How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)

A study based on UPS (United Parcel services) Delivery Logistic Company in Jönköping Sweden
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I am really thankful to the Almighty God for making it possible. The process of writing thesis has not been an easy task but it has added value to my knowledge. Each and every activity of writing thesis has been a value adding activity. During writing my thesis, many people has supported and encouraged me with positive feedback and comments. Therefore, I would like to express my gratitude to them.

Firstly, I would like to say thank you to my supervisor Daniel Pittino for all his comments, support guidance and time. Your feedback was very helpful for me.

Secondly, I would like to say thank you to my colleagues at UPS (United Parcel Service) in Jönköping for their contribution during the empirical aspect of the research and squeezing, those minutes out of your busy schedule for the responses to the questions and little chats.

I would also thank my wife for her timeless understanding, patience and for her constant support.

Finally, I dedicated this thesis to the memory of my father, Theophilus Taiwo Labiyi, who always believed in my ability to be successful in the academic arena. You are gone but your belief in me has made this journey possible.

Abstract

Much of the research field of a Logistics companies specifically the parcel delivery company has been focused on several development particularly DRONE and LAST MILE of a parcel delivery process. However very little or no effort has been endowed to analysis or research about the cause(S) of the huge returns of packages (send-agains) daily by parcel delivery drivers in the logistics companies. Even major parcel or package delivery firms among the industry has not paid a lot or no attention to the current downside however but continuing to focus their attention and resources on the reduction of operational value and profit maximization. This research study ventures specific into the motives and causes to the matter that are mentioned already and the way parcel (package) delivery firms will reduce the growing amount/quantity of high send - agains (returns) daily in their individual hubs. The data collected within the field from up to fifteen(15) UPS drivers in Jönköping resulted in findings like, majority of the customers do not appear to be in reception during the delivery: delivery drivers not having access codes to residential (apartment) buildings and not having work mobile phone and are among various factors that cause's high or huge returns. The flow of communication therefore is weak in terms of date and time of delivery between the parcel(package) delivery companies and customers even have an unfavorably effect, result on parcel(package) delivery companies. The results of big returns, have an effect and hinders a thriving parcel(package) delivery a mentioned in-detail during this analysis and research. Stated solution and suggestions are provided at the depth of the research to create positive way for customers to receives their packages(parcel) at the proper time and day (first delivery attempt) that in a way will reduced the send-agains(Return) difficulty that the package(parcel) delivery companies are facing.
Chapter 1

1. Introduction

The growth that occur in online retail sales has transformed and influenced the logistics firms for the past ten years and the inclination is expected to continue on the same or similar level during the next few years (Delfmann et al. 2002). In as much as goods that companies and consumers purchase increase online, the express delivery services demand grows (J. Aranko, 2013). The rate at which e-commerce increased in popularity is clearly obvious on the streets due to the rate at which the delivery vehicles in residential areas is increasing in number. The amount of failed delivery attempts rises as home deliveries become more and more frequent. In order to deliver the parcel (package) to the customer's the couriers companies needs the owner of the parcel (package) signature before it can be delivered, and most of the time the consumers are not always at home when they are on the brink of the deliver the parcel (package), and failed in delivery tries/attempt causes or results in exaggerated in delivery prices/costs as a result of the package (parcel) must be returned to the shipper and to be re-delivered (Weltevreden, 2008).

The main aim of package (parcel) delivery companies is to make sure that the packages (parcels) which are sent out to deliver to the customer's by their driver, is being delivered to attain customer's satisfaction. The high returns (send-again) problem can be easily be cost effective by embracing functional and applicable way to resolve the problem of high returns (send-again). In order for parcels/packages delivery companies to stay competitive within the e-commerce business, they need to be able to provide high level of service and cost efficiency maintenance. As a result, all of the most parcel/package service providers in courier(express) delivery companies are concentrating in minimizing returns (send-again) and to satisfy/meet the new necessary condition of consumers, which make the competition becomes tighter (Lim & Shiodo, 2011). The major focus of this paper is to gather and mix relating information to the drivers (Service Providers) and also the link to customers in delivering parcels/packages from an operational purpose or point of view. Parcels/packages delivering service implies that courier(express) parcels/packages are delivered at an intervals specific timeline, parcels/packages are receive by customers once the parcels/packages depart from warehouse centre and reduction of send again returns (that result in increase in confidence of the customers. This research emerge from my years as a logistics assistant with the company. This research findings will give good intuition for package (parcel) delivery companies and customers, which will help in reducing operational costs, returns (send-again) and increase customer's satisfaction.

1.1 Problem Discussion

The rise in amount/volume of returns (send-again) turn out an excessive amount of parcels/packages within the warehouse of package (parcel) delivery companies usually. These an excessive amount of or overflow of returns (send-again) produce issues logistical to delivery firms e.g. human capital and financial cost. Esper et al (2003) highlight the on time delivery significance so as to reduce the overflow because the growth of e-commerce increases. My reason for selecting such a topic arise from the actual fact that I work in parcel (package) delivery company for years. The issue of high returns (send-again) within the warehouse on daily basis is inflicting heaps of drawback as I noticed for the drivers and management. What I noticed throughout the company (SOP) Standard Operation Procedure with the method drivers returned packages or parcels back to the warehouse on daily basis inspire me to begin on this research. The management continually urge the drivers to make sure they deliver the packages or parcels to the customers and not to come back with it on a daily morning meeting or briefing. The unpleasant situation of any parcels delivery firms is to see parcels/packages back or returned to the warehouse without been delivered to the customers.
What is the meaning of Returns(Send-Again) in package delivery logistics company? The Returns(send-again) means that when parcels/packages are transported from the warehouse by drivers of the delivery logistics companies to deliver to the customer at the main specified address or individually are not delivered, which are know returned back to the warehouse of the delivery logistics companies by the drivers because of some situation or causes that is beyond their(drivers) control. For example is, when a driver of a package delivery company scanned the parcel(package) as not available i.e. the customer is not available or at home, and then drive them back to the delivery logistics company warehouse to be process for another delivery attempt and it is called the returns(send-again). There are numbers of factors that can cause a driver of package(parcel) delivery logistics company to return back with some packages(parcels) to the warehouse of the delivery logistics company. Such as not having access to the customer's premises or delay due to payment of cash on delivery (COD) for customs duties and soon, can cause or lead to returns(send-again). In essence any delivery of packages(parcels) that is unsuccessful during delivery attempt, regardless of the problem or causes creates send-again(returns).

The main problem of returns(send-again) are human capital cost and financial cost and they are going to be the main point of discussion of my research paper.

Why financial costs? Is when there is too much returns(send-again) of packages or parcels in the warehouse, which they cannot be handled by the delivery logistics companies anymore and in one way or the other needs to employ the services of sub-contractors to deliver the packages to the customer's and by employing the services of sub-contractors, it will cost the delivery logistics company more in terms of financial aspects, and also decreasing customer's confidence as well as human capital that has been overstretched already. Why human capital cost? Human capital cost in package or parcel delivery logistics company means that when drivers often been very tired due to the facts that they have to deliver packages or parcels to customers over their normal workings hours allocated to them. From the empirical proofs collected from the responses of the service providers in this study, due to the too much work load, drivers are stressed out physically and tired, making them not to be able to put more efforts in delivering parcel or package to customers because they are stressed out and tired, which then lead to high returns(send-again). Numerous package/ parcel delivery logistics firms are having problem with decreasing in profits and this problem has been resolved generally by concentrating on reducing costs at internal level rather than making the value created for the end consumer increased (J:Beilinson, 2013). First time parcel or package delivery effort in which the costumer receives his or her packages/parcels is the value created for the end consumer. The main problem in which companies regarded as unmerited work and additional costs in terms of finance and human capital from companies perspective. Likewise, the same can be ascribe to the customers perspective in terms of failed delivery attempt which can be costly. Costly just because the customers have to made a lot of contact and work to the customer service department of the delivery logistics company that may concern and soon, just to make sure that the packages/parcels are in a safe hands and soon, which customers regarded as unmerited work for them. This extra work or action from the customers caused them little amount in terms of costs both time wise and financial aspects (Appel 2013).

This research attempt to find possible way by which package/parcel delivery logistics companies, can minimize or reduce to the lowest level the high returns(send-again) by their various service provider (drivers). In which I will looked into the cause of high returns(send-again).

1.2 Research Question
1. What are the causes of returns(send-again) of package/parcel in delivery logistics company
2. How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)

1.3 Thesis Structure
The structured of the thesis is as followed:
Chapter 1 is made up of the introduction and problem discussion that give a review of the root behind the motivation, reasons and problems which make or led the writer to research deeply into the study.

Chapter 2 is made up of the methodology of this study which was conducted as a case study.

Chapter 3 is made up of the literature review and theoretical framework which was surrounded by related literatures such as articles, research papers, academic books and journals.

Chapter 4 consists of the empirical results which are presented and examine thoroughly.

Chapter 5 is made up of the analysis from the empirical findings and summarized it also.

Lastly, chapter 6 is made up of whole summary, recommendations and the conclusion of the study.

1.3.1 Delimitation

The delimitation of this thesis is that the study is been conducted within the UPS in Jonkoping and not UPS in larger area like Goteborg, Malmo and Stockholm due to the time frame and insufficient cost to be able to travel around, and due to my job specification as a logistics assistant inspire me to do this research about the problem the package/parcel delivery company are facing due to the huge number of returns(send-again) but the cost of sending a package/parcel is not included in my study due to privacy issue. So the management and package/parcel delivery drivers that responded to the research questions are basically working in UPS in Jonkoping Sweden.

CHAPTER 2

2.0 Research Methodology

The term research is commonly coupled to educational or academic activity, but many writers (Bryman and Bell, 2011; Ghauri and Gronhaug, 2010; Gill and Johnson, 2010; Saunders and Lewis, 2011; Walshaw, 2012) links research to way of life and see it as an elementary activity of everyday living. They recommend or suggest that everybody is engaged within the research method through trying to seek out solutions to issues that are perceived(Alan Johnston, 2014). The purpose of a lot of or most research tries to search for a fundamental or causal relationship (Matthews and Ross, 2010) between occurrences. Management research thus tends to be simplest, effective and helpful in resolving organizational or operational issues within the workplace (Alan Johnston, 2014). Lee and Lings (2008) argue that research is concerning generating information concerning what you think the globe or the world is. This is supported by Jankowicz (2005) and Quinlan (2011) who emphasize that research is concerning making new information or knowledge which its development relies on a judgment of what is known and the way it is known.

This master thesis is research and conducted as a case study and a case study approach is used as a methodology in a research because according to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” question; (b) you cannot manipulate the behavior of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under case study; or (d) the boundaries are not clear between the phenomenon and context.

Bryman and Bell (2007), suggested that a case study entails the detailed and intensive analysis of a single case. Yin (1993) has identified some specific types of case studies: Exploratory, Explanatory, and Descriptive.

Exploratory:- This type of case study is used to explore those situations in which the intervention being evaluated has no clear, single set of outcomes (Yin, 2003).

Explanatory:- This type of case study would be used if you were seeking to answer a question that sought to explain the presumed causal links in real-life interventions that are too complex for the survey or experimental strategies. In evaluation language, the explanations would link program implementation with program effects (Yin, 2003).
Descriptive:- This type of case study is used to describe an intervention or phenomenon and the real-life context in which it occurred (Yin, 2003).

As Stake (1995) observes, case study research is about the state of case study and the nature of the particular case in question. The utilization and the main reason of such research method is its power, quality and simple to use for the study particularly. Research studies in business and management are usually based on this kind of research design. The author has chosen this research methodology (case study) because it provides an objectives and unbiased response (s) to the Research Question, "How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)" and hence leading to results that gives a deeper insight on the subject. It is to also ensure that the quality of the data is good and sufficient. Since the interviews are going to be done by me working as a logistics assistant with the parcel (package) delivery logistics company with some years of experience working in the parcel (package) delivery logistics company, it's important for this research to adapt a case study methodology as stated by Yin (1994) "to explain the complex causal links in real-life interventions". Multiple sources of evidence; theories and interviews are use by this research as the way to ensure construct validity. The research question framed as "who", "what", "how" and "why" determine the relevant strategy to be used (Yin, 1994). Knight and McCabe (1997) propose that the case study gives way by which various qualitative methods can be put together, by avoiding too reliance on one single approach.

