

A BUSINESS CONCEPTUAL FRAME-WORK FOR ESTABLISHING A COURIER SERVICE IN THE NORTHERN SECTOR OF GHANA

Mary Baagyere
University of Ghana, Legon,
Department of Modern
Languages
GHANA
P. O. Box LG 207
marybaagyere@yahoo.com

Ruth Konogweh Ali
C. K. Tadam University of
Technology and Applied
Sciences, Navrongo,
Finance Office
GHANA

**James Ofori
Amankwaah**
University for
Development Studies,
Navrongo,
Department of
Computer Science
GHANA

**Usman Yaw
Ampeaw**
University for
Development Studies,
Navrongo
Department of
Computer Science
GHANA

ABSTRACT

Courier service is a necessity in the 21st century. Well-established courier service has been one of the reliable means of delivering and receiving parcels or messages even in pre-historic times. However, the Northern sector of Ghana does not have any well-established courier service provider partly due to the settlement nature in this part of the country. This paper, therefore, presents a business conceptual frame-work for establishing courier firms in the Northern sector of Ghana. The frame-work outlines various methodologies for setting-up an effective and efficient courier firm with the ability to receive and deliver parcels and packages to individuals within the Northern sector and even beyond. In developing the conceptual frame-work we first conducted a field survey to get data on the various means people use to send and receive parcels/messages in the Northern sector of Ghana and their level of satisfaction. Based on the findings from the field survey, we proposed a good layout methodology for setting up an effective and efficient courier firm. The proposed concepts range from how to start a courier business, factors affecting effective courier service delivering to leveraging on IT solutions or tools for predicting service demands. This paper will serve as a useful material for individuals or group of people who have the intention of establishing a courier service in the Northern sector of Ghana and will also serve as a research reference material to the research community.

Keywords: E-business, Courier Service, Companies, Delivery, Conceptual Framework.

INTRODUCTION

The core mandate of a Courier Service (CS) is to deliver messages, parcels, packages, etc. to clients. And the key features of any CS delivery system are its speed, security, tracking ability and specialization. The Oxford Economic Forecasting (2005) posited that CS operators provide a well-structured system that guarantees the safety and reliability of its operation. The CS delivery system is therefore, attested to be one of the fastest, and most reliable, on-demand, world-wide, integrated, door-to-door movement, and shipment platform that can be tracked and controlled from end-to-end. Thus, every CS delivery system usually boasts of faster delivery time than any other methods of transporting services in the modern world.

In Ghana, a statutory body created by an act (Act 649) of parliament called “the Postal and Courier Service Regulatory Commission (PCSRC)” regulates the operations of the Postal and Courier activities. Section 10 of Act 649 stipulates that a person can operate a courier delivery service only under a license issued by the PCSRC. Various literature works are done on the establishment of courier services (Karlson, Smith, Meyers, Robertson, & Czerwinski,

2008; Agu, Nwoye, & Ogbuokiri, 2015; Chauhan, Singh, Jain, & Kumar, 2010; Kunali, Desale, Hanswani, & Kardile, 2014; Micheal, 2014). And these literatures show the unique characteristics of CS that differentiate it from the normal mail services. These unique characteristics are its door to door delivery, track and trace technology, security, speed, signature, and individualization of services, amongst others. In the northern part of Ghana that is Northern, North-East, Savanna, Upper East and Upper West Region, business operators import their goods from the southern part of the country and the nearby couriers but how to deliver them to their customers is a problem. Individuals also send and receive packages and partake in online shopping as well but it is sometimes a problem for the packages to reach their destination safely. Some of these package owners struggle before receiving, sending is also a problem due to their geographical location and the dispersion of their houses.

To solve these problems a blue-print must be created for people who wants to venture into the courier service business by ensuring safe delivery of goods, packages, mails and the like. A conceptual framework for courier service for effective, efficient and profitable is the step to realizing this dream. Service delivery is a necessity in addressing these aforementioned challenges and this paper, therefore, seeks to provide the solution by proposing an efficient and implementable conceptual framework.

LITERATURE REVIEW

According to Wikipedia (Wikipedia, "Courier", 2019), the use of courier-like services has been with human existence. Talking drums were used as an expression of the verbalization patterns of oral culture and were strikingly characteristic of drums language, and has thus contributed greatly to the story of the courier services. Several oral traditions and narratives documented indicate that ancient people conveyed messages (communication) through three main conduits: (i) the beating of drums (ii) blowing of horns and (iii) through messenger. Over time, Pigeons were even trained to carry written messages. Foot messengers physically have to run for miles to their destinations to deliver messages or parcels. According to Small (2012), royal courts in the middle ages have their messages whom they pay a little higher than the common labourer because of the great role they play in disseminating information. This "manual" way of delivery information or services was not effective or efficient as one messenger can only be assigned to one user at a time; therefore, there is underutilization of the messenger's abilities and other resources. This therefore, called for a great revolution in the CS ecosystem.

