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Assessment of customer satisfaction with logistics service in the light of the results of the research

1. Introduction

The problem of ensuring adequate logistics customer service is not entirely new in the literature of the subject. However, changes in the external environment necessitate continuous adaptation to these transformations by traders. Once achieved, the level of service will over time be subject to specific depreciation due to changes in consumer preferences and actions taken by competitors. Turbulence and unpredictability of the environment is one of the key challenges for the proper management of this process and at the same time the basic difficulty. It is very important that the logistics customer service can be described as the foundation of the entire logistics system, which is shaping the standards and conditions for the operation of the entire supply chain. This requires the creation of appropriate structures of the supply chain and to adopt the strategies in logistics. This creates a perspective that requires continuous analysis of the factors influencing the choices of the consumers of the product or service. The aim of this study is to identify and evaluate determinants

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influencing consumers' purchasing decisions in the area of logistics customer service. As an instrument for the assessment a survey questionnaire was used. A survey was conducted among the residents of the Lubuskie voivodeship.

The issues discussed in this article are important not only from the point of view of logistics customer service concept as one of the key factors for creating customer relationships but also have their practical implications for creating competitive advantage. Hence, the study focused primarily on discussing customer relevance and assessing the implementation of logistics customer service by enterprises as a source of competitive advantage.

2. Logistics customer service - an outline of the issue

Changes taking place in the market make it necessary to take a different look at the customer service process, which is still not being given adequate attention in economic entities. In addition, as noted by C. Devrye (2007, p. 24) service is too often confused with servility, believing that serving someone is beneath dignity. According to the author "good quality service can not be seen as a program that comes and goes (...) but as an integral part of everyday business life (Devrye 2007, p. 232). It is also worth noting that the level of customer satisfaction is influenced by many factors ranging from price, products quality, and ending with the level of service. What speaks for recognition of customer service as a feature of the market is the fact that on a growing number of markets we are observing the fall of the magic of brands and a growing trend to purchase the un-branded products, whilst the technological differences between the products have been greatly reversed, making it increasingly difficult to maintain a competitive advantage through a product as such (Christopher 1998, p. 41).

The complexity of logistics processes and the relationship between the customer and the manufacturer make the logistics customer service to be an ambiguous term and has come to be perceived from many different perspectives. The easiest customer service can be defined as providing the customer with the right product at the right time and place (Christopher 1998, p. 28). Undoubtedly, it is linked to meeting the expectations of customers, which will enable the economic operator to gain a clear advantage over its competitors. The relationship of the service with the ultimate customer is often indirect, and the recipient is considered to be the internal realm of the company related to marketing (Florez-Lopez, Ramon-Jeronimo 2012, p. 46). This is a major hindrance in determining the benefits that arise at the interface of the client-company as a result of the operation of the logistics customer service and is the source of errors in this area. Although in the

process of defining it is the meeting of the needs of consumers that is considered as the focal point of this process (table 1).

The literature recognizes many attempts to define the logistics customer service (table 1).

Table 1. The essence of logistics customer service

Author	Logistic customer service perspective
M. Kramarz	ability of the logistics system to respond to customer needs in terms of time, reliability, communication and convenience.
J. Długosz	consists in providing by the supplier of specific quality (standards) of service or maintaining the level of performance of its basic elements.
D. Kempny	ability or capacity to satisfy the requirements and expectations of customers, mainly as to the time and place of the ordered supplies, using all available forms of logistics activity, including transportation, warehousing, inventory management, information and packaging.
K. Rutkowski, F. J. Beier	ability of the logistics system to meet customer needs in terms of time, reliability, and communication and convenience.
K. Ficoń	a collection of all activity on the level of management and executive level, related to the preparation for the adoption and implementation of the customer's order, contacting the customer and information service, or delivery of the product to the customer.
J.J. Coyle, E.J. Bardi, C.J. Langley Jr.,	The process of providing a competitive advantage and creating additional benefits through the supply chain in order to maximize the total value for the end customer.

