

**EVALUATING THE EFFECTIVENESS OF LOGISTICS
OPERATION TO MAXIMIZE PRODUCT DELIVERY AND ITS
INFLUENCE IN CUSTOMER SATISFACTION**

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Executive summary

The current research focuses on the effectiveness of logistics operation in Logistics Company to maximize the product delivery and customer satisfaction. The aim of the research is to increase the customer satisfaction and maximizing the product delivery process through the proper management of logistics operation in logistics companies of UK. The methodology used for this research includes the post positivism philosophy, the deductive research approach and descriptive research design. Secondary research strategy has been used for conducting this research work. Data has been collected by the secondary data collection method. Both qualitative and quantitative data analysis has been done by making themes and codes reliability. Validity is checked by verifying the data collected from journal with the annual reports of the different logistics companies in UK. Chi square test is also done for checking the reliability of the quantitative data. While doing this research work ethical consideration is also maintained by the Data Protection Act 1998 of UK. It was found that mismanagement in the internal factors of the logistics companies causes the complications in the operation of the logistics in a company.

Problems caused in the supply chain management can cause issues regarding the product delivery to the customers, which indirectly causes customer dissatisfaction towards the logistics companies. Communication flow mismanagement is another problem that is causes the flaws in the logistics operation. It is highly recommended that the investments should be done in the training process of the workers so that they are able to understand the operations that the logistics perform and handle the work accordingly. The transportation facilities should be improved for the better delivery process of the products, which will directly enhance the customer satisfaction. The proper hiring of the employees should be done so that they are loyal and cannot cause problem in the logistics operations. Lastly, the limitations of the research are regarding the other aspects of the logistics that can affect the customer satisfaction and product delivery in the logistics companies of UK, which are not studied in this research. Further research can be done regarding the other factors responsible for logistics operation in a logistic company can be studied to enhance the rate of product delivery and customer satisfaction. The deep study of the supply chain management with the relation of logistics operation can also be done.

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Chapter 1 - Introduction

1.1 Introduction

The current chapter of the dissertation focuses on the effectiveness of the logistics operations to maximize the product delivery process and its impact upon the customer satisfaction. It has been observed from the new flanged world of management and business that there lays an importance for the building the product delivery process as this helps managing the working between the project and team manager. The chapter includes background of the study along with the rationale. The prime target of the firm is to built a proper product delivery process by placing all the formal requirements related to accepting and executing the delivery products. A particular structure of the research is also presented in this chapter.

1.2 Background of the study

Logistics operation plays an important role in the field of customer satisfaction in case of any logistics company. Logistics operations are basic needs for better product delivery system of a logistics company. As opined by Klaus (2013), with this process of improvising the organisation's product delivery process the firm can able to improve the inbound and outbound logistics of the firm by placing formal requirements of such product acceptance and execution. The issues that are being observed regarding the logistics operations in a company are based on both internal as well as external factors. Some of the internal factors that cause the issues in the logistics operations of a logistics company are the mismanagement within the operational divisions of the logistics company. As commented by McFarlane, Giannikas and Lu (2016) trust issues can be dangerous that leads to non-operational situation in logistics. Researches by early researchers were mainly done based on interrelation of the product delivery and logistics operations and were focused on solving the problem without addressing issues occurring in logistics operations. The current research focuses on the causes of issues that are occurring in the logistics management regarding customer satisfaction.

1.3 Rationale of the study

The issue that is being focused in the research is the decreasing rate of customer satisfaction and product delivery of the logistics company in UK. The current customer satisfaction in UK for Logistics Company is seen to be decreasing by 2.25 % as per the 2016 statistics (2017)

(nidirect.gov.uk, 2017). The logistics companies in UK are suffering from logistics operation mismanagement, which leads to the issue related to the customer satisfaction.

The customer satisfaction is the basic need to be a successful logistics company. The external factors such the supply chain management of Logistics companies is not running in proper manner leading to the decreased customer satisfaction due to the improper functioning of product delivery. The logistics operation management in UK logistics companies have deteriorated and the logistics company productivity is decreasing by 4.52% as per the year 2016 (logisticsuk.org, 2017). In order to attain the information, the researchers of this study have preferred the use of LogisticUK. LogisticUK is a directory that has comprehensive records about all forwarding and logistics business organisations in UK. The details and particulars of the companies that are actively linked to logistic and supply chain services and their management are recorded in this directory for public view. It is also beneficial in obtaining the details about corporate logistics of manufacturers and freight forwarders.

As observed from the research work that in the current era the UK logistics industry has went down that it's ideal level of customer satisfaction for the problem of large vehicle and different issue related to the scrutiny of the driver's operation. Logistics operation management is an indispensable factor in every logistics company in UK. As viewed by Klaus (2013), with the help of proper management in the logistics operation within a logistics company, companies can get the increased percentage of the customer satisfaction with the effective product delivery to customer. As commented by Zawawi, Wahab and Mamun (2017), the internal issues such as trust and miscommunication have also increased leading to the problems regarding customer satisfaction from Logistics Company. These issues need to be checked for the improved logistics operation.

The current research sheds light on the complications related to the logistics operation in a logistics company. The research also sheds light on the effectiveness of the better logistics operation within a logistics company that can result in a better customer satisfaction through the management of logistics operations. The improvements that are needed in the field of logistics operation that can simultaneously improve the product delivery system and customer satisfaction have also been discussed in the current research. The issues are studied in depth in the research so that improvement and recommendations can be given for the issues in Logistics Company.

1.4 Significance of the study

The current research is significant because the research will focus on the effectiveness of the logistics operation in maximizing the customer satisfaction along with product delivery in Logistics Company. The research will also help to know deeply about the issues that a logistics company is facing because of external and internal factors of Logistics operations. Thus, by knowing the factors that are causing issues in the logistics company the research will also enable to give recommendations to improve the customer satisfaction and maximizing the product delivery in a logistics company. The research focuses on the methods by which the logistics company may improve the customer satisfaction hence involves recommendation of appropriate operation improvement strategies.

1.5 Research Aims

The aim of the current research is to increase the customer satisfaction and maximizing the product delivery process through the proper management of logistics operation in logistics companies of UK.

1.6 Research objectives

- To study the impact of logistics operation on the customer satisfaction of Logistics Company and gather knowledge regarding the factors those are responsible for maximizing product delivery
- To study the effectiveness of proper logistics operations in field of customer satisfaction and product delivery
- To know the current customer satisfaction in UK on the basis of logistics operation management in Logistics Company
- To suggest some alternatives recommendations to improve the customer satisfaction of the logistics company

1.7 Research questions

The following research questions are derived from judging the two primary parameters of the research study. These parameters are logistics and customer satisfaction. The research questions circumnavigate the issues pertaining to these parameters. The prominent issues surrounding these parameters are the imparting factors, consequences, and intervention measures. The scope of the

parameters and their applications in the backdrop of UK has played an important role in the question formulation.

- What are the factors affecting the customer satisfaction level?
- In what way the customer's satisfaction is affected by the company's logistics?
- What are the suggested alternatives of Logistics Company to improve logistics operation management customer satisfaction?
- What is the current customer satisfaction with the scope of logistics operations in UK?

