pathao has solidified its position as a leading digital company by developing multiple solutions which solve urban problems and boost the quality of life for millions of people across Bangladesh.

2.1.1 Evolution of Pathao

Since its inception, Pathao has gone through several changes. The changes include business expansion, strategic alliance with one of the biggest bike sharing businesses in the world, evolution of the user interface and so on and so forth.

The figure below presents a comprehensive look at the company's development:

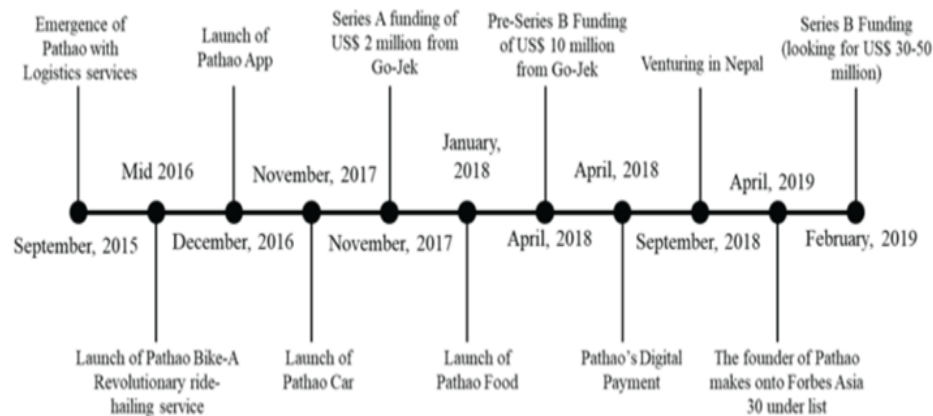


Figure 1: Evolution of Pathao

2.1.2 Pathao's Mission

The mission at Pathao directs efforts towards "Moving Bangladesh Forward" while accelerating the development of digital Bangladesh. The goal is to simplify everyday life through one dynamic app platform that combines ride-sharing with food delivery and e-commerce logistics solutions. Their technological platform serves to develop convenience while empowering business owners and integrating communities throughout Bangladesh. Pathao continues its dedication to developing innovation which drives economic expansion while building an unprecedented smart and inclusive Bangladesh. The company seeks to drive progress and enable opportunities across millions of lives in Bangladesh through its reliable everyday services.

2.1.3 Pathao's Vision

Pathao aims to advance Bangladesh through its entrepreneurial platform development and innovation promotion and economic growth opportunities creation. Pathao predicts a technological era that will unite everything through digital connections to give power to people while converting daily difficulties into progress-driving solutions.

2.1.4 Values of Pathao

Pathao initiates all operations by focusing on its users and riders. Pathao shows absolute respect toward every partner it works with daily. The company began with entrepreneurial initiative which now drives collaboration and innovation and most importantly transparency across its entire platform network. The following points help counteract the Pathao spirit:

- ***Customers First***
- ***Think Slow, Act Fast***
- ***One Pathao***
- ***Care Personally and Challenge Directly***
- ***Be Relentless***

2.1.5 Pathao: Creating the Future of Digital Bangladesh

Through technology Pathao dedicates itself to speeding up Bangladesh's digital transformation and enhancing entrepreneurship across the country. By using its innovative app Pathao delivers a platform that fulfills multiple customer requirements across numerous sectors. Pathao operates as the leading third-generation courier firm that provides strong logistics support to e-commerce and f-commerce businesses to enable efficient product delivery all over the country.

2.1.6 Portfolio of Services: Pathao Limited

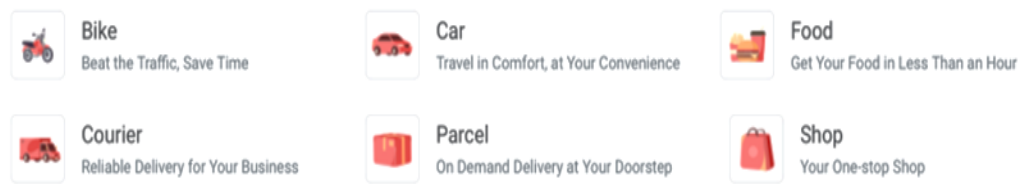


Figure 2: Portfolio of Pathao

Pathao Bike

Pathao Bike provides budget-friendly bike sharing services that help commuters move efficiently through crowded traffic. Users find this service especially appealing because it provides both affordable rates and fast transportation options.

Pathao Car

Pathao Car delivers ride-sharing through its network of private vehicles which ensures safe dependable transportation for its customers. The service provides an upscale transportation option which exceeds bike rides or public transportation options.

Pathao Parcel

Through Pathao Parcel users can access quick parcel delivery services for sending or receiving small packages throughout the city area. The service operates for individual users to deliver parcels efficiently and quickly. Pathao Parcel operates an instant parcel delivery service that covers limited geographical areas. Users who forget essential items such as Phone Charger or Power bank at home can use Pathao Parcel to obtain quick deliveries. The service operates as a door-to-door (D2D) system with BDT 2000 set as the maximum allowed product value. Users benefit from accessible parcel services through bike riders which makes this option both convenient and accessible.

Pathao Shop

Through Pathao Shop small and medium-sized businesses found an e-commerce platform to showcase their products which expanded their customer base. During the pandemic when online shopping reached its highest level Pathao Shop emerged as a successful service. The platform continues to operate but other mainstream e-commerce platforms have gained dominance over Pathao Shop.

Pathao Pay

Pathao Pay is a digital wallet integrated into Pathao's platform, allowing users to make secure and seamless payments for various services. It lets customers obtain discounts and cashback rewards through its payment features.

Pathao Food

Pathao Food lets users explore numerous restaurant options while ordering dining choices from their preferred selection. The combination of quick delivery and a diverse selection of restaurants makes Pathao Food the leading food delivery service in Bangladesh.

Pathao Courier

Pathao Courier serves businesses particularly those in e-commerce while delivering logistics solutions. Pathao Courier manages bulk order delivery processes efficiently while offering merchants dependable end-to-end service solutions. Pathao Courier enables H2H (Hub-to-Hub), B2C business-to-consumer and C2C (Customer-to-Customer) delivery services. Pathao Courier achieved a notable advancement by implementing its point delivery method which mirrored standard courier operations to become a third-generation courier platform.

Pathao established itself as a full solution provider through its multiple services which cover transportation, logistics, food delivery and digital payments. The company's diverse set of services lets it meet the ever-changing requirements of its users throughout several market segments.

2.2 Organizational Structure

The organizational structure of Pathao Courier provides efficient information sharing throughout the entire company structure. Pathao Courier maintains an open work environment which allows employees to speak openly with their senior leaders without barriers. The company benefits from transparent communication which leads to improved collaboration along with innovation and enhanced decision-making capabilities. The following section provides an overview of Pathao Courier Organogram:



Figure 3: Pathao Courier Organizational Diagram

Pathao Courier has a clear and efficient organizational structure to manage its operations. At the top level which includes the CEO, Sr. Vice President and Vice President, oversee the entire system. Below them, the Head of Dept. manages various specialized departments to ensure smooth operational flow of business by providing on time service delivery.

Titans (CEO, Sr. Vice President & Vice President)

The Titans, comprising the CEO and Vice Presidents, are the top-level management of Pathao Courier. They set strategic goals, oversee overall operations and guide the Head of Courier department to ensure all departmental works are in alignment with the company's objectives.

Head of Courier Department

The Head of Courier maintains direct reporting to the CEO to supervise all courier operations. The Head of Courier oversees multiple departments to achieve efficient logistics and maintain customer satisfaction while driving business expansion. The role of this person serves as the central point that connects business operations with higher management decisions. The individual communicates data-driven previous knowledge to both CEO and investors and external parties thus enabling them to perform decision-making functions. Major decision making calls are driven from this individual who works diligently to find optimized solutions that can serve the organizational goals and drive the department for better results.

Head of Accounts

The team handles all accounting activities for this courier department. This team maintains records which document daily transactions together with amounts that remain unpaid or are outstanding. Head of accounts verifies invoices while solving transactional problems to clear operational expenses and provide financial support for capital expenditures and operational expenses needed by the organization. The team maintains all transactions based on organizational needs. The team obtains funds from authorized sources to finance necessary operational actions after receiving approval for all requested issues from the Head of Accounts and the head of the courier department. The following table shows details about CAPEX and OPEX expenditure:

- ***OPEX (Operating Expenditure):***

Nature of Expense: Day-to-day, Regular expenses

Tax Treatment: Generally, fully tax-deductible

Duration of Benefit: Short-term (immediate benefit)

Examples: Employee salaries and wages, Rent and lease payments, Utility bills, Office supplies, Marketing and advertising, Maintenance and repair costs, Insurance premiums, Travel and entertainment.

Impact on Income Statement: Profit Reduces in the current year

Impact on Balance Sheet: Increases current liabilities; Purpose: Managing day-to-day operations.

Decision Making: Relatively easier to adjust based on short-term needs.

- **CAPEX (*Capital Expenditure*):**

Nature of Expense: Long-term investments

Tax Treatment: Typically depreciated over time depending on the lifetime of assets

Duration of Benefit: Long-term (benefit over many years)

Examples: Purchase of machinery and equipment, Construction of a new building, Acquisition of another company, Research and development expenses, Technology infrastructure investments, Intellectual property investments, Vehicle purchases, Major software purchases.

Impact on Income Statement: Spreads the cost over several years on books of accounts

Impact on Balance Sheet: Increases assets on Fixed assets.

Purpose: Expanding, improving, or acquiring assets.

Decision Making: Significant planning and approval needed for CAPEX projects.

Head of HR

The head of HR of the whole organization escalates the projection of required employees on a quarterly basis and recruits employees according to the business strategy or plan. Most likely, the HR team always tries to find the best fit employees for the organization that can be team players in the team while mastering complex situations so that the overall business can grow. When the business is in peak seasons, the team requires more members for the hub operations and management operations. So, to support that high requirement, the HR team manages a pool of individuals who

go through different assessments and then finally they are onboard right at the moment of need from the operations.

