

# Research on Improvement of Deppon Express Logistics Service Quality

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## Abstract

Compared with international logistics, China's logistics enterprises are in a transitional period from development to maturity. The enterprise culture, management structure, production environment and service quality will be continuously improved. Based on this, this paper analyzes the current situation and problems of logistics service quality, and then puts forward the corresponding improvement measures.

## Keywords

Logistics enterprises; Quality of service; Deppon Express.

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## 1. The Importance of Improving Logistics Service Quality to the Development of Logistics Enterprises

### 1.1 The improvement of logistics service quality promotes the rapid development of logistics enterprises

In the current era of rapid economic development in our country, customers pay more and more attention to service quality. Therefore, with the increasingly fierce competition among logistics enterprises, the competition measures adopted by logistics enterprises are also constantly innovating and changing, such as adopting price differences, being more beneficial to customers in service, giving coupons and other activities. However, with the continuous improvement of the average living standard of Chinese residents, customers are more inclined to the service quality of enterprises. For example, Shunfeng, Zhongtong and Shentong logistics companies are familiar to people, but to say which service is better, people must first think of Shunfeng, then Zhongtong and Shentong. Because of its good reputation, Shunfeng has a bright future in the fierce competition.

### 1.2 Logistics service plays a role as a link

Logistics service is like a transfer station, which transports the products of manufacturers to wholesalers, retailers or buyers, and plays a role in transferring them. However, it is very important for an enterprise to have certain advantages in service quality. It can provide the most powerful logistics service at an appropriate logistics cost so as to maximize the benefits of the enterprise. For example, Siji 'an Logistics is equivalent to the existence of little overlord in Henan logistics enterprises. Compared with enterprises of the same scale, their logistics services are roughly the same. The only difference is the level of logistics services. At the same time, the level of logistics service is not static, it should be adjusted according to the market and the business situation of enterprises.

### 1.3 Good service quality promotes enterprises to obtain higher economic benefits

With the continuous improvement of people's living standards, people are no longer satisfied with the requirements of food, clothing, housing and transportation, and pay more attention to the improvement of service quality. Therefore, in the face of fierce competition in the logistics enterprise industry, only by continuously and eagerly improving the service quality and continuously improving

the goodwill of the logistics enterprise in people's hearts, can the orders gradually increase, can the economic benefits of the logistics enterprise be improved, the logistics cost be reduced, can the logistics enterprise carry out further reforms and innovations, and can the logistics enterprise stand out in the fierce competition.

#### 1.4 Logistics service level affects logistics cost

Since the reform and opening up, an important factor in the development of China's logistics enterprises is to reduce the respective costs between manufacturers and buyers. Therefore, logistics services play an important role in reducing costs, which must be considered on the premise of a certain service level. For example, if the quality of service is improved, it is equivalent to increasing the labor force of the staff and the cost of the company. In order to keep the cost of logistics unchanged or even lower, it is necessary to optimize the whole process of logistics.

## 2. Service Quality Status of Deppon Express Company

### 2.1 Introduction to Deppon Express

Deppon Express was founded in 1996. It is a comprehensive logistics provider focusing on customers, including express delivery, express delivery, complete vehicles, storage and supply chain, cross-border and other diversified businesses. Deppon Express has a strong talent reserve, a solid network foundation and keen insight. Deppon Express has always adhered to the network mode of combining self-management with partners, closely following the needs of customers, optimizing transportation costs and providing customers with high-quality services. With the continuous growth of Deppon Express, Deppon Express was successfully listed on the main board of Shanghai Stock Exchange on January 6, 2018, and officially changed its name from "Debon Logistics" to "Deppon Express" on July 2 of the same year.

### 2.2 Deppon Express customer service features

The characteristics of logistics customer service quality include perceptibility, reliability, responsiveness, assurance and empathy, of which the most important and core is reliability.