1.8 Structure of the dissertation

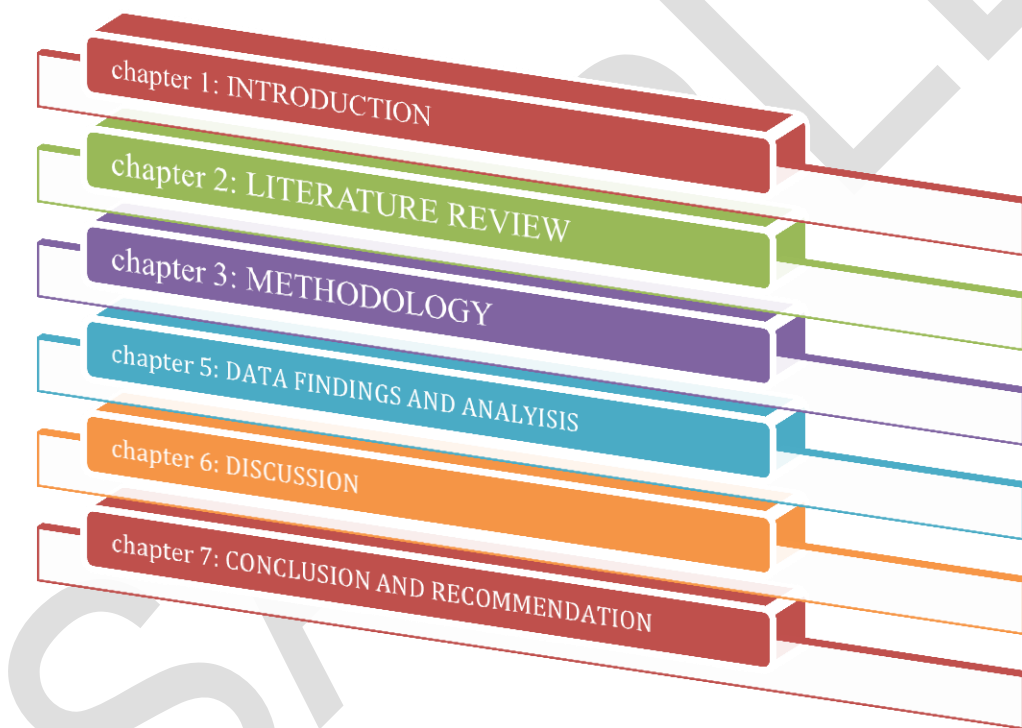


Figure1.1: Structure of dissertation

(Source: created by researcher)

1.9 Summary

Hence, it can be seen that the current customer satisfaction in UK is decreasing due to the improper managements in the logistics operations. The product delivery is also not up to the

mark in the logistics company. Thus, the research will focus on the methods to improve the customer satisfaction with maximizing the product delivery in the company.

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Chapter 2 - Literature Review

2.1 Introduction

The current chapter focuses on the previous researches about the logistics operations and its effectiveness in the field of customer satisfaction with maximizing the product delivery in Logistics Company. The chapter includes the conceptual framework of the literature review in a logistics company for better customer satisfaction. The gap of the literature is also being discussed in the current chapter. The chapter sheds light on the importance of logistics operations in the proper growth of a company. Critical analysis and evaluation is also done on the relation of logistics operation with the customer satisfaction. The interlinking of the product delivery and customer satisfaction through logistics operation is also being discussed in the chapter.

2.2 Conceptual framework

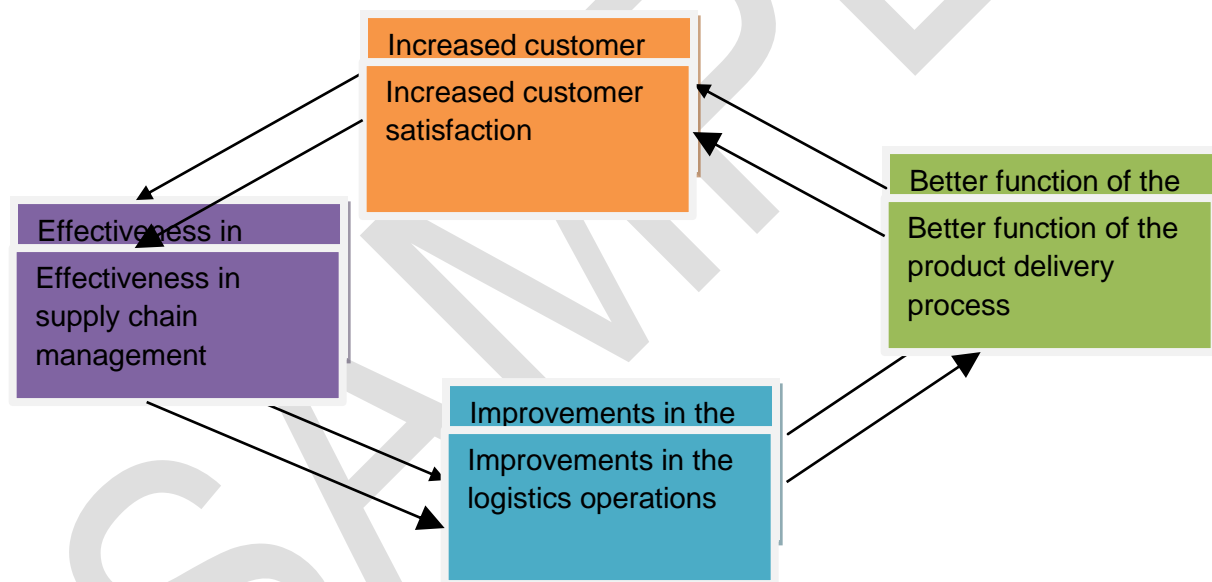


Figure 2.1: Conceptual framework

(Source: Created by researcher)

2.3 Gap of Literature

Previous researchers have only focused solely on solving the issues of the logistics company related to the customer satisfaction and process for product delivery to the customers. As per the research work of Weber (2016), it has been observed that the researchers did not study well

about the factors and the root causes behind the customer dissatisfaction and product delivery issues in the logistics company. Prominent gaps are found in the discussion of practice of humanitarian logistics and relevant training. The education programs rarely consider the skill needs of logisticians. This is why future trends in research and practice must be applied for further development. A thoroughly empirical research is required with comparative assay, conceptual models, and theory formulation in logistics. Similarly, the level of dependence of customer emotions on the market trends and company workflow is inefficiently organized in the solitary use of a post operational qualitative method.

2.4 Critical evaluation of the factors that impact customers satisfaction

The logistics company realizes that if their customers are not satisfied or if the company is unable meet the expectations of customers other logistic company will take their place and the company will lose the competitive advantage (Aguezzoul, 2014). As commented by McFarlane, Giannikas and Lu (2016), due to the issue related to the dissatisfaction of the customer the firm will not be able to increase the sales proceeds and thus will lead to the fall in the revenue.

As asserted by Weber (2016), a client before choosing a logistics company ensures that the company is capable of understanding the needs of the client. As viewed by Zawawi, Wahab and Mamun (2017), the increasing competition between the logistics companies in UK increases the focus on the customer satisfaction for the logistics company.