2.2.1 Depts. under HOD & Core Operations

Coordination Team

This team works as a bridge between higher management and courier operations to facilitate smooth and sustainable operations. It works collectively to ensure the supply chain of operational equipment, stationery and various types of assets. This team also addresses non-management HR-related issues such as attendance, maintain attendance, month-on-month updates, attendance compilation and the payroll process. Their primary responsibility is to act as a medium of communication and coordination throughout the organization and to ensure cross-functionality between inter departments making it a key team within the company.

Transport Team

This team is responsible for parcel movement, this team plans delivery routes, manages the fleets, routes, linehauls and ensures timely and cost-effective transportation.

Product Team

This team focuses on improving courier services products such as HERMES, Transport Management system & application interface by developing new features and enhancing customer experience.

Business Intelligence Team

This team analyzes operational data to provide insights that improve efficiency, track performance metrics like delivery times and customer satisfaction and they ensure the process and compliance are met by the whole system.

Issue Resolution

This team resolves customer complaints and operational problems such as delivery delays or payment disputes, maintaining trust and satisfaction.

Tech and Project Team

This team develops and maintains digital tools like the HERMES Panel and IMS to streamline parcel tracking, optimize routes and allocate resources efficiently. Also, they focus on different types of projects and do the research and development so that they can utilize it in the business operations.

Courier Agent Management Team

This team focuses on agent onboarding such as delivery agents, pickup agents, van duty agents. They manage these non-management employees by providing them with proper guidelines and training so that they can understand the overall work process and also work on their retention focusing on their mental wellbeing.

Sales Team

This team is divided into three separate teams with broader objectives and they are:

Key Account Management

As Pathao courier has a huge number of customers consisting of both e-commerce & f-commerce, it has had to build a strong presence for the customers with the help of KAM. This team works as a special task force to help customers regarding any issues with their parcels. They're a dedicated team that work in after sales service for Pathao courier customers. This ensures the satisfaction of the customers & builds a trust factor among the existing competitors in the courier and logistics industry.

KAM team is led by 4 leads and under them there are several members who work alongside in order to attain the reputation of the company and try to keep up the trustworthiness of customers/merchants. KAM members are assigned with several

responsibilities with data & information about loyal, dedicated customers and also about those customers who are losing interest from the company or service Pathao is serving. It's a vital call for the KAM to obtain those customers who are losing interest in the service or company. In this case they do regular follow-ups to smoothen this relationship. Sometimes, KAM members do visits to the customers/merchants in order to actually understand their situation/problems and give a completely proper solution for their hassle or any kind of disruption. This team plays a vital role for the business and for the merchants as well. That's why they are called a special task force assigned to special merchants. They look after all the special merchants through phone calls and via WhatsApp. They look after merchants' courier and product-related daily issues working to find solutions on all problems and queries all day long. They also do an analysis of how many parcels are given orders daily. Also, they look into merchants to see if they are switching to other courier companies or not. If there is any decrease in the order they immediately talk with the customers/merchants about any kind of inconvenience so that they can resolve it. KAM members are assigned with several customers/merchants. They take care of them on a regular basis. There is a 5% rate of leaving the service for the KAM members. For example: A KAM member is assigned to 100 merchants/customers and 5% or 5 merchants can leave or exit from taking the service due to competitors' strategy or acquisition or any kind of dissatisfactory issues. KAM needs to be well acknowledged about the reasons and disclose it to the KAM leads or management about it. But the issue will arise from the KAM leads or management if the rate goes beyond 5%. Then the KAM member would have to give justifiable reasons for this exit of merchants/customers. The KAM leads will try to resolve it & may help KAM members to attain the merchants back.

Acquisition & Growth

The main task of this team is to target new online or Facebook merchants who are totally new or existing in the industry but do not know about our services. A&G team tries to acquire new business and works for their growth too. Example- ABC Enterprise is a clothing brand and an online platform, they operate their business through Facebook and Instagram. So, in this case, the Acquisition team will try to convince them

to be a part of this courier team so that they can use Pathao courier for their regular deliveries. The more they increase the volume of parcels, the more they can be special merchants to get exclusive delivery rates. Acquisition is a prudent business strategy for companies looking to expand into new markets or territories. In this case, this team needs to target all the small or existing regular merchants. Because this sector of merchants sells a huge volume of products online and buyers are receiving the products through home delivery.

The acquisition & growth team is a dedicated team to support the new registered merchants who register into the system on their own. They help to teach merchants about the system & manage the system to make them accustomed to the process. Other than this there are 2 teams working in this team. One works at the office providing support to the new merchants who need this type of support. Another team is the On-field team who hunt new merchants from localities, F-commerce and E-commerce.

The main goal of this team is to acquire new customers for a sustainable business model of Pathao Courier. As Bangladesh is a progressing country while the landscape of the business horizon is expanding day by day so the progress should be continuous to keep a smooth flow of business & operations. This acquisition & growth team is exactly doing this for the organization so that they have a continuous customer base and profitable business in the long run. Each member of the team acquires different types of merchants & tries to solve their queries depending on the situations. They push the merchants to increase their number of orders through the HERMES panel to provide them logistical support all over Bangladesh. The goal for this team is to make sure they increase the number of orders by each merchant while providing all-time support for them, even regarding their business issues so that they can have a fruitful business experience with Pathao. This team tries to ensure each merchant makes around a number of orders, for example: 100 orders daily for a month. By this time, the number of orders acquired by members of acquisition & growth they get a commission on the number of orders for the first month. In this period if they fulfill this requirement for the acquisition & growth team then they get eligible for the specialized KAM team.

As there are only a certain number of people in the KAM team it is not possible to support all the eligible merchants for the KAM support. So, the KAM team's manager updates the list of eligible merchants monthly depending on the performance of the merchant's order quantity. Then the KAM team assigns several merchants to those dedicated KAM team members to prioritize the quality of service by the team. Though it is a difficult task for the KAM to provide service or support to such a huge number of merchants. So, till the assignment of these merchants to the KAM team, the acquisition & growth team members will provide the support & service, but they will not get any kind of benefit/commission from this service. And if the merchant fails to fulfill the daily requirement of a certain quantity of orders then they will be handed over to the basic helpline team of Pathao where they will get just the basic support from that team.

Corporate & Retail Sales

The Corporate & Retail Sales team plays a pivotal role in acquiring and managing corporate clients by offering tailored logistics solutions that meet the specific needs of businesses or corporate houses. Their responsibilities include identifying potential clients through market research, cold calling and networking at industry events. Once prospective clients are identified, the team engages in discussions to understand their unique logistics requirements and presents customized solutions. They negotiate customized pricing, service terms, conditions and delivery schedules to establish long-term partnerships.

The team focuses on maintaining strong relationships with corporate clients by providing ongoing support, addressing any concerns and ensuring consistent service quality. This includes tracking key performance metrics like delivery time and customer satisfaction and adjusting where necessary to improve service. They also look for opportunities to upsell or cross-sell additional services, such as same-day delivery or bulk shipping based on client's needs.

In addition to client management, the team collaborates closely with Pathao's internal departments, including operations, marketing and customer service to ensure seamless delivery execution. Regular performance reviews and client feedback allow them to

continuously improve service offerings. By staying updated on market trends and competitor strategies, the Corporate & Retail Sales team ensures that Pathao Courier remains the market leader in the logistics industry.

Data Team

Operational efficiency as well as market competitiveness depend on the Data Team which drives data-focused strategies to achieve the outcomes. Their core responsibility lies in acquiring and managing and analyzing data from current services which includes customer actions as well as delivery efficiency and operational measurements. The team uses this data to find patterns, strong - weak points and suggestions that lead to practical solutions. The team uses multiple data processing tools to handle extensive information volumes which generate reports used by different departments for making decisions.

The team collaborates with both operations and HOD to create data-based approaches which enhance delivery route optimization and boost customer satisfaction and minimize operational expenses. Team members examine delivery times alongside success rates and customer feedback to identify operational limitations in the supply chain process. The team performs competitive analysis by assessing Pathao against industry standards to uncover areas where innovation can benefit the company.

Data Team members use state-of-the-art analytics tools and forecasting tools to make Pathao Courier both adaptable and market-leading in its industry while maintaining the quick response time. The team's work drives business process optimization along with service quality enhancement that allows Pathao to provide better efficient solutions for the evolving logistics market.

Central Operations Team

The major component of the courier company is the central operations team. Being the core of the enterprise, we can call it the heart of the company. In order to ensure a smooth business operation, the entire inbound and outbound process is highly

maintained. There is a separation between the inbound process (line-by-line labeling) and the pickup process.

Inbound Operation: It starts from pickup to process & lastly handed over to the transport team by VDA. Step by step process of Inbound operation is shared below:

Pick up > Print (POD) > Routing (Zone-wise) > Scan Parcels according to Destination (ISD/OSD) > Basket Creation to make Run > Handover to VDA (in details with Delivery Challan) > Assign (Panel wise either ISD/OSD) > Hub messing/reporting > No entry (Cross-check information for No Entry) > Inform by Mail for confirmation

Outbound Operation: It includes receiving parcels from FMH or first mile hub to sending it to the LMH or last mile hub. Step by step process of Outbound operation is shared below:

Receives Parcels > DA Sorts & Routes it according to Route & Destination > Parcels are assigned to them by Hub In-Charge > DA checks the parcels & goes for delivery > After delivery return back to Hub to pay off the COD & Delivery Charge > Hands over the Hold Parcels to the Hub for another attempt later on > Return Parcels goes to PNR team for further processing

Inbound and outbound operations teams are crucial in courier operations for several reasons, those are:

1. The teams maintain efficient shipment management for inbound and outbound operations. The teams process received shipments from merchants before they dispatch them to LMH and from LMH to final customers. The teams also manage return customer shipments by verifying them before dispatching these items to their intended merchants.
2. Quality control inspection is their responsibility because they check packaging quality for damage management while confirming proper packaging and labeling based on regulations and verifying shipment documentation and maintaining fast delivery times.