Source: Kramarz 2014, p. 53, Długosz 2006, p. 129, Kempny 2001, p. 15. Ficoń 2001, p. 14, Rutkowski, Beier 2000, p. 40, Coyle et. al. 2002, p. 48

On the basis of the definition of logistics customer service it can be assumed that the essence of it is to meet the needs of customers, related to the delivery time of the order, delivery reliability, convenience when placing an order, and good communication. As has already been mentioned it is the customer, with his changing preferences, that is at the heart of logistics service. Given the demonstrated differences, logistics customer service can be defined in three approaches (Londe 2005, p. 113):

- from the perspective of logistics operations, such as, for example, cycle of the order realisation, the service of returns,

- from the perspective of service standards (quality), including such as the percentage of orders completed on time, availability of the product,
- from the perspective of the management philosophy and the mission of the company, involving the subordination of the entire business enterprise to customer needs and adapting the ways of satisfying them to their requirements and expectations.

For the purposes of this paper, the following definition of logistics customer service was adopted: the skill or the ability to meet customer requirements and expectations in terms of order time, timeliness, flexibility and timeliness of supply, availability of products in stock, completeness of delivery and ordering convenience, communication with the company, staff competence, after-sales services, as well as other logistics customer service elements such as response to complaints, delivery information, bug fixes at every stage of order execution (e.g. when address changes) that are perceived by customers as creating value for them and affecting their satisfaction.

By appropriate selection of the elements of logistics customer service a new value is created. This value should be understood as attracting and retaining loyal customers and, as already mentioned, it is one of the key elements of competitive advantage. The effectiveness and efficiency of activities in the field of logistics customer service depends on the knowledge of which components are essential for the customer and to offer him such solutions to satisfy his needs in the best possible way.

Customer service is most often examined by dividing its constituent elements into three phases: **pre-transaction** (such as: a convenient way to contact the company, request response time), **transaction** (that is, information about the order, a convenient way to order, delivery time, on-time delivery) and **post-transaction** (such as: repairs, warranties, returns, complaints). D. Kempny (2001, pp. 19-24) includes the following elements of customer service in logistics: delivery time, product availability, flexibility of delivery, frequency of delivery, delivery reliability, delivery completeness, delivery accuracy, convenience of placing orders, as well as the convenience of documentation when submitting orders. It is worth mentioning that ensuring an adequate level of service is combined with an increase in the costs of organizing the logistics system. Therefore, there is a need to find a "balance point" between the costs and benefits of the level of service offered to customers (figure 1). For it is not all about maximizing the level of service, as this may be too costly at the given market conditions. Achieving an equilibrium point does not mean the highest level of customer service, but the value that optimizes the benefits in relation to costs incurred. It requires

continuous search for solutions that will reduce the cost of the continuous increase of customer service and at the same time requires an increase in revenue at given costs (figure 1). Then it is possible to achieve multiple benefits, among which we can mention: gaining competitive advantage, building a permanent base of loyal customers, higher profitability of the company.