Gerring, J. (2007) in his book "Case Study Research", stated that to refer to a work as a "case study" might mean:-
(a) that the research is holistic, thick (a more or less comprehensive examination of a phenomenon).
(b) that its method of evidence gathering is naturalistic (a real-life context).
(c) that the research investigates the properties of a phenomenon, instance or example.
(d) that its method is qualitative, small N.
(e) that it utilizes a particular type of evidence (e.g., ethnographic, clinical, non-experimental, non-survey-based, participant-observation, process tracing, historical, textual, or field research).
(f) that the topic is diffuse (case or context are difficult to distinguish).
(g) that it employs triangulation ("multiple sources of evidence").
(h) that the research investigates the properties of a single observation.

The methods chosen by the author of the research are used so that it can work well together during this research.

2.1. Qualitative Methodology Approach

Qualitative research is framed generally inside the socially created and advocacy/participatory theories that assert that meaning is created socially, and therefore there are multiple truths to discover (Creswell, 2003; Crotty, 1998). There are several types of qualitative research; the most important ones are grounded theory, phenomenology, case study, narrative analysis, and ethnography (Merriam, 1998). The qualitative data collected from observations, interviews, and field notes are coded, analyzed, and interpreted taking into account the context and personal values of the researcher (Creswell, 2003).
It is decided by research study that which methods best suits that study. The combination of both methods can be used if there are enough resources are available (Carr, 1994). I have selected qualitative technique and the reason for selecting this technique is that I will try to gather deep and intensive knowledge about the concern questions. To collect the answers of "why" "what" and "how" qualitative is the appropriate method (Svenning, 2003). Due to this reason qualitative approach is more suitable to collect data. It will allow us opportunity to address new aspect of our problem and be flexible in the study. Flexibility of study makes the collection of data into interactive process which can help to raise previous unconsidered issues related to that study. We can raise and address these issues by the interaction with interviewees. As the data is obtained it can be analyzed.
in depth throughout the study. This study/research is conducted by the deductive approach which means that I will try as much as possible to draw reasonable conclusions from the data collected during the interviews (survey) and questionnaires conducted, after which conclusion will be made based on consumer reply and behavior.

Table1 - Deduction, induction, abduction- (Saunders et al., 2012)

<table>
<thead>
<tr>
<th></th>
<th>Deduction</th>
<th>Induction</th>
<th>Abduction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Logic</strong></td>
<td>If premises are true then conclusion should also be true</td>
<td>Untested conclusion are created with known premises</td>
<td>With the help of known premises testable conclusion are generated</td>
</tr>
<tr>
<td><strong>Generalisability</strong></td>
<td>General to specific</td>
<td>Specific to General</td>
<td>Forming an opinion from the relationship between specific and general</td>
</tr>
<tr>
<td><strong>Use of Data</strong></td>
<td>Propositions related to existing theory are evaluated with the help of data collection</td>
<td>Themes and patterns are explored with the help of data collection to present a conceptual framework</td>
<td>With the help of data collection phenomenon is explored and presented in conceptual framework and tested through subsequent data collection</td>
</tr>
</tbody>
</table>

2.2 Sources of Primary Data
Primary data is an information that is directly collected from the respondents. It is also called first hand data that are sourced through observations, experiments, surveys or questionnaires and interviews by the person conducting the research (Ghauri & Grohaug, 2010). Although it takes time and it is very costly to collect, primary data is still the most appropriate for this research because information is collected directly for the specific purpose (Ghauri & Grohaug, 2010).

The author intends to obtain data directly from the source for this research. Participant observation is also used to collect data that would be further analyzed and used to fulfill the research questions. The interviews conducted with the management and the package/parcel delivery drivers of the logistics company and the questionnaires in the form of a survey, is the main method or way of acquiring data for this master's thesis. The primary sources of collecting data for this research were personal interviews with the management and drivers of the package/parcel delivery logistics company. There were five (3) management and ten (10) drivers of the package/parcel delivery logistics company and the interviews lasted for 6 hours between 10-20 minutes each. The author met with the management and drivers of the package/parcel delivery logistics company to discuss the question in full details to keep and maintain a balance with the thesis written.
2.3 Sources of Secondary Data

Secondary data can be both qualitative and quantitative data. Qualitative method entails collecting data through interview and observation while quantitative method deals with numerical data when we try to carry out findings (Davies, 2007). Furthermore, we can categorized secondary data as survey, documentary and multiple sources, in addition the data can be published summaries or raw data (Saunders et al., 2009). Secondary data is also used to get deeper understanding of the study and to address the problems and challenges of the study. The secondary source was attained through the internet, books, literatures and periodicals.

2.4 Data collection and analysis

The usage of multiple sources during this case study is compounded further by Yin (1994), when he proposed three principles of data collections for case studies: 1.) Use multiple sources of knowledge 2.) Create a case study database, 3.) Maintain a chain of evidence
Sampling:- constitutes the collection of real data sources from a bigger set of prospects or possibilities. It involves two interconnected components: (a) shaping the complete set of doable data sources that is mostly termed the population, and (b) selecting a specific sample of data sources from that population (Given, 2008).

Questionnaires/survey are used in cases when there is the need for many respondents, when the nature of the data that is sought is known, when the data needed is explicit, and when the respondents are literate persons who can understand the questions and give written answers (Laws, Harper & Marcus, 2003). The usage of questionnaires in this research/study is intended to maintain a clear focus on the research question and avoid open-ended responses from targeted participants. The simple nature and clarity of the analysis/research question helped to produce some level of heightened confidence and simple comprehension for the respondents to participate, thereby giving space for candid and objective responses. This approach creates a balance of private expertise gained from the sphere and formal education received by the respondents. The drafting of unopened-ended questions also will minimize perspicacity from respondents.

Yin (1984), in one of his three conditions for the design of case studies, mentioned "the type of research question posed" as the "extend of control an investigator has over actual behavioral events. Levy (1988), in his study discussed about "what" questions and stated that this type of research question justifies an exploratory study. And Yin (1994) also discussed about the existence of a "how" question in the questionnaire makes the study explanatory, which is not uncommon.

What are the author's rational for drafting only two questions to be used as a guide for this study? The two question are seen below as well as the answers to the author's decision.

* What are the causes of returns(send-again) of package/parcel in delivery logistics company
* How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)

The answers to that question is predicated upon the guidelines for formulating Research Question culled from www.socscidiss.bham.ac.uk/research-questions.html. According to the authors of this web article, factors that go into formulating good research questions are as follows:
- Relevant
- Manageable in terms of research and in terms of your own academic abilities
- Substantial and with original dimensions.
- Consistent with the requirements of the assessment.
- Clear and simple
- Interesting
Relevant - the question are going to be of educational and intellectual interest to individuals within the field you have got chosen to research or study. The question arises from problems raised within the literature or in practice.

You should be able to establish a transparent purpose for your analysis in reference to the chosen field. For instance, are you filling a gap in information or knowledge, analyzing academic assumptions or skilled/professional practice, observing a development in practice, measuring completely different approaches or testing theories in between a selected population?

Manageable - you need to be realistic regarding the scope and scale of the project. The question you raise should be among your ability to tackle. For instance, are you able to access documents or people (source of your data), you need to gather the information you would like to handle or address the question fully? Are you able to relate the ideas of your analysis/research question to the observations, phenomena, indicators or variables you'll be able to access? Will this data be accessed among the restricted time and resources you've available to you?

Sometimes a search question seems possible, however after you begin your fortification or library study, it proves otherwise. During this scenario, it's vital to jot down up the issues honestly and to reflect on what has been learnt. It should be attainable, along with your supervisor, to develop a contingency plan to anticipate attainable issues of access.

Substantial and (within reason) original - the question mustn't merely copy queries or questions asked in different final year modules, or modules formerly undertaken. It shows your own imagination and your ability to construct and develop analysis problems. And it must offer enough scope to become a thesis.

Consistent with the requirements of the assessment - the question should permit you the scope to satisfy the educational outcomes of the course. For example, you can decide to conduct a theoretical study, one that doesn't contain analysis of empirical data. During this case, it'll be necessary for you to think twice before creating such a alternative. You'd be needed to give an account of your methodology, to elucidate why theoretical analysis was the foremost acceptable means of addressing the question and the way you have gone regarding theoretical models to provide new insights regarding the topic.

Clear and simple - the complication of an issue/question will often hide unclear thoughts and cause a confused analysis method. A awfully elaborate analysis question, or an issue that isn't completely differentiated into different components, could hide ideas that are contradictory or not relevant. This must be clear and thought-through, however it's one in every of the toughest components of your work.

Equally, you'll need to start along with your literature review and data or information collection and you'll feel tempted to 'make do' with a broad and imprecise analysis question at that point in time. However, a confuse question is probably going to come up with confuse data and equally confuse analysis.

If you produce a transparent and easy analysis question, you'll notice that it becomes additional complicated as you think that concerning what you are studying and undertake the literature review. Having one key question with many sub-components can guide your analysis here.

Interesting - this is essential. The question has to intrigue you and maintain your interest throughout the project. There are two traps to avoid.

• Some questions are convenient - the most effective you'll be able to return up with once you are asked to state an issue or question on a type, perhaps – or maybe the question fits in along with your units therefore you opt it'll fulfill.

• Some questions are fads - they arise out of a specific set of non-public circumstances, for instance employment application. Once the circumstances change you'll be able to lose enthusiasm for the subject and it becomes terribly tedious.

Make sure that you just have a true, grounded interest in your analysis question, which you'll be able to explore this and back it up by academic and intellectual discussion. It's your interest that may encourage you to stay operating and to provide a good thesis.
Interviews: are method of gathering information or opinions by asking a sequence of questions that can be either of pre-defined order (structured), unstructured, or semi-structured. The traditional interview is a personal discussion between the interviewer and the interviewee. However, it can also be done through telephone calls or even via internet (Jupp, 2006). However the conduction of semi-structure interviews with the workers of UPS delivery logistic company in Jönköping. This will hopefully lead to some insights and the collection of needed data to the answers of the main research question/problem(s). The guide used was broad in scope such as exploring the trends of the deliveries of packages. The interviewees were allowed the opportunity to speak openly and freely without limits in order to make the interview more creditable and efficient as well as to stick to the specific research theme. The interviews in this research will be conducted at UPS delivery logistic company in Jönköping. Coding of the interview is non-applicable in respect to the scope of the research and due to the number of interviewees. The interview will be semi-structure and in a sense 'open'. Semi-structured interviews typically have an initial question followed by probes. These kinds of interviews are typically supported the information or knowledge of, and/or the idea that the respondents have had a specific experience they will elaborate upon. In these forms of interviews, matters has typically been analyzed before the interview. Therefore, the researcher is seeking further data or information. During a semi-structured interview, an interview schedule is developed to deal with the subject and to guide the interview, yet “without fixed wording or fixed ordering of questions” (Minichiello et al., 1995). The content of the interview is directed on matters that are foremost to the subject of the research. The way within which questioning takes place permits space for flexibility, social interaction, exploration of ideas and "provides opportunities to observe participants in the face-to-face ongoing interaction of the focus group" (De Laine, 1997). I have selected semi structured interviews method because it is most suitable method to collect first-hand information and gives freedom to interviewees on how they give answers to particular question. It also provide interviewees the opportunity to ask questions from interviewer as well and to clarify the meaning of unclear questions. Due to this reason researcher can get more deep information about the subject. Although semi structured interviews are time consuming and mostly interviewees do not want to participate in this but it gives intensive information about the particular subject. The development of interview question emanated from the advantages of the research focus. In order to maintain objectivity and balance, the author choose to draft two broad questions which have led to getting more unbiased responses from the respondents.