The modern CS provider has some characteristics which differentiate them for each other. The US-ASEAN Business Council on Global Market (Council, 2005) has outlined these characteristics as follows:

- i. **Close custodial control:** Service providers use tailor-made information systems with strong security features in order to ensure close supervisory and/or managerial control over all their CS operations. This therefore, helps minimize the risk associated with the lost or damage of goods on transit.
- ii. **Door to door delivery:** This feature has a unified delivery of services or goods through multiple modes of transport. Such a well interconnected platform offers the customer the convenience of just waiting at home to pick up his/her parcel or goods without making any complex transportation arrangements for pick-up and delivery, and
- iii. **Track and Trace Technology:** This feature allows both shippers and consignees to track the precise trajectory and location of their goods so as to enable them know their

delivery or arrival time. The largest CS delivery system globally is the United Parcel Service (UPS), delivering over 12 million packages globally daily (Wikipedia, "Courier", 2019). Other world-known courier service providers are the Federal Express (FedEx) and DHL which operation started in the 1970s.

All these courier companies are international courier operators in Ghana.

Some local courier operators in Ghana include:

- i. **Skynet Express Limited:** This courier service provider was incorporated in 2007 as a limited liability company. At the core of its service line includes parcel delivery and general cargo haulage to all parts of the country.
- ii. **Eagle Express Limited:** This courier service provider was incorporated in 2008 and licensed by the PCSRC to provide CS in Ghana. The Eagle Express Limited is a well-known logistics service provider in the management of courier or dispatch operations. It consistently supported its clients with best CS practices across various sectors of the economy, ranging from the banking and finance, manufacturing to E-commerce providers.
- iii. **Quality Courier Service (QCS):** This is a courier company with over seven years' experience in the courier industry. After so many years of diligent service to our corporate and individual clients, they have come up with the QCS application to provide an even more convenient service to their clients and the public at large.
- iv. **Relay Express Limited:** This Company is licensed by the PCSRC in the year 2008 to provide services to individuals, Private Corporate Organizations and Government institutions in Ghana. It is Located in Greater Accra with an office in Osu, Tema and Spintex.
- v. **Fong Express** is also one of the registered CS in Ghana. It was established on May 1, 2015. Their goal is to make the movement of goods and services easier for people to save time and cost for other beneficial purposes.

The core function of each of these courier service providers is to dispatch parcels to their respective recipients and thereby generating a delivery report that will authenticate the entire delivery process between the sender and receiver.

MATERIALS AND METHODS

Courier Service and Customer Preferences

From the field survey conducted it was realized that there are no local courier service operators in the Upper East Region (Bolga) however, there are some businesses which operate in courier service by giving their customers free delivery of the product and also some catering service providers. It was further noticed that only the foreign courier service operators are well known and used by respondents. And a majority of the respondents do not have any knowledge about courier service, thus the result shows that thirty-five (35) respondents do not know courier service which represents 70 per cent of the total respondent with twenty-three (23) being males representing 46 per cent and twelve (12) being female which is 24 per cent. Education was given to the 70 per cent without courier service knowledge therefore, they now understand the term courier services and will love to work with any of courier service operators. The 70 per cent of respondents also think the company can be of help to them since they send and receive parcels from Ghana post. On the other hand, fifteen (15) of the respondents representing 30 per cent know courier service and also order for their services. Nine (9) of the respondents being males representing 18 per cent and six (6) being females representing 12 per cent. The survey conducted on the foreign courier service companies' respondents use is represented in Table 1.

Table 1: Distribution of Respondents among Different Courier Companies

COMPANY	MALE	FEMALE	TOTAL	PERCENTAGE
DHL	6	3	9	60.00%
UPS	2		2	13.33%
FedEx	1	2	3	20.00%
Others		1	1	6.67%
TOTAL	9	6	15	100%
PERCENTAGE	60%	40%	100%	

Table 1 presents the rate at which the respondents use courier services. From the survey nine (9) out of fifteen (15) respondents representing 60 per cent order their services from DHL. Three (3) of the respondents which represent 20 per cent order from FedEx which is the second most used courier company from our survey. UPS, on the other hand, had two (2) of the respondents representing 13.33 per cent of the total respondents patronizing their service and however, the remaining 6.67 per cent of total respondents was for others which were one (1) respondent who specifies that it was Metro Mass Transit Limited.

