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Management Department named after Professor L.I. Mykhailova

REPORT

about passing pre-diploma practice

in DHL

_____ district

Germany region

for the period from 27/02/23 to 12/03/23

Performed by:

student of 4 course MH a 1902 group

Specialties 073 "Management"

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DHL Project Report

Introduction

DHL is one of the biggest businesses in the world and a member of the Deutsche Post DHL group. The company is made up of the following divisions: DHL Mail, DHL Global Forwarding, DHL Express, and DHL (Vignesh & Naveenkumar, 2019). Since its founding, DHL has risen to the top of the international express delivery and logistics sector via its efforts over the last decades.

DHL was founded in 1969 by three American entrepreneurs - Adrian Dalsey, Larry Hillblom, and Robert Lynn. The company's name is derived from the first letter of each founder's last name. Initially, DHL began as a service that transported documents by air between San Francisco and Honolulu using a small airplane.

The company's success led to its expansion across the United States and eventually to international locations. In 1971, DHL began offering services to Japan and later expanded to Europe, the Middle East, and Africa. In 1983, DHL became the first company to offer overnight delivery services to Europe and Asia.

In 1998, Deutsche Post AG acquired a controlling interest in DHL and the company became a division of the German logistics company. Since then, DHL has continued to expand, acquiring other logistics and transportation companies and developing new technologies to improve its services.

Today, DHL is a global leader in logistics, providing services to businesses and consumers worldwide. The company continues to innovate and adapt to changing market conditions, ensuring that it remains at the forefront of the logistics industry.

Characteristics of the status of DHL

The company bases its status on the profound grasp of the global Internet and the local market. DHL offers expert services in the areas of express delivery, air, and sea freight, land transport, and international mail (Tran et al., 2019). Moreover, DHL is active in the supply chain and enterprise information solution in relation to contract logistics and enterprise solution services (Yates & Scott, 2019). This allows it to compete on many levels of business.

Characteristics of Economic activity of DHL

Offering logistics and shipping services to clients worldwide are DHL's key economic activities. International express delivery, air, sea, and land transportation, supply chain management, customs brokerage, and e-commerce solutions are among the services provided by the business (Wojtkowiak, 2020). Its economic operations support the creation of specialized solutions that are suited to the specific requirements of market consumers (Saada, 2020). The business has made significant investments to increase its economic activity around the globe.

The economic activity of DHL is primarily focused on providing logistics and transportation services to businesses and individuals around the world. This includes a wide range of services related to supply chain management, such as freight forwarding, warehousing, distribution, and e-commerce logistics. DHL's services enable businesses to move goods quickly and efficiently across borders and within countries, facilitating international trade and commerce.

Overall, the economic activity of DHL is focused on providing logistics and transportation services that enable international trade, while also creating jobs and promoting environmental sustainability.

DHL is a global logistics and transportation company that engages in a range of economic activities. Some of the key characteristics of DHL's economic activity

include:

1. Employment: DHL is one of the largest employers in the logistics industry, with over 550,000 employees worldwide.

2. Innovation: DHL invests heavily in technology and innovation, with a focus on automation, digitalization, and sustainability. This enables the company to stay competitive and adapt to changing economic conditions.

3. Environmental sustainability: DHL is committed to reducing its environmental impact through various initiatives such as using electric vehicles, optimizing delivery routes, and reducing its carbon emissions. This creates economic benefits for the communities where DHL operates, such as lower healthcare costs and increased productivity.

4. International focus: DHL operates in more than 220 countries and territories around the world, making it a truly global company with a focus on international trade and commerce.

5. Supply chain management: DHL offers a range of supply chain management services, including freight forwarding, warehousing, and distribution. This involves managing the movement of goods from suppliers to customers, which is a critical economic activity.

6. E-commerce: With the growth of online shopping, DHL has become a major player in the e-commerce space, providing logistics and delivery services for online retailers.

Analysis of Regulation and Control over the activities of DHL by the State.

