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LSC
Logistics Skill Council

Participant Handbook

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Sector
Logistics

Sub sector
Courier Mail Services

Occupation
Ground Operations

Reference ID: **LSC/Q3023, Version 1.0**

NSQF Level 3



Courier Delivery Executive

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Shri Narendra Modi
Prime Minister of India

“ Skilling is building a better India.
If we have to move India towards
development then Skill Development
should be our mission. ”



Certificate

CURRICULUM COMPLIANCE TO QUALIFICATION PACK - NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

LOGISTIC SECTOR SKILLS COUNCIL

for the

SKILLING CONTENT : PARTICIPANT HANDBOOK

Complying to National Occupational Standards of

Job Role/ Qualification Pack: **'Courier Delivery Executive'** QP No. **'LSC/Q3023 NSQF Level 3'**

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Authorised Signatory
(Logistic Sector Skill Council of India)

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About this book

This Participant Handbook is designed to facilitate training to the Courier Delivery Executive Qualification Pack (QP). It provides learners with the necessary knowledge relating to major topics in courier delivery, such as preparing for the delivery operations, handling the customers on and off their presence, cash collections, paper works, post operations, vehicle audit, human resource management in a delivery environment. Its decision-making orientation provides a real-world approach focusing on large and small courier players.

The book elaborates how Individuals in this position interact with customers and by understanding customer needs, performing delivery on time and meeting the organization needs as a face of the organization in working cordially within the team.

This handbook also provides the latest information on current advancements in technology and its impact on the industry. Many modules have been revised to capture the diversity, varied perspectives, and current spirit of courier service.

The handbook is divided into 4 NOSs. NOSs are Occupational Standards which have been endorsed and agreed to by the Industry Leaders for various roles. The NOSs are based on the educational, training and other criteria required to perform the job/role of a trainee associate.

Key characteristics of this handbook:

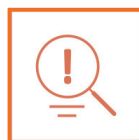
- (i) It discusses the concept of courier delivery operations in an easy to learn manner.
- (ii) It presents delivery concepts in the interactive and professional way.
- (iii) It gives the opportunity to learners to visualize themselves in a professional delivery set-up.

Symbols Used



Key Learning Outcomes

The key learning outcomes are listed at the beginning of each module. These outline the focus areas that the learners will cover in every module.



Tips

Wherever possible, tips are included in every module. They provide additional insight to learners on a particular topic being discussed.



Steps

These provide step-by-step instructions for a specific process.



Notes

Notes at the end of each module is a space for learners to list down their key points related to the topic.



Time

This refers to the time specified for the completion of each module. The time in number of hours is mentioned at the beginning of each module.



Unit Objectives

These are listed at the beginning of each unit under every module. They highlight the focus areas that the learners will cover in every unit.





1. Introduction

Unit 1.1 - Supply Chain Management

Unit 1.2 - About the Course

Unit 1.3 - Activities in Courier Services

Unit 1.4 - Roles of Courier Delivery Executive



Key Learning Outcomes

At the end of this module you will be able to:

1. Describe Supply Chain and Logistics Management
2. Describe courier industry and opportunities in it
3. Define your job roles and responsibilities
4. Explain the activities in courier services
5. Explain the importance of Courier service
6. Describe the organizational structure in courier industry
7. Describe about the employment opportunities in the courier industry
8. Identify the difference between traditional mail service and modern courier system
9. Explain courier movement
10. Describe e- commerce material movement
11. Describe Roles of courier delivery executive
12. Describe the functions involved
13. Know the pre requisites of joining the industry

UNIT 1.1 - Supply Chain Management

Unit Objectives

At the end of this unit you will be able to:

1. Define Supply Chain and Logistics management
2. Explain the importance of Courier service
3. Describe the organizational structure in courier industry
4. Describe about the employment opportunities in the courier industry

1.1.1 What is Supply Chain Management?

Supply Chain Management envelops all activities starting from point of origin through point of consumption till End of Life of the Product or Service. It includes Planning and execution part of satisfying the customers' demand.

Supply Chain definition The movement of materials as they flow from their source to the end customer. Supply Chain includes purchasing, manufacturing, warehousing, transportation, customer service; demand planning, supply planning and Supply Chain management. (Source: CII-IL, SCM pro, Module 1)

Supply chain management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, finance, and information technology.