Evaluating Customer Satisfaction

The study also attempted to rate the level of the respondents' satisfaction of the level of services the courier service providers offer to their respective customers (see Figure 1). Admittedly, services are intangible due to the fact that they stand for performances and not physical objects. Therefore, the exact qualifications for performances cannot be the same as that for physical goods. In other words, in all probability, services cannot be counted, measured directly or tested ahead for quality assurance. In contrast to physical goods, which operate independent of the environment, the performance of services can be subjected to environmental changes, which necessitate adaptations to deliver the service. The intangibility of services makes it difficult for service providers and beneficiaries to evaluate service quality and how well the providers have performed. Figure 1 is a bar chart representing how exceptional, good, satisfactory or poor the services the courier service providers offer to the respondents.

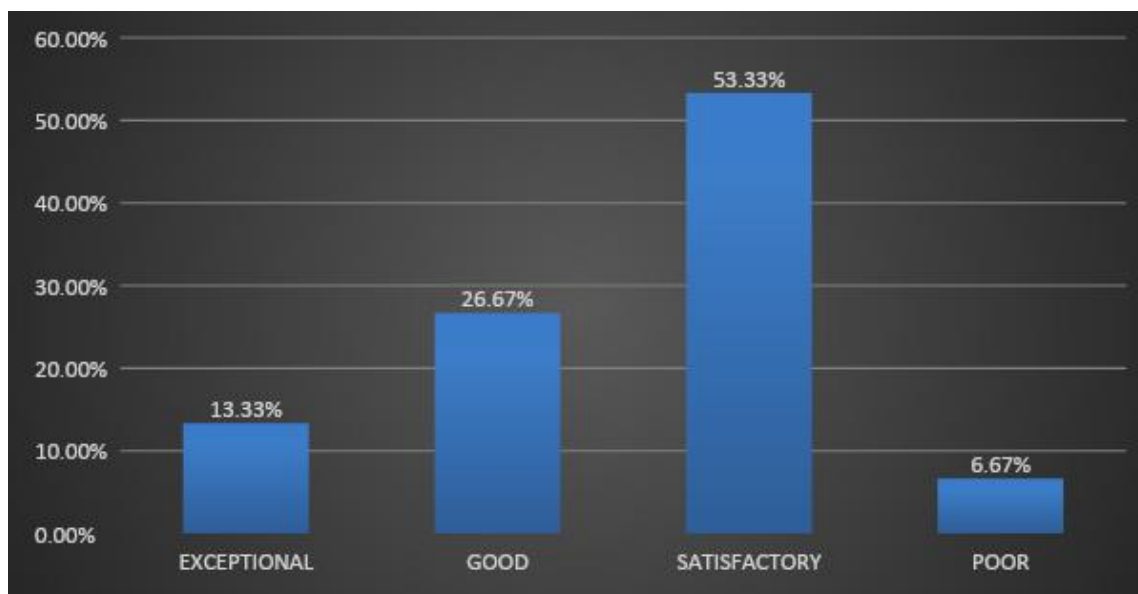


Figure 1: Level of satisfaction of foreign courier services

From the results, two (2) of the respondents' rates that the level of the service provided to them was exceptional which represent 13.33 per cent of the total respondent. Also, four (4) of the respondents rated the level of services to be good which was 26.67 per cent. Eight (8) of them rated the service to be satisfactory representing 53.33 per cent of the total respondent. Only one (1) of the respondents rated the level of service to be poor which represent the remaining 6.67 per cent of the total respondent. Additionally, 53.33 per cent shows that most of the service provided by courier service operators is satisfactory.

The data collected shows that some customers face a delay in the delivery time. Since most of the parcels come from the south, the customer supposed to receive his or her package within two (2) days but at times it takes three (3) to four (4) days to get to the customer. Some also face little damage in the package. In terms of accident, they do not get the package at all. During the survey, some of the respondents think courier service plays a significant role in their socio-economic life. This clearly shows that courier service saves time and also money. Money in terms of the transportations a customer will pay just to get their parcels which cannot be compared to the charges paid to a courier company for delivery. In terms of time, the use to pick up the parcel by the customer can be used to achieve a different thing.

Courier Companies and Ghana Post

In the questionnaires administered, there was a portion for courier service companies and the researchers did not get any of the courier companies to fill. Therefore, the researchers proceeded to Ghana Post for an interview with some of the employees and they had the opportunity to interview one of them in the Upper East Region, Navrongo to be precise. From the interview, it became evident that there is no single courier service company office located in the Upper East Region but DHL has an office in the Northern Region (Tamale) and also DHL has agents in Upper West Region (Wa) and Upper East Region (Bolgatanga) who help in delivering their packages. He added that, although these companies have brought some level of competitiveness in the Courier and Postal ecosystem, their presence also came along with an enhanced and effective service delivery into the Ghanaian market. Moreover, Ghana Post and DHL have partnered each other, giving Ghana Post a facelift in its service delivery outside the country. This partnership has brought along some great benefits between the two

