

LOGISTICS SERVICE INNOVATION FOR BUSINESS GROWTH: A CASE STUDY OF LOGISTICS SERVICE ENTREPRENEURS

Suvittawat A.*

Abstract: The emerging of e-commerce creates the logistics industry to experience a new never before seen high. Logistics is a great opportunity for service innovations and business growth in this time and age. This objective of the study is to find out logistics service innovation in various dimensions such as customer satisfaction, service guarantee, service blueprint, pay by instalment, product testing trial and the offering of additional services. This research applied a quantitative method by using questionnaires focusing on 44 logistics service entrepreneurs. The results of this study reveal that logistics has become a service industry with a service mind and quality, and it provides a service blueprint, service guarantee and customer satisfaction guarantee. Those who do not adjust to the demands of the market and focus on customer satisfaction are left behind and miss out the business growth opportunity. The demand for new domestic logistic service like Grab and company like Kerry carry more than their market share focusing on service warranties and guarantees something new in industry, and country which usually passes on the blame whenever it can. But in this case, with logistics, the innovative companies take responsibility.

Key words: business growth; entrepreneurs; logistics management; service innovation

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Introduction

Economic development pays more attention to entrepreneurship as the entrepreneurs make their countries to grow economically. Rapid changes in the world economy make all of the business organizations and entrepreneurs to redesign their business strategies by emphasizing service innovation. Market availability is a positive sign for both business growth and innovation, and it enhances the internationalization of products and services (Castano, Mendez and Galindo, 2016). The entrepreneurs generate more innovative products and also improve resource utilization, then the entrepreneurs provide more wealth and employment opportunities. People around the world are resorting the products from the international and local providers. E-commerce is growing rapidly, and it has an impact on logistics businesses. The traditional logistics cannot handle the high demands for the requirements of logistics then the service innovation is necessary for logistics providers' adoptions. The logistics providers are forced to adjust their

* **Suvittawat Adisak** Assistant Professor., DBA. Suranaree University of Technology, School of Management.

✉ corresponding author: suvittawat.adisak@gmail.com

strategies to provide the on-demand delivery, and low-cost operation as the demands and expectations of customers are changing.

Innovation considers as an important factor for competitive advantage, and innovation will affect direct and indirect business growth. Many important points of service innovation are considering for logistics entrepreneurs since their businesses depend mainly on high service quality (Sousa-Zomer and Miguel, 2018). The idea of service innovation is widely accepted primarily in improving service performance and increasing added value for customers. Generally, service innovation provides new concepts and introduces new service processes or technologies by helping entrepreneurs to receive high competitive advantage (Hsieh and Chou, 2018). Currently, the service business is playing a key role in economic development since the service business is continuously growing. Service innovation plays as a society's powerful engine to drive and catalyst for service sector growth and sustainable growth (Rantala et al., 2018). However, the limited level of service innovation competency of Thai logistics entrepreneurs has led to significant challenges for Thai logistics entrepreneurs (Hendayana and Suryana, 2019). The researches for innovation have been focused on product innovation rather than on service innovation. However, service innovation researches have been recognized for innovation since the service sector is driving economic growth (Carvallho and Goodyear, 2018). In recent years, logistic services outsource such as information technology service, and logistics services have been dramatically increasing as many service providers engage and establish long-term service providing for the customers (Liu et al., 2017). Logistic service has a positive relationship with the capabilities of resource management and innovation. Logistic service also has positive performance of container shipping of logistics service firms (Yang et al., 2009).

