



RESEARCH ON THE STRATEGY OF JINGDONG LOGISTICS SERVICE QUALITY IMPROVEMENT UNDER THE BACKGROUND OF "NEW RETAIL"

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Abstract

In the "new retail" environment, the quality of logistics services plays an increasingly important role in improving the competitiveness of logistics enterprises, and it also affects customers' shopping willingness. This paper uses literature review and questionnaires as a methodology for collecting data on the quality of Jingdong (JD for short) logistics services. First, based on the analysis of JD logistics service status, SERVQUAL service quality model and standard scale, the questionnaire required for the study of this paper was designed. Secondly, a series of data analysis of 175 valid questionnaires was carried out and the quality of JD logistics service was identified. Finally, combined with the current situation of JD Logistics and the results of the survey, it provides relevant strategies for improving the quality of JD Logistics services, and further improves customer loyalty, thereby enhancing corporate competitiveness.

Keywords: New retail, JD logistics, service quality, promotion strategy

INTRODUCTION

With the progress of society and the development of Internet technology, online shopping has become a major choice for consumers (Jiang, Yang, & Jun, 2013). The 44th "Statistical Report on Internet Development in China" pointed out that as of June 2019, the number of Chinese Internet users reached 854 million, of which 639 million users used online shopping, accounting for 74.8% of the total Internet users. The continuous development of online shopping also drives the flow of online shopping, and the quality of online shopping flow will directly affect consumers' willingness to shop (Berry, Seiders, & Grewal, 2002; Seiders, Voss, Godfrey, & Grewal, 2007). Therefore, exploring the factors that affect the quality of logistics services is a great way to improve customer loyalty.

In 2016, driven by information technology and technology, Jack Ma put forward the concept of "new retail" at the Alibaba Cloud Home Conference. With the introduction of this concept, it has received widespread attention and generated much debate over the last several years in China from the social industry. This helps many e-commerce companies begin to change their own retail model to adopt the "new retail" model to open up new offline profit channels to make up for the company's shortcomings. Among them, JD.com is a typical e-commerce company. It has mainly opened an offline physical store marketing model to obtain more profits. What we often call JD Daojia is the O2O life service platform constructed by JD Group. Under the background of the simultaneous development of online and offline business models for JD, whether it can guarantee the quality of logistics services and obtain greater customer loyalty (Seiders, Voss, Grewal, & Godfrey, 2005) is an issue that needs urgent attention.

This paper is structured into 5 chapters. Following the introductory chapter, Chapter 2 provides a comprehensive literature review on the research topic. The third chapter describes the methodology of this study. The fourth chapter is an analysis of the data. The fifth chapter concludes the study and summarizes the findings.

LITERATURE REVIEW

Over the past few decades, there are many research works published and many theoretical concepts evolved around new retail, logistics service quality and other issues, and the research results are fruitful. They can be roughly divided into the following three research topics:

The Concept of "New Retail"

The concept of "new retail" first appeared in Jack Ma's speech at the Yunqi Conference held by Alibaba in October 2016 (Schwartz, 2016). He believes that the future online retail model will be

formed by the integration of "online + offline + logistics". The goal of new retail is to use new technologies such as big data and cloud computing to provide consumers with a full range of online and offline services to truly meet customer needs (Stringfellow, Nie, & Bowen, 2004). As far as the definition of "new retail" is concerned, different scholars have defined it using diverse perspectives, as shown in Table 1.

Table 1. Different Scholars' Definition of the Concept of "New Retail"

Scholar (Time)	Definition of "New Retail" Concept
Wang (2017)	"New retail" is a new kind of retail which is in the era of big data, an omni-channel approach is used to allow consumers to enjoy entertainment and social interactions while shopping, and to integrate all aspects of consumer needs.
Du & Jiang (2017)	"New retail" refers to a new model that uses the Internet and artificial intelligence technology to transform and upgrade its internal merchandise sales model, while attaching importance to online service quality and offline consumer experience and integrating with modern logistics.
Zhao & Xu (2017)	"New retail" refers to the entire process of improving traditional retail methods, selling goods and services with new ways of thinking, and finally reaching the hands of consumers, driven by the Internet.