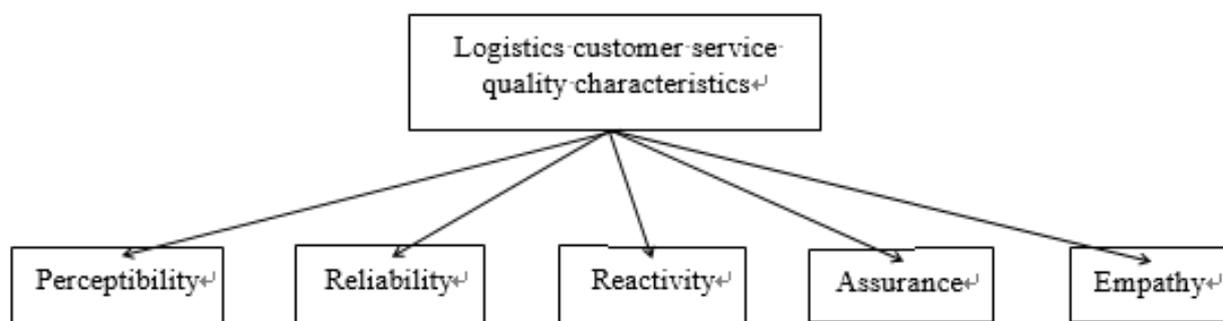


Figure 1 Customer service quality characteristics of logistics

(1) Perceptibility refers to the "tangible part" of specific facilities and equipment, external packaging and other feedback to customers for evaluation and analysis. For example, Deppon Express, unified vehicles, unified staff clothing, unified core concepts, and unified signs owned by various outlets are showing and promoting themselves to customers all the time.

(2) Reliability means that an enterprise must abide by its promise under any circumstances.

(3) Reactivity refers to that enterprises should deal with any problems arising from customers quickly and effectively.

(4) Assurance refers to the ability of employees to maintain a friendly service attitude and be competent for the job at least during the working period.

(5) Empathy means that enterprises should really care about customers, understand their real needs, meet their needs, and let customers feel that we are really working hard for them.

**2.3 Customer satisfaction survey**

**(1) Collection of satisfaction survey data**

By collecting the satisfaction survey data in the form of questionnaires, the accuracy and validity of the questionnaire data are ensured. The questionnaire mainly covers three aspects:

- ① Overall satisfaction with Deppon: including six modules of overall service, quality, price positioning, contract performance, technical support and after-sales service.
- ② Satisfaction with market customer service and personnel: including four modules: efficiency in problem solving, proficiency in business knowledge, full understanding of customer needs and ability to solve problems.
- ③ Satisfaction with the professional ability of the agent: including whether the problems raised by the customer can be solved in time, the quality of work completed, professional ability, work attitude and communication ability.

**(2) Summary, analysis and summary of questionnaire**

A total of 46 valid questionnaires were collected in this questionnaire, most of which are college students' questionnaires. The survey scope is not comprehensive, but this data also highlights certain reality within a certain range.

① The overall satisfaction survey of deppon express is shown in Figure 2:

