Logistics Quality Management for Logistics Service Providers

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Logistics Management definition

• “That part of the supply chain process that plans, implements, and controls the efficient, effective flow and storage of goods, services, and related information from the point-of-origin to the point-of-consumption in order to meet customers’ requirements”

Council of Logistics Management (1998)
Logistics Management – Boundaries and Relationships

- Logistics management activities include
  - Inbound and outbound transportation management,
  - Fleet management,
  - Warehousing, materials handling, order fulfillment,
  - Logistics network design,
  - Inventory management, supply/demand planning
  - Management of third party logistics services providers.
  - Sourcing and procurement,
  - Production planning and scheduling,
  - Packaging and assembly,
  - Customer services
Logistics Management – Boundaries and Relationships

• It is involved in all levels of planning and execution—strategic, operational and tactical.

• Logistics management is an integrating function, which coordinates and optimizes all logistics activities, as well as integrates logistics activities with other functions including marketing, sales manufacturing, finance, and information technology.
What is Quality

• **ISO definition:** "The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs".

• In simpler words, one can say that the service has good quality when it "complies with the requirements specified by the client".

• In Principle there are three levels from Top Down
  • **Quality Management**
  • **Quality Assurance**
  • **Quality Control**
Quality Management

• Quality Management is the assembly and management of all activities aimed at the production of quality by organization of various kinds.

• A statement of objectives and policy to produce quality should be made for every units in the organization. It will identify the internal organization and responsibility for the effective operation in the Quality system.
Quality Assurance

• Quality Assurance in ISO definition:
• The assembly of all planned and systematic actions necessary to provide adequate confidence that a product, process, or service will satisfy given quality requirements."
• The result of these actions aimed at the production of quality, should be audited by Independent Quality Assurance Officer.
• In case of special project, customers may require special quality assurance measures or a Quality Plan
Quality Control

- **Quality Control defined by ISO** as “the operational techniques and activities that are used to satisfy quality requirements.”

- An important part of the quality control is the Quality Assessment.

- Quality control is primarily aimed at the prevention of errors. Yet, despite all efforts, it remains inevitable that errors are be made.

- **“Five Ws”**
  - what error was made?
  - where was it made?
  - when was it made?
  - who made it?
  - why was it made?
Introduction to ISO 9001:2015

• The adoption of a quality management system is a strategic decision for an organization that can help to improve its overall performance and provide a sound basis for sustainable development initiatives.

• This is basic quality system in organization who wishes to have quality service for customers.
Introduction to ISO 9001:2015

The potential benefits to an organization of implementing a quality management system based on this International Standard are:

a) the ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements;

b) facilitating opportunities to enhance customer satisfaction;

c) addressing risks and opportunities associated with its context and objectives;

d) the ability to demonstrate conformity to specified quality management system requirements.
Concept of ISO

• This International Standard employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking.

• The process approach enables an organization to plan its processes and their interactions. Actually it is internal supply chain when each process being connected.

• The PDCA cycle enables an organization to ensure that its processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on.
Concept of ISO

• **Risk-based thinking** enables an organization to determine the factors that could cause its processes and its quality management system to deviate from the planned results, to put in place preventive controls to minimize negative effects and to make maximum use of opportunities as they arise.
Quick Steps to implement Logistics Quality Management

Step 1. Engagement of Top Management
Most of Companies perform business and set up

• Vision
• Mission
• Strategy
• Objective
• Action Plan

Is these Enough ???
• WHAT VISION YOU HAVE??

• Sample of Vision : What you want to be.

“We will be the company who provides foremost service to customers among the same type of business entities in the Philippines”
• Mission: What you have to do....

• We will be Logistics Company who provides better service than others by all level of staffs who will be trained to be professional, care and fully response every needs of customers in reality.

• We will continuously improve all work procedures matching with the changes of environment and requirement of customers and will keep on providing value added to customers.
• **Mission: Some more sample**

We will provide the foremost and full range of services to our Customers in Sea/Air Transportation by professional, experienced, skilled staffs and good management and quality system at the acceptable level price.

We will create value added to Shareholders and Staff’s quality life.

We will bring new technology to use and develop staff knowledge and skill including improve and modernize continuously our internal process.
• Strategies: What tools to be used..