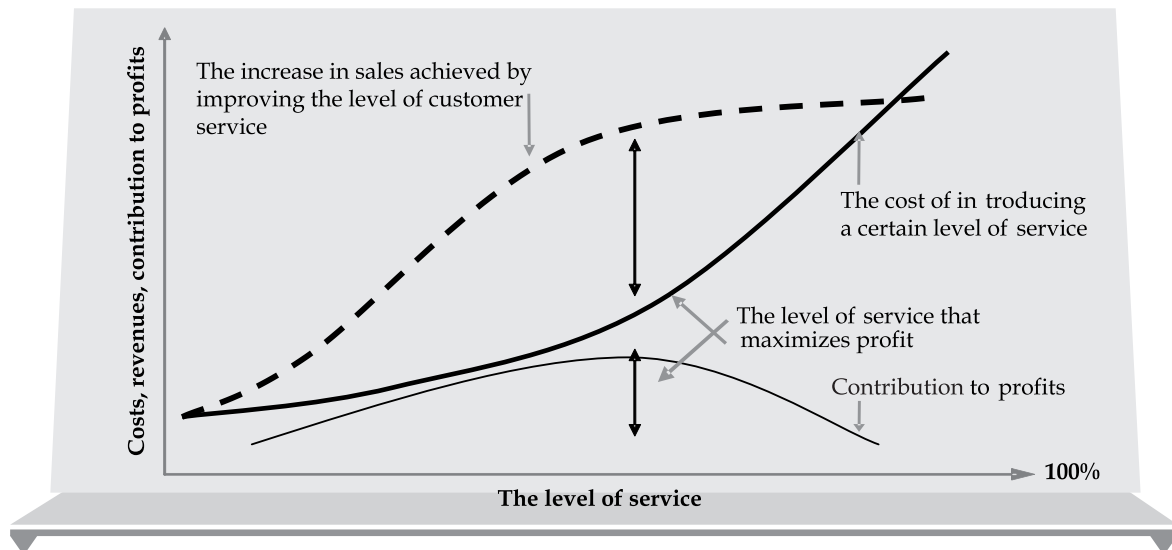


Figure 1. A comparison of service costs and benefits

Source: Christopher 1998, p. 59

It needs to be borne in mind that this balance is dynamic and changes in the environment, including actions of the competitors, may disturb it significantly affecting at the same time revenues and costs resulting from the given level of customer service. Seeking an “equilibrium point” we should take into account such factors as (Szczepankiewicz 2005, p. 420): losses resulting from maintaining the current level or lower, and benefits of achieving the increase in the level of service compared with the increase in logistics costs.

In view of the rapidly growing competition, companies are trying to stand out by offering, among others, faster realisation of an order, flexibility of delivery or convenient form of communication with the customer. This requires continuous innovation in this area. Otherwise, the only result would be an increase in costs in relation to their market benefits (figure 1). Greater convenience of purchase, ease of contact with the seller makes the chances of attracting customers and

their satisfaction grow. Raising the value of the offer and increasing its benefits by adjusting the attributes of logistics customer service to individual needs and requirements of the buyer is a good way to acquire and maintain customers.

Against this background, it is also worthwhile to refer to the study of the impact of US-based marketing strategies on profits, which has provided evidence that the perception of customer service affects financial performance (Zemke, Schaaf, 1989, p. 8). And so, the surveyed service leaders: were able to charge 9-10% more for the same basic commodity or service, developed twice as fast as their competition, increased their market share to 6% per year. On the other hand, the surveyed weak suppliers: lost up to 2% market share per year, achieved 12% less return on sales than the leaders (Zemke, Schaaf, 1989, p. 8). The Genesys Company shows in the report *The Cost of Poor Customer Service. The Economic Impact of the Customer Experience and Engagement in 16 Key Economies* that insufficient customer service is significant for businesses, as it costs businesses the loss of \$338.5 billion annually (Genesys, 2009, p. 4).

Companies should adapt to individual needs and expectations of their customers. It is important to create a profile of their customers by monitoring their satisfaction regarding the quality of the logistics customer service in relation to its individual elements.

3. Strategies for logistics customer service

The company's success in the market depends largely on the choice of the optimal strategy tailored to current market conditions and the use of its resources. Strategic choices facing the company in the field of logistics customer service take place as a result of changes in the behavior of companies in the market environment, share of the manufacturer in the market and delivery service to the customer at different levels of logistics integration. Thus, specific strategies can be assigned to them depending on the adopted area of activity (table 2). In this context, the strategy of logistics must be understood as a component of the development and competition strategy, and should be coherent and complementary with it.

Table 2. Selected strategies of logistics customer service

The criterion for the distribution	Strategy type
Behavior of companies in the market environment	Competitive (confrontational) strategies: <ul style="list-style-type: none"> • low service cost strategy

	<ul style="list-style-type: none"> • customer selection strategy • core skills of logistics strategy • the most important element of the logistics strategy • trade-offs strategy, that is, the art of using the relationship between costs and between the costs and benefits of service Customer service uncompetitive strategies - strategies for avoiding and ignoring the competition: • Service strategy: one segment, segment in segment, specific order, selected regular buyers • economic delivery batch strategy • „one step ahead of competitor” strategy, that is a strategy of lower standards and lower costs • subliminal actions strategy • service administration strategy • strategy of deliberately low standards and low service costs, desirable in some situations • strategy of procrastination in the implementation of orders • strategy of promises and declaration of service • strategy of ignoring the competitors <p>Modern cooperative strategies in delivery service - limiting competition, among which we can single out the customer service through information network organizations</p>
Market share	<ul style="list-style-type: none"> • Leader strategy, usually the leader of the cost • who poses a challenge • who imitates • who searches for a niche
Levels of logistics integration service strategies	<ul style="list-style-type: none"> • Functional service strategies • Strategies of service in company’s logistics systems • Client service by Network organisations: in the delivery chain or dynamic information networks