As commented by Weber (2016), the eminent factors that ensure customer satisfaction involve, efficient planning and coordination, automation and an effective warehouse management. Straka *et al.* (2017) supported this and opined that planning encapsulates the procurement of goods, their storages and efficient delivery to the market and this can be done by contingency plan. Automation involves adopting technology to boost the relationship between the consumers and the company. Installation of profitable business processing software can provide for timely updates regarding the value trends, customer demands as well as future prediction of their proposed services.

As opined by Thomas and Weber (2016), the company that shifts their current logistics management towards the improved or alternative version of logistics management minimizes the cost as much as possible. Giannikas and Lu (2016) assert regular assessments in the management process of logistics operation should be done so that faults in the management can be rectified soon and to meet the competition target of the firm. The performance report of Catch of the Day

an Australian company has made its market and has also hiked the profit rate by developing the logistics technology (catch.com.au, 2017). As viewed by Straka *et al.*(2017), the logistics management process believe that the customer satisfaction is more important aspect in a logistics company as compared to the competitive advantage from other logistics companies.

2.5 Critical analysis of the factors that maximise product delivery through logistics operations

As per the supply chain management theory in a logistics company, it is an important aspect to manufacture the products, wholesale the products and carrying the retailing process in an effective way. As stated by Zhang *et al.* (2017), the logistics operations are the part of the supply chain management within a logistics company. As opined by Benalcazar and Kamiński (2016), the supply chain management in the logistics company is interlinked with logistics operation management. On the contrary Zawawi, Wahab and Mamun (2017) argued that, the supply chain management in a logistics company is completely different from the logistics operation management with the company.

As asserted by Thomas and Weber (2016), the main goal for the logistics operation in a logistics company is to build and optimize the profitability with the help of the strategic planning. Along with it implementing strategic planning in the company it improves the product delivery among the customers. Walker *et al.* (2014) stated that by improving the supply chain management improves the logistics operation in the company. Along with getting better product delivery process within the logistics companies the companies can get the better competitive advantage by improving the logistics operation. On the contrary, Weber (2016), argued that along with the improvement of supply chain management, technologies also need to be improved for the betterment of logistics operation.

As opined by Klaus (2013), various improvements within the technologies for the better delivery of products among the customers will lead to increased rate of customer satisfaction in a logistics company. As viewed by Kim, Dekker and Heij (2016), the transportation operation is essential for determining the efficiency for delivery of products among the customers. As McFarlane, Giannikas and Lu (2016) asserted by, transportation is the crucial part for the manipulation in the management of logistics operation in a logistics company and forms the linking between logistics operation and product delivery. According to Guajardo and Rönnqvist (2015), as per the logistics theory, due to the trends of increased nationalization and globalization, the use of

logistics operation in the companies has increased. As opined by Zawawi, Wahab and Mamun (2017), supply chain management theory the linking is done with the communication process of the customer with the product delivery process in a logistics company.

As stated by Weber (2016), the well developed transportation systems strengthen the advantages of the logistics operation in full form. A proper management of the logistics operations within the logistics company increases the competitive advantage in the field of product .As viewed by McFarlane, Giannikas and Lu (2016), the transportation consumes maximum cost of the business, the logistics operation is needed for the management of the cost in the transportation of the products to the customers and other retailers. The cost in the transportation of product delivery to the customers includes the costs of containers, pallets along with the cost structure of the logistics system operations.

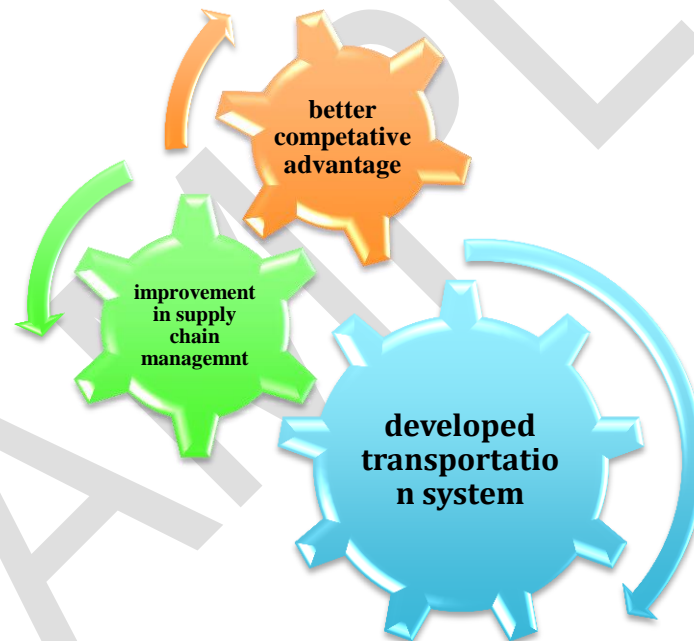


Figure 2.2: Impacts of logistics operation on product delivery

(Source: Giannikas and Lu, 2016)

2.6 Importance of logistics management to maximise customer satisfaction and product delivery

Quality of the product starts and ends with the customer satisfaction. A logistics company cannot progress qualitatively unless the strategy of the business is driven solely towards the customer

satisfaction. As commented by Jaafar and Rafiq (2017), customer satisfaction is interconnected with the delivery of the quality products to the customers. On the contrary McFarlane, Giannikas and Lu (2016) argued that, customer satisfaction and delivery of the quality products are not dependent upon each other. As stated by McKinnon (2016), the new corporate strategy of Logistics Company is into the customer satisfaction. So, to provide better customer satisfaction, the logistics company needs to have the proper management of product delivery process.

Ngoc and Nananukul (2016) state logistics company focuses on the relationship between delivery service providers and the expectations of customers. The triadic model of the product delivery service includes hard and soft infrastructure and influences flexibility along with the customer satisfaction. Ramanathan, Ramanathan and Karpuzcu (2016) assert flexibility is the major key factor that is used to strengthen the relationship between the retailers as well as to satisfy the customers and meet their expectations. As stated by Stevens and Johnson (2016), another important aspect that is related to the customer satisfaction in the context of product delivery is the free shipping and delivery within time. As commented by Thomas and Weber (2016), linking proper logistics management and conduction the cost reduction scheme of the products also satisfy the customers of the great extent.

Improvements in the high - speed communication between the suppliers and customers by the logistics operation in a logistics company also satisfy the customers on great extent. As opined by Wang *et al.* (2017), access to the technology with the effective management practice will enable the logistics company to have low labour costs and gain the competitive advantage regardless of the location of product delivery. As asserted by Zhang *et al.* (2017), to ensure delivery on time, the logistics company needs to have the large inventories and product capacities. Zawawi, Wahab and Mamun (2017) observed that, to gain the competitive advantage in supply management chain within Logistics Company reduced transportation cost and shorter in-transit times are needed. Thus, the better ways in the product delivery system will be have the customer satisfaction, which is the main key factor for being success in the field of logistics.