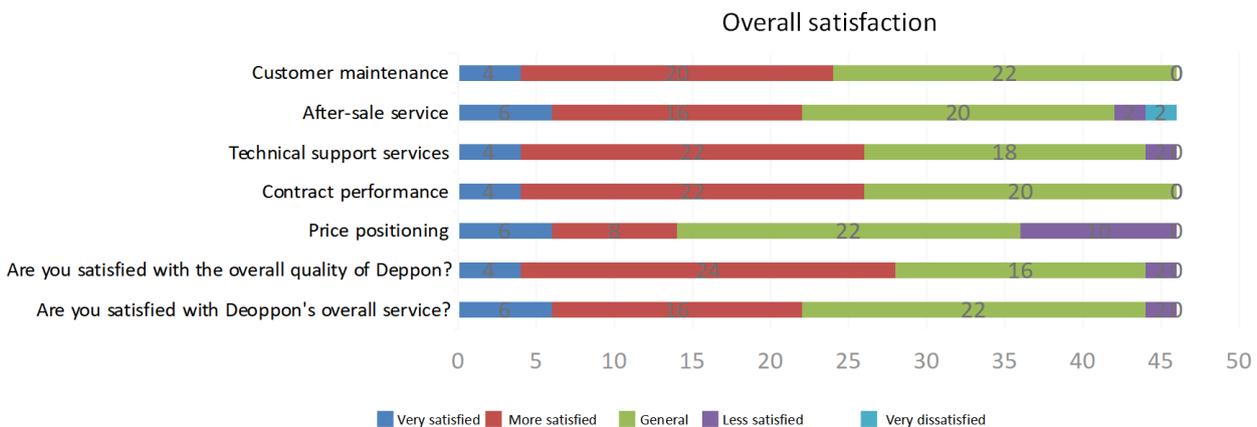


Figure 2 Overall satisfaction

From the data in Figure 4 above, it can be clearly seen that the overall situation of deppon express is relatively acceptable to customers, but the price positioning of deppon express is relatively prominent. Dissatisfaction with Deppon Express's price positioning accounted for 21.74% of the total number, indicating that there are still some loopholes in Deppon's price positioning. In terms of customer maintenance and contract performance, Deppon has done relatively well. Basically, customers are satisfied with Deppon's two points.

② The satisfaction survey of market and customer service personnel is shown in Figure 3:

From the data in Figure 5 above, it can be seen that 17.39% of Deppon's customers are not satisfied with the efficiency of problem solving and their understanding of customer needs, while their customers are relatively satisfied with their proficiency in business knowledge and ability to solve problems. It can be seen from this that Deppon Express still has many deficiencies in the timeliness of problem solving and communication with customers, such as untimely uploading and distribution, slack staff and failure to fully understand customer needs, etc., which will reduce the working efficiency of Deppon.

③ The investigation on the professional ability of agents is shown in Figure 4.

According to the data from Tu Tu 6, the customer's working attitude and communication ability to the agent are relatively positive, but the agent still needs to know more about the company's rules and regulations regarding the agent's professional ability, work quality and problem solving. In a word, the working attitude is good, but the working ability is average.

