

A Study on Delivery Delays in Dhaka North of Foodpanda's Food Delivery Services



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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



4th December, 2025

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Letter of Transmittal

4th December, 2025

Dr. Imran Hossain

Assistant Professor of the ULAB School of Business

University of Liberal Arts Bangladesh

Subject: Internship Report Submission

Dear Sir,

I am submitting my internship report on the topic "A Study on Delivery Delays in Dhaka North of Foodpanda's Food Delivery Services" to fulfill the partial requirements of my BBA program. I have organized this internship report by following the guidance you provided. My main objective is to make the report detailed and informative. Besides academic knowledge, this internship report was helpful in terms of getting an opportunity to survey the needs of customers. I believe that the knowledge I gained from this study will be very beneficial in my life.

I am thankful for your continuous support. I have given my full effort to make sure that the report is neat and detailed. I have tried my best to include all the main points of the topic. I hope you will find this report decent enough to approve it after reporting.

Sincerely,

Istiaque Ahmed Eshan

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Acknowledgement

As I come to the end of my internship, I find myself compelled to give Allah my deepest gratitude for all of the blessings and guidance I have received throughout this period. Additionally, I want to thank my supervisor, Mr. Imran Hossain. His guidance, helpful criticism, and support improved my ability to understand, but he also made an important impact on my development on both a personal and professional level. I sincerely appreciate the chances he gave me to learn firsthand. My heartfelt appreciation goes out to my family as well as to my friends for their constant encouragement during this internship. I am lucky to have such a wonderful base of supporters since their understanding and encouragement have served as my pillars of strength.

Furthermore, I would like to thank Mr. Mithun Hasan, who was my on-site supervisor at The Marvel - Be You and Flex's merchant acquisition team. In addition to giving me a strong foundation of abilities and knowledge, his leadership has motivated me to pursue greatness in whatever I do. I appreciate him believing in my ability and giving me the chance to contribute to worthwhile campaigns. It has been a pleasure to work under his direction, and I am very grateful for the lessons I have learnt. I am grateful for his mentorship.

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Part - A

Chapter One: Internship Preparation

1.1 Motivation and What I expect to learn from this Internship

As a student of the BBA department of ULAB, I was eager to leverage my academics, my vast extra-curricular background and part-time job experience in the EMBA program office of ULAB. Following this urge, I was particularly drawn to the prospect of joining an organization, known for its commitment to innovation and excellence in the industry, which would provide me with an invaluable opportunity to further develop my skills, learn from industry experts throughout the internship journey as a professional.

1.2 Internship search process

During my course periods, the major subject I selected was Supply Chain Management. Although I have a vast practical knowledge in Marketing, the very idea of Supply Chain Management intrigued me. Following that, I applied to various companies in their procurement department mostly. Starting from Pran, DBL, Unilever etc. But due to high competition, I wasn't able to get into any of them. So I decided to switch up and use my network that I created throughout the years via all the extracurricular activities I was involved in and opted for marketing instead. Following that I applied in an organization called The Marvel - Be You. An organization heavily involved in the Influencer Marketing that is so much trending in today's day and age. I got this opportunity from one of the ULAB Alumni who had a good connection with the CEO of the company.

1.3 Internship interview experience

My interview experience was not as smooth as I hoped it would be. Not because they asked me questions that I wasn't able to answer but because, unexpectedly, I had to give two interviews back to back that day. The office is in Baridhara DOHS and I live in Bosila so the journey was daunting that day, and everyday office life. I gave the first interview to their Business Development Lead first. He asked various questions related to communication mostly. There was a new product to be launched in the form of an app called "Flex". They needed someone who

would be able to talk with merchants and on board them in that app as a “Flex Merchant”. Details about that app will be shared in the sections below but as I was going back from the interview, the CEO of the company, Ms. Breity Sabrin called me back and decided to interview me herself again. She asked me all the right questions and with all the vast experiences I had gathered throughout all my years in ULAB I was able to answer all of them. The next day, I was sent a confirmation letter that I was selected. Following that, I officially joined The Marvel - Be You as their Brand & Communication interns.



1.4 About the Organization

The Marvel - Be You is a one-stop influencer talent management platform based in Bangladesh, focused on revolutionizing influencer marketing by connecting brands and content creators. It provides brands with access to over 10,000+ influencer profiles, tools for managing collaborations, campaign design, and detailed performance analytics with transparent ROI tracking.

For creators, it's touted as the country's biggest platform, offering professional growth and recognition, supported by initiatives like the School of Influencers and the Marvel of Tomorrow award event, all working toward building a structured and professional influencer ecosystem.

Recently, in collaboration with Eastern Bank PLC, they have launched a new product called “Flex app”. An app that lets the tech savvy gen z experience what a top tier social media influencer experiences daily. This is also the product that I am working with currently.

Chapter Two: About the Internship

2.1 Activities of the department

As mentioned before, I was hired as a Brand and Communication Intern, specifically under their product called “Flex”. So in the flex app, a verified flex user, for example: A regular student of ULAB can go purchase something from a “Flex Merchant” and will have the option to click a picture with the purchased products and upload it on social media. Then they will have to upload the payment receipt and the social media post link on the app as proof. Then the backend team of flex will verify this entire process and give the “Flex Merchant” a report at month end, showing that one of their customers has helped their brand get a certain amount of organic reach.

Following this, that particular student from ULAB will get a certain amount of cashback from that “Flex merchant”.

2.2 Duties and responsibilities as an Intern

So my responsibility in The Marvel - Be you is to pitch to potential brands and make them join our app as a “Flex Merchant”. I am to call their marketing department, sell the idea of this Flex app to them, show them why getting aboard will be so beneficial for them and ultimately make them join us. This is what I have been doing for the past 3 months and I am happy to report that I was able to onboard 43 merchants and still going, in this app as our “Flex Merchants”. In a way it can be counted as a sales job, however the things I was learning here via this was beyond what I expected. At first I thought why would I be given such a perilous duty. But then I realized that despite being an intern I was trusted with a huge responsibility which made my motivation shoot through the roof.