2.7 Critical analysis of the alternative measures to improve logistic operation management of customer satisfaction

According to Walker *et al.* (2014), logistics operations play an important role in the growth and development of a logistics company. This in addition is an effective way to look forward towards the success of a company. As commented by Zhang *et al.* (2017), without the logistics operation

management in a logistics company the company cannot rise in the field of customer satisfaction along with the product delivery process. As stated by Stevens and Johnson (2016), the logistics operation is a key feature of a logistic company to build good relations between the company and customer of the logistics company. As opined by Thomas and Weber (2016), maintaining the good competitive edge within a logistics company is also important which is carried forward through the proper logistics operation. On contrary Walker *et al.* (2014), argued that maintaining competitive edge is not only the important factor customer satisfaction is also important for the company to grow. As asserted by Benalcazar and Kamiński (2016), logistics operation is important in every aspects of the logistics company along with that manufacturing the good quality products with the help of good quality tool is also an important aspect that logistics operation takes care of. As viewed by Zhang *et al.* (2017), the efficiency of the process of the product delivery to the customers also can be analysed with the help of logistics operations.

Logistics operation in a logistics company includes the supply chain management of the products and their delivery to the customers of the company. Klaus (2013) commented that, coordination among the employees of the logistics company in the process of managing the product manufacturing and delivery is maintained by logistics operations. Stevens and Johnson (2016) supported this and opined that, proper planning of the cost of the products including their delivery and manufacturing budgets are a part of the logistics operations.

The planning process that is being developed by the logistics operations also includes the emergency planning for any emergency issues that may occur within the logistics company. As asserted by Zawawi, Wahab and Mamun (2017), the proper time management is also an important factor for logistics operation and being controlled by the proper management of logistics operations. As observed by Walker *et al.* (2014), regular update of the technology that are controlling the product delivery process is also been checked with the help of logistics operation in a logistics company.

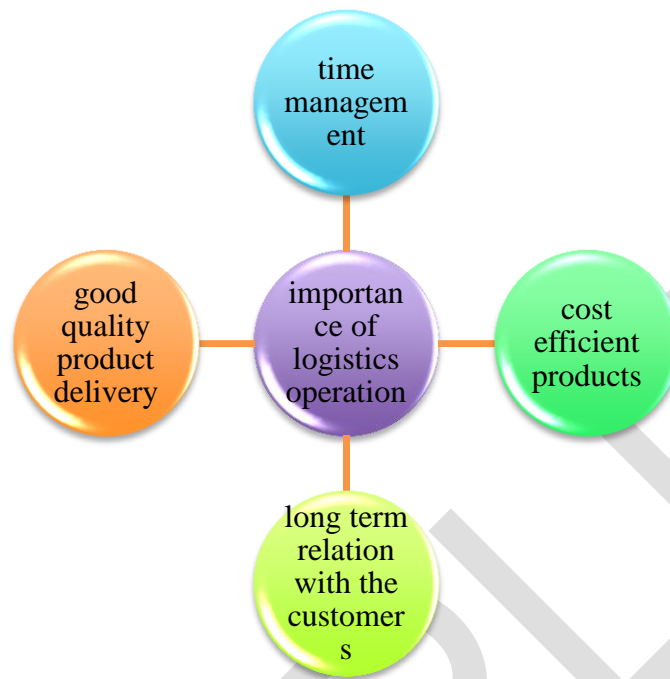


Figure 2.3: Importance of logistics operation

(Source: Walker *et al.* 2014)

2.8 Critical analysis of the current customer satisfaction with the scope of logistic operations

The satisfaction of the customers in the current environment of logistics in UK sheds light on the development and intervention needs of the logistic sector in the nation, with special prioritisation of technical service quality. Customer satisfaction is measured by the methods of periodically held interviews and obtaining a mass survey from the company records. Thomas and Weber (2016) suggested the implementation of a fourth party business logistics model that applies the integration of information in maintaining a positive client feedback and relevant operations. Zawawi, Wahab and Mamun (2017) have supported this by stating that the logistics companies in UK must achieve a full integration of the supply chain. Ramanathan, Ramanathan and Karpuzcu (2016) further implicate the strategic intervention of the available information that focuses on the benefits of their clients. The scope of logistic operations in UK in the last five years has been playing a pivotal role in the successful attainment of goals by the retail industry. The technological advancements have provided further backup to the advancing operation in

online cartels of the logistic companies, as well as the ensuring an effective organisation, cache and circulation of products.

As stated by Lu (2016), service quality of the logistics and the customer satisfaction is equally important in the logistics companies of UK. As opined by Aguezzoul (2014), it is very important for a logistics company that they carry out their activities that are mainly concentrated on the customer satisfaction. Lam *et al.* (2015) observed that, the customer focused strategy in the logistics company gives the company profitability in long term and better business relationship.

As stated by McFarlane, Giannikas and Lu (2016), most of the companies are now competitive in nature so the company must provide high quality service to the customers for seeking attention from them and improving their satisfaction. Zawawi, Wahab and Mamun (2017), states that, the needs of the customers is basic and important criteria that a logistics company should meet for gaining the competitive advantage. Giannikas and Lu (2016), argued that product oriented business strategy of logistics operation is better way towards success as compared to the customers oriented strategy.

2.9 Summary

Hence, from the literature review it can be concluded researches have studied about the relations of the product delivery and customer's satisfaction in all aspects. However, the root causes of the complications that are seen in the logistics operation of the companies in UK are not found. It is seen that it is very important for rising the market competition with the other logistics company, the logistics company should be proper in their logistics operation management. The supply chain management is interlinked with the logistics operation so the improvements in the supply chain management will indirectly lead to the improvements in the logistics operations, the proper management in the logistics operation departments is very important as it controls the product delivery and customer satisfaction for the logistics company in UK. Thus, it can be linked the concerned research objective that on time delivery and free shipping to customers satisfy the customers and helps in building better image in front of the customers.

Chapter 3 - Methodology

3.1 Introduction

The current chapter discusses about the methods by which the research is conducted. The chapter includes the selected research design for the current topic with the justification for the selected research design. Along with the research design, the appropriate research philosophy is also being focused in the current chapter. The approach towards the research is also being included in the current chapter with the reason for selecting the type of research approach for the current research. The methods for the collection of the data for the research are also mentioned in the current chapter. The ethical consideration in conducting the current research is also included in the current chapter.

3.2 Research onion

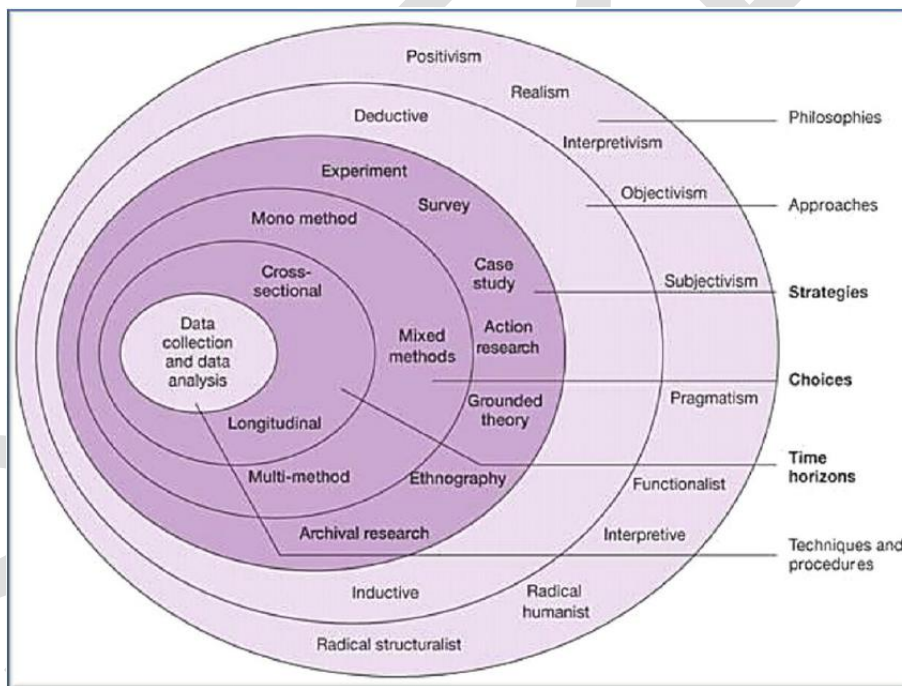


Figure 3.1: Saunders research onion

(Source: Saunders, Lewis and Thornhill, 2010)