3. Urgent delivery stands as the primary requirement for courier operations. By working together between inbound and outbound teams at the warehouse delivery schedules become faster and waiting times decrease which results in timely package deliveries.
4. The teams work towards better customer satisfaction results by delivering precise shipment handling and processing efficiency. Courier service customers depend on their package delivery to remain intact and arrive on schedule so effective inbound and outbound operations play a major role in achieving their expectations.
5. They maintain precise shipment records and handle legal compliance duties which include preparing documentation needed for international customs requirements.
6. The first responders who tackle package-related problems such as delivery failures or damaged packages belong to both inbound and outbound teams. The efficient resolution of these problems helps both maintain customer satisfaction and protect the courier company from negative reputation.

The smooth operation of courier services depends on inbound and outbound operations teams who maintain order in shipments and quality standards while building customer satisfaction and following regulations and quickly handling logistical problems. In summary, inbound and outbound operations teams are essential in courier operations because they ensure the smooth flow of shipments, uphold quality standards, enhance customer satisfaction, maintain compliance with regulations and swiftly resolve any logistical issues that may arise. Their role is pivotal in maintaining the reliability and efficiency of courier services.

ISD (Inside Dhaka Operations)

Inside Dhaka Operations handles all parcel delivery services that operate and needs to be delivered within Dhaka city boundaries. The sorting process at local hubs begins after parcel delivery based on the delivery zones to achieve efficient routing. Delivery riders obtain the assigned parcels from the LMH after receiving from the sorting centre

by transporting them to customers located in the Dhaka city area. The system provides real-time tracking and route optimization to guarantee timely parcel delivery.

OSD (Outside Dhaka Operations)

Outside Dhaka Operations manages deliveries beyond Dhaka. First mile hubs receive parcels before they are sorted by destination and sent to customers through the delivery agents. The target destinations/last mile hubs receive packages from the central sorting centre which then hand them over to local riders or teams that make the final delivery to the customers.

Sorting Operations

The sorting operations establish groups of parcels through destination, line-routes, size and priority criteria. The sorting centers receive parcels before they perform scanning and tagging operations and group them according to their specific categories. The delivery hubs (ISD or OSD) receive these parcels to proceed with additional processing that guarantees speedy delivery to end customers.

2.3 Company Analysis

Porter's Five Forces Model for Pathao Courier

Porter's Five Forces model provides a framework for analysing the competitive forces that shape an organization's strategy. Below is an application of the model to Pathao's services:

Barriers to Entry: Entry barriers in the courier industry are substantial because establishing operations requires enormous investments in logistics infrastructure and technology and operational systems. New companies face obstacles when establishing a dependable nationwide network because they need substantial resources for warehouses and delivery vehicles alongside skilled personnel. The trust customers have in their current courier services functions as a barrier because they choose to

maintain their existing relationships with reliable and efficient providers. New provider transitions require significant customer confidence because changes result in operational disruptions so customers prefer services which provide superior features and competitive prices or solve existing service problems in a quick responding time.

Supplier Power: The courier industry has average control over its suppliers. Pathao Courier depends on essential suppliers which include logistics vendors and technology partners and fuel providers to operate its business. The range of suppliers Pathao has access to matters less than the quality of partnerships and supplier reliability which determines its operational efficiency and innovation capacity. Pathao Courier benefits from dependable vendor collaborations which make the company more competitive and attractive to customers in the logistics industry.

Buyer Power: The courier industry experiences high buyer power because numerous service providers exist in the market. Customers who are businesses or individuals can move to different courier services when they want because of service satisfaction, relationship with the organization and pricing as well as service quality and coverage options. The high level of competition in the market compels Pathao Courier to improve its delivery speed while establishing better tracking systems and offering competitive prices in order to maintain market dominance and attract new customers. A superior user experience stands as the key factor for both retaining customers and dominating the industry.

Threat of Substitutes: The courier industry encounters substitute threats that include personal delivery services and business-controlled logistics solutions and digital document delivery tools such as email and file sharing. The existence of substitute delivery methods including courier services and personal delivery services and business internal logistics and digital file sharing platforms affects customer demand levels. Pathao Courier needs to maintain consistent emphasis on its fast delivery with affordable pricing and additional beneficial services to defend against alternative delivery methods.

Industry Rivalry: The courier industry demonstrates intense competition because Pathao Courier operates against multiple other service providers like Redex, SteadFast, SA Paribahan, AJR Courier Services, etc. Pathao has managed to stay ahead by

keeping its customers loyal through exceptional service delivery through technological efficient solutions. The company maintains its superior position through market differentiation achieved by developing distinct delivery solutions and delivering exceptional reliable service and forming strategic alliances. Pathao Courier maintains its leadership position in the logistics market because of these factors which differentiate them from the competitors.

2.4 SWOT Analysis of Pathao Services and Products

This SWOT analysis provides a comprehensive evaluation of Pathao's strengths, weaknesses, opportunities and threats across all its services and products which is mentioned below:

Strengths

- Users benefit from having all their essential services within a single Pathao application because it includes ridesharing alongside food delivery and courier logistics and digital payments and grocery delivery.
- Pathao delivers affordable services to various users through its Pathao Pay's digital payment system which maintains accessibility for broad user groups.
- Customers enjoy greater convenience because Pathao allows its discount coupons to be transferred among users.
- Pathao became the leading company in Nepal by launching services early in both ridesharing and food delivery markets which enabled it to dominate an unexploited market segment.
- The innovative features of Pathao Tong emergency rations and Pathao Pay's pay later payment solution make the platform stand out from other competitors.
- The company provides customized services which reflect both cultural requirements and economic needs using the competitive edge in both the markets from Bangladesh and Nepal.

Weaknesses

- Large numbers of drivers together with delivery personnel lead to operational complexity which causes both peak-hour unavailability and sporadic unprofessional behavior.
- User experience suffers from technological problems that include application failures and slow performance from multiple verticals and incorrect location identification and server performance issues.
- Pathao depends too heavily on urban markets for its business operations while its rural market penetration remains restricted.
- The ability to locate Pathao cars during critical moments negatively affects customer trust and satisfaction levels.

Opportunities

- The company should use Nepal's market success as ideas to enter new markets that have limited ridesharing and logistics services.
- The fast-growing e-commerce sector of Bangladesh and Nepal generates numerous business opportunities for courier and logistics services.
- The modification and expansion of Pathao Pay represents a chance to optimize digital payments which will simplify transactions while improving user loyalty.
- Pathao can improve its market presence through strategic partnerships between local businesses and international platforms which can enhance their product offerings.
- The company should invest in blockchain technology and update its app infrastructure because these innovations can resolve current problems while attracting users who prefer up to date technology-based services.
- Pathao should implement sustainable delivery solutions together with eco-friendly packaging to attract environmentally focused customers who follow global trends.

Threats

- The existence of informal Parol Contracts between ride-sharing parties continues to endanger Pathao's customer base.
- Multiple competitors including global giant Uber and domestic competitors like *InDrive*, *Shohoz* and *Obhai* actively fight to gain market dominance.
- Regulatory changes implemented by government authorities might generate additional operational hurdles that can raise operational expenses.
- The profitability and pricing strategies of Pathao become vulnerable because of economic instability which includes increasing fuel prices together with inflation and currency exchange rate variations.
- The introduction of Dhaka Metro Rail and better public transportation systems may lead people to minimize their usage of Pathao ride-sharing services.
- Pathao's technology-based operation exposes it to security threats that might damage its brand reputation along with customer trust.

CHAPTER 3: COURIER INDUSTRY ANALYSIS

3.1 Specification of the Industry

Pathao Courier operates in Bangladesh's logistics industry, supporting businesses with nationwide product delivery. As a leading third-generation courier service, it offers fast delivery, instant payments via Pathao Pay and extensive coverage. Pathao's innovative solutions enhance operational efficiency while making it a vital partner for businesses of all sizes.

3.2 Size, Trend & Maturity of the industry

The courier industry in Bangladesh has experienced significant growth in recent years, driven by the expansion of e-commerce and increased demand for efficient logistics services. According to data from the Bangladesh Bureau of Statistics, the GDP contribution from postal and courier activities reached 19,850 million BDT in June 2024, up from 17,668 million BDT in June 2023. This upward trend reflects the sector's expanding role in the national economy. The surge in online shopping, f-commerce and the need for timely delivery services have been pivotal in driving this expansion.

3.3 Market Projection

- The e-commerce market in Bangladesh is projected to grow by 12.84% annually from 2024 to 2029, reaching approximately \$12.44 billion by 2029.
- The global courier services market size was valued at \$428.70 billion in 2023 and is expected to grow by 5.8% from 2024 to 2030.

3.4 Bangladesh Courier Market Overview

The Courier Express and Parcel (CEP) industry in Bangladesh, valued approximately at \$1 billion in 2023, is expected to grow at a compound annual growth rate (CAGR) of 7.5% by 2028, driven by increased digitalization, growing e-commerce demand and improved infrastructure developments.

Pathao holds a significant market share competing with other key players such as RedX, eCourier and Paperfly and many more. In urban areas, logistics hubs are being modernized to facilitate easy pickup points, efficient parcel handling, making sure of faster deliveries to improve customer experiences.

Pathao has consistently expanded its market share in the CEP industry, growing from 35% in 2021 to 40% in 2023, reflecting its strategic alignment with the rising demands of the e-commerce sector. Bangladesh's CEP industry, valued at \$850M in 2021, reached \$1B in 2023 with a projected compound annual growth rate (CAGR) of 7.5%, likely surpassing \$1.4B by 2028 due to modernization and technological advancements. This growth coincides with the booming e-commerce market, which grew from \$6.2B in 2021 to \$8.5B in 2023 and is expected to reach \$9.8B by 2028. Pathao's revenue surged from \$85M in 2021 to \$150M in 2023, driven by its investment in digital infrastructure and real-time tracking technology, which improved service efficiency. By 2023, 70% of Pathao deliveries incorporated real-time tracking, up from 40% in 2021, with further increases anticipated. Employment generation has also been a major contribution, with Pathao creating 40,000 jobs by 2023, projected to exceed 60,000 by 2028.