2.3 Work Environment

The environment that I work in is very healthy. The office is in Baridhara DOHS. Although it takes about 2.5 hours to reach the office, after reaching there I do not feel tired. Instead, I feel energetic because the work environment is orchestrated in a way that it would never distract the employees while they are on duty. We were granted a kitchen place where we could have lunch and there were temporary coffee breaks to re-energize in case anyone felt tired. Furthermore, the

people I worked with synergized with me very well. It could be because I am a people's person, but still the people I worked with were very supportive and productive which shaped me to be more productive as well.

2.4 Application with Educational learning with Internship

Working with Flex App's Merchant Acquisition team, I was able to integrate the learnings from my Business Communication course, Organizational Behavior course and Marketing Management course. Business communication helped me deal with all the merchants professionally. My words gave me credibility, not just because I was from The Marvel - Be you but also because I was quite adept with communication. Organization Behavior helped me blend in my organization in no time and made me kick off my office life with ease. Finally, Marketing management is what made me a great deal closer which enabled me to close deals with 43 merchants near effortlessly. I am glad to report that I was able to utilize what I learned from my university in the corporate world quite well.

I was able to understand which kind of offer should be put forward for a particular merchant. For example, an offer for a restaurant can't be given to a clothing company. So I was able to divide my merchant for different industries and make offers for them accordingly. This made my approach towards them seem more prepared and duly rewarded with a closed deal between my organization & the merchant. Also as mentioned before, I was able to fit in very nicely in my organization because I knew the etiquettes. My professionalism earned me respect from my colleagues even as an intern.

Considering all of these, I can confidently say that, all my learnings from the above mentioned courses has certainly helped me get an edge at the Marvel Be you and Flex.

Chapter Three: Self Reflection

3.1 Feedback on Internship

Reflecting back, I do remember the good things that I experienced. I liked how progressive the team was. They always made sure that the “Hustle” mentality stayed alive in everyone. Because when everyone’s energy matches, you get to produce results. Results that elevate a brand to the top. No one ever made me feel that I can just slack off on my days, I was always given the idea that I had to compete and produce sufficient results to stay relevant in the grand race of life. This really motivated me to the point where the daunting journey from my home to office and office to home didn’t bother me in the slightest.

However, there is one thing that I would have changed If I had the power to, and that is, we had to work beyond our office hours sometimes, which ultimately affected our work life balance. If the organization could change this policy, it would have been up to the corporate standards.

3.2 How could I do better and the Organization could utilize me better

My CEO, Ms. Breity Sabrin always told me that my communication skills are right, however in this line of business, it is really important to make good connections and generate leads for my own network. She felt I was lacking in that particular sector and should work on it more so that I could use my own network in the future for the betterment of myself and my career.

I however think that they could have used my digital marketing capabilities to their advantage as well, as I was the President of ULAB’s Digital Marketing Club and could have helped them with the promotion of the Flex app immeasurably. I did mention to them about this however they still pushed me for the Merchant Acquisition duties of the Flex app. Although I did very well, I could have done so much more.

3.3 Recommendation

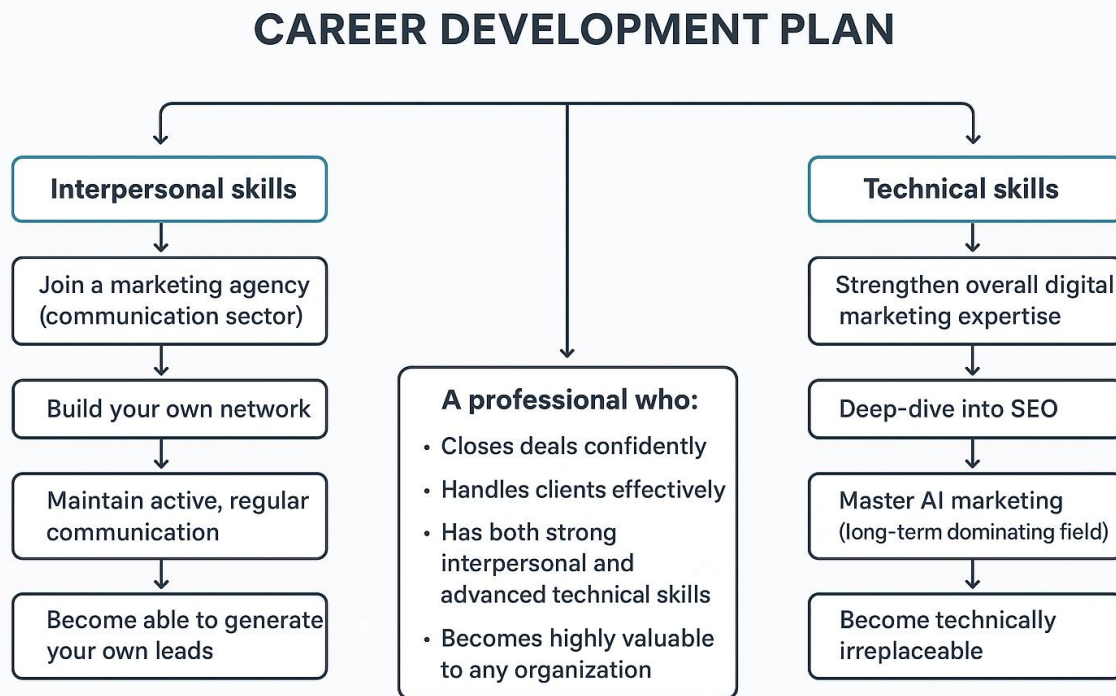
As mentioned before, the organization's only issue here is not maintaining the work life balance well. However, if they can fix that, they will be able to increase their productivity even more.