3.3 Research philosophy

The research is conducted based on the post-positivism research philosophy. Post-positivism research philosophy enables to gather the data from different sources such as journals and articles about the factors that are affecting the customer satisfaction and product delivery (Flick, 2015). In the present research work, the post-positivism is chosen to research the fallible and need for the research work that is been conducted and to link with all those relevant theories. Realism and interpretivism is avoided because they are not adequately detailed in their use of linking the objectives to the current research methodology. Additionally, researchers are unable to generalize the results obtained in interpretivist and realist studies. This is because the obtained data becomes greatly influenced by reflective values and viewpoints. This is why post-positivism is chosen for the present research as it objectively evaluates the impact of logistics operations on delivery of products which leads to customer satisfaction (Flick, 2015).

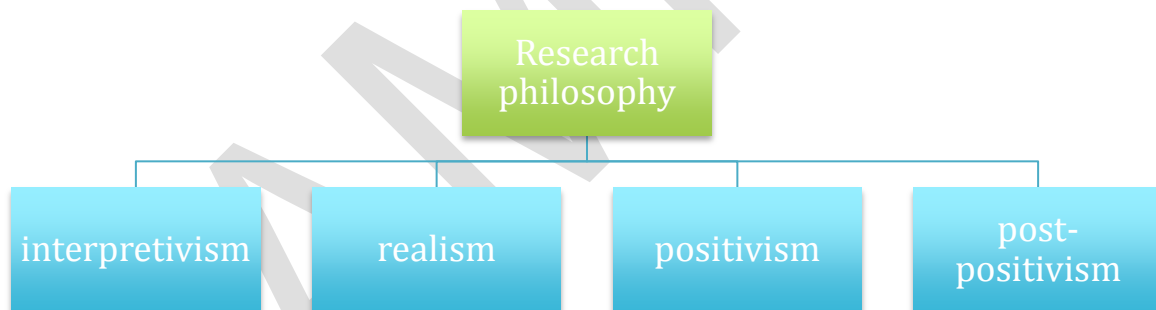


Figure 3.2: Research philosophy

(Source: Yin, 2013)

3.4 Research approach

In the current work of the researcher the deductive approach of research has been used for the purpose of examining and set up the relation between the customer's satisfaction and product deliver (or the third party logistics). Deductive approach of research is related to the process of

testing the existing theory and concept to help the researcher to complete the research work successfully. The researcher has chosen this specific research approach to deduce a general statement from the past studies and relate published research with established concepts and theories. The researcher justifies the choice by establishing the fact that impact of logistics on customer satisfaction level can be studied best in this research approach (influenced from Yin, 2013). On the other hand other approach like inductive approach is not used as it will not help the researcher to generate an untested conclusion for the research work.



Figure 3.3: Research Approaches

(Source: Yin, 2013)

3.5 Research design

In the current research work the researcher had adopted the descriptive nature of the research design in order to depict the participants in the way to find out the relationship between the 3rd party logistics with that of customer's satisfactions. These types of research design have been chosen for gathering the required data for setting up such relation effectively. On the hand, the researcher has not included other design as those will not help the researcher to obtain the data related to the work of survey and naturalistic observation for conducting both the qualitative and quantitative research data collection. As asserted by Saunders, Lewis and Thornhill (2010), the descriptive research design focuses more on the behavior of the topic and describes the facts related to it. Thus the researcher has chosen a descriptive research design to observe the behaviour of the participants in the completion of the following research work.



Figure 3.4: Research Design

(Source: Flick, 2015)

3.6 Research Strategy

The research strategy for the current research is the secondary research strategy. A secondary research strategy can help to review different journals based on logistics operations. The journals and articles are taken based on the exclusion and inclusion criteria. The journals are taken from the year 2013 to the present year. The research has not considered the primary research strategy for the reason it may lead to the rise in the issue regarding the biased information collection. Journals that relevant to the logistics operation in the logistics company are taken for the research (influenced from Kothari, 2013). Unlike primary research, secondary research method can appropriately prevent biases, serving an ample justification for the researcher's choice.



Figure 3.5: Research Strategy

(Source: Kothari, 2013)

3.7 Time Horizons

The current study includes the use of longitudinal studies. The researcher has chosen this longitudinal time horizon as it involves the collection and application of data in long time ranges. Thus a longitudinal time horizon can benefit the present study by efficiently determining patterns of data collection (Yin, 2013). With the help of this method, data is collected over the tenure of unrelated time intervals. Journals from different point of times within a given range are considered for the current methodology.

3.8 Research Choices

The current research studies employ the use of mixed method research to obtain data from a variety of resources. According to Saunders, Lewis and Thornhill (2010), a mixed method research is successful to evaluate the widest range of data set for any given study. The mixture of qualitative and quantitative research provides the researcher depth of corroboration and understanding. This is why, the researcher has chosen a mixed method to offset the inherent weaknesses of each approach when used alone. This in turn, would enable the current research to employ a systematic manner of research method to obtain the data.

3.9 Research data collection

The data collected for the current research is based on the secondary data collection method. Journals and articles are being taken for the study of the previous theories and concepts related to logistics operation in the field of customer satisfaction and product delivery in Logistics Company. 40 to 45 journals are chosen for collecting the relevant data for the research among which 30 journals and books are selected based on which the research is being conducted (Saunders, Lewis and Thornhill, 2010). The researcher justifies the use of a secondary data collection method by stating that these types of data are cheaper and easily obtainable. In comparison, obtaining primary data can come with several hassles and privacy concerns (Flick, 2015).

3.10 Data Analysis

The use of qualitative as well as quantitative analysis is necessary for a thorough formulation of the answers that address the queries of the present research. The use of a mixed data analysis is preferred over other forms of data analysis. This is because the collected data involve both theoretical concepts and empirical evidences, which is not possible to analyse by using a single analysis method. Themes are made from various codes generated from the collected data. The quantitative data that are collected from the journals and reports regarding the logistics operation in UK are analysed by using statistical analysis (Yin, 2013).