Table 1: Bangladesh Courier Market Overview

Description	2021	2022	2023	Forecast (2024-2028)
Pathao Market Share	35%	37%	40%	Expected steady growth
Bangladesh Courier Industry Size	\$850M	\$950M	\$1B	CAGR of 7.5% reaching \$1.4 Billions
E-commerce Market Size	\$6.2B	\$7.5B	\$8.5B	\$9.8 Billions by 2028
Pathao Courier Revenue	\$85M	\$115M	\$150M	Aligned with industry growth
Deliveries with Real-Time	40%	55%	70%	90% excepted by 2028
Jobs Created by Pathao	25000	30,000	40,000	60,000+ by 2028
Fuel Price Impact on Business Cost	Medium	High	High	Fuel efficiency adaptation ongoing
Digital Payment Transactions	50%	65%	75%	85% to 90% by 2028

3.5 Key Players in the Industry

Currently, there are **500+** courier service providers in the country. Some of the key players in the industry include:

Table 2: Key Players in the Industry

Sundarban Courier	Sowdagar Express
SA Paribahan	Delivery Tiger
Pathao Courier	Janani Express
SteadFast	AJR Services
Paperfly	Korotowa Express
RedX	Rainbow Courier Service
FedEx	USB

The logistics market in Bangladesh is competitive, with both local and international players providing courier and freight forwarding services. In terms of market share the notable players are:

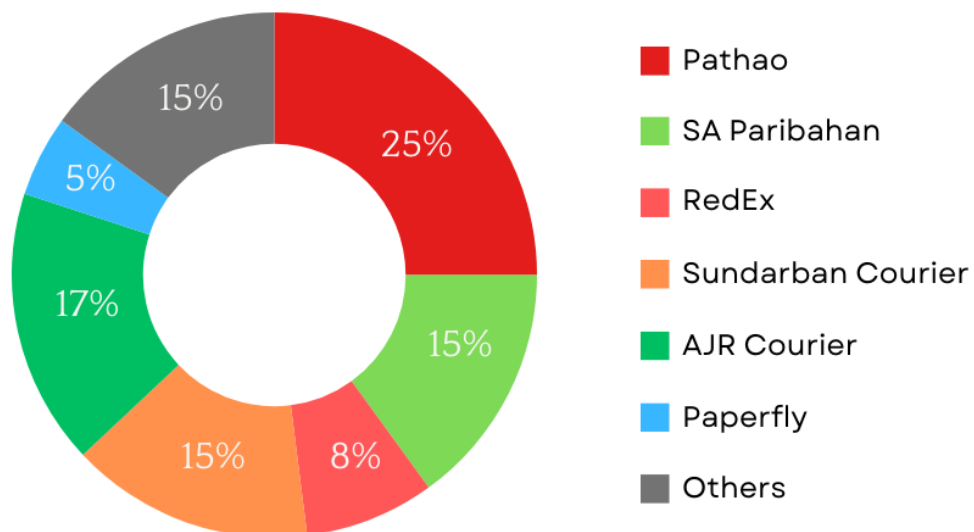


Figure 4: Courier Industry Market Share

3.6 Driving Bangladesh's Logistics Market: e-commerce Growth

Consumers can now purchase goods online with greater ease, thanks to the expanding mobile finance services (MFS) market, which is helping the both e-commerce and f-commerce sectors. A report by the Asian Development Bank (ADB) on the Cottage, Micro, Small and Medium Enterprise (CMSME) industry predicts that the market will triple in size by 2023.

There are currently 2,500 or so e-commerce businesses operating in the nation and there are at least 50,000 company pages on Facebook. The development of this industry has been fuelled by the rise of the young, tech-savvy population (over 50% of the population is under 35 years old) and the middle-class and affluent population growth rate (10% per year). The growth of the revenue is shown below:

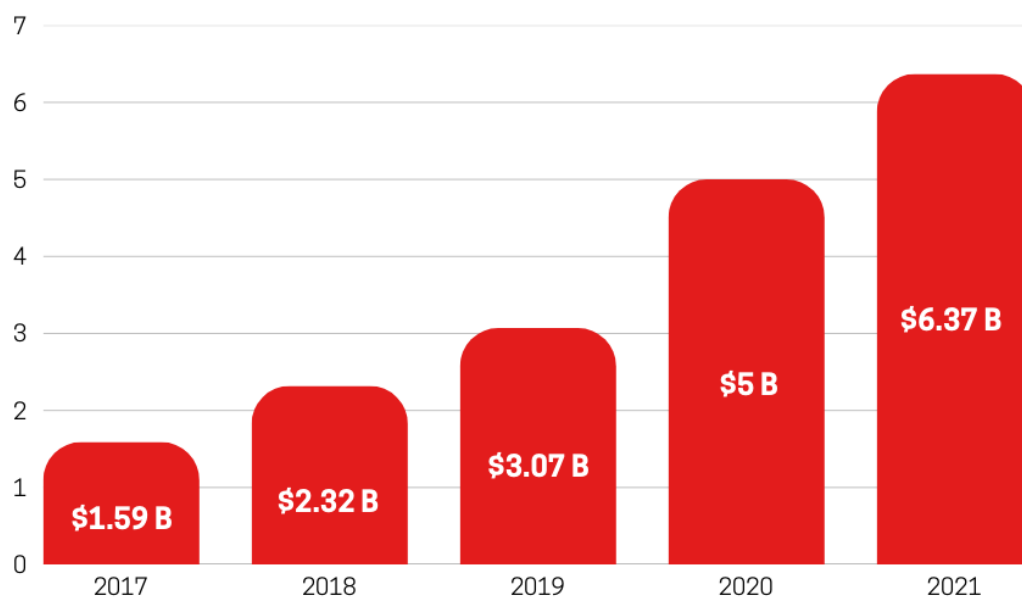


Figure 5: e-com growth of Bangladesh

Bangladesh's capital city has seen the most growth in e-commerce and young people with higher education levels are those who favour online purchasing the most. Trading their goods on Facebook helped a lot of women and youthful business owners become independent and self-sufficient.

3.7 Growth in the Courier Industry

The chart illustrates the year-wise growth in the number of courier companies in Bangladesh from 2019 to 2024. It highlights a steady upward trend, indicating a significant expansion in the courier industry. In 2019, the number of courier companies was relatively low, followed by gradual growth in 2020 and 2021.

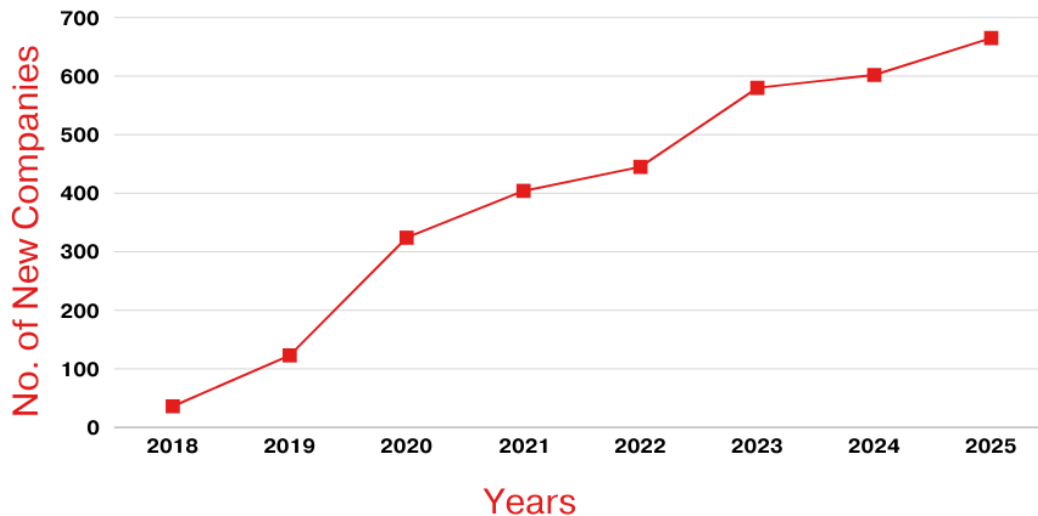


Figure 6: Growth in the Courier Industry

However, there was a sharp rise from 2021 to 2022 after the post pandemic era of Covid-19 that developed the habit of online shopping in all generations, reflecting rapid market development giving a massive boost in both f-com and e-com. While the growth rate stabilized slightly after 2022, the upward trajectory continued. By 2024, the number of courier companies exceeded 600, showcasing the industry's substantial expansion driven by the increasing demand for logistics services and the growth of e-commerce in Bangladesh due to infrastructural developments.

3.8 External Economic Factors & Effects on the Industry

The courier industry significantly impacts the economy by creating job opportunities and fostering trade. The key external factors include:

- **Job Creation:** The logistics sector contributes to employment, supporting both direct and indirect job opportunities. In 2023, over 2 million people were employed across various segments of logistics and courier services in Bangladesh. Projections indicate an additional 500,000 jobs may be created by 2027 due to sector growth.
- **Traffic and Infrastructure:** Post-pandemic, increased traffic congestion has impacted delivery efficiency, particularly in urban areas such as Dhaka and Chattogram. Infrastructure projects, such as the construction of elevated expressways, are expected to ease these challenges in the coming years.
- **Economic Transition:** The lockdown period saw a surge in the demand for delivery services as traditional retail faced restrictions. This trend has sustained post-pandemic due to changing consumer preferences for online shopping.
- **Effects of Global Trends:** The global courier services market is expected to grow by 5.8% from 2024 to 2030, with Bangladesh aligning its strategies to capture a share of this growth. International trade agreements and export demands are further shaping the local logistics landscape. Increased exports in the Ready-Made Garments (RMG) sector also contribute to courier service demands.
- **Rise of Fuel Prices and Costs:** Rising fuel prices in 2023 have increased operational costs for delivery companies, compelling them to adopt energy-efficient alternatives and sustainable practices. Pathao has initiated pilot programs using Bicycle, electric vehicles (EVs) like Electric Bike, Scooty to address these challenges.