The Quality of Logistics Services

Logistics services is defined as the results of a series of logistics activities that can meet customer needs. Kotler defined a logistics service as "any act or performance that one party can offer to another that is essentially intangible and does not result in ownership of anything. Its production may or may not be tied to a physical product" (Kotler, 1997, p. 467). Furthermore, services are activities that contribute to customer satisfaction. In the 1970s, scholars have begun to study the quality of logistics services, the most representative of which is the 7Rs theory. The Chartered Institute of Logistics & Transport UK (2019) defines the 7Rs of logistics as: Getting the Right product, in the Right quantity, in the Right condition, at the Right place, at the Right time, to the Right customer, at the Right price. Drawing on the logistics service paradigm, scholars such as Mentzer (2001) proposed a measurement scale that includes nine dimensions of communication quality, information quality, and error handling. Mohammed Rafiq (2007) mainly focused on third-party logistics companies, exploring the perceived value of customers' logistics services.

With the development of foreign related theories, domestic scholars have gradually begun to study the quality of logistics services, and a large number of research results have been formed. For example, Zhang (2011) draws on the analysis of the SERVQUAL scale based on the customer's perceived consumption. Zhou (2019) used a standard scale in her doctoral thesis to explore the factors affecting the quality of B2C fresh food e-commerce logistics services. In addition, many scholars have conducted research on the content of logistics service quality, and these studies have provided the basis and direction for the writing of this paper.

Customer Loyalty

The American scholar Oliver (1997) conducted the most representative research on customer loyalty. He believes that customer loyalty is a consumer behavior made by customers' preference for the same enterprise or the same e-commerce platform. He divided loyalty into behavioral loyalty and attitude loyalty. Youjae (2003) believes that customer loyalty refers to repeated purchases of products or services from consumers within a certain period of time.

In the logistics service contexts, Chen (2003) explained that the four indicators of customer loyalty from an empirical perspective, namely the relationship between customer cognitive value, customer trust, customer satisfaction and the cost of transfer. Dengbynian (2016) maintained that the service quality of online shopping will affect customer trust and satisfaction, and thus affect customer loyalty.

Existing research has summarized related concepts and theories, such as "new retail" and logistics service quality, which provide ideas for logistics development in the new era and new background, and provide systematic thinking methods for relevant managers to carry out business activities and guiding principles. However, there are still some shortcomings. Quantitative analysis and empirical analysis are not sufficient. Specifically, in the context of "new retail", there is not much research on how to handle online and offline logistics services. This article takes JD.com as the research object. We collected relevant data in the form of questionnaires and tried to study how to improve the logistics service level of enterprises from the perspective of quantitative analysis.

Development Status of JD Logistics Service Quality

JD Logistics is a part of JD. It mainly provides convenient and high-quality logistics processes for JD's customers, so that customers' shopping experience can be maximized. JD has a powerful logistics information system to manage customer orders (Zheng, Zhang, & Song, 2020). Its logistics information and network make logistics information more transparent, allowing customers to understand the dynamics of goods anytime and anywhere. JD Logistics is

equipped with a strong customer service system, which can basically meet customer needs and provide customers with a pleasant shopping experience (Zhang, Shi, & Xing, 2018). JD's distribution model mainly includes self-operated logistics and third-party logistics. By establishing distribution stations in core cities, JD has now provided self-operated logistics distribution services to 2,661 districts and counties across the country.

METHODOLOGY

This study is a survey research to study the JD logistics service quality. According to Visser, Krosnick, and Lavrakas (2000) "Survey research is a specific type of field study that involves the collection of data from a sample of elements drawn from a well-defined population through the use of a questionnaire." Kumar (2005) defines questionnaire as "a written list of questions, the answers to which are recorded by respondents. As is the case, survey is the most extensively used research methodology in a wide range of research fields because "it provides a systematic way of gathering a large amount of data in a short period of time" (Lin, 1994). In comparison to other research methods, survey questionnaire is more suitable when dealing with a large group of people. Based on these assumptions, survey research was chosen as the methodology to conduct this study. The reason why the researchers consider the use of survey questionnaire survey in this study is that the potential respondents are scattered over a wide geographical area, we have no choice but to use a questionnaire, as other methods would be difficult and more costly. This questionnaire design mainly investigates the direction of customer perception, analyzes the impact of JD logistics service quality on customer loyalty under the background of "new retail", and finds problems that need to be improved. Due to the impact of the Covid-19 epidemic, this questionnaire survey was conducted online. We collect the required information by sending questionnaires online to respondents in China.