Literature review

Service innovation has become crucial organizational competitiveness as it helps to improve customers' experiences. The organizations offer new services or service innovation to improve the service experience for customers and members (Randhawa et al., 2017). Innovation is fundamental for business growth. The innovation results provide the similar performance across the region where concentrated on innovation context. Innovation also has a positive impact on high grow business operations by increasing funding and business opportunities (Kotasko and Rozsa, 2018). The business performance is evaluated by the revenue rising performance, which is depended on globalization, customer demand changing and digitalization. The high competition has been increased from globalization and customer demand changing then business operations need to improve their services by introducing new service strategies (Onuferove and Cabinove, 2019). The logistics service quality and customer satisfaction consider as the fundamental of key business environment factors as it improves the

relationship between logistics service providers and customers in the long term. For long term business relationship, logistics service providers need to provide the service in line with customers' needs and guides to high customer satisfaction (Nedeliakova et al., 2014). The product testing trial is a very simplified representation of the new product response process (Silk and Urban, 1978). The trial of the product conveys additional significant information beyond the product positioning statement (Sasongko; Huruta and Pirzada, 2019). Whereas generally, more information might be theorized to increase one's confidence in his or her perceptions or preferences for a product; this is not necessarily the case. For instance, the positive taste positioning statement might be contrary to the possible negative taste experience of actual product trials. The baking soda toothpaste has a distinct taste (Micu et al., 2009). Service is given in access, which required in the contract (Simarmata et al., 2017). Additional service in logistics consists of product picking, product palletizing and product shipments such as transportation and product loading. Additional service can easily include to logistical core process and add the value for logistics service. Additional information services refer to the additional information of products such as product price, product quantity, price discount and credit term extension (Gleissner and Femerling, 2013). The leading company should give extra services to keep customers retainable (Simarmata and Ikhsan, 2017). During the period of the base warranty, a free repair service is offered by the seller when the product fails (Chang and Lin, 2012). The warranty claim may be defined as a customer's claim for replacing, repairing or compensating the failed product or service (Shaw, Chovancová and Bejtkovský, 2017). A service blueprint is a way to map and visually explain the system that supports a service. The objective of the service blueprint is to comprehend the whole customer service experiences from the customer's perspective (Haugen, 2014). An effective service blueprint can reduce many failures as well as improve the quality of service (Hossain et al., 2017). Service design is very important for value creation and customer satisfaction enhancement. Generally, service needs to satisfy customer and solve customer problems, the objective of service design is to evaluate the best way and profitable way for logistics service organization. Service design is really important because it involves service quality, service cost and the image of service organization (Haksever and Render, 2013). Service innovation functions as the engine of social renewal, and it provides the catalyst needed for the economic growth of the service sector. Service innovation operates as the motor of economic growth and comprises all service sectors (Atarodian, 2016). Service innovation is considered as a new product, a new process, or a new service that is much different from the previous offerings (Witell *et al.*, 2016). Customer satisfaction toward a purchased product depends on its performance under warranty and during the rest of its useful life (Ack and Urthy, 2004). Customers rank warranty contract is the highest among the dimensions of after-sales service, followed respectively by delivery and installation in the next positions and

determine customer satisfaction (Issac et al., 2013). As e-commerce is gradually increasing, the logistics entrepreneurs need to adjust their business models for fast, free and convenient deliveries, which are driven by customers' needs. Business growth is typically associated with high performance (Husaini; Pirzada, and Saiful, 2020). So, owners stand to get a monetary return from such growth. Furthermore, in addition to offering opportunities for financial gain, business growth also increases a company's chance of survival (Dobbs and Hamilton, 2007). Customer satisfaction is really important for logistics service entrepreneurs because they need to provide innovation service for customer satisfaction. If they do not satisfy customer expectation, their services will be replaced by competitors. Then, most of logistics service entrepreneurs must ensure that their logistics services meet customer preferable (Meidute-Kavaliauskiene et al., 2013). Currently in the service industry, it has a high competition; the service providers must keep the fundamental of customer orientation by introducing new service innovation such as service guarantee. The service guarantee strategy provides the customer insights and guideline for new service innovation development. Service guarantee must be created by differentiation strategy, which leads to service innovation and sustainability (Paraman, 2014). The classical industrial manufacturing embraces in old technology that makes it competitive in the short period. The emerging of digitalization makes more manufacturing and creates competitiveness in the business. The introduction of digital manufacturing techniques and practices creates the advantage for gaining market leadership and receiving long term sustainability (Pekarcikova, Trebuna and Kliment, 2019).

Methodology

This research is an exploratory one focusing on new factors that affect Service Innovation factors of Thai Logistic Entrepreneurs. It also explores the degree to which each of the Service Innovation factors has an impact on their Business Growth.

