

## Chapter 5

### Conclusion of Research, Discussion and Recommendations

The researchers can summarize the findings as follows:

#### Conclusion of Research

The presentation of research results is divided into the following four parts:

##### **Part 1: Basic information of interviewees**

The results of the research on the data of 390 respondents found that the majority of them were women, 261 people, accounting for 66.92%.

The largest number of respondents was in the 26-35 age group (55.38%), followed by the 36-45 age group (32.82%). In terms of age distribution, most respondents were between 26-35 years old.

The distribution of educational attainment shows that the majority of respondents are undergraduate (54.36%), followed by tertiary (31.41%). The data showed that respondents concentrated on the education level of the university.

The proportion of people living in cities is the highest (46.28%), followed by Countryside (38.71%). From the distribution, the proportion of cities is higher.

The use of SF cold chain logistics time, less than 1 year accounted for the largest proportion (34.88%), followed by 1-3 years (25.77%). This indicates that a large proportion of respondents have used SF cold chain logistics more in the past three years.

**Part 2: Logistics services, including tangible assets, reliability, responsiveness, assurance and empathy.** The overall score of logistics service quality is 3.59, which is at the high level of opinion, reliability is at the highest level of 4.07, responsiveness and empathy are also at the high level of opinion. In the five aspects of tangible assets score 3.34 and guarantee score 3.28, in the middle level.

**Part 3: Customer Relationship Management.** From the analysis of customer relationship management survey results, the customer prospect score is 3.78 and the customer expectation score is 3.77, and the opinions are at a high level. Among them, the respondents think that the availability of customer relationship management plans and products and services is relatively good. The lowest was interaction management, where respondents generally felt that interaction with customers was not enough.

According to the results of the survey, respondents expect to increase the form of interaction with customers and increase the diversity, so as to facilitate the development of new customers and customer maintenance.

**Part 4: Hypothesis test results**, which emphasize that in the context of customer relationship management, cold chain logistics service quality affects customer relationship management, and the five aspects of service quality have a significant influence on customer relationship management satisfaction, that is, the higher the service score, the higher the score of customer relationship management. It provides valuable insights for seeking to improve the service quality according to the impact of service quality on customer relationship management.

## Discussion

### Part 1: Basic information of interviewees.

Most respondents are female, 26-35 years old (55.38%), live in cities, have college education, and have used SF Express cold chain logistics for less than 3 years. Because the results of the analysis of logistics service opinions in this study confirmed the previous research on logistics service opinions and enriched our understanding of the respondents' opinions. The results are consistent with the theoretical framework proposed by PZB (1988), a Chinese service marketing expert, who emphasized that service quality is highly subjective and mainly depends on the contrast between customers' expectations and actual perceptions. If the actual perceived service performance of customers reaches or even exceeds personal expectations, then it is "satisfactory service quality"; If personal expectations are not met, even if the quality of the service is relatively high according to the objective standards, the customer's perception is still "unacceptable service quality".

### Part 2: Logistics services.

The research results of SF Express cold chain logistics service quality found that the overall average value was 3.59, indicating that the respondents' opinions were high in the aspects of guarantee, reliability, tangible assets, responsiveness and empathy. Consistent with the theory Lalonde, B. J., & Zinszer, P. H. (1976, pp. 156-159), logistics service quality is specifically divided into physical goods distribution service quality and customer marketing service quality from multiple dimensions such as personnel reliability, professionalism, timeliness, and commodity availability. And according to the research results of logistics service quality (Perrault, et al., 1974, pp. 37-45), the most important concerns in the study of logistics service quality are the adequacy ratio

of goods, the on-time rate of order fulfillment and the good rate of goods in the process of logistics transportation. In addition, Zhou Z. S. (2012, pp. 27-29) analyzed the theoretical model of service quality of logistics enterprises based on SERVQUAL and LSQ models, determined the five dimensions of the evaluation index system including economy, tangibility, reactivity, collaboration and reliability, and screened out 16 indicators. The empirical study proves that this model is an effective tool for service quality evaluation of logistics enterprises. This study is also consistent with the theory of Parasuramana, et al. (1985, pp. 41-50), which studies the theory of total quality management and puts forward the SERVQUAL evaluation model from five dimensions of tangibility, reliability, assurance, responsiveness and care, as well as their subdivided 22 problem indicators, laying a foundation for future service quality evaluation in the service industry.