Postal/Courier companies. For example, DHL depends on Ghana Post to deliver the packages to locations in Ghana that DHL has no office or agents. Likewise, Ghana Post falls on DHL to deliver their packages in abroad. This mutual relation is benefiting the two companies greatly. Therefore, most of the DHL packages delivered in the Upper East Region were delivered by Ghana Post. Ghana Post also partners JUMIA Ghana which is an online shop to deliver to customers who shop on JUMIA. The researcher asked whether Ghana Post operates on the door-to-door delivery and he stated that:

"We do not deliver to the doorsteps of all our customers, but most of them are called to come to pick up their packages or mails from the office whether it is DHL, EMS or JUMIA. The customers are also asked to sign before picking up or receiving their package. When we receive mails or packages for institutions such University for Development Studies, Navrongo Senior High School, and the likes, we dispatch them to their doorsteps". Finally, on the effect of the door-to-door delivery, he indicated that the cost involved was the reason why they do not deliver and also, they have few motorcycles to dispatch the packages. He, however, recommended that it is a good idea to establish a courier service company to help enhance delivery services.

Starting a Courier Business

A Courier Business involves the use of appropriate means in transporting packages or services from one location to the other for a fee. Starting a courier business can be a good business venture for one to go into, but it comes along with some logistics and practical considerations. Thus, there are some necessary equipment and information that should be taken into consideration (Ghauri, Grønhaug & Strange, 2020). One can start this courier business with some little effort, funds, and time. The following under listed should be greatly considered when one is considering going into a courier business in Ghana:

- i. **Name and Register the Business:** Having a name for your courier business is the first step one needs to make. The name should be unique, simple, well representative to your business vision and mission and smart for people to easily relate with. After getting a unique name for your business, you need to set up a legal entity for the business. Sole Proprietorship is the appropriate legal entity for a single owner business. For partnership business, the Limited Liability Corporation (LLC) is the ideal option to go for. In registering your courier business and checking whether your business name is taken or not, you have to go to the Postal and Courier Service Regulatory Commission (PCSRC), this is the authoritative resource of information with regards to business registration and its related issues in Ghana.
- ii. **Ensure the Business:** It is appropriate to have your courier business insured with the appropriate insurance cover to protect the business against accident and other challenges associated with business. Thus, it is necessary to ensure the courier vehicle and cargo and other liabilities as well. An insured courier service provider is very essential for building trust with customers and therefore, should be an early necessity for building a successful courier business. Businesses and individuals will avoid dealing with courier service providers that don't have an insurance cover. With issues relating to your courier business insurance, you will need to contact a local insurance broker to understand the nitty gritty that goes with business insurance in Ghana.
- iii. **Have a Means of Transport:** The hallmark of the courier service industry is the prompt and secured transfer of packages from the originating location to its final destination

per the request of a client. This makes them the preferred means of unaccompanied items by a wide variety of people. Key to this industry is the transportation infrastructure. The role of the transport system and its associated features cannot be under-emphasized here. The mode of transport, the channel and drivers play a crucial role in ensuring that the express delivery service remains true to its name and keep customers satisfied at all times. There are three main transport modes; these are motorcycles, salon cars and vans/trucks. Motorcycles are a result of the time and nature of packages you want to transport. With an average size of 45 litres, the tail box of the motorcycle can transport small packages and letters. Also, the motorcycles save time, makes you deliver quickly and there's no traffic. The motorcycles cut the travel times significantly since it is usually not held up in traffic like the vans and cars. With your financial strength, you can also use vans or salon cars. Many couriers in Ghana first choose motorcycles before thinking of vehicles because they give the fastest means of transportation. The right means of transportation is necessary for more efficient and safe delivery of packages. It will save and reduce the pain of carrying the items. Thus, a potential courier service provider should spend some money and time to get most of these above-mentioned materials during the early days of the courier business. The type of means of transport that you need will also depend on the type of parcels and packages that you will be delivery to for your customers.



Figure 2: Means of transport

Figure 2 shows the means of transport used by some courier operators. A and B are motorcycles with a carrier at the back and dispatchers going to deliver which are ideal for delivery of the lightweight item. D and C are Branded salon car and mini truck of DHL Ghana and E is branded vehicles of UPS Ghana, which are ideal for delivery of large volumes of the load to any point of interest.

- iv. **Packages:** The service area of the courier business and types of packages you intend to work with should well be decided on right from the beginning. The core component of any courier service provider is packages and how to deliver packages from one location to other. Thus, in starting a starting a courier company in the northern part of Ghana, you need to do market survey to have a first-hand information on the service area and the types of packages you would want to deliver. Also, there are specific regulations on certain types of packages. You may need specific certification to carry or handle certain packages such as medical goods and industrial chemicals.
- v. **The Modes of Flow of Courier Services:** Locating clients is an important component in the delivery process of goods and services to owners (Francis, 2014; Aranko, 2013). In

order to gain competitive advantage, one needs to ensure high security and certainty of delivery by leveraging on appropriate transport technology within the courier industry ecosystem. The advancement in technology over the years has therefore offered courier service providers more convenient and secured ways of delivering parcels. The main modes of locating clients include the use of phone calls, landmark directions, maps, GPS systems and verbal enquiries. Their use in locating clients are not mutually exclusive but can be combined to yield efficient results (Lin, Choy, Ho, Lam, Pang, & Chin, 2014).