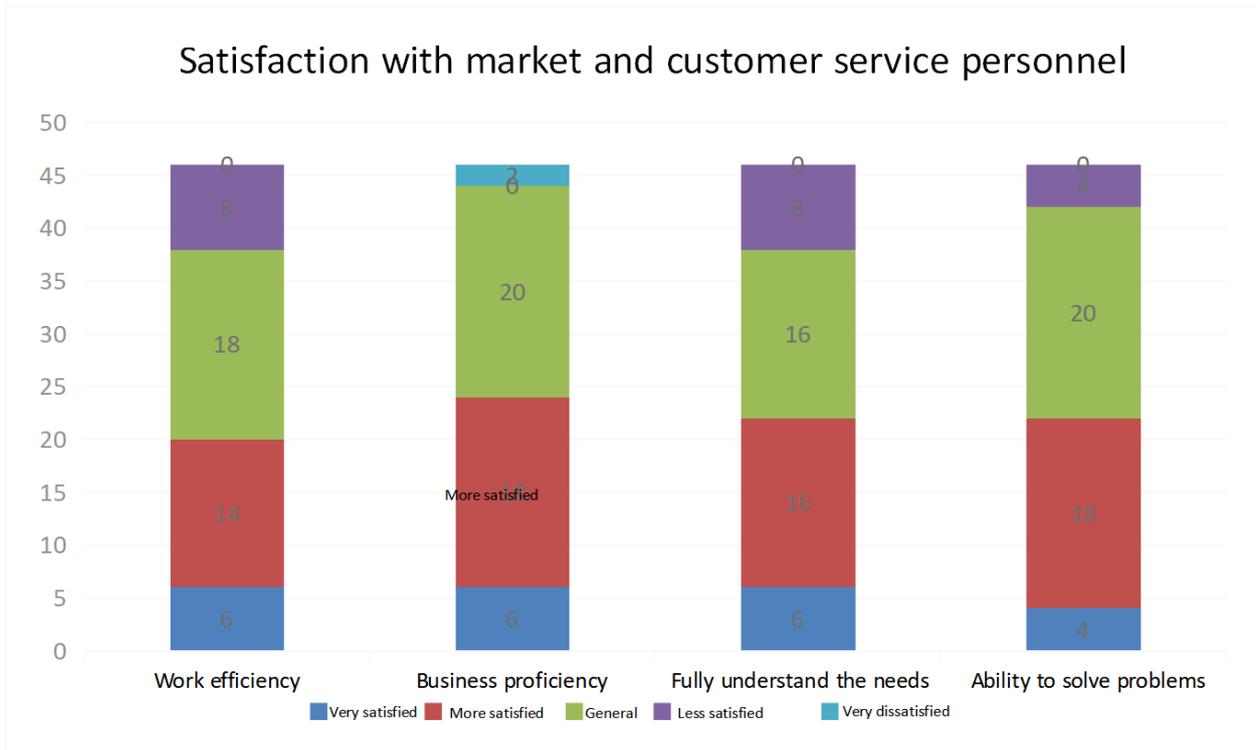


Figure 3 sSatisfaction of market and customer service personnel



Figure 4 Satisfaction of agent's professional ability

### 2.4 Specific description of problems in deppon Express

According to the statistics of network data, many logistics companies have implemented or are currently implementing price strategy in enterprise competition, but with the continuous development

of China's economy, this strategy has been satisfied with the rapid development of enterprises. With the continuous improvement of people's quality of life, people are no longer satisfied with the improvement of material level, and more and more people are more concerned about their spiritual satisfaction.

Case 1: Xiao Ming went to shop a to buy mineral water. Xiao Ming said: "how much is a bottle of mineral water for the boss" and the boss "the sign says, can't you read it yourself?" so Xiao Ming resolutely turned around and came to shop b, Xiao Ming "how much is a bottle of mineral water for the boss" and the boss "five dollars a bottle", so Xiao Ming bought a box directly and went back. In fact, the mineral water in Store A is two yuan a bottle. Xiaoming asked Boss A because he was not sure, but Boss A's attitude directly decided that he would lose more than one customer.

"Water drips through the stone", "every step is a thousand miles", all of which shows that we can not ignore any small problem, or even a towering building can be destroyed by a small ant. The customer service department is closest to the customer and accepts the mailbox suggested by the customer. Customers will usually consult customer service if they have any questions. Here we can hear voices from all over the country, some praising, some complaining and some consulting. Here you can get a close look at the customer's needs, collect the customer's voice, classify, summarize and analyze, fully show the company's advantages and disadvantages, and make further improvement for the logistics enterprises.

Deppon Express Customer Service Department includes front desk, customer complaint handling and settlement of claims. The management organization structure includes the director, senior manager, manager, team leader and staff (picture). All management levels should divide their work reasonably and contact each other to ensure the effectiveness and timeliness of information transmission. For grassroots customer service personnel, Deppon will set up a special training team to introduce the company's corporate culture, core values, promotion mechanism and, most importantly, how to effectively communicate with customers in formal work and solve customer problems in a timely manner.