While carrying products across international borders, DHL is governed by customs rules and regulations. These regulations impose several obligations on the firm, including producing thorough and correct documentation and abiding by trade restrictions and embargoes (Siegfried, 2021). DHL has created a strict compliance program to adhere to these rules and control requirements (Oleśków-

Szlapka & Stachowiak, 2019). To stay current on legislative changes and efficiently handle compliance, the corporation also maintains contacts with government organizations.

The regulation and control of DHL's activities by the state varies depending on the country in which it operates. In general, DHL is subject to a wide range of regulations and controls related to logistics and transportation, as well as employment, taxation, and environmental protection.

In most countries, DHL must comply with regulations related to the transportation of goods, including safety standards, customs and border regulations, and licensing requirements. Additionally, the company must comply with employment regulations related to wages, benefits, and working conditions.

DHL is also subject to taxation regulations in the countries where it operates. This includes income tax, value-added tax (VAT), and other taxes related to the transportation and storage of goods.

In terms of environmental regulation, DHL is subject to various laws and regulations related to emissions, waste disposal, and other environmental impacts. The company has implemented various environmental initiatives, such as using electric vehicles and optimizing delivery routes, to reduce its impact on the environment.

Overall, the regulation and control of DHL's activities by the state is an important aspect of the company's operations. DHL must comply with a wide range of regulations and standards to ensure the safety of its employees and customers, while also minimizing its impact on the environment and contributing to the economic growth of the countries where it operates.

Characteristics and Management of DHL by Deutsche Post DHL Group.

Owners identify three main characteristics of the DHL management

framework. Globalization, consumer focus, and innovation are all part of it. DHL has a great degree of flexibility and adaptability because to its globalized and inventive strategy, and it effectively runs its international operations (Pandey et al., 2021). Its global presence enables the company to investigate several service possibilities for each client (Al-Salami et al., 2019). DHL places equal emphasis on providing high-caliber service and addressing the demands of its clients.

The management of DHL by Deutsche Post DHL Group is structured to support the company's global operations and diverse range of logistics and transportation services. The management team consists of executives with extensive experience in logistics, transportation, and business management.

The management structure of DHL is designed to support the company's global reach, with a decentralized structure that allows for local decision-making and operations. This enables DHL to adapt to the unique needs and requirements of different markets and customers around the world.

Customer focus is a key priority for DHL's management, with a strong emphasis on understanding the needs of customers and providing high-quality logistics and transportation services. The company places a particular focus on e-commerce logistics, which has become an increasingly important area of growth in recent years.

Employee engagement is another important focus for DHL's management. The company recognizes the importance of its employees and provides extensive training and development opportunities, as well as competitive compensation and benefits. This has helped to create a positive work environment and foster a strong culture of innovation and customer service.

Overall, the management of DHL by Deutsche Post DHL Group is structured to support the company's global operations, customer focus, innovation, and employee engagement. These priorities have helped DHL to become a leading

provider of logistics and transportation services on a global scale.

The management of DHL by Deutsche Post DHL Group is characterized by a number of key features, including:

1. Global reach: DHL operates in more than 220 countries and territories around the world, making it a truly global company. The management structure of DHL is designed to support this global reach, with a decentralized structure that allows for local decision-making and operations.

2. Customer focus: DHL places a strong emphasis on customer service and satisfaction. The management of the company is focused on understanding the needs of customers and providing them with high-quality logistics and transportation services.

3. Sustainability: DHL is committed to sustainability and environmental protection. The management of the company has implemented various initiatives to reduce its environmental impact, such as using electric vehicles and optimizing delivery routes.