- vi. **Recruiting of Employees:** Once you have established the business, you need to recruit employees. The number of employees you will need depends on the size of the business. First and foremost, you will need to employ human resources personnel or manager who will help to employ the other department of workers or administrative workers. These workers must fall under the levels of management with the necessary expertise for the day-to-day running of the business or organization. The number of levels in management should increase proportionately with the size of the business and workforce (Revere, 2004). The level of management also determines the chain of command, and the level of authority and status that can be exerted by a given managerial position. Typically, the levels of management can be stratified as shown in Figure 3:

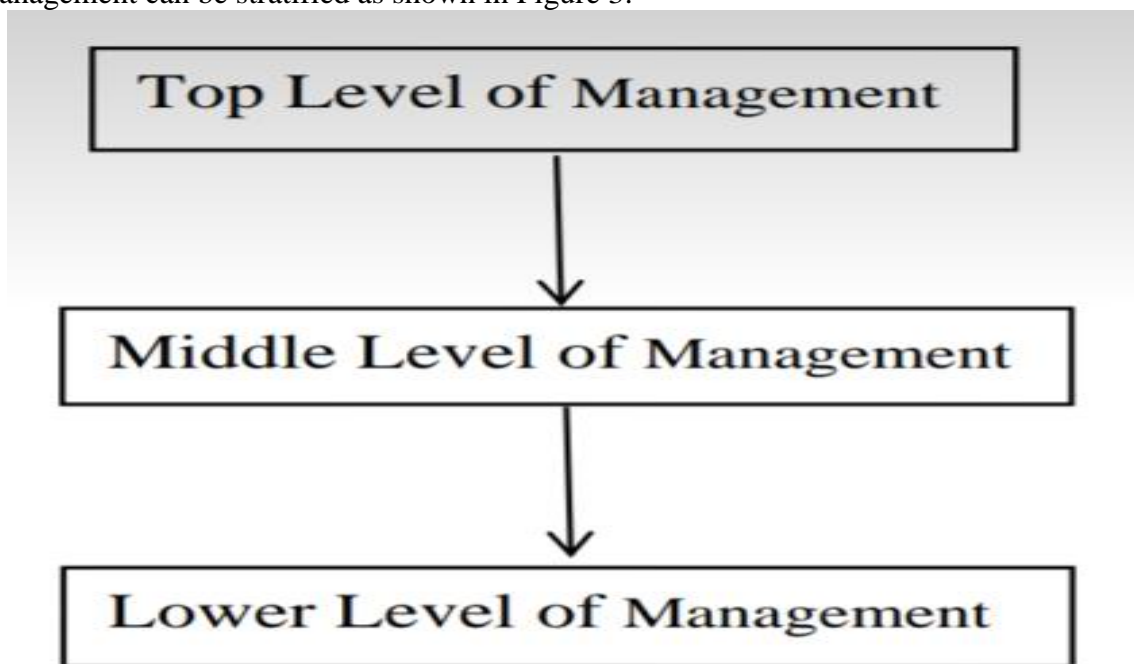


Figure 3: The Structure of a Typical Management System

- a. **Top Level of Management:** The board of directors, chief executive or managing director are/is located at this level. The top-level management is the ultimate source of authority of the organization and thus, manages the goals and policies for the company. This level is therefore, in charge of the day-to-day planning and coordination of the company.
- b. **Middle Level of Management:** This level of management is responsible to the top-level management for the functioning of their various departments. This level normal consists of the branch managers and departmental managers (the accountant, the human resource manager). This management level spends more time to organize and direct the operations of the company. Ideally, there should be only one layer of management in small companies. However, in big business, there may be a need for senior and junior middle-level managements.

c. **The lower level of Management:** This level of management is also known as the supervisory or operative level of management. It consists of supervisors, courier dispatchers (drivers), sorting team, section officers etc. In other words, they are concerned with the direction and controlling the function of management. You must prefer drivers who have worked for many years in the town or have stayed in the city for longer periods. Such persons are likely to be very familiar with the town terrain. Knowing different parts of the community seems to be an essential requisite for the position as a driver. This helps the operator to reduce long periods of searching for clients and helps reduce delivery times thereby cutting down the cost of calling clients for long periods asking for directions and cutting down on fuel cost. Finding drivers with good qualifications and license improve the growth of the business. You will need to conduct some training with new employees. The business will need to have its standards and ethics which should guide its operation. It is important to have a thought-out training policy and it is also necessary to spend some time going ideas on how to best to instruct your employees using the prevailing best market practices in the courier business ecosystem.