Note that interviews should be preferred when there are clear objectives for the research, when time is limited, when there are many experiences from different people to be studied (Taylor & Bogdan, 1984).

By choosing service providers (some management and parcel delivery drivers) who have similar activity/occupational tasks, who encountered similar setbacks daily as a results of send agains (returns) in their scope of work, may be thought-about and regarded as a focus group as defined. Focus groups are group interviews of 12 to 15 people and concern a sort of organized discussion that is design and planned by the interviewer. The main aim of this method is to investigate people’s views in depth and in combination with other opinions. (Stewart, Shamdasani & Rook, 2007).

2.5 Ethical Consideration in Data Collection

Ethics define what is or is not legitimate or ethical to try and do. Codes of behavior, and legal considerations in most countries can give some mounted rules and principles for researchers, and research ethics has a positive role to play within the style and conduct of human research, but it wants or needs to be seen as an integral part of the research method. Commonly control beliefs regarding research ethics embrace the importance of the protection of vulnerable populations,
maintaining professional standards, safeguarding the rights and well-being of participants, risk management, and ensuring public support for research (Edwards, Skinner, 2009). Ethical concerns would like to be thought-about in each part of the research study, not just in the research style or once the researcher receives any needed ethical clearance and authorization to begin the research. The researcher desires to think about and touch on or act upon ethical responsibilities and concerns continue throughout a project, even beyond the information or data compilation section or phase into analysis, write up and publication, (Edwards, Skinner, 2009). And it is the right of individual or firms to decline to participate in research due to some particular aspects. Therefore it is important to describe about the data collection, analysis, write up and publication to the participants and firms as well.

2.6 Validity and Reliability
To ensure a balance between validity and reliability, firstly I drafted the case study questionnaire and subsequently distributed out the questionnaires to some management and parcel delivery drivers. Additionally, some colleagues at UPS in Jönköping and parcel delivery drivers were asked verbally about their opinion as to why they have returns. Some respondents took 3-4 days to answer the questionnaire while most of the respondents took at least 2 weeks to give me back the questionnaires with their answers. Some parcel delivery drivers did not respond. Reasons were they forgot despite my constant reminders and some colleagues at UPS in Jönköping out rightly refused to participate. The most important phase was compiling all the responses and looked for the similar answers. According to Bryman and Bell (2007), a case study should have principles of validity, reliability and replicability.

Validity:- in interviewing refers to the formation of appropriate operational measures for the ideas or concepts being investigated (Emory & Cooper, 1991). Interviewing tries to attain construct validity through three techniques. Firstly, triangulation of interview questions is typically established within the research style or design stage by two or a lot of carefully worded questions that check up on the topic or subject matter under investigation from completely different angles. Secondly, the interview technique typically contains an inherent negative case analysis wherever, in every interview and before the subsequent, the technique expressly needs that the interviewer plan to negate rising explanations interpreted within the information or data (Dick, 1990). Finally, the flexibleness of the approach permits the interviewer to re-evaluate and re-design each of the content and method of the interview program, therefore establishing the content validity (Sekaran, 2000 and Emory and Cooper, 1991). Validity is of various forms, but the types commonly used in traditional research are internal and external validity. Internal validity exist where there is degree of causal relationship between two or more variables. External validity on the other hand refers to degree at which the result can be generalized to certain individuals, settings, population and time (Ghauri and Gronhaug, 2010).

Reliability:- in interviewing refers to how systematically a method measures the ideas it is alleged to measure, enabling different or other researchers to do the study again and attain similar findings (Sekaran, 2000 and Emory and Cooper, 1991). Reliability is typically achieved through four tactics: Firstly, reliability is achieved through the structured method or process of interviews. Secondly, reliability is achieved through organizing a structured or process for recording, writing and deciphering information or data. Thirdly, research reliability is usually achieved through comparison of the research findings between the inquirer or interviewer and respondent or interviewee. Finally, the utilization of a planning committee to help within the style or design and administration of the interview program is another different way that reliability may be achieved (Guba & Lincoln, 1994). To ensure validity and reliability in this research, one of the most common phenomenon that is associated with the failed delivery (send agains/returns) attempts as responded by the management and service providers (drivers) was consignees not been at home during the time of the delivery. To
ensure this common cause is valid, the author has been on the field several times to ensure that this hypothesis was true and thereby validating the empirical findings. The author was also concerned about the stability of the data so that the responses do not fluctuate to ensure reliability and validity. Therefore the author grouped, counted and wrote down each response different times based on the questions asked to ensure that they fall in the same category and do not fluctuate. To further ensure validity and reliability, the author often had impromptu discussions about the questions with some colleagues at UPS in Jönköping center and most of the service providers (drivers) that responded to the questions during lunch breaks, chance encounters or after work in the UPS in Jönköping center. This course of action was employed to ensure that what was written by some of the management at UPS in Jönköping center and these service providers (drivers) was not different from what they experienced on a daily basis at work.

CHAPTER 3

3.0 Literature review/Theoretical Framework
Under this section of the research, the author was keen on finding published related academic materials in the field of supply chain management industry that has specific references on parcel delivery. The data mining search for these published materials included the internet, academic books and literatures, journals, thesis and articles written by scholars and academics with interest in the field of parcel delivery. Through these collections of published materials, the author believes a hypothesis could be drawn on the research.

3.1 Types of logistics services
The term logistics has initially been applied to the responsibilities of organizing the provision of weapons, equipment, and food to distant military forces (Lovelock 1996). Solely throughout the Eighties it became a broader business term. Main differences between logistics and physical distribution of goods and services not only involved an additional organized perspective on physical activities but furthermore it involve the capture, storage, and retrieval of relevant information. (Lovelock 1996).
The Council of Supply Chain Management Professionals (CSCMP 2013) has defined logistics as functions that include the planning, implementation and control of the flow and storage of goods, services and related information.
According to Lovelock (1996), the definition of logistics includes “the movement and storage of goods together with associated information flows from the beginning to the end of the supply chain”. Sink et al. (1996) in turn involved third-party logistics buyers in their research and created a list of activities that the buyers associated with third-party logistics (Table 2).
<table>
<thead>
<tr>
<th>Function</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Shipping, forwarding, (de)consolidation, contract delivery, freight bill</td>
</tr>
<tr>
<td></td>
<td>payment/audit, household goods relocation, load tendering, brokering</td>
</tr>
<tr>
<td>Warehousing</td>
<td>Storage, receiving, assembly, return goods, marking/labelling, kitting</td>
</tr>
<tr>
<td>Inventory management</td>
<td>Forecasting, location analysis, network consulting slotting/layout design</td>
</tr>
<tr>
<td>Order processing</td>
<td>Order entry fulfillment</td>
</tr>
<tr>
<td>Information system</td>
<td>EDI/VANS, routing/scheduling, artificial intelligence, expert systems</td>
</tr>
<tr>
<td>Packaging</td>
<td>Design, recycling</td>
</tr>
</tbody>
</table>

Table 2: Activities associated with contract logistics in the USA (Sink et al. 1996)

Hofer and Knemeyer (2009) argue that logistics services are supportive services for physical production. Based on several currently used definitions, Croucher et al. (2006) have formed a common and modern definition that describes logistics as “the efficient transfer of goods from the source of supply through the place of manufacture to the point of consumption in a cost-effective way whilst providing an acceptable service to the customer”.

3.2 Elements of logistics services

Existing studies (Hutt & Speh 2010) known totally different components/elements of logistics service performance that are vital for business-to-business customers (Table 2). These components vary from delivery time to value-added services. Another facet is that the element of logistics are providing added-value to a product as a result of it’s being created accessible for the ultimate or final user (Croucher et al. 2006).
<table>
<thead>
<tr>
<th>Elements</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery time</td>
<td>The time from the creation of an order to the fulfillment and delivery of that order encompasses both order processing time and delivery or transportation time.</td>
</tr>
<tr>
<td>Delivery reliability</td>
<td>The most frequently used measure of logistics service, delivery reliability focuses on the capability of having products available to meet customer demand.</td>
</tr>
<tr>
<td>Order accuracy</td>
<td>The degree to which items received conform to the specification of the order. The key dimension is the incidence of orders shipped complete and without error.</td>
</tr>
<tr>
<td>Information access</td>
<td>The firm's ability to respond to inquiries about order status and product availability.</td>
</tr>
<tr>
<td>Damage</td>
<td>A measure of the physical conditions of the product when received by the buyer.</td>
</tr>
<tr>
<td>Ease of doing business</td>
<td>A range of factors, including the ease with which orders, returns, credits, billing, and adjustment are handled.</td>
</tr>
<tr>
<td>Value added/services</td>
<td>Such features as packaging, which facilitates customer handling, or other services such as reprising and drop shipments.</td>
</tr>
</tbody>
</table>

Table 3: Common Elements of Logistics Service (Hutt & Speh 2010)

It is characteristic for services that customers are able to participate within the service processes, and are crucial to the co-creation of value with service suppliers/providers. However, this sort of interactive relationship between service supplier and client has not been typical within the logistics sector. The client is commonly geographically distant from the service supplier/provider, as a result of the aim of the service is to move products/goods from the direct client (e.g. a factory) to the client’s customer (e.g. a retail store) via a sequence of service suppliers/providers. (Rajahonka 2013).

3.3 What is parcel delivery

Given the rise of e-commerce, e-retailing and the ever increasing nature of consumerism by consumers, there has been the need for these items order to reach the intended recipients. From a practical perspective, the medium by which these ordered products or parcels reach its intended destination is commonly referred to as a delivery. The most widely known parcel couriers in Europe are DHL Express, United Parcel Service (UPS), FedEx, and TNT Express (Li 2002).

A "Parcel Delivery" is the paid service of carrying an item, goods or package of high or low worth/value from an individual or company to a such location or destination. Current literatures don’t give a uniformly used definition of parcel delivery service. There is, however, a transparent or clear understanding of its which means as a result of several firms/companies are thought of as being parcel carriers, and their service offerings are completely different from some other transportation providers. Based on a broadly used description, a typical parcel carrier transports shipments that are sufficiently little to be handled by one person with no aid, however that are usually larger than a normal standard letter (J. Aranko, 2013). Delivery is most typically same-day, next-day or one-to-three-day because of the time-sensitive nature and content
of the shipments, like biological substances, spare parts or medical provides/supplies (First Research 2013).

3.4 Drivers of parcel delivery in the Supply Chain (Logistics) Industry

The main aim of this research is customer aligned and guaranteeing that each parcel delivery firms and consignees free from extra cost. Parcel delivery has been existing for over hundred years, however, has gain activity/occupational permanency about just twenty years ago. The catalyst for such stability is that the dot.com boost within the late eighties, that gave rise to web/internet trade and commerce. With the increasing numbers of on-line retailers, parcel delivery plays an integral role within the supply chain. No matter is the nature of your product order, be it e-commerce or normal transaction of any product, parcel or letter as a results of a trade, purchase, and order or exchanges; the ultimate journey lands within the hands of a parcel delivery logistic companies. According to Brynjolfsson and Smith (2000), “the initial wave of e-commerce was based mostly on merchandising commodities over the net/internet, utilizing advertising to achieve transactions and relying on operational efficiencies to scale back prices/costs of merchandising and managing supply chain. However, several forgot that when the merchandise is sold-out, it still should be delivered to the customer”.