The target population of this questionnaire survey are mainly the post-80s and post-90s generation. According to the 44th *Statistical Report on Internet Development in China*, today's online consumers are mainly born in the 1980s and 1990s, so they are more representative of our sample. In addition, in order to make this survey more effective, we use screening techniques to improve our questionnaire survey response rates. Thus, we only collected and analyzed the survey data from consumers who have used JD shopping platform and have a certain understanding of JD logistics.

According to research needs, this questionnaire is divided into four parts. The first part is the demographic information of the respondents. The second part is the basic status of the respondents' online shopping, such as the number of years of online shopping, and some basic information about using the JD shopping platform. The third part is the feedback of JD logistics

service quality under the background of "new retail", which mainly includes 15 questions in five aspects: logistics information service quality, communication response quality, distribution service quality, product receipt quality, and after-sales return quality. The fourth part is a scale measurement of customer satisfaction and loyalty, which can better understand customers' attitudes and psychology after online shopping.

For the comprehensiveness and validity of the survey data, a total of 200 questionnaires were issued and 190 were recovered. Thus, 175 valid questionnaires were obtained with an effective rate of 92%. At the same time, the reliability of the 175 valid questionnaires returned was analyzed. This article adopts the α reliability coefficient method, using SPSS statistical analysis software to analyze the reliability of 175 valid questionnaires. According to SPSS statistical software analysis, Cronbach's α reliability coefficient is 0.857, and α is greater than 0.8, indicating that the questionnaire survey is reliable and has reference value, which can be used for further research.

ANALYSIS OF JD LOGISTIC SERVICE QUALITY

Analysis of the Impact of JD Logistics Service Quality on Shopping Willingness

According to the survey results in the above figure, 92% of people believe that the quality of logistics services will affect their shopping experience on the online platform. Among them, 49.7% have a greater impact. The proportions were 25.1% and 17.1% respectively, and only 8% was not affected. In addition, through correlation analysis, we further verify the degree of influence of JD logistics service quality, customer satisfaction and customer loyalty. The analysis is shown in Table 2 below.

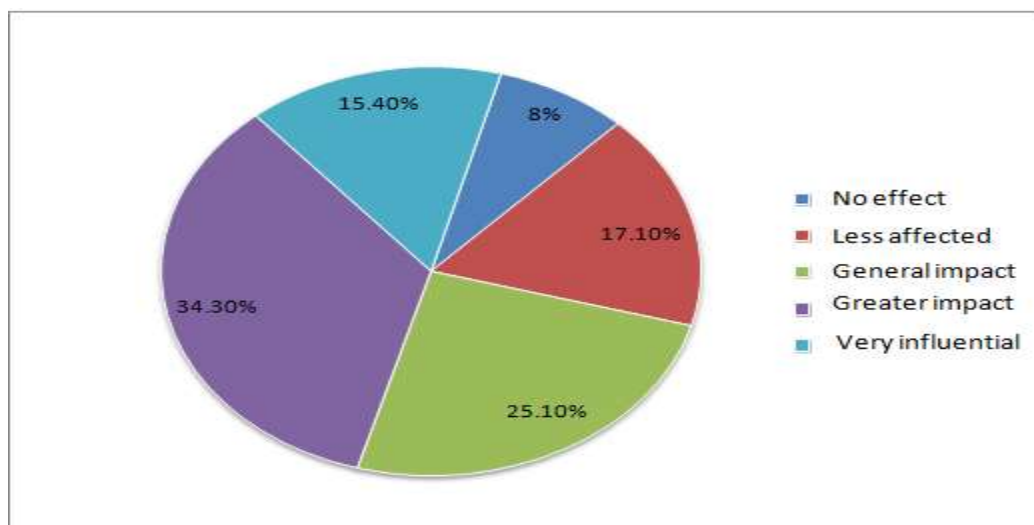


Figure 1. The Influence of JD Logistics Service Quality on Shopping Satisfaction

Table 2. Statistical Table of Related Analysis Results

Measured variable		JD Logistics Service Quality				
		Information service	Communication response	Delivery service	Sign for service	After-sales service
Customer	Pearson	0.378**	0.459**	0.324**	0.568**	0.291**
Satisfaction	Significance	0.000	0.000	0.000	0.000	0.000
Customer	Pearson	0.436**	0.509**	0.503**	0.518**	0.464**
loyalty	Significance	0.000	0.000	0.000	0.000	0.000