CHAPTER 4: INTERNSHIP EXPERIENCE

4.1 Position, Duties & Responsibilities

Position: Associate/Coordinator of Central Operations

As an Associate/Coordinator of Central Operations, I served as a bridge between management and courier operations to facilitate smooth and sustainable operations. Our coordination team works collectively to ensure the supply chain of operational equipment, stationery and various types of assets. I had to also address non-management HR-related issues such as attendance, the creation of attendance sheets, month-on-month updates, sheet locking, attendance compilation and the payroll process. Our primary responsibility is to act as a medium of communication and coordination throughout the organization and to ensure cross-functionality between departments, making us key players within the company.

Key Responsibilities:

- Ensure proper Admin support throughout the month, such as: Providing stationary, assets & operational items upon cross-checking the need with proper validation (*Timeline: From 1 to 30/31 of per month*)
- Looking for relocation of offices, finding suitable locations & ensuring the timeline to be met to attain proper efficiency of office operations (*Timeline: From 1 to 30/31 of per month*)
- Taking care of any administrative issue of courier operations (*Timeline: From 1 to 30/31 of per month*)
- Collecting Bank Forms, rechecking them & processing them for payroll cards for non-management employees (*Timeline: From 1 to 20 per month*)
- Working with HR, to create IDs of newly hired employees of non-management in 3 versions throughout the month (*Timeline: On 1st days of 3 weeks per month*)
- Month on Month new attendance sheet creation of a total of 222 hubs of our courier operations (*Timeline: From 1 to 30/31 of per month*)

- Providing attendance sheet lock reminders & also different reminders to ensure proper workflow in the organization (*Timeline: From 20/21 to 30/31 of per month*)
- Checking & processing bank forms so that we can hand it over to HR to make payroll cards for them to provide a safe payment method for payroll disbursement (*Timeline: From 20 to 25 per month*)
- Working on Overtime allowance & Holiday Allowance MoM (*Timeline: From 24 to 25 of per month*)
- Locking attendance sheet for attendance compilation (*Timeline: on 26 of per month*)
- Compiling attendance to process payroll & ensure timely payment for non-management employees (*Timeline: From 26 to 30/31 of per month*)
- Communicating & coordinating officials from 250+ hubs in different issues (MoM)

4.2 Training & Development

A fast-growing tech-based company heavily relies on software to operate its business efficiently and effectively. To ensure seamless integration and understanding of the "HERMES" website used by Pathao Courier, an in-depth 3 days training session was organized for new joiners. This website serves as the backbone of all operations. The training session was aimed to provide participants with a solid foundation, enabling them to operate the software without significant difficulties. The program was divided into three comprehensive days:

Day 01: Merchant Panel

Day 02: HERMES Training – Part 1

Day 03: HERMES Training – Part 2

Day 01: Merchant Panel

The Merchant Panel is the platform used by Pathao Courier merchants to manage and monitor their parcel deliveries. As a member of the coordination team, having an in-depth understanding of this panel is crucial to understand the different needs of

different teams effectively and also addressing any challenges the merchants may encounter in their business operations.

This panel provides merchants with a comprehensive view of all their parcels processed by Pathao. It displays real-time updates on the status of each parcel, including its current location, delivery status, invoices, payment details, store information and lifetime earnings. The Day 01 session was designed to equip participants with the knowledge to navigate and troubleshoot the Merchant Panel efficiently, ensuring we can support the team members and merchants in optimizing the operations.

Day 02: HERMES Training – Part 1

The second day of training focused on the HERMES software, Pathao Courier’s specialized platform where all operational data is stored and managed.

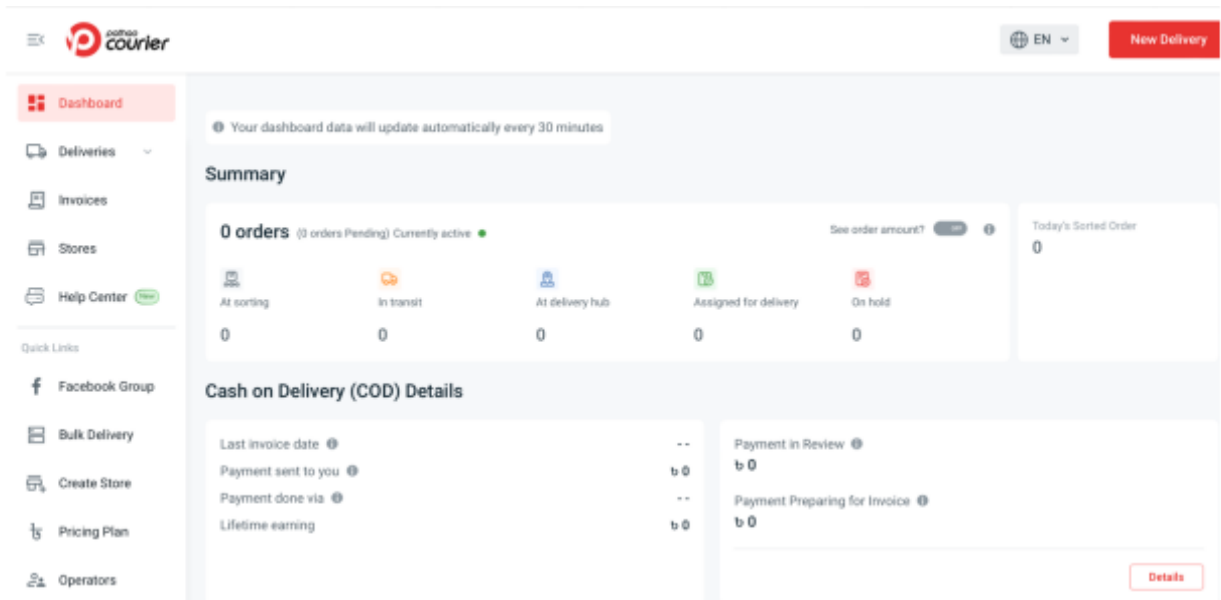


Figure 7: HERMES Panel

This website is the backbone of Pathao Courier’s operations, enabling seamless coordination and execution of tasks. Employees are required to use HERMES for various purposes, with each team having customized access based on their specific job requirements.

HERMES contains a vast amount of confidential information about merchants and customers. As such, we were strictly instructed to maintain the confidentiality of all sensitive data and adhere to company policies regarding data security.

HERMES is a complex and robust system and the training session was divided into two parts to ensure participants could thoroughly understand its functionalities.

The Day 02 session began with logging into HERMES and accessing different types of data. Key learnings from this session included understanding order types we were trained to navigate and review various types of orders:

- View All Orders – Access the complete list of orders
- New Orders – Identify newly placed orders
- Backlog Orders – Monitor orders that are delayed or pending
- Central Print – Process labels and documents for shipments.

Learning Consignment IDs Next, we were introduced to the different types of consignment IDs (CIDs) used in daily operations, which help classify and manage tasks effectively:

- DID3103 – Delivery CID
- RID3103 – Return CID
- EID3103 – Exchange CID
- RPID313 – Reverse Pickup CID
- BPMID18112 – Booking Point Merchant Entry ID

This session provided a detailed overview of how to access and interpret data within HERMES, laying the groundwork for employees to efficiently handle their responsibilities while ensuring compliance with company standards.

Day 03: HERMES Training – Part 2

The third day of the HERMES training program focused on understanding the parcel journey and the various statuses displayed on the panel, along with their meanings. This deep dive into parcel tracking enabled us to interpret every step of a parcel's movement, from pickup to delivery. Following this, we were trained on the reverse pickup procedure, an essential process for managing returns efficiently. This session also highlighted how HERMES facilitates seamless access to merchant data, allowing

us to assist merchants effectively when they encounter difficulties, such as opening a merchant account on our panel.

Any changes to a merchant's panel require approval from the backend team. HERMES equips us with the tools to handle these situations and support our merchants by submitting and tracking such requests. Additionally, we explored the payment method change and payment invoice status features. These are crucial aspects of HERMES, enabling us to update payment methods and review or modify payment invoice statuses as per merchants' requirements. This final session of the training program provided a comprehensive understanding of HERMES' advanced functionalities, ensuring that we are well-equipped to assist merchants, manage operations effectively and uphold the quality of service that Pathao Courier is known for.

4.3 Merchant Visit

Merchant visits play a crucial role in sales serving as an essential step in building smoother communication and establishing strong connections for future deals. These visits create opportunities to foster trust and strengthen professional relationships with merchants. During one such visit, I learned the importance of maintaining professionalism throughout every interaction. We began our journey to the merchant's office at 4:00 PM and arrived at Banani DOHS by 4:27 PM. The location wasn't far from our office, so we traveled by bike.

Upon arrival, we waited in the reception area for about 10–15 minutes before being called in for the meeting. We started the meeting with formal greetings and an exchange of pleasantries. The discussion began with an analysis of the merchant's sales performance from the previous months where we addressed key challenges and brainstormed potential solutions. We also presented the monthly sales report for transparency and alignment. Additionally, we proposed strategies and discussed deals designed to simplify operations for both the merchant and Pathao. The meeting concluded on a positive note with the merchant offering us tea as a gesture of hospitality. After wrapping up the conversation, we returned to the office with a better understanding of the merchant's needs and actionable plans to support their growth.

This visit highlighted the significance of face-to-face interactions in fostering stronger business relationships.