Source: study based on: Kempny 2001, pp. 83-126

Choosing the right logistics customer service strategy provides the company an advantage in the market. It becomes a way to achieve the objectives pursued, while adapting the internal situation of the organization to external conditions. Against the background of constantly changing environment of enterprises in the market, changes in consumer behavior, increasing competition, to build long-term profitable relationships with customers is only possible through continuous improvement of satisfaction, defined as a mental state that is an

emotion that expresses satisfaction or dissatisfaction with the product selection carried out during the purchase process (Otto 2001, p. 81). Having in mind the construction of lasting partnership relations with customers the level of service and appropriate strategies should be adopted in such a way that the customers' expected standards of service are created at a higher level than in the case of the competitors' offer, which will in turn translate into acquiring loyal customers. The starting point for the formation of an appropriate logistics customer service strategy is the appropriate recognition of the different elements of this area and their impact on the level of satisfaction of customer needs. This assessment was carried out in the next section of this paper. Obtaining as much information as possible about the preferences of recipients, the activities of competitors and the changing environment conditions allows to build such a strategy.

4. Logistics customer service - test results

Adjustment of the elements of logistics customer service to customer's expectations and requirements is important at every stage of the service process, starting from the first phase, before the transaction, successively, during the transaction, as well as, which is often overlooked in enterprises, in the phase of completion of the transaction. As previously mentioned, of significant importance becomes the need for permanent monitoring of the quality and expectations in the elements of logistics customer service. In order to evaluate the importance for customers and the extent to which enterprises realise the elements of logistics customer service a survey was conducted among respondents in Lubuskie province. The assessment of the individual components of the logistics service was aimed at looking at the problem of logistics customer service as an important element of the company's structure, and as a result, the process of building a competitive advantage for the company. The respondents were assessed in the context of the purchase of logistics service quality taking into account the elements of logistics customer service. The survey was carried out between March and July 2014. The study included 349 respondents, of which approximately 55% were women and 45% men (table 4). The sample was randomly selected according to age range.

In order to calculate the minimum (necessary) sample size for the clients, the structure of the population by age in the Lubuskie Province was drawn up, as shown in table 3 .

Table 3. Population structure by age in Lubuskie Province in 2012

Population by age (age range)	Number of people	Percent
0-2 years old	31 802	3.11
3-6	45 767	4.47
7-12	57 990	5.67
13-15	31 804	3.11
16-18	35 950	3.51
19-24	83 637	8.17
25-29	85 437	8.35
30-34	87 278	8.53
35-39	79 214	7.74
40-44	63 555	6.21
45-49	61 026	5.96
50-54	74 408	7.27
55-59	82 941	8.11
60-64	72 540	7.09
65 years old and more	129 968	12.70
Total	1 023 317	100.00

Source: study based on: Rocznik Statystyczny Województwa Lubuskiego 2013, 2013, p.108

The minimum sample size at $e_p = 5\%$ (0,05) is (Kaczmarczyk, 2003, p. 70):

$$n = \frac{u^2 \cdot p \cdot (1-p)}{ep^2} \quad 1$$

1 u -factor dependent on the assumed confidence level; p -relative frequency of the p characteristics structure; e -estimate error.

$$n = \frac{1,96^2 \cdot 0,80 \cdot (1 - 0,80)}{0,05^2}$$

$$n = \frac{3,84 \cdot 0,80 \cdot 0,2}{0,0025}$$

n = 246 people

On this basis, a minimum sample size of 246 individuals among clients was set up to ensure the representativeness of the surveyed population. The study included 349 respondents, of which approximately 55% were women and 45% men (table 4).