vii. **Customer Details:** One of the necessary elements of the courier service is customer information. Before the courier service provider can send the item or parcel to the customer, the relevant information about the sender and receiver are needed. Therefore, when orders are placed, as the company, one must take the details of the customer such as the name, telephone or mobile number, the region, town, area and the house number of the receiver, if possible, street name. This information will help to delivery quickly. Dispatch officers have to let the client sign to confirm that the package is delivered and to the right client. And the signed documents are sent by the dispatching officer to the office for recording keeping. If any of the details are taking wrongly, the dispatcher will face problems delivering the package. Therefore, operators must depend heavily on the contact details of clients and the provision of a correct phone number of recipients of items by senders to help ease the difficulties of locating destination points. By this way, they can deliver packages to their destination.

viii. **The profitability of Courier Business:** Courier business is a profit-oriented business. Since every delivery made comes with a fee, it important to have a price list for distance covered. The distance covered is considered because it will help to determine the fuel consumed and it is the most profitable way to charge customers. Also considering monthly expenses and other factors, you need to consider how much the fairs cost for example the fair from Bolga to Navrongo so that you do not charge less or too much over for customers to patronize the service. The more the deliveries, the more profitable the business becomes; therefore, discount can also be given on certain days to maintain the customers and gain more customers as well. You should get the help of a qualified account or hire one to help you with the day-to-day financial operation of the company. He will advise the company on how much it to charge clients for their services, looking at the suburb, the type of parcels been delivered, amongst other factors to make enough profit to maintain the business. Also consider the mode of payments such as whether to accept cash, mobile money, e-zwich or credit cards to help to receive your fee for delivery.

Marketing the Company: Marketing is the commercial processes involved in promoting, selling and distributing a product or service. You have look for your clients and customers for your courier business. You can achieve this through the writing of proposals and sending them to restaurants, banks, supermarkets and other places. The use of word of mouth can also be a great source of advertisement for these kinds of businesses. Also, conducting a float with

your employees wearing uniforms and giving out flyers is can be an efficient way to market the company. Social media, such as Facebook, Twitter, LinkedIn, YouTube and the like can be leveraged on by you, family and friends to help market your courier business. A business page is created on each of these social media platforms and should be well managed by dedicated personnel employed for that purpose. These platforms can cheaply be used to prospect and market your courier business to other businesses that need a courier dispatcher. By prospecting to know more about their service and how you can be of help to them will help provide tailor-made services to these clients. Online marketing and advertising on the radio can also be a cheap and effective way to sell your courier business. Google Ad words and Facebook have easy to use self-serve platforms. These platforms can be used to target customers based on their demographic, interest, season, etc. You can also make use of Craigslist to post free ads so that people will know about your local courier business (Wikipedia, "Craigslist", 2019).

Factors to Ensure Effective Courier Service

- i. **Customer Service and Fast delivery:** Through higher efficiency and specialization, courier dispatchers must be able to deliver products more quickly, often guaranteeing a specific date and even time block. The best courier service is focused on pleasing its customers. The company should provide top-level service and be consistent every single time (Ho, Teik, Tiffany, Kok & Teh, 2012; Azeta, Ogunlana, & Ezeh, 2010; Saunders, Lewis & Thornhill, 2007). Best customer practices are very important in running a courier service. Treat all customers very well. Know that it's your job to get the delivery to its destination safely and on time.
- ii. **Reliability:** Courier Company should be reliable because people, institutions and other businesses will entrust their daily routine to the courier business expecting to save time and money. The best courier service is the most reliable. They understand the critical business issues to worry about and getting items safely delivered. The best courier service would not make clients wonder about the treatment and safety of their items; it should give the clients peace of mind to be able to send them out and know they are in good hands (Gulc, 2017).
- iii. **Trust:** A successful or effective courier service is not only reliable but should be trusted. Things may go wrong along the line, but be very honest and forthright about it and try not to let that problem persist or be part of your service (Nectac, 2011; Stickdorn & Schneider, 2010).
- iv. **Professionalism:** The hallmark of any courier service is professionalism. Your brand must stand out due to the professional nature of your company. Thus, all the workers within the company should be uniformed, polite and have customer service as a top priority. They should drive clean, well-kept vehicles and motorbikes. For, professionalism is of the utmost importance because people, institutions and another business look at it critically when choosing courier service (Osang, 2017; Stickdorn & Schneider, 2010).
- v. **Transparency:** Additionally, an effective courier service actively communicates with clients when appropriate. Whether the departure encounter traffic delays, the company mistyped address, notify clients that their delivery has been completed; clear communication is essential.