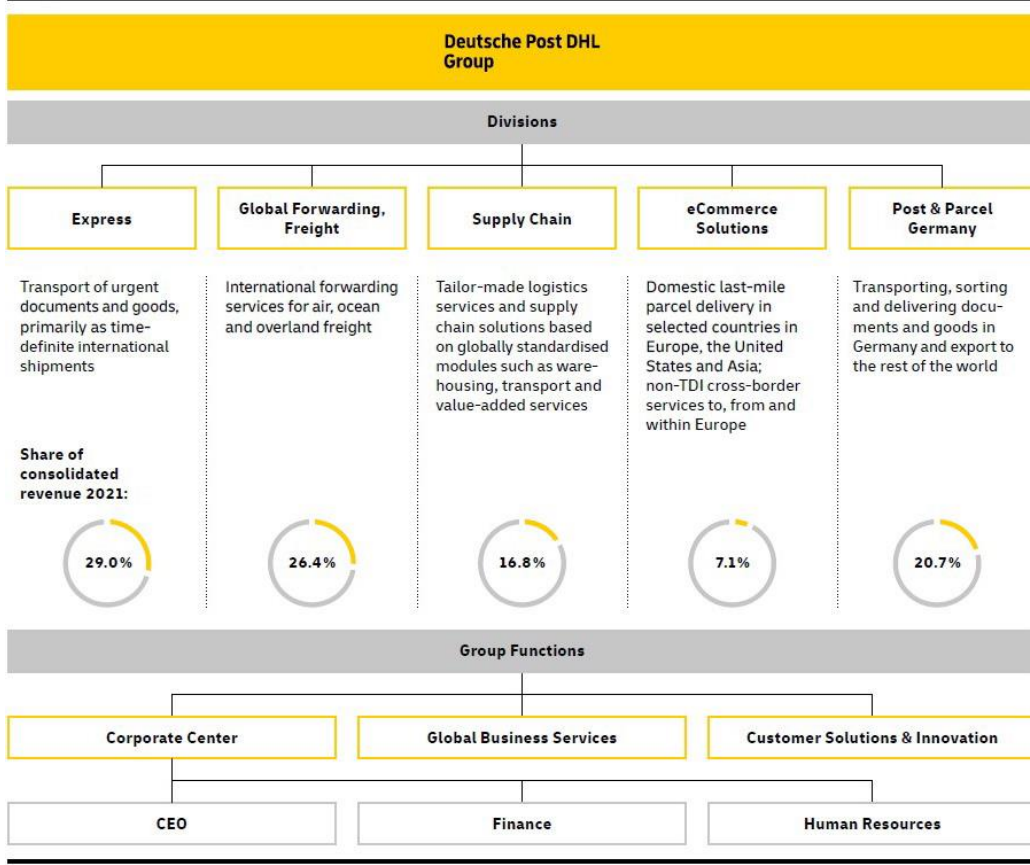
Analysis of the organization of DHL Management.

DHL's management structure can be characterized as effective and corporate-focused. The company actively incorporates a range of information technology into its operations to guarantee managerial accuracy and effectiveness (Akyuz & Bicer, 2019). To offer the most convenient and secure delivery of products and services, the firm is continually developing its technical solutions (Baliyan et al., 2022). The management of the business is also known for its tight relationships with suppliers and consumers and social responsibility.

The organization of DHL management is designed to support the company's global reach, customer focus, innovation, and employee engagement. The company is organized into four main business units: DHL Express, DHL Global