Furthermore, I am happy that the organization offered me so much but if they could utilize me even more on the digital marketing side of things, I could have done so much better and would have a fantastic portfolio for the future.

As for myself, I would like to take the advice that my CEO gave me, and work on my people skills even more. As in the marketing industry, your network equals your net worth. I believe by improving this particular skill I will be able to close even more deals, as I have sort of rediscovered myself a great deal closer. I would like to work on this even more to make sure I ascend to the level of an expert.

Chapter Four: Personal Development Plan

4.1 Brief Personal Development Plan



I have acquired various skills as a student and experiences that I can show to make myself stand out in the vast crowd of the industry. However, what I have is an apprentice level experience. Nowhere near the level of an expert, the level I need to reach in order to achieve my goal of having stability in life. Therefore, the above shown development plan is the plan I am going to follow after I am done with my internship to get myself to the next level. This will not only help me get into higher positions in a workplace, but also increase my demand in the market which is very optimal for the long run and my future.

4.2 Interpersonal skills

I want to focus heavily on my interpersonal skills and make sure that I can generate leads of my own. All the merchants that I locked in The Marvel Be you, I did it by using the networks that

existed in the company. However, I wish to be the guy who will be able to use his own network to make things done. In order to do that, I aim to join another Marketing Agency, specifically in their communication sector to make sure that I get to improve my network for good and use it to prove myself even further. I don't think this will be enough, because it is vital to maintain good liaison regularly with my network as well. I believe that this will finally solve the weakness I have, of not being able to generate a lead for myself.

4.3 Technical skills

Additionally, I also plan to up my technical skills as well, since I am adept at Digital marketing. I plan to immerse myself in SEO marketing as the demand for it is still on the high and further I plan to educate myself with the recent surge of AI Marketing as I believe this will dominate the market at least for the next 20 years and more.

So, as things are standing, I will join a company, do what I do best, closing deals and handling clients, and besides that I will up my technical skills to the point where I will become irreplaceable for any and all organizations that I work in

Part B

A Study on Delivery Delays in Dhaka North of Foodpanda's Food Delivery Services

Executive Summary

In this report, we will discuss how Foodpanda's food delivery delays occur in Dhaka north city and what we can do to solve them to make the process even smoother. With delivery service usage having grown very rapidly in this urban area, I am using a quantitative research method, where I have collected data from young Gen Z people, as they are the mass users of the Foodpanda delivery app. I found that delivery delays are usually caused by traffic jams, shortages of riders, bad road infrastructure, and operational inefficiencies. The survey also indicates that these delays are actually influencing user behavior, leading to reduced trust in the delivery brand, switching to other platforms, and dissatisfaction with the service. My report is heavily supported by insights from the IB-307 report (University of Dhaka), The Daily Star logistics articles, and the BIDS infrastructure analysis. Additionally, two interviews from the delivery drivers of Foodpanda has also increased the credibility of my research as this has solidified how they are exactly treated and their psychological condition which is also a driving factor of timely delivery services. Furthermore, I was able to get insight into the company structure of Foodpanda where I discovered that they are making efforts to make life easier for the riders via giving them incentives and insurance support to motivate them even further. They are also focusing on the environmental factor that affects delivery time and hiring more drivers to solve it. Finally, the report also identifies that good last-mile performance requires good infrastructure, better route optimization, more delivery hubs near delivery points, and stronger coordination between companies and customers.

Chapter One: Introduction

1.1 Background of the Study

Food delivery services have become a daily need for the Gen Z¹ people who use the last delivery service of brands like Foodpanda, especially in Dhaka north city, where a large student and working population now rely on it. Among these said brands, Foodpanda remains the commonly used one so far. With the rapid growth of demand, ensuring fast, reliable, and consistent delivery has become a big challenge. Delivery delays ranging from late arrivals, order cancellations, and failed deliveries have emerged as one of the major concerns affecting both users and riders.

Many external sources highlight that delays in Foodpanda's service are caused by various reasons. Although some recent reports tell us that while Foodpanda has tried to improve their operations through many steps, the delay in last mile delivery persists due to structural and environmental constraints in Dhaka North city

1.2 Research Objective/Purpose

Foodpanda's food delivery service in Dhaka north city has seen many delays, and that has affected both the receiver and the sender every time. This research will talk about the exact effects this has on the daily life of the public as well as what steps or solutions we can come up with to minimize it. We are going to talk about the following things:

- What are the exact causes of delivery delays?
- What are the effects of Foodpanda's delivery delays on customer behavior?
- How can we make the delivery service of Foodpanda more efficient for everyday consumers?

¹ Gen Z refers to the Individuals who were born between 1997 and 2012

1.3 Problem Statement

A customer wouldn't want to get their food after their hunger has died out, and a diligent delivery driver won't like delivering the food to the customer, as that would hamper their position in the company. However, the busy roads of Dhaka North create challenges for the delivery riders that result in a delayed delivery. Commonly encountered on working days, the roads of Dhaka north city are too busy, resulting in traffic jams, accidents, vehicle congestion, etc. Delivery delays are quite regular in these situations. Now, these problems affect the daily life of the consumers psychologically, a rider's life becomes hard as they do not get extra compensation. Furthermore, Foodpanda's brand reputation gets damaged as a result of these delivery delays.

1.4 Scope of the research

This research will be done with the input of the people from the Gen Z generation, who have used Foodpanda's food delivery service for more than a year, external sources that heavily talk about the research topic and resonate with it and employees of Foodpanda to get an in-depth knowledge about their operations. All will be done in the time span of January 2022 to November 2025.