### **Part 3: Customer Relationship management.**

When discussing the results of logistics service through customer relationship management, it is found that the overall average value is 3.66, indicating that this study is consistent with the theory of customer value Hu (2011, Abstract), which says that a value chain model is established based on the process of the connection and interaction between enterprise value and customer value, and the Angle of analysis is more comprehensive. From the analysis process, it is concluded that the enterprise must be based on customer demand and customer perspective to analyze the value adding process of the enterprise, so that the realization process of customer value is more in line with the enterprise value goal. The research results show that at the same time, it is conducive to increasing customer perceived value in the process of realizing enterprise value, accurately satisfying customer transfer value experience, cultivating customer loyalty on the basis of improving customer satisfaction, and creating wealth in the benign interaction between enterprise value and customer value."

When the hypothesis test result is significant, it indicates that the five aspects of service quality have a significant impact on customer relationship management satisfaction, that is, the higher the service score, the higher the customer relationship management score. It is consistent with the theory studied by Xu, Y. Huang, Y., & Fang, X. P. (2016, pp. 2077-2084), which indicates that serving customers is a very key component of customer-specific cold chain logistics services. Enterprises further analyze customer needs according to customer needs, so as to provide customers with better service and improve customer satisfaction. From all aspects, including the timeliness of product packaging and transportation, it can meet the needs of customers,

so that customers can continue to use their own products and provide protection for the development of cold chain logistics enterprises.

## **Recommendations**

### **1. Recommendations for Researcher**

1.1 Sample size increase: Appropriately increasing the sample size can improve the accuracy of the research results, and researchers should consider increasing the sample size.

1.2 Diversity of statistical methods: Different statistical methods can mutually verify the conclusions of the survey. Try the different statistical methods you can use.

1.3 Comprehensiveness of the research problem: not only should the service quality be studied from the internal and external customers of the enterprise, but also the influence of the government's policy orientation, the development of market economy and social culture on people's purchase of cold chain logistics service should be considered. These studies are beneficial to the overall advancement of the enterprise and are more instructive.

1.4 Improve the effectiveness of questionnaire information: With the development of network information, some information may be false from the perspective of personal privacy and security, which will affect the survey results of cold chain logistics service quality to a certain extent. Researchers should increase the ability to judge the authenticity of information and ensure the effectiveness of questionnaire information.

### **2. Recommendations for Company**

#### **2.1 Strengthen the training of cold chain logistics professionals**

In the evaluation index of SF cold chain logistics service quality, the ability to provide personalized service has the lowest score, followed by the ability to solve customer complaints and complaints, the understanding of customer needs, and the ability to accurately inform customers of delivery time. Therefore, it is necessary to strengthen the training of service personnel and improve the overall service ability. At the same time, managers should strengthen their own learning, enhance their professional cognition of cold chain logistics, and strengthen the concept of team management.

Combined with the reality of SF cold chain logistics enterprises, a set of scientific and practical team management plan is established, and the strategy of the enterprise is combined. Develop a thorough training plan to promote the rapid growth of the company and its own capabilities. The content of the training includes: pre-

cooling and fresh-keeping treatment of the refrigeration requirements of the goods, skilled operation of the thermal insulation equipment to improve the thermal insulation performance of the cold storage, and operation of the monitoring system and equipment to track the quality of the goods. Moreover, the company's front-line employees should follow the guidance of the management, self-manage and improve their own behavior, so that the company's cold chain logistics management can achieve maximum performance. To enhance the service quality concept of the company's employees and determine the standard of cold chain logistics service quality, it is not only necessary to analyze whether it meets the standards established by itself in line with industry norms and its own enterprise requirements in the entire logistics process, but more importantly, to analyze whether it ADAPTS to customer needs and the degree of adaptation, and whether it can get a higher evaluation from customers. Because customers are the center of enterprise service and the lifeblood of an enterprise, only by improving customer satisfaction can customers be better retained. The increase of customer repurchase rate leads to the continuous increase of corporate profits. Therefore, in the training process should establish a customer-centric concept, from the customer's point of view, to solve the troubles encountered by customers in the entire cold chain logistics transportation process and in the after-sales. Strengthen the training of front-line employees, formulate training plans, and test the training effect. Trainers should constantly update the training content based on the development of the market, and take the typical complaints encountered by front-line employees as cases.