Forwarding

Corporate structure as at 31 December 2021

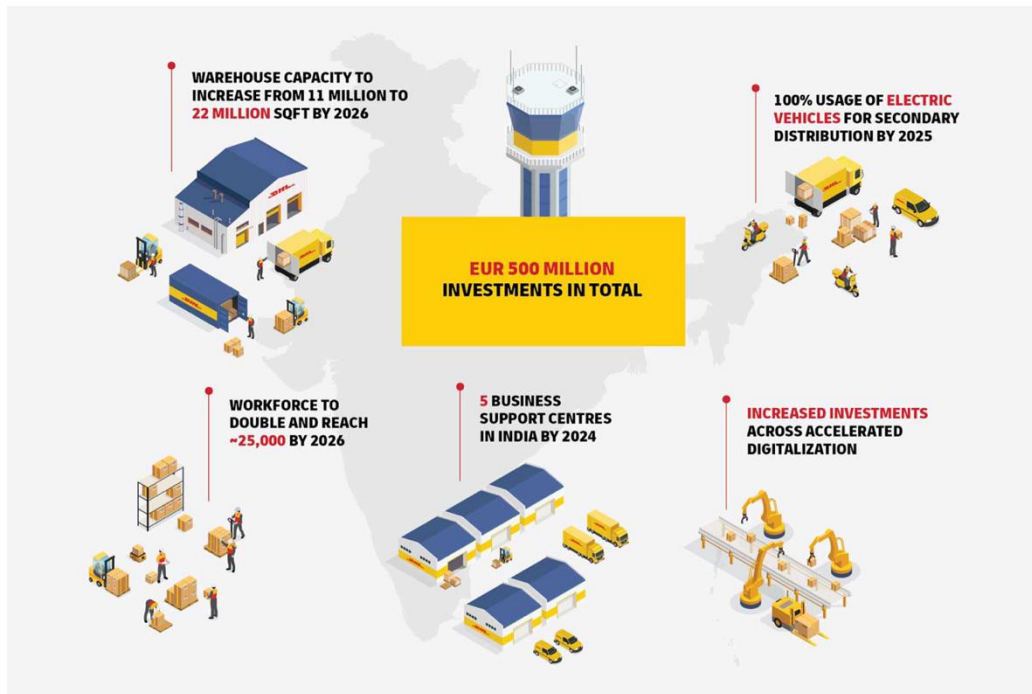


DHL Supply Chain, and DHL E-Commerce.

Each business unit has its own management structure, with executives responsible for overseeing operations and strategy in their respective areas of focus. This decentralized structure allows for local decision-making and operations, while also providing a level of centralized oversight and coordination.

The management of DHL places a strong emphasis on customer service and satisfaction, with each business unit focused on understanding the needs of its customers and providing high-quality logistics and transportation services. This customer-centric approach is supported by a range of technologies and initiatives designed to improve efficiency and reduce costs, such as automated sorting

systems and optimized delivery routes.



Overall, the organization of DHL management supports the company's global operations, customer focus, innovation, and employee engagement. This structure has enabled DHL to become a leading provider of logistics and transportation services on a global scale.

Characteristics of instructional, regulatory and methodological materials used in DHL Management.

DHL management bases its decisions on a variety of standards, regulations, and procedural documents. They include tools like Porter's Five Forces and SWOT analysis, which aid management in pinpointing opportunities for development (Bausewein, 2022). DHL also offers its staff classes and tutorials to further their education and enhance their performance (Angeles, 2019). The business has created internal policies and procedures to guarantee adherence to all rules.

DHL uses a range of instructional, regulatory, and methodological materials in its management practices to support its global operations, customer focus, innovation, and employee engagement. Some of the key characteristics of these materials include:

1. Standardization: DHL employs a range of regulatory and instructional materials that are standardized across its global operations. This ensures consistency and quality in its management practices.

2. Accessibility: DHL makes its instructional and regulatory materials accessible to all employees, regardless of location or job function. This is achieved through online portals, training programs, and other resources.

3. Clarity: DHL's instructional and regulatory materials are designed to be clear and concise, with a focus on providing practical guidance and advice.

4. Flexibility: DHL's methodological materials are flexible, allowing for customization and adaptation to meet the specific needs of different markets and customers.

Overall, the instructional, regulatory, and methodological materials used in

DHL's management practices are characterized by standardization, accessibility, clarity, flexibility, and innovation. These characteristics support the company's commitment to global operations, customer focus, innovation, and employee engagement, and have helped to establish DHL as a leading provider of logistics and transportation services on a global scale.

Planning and economic activities of DHL

The provision of cutting-edge technology solutions in the area of logistics is the primary focus of planning and economical operations. To enhance its operations, the company makes significant investments in the development of new technologies (Dang et al., 2019). Moreover, the business has created advanced supply chain management tools and techniques including real-time monitoring and predictive analytics (DeWeerd et al., 2022). DHL also tested augmented reality (AR) in warehouse operations (Demir et al., 2020). The main goals of these initiatives are to boost productivity and raise customer happiness.

Personnel management of DHL.

The goal of DHL's personnel management program is to draw in and keep the finest employees. Program components include staff development opportunities, performance management, performance-based incentives, and recruiting activities (Cidal et al., 2019). The business encourages open communication and input from its workers through a number of programs, including employee satisfaction surveys (Dhir, 2019). The firm supports social responsibility and other ethical and sustainable business practices, including lowering carbon emissions.