Chapter Two: Literature review

The general delivery service itself, as a part of the SCM industry, has received a lot of attention in the practitioner's literature because it is directly involved in costs. Not just that, it determines the satisfaction level of consumers, and lastly it exposes vulnerabilities in the transportation system. In Bangladesh, specifically in Dhaka, some recent literature covers the structural as well as the operational causes for delivery delays while offering practical solutions. This review comes from five locally relevant sources:

1. IB-307 University of Dhaka study,
2. Two investigative reports in The Daily Star
3. Infrastructure analysis from BIDS research on urban transport challenges
4. An article from Business Insider about the mistreatment of workers in Foodpanda

The IB-307 student report offers an apprentice level analysis, filled with qualitative data connected via first-hand interviews with delivery riders and a logistics operator. Its major contribution is that it documented operational frictions that are often invisible in datasets. Things like - customer unresponsiveness, strange alternate drop points, poor vehicle maintenance, and events like parcel loss despite barcode systems. These qualitative findings demonstrate behavioral and operational level failure points, for example, how a single unreachable user can create a spiral of miscommunications, resulting in riders doing overtime, and lost delivery agents losing their earnings.

The report also tells us practical and feasible remedies such as, route optimization software, improved tracking systems, encouragement of cashless payments, and an extra reward system for off-peak deliveries. While the sample size is actually small, the report's value is up there, highlighting everyday causes of delay and perspectives of the business side of things that larger surveys often miss.

The Daily Star article provides a big enough report that connects last-mile delivery delays to citywide disruptions. Articles like these highlight that Dhaka's daily traffic congestion, regular roadworks, and regular internet outages significantly delay food delivery service. For food

delivery services, the combined dependency on mobile network connectivity (for riders) and highly perishable goods makes on-time delivery very unlikely to happen due to network disruptions and road congestion. The Daily Star also tells us how peak-hour congestion and sudden internet outages can cause a chain of delayed orders, destroying all the plans in a rider's assignment, and a surge in customer complaints. It also solidifies the IB-307 observations about the challenges of operational schedules.

As this was an article, it didn't propose any solutions, rather it highlighted many problems that weren't talked about much.

The analysis from BIDS gives a good explanation of infrastructure loopholes that gradually worsen the process of last-mile delivery. It links delivery delays to bad road management, followed by poor drainage, which affects street flooding, and a lack of designated loading/unloading hubs for vehicles in SCM. These structural problems increase travel times and make it harder to forecast for better operations. From the planning side of things, this research often recommends institutional responses like logistics planning in urban areas, and investment in localized warehousing to swiftly maintain the urban system. This literature is important because it shows that mid-level solutions like route optimization will have very little impact unless it also comes with heavy infrastructure upgrades.

The analysis from the second article from Daily Star says that Foodpanda works with over 100,000 delivery personnel nationwide. Despite the organized structure here, the problems regarding poor roads, traffic jams which are very common and underpaid riders remain unresolved. The mismatch between demand and supply has been made obvious here.

The delivery delays and service unreliability are not just technical or logistical issues here. They also occur because of structural problems in rider working conditions and infrastructure. It offers very powerful evidence for why last-mile delivery in Dhaka is still so fragile.

Finally, the article from Business Insider directly refers to the bad treatment Foodpanda is providing to its workers. The brand was already under scrutiny at the time for tax-evasion allegations, and then the riders raised their own problems at that stage. Their claim was that Foodpanda hasn't fixed a minimum wage for them. They also added that they are not provided

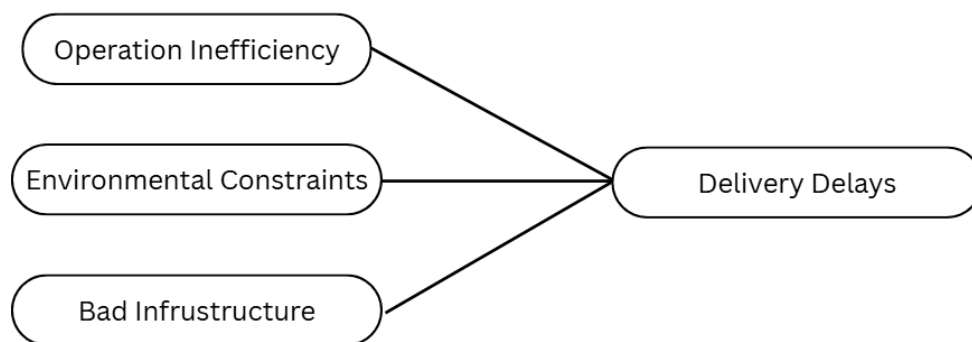
with consistent pay and worker protections in dangerous areas. Multiple workers have reported that the heavy workload, long hours, frequent deliveries, often outside normal city zones, combined with meager compensation, have severely eroded their morale. This leads to many riders refusing orders, working fewer hours, or even quitting, which in turn causes delivery delays, cancellations, and unreliability.

2.1 Independent & Dependent variables

Independent variables following the data collected from the external sources indicate that multiple operational, environmental and infrastructural factors are actually contributing to the one and only dependent variable that is delivery delays.

2.2 Theoretical Framework

Following all three of the relatable research papers, independent variables like operational inefficiency, environmental constraints and bad infrastructure are directly affecting the dependent variable that is the Delivery delays.



As shown on the framework above, Operation inefficiency, Environmental constraints and Bad infrastructure are the independent variables that are affecting the dependent variable that is delivery delays.

Operational inefficiency, meaning the problems within Foodpanda's delivery system that slow down their overall process. These inefficiencies can happen at multiple stages of the cycle. Delays usually happen because of bad route planning and rider availability. Sometimes foodpanda app assigns a far-away rider instead of the nearest one, which causes delay as well. Lack of communication such as unclear instructions or delayed notifications can create confusion and slow down the process even further. All these operational flaws destroy the delivery cycle.