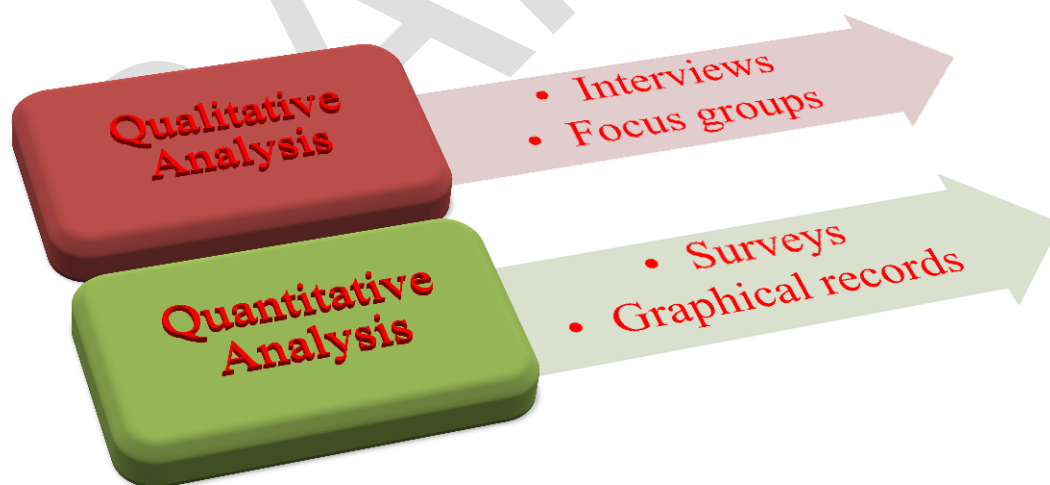


Figure 3.5 Data Analysis Method

(Source: Saunders, Lewis and Thornhill, 2010)

3.11 Reliability and Validity of Research

The reliability and validity of the collected data is tested by comparing the journals and articles with the annual reports of different logistics companies in UK. The chi-square test will give the validity of the data collected from the secondary data collection of journals and articles. Chi square test is also done for checking the reliability and validity of the quantitative data (Saunders, Lewis and Thornhill, 2010). The researcher has chosen this validity check procedure to ensure the data is reliable enough to conduct the research.

3.12 Ethical Consideration

For the maintenance of ethical consideration in the current research, the data that are collected for the research are protected as per Data Protection Act 1998 of UK. The researcher while using the data ensured that the data is not used for the commercial use. The researcher justifies this ethical consideration by ensuring that encoded data is applied for further future research work and educational purposes only (Yin, 2013).

3.13 Timeline and budget

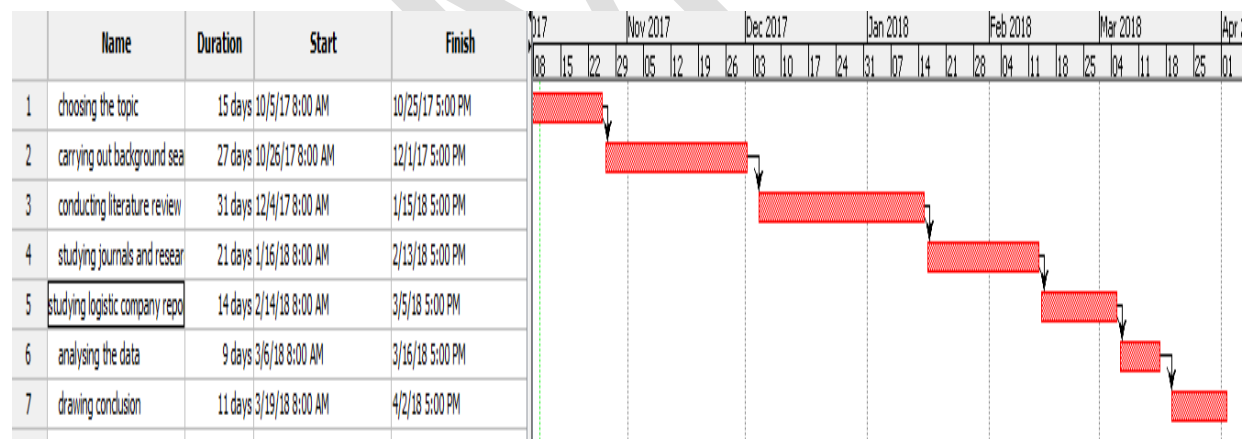


Figure 3.6: Timeline Research

(Source- Created by researcher)

3.12 Summary

Hence, it can be summarized that the research philosophy that is appropriate in this current research is the post-positivism research philosophy. In addition deductive research approach is used for the research of the effectiveness of logistics operation regarding the customer satisfaction and product delivery. The research design that has been selected for the current research is the descriptive in nature. The secondary research methods are used to conduct the research work. Both qualitative and quantitative data collection methods are used in the current research. Data analysis is done for the qualitative data by making themes and codes for the research.

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Chapter 4 - Data findings and Analysis

4.1 Introduction

The current chapter of the research deals with the formation of different themes as per the secondary research. The themes pertain to effectiveness related to the logistics operation in maximizing the product delivery along with the customer satisfaction. The discussion is done regarding the effectiveness of improved logistics management in the field of product delivery and logistics operation. Thereby the modified product delivery of quality goods also develops customer satisfaction in a logistics company. Improvements in product delivery and logistics operations simultaneously enhance the customer satisfaction. A supply-chain management improvement in the logistics company promotes the logistics operation of a company.

4.2 Improved management of logistics operation improves the customer satisfaction

As stated by Christopher (2016), the logistics operation in the logistics company always concentrates on the customer satisfaction. Therefore, as per the research work of Schönsleben (2016), by improving the management logistics operation of the firm will help in meeting the market demand and thus lead to the on time products delivery and that will help the firm to increase the sales process by satisfying its customers. It is seen that if there will be an increase of logistics operation management in logistics company by 4.52% consequently the customer satisfaction will be increased by 5 % from the previous rate (logisticsuk.org, 2017).

As opined by Schönsleben (2016), the logistics operation focuses on satisfaction of the customers by the company and the management tries to deliver quality products on time. The product delivery in time will be increased by 2.34 % with the increase of logistics operation in the companies (logisticsuk.org, 2017). As commented by Christopher (2016), with the process of providing high quality of goods to the customer lead to increase the customer's satisfaction and this cost of product includes the cost of transportation reducing such will increase the customer's satisfaction by decreasing cost of product. The improvements in the flexibility of the logistics operation by 6.29% increase the customer satisfaction level by 2.27% (logisticsuk.org, 2017). The complications in the internal and external factors in the logistics company are also being resolved by the improved logistics operation in the logistics companies in UK.

This improvement in the communication process will help the firm to collect the feedback from the market regarding the changing taste of the customers. As opined by McFarlane, Giannikas and Lu (2016), the updated information system will enhance the suppliers to deliver the products in time and give the updates of products frequently.

4.3 Efficient supply chain management improves the logistics operation

Logistics management of the firm includes the oversight of the material that has been used and the information related to the product finance and customers satisfaction. Thus, as stated by Christopher (2016), improving this segment of the firm will help in building a strong interrelationship between the customer and production department via finance will have its light shed on the logistics operation in the logistics companies. If the supply chain managements in the company are increased by 3.53% then the logistics operation will be improved by 4.31 % (logisticsuk.org, 2017). As influenced by Schönsleben (2016), using of the social media streamline in the supply chain management advances the operation of the logistics company by gathering the information related to the changing taste of the customers. This can be done by saving the time requirement for the product delivery will help in reducing the product maintaining cost and to reduce the delivery time.