Table 4. Structure of respondents in terms of sex and age

Specification	Number	Share [%]	Age, % of respondents				
			Under 19 years old	19-34 years old	35-44 years old	45-55 years old	over 55 years old
Women	191	54.7	0.5	23.8	17.5	6.6	6.3
Men	158	45.3	3.3	11.2	14.0	9.4	7.4
Total	349	100.0	3.8	35.0	31.5	16.0	13.7

Source: own study based on the research

The highest percentage of respondents (about 37%) declared a monthly income per person per household in the range of 1501-2000 zł. The smallest - less than 500 zł (about 3%). More than 19% of respondents indicated a monthly income per person in the range of 1001-1500 zł, about 21% in the range of 500-1000 zł. Every seventh surveyed indicated an income in the range of 2001-2500 zł per one person, and every seventeen in the range of 3001-3500 zł. Out of the 349 people, the highest percentage of people were of secondary education (about 46%), vocational (over 21%), and the rest of the respondents were of higher education.

Answers to the question about the significance of individual elements of the logistics customer service are presented in table 5. Respondents evaluated

every attribute of logistics customer service on the scale of five. The first level indicated that the factor was not relevant to the purchasing decisions of the respondents in terms of logistics customer service, and the fifth, that its influence was crucial.

Table 5. The significance of individual elements of the logistics customer service

Elements of logistics customer service	Rating of each item on a scale of 5 points					Total
	1	2	3	4	5	
Delivery time				79	270	349
Timely deliveries				28	321	349
Flexible delivery			96	134	119	349
Frequency of delivery			26	232	91	349
Product availability from stock			75	96	178	349
Completeness of delivery			50	98	201	349
Convenience of placing orders (e.g. ordering on-line)			34	96	219	349
Communication with the Company				104	245	349
Competence of staff (e.g. the ability of giving advice)			95	142	112	349
After-sales service (delivery, service, complaints)			14	115	220	349
Other: response to complaints / information about delivery / correcting mistakes at every stage of the contract (e.g. if you change the delivery address)*					3	3

* Factor indicated by respondents themselves

Source: own study based on the research

Given the test results shown in table 5, it should be emphasized that for the respondents the most important in terms of logistics customer service is punctual delivery - 321 people awarded a level 5 rating, level 4 - 28 people. The second important factor is the duration of the realisation of the order. Level 5 for this element was awarded by 270 people, while level 4 by 79 people. As it turned out, an important element is communication with the company, because 245 people awarded it level 5, and 104 people - level 4. In the case of after-sales service the largest number of responses fluctuated around levels 4 and 5 (220 and 115 respectively), the smallest, in the case of level 4 assessment (14 responses). Further in the ranking were: convenience of placing orders and convenience of delivery. Subsequently, availability of products in stock, frequency of delivery, flexible delivery. The last indicated element taken into account was the competence of the staff. It is worth noting that 3 people, apart from the elements of logistics customer service mentioned in the questionnaire, indicated other attributes, among which were: response to complaints, information about the delivery or correcting mistakes made at every stage of the contract (e.g. if changing the delivery address). The significance and the level of implementation of elements of the logistics customer service in enterprises shown in table 6.

Table 6. The significance and the level of implementation of elements of the logistics customer service in enterprises

Elements of logistics customer service	Significance for the customer (Average scores)	The level of implementation by enterprises (Average scores)
Delivery time	4.8	4.0
Timely deliveries	4.9	4.0
Flexible delivery	4.1	3.9
Frequency of delivery	4.2	3.9
Product availability from stock	4.3	3.7
Completeness of delivery	4.4	4.5
Convenience of placing orders (eg. ordering on-line)	4.5	4.8
Communication with the Company	4.7	4.2
Competence of staff (eg. the ability of giving advice)	4.0	3.9

After-sales service (delivery, service, complaints)	4.6	3.9
Other: response to complaints / information about delivery / correcting mistakes at every stage of the contract (eg. if you change the delivery address)*	5.0	3.0

* Factor indicated by respondents themselves

Source: own study based on the research

The analysis of the results of the research shows that the level of expectations of customers concerning the elements of logistics service, except for completeness and convenience of ordering, is higher than its implementation by companies. Thus arises a kind of gap between the needs of customers and the ability to satisfy them. Taking into consideration the declaration of the respondents about the importance of the elements of logistics customer service, it can be noticed that decisive for the respondents are timely deliveries.