- vi. **Ease of Use:** The courier service whether it is an online service or “manual system”, should be easy to access and use. It should be an easy-to-use order system for all categories of persons. Whether customers like ordering online, by mobile phone or calling Dispatch directly with their order details, the best courier service will have multiple options available to its clients. Additionally, an excellent courier will allow customers to track their delivery during the entire process and will send email notifications upon completion. The best courier service seamlessly fits into their client’s workflow.
- vii. **Enough Manpower:** Effective courier service can accommodate delivery needs even on the busiest days. The company can leverage on AI tools or solutions to able to predict peak hours and days to optimize its manpower and other resources used. This will help the company to know that business doesn’t stop only at the closing time and therefore should be available to customers after hours and on weekends to ensure that client’s packages get to where they need to go.

Illustration of Conceptual Framework of an Individual Delivery Process

Just as E-businesses call for courier services, individuals and other companies also use a courier for their errands, Figure 4 depicts the flow of operation of an individual or company. When a customer phoned or calls for service and he or she has registered the details are retrieved, to locate the customer for the next operation, if the customer is not registered, proceed to collect customer details easily locate the customer. Courier is now ready to go out for delivery and must ensure that any verbal instructions given regarding any specific parcel have been understood, accepted and recorded.

On reaching the recipient area, if the street and house addressing system is not working, the recipient should be either phoned to make direct delivery or parcels are placed at a temporal location for later collection. The temporal location can be lorry station, post office, school, or any other well-known place in the recipient area that can be easily identified. When the addressing system is working in the recipient area and the final destination is located, some self-checks can be conducted to identify the consignee. If the destination is invalid then courier should call the customer or the company to check for errors to relocate recipient otherwise return parcel. Obtain a photo identity and note the type of identity on the delivery sheet, handover the parcel and have the consignee sign on the delivery sheet.

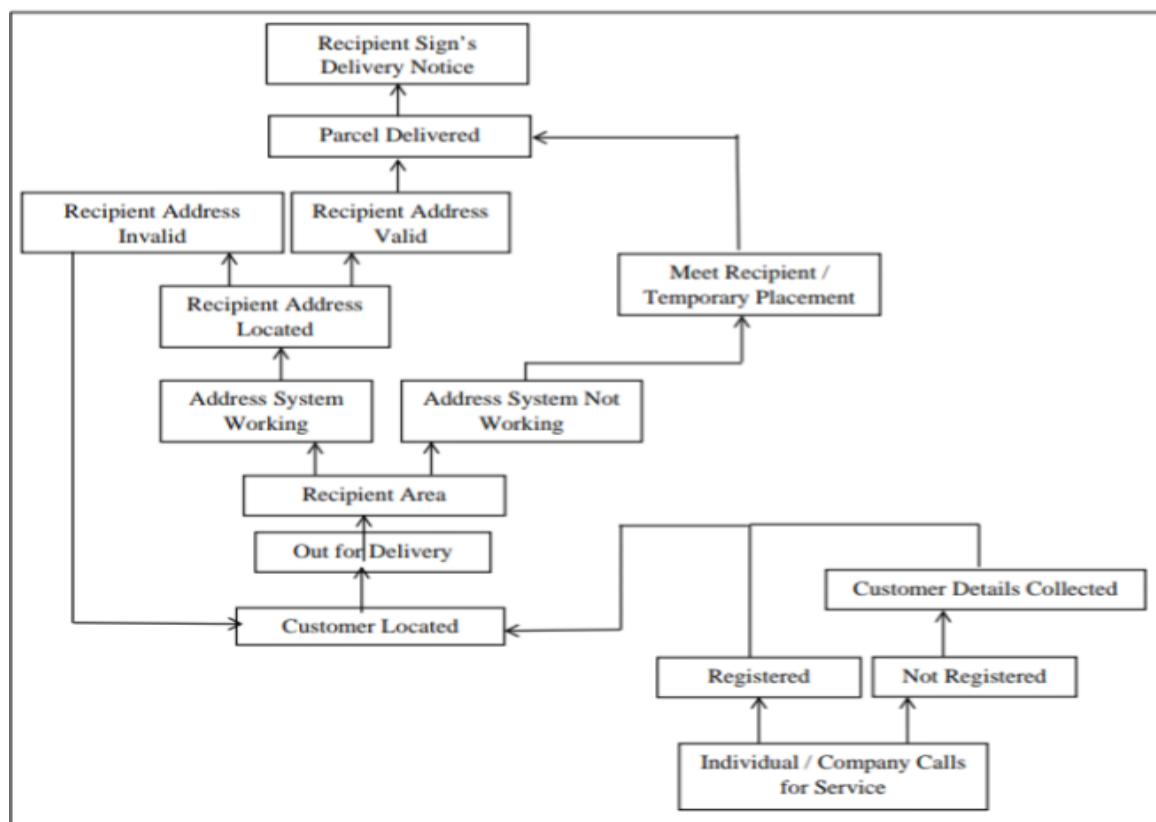


Figure 4: Illustration of a conceptual framework of an individual delivery process

