**3rd Case Study: Improving the delivery Efficiency and Customer Satisfaction of a Parcel Delivery Company**

**Current situation:**

You are the transportation manager of a large parcel delivery company (example Naqel Express or SMSA Express) based in Dammam. Your company delivers parcels and online purchases daily to more than **500 businesses and thousands of home deliveries** in **Jeddah, Makkah and Taif.**

Your delivery fleet includes 50 delivery vans, 10 medium trucks and 3 large trucks. The **on-time** delivery performance of your delivery operations is quite bad (less than 60%) and your customers always complain due to **missed** deliveries or product **damages**. Also, your customers always complain of difficulty to **locate** where their products are. The **routing and** **scheduling** of your delivery vehicles are quite inefficient and mainly **decided by the drivers**. The **delivery targets** for your vehicles are quite different and most of them are **not met by most drivers**.

**New situation:**

Your company decided to expand their services to **Yanbu, Abha, Jizan and Albaha** because there is an increasing demand for parcel delivery in these cities especially with **online purchases**. The volume of parcel Delivery services to businesses in these cities might not be as big as Jeddah.

**It is expected these changes would increase your operations by 100-120%.**

***Task:*** You’re are required to review the current operational practices and delivery vehicles of your company and apply necessary improvements **to improve the efficiency of your delivery operations and enhance the customer’s satisfaction as well as accommodating the expanding of your operations in the existing cities and new cities.**

You need to consider the following functions when considering the changes:

1. Numbers and types of vehicles used in your delivery operations
2. Operational practices and approaches used in the routing and scheduling of your vehicles
3. Performance management metrics and approaches to monitor and improve the efficiency of your operations and satisfaction of your customers
4. Technologies and systems to be used in order tracking and fulfilment.
5. Technologies and systems to be used in protection and securing of the products on your delivery vehicles

Your suggested changes need to be based on your understanding of the course’s lectures and any online content that you find. Additionally, you need to search for relevant references on “courier delivery, parcel delivery, courier best practices” and cite some relevant studies to substantiate and validate your recommended changes.

You can make any logical assumptions and constraints in your suggested solution as long as you fully describe them and provide a good rationale for them.