4.4 Central Warehouse/ Hazaribagh Hub Visit

Central Warehouse/Hub visit is a very important part to gather the overall practical knowledge of operations. Inside Dhaka operations of Pathao has 24 hubs and for outside Dhaka operations there are 240 hubs all over Bangladesh ensuring connectivity. Pathao is the only courier service who provides home delivery in 64 districts and everywhere of Bangladesh. But ensuring home delivery becomes sometimes challenging for many remote areas. The tasks of the hubs are divided into 2 parts, one is morning task and another is evening task. They are mentioned below:

Morning Tasks

- **Receiving Parcels**

1. Receive parcels from VDA.
2. Count the sacks and calculate by VDA and sign the Log sheet.
3. Physically receives all the parcels in an excel sheet and inputs them into G-Sheet.
4. Handover these received parcels to DA for routing.
5. Combine all of the received parcels and match these with the given run-route id and mark parcels as received from HERMES if no mismatch is found.
6. After that, reply to the mentioned mail.
7. One must scan yesterday's hold parcels and input them into G-Sheet.

- **Assign Parcels**

1. Followup proper uniform - DA - T-shirt, shoe.
2. Check the Attendance sheet of DA and call those absent riders to verify and do the needful as per SOP.
3. Setup DA to the respected zone and must clear all the parcels on a regular basis.
4. Assign the parcel to the respected DA's name in G-Sheet on attendance serial wise.

5. Minimize and maximize the parcels on G-Sheet after verifying the hold, return & zone change.
6. Minimize and maximize the parcels on G-Sheet to balance the quantity and pressures of DA's
7. Assign the parcels to HERMES DA wise.

- **Zone Change, Hold & RTO**

1. Routing properly the area changes parcels and scans them hubwise in G-Sheet.
2. Make a run and hold them by using 'zone change' and close the run properly.
3. Transfer on HERMES by using the delivery transfer option and make an id for Central Processing transfer.
4. Share it in the WhatsApp group.
5. For hold, scan all of the hold parcels in the G-Sheet.
6. Make a run and hold them by using proper reason with a merchant name and close the run properly.
7. For RTO, scan all of the returnable parcels in G-Sheet
8. Call all of the merchants to inform them about the returns and input them in G-Sheet.
9. Return the parcel to HERMES by using the delivery return option.

- **Reconciliation of Parcels**

1. Export a CSV file on HERMES by selecting Export Orders> ConsignmentId> OrderStatus> CreatedAt> UpdatedAt> LastMileHub> Date select (previous 1 month to tomorrow)> Hub : Lalbagh> Type: Delivery> OrderStatus: Assigned for delivery, on hold, on the way to last mile hub, Received at last mile hub> Item Type: parcel & document.
2. Download CSV from mail and open it.
3. Use a formula (today) and minus it by the updated date.
4. Fill it out and sort it by largest to smallest.
5. Copy it by serial order as given as G-Sheet and pasted it into the age calculation sheet.

6. Back to the exported sheet and copy all of the morning parcels from G-sheet.
7. Paste it into the exported sheet and duplicate it to find out any mismatch.
8. Solve the mismatch immediately.
9. From the age calculation sheet filter it by selecting age 3 and above.
10. Copy and paste the data into today's panel solution sheet and provide the proper reason behind it.

- **Hub Report**

1. Input correct data to the G-sheets and make reports (Morning, Delivery, XDP).
2. Share reports in the Whatsapp group and workplace group.

- **Issue Solving**

1. Follow-up emails, zendesk tickets, workplace, whatsapp.
2. Properly investigate those issues and reply to those as per SOP.
3. Checkup messenger DA group for any problems and issues.
4. Solve them ASAP.
5. Finally, before leaving the office, crosscheck if anything is pending. If left hand over the task to respected colleagues and also share the task confirmation table on the whatsapp group.

Evening Task

- **Receiving Reverse Parcel**

1. Receive reverse parcels from Hub (yesterday hold, morning received and bulk parcels).
2. Physically receives all the parcels in an excel sheet and inputs them into G-Sheet.
3. Handover these received parcels to PA for routing.
4. Combine all of the received parcels and match these with the given run-route id and mark parcels as received from HERMES if no mismatch is found.
5. After that, reply to the mentioned mail.

- **Assign Reverse Parcel**

1. Check the physical appearances of every PA and do the needful as well.
2. Check both manual hand note & G-sheet of the Attendance of PA and call those absent riders to verify and do the needful as per SOP.
3. Scan the parcel to the respected PA's name in G-Sheet serial wise.
4. Assign the parcels to HERMES PA-wise.

- **Reverse Zone Change & Hold**

1. Routing properly the area changes parcels and scans them hubwise in G-Sheet.
2. Make a run and hold them by using 'zone change' and close the run properly.
3. Transfer on HERMES by using the return transfer option (first select return on hold) and make an id for Central Processing transfer.
4. Share it in the WhatsApp group.
5. For hold, scan all of the hold parcels with proper reason in the G-Sheet.

- **Reconciliation**

1. Export a CSV file on HERMES by selecting Export Orders> ConsignmentId> OrderStatus> CreatedAt> SortedAt> LastMileHub> Date select (previous 1 month to tomorrow)> Hub : Lalbagh> Type: Delivery> OrderStatus: Return on the way to merchant, Return on hold, Return on the way to first mile hub, Received at first mile> Item Type: parcel & document.
2. Download CSV from mail and open it.
3. Use a formula (today) and minus it by the sorted date.
4. Fill it out and sort it by largest to smallest.
5. Copy it by serial order as given as G-Sheet and pasted it into the reconciliation sheet.
6. From the sheet filter it by selecting age 3 and above
7. Provide the proper remarks behind it.

- **Pickup Assign**

1. Pickup check through the workplace, whatsapp and zendesk. after that update the requested pickup in the G-sheet. Setup riders for all of the zones properly.
2. Pickup sheet update as a copy sheet using role #vlookup (merchant name, new data,4,0)
3. Pickup is assigned over the messenger group by filtering zones and sharing the screenshots.

- **Pickup Sheet Update**

1. Pickup failed verification by calling the merchants of failed pickups and follow-up area changed pickup as well.
2. Pickup calculation update by collecting accurate data from agents and updating the sheet immediately.
3. Update the pickup times accurately in G-sheet.
4. If a buffer is needed for any other agents send the buffer agents to the respected pickup agents location.
5. Followup time to time pickup and time to time Van arrival.

- **Issue Solving**

1. Follow-up emails, zendesk tickets, workplace, whatsapp.
2. Properly investigate those issues and reply to those as per SOP.
3. Checkup messenger PA group for any problems and issues.
4. Solve them ASAP.
5. Finally, before leaving the office crosscheck if there is anything pending. If left hand over the task to respected colleagues and also share the task confirmation table on the whatsapp group.

- **Zone Change Mail - with CSV**

1. Scan all of the area changed parcels in an excel spreadsheet.
2. Duplicated them with G-sheets data.

3. Export Order By Consignment Ids and filters it to make sure that every parcel status must be IN TRANSIT status.
4. Shoot a mail with CSV and hand these to the night team.

- **Daily Reverse POD's Mail**

1. Find the POD's of yesterday delivered reverse parcels.
2. Export Order By Consignment Ids and filters it to make sure that every parcel status must be Returned to merchant status.
3. Shoot a mail with CSV and hand it over to VDA.

- **RTO Mail (with CSV)**

1. Scan all of the return parcels in an excel spreadsheet.
2. Input them in G-sheet.
3. Export Order By Consignment Ids and filters it to make sure that no parcel statuses mustn't be On Hold status.
4. Count the parcels by VDA and sign the invoice paper.
5. Shoot a mail with CSV and Chalan and handover these to VDA.

- **Run Close & Cash Collection**

1. Update the G-sheet by collecting delivered PODs from DA and verify hold, return, DRTO, exchange, PRTO.
2. After verification, input those data in the G-sheet.
3. After that, update the data from the HERMES panel.
4. Collect the total amount from riders and input the cash count in the G-sheet.

- **Cash Collection Report & Mail**

1. Make a cash memo report by counting all the collected cash in G-Sheet by matching the Hub Payments amount in HERMES.
2. After that, call G4S for a money handover. (Only 500, 1000 taka note)
3. Print cash memo twice, one is for G4S and the other is for ROCKET.
4. Sign the Log sheets and share them with the whatsapp group.

5. Shoot a Daily Cash Collection Report mail with CSV, Log sheet image and payment screenshot.
6. Separate the Cash in hand amount in the locker for Rocket.
7. Make a manual Daily G4S Deposit Voucher and shoot a mail regarding this.

- **Pickup Report & Hub Report**

1. Input correct data to the G-sheets(Daily Lalbag HUB Report & Morning Report Lalbagh) and make reports (Evening, Delivery, XDP).
2. Input correct data to the Hub Performance Evaluation Report.
3. Input correct data to the Pickup report (PICKUP REPORT, Hub Performance Evaluation Report, Arrival Time, DOD REPORT) and make the report perfectly.
4. Share those reports in the Whatsapp group and workplace group.
5. Handover attendance sheet to the Security guard.
6. Handover pickup entry book to the night team.
7. Lock the locker, window and door of the room and checkout.

4.5 Non-management HR Payroll Activities

Joining Process & Timeline:

Every Non-Management Employees (Delivery Agent, Pick-up Agent, Van Driver, Van Duty Agent, Fleet Operator, Operation Operator, Operation Assistant, Inbound Associate, Inbound Operator, In-House Biker, Mechanic) will be onboarded through the **Non-Management Hiring Database**.

Joining starting date: **Every month on the 26th.**

Joining cut-off date: **Every month on the 20th.**

Last date of sending joining documents to the **Central Warehouse every month on the 21st (mandatory) - POC: Nazrul Kabir, Executive, Transport & Logistics.**

Initially 15 rows have been added to each Hub/Team wise to give inputs of new joiners and non-management employees with their personal details, contact number and payment number. If required more then team members have to contact below Coordination team POC. We will add more (bottom) as per requirement.

ID Creation Important Point, Sharing Process & Instructions:

We all maintain **Non management Hiring Database :: S Series (Hub & Others)** for creating IDs along with syncing with the HR team. Respected Operation Team, Regional Leads/Team Leads & Nazrul Kabir Babar (Document Receiving Person) have to input in the required fields for creating IDs smoothly.

Step 1: Respected Hub/Team Leads have to fill up the required fields assigned in the sheet.