CONCLUSION

The need for courier services delivery in towns all over the northern sector is seen as a vital component of broad economic development plans. Thus, the contribution of the courier service industry to socio-economic development cannot be overemphasized. The establishment of courier companies in the Northern sector of Ghana, especially in developing towns will open up opportunities for employment. As an instrument of national cohesion, it serves as the main connector between towns and villages, moving packages to every corner of the country, and contributing towards the territorial consolidation of states under construction. Additionally, as a service agency, it also facilitates trade and commerce. The paper, therefore, outlined in a comprehensive manner, the various methodologies and tools needed for establishing a functional courier service in the northern part of Ghana. The conceptual framework presented in the paper could serve as a blueprint to individuals who wish to set up a courier service company and will help them survive in the establishment of the business by avoiding the potential barriers that lead to the negative impact of services provided.

Competing Interest: There is no competing interest with regards to this paper.

REFERENCES

- Agu, M. N., Nwoye, C. I., & Ogbuokiri, B. O. (2015). Enhancing Courier Service with the Development of an Interactive Mobile App in Android Platform. IOSR J. Mobile Comput. Appl.(IOSR-JMCA). e-ISSN, 2394-0050.

- Aranko, J. (2013). Developing the last mile of a parcel delivery service concept for consumers.
- Azeta, A. A., Ogunlana A. O., & Ezech C. O. (2010). Design and Implementation of a Mobile Express Delivery System, Proceedings of the International Conference on Software Engineering and Intelligent Systems, Ota, Nigeria SEIS 2010. Vol 1.
- Chauhan, A., Singh, S., Jain, A., & Kumar, R. (2010). High-Tech Courier Services as an E-Courier services in India Prospective. Report and Opinion 2010;2(5):86-93. ISSN:1553-9873.
- Council, U.-A. B. (2005). Express Delivery Services: Integrating ASEAN to Global Markets. Courier. (n.d.). In Wikipedia. Retrieved July 6, 2019, from <http://en.wikipedia.org/wiki/Courier>
- Craigslist. (n.d.). In Wikipedia. Retrieved July 6, 2019, from <https://en.wikipedia.org/wiki/Craigslist>
- Forecasting, O. E. (2005). Trade liberalization and CAP reform in the EU: A report for Open Europe: Retrieved from [http://www3.unisi.it/aep/ref/OEF\(200510\)_Trade_liber&CAP.pdf](http://www3.unisi.it/aep/ref/OEF(200510)_Trade_liber&CAP.pdf)
- Francis, M. M. (2014). How Parcel (Package) Delivery Firms can minimize the High Returns (send–agains) in the supply Chain Industry.
- Ghauri, P., Grønhaug, K., & Strange, R. (2020). Research methods in business studies. Cambridge University Press.
- Gulc, A. (2017). Courier service quality from the clients' perspective. Engineering Management in Production and Services, 9(1), 36-45.
- Ho, J. S. Y., Teik, D. O. L., Tiffany, F., Kok, L. F., & Teh, T. Y. (2012, August). Logistic service quality among courier services in Malaysia. In International Conference on Economics, Business Innovation (Vol. 38, pp. 113-117).
- Karlson, A., Smith, G., Meyers, B., Robertson, G., & Czerwinski, M. (2008). Courier: A collaborative phone-based file exchange system (pp. 1-16). Technical Report MSR-TR-2008-05, Microsoft Research.
- Kunali, V., Desale, P. S., Hanswani, A. B., & Kardile, C. N. (2014). Live Tracking System with Company Resource Management.
- Lin, C., Choy, K. L., Ho, G. T., Lam, H. Y., Pang, G. K., & Chin, K. S. (2014). A decision support system for optimizing dynamic courier routing operations. Expert Systems with Applications, 41(15), 6917-6933.
- Micheal, L. J. (2014). Cargo Tracking System as a Competitive Strategy in Service Delivery. MSI. (2006). Reports Courier Services: UK.
- Nectac. (2011). Implementing and Sustaining an Effective Service Delivery Approach: Stages and Steps.
- Osang, F. B. (2017). Repositioning the Logistic Industry for Effective Service Delivery in Nigeria: A Case Study.
- Revere, L. (2004). Re-engineering proves effective for reducing courier costs. Business Process Management Journal, 10(4), 400-414.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). Research methods for business students (4th ed.). London: Prentice Hall.
- Small, C. M. (1990). Messengers in The County of Artois, 1295-1329 Canadian Journal of History, 25 (2), pp. 163-175, ISSN 0008-4107, Retrieved Aug 15, 2012.
- Stickdorn, M., & Schneider, J. (2010). This is Service Design Thinking: basics - tools – cases. Amsterdam: BIS Publishers.