The bad road structure within Dhaka North City also creates delivery delays. Some roads in Dhaka North are narrow, congested, or damaged, forcing riders to take longer alternative routes. Riders also face unavoidable traffic jams that contribute heavily towards delivery delays. Dedicated lanes for motorbikes or bicycles could have minimized the delivery delays but there is a lack of those in Dhaka north city. Streets are overcrowded, which directly creates traffic jams. Bangladesh does not have good mobile network coverage in all areas of Dhaka north city. This creates problems during navigation which also leads to delivery delays

Environmental constraints refer to the unavoidable natural conditions that riders face, resulting in delivery delays. Heavy rain, storms, or intense heat reduce visibility and make the roads slippery. This directly affects the rider's ability to perform well and slows them down. Extreme heat waves can also impact rider performance as they are only humans and can get sick from these conditions. Furthermore, national events like political strikes, road blockages, or public gatherings create poor travel conditions for the rider that also slows them and delays delivery.

Chapter Three: Methodology

3.1 Research type & Design

This is going to be a descriptive research, which involves a survey of 30 respondents, 5 delivery riders and 1 employee from the distribution department of Foodpanda. Also, observation, and the usage of existing data available on the internet will also be used here to make a proper analysis. Now, factors like operational inefficiencies, environmental constraints, and bad infrastructure can be directly aligned with a quantitative research design, as we are going to thoroughly go through the results of the survey taken for this report and mix it with existing data in order to determine the consistency of food delivery delays and how often the above-mentioned variables cause this, to ultimately come up with a proper solution.

3.2 Sampling & Data Collection

Sampling:

For the sampling method, the stratified sampling method has been chosen where we are targeting only pure Gen Z students as they are the ones who can share their experience most accurately as they are the ones who have experienced the most recent last mile delivery delays. Multiple interviews will also be taken from Foodpanda riders and a Foodpanda employee to get some inside knowledge about the issues they are facing and the way they are handling it.

Primary Data:

This research utilizes survey methodology to collect data from the Gen Z people who have been using Foodpanda's food delivery services and determine how often they face delays, how that affects their decision-making, what preferences they have and their individual opinion on how we can tackle the issue of last mile delivery delay. Additionally, to support all this, the interview of the existing Foodpanda employees will also be taken into account.

Secondary Data:

Supplementary data will be acquired from various sources such as existing research papers, reports or articles that vastly talks about the issue regarding not only Foodpanda's food delivery delays, but also all kinds of delivery delays (e.g. E-commerce, courier services) and the causes and effects of it.

3.3 Data Analysis & Interpretation

This covers the findings from the primary source of data (Survey Questionnaire) distributed to 30 individuals from Gen Z who regularly use the food delivery services of Foodpanda.

Descriptive Statistics

The table below illustrates the age of the 30 respondents, where 20 respondents were from the 18-25 age group and 10 respondents were from the 26-35 age group.

Table 1: Age Group distribution

Age Group	Frequencies	Percent
18-25	20	66.7
26-35	10	33.3

The table below illustrates the consistency of using Food delivery services per month of 30 respondents, where 15 respondents use it 3-5 times, 11 respondents use it 1-2 times, 3 respondents use it more than 10 times and 1 respondent uses it 6-10 times a month.

Table 2: Consistency of shopping online

Consistency per month	Frequencies	Percent
1-2	11	36.7
3-5	15	50
6-10	1	3.3
Over 10 times	3	10

The table below illustrates the frequency of using a certain delivery platform of 30 respondents, where 29 respondents use food delivery services, 13 respondents use e-commerce services and 14 respondents use courier services.

Table 3: Platform usage frequency

Platforms	Frequencies	Percent
Food Delivery	29	96.7
E-Commerce	13	43.3
Courier Services	14	46.7
Other	1	3.3

The table below illustrates the report of delayed delivery of 30 respondents, where 18 respondents get delayed delivery sometimes, 7 respondents get it rarely and 5 respondents get delayed delivery often.

Table 4: Delayed Delivery report

Gets Delayed Delivery	Frequencies	Percent
Rarely	7	23.3
Sometimes	18	60
Often	5	16.7
Almost Always	0	0

The table below illustrates the assumed reasons of delayed delivery of 30 respondents, where 20 respondents think it's because of Traffic Jam, 8 respondents think of poor road conditions, 11 respondents think of delivery rider shortage and 18 respondents think of mismanagement by delivery companies

Table 5: Reason of delayed delivery

Reasons	Frequencies	Percent
Traffic Jam	20	66.7
Poor Road Conditions	8	26.7
Delivery rider shortage	11	36.7
Company Mismanagement	18	60

The table below illustrates the effects on behavior because of delayed delivery of 30 respondents, where 15 respondents switched to other apps, 8 respondents didn't get affected, 4 respondents lost trust on the platform and 3 respondents stopped ordering for a while.

Table 6: Effect on Behavior

Behavioral change	Frequencies	Percent
Loses Trust in the platform	4	13.3
Switches to other apps	15	50
Doesn't get affected at all	8	26.7
Stops ordering for a while	3	10

The table below illustrates the preferences delivery services of 30 respondents, where 15 respondents prefers accurate tracking, 7 respondents prefer low delivery charges and 8 respondents prefers Fast delivery

Table 7: Preferences in a delivery service

Preferences	Frequencies	Percent
Fast Delivery	8	26.7
Accurate Tracking	15	50
Low Delivery Charges	7	23.3
Good communication	0	0

The table below illustrates the preferred improvements for delivery service of 30 respondents, where 15 respondents prefer better traffic management, 21 respondents prefer more nearby delivery hubs & smarter route planning, 13 respondents prefer training for delivery riders and 14 respondents prefer better communication between companies and customers.