Step 2: Regional Leads/ Team Leads will check all the fields filled up by the Hub Lead and then he will input his required field for ticking the checkbox (approval).

Step 3: If Nazrul bhai gets all the documents of new hired agents in his hands then he will input his assigned field for suggesting to create the ID.

Step 4: After completing all the required fields filled up by our colleagues, The Coordination Team will create IDs and will share all through email communication. ID will be created on a weekly basis (The Coordination Team will lock the sheet while creating the IDs for the time being then reopen again). **Example: Mail Sub:: Non-Management ID Creation :: Dec'24**

Step 5: If an ID is created all IDs must be input perfectly into the Attendance Sheet, Commission Checklist and other essential fields accordingly & timely.

Instructions for ID creation:

→ Age below 18 will not be considered as joining the Hiring Database. No ID will be created. (age below **18 is prohibited**).

→ Stakeholders should update all the required fields as required in the Hiring Database with Regional Lead / Team Lead tick mark as per assigned.

→ Stakeholders should complete all joining formalities in a timely manner & send documents to Central Warehouse within **21st of every month**. And they have to ensure documents received by the team get the joining papers or not. If the documents receiving team gets the documents only then upon their feedback agent IDs will be created.

→ **The Coordination Team will lock the sheet and create the last slot of IDs on the 22nd of every month. After the deadline, The Coordination Team won't be able to consider any request to reopen the sheet.**

→ The Coordination Team will create a new month ID creation database (Tab) on or before 26th of every month.

Note: Everything is important to complete the proper onboarding process. While inputting the details teams need to make sure all the details are correct. It will be helpful for both ends to ensure salary and other benefits.

Attendance Sheet Management Process & Instructions:

The Coordination Team will create the Attendance Sheet before the new month starts with the all necessary month's date range. Lead should have to update the attendance sheet from time to time (everyday) as required (Ex: ID, Name, Status, Date of Joining, Date of Separation, Attendance and other essential details).

For date and day wise attendance selection has to be done by Present, W/Off, Absent only (except these no need to add anything like leave). Hub/Team Lead will check whether formulas work or not in column **AR:AS:AT:AU**. Lead can drag the formula from top to bottom.

Instructions:

→ If anyone left or resigned from the job then Lead should update the Status from Active to Inactive. Then mention the Resignation Date to the resignation column. The attendance will be updated till the last working day.

→ Do not change or add (insert) any column or row anywhere in the Attendance Sheet.

→ Do not add anything for date and day wise attendance selection except Present, W/Off, Absent (Ex. Spelling, Leave, Full Form).

→ Do not change any formatting & formula.

→ Do not reshuffle any column like left to right and right to left.

→ If anyone left in the previous month, Lead can delete the data from the new month's Attendance Sheet.

→ ID should be used as per The Coordination Team shared (Ex. S 1000).

→ Monthly Attendance Sheet will be LOCKED on 26th (morning) of every month. After LOCKED The Coordination Team won't be able to open the sheet.

→ Reason for elimination: Non-management employees will be considered as separated for if No Data Found, No Attendance Found, Zero Attendance, LWP (entire month), Information mismatched with The Coordination Team Database. The Coordination Team will send an email and share the data month on month for the **elimination list**. If anyone is eliminated from payroll and others then must have to complete the rejoining formalities.

→ W/OFF can't be accepted for more than 4 days one calendar month (Ex. 4 W/Off). There is no option for Leave, LWP. If anyone has any issues like a medical emergency or others then Hub/Team Lead should send an email to the Coordination team including details. Associated personnel will reply about this and as per the instructions, attendance should be updated.

Note: Attendance is very important for calculating salary and others. It's a very sensitive issue. Don't do anything like breaking the process. Employees will be impacted by that.

Rejoining Process & Instructions:

- If any Non-Management employee wants to rejoin within **2 months after resigning or eliminated for 0 Attendance** then the respective Lead must have to send an email to the Coordination with employee details, Resigning Date and requested **Rejoining Date** to reactivate his Previous Employee ID.
- After receiving the mail The Coordination Team will check & confirm the Rejoining status in that email loop.
- The Lead will update the data into the Attendance Sheet with his Old Employee ID but must mention the new Joining Date and update his Attendance as per the regular process.
- **The Rejoining cut-off date will be considered every month on the 21st.** Lead should complete the rejoining process by the deadline. After the deadline, The Coordination Team won't be able to consider any request for rejoining.

Instructions:

- If any Non-Management employee wants to rejoin after more than 2 months of resigning from the job then the whole joining process must need to be done newly such as new joining formalities (Example: Newly Joined and New ID will be created).
- Without completing the rejoining formalities no one will be considered as Active and will not be enlisted in the Payroll. Will not get any salary.

Note: For ensuring the salary and other benefits concerning lead should complete the rejoining formalities. Otherwise, that person will be impacted. Reference:

Hub Transfer Process:

Hub Lead has to send the hub transfer mail to the Coordination team mentioning the employee details and hub as well. The Coordination Team will note down the transfer and reply. The attendance record of the employee has to be fully recorded on the new hub (26th to 25th in the transferred hub).

Instructions:

→ **Hub Transfer should be done by 26th to 21st of every month.**

→ The employee details and attendance data of the agent to be transferred from the previous hub to the new hub (**Copy & Paste**). After the attendance data transfer from the previous hub to the new hub, the previous attendance record will be erased from the previous hub attendance sheet. Only Hub Lead will maintain this data transfer.

→ If any duplication is found (previous hub and New hub both) at the end of the month in attendance sheets then employees might be impacted for that.

Note: As per business requirement, transfer is a normal process. Hub/Team should inform the coordination team in the above mentioned process. Otherwise employees might be impacted.

Role/Designation Change Process:

Role/Designation change will always be effective from 26th of every month.

Hub/Team Lead should have sent a mail to The Coordination Team mentioning the employee details along with previous and new roles will be taken for a role change.

Instructions:

→ After notifying The Coordination Team about the Role change, the Hub/team Lead must update the new designation of that agent in the attendance sheet. If it is not updated then salary will be considered upon previous designation.

→ **Role/Designation change mail cut-off date on or before 21st of every month.**

Ideally, whenever it has decided to change at that time should send the mail to The Coordination Team.

→ For no communication, role change with The Coordination Team might be impacted to the salary.

Note: Whenever, Lead decides to change the role at that time The Coordination Team should be informed. Otherwise monthly salary and other benefits will be impacted.

Payroll work from the The Coordination Team end:

For Non-Management employees, the Payroll Period is considered from **26th to 25th** of every month. The Coordination Team will share to respective Accounts Team for Salary Calculation and disbursement of the following:

→ Locked Headcount & Basic Information

→ Attendance (Absent & Fraction Days)

→ Holiday Allowance Data (correct ID mandatory; without ID (new) will be removed from the list).

→ Overtime Allowance Data (correct ID mandatory; without ID (new) will be removed from the list).

→ Lunch Allowance Data

→ Dinner Allowance Data

→ Arrear Salary (If any, The Coordination Team end)

→ Attendance Bonus

→ Disbursement Mode (Card & bKash Number)

Note: Payroll Sheet will be created above everything. ID and other essential details are very sensitive for processing the Payroll. Everyone should maintain all the The Coordination Team processes for enlisted the monthly payroll sheet and the changes from the hub/team information.

Card details & bKash Number Check (Monthly Update):

- The Coordination Team will email for checking the Card & bKash number before salary disbursement for a day.
- New Joiner bKash number will be considered from the Non-Management Hiring Database. bKash number should be Correct, Active & Personal.
- ISD bKash number change request: Hub/Team Lead must check the sheet & have to send an email to The Coordination Team or have to update that sheet within the given timeline with correct details, previous and new bKash number.
- OSD bKash number change request: All the OSD hub offices should check the sheet and communicate with **Md. Mokul, Assistant Manager, Central Operations, email: mukul@pathao.com**. The Coordination Team will consider only Mukul bhai's data for changes.

Note: Card & bKash number is very serious for salary disbursement. So the hub should input the correct and perfect bKash number to ensure the right person will get the salary. So it's important for a perfect transaction.

Payroll Card A/C Information Update (Contact Number Changes):

If anyone has to update the Account Phone Number then should send an email to The Coordination Team mentioning Agent ID, Name, Card Number, Previous Mobile Number and Updated Mobile Number. Please note the bank will call to verify with the new number if the bank can verify only then bank will update but if can't then the bank is unable to update the new number.

Separate Non-Management Employees but had Payroll Card Information:

If any Non-Management Employee joins again with a new ID but he already has a payroll card then Hub/Team should send an email to The Coordination Team mentioning the previous and new employee details so that The Coordination Team can sync the card details with the new ID. That mean's salary disbursement will be done by the payroll card.

→ For one person payroll cards will be issued ONE TIME (lifetime), so the card will not be issued under the same person twice in the different ID.

Salary Adjustments; the reasons behind the salary adjustments:

Salary adjustment (arrear) isn't a regular process. Sometimes we have to consider specially for:

→ Not completing the joining formalities on time.

→ Not completing the rejoining formalities on time.

→ Not completing the role change formalities on time.

→ Not updated the ID and others required fields to the Attendance Sheet, OT, HA and Commission Checklist.

→ Anything that void the process.

Arrear salary consideration might be STOPPED very soon. Advised everyone to follow and maintain all the processes accordingly. So that everyone will get the perfect salary on time and there will be no issues.

Note: Hub/Team Lead should follow and maintain all the processes (above describe) accordingly to ensure everyone's perfect salary on time.

S to C Conversion (Special Cases):

Convert to C Series when working Actively in S Series: If anyone is converted in C Series (onboarded as Operations Associate) then the Hub/Team Lead should change their status as INACTIVE in the Attendance Sheet, update the Separation Date and also have to update the Attendance till the last working day as ACTIVE in S Series. The Hub/Team Lead should send an email to The Coordination Team with mentioning the employee details (S and C Series both).