This study applies quantitative methods by using questionnaires (Singh and Crisafulli, 2016). The distribution of the questionnaire is carried out randomly (Bogicevic, Yang, Bilgihan and Bujisic, 2013). This study uses qualitative contextual tools as the first parameter of identification. Secondary data is taken from a bibliographical study and research results confirmation. The surveys had done with 44 logistics service entrepreneurs across Thailand by using face to face method.

The literature reviews have been conducted before the research was started. The key independent variables have created after the careful analysis of literature, and it has been identified that there are five independent variables. The five key parameters consulted with the experts before initial questionnaires completed. The statistic methods for data analysis are mean and SD statistics. The conclusions have been constructed based on the research analysis.

The research is scoped to the local phenomena of logistics service entrepreneurs in the north-east and central Thailand. This exploratory research focuses on 44 logistic service entrepreneurs by asking them with questionnaires. The observations and participations are done with 44 logistics entrepreneurs to reconfirm the research results.

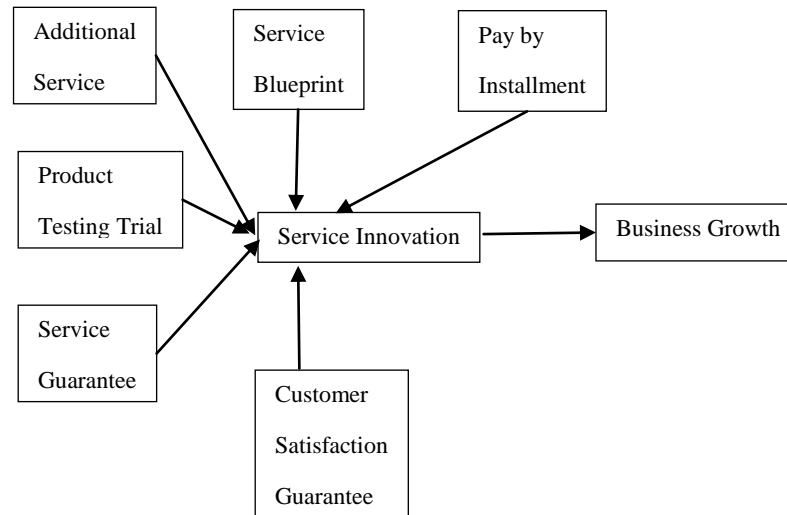


Figure 1: Conceptual framework of this research

Based on the conceptual framework of this research, the independent variables are additional service, product testing trial, service guaranty, service blueprint and service guaranty, which have a direct effect for service innovation. The service innovation will have a direct influence on business growth. Additional service refers to the design for service and operational service, and it separates the service providers from competitors. Additional service creates the differentiation of service innovation. So, additional service has direct influence on service innovation. Product testing trial is the product for a specific need of customer, and the customer has an opportunity to test it before purchasing. In logistics activities, product testing can do in each different supply chain such as storage, transportation and shipment. The service blueprint is a flowchart of service design in the complex task. Service blueprint will allow the logistics service entrepreneurs to observe their service processes and delivery from the customer's need. Service blueprint will identify and capture productivity and enhance customer experience then it will directly influence on service innovation. A service guarantee is an assurance that service or product meets customer expectations. Generally, a service guarantee is provided to the customer in a formal writing and declared for customer

understanding. If the product or service does not meet the customer expectation or fail, logistics service entrepreneurs will replace them. Service guarantee has direct influence effect for service innovation as it will create the competitiveness advantage. Customer satisfaction considers as the important factors for logistics service providers. If they cannot satisfy customer satisfaction, their businesses will be replaced by competitors. Logistics service entrepreneurs must ensure their service processes. So, it will fulfil customers' needs as the customers will choose a logistic service entrepreneur who understands their needs. Customer satisfaction guarantee has direct influence on service innovation as it will meet the customer expectation.