DHL is one of the largest logistics and delivery companies in the world, with operations in over 220 countries and territories. As such, personnel management

is a critical aspect of DHL's success. Here are some of the key principles and practices of personnel management at DHL:

1. Recruitment and Selection: DHL places a strong emphasis on hiring the right people for the job. The company has a rigorous recruitment process that involves screening candidates for their skills, experience, and cultural fit. DHL also uses a variety of assessment tools to evaluate candidates, including psychometric tests, interviews, and simulations.

2. Training and Development: DHL invests heavily in training and development programs for its employees. The company offers a range of courses and workshops to help employees develop new skills and improve their performance. DHL also has a leadership development program that prepares high-potential employees for future management roles.

3. Performance Management: DHL uses a performance management system to set goals, provide feedback, and evaluate employee performance. The company sets clear performance expectations for each role and provides regular feedback to employees on how they are doing. DHL also uses a 360-degree feedback process that involves input from colleagues, managers, and direct reports.

4. Compensation and Benefits: DHL offers competitive compensation and benefits packages to attract and retain top talent. The company offers a range of benefits, including health insurance, retirement plans, and paid time off. DHL also offers performance-based bonuses and incentives to reward top performers.

5. Diversity and Inclusion: DHL is committed to promoting diversity and inclusion in the workplace. The company has a diversity and inclusion strategy that aims to create a more inclusive and equitable workplace. DHL also has employee resource groups that support underrepresented groups and promote diversity and inclusion.

Overall, personnel management is a critical component of DHL's success. The

company's focus on hiring the right people, training and developing employees, setting clear performance expectations, offering competitive compensation and benefits, and promoting diversity and inclusion has helped DHL attract and retain top talent and maintain a competitive edge in the logistics industry.

Management of marketing and logistics activities of DHL

Global presence, highly innovative technical solutions, customer attention, business sustainability, and social responsibility are all common characteristics of DHL's marketing and logistics management. DHL regularly employs cutting-edge marketing tools to offer its services to clients (Ivanov & Dolgui, 2021). The business meets with customers during the project's execution in an effort to better understand their demands and provide them with the best solution for delivery issues.

Here are some of the key principles and practices of DHL's management of marketing and logistics activities:

1. Customer Focus: DHL places a strong emphasis on understanding and meeting the needs of its customers. The company uses customer feedback to continually improve its services and products. DHL also offers a range of services tailored to different customer segments, such as e-commerce businesses, healthcare companies, and small and medium-sized enterprises.

2. Brand Management: DHL has a strong brand that is recognized globally. The company invests in brand management activities to maintain and enhance its brand image. DHL uses a variety of marketing channels, such as advertising, social media, and sponsorships, to promote its brand and reach its target audiences.

3. Product Development: DHL is constantly innovating and developing new

products and services to meet the changing needs of its customers. The company has a dedicated research and development team that works on new technologies and solutions to improve its logistics services.

4. Logistics Management: DHL has a sophisticated logistics management system that enables it to deliver packages and goods quickly and efficiently. The company uses a combination of transportation modes, such as air, sea, and road, to deliver packages to different parts of the world. DHL also uses advanced technologies, such as GPS tracking and route optimization software, to optimize its logistics operations.

5. Supply Chain Management: DHL offers supply chain management services to its customers, helping them to manage their supply chains more effectively. The company uses its expertise in logistics to help customers optimize their supply chains, reduce costs, and improve efficiency.

Management of Foreign Economic activity of DHL

Providing logistics and transportation services to clients in a worldwide market is a component of DHL's management of its foreign economic activities. In essence, it governs e-commerce solutions, supply chain management, customs brokerage, and rapid international delivery (Dhir & Dhir, 2019). In order to give customers better insights into their supply chains and help them make more informed decisions, the company is constantly improving data analytics and real-time reporting.

The management of foreign economic activity is a key aspect of DHL's operations as a global logistics company. Some of the key aspects of DHL's management of foreign economic activity include:

1. Compliance with regulations: DHL must comply with various regulations and laws related to international trade, customs, and export controls. This

includes adhering to trade agreements and sanctions imposed by governments.

2. International partnerships: DHL has established partnerships with local logistics providers in different countries to provide seamless services to customers. These partnerships involve working with local customs authorities and complying with local regulations.