Note: **Significantly correlated at the level of 0.01 (bilateral)

In Table 2, it can be seen that the Pearson correlation coefficients of JD's logistics service quality, customer satisfaction, and customer loyalty are between 0 - 0.8 and not greater than 0.8, indicating that there is a significant positive correlation between the variables ($P < 0.01$), further verifying that the five factors in JD's logistics service quality have a positive impact on customer satisfaction and customer loyalty. Therefore, these five factors can be analyzed in detail through data.

Analysis of JD Logistics Service Quality Problems and Causes

Through the issuance of questionnaires collection and data analysis, it is found that customers are satisfied with the quality of JD logistics services as a whole; but there are still some shortcomings that will affect customer loyalty. Now we conclude that there are mainly the following five aspects:

(1) The quality of information service is mainly analyzed from the following three aspects: Q1.1 The logistics information of the goods is accurate, reliable, comprehensive and easy to obtain. Q1.2 Timely update of logistics information. Q1.3 Detailed logistics information of the goods, including delivery methods, return and exchange procedures, etc. The results are shown in Table 3.

Table 3. Information Service Quality Results Statistics

		Strongly disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Strongly agree
Information service	Q1.1	2.2%	4.6%	18.9%	40%	34.3%
	Q1.2	2.3%	10.3%	18.2%	34.3%	34.9%
	Q1.3	2.9%	3.4%	15.2%	38.5%	40%

In Table 3, it can be seen that the number of people who chooses to strongly disagree and relatively disagree in Q1.2 is relatively the largest, accounting for 12.6%. This shows that the main reason why customers are not very satisfied with information services is that there will be information delays. Customers can't get the information they want in the first time, and the needs of customers can't get timely feedback. The reason is that the company's information system has not been updated and optimized in time. Therefore, to improve customer loyalty, this problem must be resolved.

(2) The quality of communication response service is mainly analyzed from the following three aspects: Q2.1 Logistics customer service can respond quickly to customer questions. Q2.2 Have a good attitude when communicating and be able to actively ask customers' needs. Q2.3 The customer's order can be processed in time, and the order will be shipped soon. The results are shown in Table 4.

Table 4. Statistics of Communication Response Quality Results

		Strongly disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Strongly agree
Communication service	Q2.1	1.1%	3.4%	11.5%	50.3%	33.7%
	Q2.2	2.9%	4.6%	21.1%	39.4%	32%
	Q2.3	0.6%	3.4%	13.2%	41.7%	41.1%

In terms of communication, according to the results of the questionnaire survey, the more prominent data is Q2.2. It can be found that the proportion of slightly agree and strongly agree is not very high, only 71.4%. The remaining 28.6% think that the attitude of the customer service is not friendly enough when communicating. The main problem is that the customer is not professional when communicating with the logistics customer service, resulting in poor communication. This reflects the lack of management of the company and the lack of attention to the training of relevant business knowledge and business skills for employees.

(3) The quality of statistics of delivery service is mainly analyzed from the following three aspects: Q3.1 There are professional delivery personnel who can provide personalized delivery services for customers. Q3.2 Able to timely and accurately deliver the goods to the location designated by the customer. Q3.3 Be able to keep the goods clean and intact during the delivery process. The results are shown in Table 5.