4.8 Contribution to Organization

My work at Pathao Courier in regard to contribution to the organization and the operations of the organization are multivariate, it was direct assistance to its efficiency, coordination and strategic growth of the company's logistics services.

1. Central Operations Coordination: Acted as an Associate/Coordinator in Central Operations, which involved establishing strong connections between the management and operational teams in more than 250 hubs across the country. Maintained proper supply chain of operational equipment and stationery & assets so that there is no hindrance in day-to-day operations. Responsible for non-management HR issues, including attendance tracking, payroll processing and ID creation to ensure timely and accurate disbursement of salary to more than 15,000 non-management employees.
2. Payroll and Administrative Process Improvement: Reserved for the non-management staff, managed end to end payroll activity- attendance compilation, overtime and holiday allowance computation synchronization with HR and accounts teams. Reformed the onboarding and rejoining process for delivery agents and other working personnel to ensure compliance and adherence of the policy in the company. Established proper procedures for updating and confirming the payment options (bank cards, bKash) and reducing the number of payroll mistakes.
3. Operational Efficiency and Data Management: Maintained 250+ attendance sheets and payroll records for all hubs to improve the accuracy and reliability of HR data. Processed over 15,000 records related to job retention and well-being of the agents to produce relevant findings for the management team. Automated processes for extraction of data from the company's CRM that has done away with much of the load of manual processes and boosted operation efficiency.
4. Cross-Departmental Collaboration: Worked with central operations, core team, HR, Accounts and hub leads to solve problems that arise concerning administration and operations within the company. Helped in acquiring new hub

locations and procurement management, driving Pathao's business growth and market expansion initiative.

5. Field Operations and Issue Resolution: Vendor tour to understand firsthand how the inbound and outbound transport, parcel management and cash collection at central warehouse and central hubs work out. Helped to address operational issues like operational equipment malfunctions, delivery discrepancies, merchant complaints and process bottlenecks which in return enhanced service quality and customer satisfaction directly.

4.9 Evaluation

Pathao Courier Service offered both theoretical and hands-on experience in the growing logistics and courier sector in Bangladesh. It was influenced by the daily operational, administrative and strategic management of the organization.

Performance and Learning Outcomes: I successfully acted as a liaison between the management and 250+ hub operations ensuring workflow and an administrative and HR-related issue prompt response. I succeeded in showing my problem-solving abilities by handling non-management employees' salaries that were processed and paid on time and with low incidences of errors in payment. Effective use of available technologies, including the HERMES parcel management system enabled me to fast forward through the extraction process as well as use application tools to reduce the time spent on bureaucratic tasks. I personally attended training, merchants and the warehouse to experience all the venues of logistics starting with parcel collection through to delivery and cash collection.

Professional Development: From the working experience, I learned organizational skills, time management and nurtured communication skills. Working with the different departments, especially HR, accounts, regional leads and the hub leaders helped improve on teamwork and solving different tasks. I gained knowledge about compliance, proper record-keeping, data management and standardization of processes in large-scale operations of the courier industry. This was made possible by exposing new learners like me to real-world scenarios to navigate such as dealing with high transaction volume of payroll & admin management.

Impact and Value Added: My contributions have resulted in better payroll accuracy, improved administrative turnaround. Not only that, the support I tried to provide for field staff made a direct connection from management level to non-management level employees. This had a direct effect on employee satisfaction and reliability of operations. This helped the management in making decisions for further enhancements and development for the benefit of the call center such as the analysis of agent retention. It helped me comprehend the digital evolution of the logistics industry and how Pathao is revolutionizing the f-com, e-com and logistical system in Bangladesh.

4.10 Skills Applied

1. I developed a 15-minute presentation to the Courier Agent Management team to present to the marketing team regarding the competitor analysis findings while demonstrating great verbal and visual communication skills.
2. Analyzed a set of more than 15,000 non-management series employees record in order to identify key trends to understand job retention and their well being.
3. Efficiently used Google Workspace and Microsoft Excel to organize and analyze various data such as creating pivot tables and reports to determine key performance indicators.
4. Used different types of data visualization tools from Canva to create easy and understandable materials with contents for the regional leads and hub leaders.
5. Acquired practical experience by creating a formula and scripts to automate the process of extracting data from the company's CRM system to save a lot of time in manual effort.
6. Acquired practical experience of communication with numerous peers in negotiating various administrative works based on procurement, purchasing to maximise usage of it by all the team members.

CHAPTER 5: CONCLUSION & KEY FACTS

5.1 Recommendations

Improvement of internal communication and operational planning: Making sure that all employees from the CEO's office of management to the front line employees are well briefed in concerning the plan of operations and the objectives. Team meetings on a regular basis and clear breakdowns of responsibilities will help to align efforts and prevent confusion and a sense of accountability to exist among departments. This approach will also facilitate rapid adaptation and remedial measure provisions when operational challenges are presented.

Maximizing productivity by training and attachments: Offering training programs through the training courses available in a continuous manner to both new and existing employees but emphasis specially on the use of cyber tools such as HERMES system and merchant panel. Better training will ensure the employees understand tasks better, become more productive while being updated with the updates in the system. It will motivate employees to be more productive in achieving the organizational objectives.

Leverage data analytics for decision-making: Scaling business intelligence and big data analytics to use in measuring key performance indicators of delivery times, customer satisfaction and agent retention. Analytics-based insights must underpin process enhancement, resource distribution and strategic planning to stay ahead of the nimble emerging landscape of the logistics business.

Increase service customisation and merchant support: Creating customized service packages for various merchant groups such as the management of their inventories and order placement, flexible delivery options. Increased regular feedback collection and proactive support by dedicated account managers will strengthen the business relationship with merchants and reduce churns.

Expand geographic coverage and overcome infrastructural problems: Mainstreaming the growth of effective delivery services in deprived and outlying regions by investing in logistics infrastructure and alliances. Solving last-mile delivery dilemmas and enhancing

route optimization will expand market share and customer satisfaction, particularly as e-commerce expands throughout the nation.

The adoption of these recommendations will contribute to the achievement of sustainability in Bangladesh's courier industry leadership, operational excellence and long-term business growth.

5.2 Key Understandings

Pathao Courier's Transformational Role: Pathao Courier has been a crucial ingredient to the transformation of Bangladesh's courier and logistics industry through the use of innovative technology, effective delivery mechanisms and customer-centric solution. Its digitization with digital platforms and real-time tracking and automation of processes has charted new benchmarks for reliability, pace and customer satisfaction in the sector.

Comprehensive Service Portfolio: Pathao has grown leaps and bounds from being a small logistics startup to a multi-service platform that caters to ride-sharing, food delivery, parcel and courier services and digital payments. This spread has made Pathao to cover a broad range of customer needs and have it retain a hold on the market.

Operational Excellence and Organizational Structure: The organization of the company is based on a clear and effective organization structure, with special teams of transport, product development, business intelligence, issue resolution, technology, agent management, sales and data analytics. Specifically, Central Operations play the role of a backbone, guaranteeing smooth coordination, supply chain management as well as communication between departments.

Industry Growth and Market Position: The courier industry in Bangladesh has found remarkable development due to the e-commerce boom as well as due to the changed consumer behavior. Pathao has been growing its market share continuously, attaining 40% in 2023 and has become a powerful player next to competition of other players like RedX, eCourier and Paperfly. The industry is estimated to grow by 7.5% CAGR while Pathao's revenues and employment generation would also report an upward trend.

Digital Transformation and Process Innovation: The digitalization of Pathao with such digital tools as HERMES parcel management system and Merchant Panel has streamlined logistics, upgraded delivery performance and increased data-driven decision-making. The firm's commitment to continuous training and processes improvement has allowed it to remain operational efficient and remain relevant in the changing markets.

Social and Employment Impact: Besides commercial successes, Pathao has largely contributed to job creation especially to the youths fuelling the gig economy and economic empowerment in this country. By 2023, Pathao had created 40,000 jobs and it expects more than 60,000 jobs by 2028.

Internship Experience and Professional Growth: The internship offered on-the-job experience of the fundamental operational processes, such as the process of payroll management, administrative coordination, hub and warehouse operations and cross-functional team work. This experience bridged the gap between academic and industrial practices resulting in development of skills of data analysis, business communication and strategic problem solving.

Challenges and Limitations: The report recognizes constraints including limited access to internal company data and wide ranging industry data, as well as continuing difficulties in keeping pace with global competition, regulatory change and technological developments.

Strategic Recommendations: The report provides practical recommendations to Pathao to more effectively optimize operations, digitalize further and maintain market leadership in a dynamically changing logistics environment.

Personal and Organizational Development: Pathao Courier's experience has been a badge of both personal-professional growth and organizational objective making reference to the notion of the power of teamwork, adaptability and a culture of being better human beings in the organization.

These top insights guide the understanding of Pathao Courier's not only the transformation of the logistics industry in Bangladesh, but also generating a fruitful

learning environment for interns and employees, who have been significant catalysts in the growth of the company as well as for the betterment of the society.

5.3 Conclusion

Bangladesh's courier industry experienced fundamental changes from technological progress and changing consumer preferences and rising e-commerce activities. The research paper "**Pathao Courier : Transformation of the Courier Industry in Bangladesh**" examines how Pathao has transformed this sector by implementing innovative solutions, efficient operations and customer-oriented services.

Throughout the internship period at Pathao Limited's Courier Operations Department in the Coordination team we gained deep knowledge about how digital solutions optimize logistics while improving delivery services in the industry. Real operational challenges helped us to bridge theoretical knowledge with practical skills which developed essential competencies in strategic decision-making and digital transformation ensuring problem solving.

Pathao demonstrates its dedication to progress and sustainability through its advanced initiatives which include real-time tracking capabilities and optimized delivery optimization. My professional development has received substantial support from Pathao's progressive workspace culture along with its focus on team effectiveness and efficiency. The internship experience proved transformative because it strengthened my interest in business analytics, business acumen, logistical facilities and strategic operations. The lessons I learned during this experience will direct my professional development because I plan to use this knowledge to create more industry innovations.

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