• Excellent Learning Development
• Networks & Alliances Development
• Cultivating good moral traits
• Communication and information technology Development
• Structuring Organization to achieve Vision
• Management system Development
• Organization Behavior Development
• Objective: Target to achieve

**SMART** Model:

- **Specific** – Clear objective
- **Measurable** – Good KPI
- **Attainable** – Able to achieve, not too difficult
- **Realistic** – Can be come true, not too optimistic, not a dream
- **Timely** – Within promised period
Some Tasks to do for objective

• Staff will be trained in every aspects to be able to satisfy Customers and will be treated from the Company the best remuneration and welfare as much as the Company can do. Staff will be the high disciplines persons, good manner, respect to others in order to make Good Culture for the Company.

• The Company will try by all means to response every Customers’ needs at the acceptable cost to fulfill their satisfaction.

• The Company will continuously develop, improve internal operation and use suitable new technologies to meet with the changing business and natural environment

• The Company will create Value Added to Shareholders, Stakeholders and perform Corporate Social Responsibility.
• Do you have your company policies?

• Sample:

• We will deliver the good and valuable services according to the customers requirement in order to meet their most satisfaction by our quality system and staffs.

• We also always take into consideration for all Stakeholders and will perform business to benefit them with ethics and good governance.
DO YOU HAVE QUALITY POLICY?

“Customers will be fully responded their requirement by service quality from the service minded staffs who have been continuously trained in order to have good manner, knowledge, ability in services and create long term relationship with Customers.”
Quick Steps for Quality Management
Step 1. Management Vision and Commitment

• Top Management must engage with Company Policy and Quality Policy provided Mission, Strategy and Action Plan in performing business in order to satisfy customers’ requirement.

• Management must set up Quality Policy and ensure that every staffs understand What is Quality Policy of the company.

• The important of Top Management in providing a clear and strong message about his vision for Quality improvement cannot be over-emphasized and must be articulated at all levels of the company.
Step 1. Management Vision and Commitment

• Starting with the need to implement Quality Management System is extensively debated and discussed by the top management team.

• The vision for QMS must be defined, probably which is to provide “zero defect” logistics services with maximum efficiency through the continuous improvement of every aspect of work processes in the company which contributes to Customer satisfaction.
Step 1. Management Vision and Commitment

• Top management defines a set of measurable quality and performance objectives and formulate the corresponding strategies to guide the company towards achieving those objectives.
Do right things/Do things right

• Do right things
• Do things right

Leadership vs. Management

“Effectiveness is “Do right thing” vs. Efficiency is “Do thing right.”

It is more important to do right things than to do things right

Peter F. Ducker
Think Tank - Peter F. Ducker

• The best way to predict your future is to create it.

• If you want something new, you have to stop doing something old.

• “Whenever you see a successful business, someone once made a courageous decision.”
Step 1. Management Vision and Commitment

• Set up a team for Quality Management

The Quality Improvement team may comprise of Head of each Business Unit, One internal audit and Quality assurance officer.

Define what is the action plans that are necessary to be done in order to make Quality Service to Customers.

You may use any tools or framework to do so, such as TQM, ISO system or 7-S McKinsey Framework.
Step 2. Define Process Approach of each task

Head of each business unit may ask day-to-day staffs to write down what they are doing in every step consecutively from start to end of their work process.

The team may consider to modify the step of work and eliminate waste handling, switching step for more effectiveness or even extend work flow at later stage.

At this stage, it will be used as baseline for to establish Fundamental SOPs of all categories work process in Step 4.

This will be used as Standard Operating Procedure at final stage and become a working manual for newcomers as well.
Step 3. Define Connectivity in Internal Supply Chain

Remember that Output of each business unit will become Input of another always.

The team shall identify

• How each work process links each other.
• Where is the weakness of the link or connectivity
• Time consume of each process within Internal Supply Chain
• How and what does the whole picture of the work process for that particular function look like
• Whole flow of overall operation for each type of business.
Step 3. Define Connectivity in Internal Supply Chain

For example: linkage of work process for NVOcc

Sales person provides information the need required by customer to Customer Service such as “Customer needs Grade A container”.
Customer Service when booking with Carrier properly inform so to Carrier. Providing Shipping Instruction of Customer to Document clerk.
Document Clerk key in data and produce draft Bill of Lading.
Customer Service check correction and forward to Customer for confirmation.
Getting Confirmation, Customer Service inform Documents to issue B/L. What they are doing in each duty and how it connect to others shall be defined.
Step 4. Setting Quality Standards

This step is to develop a quality improvement model with appropriate measures to gauge outcomes and performance.