1.1.2 What is Logistics Management?

Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverses flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements. (Source: CSCMP)

Supply chain management essentially ensures three flows:

- a. Product flow / Service Flow
- b. Information Flow
- c. Finance/Money Flow

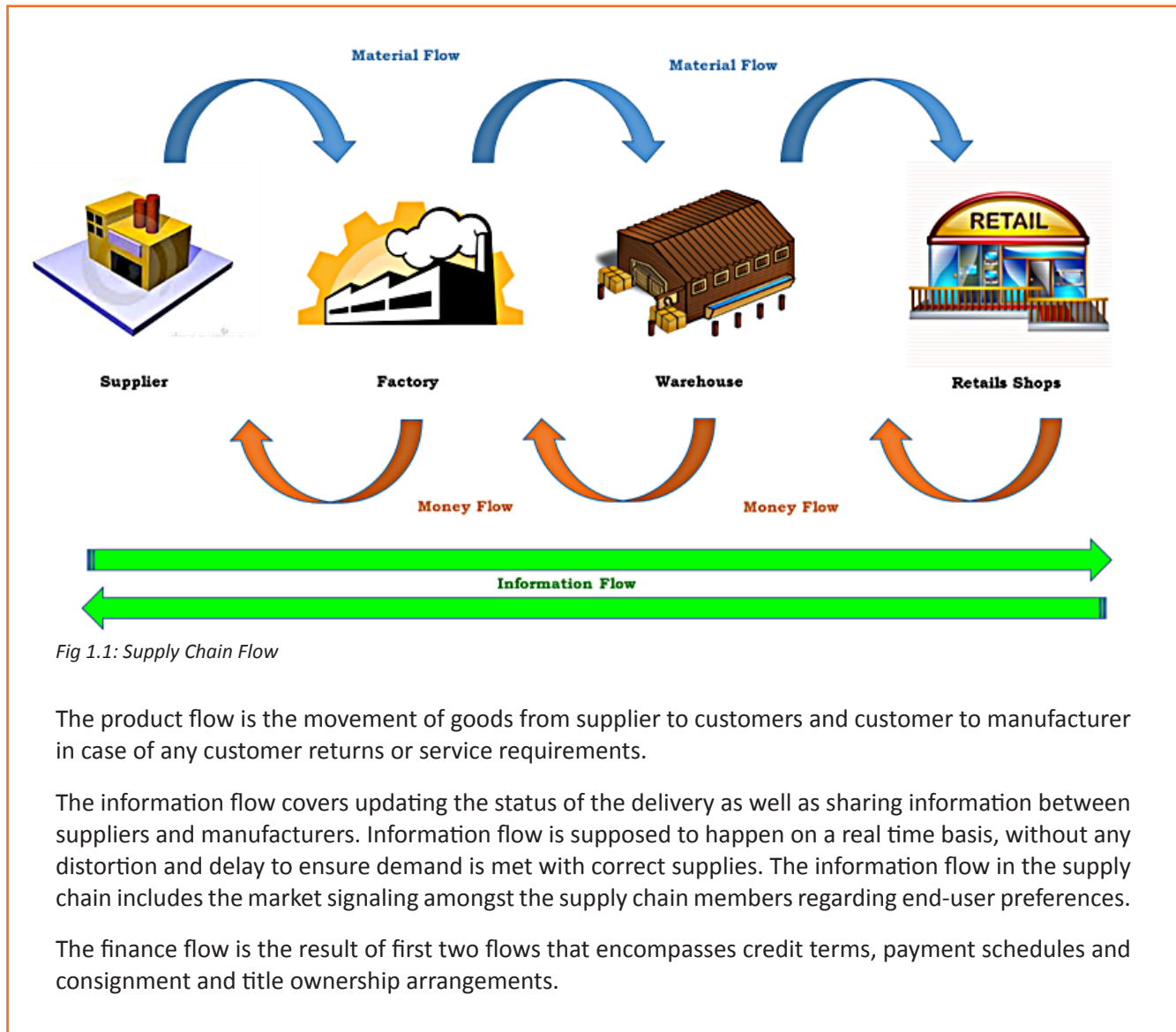


Fig 1.1: Supply Chain Flow

The product flow is the movement of goods from supplier to customers and customer to manufacturer in case of any customer returns or service requirements.

The information flow covers updating the status of the delivery as well as sharing information between suppliers and manufacturers. Information flow is supposed to happen on a real time basis, without any distortion and delay to ensure demand is met with correct supplies. The information flow in the supply chain includes the market signaling amongst the supply chain members regarding end-user preferences.

The finance flow is the result of first two flows that encompasses credit terms, payment schedules and consignment and title ownership arrangements.