Michel Heikamp (2013) jointly ascertained that "operational peaks occur usually on Mondays, as a result of comparatively lots is ordered throughout the weekend together with internet outlets providing 24-hour delivery. This obligates the online outlets to handle and process all the weekend orders to be deliver consecutive business day. Moreover, these product got/need to be delivered, in which it increases transport movements. Factors increasing this downside are failure of delivery because of unattended homes and because of return of some packages or products.” Xing et al (2011) furthered declared that, there have been many factors that would improve so as to extend the success margin throughout 1st delivery attempts. Their ideas are coupled to each of the logistics service providers and therefore the retailers;

- Logistics service providers ought to use emails, phone calls or texts to advise the delivery date and time to customers, together with forwarding some reminders. Furthermore, they need to ask customers regarding different choices if no one is available at home before the delivery, and provides customers a lot of selections/choices regarding the amount and where and when to receive orders.
- Retailers need to package little things like books, beauty merchandise or gifts in such a simplest way that they will be delivered through the letterbox. In addition, they must involve logistics service providers to discuss/communicate with customers as many times as possible or develop a link to logistics service providers’ websites.

Since this research is concerning a subject in the Supply Chain Management (SCM) industry, it is prudent for the readers to know what a supply chain management entails. "Supply chain management represents the third phase of an evolution that started in the 1960's with the development of the physical distribution concept that focused on the outbound side of a firm's logistics system" (Langley, Cole, Gibson, Novack & Bardi, 2009). The concept of supply chain is not new and organizations have been moving from physical distribution management to logistics management to supply chain management. Supply chains are therefore mainly about managing three flows: production, information and financial, and these flows must work together. Information is power, and tight internal and external collaborative relationships within the supply chain are keys to success (Panagiotis & Piia, 2013). Logistics play an important role in companies' supply chain, because logistics networks have consequences handling and transportation policies. Handling and transportation are coping with differences in infrastructure, while needing to realize delivery within
the time-to-market (Harrison & Van Hoek, 2011). Only throughout the 1980’s it became a broader business term (Lovelock, 1996). Logistics service quality is outlined as a task of the gap between expected service and perceived service and has received significant attention trade/industry wide (R. Mohammed & H.S. Jaafar, 2007). The foremost vital components of customer service are products delivery time, and therefore the time that is required to tackle customer queries, estimates and complaints. Increase responsiveness to client wants, drive organizations to take a position in time-based approaches to perform improvement. High level of responsiveness strengthens client loyalty (Angelopoulos & Levio, 2013).

The geographical location of the parcel delivery firm is a crucial element in the supply chain management industry, as a result of an impression or effect it has on its ability to serve the customers with efficiency and avoiding the possibilities of inconveniencing customers (Slack, Brandson - Jones, Johnston & Betts, 2012). Weltevreden (2008) successively has researched collection-and-delivery points as a doable answer for the increasing quantity of unsuccessful delivery attempts. Logistics service providers who deliver a cargo/shipment to a collection-and-delivery position, conversion a delivery failure could save each time and fuel, as they are don't ought to visit a home for a second or a 3rd time so as to induce the cargo or shipment delivered (Aranko, J. 2013). Once situated suitably (for example at areas that already produce customer trips) the extra effort to gather the shipment is comparatively little for the buyer, so the quantity of product losses or insurance claims are reduced as there’ll not be demand or want for unsecured deliveries. (Weltevreden 2008) Furthermore, logistics excellence has clearly been recognized as a part within which corporations will produce a competitive advantage, partially owing to its visible service impact on customers (R. Mahound & H.S. Jaafar, 2007). Mentzer, Gomes, and Krapfel (1989), argued that two parts exist in service delivery: marketing customer service and physical distribution service (PDS). Here, PDS consists of 3 crucial components: availability, timeliness and quality. Mentzer viewed PDS as a element of logistic service quality (LSQ) (Panagiotis & piia, 2013). Bienstocka et al (2008) mentioned up to five attributes that major areas of logistics service that are systematically stratified as vital by customers, however the author realize solely three that were relevant to the present research. They are economical and efficient logistics service communication, accessibility/availability of things or items and delivery time. Further, Croucher et al, (2006) describes logistics as "the economical and efficient transfer of products or goods from the supply source through the place of manufacture for the purpose and point of consumption in an exceedingly cost efficient method while providing a suitable service to the customer". It’s also necessary for the readers to know the various sorts of service and delivery modes. The term "express delivery" will be outlined as the fast delivery of products or goods and documents utilizing the quickest modes of transport. This idea varies from country to country and from one operator to other operator. It’s sometimes the most costly and quickest potential variety and kind of delivery and it will establish at any purpose of the delivery chain by utilizing identification systems. There are primarily three abstract modes that comprise express delivery stated as "CEP service", namely; Courier service, express delivery services and parcel delivery services (Brewe et al, 2001). The main task of physical distribution is to make sure that ordered merchandise or goods are out there at the right places at the right time within the exact quantities to satisfy client demand (Gurua, Ranchhod and Hackney,2001). Customers typically outline "availability in terms of the speed that they will physically get supplies. Christopher et al, (1991) contend that: "Availability ought to be viewed as the output of the physical distribution system". Within the parcel delivery field activity, the delivery of packages to a customer starts with physically gathering together the packages within the numerous hubs and so transporting the products or goods to the customers as the finish point of the supply chain. Many authors (Perreault and Russ, 1976; La Londe and Zinszer, 1976) have outlined or defined physical distribution service a lot more to incorporate different factors like the following:

- Convenience of the ordering process.
- Provision of information about the status of an order (progress information).
- Adherence to a delivery timetable at the customer’s premises.
• Compatibility of handling equipment and packaging.
• Condition of the goods on arrival.
• Order accuracy (the extent to which the items received corresponds to the order specification).
• Policy on retired goods
• Complaints and claims procedure.

According to Customer Focus (February, 2013), "different consumer groups are likely to have different needs from a parcel delivery service, but the evidence shows that any review of the industry cannot be complete without considering the impact of a parcel delivery factors on consumers' behavior." The Consumer Focus response to the European Commission's Green Paper consultation on An integrated parcel delivery market for the growth of [e-commerce] in the EU (February 2013) found that:

• Failed delivery attempts are inconvenient and costly to the customer (and the delivery operator).
• The time frame of the delivery: this is the most basic information about the delivery service that allows them to plan for the delivery of their items.

3.5 Parcel Delivery Service

The current literature doesn't offer a uniformly used definition of parcel delivery service. There is, however, a transparent understanding of its meaning as a result of several firms are thought of as being parcel carriers, and their service offerings are completely different from alternative or other transportation providers. Based on a wide used description, a typical parcel carrier transports shipments that are sufficiently little to be handled by one person with no aid, however that are typically larger than a traditional normal letter. The foremost unremarkably famous parcel carriers in Europe embody DHL Express, UPS, TNT Express and FedEx. (Li 2002)

According to First Research (2013), the universal parcel business, additionally referred to as the express delivery trade, generates revenues of roughly $180 billion per annum. In their analysis, the trade consists of firms that offer express delivery and pick-up services for documents and parcels in domestic and international areas. A typical express cargo/shipment is outlined as being sufficiently small to be handled by one person while not usage of any special instrument or equipment. Delivery is most typically same-day, next-day or one-to-three-day attributable to the time-sensitive nature and content of the shipments, like biological substances, spare parts and medical materials. (First Research 2013) Lovelock (1996) outlined the express parcel portion of the freight transport companies as a service "whose core product involves the speedy transportation and delivery of customers’ packages, generally vary in size". The requirement differ between companies and countries. He additionally uses a term "time-definite logistics industry", during which info networks are equally vital because the physical distribution networks of aircraft, trucks, sorting hubs and sophisticated/high-tech warehouses. The firms functioning within the trade/industry distribute through their own networks and use native subcontractors for pick-up and delivery. All in all, the company is extremely equipment-intensive with flat rate dominating and therefore the variable price/amount of transporting packages comparatively low. (Lovelock 1996)

Moving many thousands of shipments every day needs sure procedures so as to facilitate affordable prices. Therefore, these little parcels have to be compelled to be combined into larger units depending on the routing and final destination. This procedure essentially defines ways in which parcel carriers operate. For instance, a normal/simple parcel delivery service that uses merely road transport operates as follows. Parcels are usually picked up by a courier with a pick-up van, at the shipment’s origin, and there’ll be many pick-ups before the vehicle returns back to a hub or terminal. This can be the origin hub for the cargo/shipment. In the hub, the shipments are sorted by departing or outbound line haul truck. Once the loading is complete the truck leaves for succeeding hub or terminal within the parcel’s route. There the truck will be unloaded and therefore the parcels sorted
once more. Just in case this can be destination hub, the parcels are sorted to courier vans for delivery. These typical steps of parcel delivery service are presented in Figure 1. (Li 2002)

![Diagram of parcel delivery process](image)

**Figure 1:** Typical steps in parcel movement from origin to destination (Li 2002)

The above Figure 1 represents movements by road transport only. When it comes to an air transport, the steps are not significantly different. An air express shipment has all the same stops as its road counterpart. The only difference is the transport mode between the origin, intermediate and destination hub. Instead of line hauls, the transitions between the hubs will be done by an airplane. (Appel 2013.)

### 3.6 "Service" in the Parcel Delivery Process

As stated by Edvardsson and Olsson (1996), a process/service may be a chain of activities that has to be performed at the same time so as for the service to be made. These activities occur each within the service provider’s premises yet as in their partners and customers premises.

Services are completely different than product, leading to dramatic social control or managerial implication (Bitran et al., 1993; Nambisan, 2001).

Service as an impalpable activity or action features a immense impact or influence within the parcel delivery firms. Maybe because of the lack of customers to experience a service before its consumption, name or reputation may be a outstanding component of any service business model (Mansharamani, V. 2004). A service will either ruined the name of company or adorns its name. Since the last 20 years, parcel delivery industries have moved towards a additional service directed approach towards its customers. The simplest service firms perceive that the way they manage the main points of each stage of their operations well determines the success of their business (Chase & Jacobs, 2011, 13th Ed). The returns (huge send - again) as a main study for this research, may be considered a measuring system of a service, once poor/bad service is rendered as way to determine or gauge the huge send - agains by delivery drivers. Customers are the main center of concentration in all business services like a hotel, bank, restaurant, or a parcel delivery firm within the supply firm. Some scholars propose that the service organization exists to serve the personnel as a result of they
often verify how the service is perceived by the customers. A parcel delivery (service) able to go awful because of inclement weather, psychological and physical status of the delivery driver, among several alternative reasons. A reason common for the explanation for awful service needs to do with the psychological and status of mind of the delivery driver that is prompt by the actions and policies of his management. The client gets the type of service that management deserves: in addition, the way management treats the employee is the way employee will treat the general public. If the work force is well trained and well-motivated by management, they're going to aid jobs for his or her customers in a good way. Therefore, the latter situation can offer a lot of momentum for service provider within the parcel delivery firm to try to do further delivery attempts at formerly visited residences, interact with neighbors a lot more, thereby resulting in a decrease in high send - agains. Services are but, totally different compared to manufacturing, once we take into account the high degree of personalization usually need, the speed of delivery required, the direct client contact and therefore the inherent variability of the service encounter. Services typically need abundant higher levels of capability relative to demand.

As stated by Chase & Jacobs (2011), service constitutes five characteristics:
1.) The primary is that a service is an insubstantial method that can't be weighed or measured; service intangibility as well presents a difficulty for clients since, in contrast with a physical product, they cannot attempt/try it out and check it before purchase.
2.) A service needs some extent of communication with the client for it to be a service. The communication is also transient, however it should exist for the service to be complete.
3.) Service, with the large exception of solid technologies for example ATMs and information technologies, answering machines and automatic internet exchanges, are intrinsically varied, they vary from day to day and even hour by hour as a purpose of the attitudes of the customer and also the servers.
4.) The services as a method are unpreserved and time dependent, and in contrast to merchandise, they cannot be keep or stored. You cannot come back last week for an air flight or on a daily basis on field.
5.) The requirement of a service are outlined and analyzed as a package of characteristics that have an effect on the five senses. These characteristics is also open services (training of service personnel, consistency of service performance, availability and access to the service, and comprehensiveness of the service) and hidden services (attitude of the servers, atmosphere, waiting time, status, privacy and security, and convenience).