The team shall identify *the most significant of the outputs of the Step 3* being produced in the company that would determine customer satisfaction and *figured out the critical performance characteristics of each particular function.*
Step 4. Setting Quality Standards

Quality Improvement Model will be incorporated into the quality policy which required staffs to ensure to perform:

For example: in Warehouse Business

• Priority in safety, health and environment
• Reliable inventory records,
• Flawless inventory
• Services that satisfy both customer requirement and regulatory/legal requirement
• Continuous improvement for its services such as “quick delivery with accuracy”
Step 4. Setting Quality Standards

At this step, the SOP will at least mention:

a. who can or should make which type of SOP;
b. to whom proposals for a SOP should be submitted, and who adjudges the draft;
c. the procedure of approval;
d. who decides on the date of implementation, and who should be informed;
e. how revisions can be made or how a SOP can be withdrawn.

And **SOP for Quality Assurance** shall be established – how to keep record, format of documents, including how to assess the quality of services.
Step 5. Create Key Performance Indicators

This step is related to Step 4 on the other hand, the team may set a number of quality objective such as in warehouse business

• Decrease the number of accidents
• Reduce incorrect inventory records by 10%
• 100% stock-take accuracy in agreed period
• Zero customers lost due to poor service
• Deliverable according to KPI

KPI will reveal where improvement is possible, where corrections are necessary and to record actual improvements for assessment in further stage.
Step 5. Create Key Performance Indicators

How to make KPI

1. Set up the number of KPIs for that particular function (how many KPIs should be available)
2. What to measure – significant activities in that function
3. Fix or weight measurable digits
4. Do not copy others’ KPI, you should consider yourselves what to measure, how to measure and how many measures.
Step 6. Establish written Standards and Procedures

• This Standard Operating Procedure will be created in written to govern the various aspects of the work processes in each department affecting customer satisfaction.

• SOP shall provide Clear guidelines and instructions to staff members on the requirement of each work process, their roles, responsibility in matching with such requirement.
Step 7. Creating Quality Awareness

- Quality awareness and communication from top management vision about quality policy and improvement shall be created to all employees.

- Get rid of the fear of staffs (If you use ISO to have standard quality)

- You should make clear explanation of the objective of Quality Management system and educate employees on the concepts of quality to eliminate such fear and motivate them to participate.
Step 7. Creating Quality Awareness

• Problem when performing Quality Management:

1. Top Management Engagement – full commitment?
2. Managerial level Engagement – willingness to follow?
3. Employee Engagement – fear of change and burden of extra job?
4. Integrity of staffs and quality assurance officer – confess of errors and properly record when doing something wrong or not achieve of the objective of work process.
Step 8. Manager and Supervisor Training

• The training for manager and supervisor is necessary to carry out their functions as required by Quality Management System.

• They should understand well the concepts and objectives of Quality Management, thus they could explain their subordinates.

• At this stage, Company may hire expert to share the experience in the training or seminars between management and staff at different organization level to ensure their support.
Step 9. Implementing Quality Management

• It is necessary to give staffs a way to communicate to management the difficulties they encountered in actual implementation.

• Feedback from staffs is important because to perform Quality Management system, it might cause an increase in daily workload of the staff, that may create disgruntled.

• Communication channel will help them to deal with problems arising from their efforts to pursue quality improvement in their work.

• During implementation, every necessary RECORDs should be properly kept.
Step 10. Corrective and Preventive Actions

• Error-free logistics service is highest target and it is possible that at some stage of works, staff may misconduct their work process.

• An Corrective Action should be made immediately and record the root causes including record in KPI score.

• A Preventive Action shall be written on how to prevent such event which may happen again by either staffs who misconduct or Quality Assurance Officer or Head of business unit.

• Most frequent used wording “human error”. Try not to use this word.
Step 11. Recognition and Reward

• Employee empowerment and staff satisfaction based on motivation which are crucial to achieve quality goal.

• Recognition and Reward is one tool to make quality management more relaxed and enjoyable for the staff.

• Award programme should be established to recognize staff who meet their goals or perform outstanding acts is one of the motivation activity.
Step 12. Result of KPI

KPI is a tool to measure the performance of the staff align with quality objectives.

Result of KPI will reveal the weakness in each work process and it is necessary to create measures to improve in the future.