Notes



1.1.3 Introduction to Supply Chain Management

A supply chain is a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these materials into intermediate and finished products, and the distribution of these finished products to customers. Supply chains exist in both service and manufacturing organizations, although the complexity of the chain may vary greatly from industry to industry and firm to firm.

Supply chain management is typically viewed to lie between fully vertically integrated firms, where the entire material flow is owned by a single firm and those where each channel member operates independently. Therefore coordination between the various players in the chain is key in its effective management.

Below is an example of a very simple supply chain for a single product, where raw material is procured from suppliers, transformed into finished goods in a single step, and then transported to distribution centers, and ultimately, customers. Realistic supply chains have multiple end products with shared components, facilities and capacities.

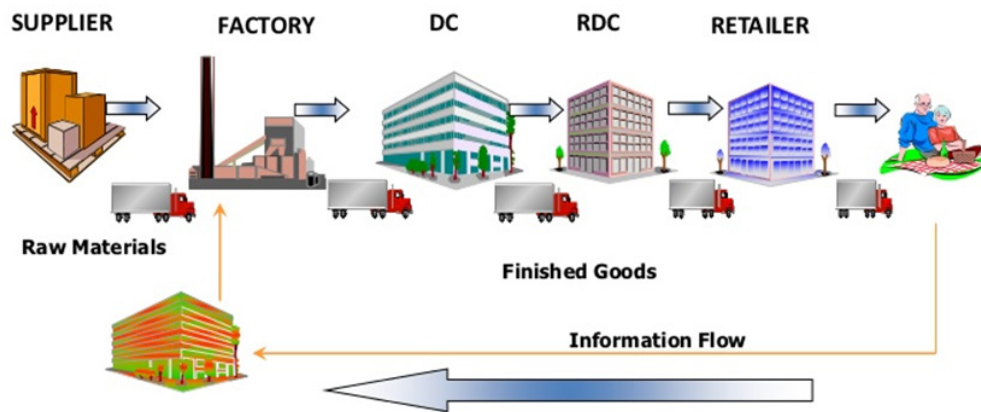


Fig 1.2: Supply Chain Flow

Components of Supply Chain Management

The following are the five basic components of Supply Chain Management:

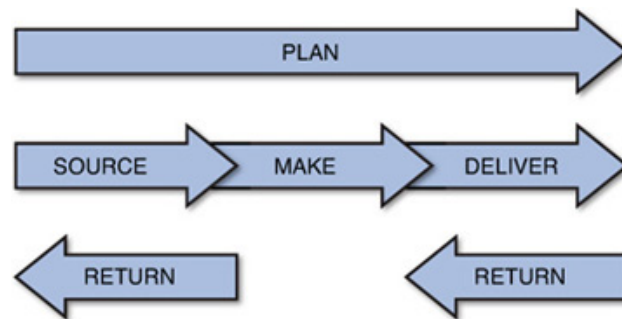


Fig 1.3: Supply Chain Flow

1. Plan:

This is the strategic portion of SCM. You need a strategy for managing all the resources that go toward meeting customer demand for your product or service. A big piece of planning is developing a set of metrics to monitor the supply chain so that it is efficient, costs less and delivers high quality and value to customers.

2. Source:

Choose the suppliers that will deliver the goods and services you need to create your product. Develop a set of pricing, delivery and payment processes with suppliers and create metrics for monitoring and improving the relationships. And put together processes for managing the inventory of goods and services you receive from suppliers, including receiving shipments, verifying them, transferring them to your manufacturing facilities and authorizing supplier payments.

3. Make:

This is the manufacturing step. Schedule the activities necessary for production, testing, packaging and preparation for delivery. As the most metric-intensive portion of the supply chain, measure quality levels, production output and worker productivity.

4. Deliver:

This is the part that many insiders refer to as logistics. Coordinate the receipt of orders from customers, develop a network of warehouses, pick carriers to get products to customers and set up an invoicing system to receive payments.

5. Return:

The problem part of the supply chain is returned to the supplier from customer. Create a network for receiving defective and excess products back from customers and supporting customers who have problems with delivered products.

Notes



UNIT 1.2 - About the Course

Unit Objectives

At the end of this unit you will be able to:

1. Explain organizational structure in courier industry
2. Explain what is a courier service
3. Identify the difference between traditional mail service and modern courier system

1.2.1 Courier Delivery Executive

A courier delivery executive is one who works in a courier delivery center, who delivers the package to the respective destination in person from the mail room / depot.