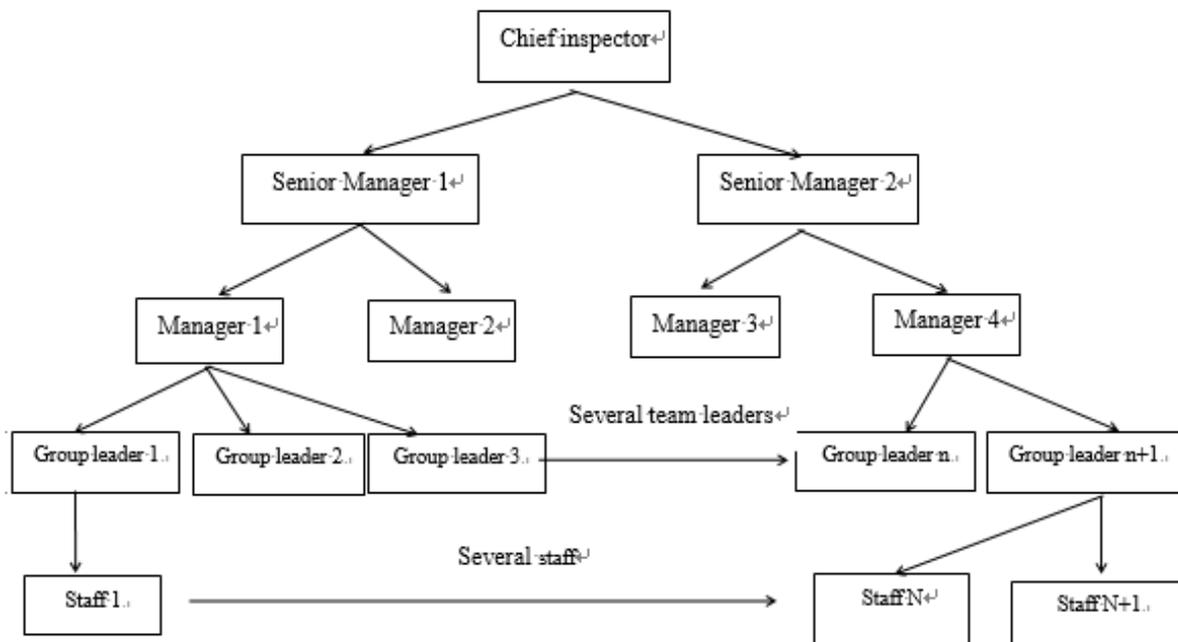


Figure 5 Management organization structure of customer service department

The working atmosphere of Deppon Express customer service department is warm and comfortable, but there is a certain pressure inside. compared with the same industry, deppon express customer

service department is a good working environment. Although Deppon Express has a comprehensive development, there are still many problems to be solved.

Take the double 11 in 2018 as an example: due to the busy business of the double 11, deppon express customer service department has expanded its recruitment of many temporary and long-term employees to welcome the arrival of the double 11. Anhui Hefei customer service department alone has about 1000 employees, but many customers can't receive their calls in time. Many problems of deppon during the period of the 11th double year plan are obvious, such as price problem, goods loss, damage, pollution problem, claims problem, centralized delivery and so on. These problems fully show whether the customer service department and the outfield are timely and effectively connected, as well as the reasonable operation after the connection. Customer service is the hub between customers and their goods, and plays a role in informing customers of the status of goods in time. But there is a big loophole in the centralized delivery, that is, the customer doesn't know how much to pay after the goods are taken to the outfield or even sent away.

#### Case 2: centralized delivery

Customer service: "Hello, deppon express, can I help you?" Customer: "Hello, I'd like to ask you how much do I need to pay for the first two refrigerators I sent, which are cash on delivery, with the order No. ~, from somewhere to somewhere, with the weight of ~ kg and the size of ~ m<sup>3</sup>?" Customer service: "according to your order number, the payment amount is 893 yuan, and I also gave you an estimate of the price, which is also about 893." Customer: "why is it so expensive? You didn't tell me how much to pay when delivering the goods. At least you should inform me in advance before delivering the goods and ask me if I want to deliver the goods. I don't care. I don't want the goods. You can return them to me, and I won't pay a cent of the postage. "

The customer service department is not only a hub connecting customers and goods, but also has a certain restrictive effect on the external market. For example, in case of price problems, customer service has the authority to require the departure department to issue a single ticket certificate, and when the goods arrive at the last outfield, it requires the outfield to weigh the goods again. If the price difference is verified, the departure department is required to make timely changes to the customer. If there is no problem, inform the customer and send the goods to the sales department. However, the problem of lost goods and the link in which the goods are lost requires the responsible department of that link to find the goods within a certain period of time and send them out. If it is not found, the loss will be reported and the claim settlement procedure will be applied to the customer. Whether it is time-limited claims or claims for damages or pollution of goods, customer service is required to conduct various negotiations to appease customers' emotions and solve problems for customers in a timely manner until the customers say there are no problems.

#### Case 3: claim settlement

Customer service: "hello Deppon Express, how can I help you?" Customer: "Please help me check the odd number ~. You have lost one of the wheels of my goods crib and said that it was for me to settle the claim. However, no one has contacted me for several days. After contacting me, you asked me for this certificate and that certificate. My crib was bought for more than 1,000 yuan. Either you install me with an identical wheel, or you mail this crib back to me and buy me another one, or you must pay me compensation. " Customer service: "excuse me, Ms. Li. I found out from the order number that we have a claim specialist to take charge of your business. Has the claim amount been explained to you?" Customer: "I said so, but I don't agree with you. Then no one will contact me again. If you don't deal with me again, I will go to the post office to complain and expose you on the Internet."

From the above cases, we can clearly see the neglect of customers by customer service. If customer service communicates with customers regularly and appeases customers more, the situation may be much better.

