

Policies and Strategies Quality Courier Services Market Case Study DHL

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Abstract

In this paper we presented some of the policies and strategies quality courier services implemented at DHL. We focused on this company because it is the only one that has achieved Superbrand status in category " Transport and Courier ". This company is an economic model to be followed, both in terms of the values it perpetuates the market and developed a business model. Company policy in quality, is to offer its customers high quality services in the field of courier services at a competitive price, under achieving a good profit for the company and a good salary for employees

Key words: courier services; transportation, fast delivery; courier services market.

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1. Introduction

It is obvious that the main problem facing large enterprises today is to discover the most effective ways to launch viable businesses and particularly their maintenance, placing a great emphasis on the quality of services and products. Firms operating in a dynamic and changing environment, thus the need for a permanent adaptation to the requirements of consumer activities. Effective transportation is certainly an aspect of quality of life, maximizing business results leading to numerous and ongoing trends and developments. Courier service is the safest and quickest way to send documents and parcels worldwide. Speed, security and convenience are just some of the advantages that courier companies promoting them through national and international services offered. Due to the development and market diversification, the success of an organization, both economically and financially and socially is conditioned by the quality of the services it provides. (Gattorna, 1999, 364-365).

2. Description of courier company DHL

DHL offers integrated services and customized solutions tailored to customers' requirements for transport of documents, goods and information.

DHL comprises four divisions operating in its own name. They have centralized internal services that support the entire Group, including financial operations, IT and procurement. This consolidation helps to increase business agility, improve quality of service mechanism linked to economies of scale and cost benefits.

Founded in San Francisco more than 40 years ago by three entrepreneurs - Adrian Dalsey, Larry Hillblom and Robert Lynn - DHL has continued to expand at an accelerated pace. Today, DHL is the world leader on the international express delivery services (www.dhl.com).

At first, in 1969, DHL took its first steps, carrying documents by plane from San Francisco to Honolulu. Over the years, DHL network has grown increasingly more towards new clients from every corner of the world. At the same time the market was developed and became more complex,

so DHL was adapted to the changing demands of its customers.

Today, DHL's international network covers over 220 countries and territories worldwide.

DHL also offers unique expertise in express, air and sea, international transport, contract logistics solutions and international transport services correspondence.

Since 1969 until now, their commitment remains as strong. Their success was always based on delivering excellent customer service. The continuing desire of continuous improvement, DHL has become a brand acknowledged for personal commitment, proactive solutions and local strength. Underlying its success is its employees dedicated to customer requirements, providing them customized solutions (www.dhl.com).

To cover the most diverse requirements at the highest level, the highest quality, DHL is organized into four specialized divisions:

- DHL Express Division
- Division DHL Global Forwarding & DHL Freight
- DHL Supply Chain Division
- Division DHL Mail.

Now, courier services market in Romania is divided into two segments, namely national and international courier services. In the international courier, it is provided by the largest multinational operators - DHL, TNT, UPS and FedEx.

Nationally, the main competitors are and Cargus FAN Courier (DHL took over in 2007), followed by Sprint Courier, AloCurier, Pegasus (taken in 2008 by the international brand DPD Geo Post) and the Romanian Post (www.curierat.ro).

Basic service is offered by DHL express delivery of documents / parcels, resulted in services for export, import and internal services. To this is added peripheral services that facilitate access to basic services or to potentiate value:

- Transport by road, sea, rail and air transport;
- Warehousing and Distribution;
- Supply Chain Solutions - consulting, production, storage, transport and delivery;
- international postal solutions.

Express delivery can also provide ancillary services (insurance, packing, shipping, special - eg. On Saturday, transport dangerous goods, proof of delivery, areas serving special - eg. Places with access difficult or rural, options for payment and invoicing).

3. Case Study: Analysis of policy and strategy of quality applied by DHL

In this part of the article achieves a empirical research on policies and strategies as applied by DHL, which have led to a better positioning of the company and an increase in the consumer confidence in this company.

DHL is the only company that has achieved Superbrand status in category " Transport and Courier ". The assessment criteria considered in the selection process were reliable, quality and market differentiation applied in all programs taking place in the world. Following the selection made by the Board of Superbrands in the first stage of the program, 578 brands qualified were included in market research, conducted by Superbrands Romania supported by IPSOS, a representative sample of 1,500 Romanian consumers, as urban.

Concern permanent partners and customers to ensure quality service is certified by the implementation of a quality management system in accordance with international standard ISO 9001.

Company policy in quality, is to offer its customers high quality services in the field of courier services at a competitive price, under achieving a good profit for the company and a good salary for employees.

Company management is committed to understand and meet all customer requirements in line with expectations, with legal regulations in force and applicable professional standards.

Each member of the organization assumes responsibility for the work they perform for quality services which contributed to the achievement and is committed to orient all his activity in order to meet customer requirements.(Costea 2009, 144-146)

Data from performance measurement are used to continually improve the quality management

system, the company's activity and to promote preventive action.