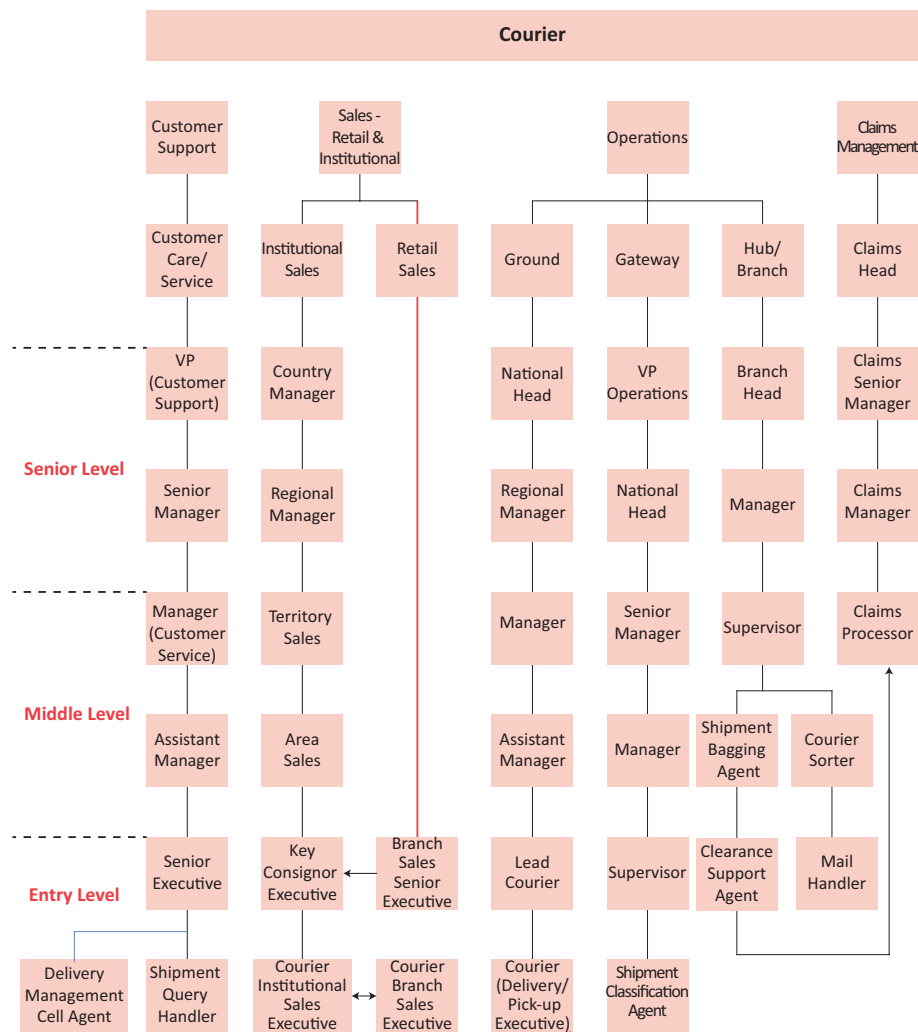


Chart 1: Organization Structure

The courier delivery executive collects the goods/ parcel / document from the mail room and travels to the destination via the route plan in a truck / motorcycle and hand over the parcel to the concerned person.

They are also responsible for verifying customer ID, collecting payment, if applicable and obtaining customer signature. The job may look simple but it is a critical part of courier operations as shipment delivery should be done in a timely manner.

Other duty of the individual includes returning of the undelivered packages, maintaining security of the packages and communicating with customers.



Fig 1.4: Courier Delivery Executive

1.2.2 Objective of the Course

With the different job functions involved in the courier industry, the main objective of this course is to bring about an understanding about the activities involved with the courier delivery executive

Objectives include

- Training the individuals on the processes involved in courier delivery processes.
- Developing the key skills required for performing the delivery activities without errors. These skills include handling customers on their availability and non-availability at destination, handling packages, hand held devices and balancing quantities.
- Understanding the stationery requirements before performing the process and analyzing the route plans
- Educating on the etiquette required while performing operations
- Educating the pre and post operation procedures and guidelines.

1.2.3 What is a Courier Service?

“A Courier service is one which delivers messages, packages, goods and mail from door to door, local or international, provides pickup and delivery services in faster way which is more secure and alternative to the usual mail service. It is known for their speed, security, tracking service and specialization.

In ancient history, runners and homing pigeons and riders on horseback were used to deliver timely messages. Before there were mechanized courier services, foot messengers physically ran miles to their destinations. The time taken to reach the destination varied between days and weeks. As the evolution of logistics began, the time was taken to deliver becomes shorter. Thus, the mail service started. Further to provide more swift delivery as a premium service courier industry was begun.