Logistics service is an interactive process between people and things, people and people, people and the environment, etc. According to the principle of service profit connection, the source of profits of enterprises is mostly customer loyalty, and logistics enterprises must improve the comprehensive quality of logistics employees to truly satisfy consumers, which depends on improving the service team and improving the service skills and professional ethics of people. The learning ability and professional level of practitioners need training process, so we must attach importance to business training, pay attention to training a team of service personnel with high sense of responsibility and strong communication skills, fully activate the initiative, enthusiasm and creative ability of service personnel, and must let employees go through special business training to carry out operations. Secondly, we should pay attention to the educational background of employees. Sf Express can appropriately improve the recruitment conditions when hiring employees, instead of blindly hiring employees, dig out some logistics talents from college graduates, evaluate customer

satisfaction, service level of employees and other service objectives, find out existing problems, and put forward corresponding improvement strategies. It is necessary to establish and improve the staff training system and formulate a clear and complete staff training plan. The working environment of the company is also very important for the staff. Therefore, SF Express should expand its business scope and provide competitive remuneration for the staff and a platform for them to play their roles.

## 2.2 Improve refined management

Due to the particularity of goods, cold chain logistics has very strict requirements for all aspects of distribution and packaging. Any small problem in the distribution process of the entire item will bring serious risks to product quality changes, so it needs to be carefully managed from packaging to distribution to the customer. According to different product characteristics and temperature requirements are divided into different levels, each level of packaging requirements and temperature control to achieve strict control, the construction of a standard cold chain logistics process, temperature control, product acceptance to have strict standards. For different product types and the requirements of express timeliness, different packaging is carried out, so that the delivery personnel can distinguish the requirements of delivery timeliness in the process of getting the express delivery, so as to more effectively and timely deliver the express to the hands of customers, ensure the quality of customers and improve customer satisfaction.

## 2.3 Strengthen staff quality assessment

Employee evaluation indicators should be established. Employees with a good attitude can be rewarded with funds or holidays, and employees with a bad attitude to service should be punished accordingly, and competition should be actively implemented to get posts. Bonus or vacation days will be cancelled for those who fail the assessment. Employees who are not serious about their work and have no sense of responsibility must be strictly punished or dismissed, so as to ensure work efficiency to the maximum extent, provide customers with high-quality services, and improve customer satisfaction to the maximum extent.

## 2.4 Improve the responsiveness and assurance of cold chain logistics services

The score of delivery time in the responsiveness of cold chain logistics service quality is medium, which means that there is still a large room for improvement in responsiveness. The important way to improve responsiveness is to improve the response processing speed of orders, including timely processing of orders, efficient distribution and timely solving customer problems to meet customer needs. In particular, in this study, the opinions perceived by customers that can accurately inform customers

of the delivery time and the ability to solve customer complaints and complaints are relatively low, which means that both the timeliness of logistics and the efficiency of customer service are not well matched with customer needs. The order processing speed of cold chain logistics should be faster than that of ordinary logistics, and it is recommended that cold chain logistics enterprises increase the corresponding equipment and manpower to improve responsiveness.

#### 2.5 Establish refined quality control standards for cold transport logistics

Cold chain logistics customers' stock keeping units are relatively complex, SF cold transportation needs a temperature monitoring to comprehensively monitor the quality of goods, that is, for different products, please work with product manufacturers and relevant professional institutions, in-depth research and application of cold traffic technology development and monitoring system to achieve all aspects of quality control. And achieve victory through targeted and perfect cold chain logistics in all aspects. This work is a long-term effort that requires constant adjustment and optimization of SKU changes, so it should be included in the daily required tasks.

Shun Feng Cold Transport should gradually establish its own independent FMEA system. In daily work, the system accumulates problems and specific solutions encountered by different goods in bad weather, emergencies and special requirements of customers, and designs optimal storage and transportation solutions for products in various environments in the cold chain.