Table 5. Statistics of Delivery Service Quality Results

		Strongly disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Strongly agree
Delivery service	Q3.1	2.3%	7.4%	17.7%	40.6%	32%
	Q3.2	10.3%	12%	18.3%	34.3%	25.1%
	Q3.3	1.1%	9.1%	18.4%	45.7%	25.7%

As can be seen from the above table, although JD Logistics has a great advantage in delivery speed, the results of the questionnaire show that Q3.2 chooses 40.6% of the people below the average, which shows that the timeliness of logistics delivery cannot be guaranteed, so it will reduce customer satisfaction and loyalty. The reason is that with the rapid increase in order volume and the impact of offline logistics and distribution services under the background of "new retail", the goods cannot be delivered to customers in a timely manner. In addition, some respondents said that some orders may even be split and distributed during delivery, which is also a problem that needs improvement.

(4) The quality of statistics on the quality of goods received service is mainly analyzed from the following three aspects: Q4.1 The way of signing can be chosen independently, such as pick-up point, home delivery, etc. Q4.2 The packaging of the goods at the time of receipt is intact and consistent with the purchased goods. Q4.3 When the goods are signed for, the customer can be allowed to check the quantity and quality of the goods. The results are shown in Table 6.

Table 6. Statistics on the Quality of Goods Received

		Strongly disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Strongly agree
Sign for service	Q4.1	1.7%	5.1%	17.2%	46.3%	29.7%
	Q4.2	2.9%	5.7%	13.7%	44%	33.7%
	Q4.3	4.6%	6.3%	8.5%	44%	36.6%

According to Table 6, the results of the three items are relatively average, there is no prominent data, and the proportions of strongly agree and slightly agree are relatively high, respectively 76%, 77.7%, and 80.6%, indicating that customers are still very satisfied with the overall service quality of goods signing. However, some individual respondents said that there would be a problem of the delivery person signing for the receipt. The logistics information inquired by the

customer showed that the time of the receipt was inconsistent with the actual time when the goods arrived. This will cause a crisis of trust among customers for a long time. It will also affect customer loyalty.

(5) The quality of statistics of after-sales service is mainly analyzed from the following three aspects: Q5.1 Deal with return and exchange issues in time, with high processing efficiency. Q5.2 Provide simple and convenient return and exchange goods flow services and methods. Q5.3 After-sales customer service has a good attitude and actively solve problems. The results are shown in Table 7.

Table 7. Statistics of After-Sales Service Quality Results

		Strongly disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Strongly agree
After-sales service	Q5.1	5.7%	10.9%	18.3%	33.7%	31.4%
	Q5.2	4.6%	3.4%	18.8%	42.3%	30.9%
	Q5.3	2.3%	8%	16.3%	43.4%	30%

It can be seen in Table 7 that the more prominent data is Q5.1, mainly because there are more people who choose to strongly disagree and slightly disagree, accounting for 16.6%. The main reason is that it takes a long time to return and exchange goods, and the efficiency of handling problems is not high, which is also a problem that must be improved.

JD LOGISTICS SERVICE QUALITY IMPROVEMENT STRATEGY

In the “new retail” environment, companies must handle online and offline customer service, and establish long-term friendly relationships with customers by increasing customer satisfaction and enhancing customer loyalty to achieve organizational goals and maximize benefits (Bolton & Tarasi, 2007). From the survey results of this article, it is found that the five factors of JD logistics service quality all have a positive influence on customer loyalty. At the same time, there are some minor problems that affect customer loyalty. Aiming at the logistics service issues that affect customer perceptions analyzed above, this article proposes the following five aspects of improvement strategies.

Improve Information Services

In the “new retail” environment, if you want to improve the quality of online information services, companies need to upgrade and optimize the information management system in a timely

manner to ensure that they can respond to customer operations in a timely manner (Reinartz, Wiegand, & Imschloss, 2019). JD Logistics has established a strong customer relationship management system, but it still needs to be integrated and optimized, which is mainly reflected in the following two aspects. First, it can realize the timely update of JD logistics information, solve the individual phenomenon of information delay, and allow customers to get feedback on their needs, which can also improve customer satisfaction. Second, it can automatically manage demand information, quickly read customer needs, and provide customers with accurate, high-quality, and personalized JD logistics services.