Results

Data presented in the Table 1 show the results from 44 logistics service entrepreneurs. It is found that 21 logistics service entrepreneurs have a first investment more than 24,000 USD, which accounts for 47.7 percentage, 15 entrepreneurs have a first investment 3,030-24,000 USD that accounts for 34.1 percentage, and 8 entrepreneurs have a first investment 1,000-3,000 USD, which accounts for 18.2 percentage.

Table 1: General data of entrepreneurs

Variable	Number of entrepreneurs	Percentage
Business Size		
1. First investment 1,000-3,000 USD	8	18.2
2. First investment 3,030-24,000 USD	15	34.1
3. First investment more than 24,000 USD	21	47.7
Business Model		
1. Owner the brand	36	81.8
2. Franchisee from others	8	18.2
Business Duration		
1. < 1 year	8	18.2
2. 1-3 years	15	34.1
3. 3-5 years	10	22.7
4. > 5 years	11	25.0
Number of Employees		
1. =1-3 Employees	23	60.5
2. =4-6 Employees	9	23.7
3. =7-9 Employees	3	7.9
4. >10 Employees	3	7.9
Estimated Monthly Income		
1. < 3,000 USD	19	43.2
2. =3,001-6,000 USD	16	36.4
3. =6,001-9,000 USD	5	11.4
4. >9,000 USD	4	9.1

According to business format parameter, 36 logistics service entrepreneurs have their brand, which accounts for 81.8 percentage and 8 logistics service entrepreneurs have franchisee that accounts for 18.2 percentage. In accordance with business duration parameter, 15 logistics service entrepreneurs have a business duration of 1-3 years, which accounts for 34.1 percentage, 11 logistics service entrepreneurs have a business duration of more than 5 years that accounts for 25.0 percentage, 10 logistics service entrepreneurs have a business duration of 3-5 years, which accounts for 22.7 percentage, and 8 logistics service entrepreneurs have less than 1 year business duration, which accounts for 18.2 percentage. While considering the number of employees' parameter, 23 logistics service entrepreneurs have 1-3 employees, which accounts for 60.5 percentage, 9 logistics service entrepreneurs have 4-6 employees that accounts for 23.7 percentage, 3 logistics service entrepreneurs have 7-9 employees and 3 logistics service entrepreneurs have more than 10 employees. Coming to estimated monthly income parameter, 19 logistics service entrepreneurs have an estimated monthly income of less than 3,000 USD, which accounts for 43.2 percentage, 16 logistics service entrepreneurs have an estimated monthly income of 3,001-6,000 USD that accounts for 36.4 percentage, 5 logistics service entrepreneurs have an estimated monthly income of 6,001-9,000 USD, which accounts for 11.4 percentage, and 4 logistics service entrepreneurs have an estimated monthly income of more than 9,000 USD that accounts for 9.1 percentage.

Table 2: Service innovation from large logistic service entrepreneurs

Variables	Mean	SD
Customer Satisfaction guarantee	4.42	0.68
Service guarantee	4.29	0.67
Service Blueprint	4.13	0.76
Pay by installment	4.00	0.91
Product Testing Trial	3.90	0.90
Additional Service	3.71	0.80
Average	4.08	0.79

Table 2 shows the means and standard deviations (SD) of the following variables: Additional Service, Product Testing Trial, Service guarantee, Service Blueprint, Customer Satisfaction guarantee, Pay by instalment. The results have shown that the logistics service entrepreneurs demonstrate the agreed level in which it has the average mean=4.08 and average SD=0.79. The mean of customer satisfaction guarantee, service guarantee, and service blueprint are 4.42, 4.29 and 4.13, respectively. The mean of pay by instalment, product testing trial and additional service, are 4.00, 3.90 and 3.71, respectively. The means of those variables influence service innovation and business growth.

Table 3:Service innovation from Small Logistic service entrepreneurs

Service innovation dimensions	Median	SD
Customer Satisfaction guarantee	4.42	0.65
Service Blueprint	4.28	0.77
Service guarantee	4.24	0.72
Additional Service	4.23	0.88
Pay by installment	3.97	1.03
Product Testing Trial	3.69	1.08
Average	4.14	0.85

Table 3 shows the resulted means and standard deviations (SD) of the following variables: Additional Service, Product Testing Trial, Service guarantee, Service Blueprint, Customer Satisfaction guarantee and Pay by instalment. The results have shown that the logistics service entrepreneurs demonstrate the agreed level in which it has the average mean=4.14 and average SD=0.85. The mean of customer satisfaction guarantee, additional service, service guarantee, service blueprint, pay by instalment and product testing trial are 4.42, 4.23, 4.24, 4.28, 3.97 and 3.69, respectively. The means of those variables influence service innovation and business growth.