#### Case 4: timeliness

For example, three weeks after the double 11, the customer called and complained: "my goods have been delivered on the day of double 11, why are these half months almost over and my goods haven't arrived yet? I can understand that there was a lot of freight during the double 11, but now the double 10 has passed early in the morning. My goods haven't arrived yet. Have you sent them abroad for me?"

In fact, there are many customers who are the same as the complaint customer. The reason for this is that the large express delivery strategy launched by deppon express at that time resulted in the warehouse explosion. Although this situation has been alleviated gradually with the delay of time, there are still many customers' goods delivery time is delayed later. This situation has a very bad impact on the customer's senses, and it is also a very big loss for deppon.

Case 5: damage

Customer: "Hello, I'm the manager of XXX Hotel. I'm here to complain that the high-end wine glasses ordered by our hotel have been broken 8 by your mistake. If the glass is not expensive, I will not call back to complain. After all, I often cooperate with deppon. But each of these glasses is very expensive, and your outlets do not pay compensation, so you can only call them. " Customer service: "Hello, I can see from your order that you are mailing glass glasses. When the merchant delivers the goods, we have told the merchant that glass products need to sign a loss guarantee agreement before they can be mailed. The sender also knows that." Customer: "then you mean that you can't compensate. Why didn't you tell me before you signed the agreement, but in the end you asked me to bear all the losses? You have to give me a statement, or you won't cooperate in the future. " Customer service: "I'm very sorry for the trouble. We suggest you negotiate with the merchant."

Insurance against loss means that for glass products, if Deppon is lost, compensation will be made according to certain principles. if it is damaged, no matter what the reason, no compensation will be made.

To sum up, a customer service department alone has many problems involved, and a large enterprise like Deppon Express needs more planning by decision makers and managers to improve the enterprise's rules and regulations.

### **3. SWOT Analysis of Service Quality of Seppon Express**

#### **3.1 Advantages of deppon express in terms of service quality**

##### **(1) There are perfect training institutions**

It can provide unified training to employees at any time, keep abreast of changes in internal information of the company, and convey effective information to customers. For example, Deppon Express will arrange a unified time for the training of new employees, explaining to them the company's corporate culture and what problems they may encounter at work, and informing them of the solutions they should take. In normal work, the company will often train its employees from time to time.

##### **(2) Well appointed**

It refers to the inside of the enterprise, the company provides each staff member with a computer and a telephone to facilitate each staff member to work smoothly and effectively. For example, in Deppon customer service department, whether new or old employees, the company will specially equip each employee with computers and telephones, as well as materials and stationery needed in various jobs. in addition, the company will also store some additional equipment, which will be convenient to replace in time when the employee's equipment has problems.

##### **(3) Reasonable promotion opportunities**

For example, deppon express will provide fair, just and reasonable promotion opportunities for each employee according to their performance and work ability. New employees will have a three-month internship period. When the internship period expires, they can become full-time employees after passing the examination. After becoming full-time employees, they can go through the star channel

or the management channel. If you take the star channel and pass the performance appraisal every three months, you can be promoted to star level, up to six stars. If you go through the management channel, you will also pass the performance appraisal, but it is more strict. Generally, the company recommends to go through the management channel after upgrading to two or three stars.

#### (4) Comfortable working atmosphere

In Deppon, the first thing to have is a clean working environment, and the fresh air creates a suitable working atmosphere for employees. The second is that between the superior employees, the employees get along well with each other, providing a relatively comfortable working environment for the employees and improving the working efficiency of the employees.

### 3.2 The disadvantages of Deppon Express service quality

#### (1) Staff quality varies

Deppon Express, as a service enterprise, the quality of service is a very important point for it, and the level of staff quality directly determines the level of service quality. For example, in the case of buying mineral water, the service level of the employees directly determines the sales volume and indirectly determines the sales volume. This may not have much impact on a small convenience store, but for a large company like Deppon, a thousand-mile dike breaks at the ant nest, especially in today's fierce competition, the quality of service is especially important.

#### (2) Information transfer between nodes is not timely

Between the outfield and the outfield, between the outfield and the sales department, between the customer service and the outfield, and between the sales department, there is often a lack of timely contact for various reasons, which leads to poor customer perception. For example, the time limit problem, when the customer calls to complain about where and when the goods arrive, the customer service will usually tell the customer to contact the outfield or sales department where the goods arrive immediately after hanging up, and will call the customer back within half an hour or an hour for whatever reason. However, the problem arises when the customer service contacts the external field or the sales department, the telephone cannot be reached or the external field is opened, saying that the goods have been shipped or have not arrived, or the external field or the sales department cannot be contacted at all. At this time, the time to make an appointment with the customer is approaching. If the content of the call back to the customer is not clear enough, the customer will be more or less impressed.