3.7 Types of parcel delivery services
As stated by Croucher et al. (2006), parcel delivery services are compared typically and supported by four main attributes:
1) quality dedication
2) speed of delivery
3) size of consignment
4) contractual basis
<table>
<thead>
<tr>
<th>Broad Service Type</th>
<th>Asset Dedication</th>
<th>Speed of Delivery</th>
<th>size of Consignment</th>
<th>Contractual Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Express</td>
<td>Shared</td>
<td>next day</td>
<td>small</td>
<td>transaction</td>
</tr>
<tr>
<td>Groupage</td>
<td>Shared</td>
<td>slower than express</td>
<td>larger than express</td>
<td>transaction</td>
</tr>
<tr>
<td>General Haulage</td>
<td>Shared</td>
<td>slower than express</td>
<td>as required</td>
<td>transaction</td>
</tr>
<tr>
<td>Shared or Multi-user Distribution</td>
<td>Shared</td>
<td>slower than dedicated</td>
<td>as required</td>
<td>contract</td>
</tr>
<tr>
<td>Dedicated Contract Distribution</td>
<td>Dedicated</td>
<td>as required</td>
<td>as required</td>
<td>contract</td>
</tr>
</tbody>
</table>

Table 4: Breakdown by broad service types by attribute (Croucher et al. 2006)

Li (2002) build on that the service rendering by parcel delivery services sometimes embody totally different alternatives in terms of delivery times. These variations are normally expressed through the service level paid for by the shipper or customer. For example, in UPS we have the following variation:
Express Plus + (service level) :- means that the package must be delivered to the customer before 9:00 a.m. daily.
Express Plus (service level) :- means that the package must be delivered to the customer before 10:30 a.m. daily.
Express (service level) :- means that the package must be delivered to the customer before 12:00 noon daily.
Express Saver, Expedited, Standard and Saturday delivery (service level) :- means that the package must be delivered to the customer by 17:00 p.m. daily.

3.7.1 Courier service

Courier service is intended particularly for the transport of products and services corresponding to documents, tiny/little samples, patterns or necessary spare components up to 5kg in weight. The things or products are carried in person throughout all stages of the transportation from the sender to the ultimate destination, while not been re-routed. These services are thought-about the quickest style/type of express delivery and additionally the foremost costly method to carry goods or products (McKinnon, A. 2001). This kind of express services (delivery) are principally found in inner cities and they use bicycles, motorcycles and cars as mode of transport. Courier services play a slight important part in international deliveries, because of the high value related to transportation. The unique complement of the products/goods or packages by the courier service is its main characteristics (Gile & Oyden-Grable, 2010).

3.7.2 Express delivery services

Express delivery service entails the carriage of products/goods from the sender to the ultimate destination by bundling or grouping along massive numbers of units and distributing them internally with a versatile transportation program. Express delivery has warranted/guaranteed delivery time-frame like same day delivery, next day delivery within twenty four hours (Panagiotis & Pia, 2013). It's conjointly attainable during this kind of service to arrange the precise delivery time which is why the most feature is that the warranted/guaranteed delivery time.
The main types of express delivery services are the express freight systems, that focus on the express delivery of huge quantity of products/goods for company. Long-term contracts exist and deliveries are undertaken for some main purchasers/customers. Express services are typically tailored for specific industries (e.g. pharmaceutical sector) or are the results of the outsourcing of transportation from companies to logistics service providers (McKinnon, A. (2001).

### 3.8 Service as an important component and new concept in the parcel delivery industry

Service has moved rapidly as a recent/new idea within the parcel delivery firm for the past ten years. The parcel (package) delivery man was simply charged or tasked with the duty to carry a parcel from one point to another while not the expectations of the many official procedure equivalent to over exaggerated courtesy to the client, longer time with the client and information of the origin of the parcel. Packages aren't any longer simply loaded onto a van and carry from one location to another different location, however offer an collection of transport and connected services that are intended to improve their customers’ merchandise/products, goods and services (Morlok, Nitzberg and Balasubramiam, 2000).

### 3.9 Business process re-engineering

Business process re-engineering has been a development between several foremost firms ever since middle 1990s and also the outcome show that outstanding cost value and time savings are achieved by reorganizing or restructuring business processes and organizations. Firms have used the business process re-engineering method particularly in growing the operational potency. Though, more modern studies of business process re-engineering projects plan have reportable quite important failure rates. Whereas mismanagement of projects has ordinarily been linked to the failures, the main reasons are more difficult. Tinnilä's (1995) research introduced a shift within the mind-set as an interest towards strategic and organizational aspects of business process re-engineering method has began to take place. The study show that additionally to the operational aspects, organisational and strategic views ought to be taken into thought once re-engineering processes. (Tinnilä 1995)

Long-ago, business process re-engineering method was more of a “lean management” that resulted in important method/process changes from an operational point of view. Tinnilä (1995) propose that consecutive section or phase ought to embrace method development to support each organizational restructuring and fulfillment of strategies. The objective of business process re-engineering is to identify the targeted strategic objectives and redesign organisation and operations according to them. (Tinnilä 1995)

### 3.10 Parcel delivery process illustration

The explanation of a standard parcel delivery process by any parcel delivery industry within the supply chain industry is done by the figure 2 below diagram. This explanation in figure 2 describe the flow method from an order delivery and eventually to the client. From the beginning, a client must make a purchase on-line or by local supplier, the order must be verified then process for shipment/cargo. Once the confirmation method is finished, the next thing to be done by the shipper is to contact a courier firm to pick up the products for cargo/shipment. The client is then notified that the order is been shipped and is filled out with the parcel details for example tracking number, expected date of delivery etc. The parcel is then collected from the shipper and shipped by the courier firm to its destination where it's sorted out into the hub (warehouse) and so send out for delivery to the client. The majority of parcel delivery companies typically permit any changes to the delivery address following the first delivery attempt. Once the client isn't available or at home, the package is returned to the parcel delivery firms' hub. Once the package is returned to the hub
(warehouse), the workers concern with operating/working with returned packages attempt to contact the client through computer program application or search engine application that make known some small details like street address and telephone number. Provided that the delivery driver had access to the client residence, then an attempted delivery notice (slip) are left at the client's front entrance or within the mailbox informing the customer on how to get in contact with the parcel delivery firm to collect their packages or choices for future delivery. The complete theoretical narrative provides a descriptive method, which can provide the client an in-depth data of the procedures of their cargo order and parcel delivery companies' delivery pattern. Once the customers follow up very well, this may give an intuition concerning the way most parcel delivery companies operates and can cause customers to be well informed and making a better decisions in terms of their delivery status. It'll facilitate the preparation of clients and soon specifically what to expect once they order parcels and also thereby facilitate the customer and the parcel delivery firms minimize the high returns (high send - agains).
<table>
<thead>
<tr>
<th>Customer</th>
<th>Purchase of goods</th>
<th>Receipt of the tracking no.</th>
<th>Receipt of the goods</th>
<th>Receiving not at home notice</th>
<th>Contacting the customer service</th>
<th>Receipt of the package</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplying firm</td>
<td>Receipt of the order</td>
<td>Customer is not home</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplying firm warehouse</td>
<td>Packaging the goods</td>
<td>Requesting for a pick up</td>
<td>Confirmation of shipping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPS Courier at origin (pick up the packages Send to different courier firms)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPS Hub at origin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPS firm mode of transport (flight or ground transport)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UPS Hub at destination</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>UPS firm at customer</td>
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<tr>
<td>UPS firm tracking system</td>
<td>Pro active tracking</td>
<td></td>
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<td>UPS firm customer service</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>UPS firm service center</td>
<td></td>
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</tbody>
</table>

**Table 5: Illustration of a parcel delivery process** // (J. Aranko, 2013).
3.11 Summary of theoretical Framework

In summary, the theories collected or gathered for this research has put positive guide in answering the research question "How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)."

Heikamp, M. (2013) mentioned that because of the overflow of orders taken by internet/web retailers or buyers specifically throughout the weekend, these retailers or buyers become overcome as a result of they need to deliver the orders successive business day, and honor their commitments to customers. Several client aren’t well-versed regarding their unfinished order delivery throughout this tense short period of time. Hence, these product/goods should be delivered, and thereby making inflated and heighten the flows logistically.

Heikamp (2013), mentioned that the common impact are delivery failure due to unattended homes and products/goods need to be returned. This declaration clearly provides one in every of several answers from theoretical perspective to the analysis question of this study (thesis).

The poor data flow between on-line retailers, web-shops, package delivering company and customers have extremely given rise to high send-agains (returns) within the supply chain industry. Poor data and communication flow within the sense that customers’ has to be updated on each section of delivery method. Client Focus (February 2013) conjointly weighed in on this issue by suggesting the timeframe of the delivery. This can be the foremost basic information or data flow regarding the delivery that permits customers to set up for his or her delivery. Insufficient data flow and communication swap between the most important parties concerned within the parcel order and delivery method offer another answer from the theoretical prospective to the research question of this study.

The problem or load isn't completely on the web retailers and package/parcel delivery companies only, it's conjointly with consumers also. Many consumer's get the information concerning their delivery order but they are either too engaged in different things and do not care concerning reading nor tracing or tracking their orders.

Well-known hypothesis on the analysis/research topic are important and helpful materials as they function as a guide within the whole research method. These theories facilitate me in focusing my research and maintained the scope of the research as provided from the theories collected. These theories additionally facilitate me aim exact entities for gathering of data and research method in analyzing data gathered relative to this research.
CHAPTER 4

4.0 Empirical Findings

Stickdorn and Schneider(2010) explain service design as a repetitive method that has exploration, creation, reflection and implementation. Even if the design method is usually seen as linear, it would be necessary to require a step back or maybe begin from the scratch. Furthermore, there'll invariably be dilemmas and paradoxes on the way or approach, and in these cases the decisions are being made based on the budget, resources and therefore the opinions of the customer. (Stickdorn & Schneider 2010.)

In this part of the study or analysis, all the responses received from the management and various drivers of UPS in Jönköping that take part in the analysis are going to be listed and documented. The writer is of the belief that these responses are the basic that this research was carried out. There were more than a few factors that were jotted down by the respondents that are the causes and attributes for which package/parcel delivery companies experienced high send agains (Returns) within the supply chain industry.

The empirical findings from the management and drivers of the UPS (United parcel services) in Jönköping are listed below based on individual responses to provide more and additional validity to the present research or analysis. The responses are listed below based on the questions asked from the research question.

Driver (service provider) nr.1 from UPS in Jönköping

Question 1:- what are the causes of returns(send-again) of package/parcel in delivery logistics company?
Response:- it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.

Question 2:- how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response:- this can be minimized by calling the customer that owns the package before the driver, drove out of the package delivery logistics company center or send an SMS to the customer just to make sure that an agreement has been made between the driver and the customer where and when to deliver the package.

Driver (service provider) nr.2 from UPS in Jönköping

Question 1:- what are the causes of returns(send-again) of package/parcel in delivery logistics company?
Response:- it occur when some customers intentionally reject or refuse to answer their mobile phones when the driver of the package delivery logistics company called their mobile phones because they do not identify the telephone number calling them.
Response:- it occur when the majority of the clients of the package delivery logistics company aren't well informed that several package delivery logistics companies can only deliver package from door to door, which will make the customers to be at home or have to be at home to receive their package or instruct the driver by leaving a note for the driver of package delivery logistics company where or when to leave or drop the package/parcel.
Response:- it occur because the majority of the drivers of the package delivery logistics company don't create more time or they do not care or bother to communicate with the customers when or if they cannot gain entrance into the building on how to gain entrance into the building.