#### 2.6 Improve personalized logistics services

It refers to the provision of targeted transportation, warehousing, processing, distribution, loading, unloading, handling and packaging services according to the various needs of users and the services provided to these customers in the past according to the characteristics of its own facility resources, comprehensive utilization capacity of logistics service means, regional service capacity and professional skills. The essence of personalized logistics service is that enterprises can achieve customer satisfaction and maximize customer value under appropriate profit conditions. Personalized service of logistics enterprises replaces the traditional passive service mode and can make full use of all resources. It can be seen from the questionnaire survey that nearly half of the people think that SF Express lacks personalized services, which indicates that Shun Feng Cold Chain provides general services and single service products. Therefore, Shun Feng Cold Chain really needs to improve its personalized services. Customers' demand for individuation is gradually increasing, and customers are not only concerned about the speed of arrival of goods, but also about the desire to accept the required items at a convenient place at an appropriate time. Therefore,

Shun Feng Cold Chain company should provide more differentiated services. It is necessary to clarify the scope of customers, because different consumer groups have different logistics needs, which is why SF cold chain should show its corporate image and logistics service process according to different customer groups. For example, to provide real-time and round-the-clock delivery services to customers at work, to meet their convenience to pick up goods; Due to temporary business trips to change the address of the customer group to provide express delivery services, to provide convenience to customers or entrust others to accept the goods; According to customer needs, provide "slow delivery" service, expand the delivery time, so that customers can save space while enjoying the activity price of a specific stage. Shen Feng Express can use modern management and methods, take advanced foreign logistics enterprises as examples, and learn their management mode. It should give proper play to the innovative spirit of its staff, pay attention to providing diversified value-added logistics services, flexibly reflect the needs of customers, and provide a variety of solutions, so that customers can choose the most suitable solutions. Attach importance to the recruitment of logistics talents, because logistics talents can predict individual needs, and provide customers with innovative personalized solutions based on the characteristics of their own facilities. They should pay attention to customer complaints and find out the reasons, and communicate with customers in time to give customers a solution.

#### 2.7 Attach importance to the guidance of government policies

In the past five years, the standard degree of cold chain industry services has become higher and higher, further improving the standardization standards of enterprises in the industry. At the same time, with the formulation and promulgation of relevant documents such as the "Food Cold Chain Hygiene Management Code", the quality standards of the cold chain industry are increasingly improved, the market access threshold is gradually raised, and objectively higher requirements are put forward for enterprises in the industry. This requires clear quality standards, standardize the industry service quality, standardize the operation process, and then provide customers with better cold chain logistics services.

#### 2.8 Overall improvement of cold chain logistics service quality

The five aspects of this kind of logistics service quality have a positive influence on customer satisfaction. Through the research, it is found that the overall improvement of cold chain logistics service quality is the focus of improving customer experience. On the one hand, effectively control the integrity of cold chain logistics inventory and delivery timeliness, shorten the transit time; Provide higher service



quality, improve the quality and professionalism of professionals; Pay attention to personalized services such as return and replacement, error recovery; Upgrade the logistics information system to achieve efficient and accurate information update. On the other hand, the use of customer choice to force cold chain logistics services to continue to optimize and reform, and develop interaction with customers, to provide customers with more choices and convenience, improve customer loyalty to it, improve the quality of its services, in order to better serve customers.

### **3. Recommendations for further research**

Based on the results of this study and the analysis of limitations, some suggestions are put forward for researchers:

3.1 Scope of interviewees: To a certain extent, the scope of interviewees should be expanded, because interviewees in different regions have different needs for cold chain logistics services, rather than simply differentiating them from cities or villages. Different groups of people in cities or villages should be studied under the premise of sub-regions, so that the data obtained will be more representative.

3.2 Comparative analysis of cold chain logistics services of different enterprises: Through comparative analysis, we can find out the gap with competitors, and also help to find ways and means to improve the service quality of the enterprise, and comprehensively improve the quality of logistics service.

3.3 Quantitative analysis of the relationship between logistics service and customer relationship: Quantitative research, through quantitative analysis of the importance of cold chain logistics service quality to customer relationship management. Involves regression analysis or other statistical methods to determine the importance of the relationship between two parties.

3.4 Investigate the impact of the network era on cold chain logistics services and customer relationship management: Explore the impact of emerging information technologies on cold chain logistics services and customer relationship management in the network era. This may involve studying the application of these network technologies and protection measures for the security of customer information.

3.5 Analyze the role of service quality in logistics enterprises: Investigate the impact on logistics enterprises' business expansion speed, long-term development and corporate profits. This may involve the macro strategy and organizational structure of business management.

3.6 Increase the measurement elements of logistics service quality. It can be carried out from the three aspects of logistics time, logistics effect and logistics cost.

Researchers can consider the relationship between logistics enterprises and find a balance point to provide satisfied services for customers.

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