#### (3) Staff slack in work

With the rapid improvement of the quality of modern life, people's demand for materials is constantly increasing, so is the flow of goods, and the labor force paid by employees is also correspondingly increasing. However, when there is no corresponding balance between pay and return, employees will have some negative emotions, which are extremely unfavorable to the long-term development of the company. For example, in case 3, if the staff of deppon often negotiates the claim with the customer, and the customer does not agree with the claim amount, they should timely inform the customer of the progress of claim settlement and how to deal with it, so that the customer can feel that we really want to solve this problem for the customer, maybe the customer's mood will be eased, and this matter will be better handled.

#### (4) The service is not very user-friendly

For example, for the 3.60 special offer, the courier delivered it to the customer's downstairs. When he learned that there was no elevator, he would prevaricate and let the customer go downstairs to pick up the express himself. As a result, many complaints and calls were generated, saying that 100% of the goods were delivered upstairs. Why did the customer go downstairs to pick up the goods himself, saying that Deppon Express made false propaganda and so on, which had a very bad impact on the reputation of Deppon Express.

### 3.3 Opportunities for Deppon Express

#### (1) Launch of new product bulk delivery

On July 2, 2018, deppon logistics held the 2018 strategic conference with the theme of "big express has great potential". In response to the brand name change and brand upgrade, Deppon Chairman Cui Weixing said at the strategy conference: "Deppon Logistics has officially changed its name to Deppon Express. Deppon will also make full use of the strength we have accumulated over the years in the field of logistics and major express to provide all customers, partners and consumers with the best quality and professional major express service."

#### (2) Advocacy of national policies

With the good economic development of the present era, the state has begun to vigorously support and promote the development of the logistics industry, which plays a certain role in promoting the expansion of all logistics enterprises in Xinjiang. However, only by seizing this opportunity, applying it effectively and perfecting various management systems can Deppon Express stand out in the logistics enterprises.

#### (3) High visibility

Deppon Express was praised by CCTV many times in 2018, especially during the 11th of the 12th of 2018, the revenue of Deppon Express broke billion yuan, the order volume increased 300% year on year, and the result was outstanding. As a result, Deppon, which was originally well-known in the field of logistics, has become a household name and has improved the status of Deppon Express in the same industry. It will play a certain role in promoting the smooth development of Deppon in the future.

### 3.4 Threats of Deppon Express

#### (1) Fierce competition in the industry

In recent years, CCTV has often reported on the logistics and express delivery industry, with criticism and praise. Some companies have closed down and some have risen rapidly. This means that China pays more attention to the express delivery industry and the competition among express delivery industries is also more intense. In addition to state-owned enterprises, there is also fierce competition between private express delivery companies. For example, Shentong and Yuantong seize the market at low prices and have a large number of internal disputes. Deppon Express is in the middle of the price range, but its service quality is more than that of the previous one. It is in a rather awkward position.

#### (2) The disadvantageous provisions in Postal Law

The "Postal Law" of the State stipulates that mail and other articles with the nature of mail shall be exclusively delivered by postal enterprises. This means that it is illegal for non-post courier companies to receive and send letters and articles with the nature of letters in the express delivery market. This is undoubtedly a big loss for Deppon Express.

#### (3) Cargo compensation is a common problem in Logistics

In the process from the customer's delivery to the business department to the consignee, no matter what the reason, it is difficult for both parties to settle the loss caused by the goods. It can also be seen from case 3 that the claim settlement process is not only long, but also difficult to achieve mutual satisfaction in the negotiation of claim settlement amount. This is very unfavorable to Deppon's reputation.

## 4. Strategies and Measures to Improve Service Quality

### 4.1 Strategies for improving service quality

Service is the essence of logistics industry. Only by continuously optimizing service quality and continuously improving customer perception can this enterprise stand out in the industry. The optimization of Deppon Express includes strengthening the service spirit, improving the welfare

treatment of employees, improving the professional quality of logistics staff, making tangible services supported by information and communication technology, and improving the accuracy of information transmission.