Data form the Table 4 present the means and standard deviations (SD) of the following variables: Additional Service, Product Testing Trial, Service guarantee,

Service Blueprint, Customer Satisfaction guarantee and Pay by instalment. The results have shown that the logistics service entrepreneurs demonstrate the agreed level in which it has the average mean=4.10 and average S.D=0.86. The logistics service customers consider on service innovations and emphasize more on basic logistics activities. Logistics service providers are looking for the attractive service innovation, must properly understand the customer expectation (Meidute-Kavaliauskiene, Aranskis and Litvinenko, 2014).

Customer Satisfaction guarantee mean is 4.42. The competitions between budget hotels in the eastern part of Thailand have intensified and many hotel providers are attempting to reduce the rental price, which makes their revenue reductions. Customer satisfaction will enhance hotel providers to improve their service innovation (Suvittawat, Klichandeand, and Singchai, 2018).

Table 4: The integration of service innovation for business growth

Service innovation dimensions	Median	SD
Customer Satisfaction guarantee	4.42	0.66
Service guarantee	4.26	0.76
Service Blueprint	4.20	0.76
Pay by installment	3.98	0.97
Additional Service	3.97	0.84
Product Testing Trial	3.79	0.99
Average	4.10	0.86

Service guarantee mean is 4.26. A service guarantee is the promise of logistics service providers, and it makes them work for customer needs. The key success of service guarantee depends mainly on understanding customer needs, interacting with customers, excellent presentation and product delivery (Paraman, 2014). Service Blueprint mean is 4.20. Service design is a crucial step for value creations and satisfies the customer. The main target of service is to satisfy the customer needs and solves customer problems. Generally, service design has an influential effect on quality, cost and customer perception. New product or service innovation

is requested as it will enhance the competitive advantage of logistics service providers (Haksever and Render, 1995). Pay by instalment mean is 3.98. It refers to the partial payment; customers will pay the total price amount in a instalment mode. The pay by instalment provides the advantage for logistics service providers as customers will have an opportunity to manage their cash flow (Veraart, 2014). Additional Service mean is 3.97. Additional service refers to any products, services or resources, and it is outside the area of the payment agreement. The additional service will enhance customer satisfaction as it is a reasonable requirement for business operations. The logistics service system consists of the wide scope of logistics components such as order processing, warehousing and transportation services. However, the additional service is very important for the logistics process because the additional service supports the core logistics process (Gleissner and Femerling, 2013). Product Testing Trial mean is 3.79. It refers to the product sample for customer pre-used, product testing trail will enhance customer experiences and helps to achieve a successful launch of the product or service. Generally, customers will benchmark the product with competitor products by using the comparative point of comparison. The logistics service entrepreneurs must develop the product testing trail before giving it to the customer, and it will help the customer satisfactions (Myerson, 2015). The means of those variables influence service innovation and business growth.

Conclusion

The new logistics business models are very important for logistics service entrepreneurs that can operate e-fulfilment depots and create customers' satisfactions. New concepts of logistics innovation have become more crucial for logistics' competitiveness of Thai entrepreneurs. Logistics innovation is the process to develop new technologies and procedures along with new creative ideas and implementation through new logistics innovation parameters. An innovation strategy will benefit the logistics entrepreneurs from business growth and sustainability, and it comes from opportunity optimization. Moreover, the entrepreneurs' abilities to understand customers' needs and development of innovative services have responded to customers' needs and implied long-term business growth. From the perspective of service innovation, as shown in the conceptual framework, this paper analyzes the influenced variables for service innovation and business growth. Based on the results, the customer satisfaction guarantee is the important variable for service innovation. Both Thai logistics entrepreneurs and the customers are willing to opt the services with a satisfaction guarantee. Other variables, service guarantee, service blueprint, pay by instalment, product testing trial and additional services are also significant for service innovation for logistics entrepreneurs.