Strengthen Communication Quality

To strengthen the quality of communication, it is necessary to enhance the service awareness of customer service personnel. Companies can improve their employees' service skills through training (Owoyemi, Oyelere, Elegbede, & Gbajumo-Sheriff, 2011). Customer service personnel use professional skills to solve customer questions, so as to achieve effective communication, improve the efficiency of problem solving, and provide customers with satisfactory and thoughtful logistics services. In addition, regarding customer complaints, face them positively and deal with them quickly and properly to give customers a satisfactory solution. When customers are valued and satisfied in the process of solving problems, their loyalty will increase (Beneke, Hayworth, Hobson, & Mia, 2012).

Optimize the Distribution Process

Efficient and high-quality "last mile" delivery service is the competitive advantage of "new retail" enterprises. Therefore, to improve the quality of distribution services, it is necessary to optimize the details of the process (Nguyen-Vuong, Agoulmine, Cherkaoui, & Toni, 2008). Special attention should be paid to the deployment of additional distribution personnel when the order volume is relatively large to ensure timely delivery of goods. In the process of distribution, the goods need to be supervised in an all-round way. If the goods in the order are out of stock, they need to communicate with the customer, and the order cannot be split for distribution. Therefore, the distribution process is optimized to make the customer more satisfied. Loyalty will slowly increase.

Pay Attention to Signing Service

Signing service will directly affect customer satisfaction, so more attention needs to be paid. The survey results show that customers are directly dissatisfied with the problem that some delivery staff will sign for the goods. It may be that some employees will sign for the goods on behalf of

the customers in order to meet the daily delivery volume. The actual arrival time of the goods will be later than the system shows. These behaviors create a crisis of trust in customers, which will affect customer loyalty. Jingdong Logistics must have a clear stipulation that delivery personnel cannot sign for and standardize the process of receiving goods. If such problems are found, the delivery personnel must be punished accordingly.

Pay Attention to After-Sales Service

When customers are dissatisfied with the goods and need to carry out after-sales returns and exchanges, after-sales service personnel must solve the problems in a timely manner to ease customer complaints (Shokouhyar, Shokoohyar, & Safari, 2020). If the customer requests a return or exchange, JD Logistics can provide free door-to-door pickup services. If the customer does not meet the conditions for return and exchange, the company needs to provide timely on-site repair services. Details often determine success or failure. Therefore, companies should think more from the perspective of customers (Cretu & Brodie, 2007), so that customers can experience comprehensive after-sales service, thereby enhancing customer loyalty.

CONCLUSION

With the development of the Internet, the online and offline marketing models are important forms of future development (Shankar, Smith, & Rangaswamy, 2003). In the context of "new retail", improving service quality and enhancing customer satisfaction and loyalty can help better achieve corporate goals and obtain greater benefits (Kumar & Shah, 2004). As a comprehensive e-commerce company, JD.com must provide high-quality logistics services in addition to providing products that meet customer needs. Because the quality of logistics services directly affects customers' evaluation (Meidutė-Kavaliauskienė, Aranskis, & Litvinenko, 2014) of the JD brand. This paper uses a questionnaire survey method to find the current problems of JD Logistics, and proposes corresponding improvement strategies to further increase JD's logistics service level and enhance the competitiveness of the company.

Like all research, this study still has some limitations, and these limitations, in turn, point to new research directions. Four recommendations are offered for future researchers' considerations.

The primary limitation of the study is the sample size was insufficient to be representative of the population connected to this industry. Future studies should have an increased sample size to have a greater view and deeper understanding of the whole industry.

The second limitation of this research is that the results of this study could not be generalized because the current study only explores the factors that affect the quality of

Jingdong logistics services in order to improve customer loyalty. To fulfill the conditions of generalizability, another avenue for future research should collect more data from various logistics services in China and abroad to compare the findings. Future studies should also attempt to collect data in different provinces of China to better understand the quality of logistics services in these locations.

The third limitation, different research produces different results; hence, further research is badly needed to diversify the research methodology and approach such as interviews, grounded theory, longitudinal or experimental studies in order to deepen the researches. Future research could also examine more subtle dynamics underlying each of the main factors we explored in our broad analysis.

Finally, while this research is entirely conducted in China, future studies should include other geographic locations, such as the United States of America, the United Kingdom, Japan, and Germany to name a few to compare the logistics services in these countries and logistics service quality in China.

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