1. Cargo/service delivery control

Whenever the deadlines and routes for the delivery of cargo and services are planned, and these processing are being carried out, they also need to be controlled.

1.1. Specific risk factors in the delivery of products/services

The risks associated with the delivery of products are as follows:

1) risk of cargo damage (breakage, water damage, deformations etc.);
2) failure to meet delivery deadlines:
   - due to reasons independent from the delivery contractor (natural disasters, traffic jams, threats of terrorism etc.);
   - due to the fault of the delivery contractor (incorrect dispatch, technical problems, poor planning etc.);
3) risk of losing the cargo.

The probability of these risks occurring in delivery depends on the choice of the packaging, the mode of transport, its distance and duration, on the shape, value and dimensions of the cargo. Delivery contracts usually have force majeure clauses, and these can be insured against. The client (at its own expense) can decide to insure a cargo shipment, or assign this task to the delivery contractor who works with insurance companies (the cost is then included in the delivery price).

! NOTE

A complaint can be submitted for any cargo delivery service not carried out in time or in accordance with any other provisions of the service agreement and delivery contract.

Usually delivery contractors have procedures making sure that complaints by their clients are reviewed in an objective and fair manner, with timely resolution of the problem and quick decision-making.

Any client paying for cargo delivery services is entitled to submit a complaint about:

- failure to meet delivery deadlines;
- attitude and quality of customer service;
- quality of shipment receipt/delivery;
- any other problems.

Such complaints are reviewed in accordance with the contracts signed with the client and the laws and regulations of the Republic of Latvia, as well as applicable international regulations. When reviewing a complaint, the delivery contractor is entitled to request the client to provide additional information and documents about the facts and circumstances discussed in the complaint. If necessary, the delivery contractor may also ask for the contents of the shipment and its original packaging.

When submitting a complaint (about a lost, damaged or overdue shipment), the client must ensure that the provisions of the delivery contract are otherwise met; otherwise, the supplier reserves the right to reject the complaint.

The client may submit a complaint to the delivery contractor:

- by sending a complaint application to the e-mail address;
- by filling in a digital complaint application on the delivery contractor's website;
- by calling the customer service;
- by faxing the customer service;
- by sending a written letter via post.

! NOTE

It is worth remembering that when submitting a complaint application, you should enclose copies of documents, and not the originals.

Once a complaint is received and registered, the time it takes to review the complaint can be different:

Once registered, complaints are usually reviewed within five business days if they concern:

- invoicing;
- shipment delivery deadlines;
- customer service quality.

It takes six to ten business days to review complaints about:

- damaged shipments;
- partially or completely lost shipments;
- documents.

For international shipments, the review of complaints can be as long as 20 business days.

The final reply to the complaint is sent to the client in the manner of their choice (in writing, by phone, or via e-mail). If the reply is prepared in writing, it must be sent as a registered letter, to the postal address specified by the client. Replies to complaints are usually prepared in Latvian. At the client's request, a reply can be prepared in English or Russian.

1.2. Methods to control the delivery of products/services

The delivery application fulfilment procedure diagram and control elements are clearly shown in Figure 1.