The logistics service providers need to improve their services since the competition is growing either internal or external players in the market. Service innovation

affects the business growth both direct and indirect way, helps the service logistics entrepreneurs to gain competitive advantage and also gives the benefits to customers. Currently, logistic service has a positive relationship with the capabilities of resource management and innovation. Logistics service entrepreneurs who transform their conventional service practices to service innovation practices will gain a more competitive advantage than others.

Study limitations and future study directions

Currently, the world is suffering from Covid-19, which makes mobile logistics service changing. Customers prefer to purchase the product online or e-commerce, then it enhances the opportunity for logistics service entrepreneurs who improve their service performance. It is highly recommended to follow up this study over time with a larger sample and more logistics service entrepreneurs and customers in the original locations. It would be interesting to apply the same instrument to the other geographic areas of Thailand including major metropolitan areas like Bangkok, Phuket and Chiangmai. Another recommendation is to replicate this study in neighbouring Asian countries including Vietnam, Cambodia, Laos, Malaysia, Myanmar Europe and the USA. It may be also expanded the scope of the study and focus on different aspects of service innovation in general.

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INNOWACJE USŁUG LOGISTYCZNYCH DLA ROZWOJU BIZNESU: STUDIUM PRZYPADKU PRZEDSIĘBIORCÓW USŁUG LOGISTYCZNYCH

Streszczenie: Pojawienie się e-commerce powoduje, że branża logistyczna może doświadczyć nowej, nigdy wcześniej niespotykanej wysoko. Logistyka jest doskonałą okazją do innowacji usługowych i rozwoju biznesu w obecnych czasach. Celem tego badania jest znalezienie innowacji w zakresie usług logistycznych w różnych wymiarach, takich jak zadowolenie klienta, gwarancja usług, plan usługi, płatność ratalna, testowanie produktu i oferowanie dodatkowych usług. W badaniu zastosowano metodę ilościową, wykorzystując kwestionariusze skierowane do 44 przedsiębiorców usług logistycznych. Wyniki tego badania pokazują, że logistyka stała się branżą usługową z myślą o jakości

usług i zapewnia plan usług, gwarancję usług i gwarancję satysfakcji klienta. Ci, którzy nie dostosowują się do wymagań rynku i koncentrują się na zadowoleniu klientów, zostają w tyle i tracą szansę rozwoju firmy. Zapotrzebowanie na nowe krajowe usługi logistyczne, takie jak Grab i firmy takie jak Kerry, przewyższają ich udział w rynku, koncentrując się na gwarancjach usług i gwarantując coś nowego w branży oraz kraju, który zwykle ponosi winę, gdy tylko jest to możliwe. Ale w tym przypadku, przy logistyce, innowacyjne firmy biorą na siebie odpowiedzialność.

Słowa kluczowe: rozwój biznesu; przedsiębiorcy; zarządzanie logistyczne; innowacje usługowe

促进业务增长的物流服务创新:物流服务案例研究

摘要: 电子商务的兴起使物流业经历了前所未有的新机遇。物流是当今时代服务创新和业务增长的绝佳机会。该研究的目的是找出物流服务创新的各个方面,例如客户满意度,服务保证,服务蓝图,分期付款,产品测试和提供附加服务。本研究通过使用针对44位物流服务企业家的问卷调查采用了定量方法。研究表明,物流已经成为具有服务意识和质量的服务业,并提供了服务蓝图,服务保证和客户满意度保证。那些不适应市场需求而只关注客户满意度的人被抛在后面,错过了业务增长机会。对诸如Grab之类的新的国内物流服务和诸如Kerry之类的公司的需求超出了他们的市场份额,其侧重于服务担保和担保,这是行业中的新事物,而国家通常会尽一切可能归咎于责任。但是在这种情况下,通过物流,创新型企业将承担责任。

关键字: 业务增长;企业家物流管理;服务创新