3. Currency management: DHL operates in various currencies and must manage foreign exchange risks. This includes hedging against currency fluctuations and managing cash flows across different countries.

5. Risk management: DHL manages various risks associated with international trade, including political risks, security risks, and supply chain disruptions. This involves implementing contingency plans and risk mitigation strategies to minimize the impact of these risks.

Management of accounting and financial activities of DHL

The development of financial plans and budgets to direct future corporate activities is the main emphasis of accounting and financial management. This includes estimating revenue and costs, recognizing potential hazards, and creating backup plans (He & Haasis, 2019). To maintain consistency and accuracy in financial reporting and to safeguard the firm's assets, the company attempts to design and execute financial policies and procedures.

The company's accounting and financial activities are critical to its success. Here are some of the key principles and practices of DHL's management of accounting and financial activities:

1. Financial Reporting: DHL has a robust financial reporting system that provides timely and accurate financial information to stakeholders. The company uses International Financial Reporting Standards (IFRS) for its financial reporting and prepares annual reports that provide detailed financial information

about the company's performance.

2. Budgeting and Forecasting: DHL has a comprehensive budgeting and forecasting process that helps the company to plan its financial activities. The company uses a variety of tools and techniques, such as scenario planning and sensitivity analysis, to develop its budgets and forecasts.

3. Cost Management: DHL is committed to managing its costs effectively to improve its profitability. The company uses a range of cost management techniques, such as activity-based costing and cost-benefit analysis, to identify opportunities for cost savings and optimize its operations.

4. Risk Management: DHL has a robust risk management system that helps the company to identify, assess, and mitigate financial risks. The company uses a variety of risk management tools and techniques, such as risk mapping and risk assessment, to manage its financial risks.

5. Tax Management: DHL operates in multiple jurisdictions and is subject to different tax laws and regulations. The company has a dedicated tax department that helps it to manage its tax obligations effectively. DHL also uses tax planning techniques, such as transfer pricing and tax optimization, to minimize its tax liabilities.

Overall, DHL's management of accounting and financial activities is critical to its success. The company's focus on financial reporting, budgeting and forecasting, cost management, risk management, and tax management has helped DHL maintain a strong financial position and achieve its strategic objectives.

Strategic management of DHL

Several elements have aided DHL in continuing to lead the global logistics industry. The strategic management of DHL is distinguished by a significant emphasis on global expansion, client satisfaction, technological innovation, supply

chain optimization, risk management, and corporate accountability (Koul, 2019). The business heavily invests in research and development of new technologies, such as autonomous vehicles, robotics, and artificial intelligence (Kościelniak et al., 2019). This enhances its operations as part of the development of strategic management.

I can provide you with some general information about the strategic management of DHL:

1. Business model: DHL has a diversified business model that offers a range of logistics services, including express delivery, freight forwarding, and supply chain management. This allows DHL to serve a broad range of customers, from small businesses to large corporations.

2. Global reach: DHL operates in over 220 countries and territories worldwide, giving it a significant global presence. This allows DHL to leverage its extensive network to serve customers in different regions and markets.

3. Customer focus: DHL places a strong emphasis on customer service and satisfaction. This involves understanding customer needs and developing customized logistics solutions to meet those needs.

4. Corporate social responsibility: DHL is committed to operating in a socially responsible manner by reducing its environmental impact, promoting diversity and inclusion, and supporting local communities through various initiatives.

Overall, the strategic management of DHL involves balancing the need for growth and profitability with the need to maintain high levels of customer service and social responsibility. This requires a deep understanding of the logistics industry, global markets, and customer needs, as well as an ability to innovate and adapt to changing circumstances.

Management of Innovation activities of DHL

DHL makes investments in R&D to create novel concepts and technologies that have the potential to transform the logistics sector. DHL employs robotic technology to speed up delivery times and automate warehouse operations (Jamous et al., 2022). Moreover, DHL has opened a number of Innovation Centers throughout the globe to work with startups and other stakeholders to create original solutions.