Table 8: Preferred improvements for delivery service

Preferences	Frequencies	Percent
Better Traffic Management	15	50
More Nearby delivery hubs	21	70
Smart route planning	21	70
Training for delivery riders	13	43.3
Better communication between companies and customers	14	46.7

The table below illustrates the satisfaction level of 30 respondents with the last mile delivery in their area, where 17 respondents stayed neutral, 11 respondents were satisfied, 1 respondent was very satisfied and 1 respondent was very dissatisfied

Table 9: Satisfaction on last mile delivery in their area

Preferences	Frequencies	Percent
Very Satisfied	1	3.3
Satisfied	11	36.7
Neutral	17	56.7
Dissatisfied	0	0
Very Dissatisfied	1	3.3

Chapter Four: Finding & Discussion

4.1 Findings from the Survey

As I was to conduct a survey based on the feedback of the customers of Foodpanda's delivery services, I used the questionnaire given in the "Appendix" section to do exactly that.

Furthermore, upon the data analysis from the section "3.3" in this section we can finally discuss the findings in detail.

Age Group:

People from the age group of 18-25 years were in the majority while taking this survey staying at 66.7%, the rest of the 33.3% were from the age group of 26-40 years. This confirms that the majority of the surveyed are indeed of the Gen Z generation.

Frequently Used Platforms:

Food delivery platforms have been used the most at 96.7%, and the same people also used e-commerce sites to buy things, racking up the number to 43.3%, while parcel delivery services were limited to about 46.7%. This confirms that all the people from the survey actually use all selected types of delivery services therefore the data from them will speak for all of the mentioned platforms.

Delivery Delay Frequency

About 60% of the respondents have reported that their delivery "Sometimes" arrives late. About 23.3% reported "Rarely", possibly due to living near to delivery hubs and enjoying the delivery service altogether, the rest 16.7% commented "often" as they are regularly greeted by delayed delivery pretty much every time they use the service.

Cause of the Delays

About 66.7% of the people believe that traffic jams are the rising cause of delivery delays. 26.7% of them blame the poor road conditions of Dhaka north and 36.7% think it's because of delivery

driver shortages. Finally, about 60% of the respondents blamed the delivery company for mismanagement. So, the traffic jam as expected is up there at the top as a cause. As people daily face poor road conditions these are obstacles as well. Delivery services are used all throughout the city and as a result, the rise of shortages of delivery drivers is inevitable. Furthermore, people also do think that the companies also have a hand in this followed by their own mismanagement.

Behavioral Effects of the Delivery Delays

50% of the respondents switch to other delivery services when faced with delays.

26.7% of them don't get affected at all. 10% people stop ordering for a while and the rest of the 13.3% lose trust in them completely.

Respondent Preferences

50% of the respondents like to have accurate tracking of the delivery driver so that they know how close or how far their product is. 23.3% of the people like low delivery charges and 26.7% of the people prefer fast delivery over everything else.

Improvements that can be made

50% of the respondents suggest better traffic management, as this is one of the biggest if not the biggest reason for delivery delays in Dhaka north. About 70% of the respondents suggest more delivery hubs near them and smarter route planning. 43.3% of the respondents suggest training of the delivery riders and 46.7% suggest better communication between customers and the company.

4.2 Findings from the Interview

Listed below are the questions and answers of the interview. The interview questions have also been mentioned in the “Appendix” section as well.

Topic	Reply
Traffic jam frequency during delivery (Rider)	2-3 times per day
Effects of bad road structure (Rider)	Losing motivation

Satisfaction about pay (Rider)	Not satisfied
For solutions steps taken from Foodpanda	Life Insurance, Incentives
Steps to tackle the lack of riders	Hiring new riders
Extra pay for off hour duties	None
Do riders protest and why?	Yes, for the lack of pay
Steps taken to tackle the needs of the riders	Delivery charge increased to 45
User complaint frequency	Over 20 a week
Overall steps taken to tackle the delays	No direct steps taken

4.3 Discussion

The delivery riders may get lost completely. Because although Dhaka north's route system has been updated on google maps, it is not fully updated in any of the delivery service apps. So for example if anyone from Basila were to order a food from one of Foodpanda's merchants, they won't be able to pinpoint their location on the map as not the entire Basila area is covered in the Foodpanda app's route planning. Resulting in the rider getting lost the majority of the time.

Whenever there is a delay, users do intend to call the service and inquire. It's not that Foodpanda is unresponsive, they do send messages about the delays, but they fail to put the user's inquiries to rest. At times, the order gets so delayed that the user stops using that particular service altogether. They switch to another service, or stop ordering entirely for a time, as supported by the survey results. So there is a communication gap there between the brand and the user/consumer.

Traffic jams are something that is heavily related to the infrastructure of the country. Although efforts have been made to make the road design smarter and faster, it has not reached a level where it won't cause a traffic jam at all. This is something where neither the company nor the delivery rider has any power on. If there is a traffic jam, they will have to wait it out. They do have options that they can explore from their end to not face a road with heavy traffic congestions, as for how often they apply it themselves, that is determined by the reviews the users give to such services, and those aren't saying much.

Infrastructure failures often result in delivery delays. Bad road management & poor drainage systems often lead to street flooding during a heavy rainfall. A lack of designated loading/unloading areas in the city has been identified. Digital dependency is common in this day and age. Therefore, the bad execution of such things usually affects last mile delivery operations. This includes citywide internet outages which severely severs communication and makes problems for riders resulting in delivery delays. Problems like customer unresponsiveness and bad drop-off instructions are also the causes of delays.