Question 2:- how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response:- this can be minimized when the management of the package/parcel delivery logistics company provide working telephone with a registered number to the drivers, which will enable the customers to identify the telephone number when they called them.
Response: this can be minimized when the drivers of the package/parcel delivery logistics company take their time to check, write down and saved the different door codes that will be used to gain entrance to the customer’s premises/building when they want to deliver packages to the customers.

Response: this can be minimized when the management instruct the drivers of package/parcel delivery logistics company to informed the customers well enough when and where their packages/parcels are going to be delivered, so that the customers can be available to receive their packages/parcels or in any way informed the drivers of the package delivery logistics company if the address has been changed earlier.

Driver (service provider) nr.3 from UPS in jönköping

Question 1: what are the causes of returns(send-again) of package/parcel in delivery logistics company?

Response: it occur when some package/parcel delivery logistics companies do not informed their customers/supplier or updated their website the opening and closing time during the public and non-public holiday or if they've moved from one place or area to the other.

Response: it occur when the majority of the clients of the package delivery logistics company aren’t well informed that several package delivery logistics companies can only deliver package from door to door, which will make the customers to be at home or have to be at home to receive their package or instruct the driver by leaving a note for the driver of package delivery logistics company where or when to leave or drop the package/parcel.

Response: it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver package delivery logistics company.

Response: it occur because some customers of package delivery logistics company are not informed about payment on delivery which means they have to pay Cash on Delivery known as COD when they want to receive their packages/parcels from the driver of the package delivery logistics company.

Response: it occur because the majority of the drivers of the package delivery logistics company don’t create more time or they do not care or bother to communicate with the customers when or if they cannot gain entrance into the building on how to gain entrance into the building.

Question 2: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?

Response: this can be minimized when the management instruct the drivers of package/parcel delivery logistics company to informed the customers well enough when and where their packages/parcels are going to be delivered, so that the customers can be available to receive their packages/parcels or in any way informed the drivers of the package delivery logistics company if the address has been changed earlier.

Response: this can be minimized when the management of the package/parcel delivery logistics company provide working telephone with a registered number to the drivers, which will enable the customers to identify the telephone number when they called them.

Response: this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response: regarding cash on delivery COD packages/parcels the management of the package delivery logistics company should make sure that all packages with payment issue or monetary problem must be sorted out in the warehouse before the drivers carried the packages/parcels for delivery.

Driver (service provider) nr.4 from UPS in jönköping

Question 1: what are the causes of returns(send-again) of package/parcel in delivery logistics company?
**Response**: it occur because the majority of the drivers of the package delivery logistics company don't create more time or they do not care or bother to communicate with the customers when or if they cannot gain entrance into the building on how to gain entrance into the building.

**Response**: it occur because several or few packages/parcels do not have any means of identification apart from the name of the customer's and address, some other information like customer’s telephone number and the codes to the door are not included on the packages/parcel.

**Response**: it occur when some customers intentionally reject or refuse to answer their mobile phones when the driver of the package delivery logistics company called their mobile phones because they do not identify the telephone number calling them.

**Response**: it occur when the drivers of the package delivery logistics company carried more packages/parcels to distribute in a day that is more than the capacity of the car they drive, which make them not to have much time to distribute all the packages to the customer or when the customer change the route of the package delivery in case the customer need the package to be delivered in another address that is close by.

**Question 2**: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?

**Response**: this can be minimized when the drivers of the package/parcel delivery logistics company take their time to check, write down and saved the different door codes that will be used to gain entrance to the customer’s premises/building when they want to deliver packages to the customers.

**Response**: this can be minimized when the customers ordering goods via online write their details correctly such as name, telephone number, address and codes to the doors, so that the driver of package delivery logistics company can easily contact or locate them thru any of their details on the packages/parcels during delivery.

**Response**: this can be minimized when the management of the package/parcel delivery logistics company provide working telephone with a registered number to the drivers, which will enable the customers to identify the telephone number when they called them.

**Response**: this can be minimized when the drivers of the package delivery logistics company carried the actual capacity, and the actual amount of packages/parcels that the drivers can distribute comfortably in a day not to overload the car, so that he/she can be able to reach all the customer to deliver their packages at a reasonable time frame not to overwork his/herself.

**Response**: this can be minimized when the package delivery logistics company have places that is located centrally in each districts where the drivers used to delivered packages/parcels in which they can drop the packages and also serve as the picking point for customers as well, if customers cannot meet up with the drivers to collect his/her packages from the driver directly.

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**Driver (service provider) nr.5 from UPS in jönköping**

**Question 1**: what are the causes of returns(send-again) of package/parcel in delivery logistics company?

**Response**: it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.

**Response**: it occur because some customers of package delivery logistics company are not informed about payment on delivery which means they have to pay Cash on Delivery known as COD when they want to receive their packages/parcels from the driver of the package delivery logistics company.

**Response**: it occur when the majority of the clients of the package delivery logistics company aren't well informed that several package delivery logistics companies can only deliver package from door to door, which will make the customers to be at home or have to be at home to receive their package or instruct the driver by leaving a note for the driver of package delivery logistics company where or when to leave or drop the package/parcel.

**Question 2**: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response: this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response: regarding cash on delivery COD packages/parcels the management of the package delivery logistics company should make sure that all packages with payment issue or monetary problem must be sorted out in the warehouse before the drivers carried the packages/parcels for delivery or charged if possible when they are ordering goods online, so that they are aware of the charges at the initial stage when they are ordering goods online.

Response: this can be minimized when the management instruct the drivers of package/parcel delivery logistics company to informed the customers well enough when and where their packages/parcels are going to be delivered, so that the customers can be available to receive their packages/parcels or in any way informed the drivers of the package delivery logistics company if the address has been changed earlier.

Response: this can be minimized when package delivery logistics companies have evening’s deliveries time generally, not only at the peak seasons because majority of the customers are always at home after 4 p.m., so that the customers can be at home to receive their packages/parcels.

Driver (service provider) nr.6 from UPS in Jönköping

Question 1: what are the causes of returns(send-again) of package/parcel in delivery logistics company?
Response: it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.
Response: it occur when the driver of package delivery logistics company get to the address been writing on the packages/parcels by the customer that owns the package but on getting to the place they cannot find the name of the customer on entrance door which show the name of all the people living there.
Response: it occur when the majority of the clients of the package delivery logistics company aren’t well informed that several package delivery logistics companies can only deliver package from door to door, which will make the customers to be at home or have to be at home to receive their package or instruct the driver by leaving a note for the driver of package delivery logistics company where or when to leave or drop the package/parcel.

Question 2: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response: this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.
Response: this can be minimized when the management instruct the drivers of package/parcel delivery logistics company to informed the customers well enough when and where their packages/parcels are going to be delivered, so that the customers can be available to receive their packages/parcels or in any way informed the drivers of the package delivery logistics company if the address has been changed earlier.

Driver (service provider) nr.7 from UPS in Jönköping

Question 1: what are the causes of returns(send-again) of package/parcel in delivery logistics company?
Response: it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.
Response: it occur when the driver of package delivery logistics company get to the address been writing on the packages/parcels by the customer that owns the package but on getting to the place they cannot find the name of the customer on entrance door which show the name of all the people living there.
Question 2: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?

Response: this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response: this can be minimized when the management instruct the drivers of package/parcel delivery logistics company to informed the customers well enough when and where their packages/parcels are going to be delivered, so that the customers can be available to receive their packages/parcels or in any way informed the drivers of the package delivery logistics company if the address has been changed earlier.

Driver (service provider) nr.8 from UPS in jönköping

Question 1: what are the causes of returns(send-again) of package/parcel in delivery logistics company?

Response: it occur when some customers intentionally reject or refuse to answer their mobile phones when the driver of the package delivery logistics company called their mobile phones because they do not identify the telephone number calling them.

Response: it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.

Response: it occur because the majority of the drivers of the package delivery logistics company don't create more time or they do not care or bother to communicate with the customers when or if they cannot gain entrance into the building on how to gain entrance into the building.

Question 2: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?

Response: this can be minimized when the management of the package/parcel delivery logistics company provide working telephone with a registered number to the drivers, which will enable the customers to identify the telephone number when they called them.

Response: this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response: this can be minimized when the drivers of the package/parcel delivery logistics company take their time to check, write down and saved the different door codes that will be used to gain entrance to the customer's premises/building when they want to deliver packages to the customers.

Response: this can be minimized when the customers ordering goods via online write their details correctly such as name, telephone number, address and codes to the doors, so that the driver of package delivery logistics company can easily contact or locate them thru any of their details on the packages/parcels during delivery.

Driver (service provider) nr.9 from UPS in jönköping

Question 1: what are the causes of returns(send-again) of package/parcel in delivery logistics company?

Response: it occur because several or few packages/parcels do not have any means of identification apart from the name of the customer's and address, some other information like customer's telephone number and the codes to the door are not included on the packages/parcel.

Response: it occur when the majority of the clients of the package delivery logistics company aren't well informed that several package delivery logistics companies can only deliver package from door to door, which will make the customers to be at home or have to be at home to receive their package or instruct the driver by leaving a note for the driver of package delivery logistics company where or when to leave or drop the package/parcel.

Question 2: how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response:- this can be minimized when the customers ordering goods via online write their details correctly such as name, telephone number, address and codes to the doors, so that the driver of package delivery logistics company can easily contact or locate them thru any of their details on the packages/parcels during delivery.

Response:- this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response:- this can be minimized when the management instruct the drivers of package/parcel delivery logistics company to informed the customers well enough when and where their packages/parcels are going to be delivered, so that the customers can be available to receive their packages/parcels or in any way informed the drivers of the package delivery logistics company if the address has been changed earlier or they should have pick up centers in almost all their deliveries districts.

Driver (service provider) nr.10 from UPS in jönköping

Question 1:- what are the causes of returns(send-again) of package/parcel in delivery logistics company?
Response:- it occur because the majority of the drivers of the package delivery logistics company don’t create more time or they do not care or bother to communicate with the customers when or if they cannot gain entrance into the building on how to gain entrance into the building.
Response:- it occur when the customers that is going to received the package are not at home or available during the time of delivery by the drivers of the package delivery logistics company and it happens generally during the working hours of the days.

Question 2:- how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response:- this can be minimized when the drivers of the package/parcel delivery logistics company take their time to check, write down and saved the different door codes that will be used to gain entrance to the customer's premises/building when they want to deliver packages to the customers.
Response:- this can be minimized when package delivery logistics companies have evening’s deliveries time generally, not only at the peak seasons because majority of the customers are always at home after 4 p.m., so that the customers can be at home to receive their packages/parcels.

Logistics manager from UPS in jönköping

Question 1:- what are the causes of returns(send-again) of package/parcel in delivery logistics company?
Response:- it occur because several or few packages/parcels do not have any means of identification apart from the name of the customer's and address, some other information like customer's telephone number and the codes to the door are not included on the packages/parcel.
Response:- it occur because some customers of package delivery logistics company are not informed about payment on delivery which means they have to pay Cash on Delivery known as COD when they want to receive their packages/parcels from the driver of the package delivery logistics company.

Question 2:- how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?
Response:- this can be minimized when the customers ordering goods via online write their details correctly such as name, telephone number, address and codes to the doors, so that the driver of package delivery logistics company can easily contact or locate them thru any of their details on the packages/parcels during delivery.
Response:- this can be minimized when the drivers of the package/parcel delivery logistics company take their time to check, write down and saved the different door codes that will be used to gain entrance to the customer's premises/building when they want to deliver packages to the customers.
Response:- regarding cash on delivery COD packages/parcels the management of the package delivery logistics company should make sure that all packages with payment issue or monetary problem must be sorted out in the warehouse before the drivers carried the packages/parcels for delivery or charged if possible when they are ordering goods online, so that they are aware of the charges at the initial stage when they are ordering goods online.

Transport manager from UPS in jönköping

Question 1:- what are the causes of returns(send-again) of package/parcel in delivery logistics company?