The respondents participating in the survey were also asked to identify the most important element of the level of service in each of its stages according to the best known classification proposed by B. J. Zinszera i B. J. LaLonde² (Kempny, 2001, pp. 24-27). In the case of the pre-transaction service more than half of the respondents (56% - table 3) indicated the written policy of the organization the delivery system, and, in the course of the transaction - the time of delivery and the manner of its shipment (over 73%). Whereas in the last stage the vast majority of respondents (86%) declared that it is the handling of complaints. As evidenced by the results of other studies, the processing of complaints crucially influences decisions about future transactions. In practice, 95% of dissatisfied customers do not actually report complaints, but the vast majority of them stops to buy the products of the company. However, among those customers who actually make complaints, 54-70% will make a new transaction if the reason for their complaint is eliminated, and in the case of immediate reaction to a complaint the percentage of people may rise up to 95% (Albrecht, Zemke 2001, p. 94).

2 Among the pre-transactional elements, the respondents had the choice of: a written policy of service, service declaration, a written policy of organization the delivery system, system flexibility. During the transacting phase, they were asked to identify the most important element in the supply chain, supply availability, delivery frequency, supply reliability, the time of delivery and the manner of its shipment, completeness of supply, accuracy of delivery, ease of ordering, documentation convenience. At the post-transaction phase, they had the choice of installation, warranty, repair and delivery of parts, handling complaints, product analysis during operations (as cited in: Kempny, 2001, pp. 19-27).

Table 7. Evaluation of logistics customer service in the pre-transaction, during-transaction, post-transaction stages

The level of service	Respondents' assessment					Total
	Very good	Good	Neither good nor bad	Bad	Very bad	
	Number/%	Number/%	Number/%	Number/%	Number/%	
Pre-transaction	106/30.3%	204/58.5%	37/10.6%	2/0.6%	0/0%	349/100%
During-transaction	98/28.1%	228/65.3%	19/5.4%	1/0.3%	3/0.9%	349/100%
Post-transaction	63/18.0%	202/57.9%	55/15.8%	19/5.4%	10/2.9%	349/100%

Source: own study based on the research

In the context of the responses it may be noted that the vast majority of the respondents, more than 89%, are satisfied with the pre-transaction service (more than 30% rated the level of service as very good, and about 59% as good), and over 93% of respondents expressed satisfaction with the service during the transaction (over 28% of respondents gave a very good grade, and more than 65% - good). The collected data also shows that about 76% of the respondents expressed satisfaction with the post-transaction service.

A small percentage of respondents (0.6%) assessed the level of service as bad in the pre-transaction stage, and in the during-transaction stage every 116th of the tested - as very bad, and 1 person - as bad. As it turns out, among those dissatisfied the largest percentage was after-transaction because every 18th person stated that the level of service is bad, and every 35th as very bad. It is also worth noting that every 9th person in the pre-transaction stage, every 18th during-transaction and every 6th after-transaction did not favor any option and chose the neutral answer. The results allow to conclude that the majority of respondents assess the logistics customer service in the company on a good or even very good level. Despite this positive assessment companies must permanently monitor the level of satisfaction of their customers, their needs and requirements in the case of the factors influencing the logistics customer service, as the competition can offer a better deal at any time. It becomes important to know the opinion of the respondents about factors affecting the perception of

the level of service as poor and very poor especially and adequately respond to the received feedback. In the case of neutral assessments one should pursue through appropriate adjustment of the elements of logistics customer service to meet customer needs and expectations, and even anticipate them, so that in the future, they move towards the good, or even very good grade.

In this area, attention is often drawn to the role of human capital. Of importance is to choose the right people for the positions most suitable for them according to their qualifications, ability and predisposition to perform specific functions. Therefore, one should be guided by the principle of maximum harmonization of human personality traits with the requirements of the work to be performed. Proper selection of employees for certain positions largely means job satisfaction, which in turn will translate well to a greater number of satisfied customers. Therefore, it is necessary to invest in the development and improvement of their professional qualifications. It should be noted that in case of direct contact with the customer interpersonal service affects relationships created with the client, and whether they will be long-term or not, largely depends on the workers, because according to J. Otto a satisfied employee undoubtedly plays an important part in maintaining the client, and vice versa (Otto 2001, p. 193).