As opined by Christopher (2016), customer satisfaction and retention can be greatly increased by the simplifications of the production procedures done in the supply chain management. Schönsleben (2016), commented a stable and efficient supply chain management gives better experience to the customers by reducing the time of delivery and by reducing the produce maintenance cost which will help in maintain the supply and demand equilibrium and by reducing the cost of the product respectively. Standardization in the supply is the important and central method to the success of supply chain management in logistics. Therefore asserted by McFarlane, Giannikas and Lu (2016), accuracy is maintained in the logistics operation by the standardization of the supply chain management among the logistics companies by the process of taking proper time for the transit.

Planning, executing, monitoring and measurement of the logistics operations is increased within the logistics operations with the improvement in supply chain management by improving the quality of feedback that has been gathered (Schönsleben, 2016). Frequent measurement of customer satisfaction is checked by the logistics operation and the logistics operations department does the needful changes.

4.4 Availability of the products increases customer satisfaction in logistics

The product availability in the logistics company is handled by the logistics operation thus an effective management of the logistics operations improves the status of availability of the products. As influenced by Christopher (2016), as per the classical economic the prime motive of the firm is to meet the demand of the market and to hold the equilibrium quantity and its fixed price by which the firm becomes successful in increasing the customer's level of satisfaction. However, increasing the assimilation and stocking of the products by the logistics company through its effective operations. As observed by Schönsleben (2016), if the logistics operations are focused towards the product stocking and delivery the improvement in management in the logistics operation will be evident and this is significant for customer satisfaction.

This is because by this increase product stocking and quality the company can supply to meet the demand of customers for increasing the customer's satisfaction. It is being seen that if the availability of the products is increased by 4.95% in the logistics company, the customer satisfaction will be increased by the 5.23% (nidirect.gov.uk, 2017). This website provides an easily accessible portal to services and information relating to public sectors. New technologies are also developed for delivering the available products to the customers on time. Thus, the proper availability of quality products enhances the customer satisfaction and meets all the expectations of the customer (Ngoc and Nananukul, 2016).

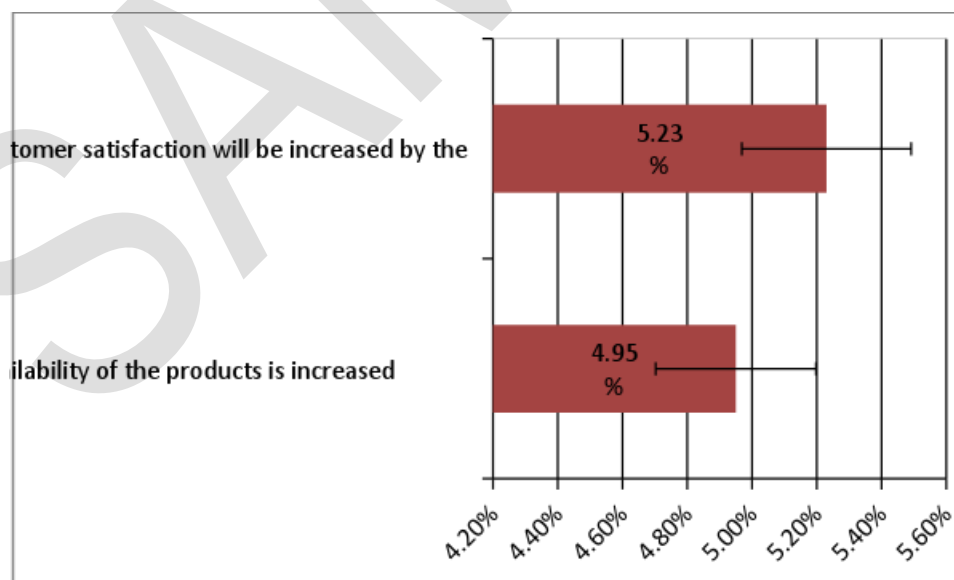


Figure 4.1: Increase in availability of products

(Source: nidirect.gov.uk, 2017)

4.5 Trust issues in logistics company hampers logistics operations

Long term relationship can be maintained by the developing the better trust relations with the customers which will help the firm in gathering the feedback for the future prospect. It is seen that many employees are not loyal towards their jobs in logistics operation. This causes the decrease in the customer satisfaction rate towards the logistics company due to the fact of no creating proper relation among them and to gather feedbacks. If there will be improvements regarding the trust issues within the logistics operation then improvements in logistics operation by 2.67 % can be noticed (nidirect.gov.uk, 2017). As viewed by Benalcazar and Kamiński (2016), issues regarding communication flows also develop trust problems between the workers that handle the logistics operation due to improper way of communication from upper to bottom line staff. This creates problems in the product delivery system by the suppliers or issues in operation of the logistics. With the increase in the proper communication flow by 3.43% increases the management of logistics operation by 5.51% in the logistics companies of UK can be noticed (logisticsuk.org, 2017).

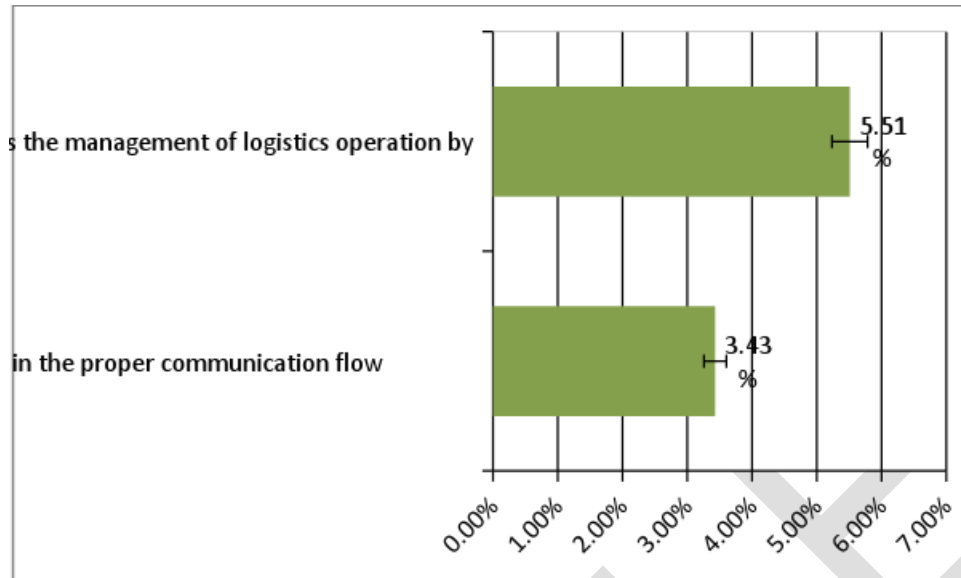


Figure 4.2: Increase in communication flow

(Source: McFarlane, Giannikas and Lu, 2016)

4.6 Summary

From the data analysis and finding it can be summarized that the effectiveness in the logistics operation simultaneously reduce the issues and increase the rate of customer satisfaction with the logistics company. The rate of customer satisfaction also increases due to the availability of the products in the warehouse and efficient transportation to the customers. Improvements in the trust issues in the logistics operations also enhance the management in the logistics operations and hence upgrade the customer satisfaction. The ultimate goal is to satisfy the customers, this only can be increased by the effectiveness in the logistics operation by resolving the complexities in internal as well as external factors.

