



Last Mile Delivery and Courier Operations Training: Parcel Networks, Routing and Cost per Drop

26 – 30 October 2026

London - Central London four-star



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Introduction:

Last mile delivery and courier operations training, covering parcel networks, routing and cost per drop, is a five-day course for managers who run delivery stations, driver networks and e-commerce fulfilment, ending with a Last-Mile Operating Model and Cost-per-Drop Improvement Plan for a case city operation. Many parcel operations lose margin on low stop density, repeat delivery attempts, unreconciled cash on delivery and returns that nobody plans for. Nominees already supervise parcel flows or delivery partners and work through modelling builds on station, route and cost data. CoreConcept Training Center delivers this course on last-mile parcel delivery.

Course Objectives:

- Measure a parcel operation's last-mile baseline using stop density, drops per hour, first-attempt rate and cost per drop
- Design a parcel network of sortation hubs, delivery stations, parcel lockers and pickup points matched to demand and peak capacity
- Select the mix of own fleet, subcontracted couriers and gig drivers for each delivery zone on cost and service grounds
- Plan daily station sort, van loading and delivery routes with time-window routing heuristics and balanced territories
- Control failed deliveries, e-commerce returns, cash on delivery remittance and parcel loss with documented procedures and exception codes
- Produce a Last-Mile Operating Model and Cost-per-Drop Improvement Plan for a case city operation

Target Audience:

- Delivery station and depot management teams responsible for daily parcel sort, dispatch and driver performance
 - Courier network management teams that plan hubs, station catchments and peak capacity
 - E-commerce fulfilment management teams accountable for delivery promises, returns and carrier partners
 - Delivery partner management teams that contract and oversee subcontracted couriers and gig driver pools
 - Last-mile performance and finance teams that track cost per drop, cash on delivery and service KPIs
 - Customer service management teams that handle tracking queries, failed deliveries and parcel claims
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Course Outline:

Day 1: Last-Mile Landscape and Parcel Operation Baseline

- Last-Mile Cost Share Within the Parcel Delivery Chain
- Courier Service Types From Same-Day to Deferred Parcels
- Parcel Flow Map From First-Mile Collection to Doorstep
- Stop Density and Drops per Hour Baseline Metrics
- Current-State Delivery Station Scorecard and Volume Profile

Day 2: Parcel Network Design and Delivery Models

- Hub-and-Spoke Parcel Network With Sortation Hub Roles
- Delivery Station Siting and Catchment Postcode Allocation
- Own Fleet, Subcontractor and Gig Driver Model Comparison
- Parcel Locker and Pickup Point Network Placement Criteria
- Demand Forecast and Peak Season Capacity Plan Template

Day 3: Daily Station Operations, Routing and Proof of Delivery

- Inbound Sort Wave and Van Loading Sequence Planning
- Capacitated Vehicle Routing With Time Windows Heuristics
- Route Territory Balancing for Driver Workload Fairness
- Electronic Proof of Delivery Capture and Exception Codes
- Customer Tracking Notifications and Delivery Slot Choice Rules

Day 4: Failed Deliveries, Returns, Cash Control and Last-Mile Risk

- First-Attempt Failure Root Cause and Redelivery Policy
- E-Commerce Returns Collection and Reverse Parcel Flow Design
- Cash on Delivery Reconciliation and Driver Remittance Controls
- Parcel Loss, Damage and Delivery Fraud Investigation Steps
- Electric Delivery Vans and Cargo Bikes Suitability Screening

Day 5: Modelling Build of the Last-Mile Operating Model

- Case City Briefing With Volume, Density and Cost Data
 - Cost per Drop Model by Delivery Model and Zone
 - Locker Share and First-Attempt Rate Sensitivity Scenarios
 - Last-Mile KPI Dashboard With Service and Cost Targets
 - Last-Mile Operating Model and Cost-per-Drop Improvement Plan Completion
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Skills You Will Gain:

- Delivery Density Analysis
- Parcel Network Planning
- Peak Capacity Planning
- Route Territory Design
- Delivery Exception Management
- Cash on Delivery Reconciliation
- Returns Flow Planning
- Cost per Drop Modelling

Why Attend This Course:

- Deliver a Last-Mile Operating Model and Cost-per-Drop Improvement Plan to the operations director and finance lead for approval
- Decide which zones suit lockers, pickup points, own drivers or subcontractors using cost per drop rather than habit
- Avoid peak season backlogs, unremitted cash on delivery and repeat delivery attempts that erode margin
- Share routing, exception code and remittance control templates with station supervisors and dispatch teams

Conclusion:

Back at work, the participant gives the operations director and the finance lead a Last-Mile Operating Model and Cost-per-Drop Improvement Plan for a city operation. Network planners use it to decide station catchments, locker density and the driver model for each zone, while station managers use the KPI dashboard in daily reviews. After the first peak season, the unit should review first-attempt delivery rate, cash on delivery variances, returns volumes and actual cost per drop against the plan, then adjust zones and partner contracts.

Frequently Asked Questions FAQ:

What should participants know before a last mile delivery and courier operations course?

Participants should already supervise parcel flows, delivery stations, drivers or delivery partners and understand basic operational KPIs. Bringing a recent volume report, route sheet or cost-per-drop figure helps them apply the modelling work to their own operation.

How does last mile delivery and courier operations training differ from a general logistics and distribution course?

It concentrates on the parcel's final leg: stations, sort, routes, drivers, lockers, proof of delivery, failed attempts, returns and cash on delivery. General distribution courses cover depot networks, transport modes and freight procurement, which this course touches only lightly.

Why is cost per drop the key measure in last mile delivery and courier operations?

Cost per drop links every last-mile decision to one figure: stop density, drops per hour, first-attempt success, vehicle type and driver model all move it. Tracking it by zone shows where lockers, route changes or a different driver model pay back.

What do participants take back from the last mile delivery and courier operations course?

Participants take back a Last-Mile Operating Model and Cost-per-Drop Improvement Plan for a case city, with routing, peak capacity, exception code, cash remittance and KPI templates that can be adapted to their own delivery stations.