Record of KPIs must be kept to compare the current performance and past performance for continuous improvement.
Step 13. Customers Survey

It is necessary to have Customer Survey at least once a year.

It should expect what customers are expecting from the company when preparing the Customer Survey form.

Recommendation/Suggestion of Customer is required for continuing the improvement whilst the score of performance is necessary to evaluate the company capability.

You must have one box for Recommendation/Suggestion in your survey form.
Survey Form with Rewards and Prizes

• Design Survey form and send to Customers.
• Most of Customers dislike to response Survey Form.
• How to motivate them to response, you should set up Budget for:

  • Lucky Draw on survey form may be used to motivate Customer to response.
  • The Best suggestion in “Suggestion / Recommendation” will get Big Prize.
  • Thereafter, you must evaluate all scores, take into consideration of Customers Suggestion/Recommendation then take action into a plan.
Internal

Operating strategy and service delivery system

- Loyalty
  - Satisfaction
    - Employees
      - Capability
        - Service Quality
          - Productivity & Output Quality

External

Target market

- Customers
  - Satisfaction → Loyalty
    - Customer Value

- Revenue growth
  - Profitability

Workplace design
- Job design/decision-making latitude
- Selection and development
- Rewards and recognition
- Information and communication
- Adequate “tools" to serve customers

Quality & productivity improvements yield higher service quality and lower cost

Customer Experience:
- Consistent
- Intentional
- Differentiated
- Valuable

Attractive value
- Experience designed & delivered to meet target customers’ needs
- Lifetime value
- Retention
- Repeat business
- Referral
The American Customer Satisfaction Index

Perceived quality

Perceived value

Customer expectations

Customer satisfaction

Customer complaints

Customer loyalty

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Step 14. Analysis the GAPs

• Service Quality is the different between Customs Expectation and perception of Service Delivery.

• Customer expectations are formed by personal needs, past experience, and word of mouth.
The SERVQUAL Model

- **Word of Mouth Communications**
- **Requirements**
- **Past Experience**
- **Expectations**
  - **Perceived Performance**
    - **Actual Performance**
      - **Performance Standards**
        - **Management Perceptions of Expectations**
          - **GAP 1**
          - **GAP 2**
          - **GAP 3**
          - **GAP 4**
          - **GAP 5**
          - **GAP 6**

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Identify and Reduce of the Gaps

GAP 1 Customer Expectation vs. Company Management perceptions of Expectation
Gap 2 Company Management perceptions of Expectation vs. SOP
Gap 3 SOP vs Company Actual Performance
Gap 4 Company Service Delivery through External Communication vs. Customer Expectations
Gap 5 Actual Performance vs. Customer perceived performance
5 Dimension of SERVQUAL model

• **RELIABILITY** - Did the Service Provider do what was promised?

• **RESPONSIBILITY** – Did the Service Provider perform quick response and in timely manner?

• **ASSURANCE** – Did the Service Provider elicit a feeling of confidence in the customer during the service delivery process?

• **EMPATHY** – Is the Service Provider able to take Customer’s point of view?

• **TANGIBLES** – Was evidence left that the service was indeed performed?
• Reliability
• Responsiveness
• Assurance
• Empathy
• Tangibles

Conceptual framework
FOOD PANDA Case

SUKIYAKI ORDER BUT WITHOUT Sweet sour spicy sauce
Step 15. Internal Audit

- It requires to have internal audit.
- Internal audit will cross check with records and interview staffs who performed the work by sampling from their papers/records of the work process.
- Checking every business units that links each other and review the KPI.
- At final stage, Internal Audit will report to Management the result of performance.

- If you are in ISO system, Management will also be interview by External Auditor and refer to the result that is found in Quality System.

1. Coordination and Cooperation Channel with Customers
2. Customer Complaint and response channel
3. Resolve Complaint with discussion of every business units (cross functional) within organization
4. Use Customer survey to analysis for development of better services and make preventive action plan
   • Customer Complains are Customer Experience
   • Customer Experience are their needs.
Step 17. Re-planning and Continuous Improvement

• This step is seeking for Management point of view in order to find out the future activities in order to improve quality.

• It may come up with re-planning or add on something to be managed in the organization after evaluation of satisfaction score of customer together with development of Customer satisfaction in Step 16.
Step 17. Risk Management

• Risk Management shall be considered as well at this stage.