Chapter 5: Discussion

From literature review it can be seen that Kim, Dekker and Heij (2016) stated that a better logistics operations the key feature of gaining success in the logistics company. From data analysis and findings Jaafar and Rafiq (2017) has found that efficient management of logistics operations improves the rate of customer satisfaction within the logistics company. Thus, it can be concluded that proper management in logistics operations can accelerate the rates of customer satisfaction regarding the product delivery. Guajardo and Rönnqvist (2015) had stated that communication and trust issues create complication in the managements of the logistics operations of the logistics company in UK. Supply chain management in the companies is hampered due to trust and communication flow issues. Benalcazar and Kamiński (2016) stated that if there will be improvements in trust and communication issues, the managements in the logistics operation will be modified.

From literature review it has been observed that Grant, Wong and Trautrim (2017) commented that the customer satisfaction is interlinked with the process of product delivery or the supply chain management. On support of this Klaus (2013) opined that efficient product delivery includes the free shipping of the products to the customers and delivering the products on the mentioned time. As stated by Ngoc and Nananukul (2016) with an efficient technologies in delivering the products and customers can track the status of their products will satisfy the customers to greater extent. Jaafar and Rafiq (2017) opined regarding the features and objectives regarding the strategic planning and importance of logistics management that the objective to obtain the greater profitability with the help of the stable strategic planning in the logistics operations is satisfied. Therefore, as observed from the data analysis regarding the availability and by decreasing the manufacturing rates of the products of the products on time can satisfy the customers.

Chapter 6 - Conclusions and recommendations

6.1 Conclusion

Thus, it can be concluded from the current research that the effectiveness of logistics operations will increase the product delivery and the customer fulfillment. The customers will be happy if they will receive their placed orders on time, the logistics company can maintain the contentedness of their customers and this will enable to make long-term relationship of the customers to the companies. The ultimate objective of the logistics companies in UK is to make the customers happy with their products and gain the profits by maintaining the strategic planning in the companies. The proper management in the logistics operation within the logistics companies of UK can attain these objectives. Reducing the external and internal factors that are responsible for the decreasing customer pleasure towards the company improves the rates of product delivery and the maximized customer satisfaction.

Proper management of the logistics operations will also develop the proper planning for the business that is beneficial for the companies in gaining the customer attraction and hold them for the long time. Proper planning of the logistics management includes the updated and proper technology for the customers' feedback towards the delivery of the products, the tracking of the status of the products and delivering the good quality products to the customers on the promised time is measured. Improvements in the process of supply chain management also improves the logistics operation of the logistic companies in UK this will improve the rate of product delivery and customer contentedness.

6.2 Linking with objectives

To study the impact of logistics operation on the customer satisfaction of Logistics Company and gather knowledge regarding the factors those are responsible for maximizing product delivery

This objective is linked with the theme 4.2 and 4.4. In this theme it has been discussed that availability of the products and the proper management of the logistics operation are the important factors for effective customer satisfaction. Good quality products delivery along with on time delivery is also the important to satisfy the customers. Thus the objective has been met.

To study the effectiveness of proper logistics operations in field of customer satisfaction and product delivery

This is linked with the theme 4.3 as the process of supplying the products from the warehouse to the customers in the perfect condition by effective supply chain management maximizes the product delivery and customer fulfillment. Hence, the objective is met.

To know the current customer satisfaction in UK on the basis of logistics operation management in Logistics Company

This objective is linked with all the four themes that are 4.2, 4.3, 4.4 and 4.5. In these themes data are provided about the effectiveness of all the factors for increasing the percentage of the customer satisfaction and product delivery thus the current customer satisfaction can also be known from the themes, thus the objective has been met.

To suggest some alternatives recommendations to improve the customer satisfaction of the logistics company

For this objective some recommendations are given to improve the effectiveness of logistics operation to increase the customer fulfillment and product delivery. Improvements in the communication between the suppliers and customers should be done and investment should be done more on the training process of the employees so that they can understand the operations in the logistics company. Hence, in the research the objective has been met.

To coordinate the work efforts of employees in the logistics company to maintain a maximized amount of workflow for enhanced customer satisfaction

With a maximized effort from all the levels of the company hierarchy, workflow will increase exponentially. As a result, it would ensure an almost equal rate of growth in the satisfaction of the consumers owing to the increased efficiency of the company, as per the research objective.

To evaluate the current market value of the logistics company and issue necessary interventions to maintain a profitable flow of products in the supply chain

The current market value of any company can help to analyse the gaps in the achievements and goals of the company. This in turn would help the management of the company to guide their organisation through the necessary protocols that would ensure a steady product flow in their subsequent supply chain levels, thus meeting the research objectives

To obtain a positive logistics control to minimize the rate of variances in the economical operations of the logistics company that would help maintain customer loyalty

A positive logistic control can lead to lower levels of variances. This can enhance the level of trust of the consumers on the company level, thereby fulfilling the research objective.

To induce quality improvement and life cycle support for the goods to enhance customer trust

Post operational services like life cycle support and quality improvement can facilitate customer loyalty to the logistics company, thereby enhancing the amount of support obtained from its clientele niche. This in turn, fulfils the research objectives.

6.3 Recommendations

Based on the current research work it can be recommended that the flaws that are seen in the internal and external factors of a logistics company should be resolved. As commented by Klaus (2013), efficient employees are also needed to handle the updated technologies regarding the product delivery process such as tracking of order status by the customers. Lam *et al.* (2015) asserted that the transportation facilities must be improved for the supply chain management to gain the high rate of customer satisfaction in logistics companies. Wen *et al.* (2014) observed that investment should be done more on the training process to make right decisions and plan properly for the effective business success. As commented by Wang (2017), flow map is required in the logistics operation to perform, the works smoothly, the flow chart initially may be time consuming but it will be very effective in planning and executing the thing accordingly. Communication must be improved between the suppliers of logistic company and the customers so that the customers can share their problems and that can be sorted accordingly.

6.4 Research limitations

In the current research, the focused was only given to two aspects of the logistics operation in a logistics company. The other aspects that can be affected due to the improper management of the logistics operation are not discussed in the current research. In the current research the other factors other than the logistics operation that can hamper the customer satisfaction and the product delivery is also not focused. There may be other factors that can improve the rate of customer satisfaction, as well as product delivery in a logistics company. Efficiency of the supply chain management is not thoroughly enumerated in this research.

6.5 Future scope

In future the limitations of this research can be met and further research can be done on the other aspects of the logistics operation that can be affected due to improper management of the logistics operations. The departments other than logistics operation in logistics company can also

be discussed in the future research work so that they can also be improved and maximize the ultimate goal of a logistics company that is to satisfy the customer and gain the high amount of profits in the business. In addition the research can also be done in deep regarding the effectiveness of the supply chain management to maximize the customer happiness and the delivery of products.

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