The biggest problem here is Foodpanda's work culture. Foodpanda still hasn't established a fixed minimum wage for its riders. This results in inconsistent pay. Issues like this heavily affect the rider's behavior. Pushing them to refuse orders. This directly creates a mismatch between demand and supply which then results in delivery delays. For example, both interviewed delivery riders have reported that last month (November 2025) they did a minor protest to increase their commission which is their main source of income. Previously they used to earn BDT 55 per order. But recently it was reduced to BDT 42 per order. This is a significant pay cut from Foodpanda's end which clearly affected the behavior of the riders. Enough to make them protest against their employers. Foodpanda did have a solution for that at the end. The general delivery charge that was put on a user's order was BDT 40. But in recent times that has changed to BDT 45 in order to make all the rider's life easier and quell the protest of unfairness.

As mentioned in one of the reports from the Literature review of this report, the communication from the user side of things is not good. They are heavily irresponsive during off hours. Riders at times are given strange drop off points to travel to which are not only dangerous but at the same was not the requirement section when they were getting hired. That demotivates the riders and makes them all the more prone to getting lost and resulting in delivery delays. They do not even get paid extra for these drop offs. Natural environmental causes do fall under this off hour because it is generally very hard to travel during a heavy rainfall or even a mild storm. Foodpanda is still dedicatedly sending their riders to make deliveries in these off hours. However, the issue they have faced from the company's end is lack of delivery riders. Which they are also working on to solve by hiring more and more delivery riders. This is one of the prime causes of delivery delays in Foodpanda's delivery services.

Chapter Five: Recommendations

All the recommendations discussed below will be based on the causes of delivery delays from the survey and previously discussed reports. All of these will be real world solutions that truly impact the way our last mile delivery system works in the country. However, for the moment we will focus on Dhaka north city.

5.1 Smart Navigation System:

As discussed in *Chapter 4: Findings and Discussions*, bad route planning is something that the delivery riders always suffer from, ultimately resulting in delivery delays. Following this, if the delivery services, food, ecommerce and couriers alike, update their apps with the latest routes in Dhaka north city and integrate better route planning for their delivery riders, then I believe the entire last mile delivery process for them will be swift.

Additionally, from the survey results, it was mentioned that a better tracking system for the users to see how far their product is reaching them will be a bonus in this part as well. Such transparency promotes trust and it kills off any uncertainty the user might have during the delivery process, developing the relation between the brand and its consumer.

5.2 Better Communication between the Brand and its user/consumer

Users tend to be left in the dark when they try to inquire about their soon to be delivered product whenever there is a delay. Now a better customer service experience will prevent the user from losing trust from the brand. As extracted from the survey results, delivery delays really affect a user badly in various ways. Now, if the customer service was always responsive and not just something that would give a repeated message making the user feel like talking to a wall, then the engagement between the brand and the user will increase significantly. Not only that, the user might also become a loyal customer to the brand which, needless to say, will be beneficial for the brand in the long run. This doesn't directly solve the issue of last mile delivery, but this does make the delay time more endurable for the consumer. Furthermore, there was an issue where Daraz delivery guys said that the customers were unresponsive. So far, we have blamed the

system and the brand's mismanagement. However, the user side of things should be swift as well. As the process can only be smooth if things are synced up on both ends.

5.3 Better Infrastructure for minimizing traffic jam

Traffic jams are a daily occurrence as the roads of Dhaka north are quite busy. However, the infrastructure in such urban areas is not advanced enough to avoid traffic jams. The route system should be optimized in a way that the odds of traffic jam will decrease significantly, resulting in lesser cases of delivery delays. Now to solidify the infrastructure of Dhaka north city, dividers have been put before, for better transportation and route planning. However, it is not enough, as stated in the BIDS report that mid-level upgrades such as this will not be that much effective if it is not backed by better infrastructure in the first place. Therefore, the following steps can be taken:

Regular maintenance of the roads of Dhaka north is going to be a vital player in strengthening the infrastructure. Broken roads are no stranger to the delivery riders and are certainly not kinder to them. These are a big cause of delivery delays in the form of traffic jams. Becomes an obstacle so big that it halts operations for hours. But, regular maintenance and development of such roads will significantly reduce the delivery time by literally minimizing traffic jams in the first place. If a local delivery hub exists, it not only saves time, but also enables the riders to avoid any and all kinds of traffic jams. That being said, even by some twist of fate they do face a traffic jam, that won't affect the delivery time that much, since the hub will be nearby to the delivery location. The report from BIDS strongly suggests this.

Focusing on better network quality and having better route accuracy in the delivery apps is a fantastic way avoiding the traffic jam and navigating like an absolute pro. This doesn't directly affect the road infrastructure, rather it helps with avoiding problems that cause delivery delays.

Chapter Six: Conclusion

The results from this report clearly show that Foodpanda's delivery delays in Dhaka north are the result of a combination of structural, operational, and behavioral factors. Traffic jams and bad infrastructure remain the big problems affecting delivery times. Brand mismanagement, bad customer communication, and badly optimized route planning capacity also contribute to operational inefficiency. The survey data highlights that delivery delays also affect the trust a customer has over the brand.

Overall, solving the delivery delays of Foodpanda's delivery service takes multiple approaches. Improvement of the infrastructure has to be made and better route optimization within delivery companies has to be present. Furthermore, it is vital to increase local delivery hubs, which can produce short-term gains, while long-term solutions depend on better roads and policy-level planning. Addressing all of these the correct way really can reduce the delivery delays and improve the overall efficiency of Dhaka north city growing urban last mile delivery process.

A problem that has also been contributing to the delivery delay issue is the rider's motivation. Not every ride they go to results in a smooth one. Yet they are compensated so little. Foodpanda is taking a lot of steps to address these but it has to be on a much bigger scale to be actually effective and make the work of the delivery riders more efficient.