In 2012 DHL has made a significant investment in fleet renewal with 100 large commercial vehicles with internal shelves (Volkswagen Crafter) operating throughout the country, which doubled transport capacity in Romania offering higher efficiency supplies. Also, DHL began last year operation of aircraft cargo us at Arad and Cluj to serve the area west of the country that offers load capacity marry and have allowed the extension of coverage for services that deliver the same day for customers in this region . Shipments to customers in the north-east of the country are now exported the same day due to a partnership of DHL with a commercial line for the route Iași – Bucharest (www.dhl.ro).

DHL apply continuous quality improvement strategy evidenced by periodically changing both the fleet and the airline has to have new means of consuming more efficient and cleaner for the environment. The company also applies innovation strategy, implementing the company a special department in charge of innovation in logistics innovation having two directions, these being: controlling costs and R & D trends emerging in logistics.

Within the ISO 14001 standard, DHL has developed a quality strategy called 'GoGreen' (www.infocert.ro/iso). DHL was the first logistics company that has set the objective of specific carbon efficiency.

To achieve this objective of reducing carbon emissions by up to 30% in 2020, for every letter and parcel sent, every container shipped and every metro square of space used, DHL has implemented the program of protection of climate and environment called GoGreen.

Through this program, the company has successfully developed numerous best practice, of which the most beneficial to the environment is practice the 3Rs - Reduce, Reuse and Recycling of materials used in packaging and transport.

GoGreen means taking responsibility for the environment and for our world. Is a program that aims to significantly improve the company's carbon footprint. Under the program GoGreen, DHL is committed to lowering the environmental impact through measurable initiatives very precise. It also offers a service that provides compensation GoGreen CO2 emissions of supplies at home. Compensation is achieved by means of projects selected by offsetting carbon fund financed by the company. Now, apply ISO 50001 and ISO 26000 standards (www.infocert.ro/iso).

DHL Freight improves its carbon footprint in areas such as building infrastructure, network design, fleet management and employee involvement. Try as much as possible, to equip buildings with installations of heating, reduce travel which did not get to use more efficient vehicles with low carbon, to use rail and intermodal and encourage staff DHL to use more means of transport or bicycles, vehicles that do not harm the environment.

ISO 14001 helps the GoGreen initiative by establishing environmental objectives. ISO 14001 also helps the company to devise to carry out and control their processes to comply with regulations and other requirements related to these objectives.

In the table below we can observe the top 10 companies in Romania who have been noted on the local courier market in 2015.

Table no. 1. The courier companies situation in Romania in 2015

Nr. crt.	Numele firmei	County	Town	Number of employees	Turnover	Net Profit
1.	Compania Nationala Posta Romana	Bucharest	Bucharest Sect 2	24.814	1.078.670.898	<u>33.014.58</u> <u>6</u>
2.	FAN Courier Express SRL	Bucharest	Bucharest Sect 2	1.723	399.323.192	74.090.19 1
3.	Urgent Cargus S.A	Ilfov	Magurele	1.205	311.920.096	10.676.15 1
4.	DHL International Romania SRL	Bucharest	Bucharest Sect 1	422	244.042.905	5.653.831
5.	TNT Romania SRL	Bucharest	Bucharest Sect 1	320	193.893.936	9.325.025

6.	UPS Romania SRL	Bucharest	Bucharest Sect 5	0	158.965.096	1.686.217
7.	NEMO Prod Com Impex SRL	Bucharest	Bucuresti Sect 2	325	109.812.815	11.068.399
8.	Dynamic Parcel Distribution SA	Ilfov	Buftea	271	94.827.397	728.872
9.	GLS General Logistics Systems Romania SRL	Sibiu	Sibiu	82	55.899.977	9.355.383
10.	Total Post Mail Services SRL	Ilfov	Cretesti	1.114	37.123.438	<u>-1.572.144</u>

Source: <http://www.risco.ro/suport/practici-in-afaceri/2015-top-5-servicii-de-curierat-din-romania-838>

In Romania, DHL International dropped one place from 2014, reaching fourth place after the Romanian Post and Courier FAN Urgent Cargus. 2015 achieved a turnover of 244 million, 16 million more than the year 2014. Deci, company profits increased by 14% compared to 2014. International express delivery market in Romania will continue to grow in 2016 despite the challenges of the Chinese market. It is estimated that the new year will not only mark the 25 anniversary of DHL in Romania, but also a year of growth - expect a double digit percentage growth compared to 2015.

Courier services have taken a big boom in the last decades due to lower transportation costs and eliminating legal barriers, customs and logistics market that existed in the past, but as the shopping 'classics' are replaced with those made online. Breaking the monopoly of state aid coupled with the explosion in demand for courier services has made all the top companies in the sector (except the Romanian Post) record profit.