Nowadays, the courier has evolved to just in time services, where once when the package is ready, the pickup is made and since the time pickup is made, the package starts traveling and reaches the destination in specific time. It uses almost all modes of transportation, from Air, Truck, Rail, Motorcycle and Bicycle with an ultimate aim of reaching the customer in the shortest time.



Fig 1.5: Traditional Mail system

Traditional mail services are known for having slow delivery times and can incur expenses if items are large or heavy; couriers seemed to be the perfect alternative and despite it being slightly more expensive than normal postage it is beneficial for certain deliveries.

The logistics industry in India is evolving rapidly and India's logistics sector is poised for accelerated growth, led by GDP revival, ramp up in transport infrastructure, e-commerce penetration, impending GST implementation, and other initiatives like 'Make in India.'



Fig 1.6: Traditional Mail system

Courier Industry

The \$110 billion logistics and supply chain industry is growing at 15 per cent to 20 per cent. That's nearly twice the global average of 10 per cent. While the booming e-commerce sector is certainly one of the drivers of growth, and one which has brought in a few organised players in the sector, the overall potential for growth in the logistics and supply chain sector remains high due to several fundamental reasons.



Fig 1.7: Growing Sector

The overall poor quality of infrastructure in the country, and that the sector is largely unorganised and highly fragmented are some of the current dynamics of the sector that are changing. Overall, the Indian government has a declared intent to improve infrastructure in the country. Improved roadways, storage and warehousing infrastructure will certainly boost the sector.

Also, a number of organised players are entering the industry, which will help bring in institutional capital, processes, economies of scale, and cost and operational efficiencies. Newer technologies (e.g. drones, robotics and inventory management platforms) will also alter the way logistics and supply chain sector will operate.

Market Overview

The logistics and warehousing industry's revenue is anticipated to grow at a CAGR of 10.7% during 2015-2019. 3PL, e-commerce logistics and cold chain are the 3 biggest segments in the logistics and warehousing industry in India based on future growth rates. The courier and cargo industry forms a strong and fast-growing component of the logistics and supply chain industry. Valued at Rs 10,870 crore (approximately \$2.2 billion) in 2011-12, the courier industry is expected to grow at a rate of 10-15% annually. E-commerce logistics industry alone in India expected to reach over USD 2 billion by 2019. The courier market in India is currently a highly fragmented one, where the government players (India Post), global integrators (such as FedEx and DHL), and large organized players (Blue Dart, First Flight, DTDC, Gati etc.) co-exist along with several other unorganized players.



Fig 1.8: Market Overview

The opportunities in cargo transportation are equally large given the need to cater to far flung areas and new developing urban clusters. In India, presently, DHL, Blue Dart and Elbee are the major players contributing to 70% of industry's revenues.

Challenges & Opportunities

India has over a lakh pin codes, but only about 10,000 of them are connected through organised courier companies. Hence, there is a heavy dependence on the local or unorganised players, who provide the last mile connectivity to the more established and organised companies as well as directly to individuals who seek their services.



Fig 1.9: Challenges as Opportunities

As e-commerce penetrates into these currently underserved markets, national as well as regional companies will have to start creating infrastructure, resources and processes to service these markets cost effectively.

Also, given that most companies in this fragmented market are smaller, they have had limited budgets for investments in brand building and consumer outreach. As a result, the awareness of specific services remains weak. Most customers are not aware of the specialised services that some courier companies offer.

For instance, if you want to send a parcel of mangoes to a loved one, not all courier companies accept the order. DHL is amongst the few that offers this service by the name 'Mango Express'. Similarly, it offers a 'University Express' service for students. But yet again, how would the customer know unless they have gone through the inconvenience of doing the rounds of several courier companies? With increasing globalisation and sourcing of goods across the continents, the same challenges are faced in the cargo movement, where courier usage is not affordable.

Similarly, from the customer's perspective there is no transparency and clarity in terms of the different services that a courier company offers. The varied services offered by courier companies include on-board courier services, personal courier services, same-day courier services, standard courier services, overnight courier services etc., and the cost varies depending on the service you choose.



Fig 1.10: Globalized world

For example, if you need to send a courier, you simply visit the office of a courier company in your vicinity and tell them that you need to get a courier delivered. You are handed over a receipt; you make the payment and are glad that the job is done. But did you bother to enquire if the delivery could have been done without spending as much money as you did? Well, why would you, if you had no idea about the options in the first place? Just so you know, if you are not in too much of a hurry, send your package if you are comfortable with it getting delivered in 3 days instead of 1. The courier charges could be significantly lower!