Murphy’s Law:

Anything that can go wrong, will go wrong - THEREFORE....

“Expect the Unexpected”
Step 17. Risk Management

- Identify what was going wrong on provided service quality
- Detect Problem Early
- Have Sufficient Margin to Respond
- Prioritize the Risks
- Have Contingency Plans for the Highest Priority Risks

- Re-planning for risk management
Other Research in Service Quality

• Other research suggests that:
  1. Service quality is relative, not absolute
  2. It is determined by the customer, not the provider.
  3. It varies from one customer to another.
  4. Service quality can be enhanced by matching existing customers’ expectations and experience.
MY UNDERSTANDING

UNDER PERFORMANCE = DISSATISFACTION

PROPER PERFORMANCE = SATISFACTION

UNEXPECTED PERFORMANCE = IMPRESSIVE
Improving customer service performance

Research of customer needs:

• Service level with realistic trade-offs between revenues & expenses.
• Quality Service is always trade-off with Costs.
• Make use of IT to facilitate
• Measuring performance of individual logistics activities.
Tools for establishing customer satisfaction

- Transactional surveys
- Mystery shopping
- New, declining, and lost customer survey
- Focus group interviews
- One-on-one interviews
- Customer advisory panel

Customer Coaching is one of tool to dig their expectation.
## Customer Satisfaction

<table>
<thead>
<tr>
<th>Performance</th>
<th>Expectation</th>
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<tbody>
<tr>
<td>LO</td>
<td>Satisfied</td>
</tr>
<tr>
<td>MED</td>
<td>Very Satisfied</td>
</tr>
<tr>
<td>HI</td>
<td>Very Satisfied</td>
</tr>
</tbody>
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Customer satisfaction is not sufficient

• It focuses on customer’s expectations - not their real requirements.
• Considerable research suggests that “satisfied” customers still are likely to defect.
• There is a tendency by companies to treat all customers as being equal and identical???

• How about your Key Account treatment??

• To handle this issue, use “Customer Experience Management”
Customer satisfaction is not sufficient

• Value Added Service is one of the tools to make something beyond Customer’s expectation. That creates “Impressive”.

For example:
• Take photos when receive the freight at CFS and during stuffing into container (for LCL cargoes).
• Deliver Bill of Lading to Customer premise instead they come to pick up.
• Refreshment is available for messenger to pick up D/O.
Knowing your Customer Internal Supply Chain

• To serve Customer in better shape, you must understand your Customer Internal Supply Chain.

• Align with it.

• Adapt your process to that supply chain

• Agility to response and have enough margin to cope unexpected situation.

• This is called Triple A.
The Factors that you have to keep in mind

1. Excellent Knowledge support – training and sharing knowledge
2. Excellent People – ability and capability of staffs
3. Excellent Organization – happy work place
4. Excellent Standard Operating Procedure
5. Excellent Infrastructure
6. Excellent Technology
7. Excellent KPI and analysis
8. Excellent Management Style and Strategy
Business Strategy:

• Pricing Strategy: Customer Acceptable Price Level

• Differential Strategy: Tailoring / Coaching
  Perform something Differently

• Alliance Strategy: More Alliances and customers partnership

• Extend business lines: seek for new opportunity – Why?? Disruption of environment and technology and so on.
Outsource Policy
- Share vision and Information – Ensure that your outsource understand and could perform same Quality Service

Contingency Plan
- Create Case Study and Plan

Innovation Plan
- Create something new in current service and new services

Action: Call vendors share vision
Create Case for Contingency and practice
Create Innovation on Services
• Internal Organization Strategy:

• Develop Learning for Excellence: KMLO
• Cultivating Good Moral of Staff: Building Organization Culture Behavior
• Develop Technology and Internal Communication
• Form Organization align with Vision
• Continue Improve Management system
• External Organization Strategy:

• Seeking for good Network
• Become Stand Alone or Subcontractor
• Agility/Align/Adaptable with Supply Chain of Customers
• Manage your suppliers – suppliers relationship management
Management

MBO - Management by Objectives

• Full planning and Budget by all staffs (bottom up)
• Staff inform what they will do for company
• Set Target: Sales revenue and Entire Expenses

Action : Get comment and plan from staffs
  What they want to do....
  What they want to be....
  How much Bonus they want.... Pay them if they achieve
Management