Innovation is critical to the success of DHL as a global logistics and delivery company. The company has a dedicated Innovation Center that focuses on developing new technologies and solutions to improve its services and products. Here are some of the key principles and practices of DHL's management of innovation activities:

1. Open Innovation: DHL uses an open innovation approach to develop new technologies and solutions. The company collaborates with startups, technology companies, and other partners to identify new ideas and develop innovative solutions. DHL also has an innovation portal that allows employees to submit their ideas for consideration.

2. Research and Development: DHL has a dedicated research and development team that works on new technologies and solutions. The team focuses on areas such as robotics, automation, and artificial intelligence to improve the efficiency and effectiveness of DHL's logistics operations.

3. Customer Co-Creation: DHL involves its customers in its innovation activities through co-creation initiatives. The company works with customers to identify their needs and develop solutions that meet their specific requirements. DHL also conducts customer research to understand their preferences and requirements.

4. Innovation Culture: DHL has a strong innovation culture that encourages

employees to think creatively and develop new ideas. The company provides training and development opportunities to help employees develop their innovation skills. DHL also recognizes and rewards employees for their innovative ideas and contributions.

5. Partnerships and Alliances: DHL partners with other companies and organizations to develop new technologies and solutions. The company collaborates with universities, research institutions, and industry associations to identify new ideas and develop innovative solutions.

Overall, DHL's management of innovation activities is critical to its success. The company's focus on open innovation, research and development, customer co-creation, innovation culture, and partnerships and alliances has helped DHL to develop new technologies and solutions that improve its services and products and maintain a competitive edge in the global logistics industry.



Development of proposals for improving DHL Management.

These DHL initiatives make sure the business stays on top of trends and adapts to changing client expectations. Understandably, a firm with this level of

worldwide reach has certain management shortcomings and needs to improve in a number of areas. This is particularly true for the location of activities and management innovation processes (Mosteanu et al., 2020). Some of the most recent technology developments could be easily used and advantageous to the business.

Here are some proposals that could improve DHL management:

1. **Strengthening the focus on sustainability:** DHL is already a leader in sustainability, but the company could strengthen its focus on sustainability by setting more ambitious targets for reducing its carbon footprint, investing in renewable energy, and promoting circular economy practices. This would help DHL to enhance its reputation as a responsible corporate citizen and meet the growing demand for sustainable logistics solutions.

2. **Enhancing the use of data analytics:** DHL already uses data analytics to optimize its logistics operations, but the company could enhance its use of data analytics by investing in new technologies such as machine learning and artificial intelligence. This would enable DHL to gain deeper insights into customer needs, optimize its supply chain, and improve its overall performance.

3. **Expanding the use of automation:** DHL has already implemented automation in some of its operations, but the company could expand its use of automation to other areas, such as warehousing and order picking. This would help DHL to reduce costs, improve efficiency, and enhance the customer experience.

4. **Strengthening the focus on innovation:** DHL is already innovative, but the company could strengthen its focus on innovation by investing more resources in research and development, collaborating more closely with startups and technology companies, and developing a more innovative culture across the organization. This would help DHL to develop new and innovative logistics

solutions that meet the changing needs of its customers.

5. Strengthening the focus on employee development: DHL already invests in employee development, but the company could strengthen its focus on this area by providing more training and development opportunities, promoting a culture of continuous learning and development, and offering more opportunities for career advancement. This would help DHL to attract and retain top talent, improve employee engagement, and enhance overall performance.

Overall, these proposals could help DHL to further improve its management and maintain its position as a leader in the global logistics industry.

Conclusions and Suggestions

DHL is one of the biggest companies on the market and has a number of advantages and serious management underpinnings. The company is performing great in the market and has room for maneuvering in the changing business environment. Expanding operations geographically is crucial, and DHL should extend its footprint and outreach in other parts of the world, particularly in underdeveloped nations like Africa or South America.

Moreover, new directions must be developed and explored for the same reasons. DHL has to concentrate on modern trends like blockchain technology, big data, e-commerce, and other latest available technologies. Meanwhile, increasing competitiveness must continue to be a top priority. DHL needs to innovate, boost productivity, and improve its offerings. It is crucial to pay greater attention to environmental concerns in line with current developments.

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