Response:- it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.

Response:- it occur when some customers intentionally reject or refuse to answer their mobile phones when the driver of the package delivery logistics company called their mobile phones because they do not identify the telephone number calling them.

Question 2:- how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?

Response:- this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response:- this can be minimized when the management of the package/parcel delivery logistics company provide working telephone with a registered number to the drivers, which will enable the customers to identify the telephone number when they called them.

Personnel manager from UPS in jönköping

Question 1:- what are the causes of returns(send-again) of package/parcel in delivery logistics company?

Response:- it occur when the customers that is going to received the package are not at home or available during the time of delivery by the driver of package delivery logistics company.

Response:- it occur because the majority of the drivers of the package delivery logistics company don’t create more time or they do not care or bother to communicate with the customers when or if they cannot gain entrance into the building on how to gain entrance into the building.

Response:- it occur when some customers intentionally reject or refuse to answer their mobile phones when the driver of the package delivery logistics company called their mobile phones because they do not identify the telephone number calling them.

Question 2:- how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?

Response:- this can be minimized when the management instruct the drivers of the package delivery logistics company that they should send an automatic text messages to the customers which include time and delivery date whenever they have the customers packages/parcels.

Response:- this can be minimized when the drivers of the package/parcel delivery logistics company take their time to check, write down and saved the different door codes that will be used to gain entrance to the customer’s premises/building when they want to deliver packages to the customers.

Response:- this can be minimized when the management of the package/parcel delivery logistics company provide working telephone with a registered number to the drivers, which will enable the customers to identify the telephone number when they called them.

In this part of the study, the information/data collected from all responses in what are the causes of returns(send-again) of package/parcel in delivery logistics company were presented as the CAUSES and the information/data collected from all responses in how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns) were presented as the MINIMIZATION. Causes which were collected from 10 service provider (drivers) and the
management of UPS in Jönköping were presented as causes of the returns based on the highest common causes in an ascending order and the solutions which were collected from 10 service provider (drivers) and the management of UPS in Jönköping were presented as minimization of the returns based on the highest common solutions in an ascending order.

**CAUSES OF THE RETURNS (HIGH SEND AGAINS)**

**CAUSES 1**
1) The driver did not meet the customers at home during the time of delivery
2) The driver did not meet the customers at home during the time of delivery
3) The driver did not meet the customers at home during the time of delivery
4) The driver did not meet the customers at home during the time of delivery
5) The driver did not meet the customers at home during the time of delivery
6) The driver did not meet the customers at home during the time of delivery
7) The driver did not meet the customers at home during the time of delivery
8) The driver did not meet the customers at home during the time of delivery
9) The driver did not meet the customers at home during the time of delivery

**CAUSES 2**
1) The drivers did not have the door codes to gain entrance into the customers apartment
2) The drivers did not have the door codes to gain entrance into the customers apartment
3) The drivers did not have the door codes to gain entrance into the customers apartment
4) The drivers did not have the door codes to gain entrance into the customers apartment
5) The drivers did not have the door codes to gain entrance into the customers apartment
6) The drivers did not have the door codes to gain entrance into the customers apartment

**CAUSES 3**
1) The customers did not answer their mobile phones when the driver called them
2) The customers did not answer their mobile phones when the driver called them
3) The customers did not answer their mobile phones when the driver called them
4) The customers did not answer their mobile phones when the driver called them
5) The customers did not answer their mobile phones when the driver called them

**CAUSES 4**
1) Customers were not well informed about the door to door delivery
2) Customers were not well informed about the door to door delivery
3) Customers were not well informed about the door to door delivery
4) Customers were not well informed about the door to door delivery
5) Customers were not well informed about the door to door delivery

**CAUSES 5**
1) Lack of adequate information for the customers about (COD) i.e. CASH ON DELIVERY
2) Lack of adequate information for the customers about (COD) i.e. CASH ON DELIVERY
3) Lack of adequate information for the customers about (COD) i.e. CASH ON DELIVERY

**CAUSES 6**
1) Some packages/parcels did not have full information of the customers
2) Some packages/parcels did not have full information of the customers
3) Some packages/parcels did not have full information of the customers

**CAUSES 7**
1) The customer’s name was not on the entrance door address list
2) The customer’s name was not on the entrance door address list

**CAUSES 8**
1) Lack of adequate information on their websites

**CAUSES 9**
1) Too much package for the drivers i.e. overload of the car
MINIMIZATION OF THE RETURNS (HIGH SEND - AGAINs)

MINIMIZATION 1
1) By calling or send an automatic SMS to the customers that own the package/parcels
2) By calling or send an automatic SMS to the customers that own the package/parcels
3) By calling or send an automatic SMS to the customers that own the package/parcels
4) By calling or send an automatic SMS to the customers that own the package/parcels
5) By calling or send an automatic SMS to the customers that own the package/parcels
6) By calling or send an automatic SMS to the customers that own the package/parcels
7) By calling or send an automatic SMS to the customers that own the package/parcels
8) By calling or send an automatic SMS to the customers that own the package/parcels
9) By calling or send an automatic SMS to the customers that own the package/parcels

MINIMIZATION 2
1) When the drivers create time to check, write down and saved customers door codes
2) When the drivers create time to check, write down and saved customers door codes
3) When the drivers create time to check, write down and saved customers door codes
4) When the drivers create time to check, write down and saved customers door codes
5) When the drivers create time to check, write down and saved customers door codes
6) When the drivers create time to check, write down and saved customers door codes

MINIMIZATION 3
1) The drivers must have registered work telephone number
2) The drivers must have registered work telephone number
3) The drivers must have registered work telephone number
4) The drivers must have registered work telephone number
5) The drivers must have registered work telephone number

MINIMIZATION 4
1) By informing the customers well enough
2) By informing the customers well enough
3) By informing the customers well enough
4) By informing the customers well enough
5) By informing the customers well enough

MINIMIZATION 5
1) By sorting out all the packages with COD (cash on delivery) in the warehouse
2) By sorting out all the packages with COD (cash on delivery) in the warehouse
3) By sorting out all the packages with COD (cash on delivery) in the warehouse

MINIMIZATION 6
1) They should make sure that customers write their details correctly and in full
2) They should make sure that customers write their details correctly and in full
3) They should make sure that customers write their details correctly and in full

MINIMIZATION 7
1) By informing the customers well enough about when and where their packages are going to be delivered
2) By informing the customers well enough about when and where their packages are going to be delivered

MINIMIZATION 8
1) They should inform the customers and update their websites very often

MINIMIZATION 9
1) The drivers must carry normal packages for the day and they should stop overloading
CHAPTER 5

5. Analysis

5.1 Introduction
This part of the analysis has got to do with the collection of all the information/data obtained from 10 drivers and 3 management of UPS in jönköping that responded to the research questionnaire and connecting those empirical findings to the theory. The author draws up a summary from the empirical information/data collected from both the drivers and management of the UPS in jönköping that took part in the questionnaire and put them in order to the theory. All the answers to the questionnaire were browse through so as to revise the validity of the information/data, as recommended by Hirsjärvi et al (2009). Their answers to the questions asked were collected and combined to check the similarities and differences which were checked through. From the answers from all respondent the author was able to draw fathomable analyses from the information/data collected. The outline of the analyses summarize in part under the research questions and answers/responses collected are reviewed based on their similarities and differences. Which means that nearly all the responses serves as causes of returns and minimization of returns, from the two questions poised appear to answer those questions.

5.2 Causes of returns (high send - agains)
The first part of the analysis is conducted to attach the theories and empirical findings to the analysis. The “causes of returns(factors)” that contribute or cause the high returns, as stated by the 10 drivers and 3 management of UPS in jönköping, are tried to link those causes/factors to the theories thru the empirical findings, which are stated down and they are applicable to the responses to the research question from the 10 drivers and 3 management of the UPS in jönköping.

1.) Causes of returns (high send - agains):- the driver did not meet the customers at home during the time of delivery.
Theory:- mentioned by J.Aranko, 2013; M.Heikamp, 2013
Empirical findings:- mentioned by 9 out of 13 service providers
2.) Causes of returns (high send - agains):- the drivers did not have the door codes to gain entrance into the customers apartment.
Theory:- mentioned by J.Aranko, 2013
Empirical findings:- mentioned by 6 out of 13 service providers
3.) Causes of returns (high send - agains):- the customers did not answer their mobile phones when the driver called them.
Theory:- not mentioned in the theory
Empirical findings:- mentioned by 5 out of 13 service providers
4.) Causes of returns (high send - agains):- Customers were not well informed about the door to door delivery.
Theory:- not mentioned in the theory
Empirical findings:- mentioned by 5 out of 13 service providers
5.) Causes of returns (high send - agains):- lack of adequate information for the customers about (COD) i.e. CASH ON DELIVERY
Theory:- not mentioned in the theory
Empirical findings:- mentioned by 3 out of 13 service providers
6.) Causes of returns (high send agains):- some packages/parcels did not have full information of the customers.
Theory:- mentioned in Consumer Focus (February, 2013, p4).
Empirical findings:- mentioned by service providers in different contexts
7.) Causes of returns (high send - agains):- the customer’s name was not on the entrance door address list.
Theory:- not mentioned in the theory

Empirical findings:- mentioned by 2 out of 13 service providers

8.) Causes of returns (high send - agains):- lack of adequate information on their websites.
Theory:- not mentioned in the theory
Empirical findings:- mentioned by 1 out of 13 service providers

9.) Causes of returns (high send - agains):- too much package for the drivers i.e. overload of the car
Theory:- not mentioned in the theory
Empirical findings:- mentioned by 1 out of 13 service providers

Note: The three main important causes/factors is influencing the parcel delivery logistics company as mentioned in the theory and the empirical findings are :- 1) the driver did not meet the customers at home during the time of delivery. 2) the drivers did not have the door codes to gain entrance into the customers apartment. 3) some packages/parcels did not have full information of the customers. This is pronounced due to the research study that is limited to the UPS in jönköping. Although, there are few factors/causes that are stated in the empirical findings but not stated in the theories study and vice-versa. Which "Not mentioned in theory" is limited to the theories that author study through. Some factors/causes may be stated in other articles etc.

5.2.1 Summary of the causes of returns (high send - agains)
This part of the analysis/study additionally seeks to explain and summed the responses from the management and drivers of UPS in jönköping. The 3 typical and most common factors are delineate concisely that cause high send – agains (returns) in line with empirical results/findings from this study. It will be noted that 9 out of 13 respondent of the service provider responded that “the driver did not meet the customers at home during the time of delivery”. Most parcel delivery companies need a compulsory signing for the parcel by the client even if drivers has access to the apartment. It will be noted that from the responses to the question what are the reasons/ causes of send – agains (returns), 6 out of 13 respondent of the service providers responded that “the drivers did not have the door codes to gain entrance into the customers apartment”.

The third typical and most common causes/factors that causes returns (high send-agains) in the delivery logistics companies is the lack of good communication or information between the drivers and the customers and it will be noted that almost all respondent mentioned that poor information and communication causes returns (high send-agains).

5.3 Solution/Minimization of returns (high send - agains)
This part of the analysis is conducted to attach the theories and empirical findings to the analysis. The " solutions/minimization of returns (high send - agains)" as stated by the 10 drivers and 3 management of UPS in jönköping, are tried to link those solutions/minimization to the theories thru the empirical findings, which are stated down and they are applicable to the responses to the research question from the 10 drivers and 3 management of the UPS in jönköping.

1.) Solution/minimization of returns (high send - agains):- The package delivery logistics company should improve their information and communication flow as much as possible.
Empirical findings:- Mentioned by almost all the drivers and the management of UPS in jönköping.

2.) Solution/minimization of returns (high send - agains):- By calling or send an automatic SMS to the customers that own the package/parcels
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 9 out of 13 service providers.