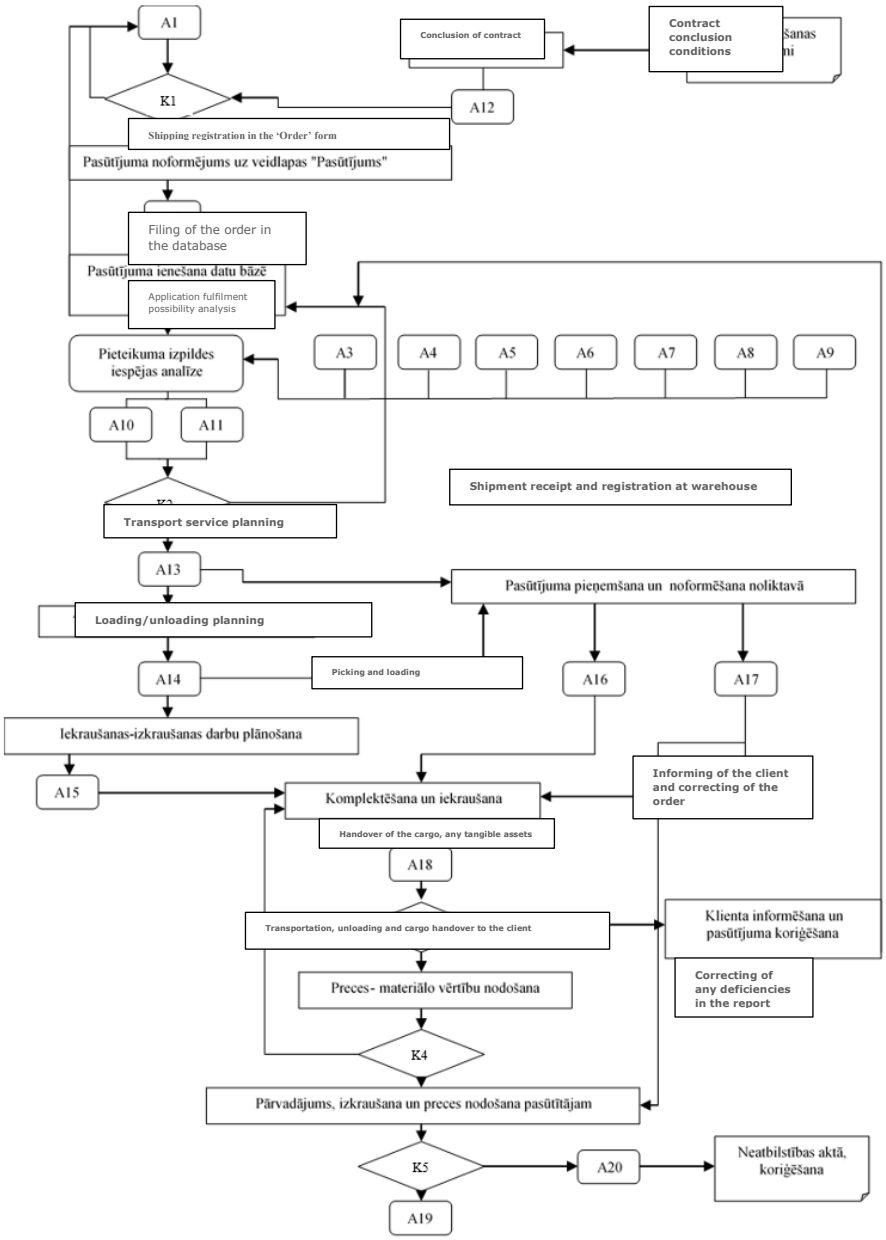


Figure 1. Delivery application fulfilment procedure diagram. Source: prepared by the author

Delivery application fulfilment procedure diagram designations

Delivery application fulfilment	Control
A1 — Buyer application A2 — Order form A3 — Remaining stock at warehouse A4 — Price list A5 — Payment terms A6 — Calendar plan sheet A7 — Stock insurance level A8 — Monthly demand A9 — Specific price conditions A10 — Payment account A11 — Delivery application A12 — Contract with the buyer A13 — List of client applications approved for loading A14 — Transport service schedule A15 — Loading/unloading plan A16 — Picking list form A17 — Cargo consignment note document (on compliance and sanitation/hygiene regulations) A18 — Filled in picking list A19 — Cargo consignment note signed by the client A20 — Wrong quantity and quality report	K1 — Payment condition inspection by the service team (carried out by the service manager). The purpose of the inspection is to determine the possibility of arranging the order. K2 — Inspection for any payment violations by the client, performed by the financial/economic team. The purpose of the inspection is to determine if it is possible to load the cargo based on the fulfilment of the contractual payment deadlines. K3 — On-request inspection to determine the compliance of the quantity and product range in the cargo (carried out by the warehouse operator). The purpose of the inspection is to confirm that the correct specific types of products and their quantities have been loaded in the vehicle, on request, and to update the cargo consignment notes if necessary. K4 — Assurance of formalising the handover and acceptance of the product (carried out by the warehouse operator). The purpose of this is to make sure that the picking list has been correctly followed, and that there is the number of storage positions specified, and there are the signatures of the warehouse manager and the forwarder driver.

! NOTE

Whenever a shipment is delivered, the recipient MUST assess the external packaging of the shipment in the presence of the delivery contractor.

Table 1. ***Cargo delivery control methods and course of action at the time of shipment delivery***

Situation	Action
Damaged external packaging of the shipment	The damage must be reported to the delivery company (driver of the delivery vehicle or courier), informing them that you would like to check the contents of the shipment. The recipient of the shipment must sign to confirm its receipt, and assess the contents of the shipment with the contractor that delivered it: • If the contents of the shipment are intact. The delivery contractor hopes for the recipient's understanding, because depending on the quality of the external packaging, minor damages in it can arise as part of processing the shipment. The recipient signs to confirm that the contents of the shipment have been delivered intact. • If the contents of the shipment are damaged, a damage report is prepared. In this case the recipient may accept or reject the shipment. If the recipient rejects the shipment, the delivery contractor makes an appropriate rejection note in the supporting document or the scanner. If the recipient wishes to submits a complaint about damage in the contents of a shipment, they must contact the party that dispatched the goods, which then submits the claim to the delivery company, with which it has a contract for the delivery of the shipment.
The external packaging of the shipment is not damaged, but damage is suspected in its contents	The damage must be reported to the delivery company (driver of the delivery vehicle or courier), informing them that you would like to check the contents of the shipment. The recipient of the shipment must sign to confirm its receipt, and assess the contents of the shipment with the contractor that delivered it.

	• If the contents of the shipment are not damaged, no additional action required. • If the contents of the shipment are damaged, a damage report is prepared. In this case, the recipient keeps the shipment. If the recipient wishes to submits a complaint about damage in the contents of a shipment, they must contact the party that dispatched the goods, which then submits the claim to the delivery company, with which it has a contract for the delivery of the shipment.
If after the delivery contractor leaves, you discover that:	
there is damage external packaging of the shipment, but its contents are intact	The delivery contractor hopes for the recipient's understanding, because depending on the quality of the external packaging, minor damages in it can arise as part of processing the shipment.
there is damage external packaging of the shipment, and its contents are damaged	The consignor must be immediately informed of the situation, and the claim must include photographs of the condition of the shipment on the inside and the outside, including the external packaging, the internal packaging, and any damage in the contents of the shipment.
the external packaging is intact, but the contents of the shipment are damaged	The consignor must be immediately informed of the situation, and the claim must include photographs of the condition of the shipment on the inside and the outside, including the external packaging, the internal packaging, and any damage in the contents of the shipment.

! NOTE

The recipient must arrange any financial matters pertaining to the shipment with its consignor.

If the recipient is a client of the delivery contractor, and requested that the shipping be picked up from another address, paying for the delivery of the shipment, then the recipient submits the claim to the delivery contractor, in the manner prescribed in the delivery contract.

1. Practical assignment: cargo damage