5. Conclusions

In the development of enterprises operating in the market of significant importance becomes to adapt the logistics customer service to meet the customer needs. It becomes important to know the motives that trigger the willingness of the buyer to take concrete action. The study shows that the respondents as the most important element in the sphere of logistics customer service consider in the case of pre-transaction service the organization of the delivery system, in the next stage, ie. during the transaction - delivery time and manner of its shipment, and in the last stage, or post-transaction - the service of complaints. These factors affect the process of developing the optimum customer service ensuring the maximization of profits at the given costs of that service. It should also be noted that building a competitive advantage in the market is in a special way conditioned by appropriate level of logistics customer service. Enterprises should pay attention not only to guarantee the highest quality of services, starting from the pre-transaction stage, then during-transaction, and finally post-transaction. In addition, an essential element of the logistics strategy of customer service is to establish service standards based on the most important elements of the logistics customer service in each of its stages. Of crucial importance becomes the need

for continuous monitoring of the quality of the standards and expectations of customers in these areas. Positive assessment of the level of the set service standards will be the basis for customers to enter into long-term partnership relations with the company, which in turn will translate into getting tangible results and is a factor in achieving competitive advantage.

Summary

Assessment of customer satisfaction with logistics service in the light of the results of the research

In an era of rapidly growing competition logistic customer service is growing increasingly important and is becoming a substantial factor in the success of companies operating in the market. Therefore, it is necessary to improve the components affecting the quality of customer service. Taking appropriate action in this regard, and thus preparing and implementing an appropriate logistic customer service strategy becomes important from the point of view of both the survival and development of enterprises, and to achieve sustainable competitive advantage. The aim of this study is to identify and evaluate determinants influencing consumers' purchasing decisions in the area of logistics customer service. In addition, the article focuses on the development of solution proposals for enterprises to enable a better match the supply to the needs and preferences of customers. It is worth noting that the effectiveness and efficiency of operations in the field of logistic customer service is highly dependent on proper identification of needs and expectations of existing and potential buyers. Therefore, there is in this respect a need for permanent monitoring of the quality of service and customer expectations.

Keywords: *customer service, logistic elements of customer service, benefits and costs of service, logistic customer service strategies.*

Streszczenie

Ocena zadowolenia klienta z obsługi logistycznej w świetle wyników badań

W dobie dynamicznie rozwijającej się konkurencji coraz większego znaczenia nabiera logistyczna obsługa klienta, która staje się ważnym czynnikiem sukcesu przedsiębiorstw funkcjonujących

na rynku. Dlatego też zachodzi konieczność udoskonalania komponentów wpływających na jakość obsługi klientów. Podjęcie odpowiednich działań w tym zakresie, a co za tym idzie przygotowanie i wdrożenie odpowiedniej strategii logistycznej obsługi klienta staje się ważne z punktu widzenia zarówno przetrwania, jak i rozwoju przedsiębiorstwa, a także osiągnięcia trwałej przewagi konkurencyjnej. Celem niniejszego opracowania jest wyróżnienie i ocena determinantów wpływających na decyzje zakupowe konsumentów w obszarze logistycznej obsługi klienta. Ponadto w artykule skoncentrowano się na opracowaniu propozycji rozwiązań dla przedsiębiorstw pozwalających lepiej dostosować ofertę do wymagań i preferencji klientów. Warto zauważyć, że skuteczność i efektywność działań w zakresie logistycznej obsługi klienta w zasadniczym stopniu zależy od właściwego rozpoznania potrzeb i oczekiwań istniejących i potencjalnych nabywców. Dlatego też zachodzi w tym względzie konieczność permanentnego monitorowania jakości obsługi i oczekiwań nabywców.

Słowa

kluczowe: *obsługa klienta, elementy logistycznej obsługi klienta, korzyści i koszty z obsługi, strategie logistycznej obsługi klienta.*

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