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Appendix

Survey Questionnaire

Below we can find the questions of the survey that have been listed and the reasons for enlisting these questions has been discussed as well.

Q1. In which age group do you fall in?

- 18 to 25
- 26 – 35

Q2. How often do you use Foodpanda per month?

- 1–2 times
- 3-5 times
- 6-10 times
- More than 10 times

Q3. Which types of platforms do you use most frequently for deliveries?

- Food delivery (Foodpanda, Foodie, etc.)
- E-commerce (Daraz, AliBaba, etc.)
- Courier or parcel delivery (Pathao Courier, RedX, etc.)
- Other

Q4. On average, how often do your deliveries arrive later than expected?

- Rarely
- Sometimes
- Often

- Almost Always

Q5. When your order is delayed, what do you think causes it most often?

- Traffic Jam
- Poor road conditions
- Delivery rider shortage
- Mismanagement by delivery company
- Other

Q6. Rate how strongly you agree with the following statements (Likert Scale Implementation)

- Traffic jams in Dhaka North cause serious delivery delays
- Poor road quality and narrow lanes make deliveries harder
- Delivery companies communicate well about delays
- I am satisfied with the current delivery speed in my area

Q7. How do delivery delays affect your shopping behavior?

- I lose trust in the platform
- I switch to other apps/services
- It doesn't affect my purchasing much
- I stop ordering for a while

Q8. What do you value most in delivery services?

- Fast delivery
- Accurate tracking
- Low delivery charges
- Good communication during delay

Q9. What improvements would make last-mile delivery in your area better?

- Better traffic management
- More delivery hubs near residential areas
- Smarter route planning / navigation
- Training for delivery riders
- Better coordination between companies and customers

Q10. Overall satisfaction with last-mile delivery in your area:

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

Interview questions for Riders:

Q1. How often do you face traffic jams during making any delivery?

Q2. Does bad road structure make your ride harder to complete?

Q3. Are you getting enough pay for all your hard work?

Q4. Has Foodpanda done anything to make your life easier?

Q5. What does Foodpanda do to tackle the lack of delivery riders?

Q6. Do you get extra pay for doing off hour deliveries?

Interview questions for The company:

Q1. When was the last time your riders protested against you? And why?

Q2. What do you do to make things easier and fair for your riders?

Q3. How often do you get complaints from your users about delayed deliveries?

Q4. What steps do you take to tackle last mile delivery delays?

Human Resource Division

TYTL/HR/0009/25
Date: 16th Oct, 2025

To:
ISTIAQUE AHMED ESHAN

Subject: Appointment as of Marketing & Digital Intern (Effective from October 19, 2025)

Dear Mr. Istiaque,

We are pleased to extend to you an offer of employment with **The Yours Truly Private Limited** (hereinafter referred to as the “Company”) for the position of **Marketing & Digital Intern**, subject to an internship period of 3-6 months. The terms and conditions of your employment are outlined below and shall be considered accepted upon your signing of this letter.

1. Position & Responsibilities

Position: Intern – Marketing & Digital

Rank: Intern

Departments: Brand Development & Strategic Planning and Business Growth

Reporting To: Business Growth Lead & Strategic Planning Lead

Duration: 3–6 months

Key Performance Indicators (KPIs):

Your primary responsibilities and performance will be evaluated based on the following key performance indicators:

- Assist in communication and coordination with influencers, brands, and Flex merchants to ensure smooth and timely execution of campaigns.
- Support the planning, implementation, and monitoring of Flex and Marvel campaigns, including tracking of key performance indicators (KPIs).
- Contribute to the development and engagement of digital communities across social media platforms.
- Participate in merchant onboarding activities, including lead generation and management, under the guidance of the Business Growth team.
- Collaborate with team members to identify potential brand partners and support ongoing brand collaborations.
- Maintain professional correspondence, documentation, and reporting for assigned projects.
- Provide creative input and support in content planning, influencer strategies, and marketing initiatives.

- Meet assigned targets and deadlines with diligence, professionalism, and proactive communication.

We believe that your skills and experience will be a valuable asset to our company, and we look forward to your contributions.

Note: The Company may revise your job assignment and/or KPIs at any time as deemed necessary.

2. Date of Joining

Your expected joining date is October 19, 2025, subject to the submission of the following documents:

- Release order with pay slip from previous employer (if applicable)
- Hard copies of all educational and professional certificates
- National ID (NID)
- One recent passport-size photograph

3. Compensation & Benefits

You will receive a gross monthly compensation of Tk. 10,000/- (Ten Thousand Taka Only), itemized as follows:

Component	Amount (Tk.)
Basic Salary	5,000
House Rent Allowance	2,500
Medical Allowance	1,500
Leave Fare Assistance	500
Utility Allowance	500
Total	10,000
Amount (In Words): Ten Thousand Taka Only	

4. Working Days & Hours:

Office Days: Sunday to Thursday

Office Hours: 10:30 AM to 7:00 PM

5. Contract Terms & Conditions

a. Probation Period:

You will be subject to a Internship period of 3-6 months from your start date. During this period, your performance will be closely monitored.

b. Performance Review:

Upon successful completion of your training period, your eligibility for permanent employment will be evaluated based on your performance and contributions to the company.

Please sign and return a copy of this letter to indicate your acceptance of this offer. If you have any questions, please do not hesitate to contact us.

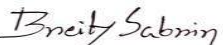
Acknowledgement & Acceptance

I, Istiaque Ahmed Eshan accept the terms and conditions outlined in this appointment letter.

Signature: 

Date: 18/10/2025

For The Yours Truly Private Limited



Breity Sabrin Khan
Director



Mahzabin Ferdous
Managing Director



A Study on Delivery Delays in Dhaka North of Foodpanda's Food Delivery Services.docx

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