3.) Solution/minimization of returns (high send - agains):- When the drivers create time to check, write down and saved customers door codes.
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 6 out of 13 service providers.
4.) Solution/minimization of returns (high send - agains):- The drivers must have registered work telephone number.
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 5 out of 13 service providers.

5.) Solution/minimization of returns (high send - agains):- By sorting out all the packages with COD (cash on delivery) in the warehouse.
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 3 out of 13 service providers.

6.) Solution/minimization of returns (high send - agains):- They should make sure that customers write their details correctly and in full.
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 3 out of 13 service providers.

7.) Solution/minimization of returns (high send - agains):- By informing the customers well enough about when and where their packages are going to be delivered.
Empirical findings:- Mentioned by 2 out of 13 service providers.

8.) Solution/minimization of returns (high send - agains):- They should inform the customers and update their websites very often.
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 1 out of 13 service providers.

9.) Solution/minimization of returns (high send - agains):- The drivers must carry normal packages for the day and they should stop overloading.
Theory:- Not mentioned in the theory.
Empirical findings:- Mentioned by 1 out of 13 service providers.

Note: The two main important solution/minimization for the returns (high send - agains) that as mentioned in the theory and the empirical findings are :- 1) the package delivery logistics company should improve their information and communication flow as much as possible. 2) by informing the customers well enough about when and where their packages are going to be delivered. This is pronounced due to the research study that is limited to the UPS in jönköping. Although, there are few solutions/minimization that are stated in the empirical findings but not stated in the theories study and vice-versa. Which "Not mentioned in theory" is limited to the theories that author study through. Some solutions/minimization may be stated in other articles etc.

5.3.1 Summary of the solution/minimization of returns (high send - agains)
This part of the analysis/study additionally seeks to explain and summed the responses from the management and drivers of UPS in jönköping. The 2 typical and most common solutions/minimization of returns (high send - agains) are delineate concisely, in line with empirical results/findings from this study. It will be noted that almost all respondent of the service provider responded that “the package delivery logistics company should improve their information and communication flow as much as possible by using emails, telephone calls and text messages with registered telephone numbers so that the customer can be aware of the delivery by the drivers of package delivery logistics company ”. It will also be noted that from the responses to the question solution/minimization of high send – agains (returns), 2 out of 13 respondent of the service providers responded that "by informing the customers well enough about when and where their packages are going to be delivered ".

5.4 SWOT Analysis
The arrangement of the solutions and factors into SWOT analyses draws a link and relationship from the theories and therefore the empirical findings. These study give an intuition to the degree of the causes/factors of returns (high send - agains) and solutions to the minimization of returns (high send - agains) by parcel delivery logistics companies. Based on the responses of the 10 drivers and 3 management of UPS in jönköping, the author further identified the responses which are perceived
powerfully by the various service providers and its effect and impact on parcel delivery logistics companies. They were then characterized with a SWOT analysis as follow: strengths, weaknesses, opportunities and threats as seen in figure 2 below.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Neighbors willingness to accept package/parcel</td>
<td>1) No access to apartment buildings</td>
</tr>
<tr>
<td>2) They should have evening’s delivery time</td>
<td>2) Deliveries only on daytime</td>
</tr>
<tr>
<td>3) Professional employees, efficiency, good services, safety, speed and delivery alternative.</td>
<td>3) Vague delivery windows</td>
</tr>
<tr>
<td>4) By establishing a service center in different district</td>
<td>4) Customers not at home during the delivery time or working hours</td>
</tr>
<tr>
<td></td>
<td>5) No work telephones for the delivery drivers</td>
</tr>
<tr>
<td></td>
<td>6) Poor flow of information and communication</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Make self pick-up easy for the customer</td>
<td>1) Lack of information regarding delivery alternative</td>
</tr>
<tr>
<td>2) Good accuracy and track ability of a parcel or package</td>
<td>2) Providing pre-notification too late</td>
</tr>
<tr>
<td>3) Calling the customer in advance before delivery</td>
<td>3) Lack of information on the parcel</td>
</tr>
<tr>
<td>4) They should have evening’s delivery time</td>
<td>4) No work telephones for the delivery drivers</td>
</tr>
<tr>
<td>5) Sending text messages in advance about the delivery</td>
<td>5) Problem concerning Cash On Delivery (COD)</td>
</tr>
<tr>
<td>6) Planning with the customer about the delivery of the parcel on time</td>
<td>6) Too much work and overloaded of the delivery drivers</td>
</tr>
<tr>
<td>7) By establishing service center in different district</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2: SWOT analysis of UPS (parcel delivery logistics company) in jönköping, Sweden.

5.4.1 Summary of SWOT Analysis

Explanation of strength characteristics: By having evening’s delivery time will reduce or minimized high send - agains (returns) because majority of the customers will go to work and return from work in the evening’s, so they can be able to receive their package by themselves. By allowing neighbors to receive customer package incase if the customer are not at home will also help in minimizing the returns (high send - agains).
By establishing a service center in different delivery district will also help in minimizing the high send-agains (returns), where the drivers can leave customer package upon customer's request and they can pick it up whenever they are available as was referred to in the theory by J. Aranko, (2013).

Explanation of weakness characteristics:- Deliveries only on daytime, vague delivery windows, customers not at home during the delivery time or working hours, poor flow of information and communication and no access to apartment buildings are considered weakness in SWOT analysis which can cause high send-agains (returns) for parcel delivery logistics company as was mentioned in theory by J. Aranko, (2013), M. Heikamp, (2013) and Consumer Focus (February, 2013.).

Explanation of opportunity characteristics:- Calling the customer in advance before delivery, sending text messages in advance about the delivery and establishing a service center in different delivery district will help in minimizing the high send-agains (returns) as was mentioned in the theory by J. Aranko, (2013), Xing et al, (2011). Make self pick-up easy for the customer, good accuracy and track ability of a parcel or package and planning with the customer about the delivery of the parcel on time will also help in minimizing the high send-agains (returns).

Explanation of threats characteristics:- Lack of information regarding delivery alternative, providing pre-notification too late, lack of information on the parcel, no work telephones for the delivery drivers, problem concerning Cash On Delivery and too much work and overloaded of the delivery drivers are regarded as the threats affecting package delivery logistics company.

CHAPTER 6
6. Conclusion
The main motive and power that make me to work on this research and the topic "How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-agains (returns)?" is because I work in UPS (united parcel services) in jönköping as a logistics assistance and couple with my experience on daily basis with the drivers. The reasons for investigation/examination in this study were to find the causes of high send-agains (returns) in parcel delivery logistics company and how we can minimize high send-agains (returns) in a strategic ways by taking a strategic steps or actions. The issues of high send-agains (returns) cost a lot on daily basis for package delivery logistics company. My intention and aspire achievement from this research is to find a strategic and more professional clear way out of dealing with the causes and resolve this logistics problem. Which thereby leading to the research question: How can parcel (package) delivery logistics company re-engineering their process to minimize the high send-agains (returns)?

In general, the findings from this research has hypothesized different circumstances and conditions undergo or being thru by drivers and management of UPS in jönköping Sweden thru the high send-agains (returns) in the different hubs and in warehouse of UPS in jönköping Sweden. Theoretically: it can be because the driver did not meet the customers at home during the time of delivery, the drivers did not have the door codes to gain entrance into the customers apartment, the customers did not answer their mobile phones when the driver called them and lack of mobile phones registered for work only for the drivers has contributed very much to high send-agains (returns) in package delivery logistics company. The lack of some packages/parcels not having full information of the customers, lack of timely text messages from the drivers of the package delivery logistics company to the customers about the delivery date and time has also contributed very much to the high send-agains (returns) in package delivery logistics company. Due to the growing rate of online retailers and consumers, which make the demand for home delivery by the consumers getting higher, causing competition amongst package delivery logistics company about who is going to offer better service amongst them. Better service in terms of customers receiving or getting their packages/parcels at the first delivery attempt from the drivers of package delivery logistics company. But if the customers is not available or not at home, with my years of experience as a logistics assistance the customers can leave or drop a written and signed approval that will allow the driver of the parcels delivery logistics company to leave the package/parcel at the customer's apartment door or for their neighbors if they are at home.

Lastly, with the growing rate in online retailers and consumers, the customers that demand for
home delivery also increase which cause the problem of high send-again for the package delivery logistics company because the high send-again are from these customers that demand for home delivery (residential customers) when they are not at home during the time of delivery. Compare to businesses with the receptionist on desk to receive the package during the working hours.

6.1 Research Question and Answers
The research question of this study is "how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?" The answers to this question can be seen clearly from the findings of the data collected on the field from the drivers and management of UPS (united parcel services) in Jönköping Sweden, it can be accepted that there were many factors that can lead to parcel/package delivery companies having high send-again (returns). Particularly, the driver did not meet the customers at home during the time of delivery because most customer work from 8:00 a.m. - 16.00 p.m. everyday expect weekends and that is when the drivers will be out for delivery of the packages, in which the customers can not absence from work and stay at home waiting for packages. Second important factor was the drivers did not have the door codes to gain entrance into the customers apartment. When the main entrance doors to the apartment is locked it will cause problem for the drivers of the package delivery logistics company to gain access to the apartment, compare to the normal postman that have codes or other means of devices to gain access into the apartment but that is not the case for the package delivery logistics companies (they do not have that opportunity).

Almost all the package delivery logistics companies demand from the drivers that the customer must sign for the parcel when they receive or collect it from the drivers or the customer should leaves a written and signed authorization to drop the package for their neighbor or leave it outside his or her door. Based on the empirical findings, there were 9 factors that cause high send-again (returns). Another important factors that cause high send-again (returns) was the lack of adequate information flow between the customers, the package delivery logistics companies and online retail store representatives such as full information of the customers, door codes, telephone numbers and current address of the customers and soon.

The second answer to the research question of this study of "how can parcel (package) delivery logistics company re-engineering their process to minimize the high send-again (returns)?" is termed as MINIMIZATION OF THE RETURNS (HIGH SEND-AGAIN) and had 9 solution points. In order for package delivery logistics companies to minimize their returns (high send-again), they need to improve their present communication and information flow between them and the customers such as when and where their packages are going to be delivered, by informing the customers well enough, making sure that customers write their details correctly and in full and update their websites very often. The package delivery logistics companies should informed the customers 24 hours before the delivery date and time, so that the customer can be ready for the delivery and this will help the drivers of the package delivery logistics company to have a smooth and successful first delivery attempt. The provision of the registered work telephone number for the drivers will enable the customers to identify the telephone number when they called them, in case the drivers want to contact the customer and inform them about the delivery. Additionally the package delivery logistics companies must make it compulsory that customers must write their details correctly and in full such as door codes, current address and their telephone number for easy accessibility for the package delivery logistics companies.

6.2 Recommendations
Due to my years of working experience as a logistics assistance in United Parcel Service (UPS) in Jönköping Sweden, together with the empirical data gathered from 10 drivers of UPS in Jönköping and 3 management of UPS in Jönköping, the following measures can be taken in minimizing the high send-again (returns) in the package delivery logistics companies:

The package delivery logistics companies should inform the customer(s) well enough about when
and where their packages are going to be delivered at least 1 hour 30 minutes before delivery. The package delivery logistics companies should update and visit their websites often so that customers can trace and track their orders online and to understand the available information regarding the delivery of their package and also customers can be able to change their delivery address if they want the package to be delivered to another address thru package delivery logistics company websites.

The package delivery logistics companies should have pick up centers in almost all their deliveries districts and also have evening delivery because of the customers that are not at home during the day (due to work mostly), so that they can collect their package from the pick-up centers when they are back in the evening or their package been delivered to them by the drivers of the package delivery logistics company thru the evening delivery.

The drivers of the package delivery logistics company should be given and carried the actual capacity, and the actual amount of packages/parcels that the drivers can distribute comfortably in a day not to overload the car, so that he/she can be able to reach all the customer to deliver their packages at a reasonable time frame not to overwork his/herself.
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