4. Discussions

As a global player in the logistics market, Deutsche Post DHL makes all necessary efforts to prepare its customers for both business and changes that the future holds. To this end they released a study DELPHI globally called "Delivering Tomorrow - Customer Needs in 2020/2050 and Beyond" This study aims to forecast new innovative trends in consumption and demand corporate in the next 11 years and more (Deekeling Arndt Advisors - "Delivering Tomorrow - Customer Needs in 2020 and Beyond the global Delphi study", 2009). The term "sudiu Delphi" is derived from the most important oracle of ancient Greece, the Oracle of Delphi, where the priestess called Pythia predicted the future. For the modern version to make predictions related social science methods are used: Delphi process (or Delphi study) is a social-scientific method that combines carefully selected expert knowledge in a structured and systematic process. In several rounds, the experts evaluated a number of assumptions about their likelihood of occurrence and development within the expected time. After each round, participants are encouraged to review or confirm their earlier answers in response to the summary of the group. During this process, the range of estimates will decrease and the group will converge towards a very precise and consistent response, allowing a significant and reliable prognosis of what the future holds. At the same time, the view held by a person or a group, which may be counter offer, is prevented.

To summarize, Delphi process is unique in that it allows access and combine information and knowledge that were previously "hidden" in the minds of many experts, to generate an accurate forecast of future trends. Most quantitative methods used for forecasting have an error range between 10% - 15% and traditional methods of forecasting have an error of about 20% and a study Delphi for example, one made in 1977 to forecast sales of a product in the next 2 years had an error of only 3% - 4% of actual sales, thus proving that Delphi is the best method to forecast market trends.

Surely an indicator of global economic growth is rising oil prices. Long term is expected to continue to grow. In 2020 it is assumed that the price will be at least double compared to 2008, ie around \$ 300 per barrel.

DHL supports its customers first, listening to their opinions and needs, and then counseling

them. Her main clients creating the opportunity to attend a conference outside experts from different sectors where it will discuss future trends, challenges and solutions throughout the year. The goal is to advise and provide services to support the objectives of their customers and help them meet future challenges. DHL interaction with clients helps them to understand major trends in the market which are important for them to go forward. DHL believes its customers as the most valuable part of the company. DHL teams while working with its customers in real time to ensure efficient supply chains are also very attentive to how their clients are preparing for future periods and what the future holds.

According to a study commissioned by DHL through an online survey of 6,435 adults in France, Germany, Italy, Poland, Sweden and the UK, it was concluded that on average a customer spends over 2 hours and 33 minutes week, having to do with customer service. The same study shows that 62% of respondents would seek another provider if not satisfied with the relationship with clients, and 66% said they dislike answering service answer (www.dpdhl.com).

In Britain and France have noticed that prefer 43% of respondents to talk face to face with representatives from the department of customer service compared to the rest of Europe who prefer to communicate by telephone with representatives of the company (in 43%). At European level it has been observed that the preferred method of communication with customer representatives. Department of men compared to women is the face to face (34% vs. 32%).

According to the survey 17% of customers did not have the problem solved within one day and had to wait up to a week even as their problem to be solved, and 12% had the problem solved at all (www.dhl.com).

DHL este de aproape 25 de ani pe piața din România are 422 de angajați, operează cu trei aeronave, are o flota de peste 200 de vehicule și ofera acoperire de 100% la nivel național în aproape 50 de locații situate în marile orașe din țară.

5. Conclusions

Because both market regarded as an economic notion and as society as a whole, is in a rapidly changing, companies must also adapt to meet new challenges theoretical and practical. Following the success of an organization, both economically and financially and socially, it is conditioned by how managers organization addresses issues related to the initiation and conduct communications with its customers, in general, and quality that customers expect from its products and services company, the approach of a promotional nature and new so-called 'strategies green' emerged clearly after the change of behavior of its customers and the personal values of thereof.

Certification of quality management, self-evaluation, innovation and continuous improvement of flow forming service / product are considered the foundation of all successful organizations. (Juran, 2000, pp. 52-54). Given that the market itself is very dynamic, companies that are not trying to adapt continuously and to improve and innovate they are very close to failure..

DHL is an economic model to be followed both in terms of the values that perpetuate the market and that has developed a business model. A company who continuously innovates the whole market can be innovative. (Olaru, 1999, pp. 110-112).

A stable company is observed primarily by its plans both short and long term, this company DHL stands with the studies Delphi both a short-term vision and a long-term vision, plans that are regularly revised to be more precise. The company's plans for the future is found and strategy dedicated to developing segment of small and medium companies, which are of increasingly higher industry where DHL operates, but also for the entire economy, representing growth engine for the coming years and creating strategic partnerships between companies in order to streamline costs and cover an area as large territorial.

2015 was undoubtedly a successful year for DHL Express Romania marked growth, with significant investments aimed to make improvements (such as the new terminal operational in the International Airport of Timisoara opened or expanded operational headquarters in Cluj). The increase came mainly from import volume shipments of type compared to previous years, especially in Asia Pacific.

We believe that monitoring the evolution of this company courier is very important for companies that operate on this market because company has developed policies and strategies that

have placed it among the top four players in Romania. DHL has continuously developed new ways of serving customers offering the best quality, adapted to the changing requirements of customers.

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