Monitoring KPI and Achievement

Action: Set up KPI and Target to achieve
Evaluate outcome, make corrective action and preventive action, re-planning if necessary
Organization Chart
Simple form and lean staffs

Action:

• Set up Chain of Command
• Flexibility of Organization
• Set up Job Description for each position
• Set up SOP
• Set up Career path and rotation
Human Resource

- Key Requirement of **Front line Staff, Managerial level**

- What is Minimum Qualification **(Sample)**

  Clearly understand Daily Function or Assigned Job and quality system
  English language capability
  Company Business Knowledge
  Sales Ability
  Able to answer Customer on what related to their Jobs.
  Able to handle colleague job when absent
  Management Skill
  Decision Making Skill

**Action**: Training Program short term / long term

Creating Service Mind of staff is very important!!!!
STAFF SKILL REQUIREMENT

Absolutely know and properly work on own work process
Able to substitute others when absent
Able to perform Multifunction
Seek and Fill in necessary Competency to staff

ACTION: Keep on Training
Rotation Plan
Set up needs for competency
Internal Communication

Action: Define communication Channel within internal supply chain
Get rid of Rumor
Ensure that information have been clearly shared
Availability of modern equipment for communication
Clear channel of report
Communication & Technology

Technology:

Action:

• Define proper Technology that requires in organization
• Protection of Trade Secret Information
• Cloud or Dual Servers
• Application or Technology that response Customer requirement, e-Seal, track and trace platform, e-AWB and so on.
Marketing

Website/ Facebook
Advertisement
Game & Puzzle and Gift Away

Action:
Person in charge who is really marketeer.
Monthly monitoring result of sales or new customers
Clearly state what you are good at which services.
Always active and update in website/facebook
Research and Development – R&D

• Study what “Change” that impacts to the business
• Development “Blue Ocean” business
• Digitization - Eco-system

Action: Seminar, Oversea Conference, Market Survey
• The core values of the company that are evidenced in the corporate culture and the general work ethic.

• It can refer to Unity or harmonization in the organization.

• Happy Workplace ??
SHARE VALUE

Value

Happiness

Passion

Empowerment

Excellence

CORE VALUE
• **Business Risk Model Framework:**

• 1. Strategic Risk
• 2. Operation Risk
• 3. Financial Risk
• 4. Hazard Risk
• 5. Information Risk
• 6. Disruption of technology
• 7. Customer dissatisfaction risk
• 8. Risk of Changes .......
• **Sample:**
  • Customer Dissatisfaction caused by staff manner
  • Wrong Strategy
  • Miss Operation
  • CCC is not proper
  • Disaster Event
  • Server Broke down
  • Office get fire
  • Key Staff gone
  • Fraud
  • Key Accounts have been taken away by resigned Employee
  • World of Today Changes in various aspects
Serving Customers in the Better way:

Customer Business Type and requirement
Customer Supply Chain Configuration
Customer Collaboration
Customer Experience Management
Customer Relationship Management
Being Best Diamond

4' Cs
Color - D Color
Carat - Proper Size
Clarity - Flawless
Cut – Good Proportion
Create 10 C’s

1. CHAIN OF COMMAND
2. CAPACITY BUILDING
3. CLUSTER
4. COLLABORATION
5. COMMUNICATION
Create 10 C’s

6. CREATIVE
7. CONTINUE IMPROVEMENT
8. CORPORATE CULTURE & VALUE
9. CUSTOMER RELATIONSHIP
   MANAGEMENT & CUSTOMER EXPERIENCE MANAGEMENT – CRM & CEM
10. CAPTURE SUPPLIER RELATIONSHIP
Research result for Quality Standard in Thailand

<table>
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<tr>
<th>Indicators of Thailand Standard Logistics Quality</th>
<th>Rank</th>
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<tbody>
<tr>
<td>Vision and Strategic Planning</td>
<td>6</td>
</tr>
<tr>
<td>Process Management</td>
<td>3</td>
</tr>
<tr>
<td>Human Capital Management and Development</td>
<td>4</td>
</tr>
<tr>
<td>Customers and Marketing</td>
<td>1</td>
</tr>
<tr>
<td>Supply Chain Collaboration with Customers</td>
<td>2</td>
</tr>
<tr>
<td>Innovation and Technology</td>
<td>7</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>8</td>
</tr>
<tr>
<td>Evaluation</td>
<td>5</td>
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<tr>
<td>Result of Performance</td>
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Questions and Answers

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