## **4.2 Measures to improve service quality**

### **(1) Strengthen the spirit of service**

Service is the essence of logistics industry, and service spirit is the core of logistics enterprises. The first sentence of Deppon Express's core values is "customer-centric." Taking customers as the center means putting customers' needs first and serving customers quickly and effectively. I once communicated with a customer of Deppon. this customer said that one of his goods sent to hong kong had not shown any logistics information for three days. the customer went to the store many times to ask and said that it had been sent. Later, two days later, the customer called to complain that the goods might have been embezzled. After contacting the store, customer service found the goods were still in the warehouse and had not been delivered. If the store owner is more careful and careful at work or searches for the customer in time when the customer first goes to the store to ask, there will be no follow-up situation. Strengthening the service spirit and centering on customer needs are the values that Deppon staff must possess.

### **(2) Improve employee benefits**

The improvement of employees' welfare benefits is reflected in the enterprise's care, guidance and encouragement of employees to continuously improve their customer service attitude and service quality. With the continuous improvement of people's living standard and the economic development of our country, people's demand is also increasing rapidly, and the labor level of the corresponding employees is also increasing. Only by improving the welfare treatment of employees and making them feel that their work is worth it, can the enthusiasm of employees be ignited and consumers receive high-quality and satisfactory services.

### **(3) Improve the professional quality of logistics staff**

Efforts should be made to improve the quality of employees, to strengthen the training of employees in quality, to form the idea of customer first, and to pay attention to the education of employees' professional ethics, including employees' tone, morality, appearance and other aspects. Moreover, random checks are carried out on employees from time to time as part of the performance appraisal.

### **(4) Information technology as support to provide tangible services**

The untimely transmission of information is often reflected in Deppon Express, such as the transmission of claim settlement information. When the amount of the claim has been determined, the customer sometimes does not know which step has been taken in the claim process, and does not know whether Deppon staff is really handling the matter for him, thus greatly reducing the customer's perception of Deppon Express. With the continuous updating of information technology, the specific situation of the goods from the departure department to the arrival department can be updated rapidly, as well as the after-sales service of the goods. It is not only convenient for customers to obtain the specific situation of their goods in time and accurately locate the goods, but also can supervise the progress after the occurrence of the goods, improve the credibility of Deppon Express and help Deppon to compete in the logistics industry quickly.

### **(5) Improve the accuracy of information transmission**

Since Deppon Express introduced Big Express 3.60, the issue of on-site service is one of the more controversial issues. Since the launch of the 3.60 product on July 2018, it has promised to deliver 100% of the goods upstairs. Many customers mistakenly assume that everyone who delivers 3 to 60 kilograms will deliver the goods upstairs free of charge. However, in fact, 3 to 40 kilograms of goods are delivered upstairs free of charge, and 40 to 60 kilograms are subject to extra charges, thus causing many conflicts between customers and the company and reducing customer perception. Therefore, to improve the accuracy of information transmission, there will be less conflicts between customers and the company, and the service quality of the company will be improved.

Table 1 Oversized Express 3.60

Oversized Express	Oversized Express content
3.60 Special Express	3.60 Special Express is more than 3kg and less than or equal to 40kg, and it will receive and deliver goods from home within a reasonable area free of charge.
3.60 Extra Heavy Express	3.60 Extra Heavy Express is more than 40kg and less than or equal to 60kg and can receive and deliver goods free of charge, but does not include going upstairs.

## 5. Summary

Deppon express still has a high position in China's logistics industry, but through the investigation and analysis of the service quality of deppon express, we can see that there are still some problems in the service quality of deppon express. Therefore, compared with the whole logistics enterprise, the service quality system still needs to be improved and valued. 1. More and more enterprises are aware of the importance of logistics to reduce costs, and various logistics companies will welcome many opportunities. 2. With the improvement of social and economic level and the improvement of people's material living standard, the demand also increases. Whether it is the increase in opportunities or the increase in demand, the customer's demand for service quality is definitely essential. Therefore, improving service quality will help logistics enterprises gain a helping hand in the fierce competition.

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