

An Empirical Study on Enhancing Logistics Performance to Achieve Competitive Advantage

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ABSTRACT

Logistics has become an important aspect of improving the performance of an organization, in terms of competitiveness. The efficient management of logistics provides an organization with the ability to provide efficient and effective delivery of goods at the lowest cost to the customer and provide increased customer satisfaction. The intent of the research study was to evaluate and improve logistics performance for Greenwich Meridian Logistics (India) Pvt. Ltd., Tiruppur, with regard to their current practices in the area of logistics. The research study will begin with a review of the challenges experienced by the organization, which was developed by evaluating responses to the structured questionnaires completed by employees in the organization. Some of the challenges identified were transportation delays, communication issues between departments, inefficient inventory management, and inadequate use of modern technologies. The study used both primary and secondary data, with primary data obtained from the structured questionnaires and secondary data from company records and literature. The analysis of logistics for Greenwich Meridian Logistics (India) Pvt. Ltd., Tiruppur, has identified specific areas to improve logistics performance through the use of improved coordination, utilization of advanced technologies, such as ERP and GPS technology, and appropriate workforce training. The study concludes that the implementation of the recommended strategies will enhance logistics performance, reduce operating costs, improve customer satisfaction, and strengthen the company's competitive position.

KEYWORDS: Logistics Performance, Supply Chain Management, Competitiveness, Transportation, Warehouse Management

INTRODUCTION

Logistics management constitutes an integral component of supply chain management, which involves the planning, implementation and control of the effective and efficient movement and storage of goods, services and related information. Logistics management plays a significant role in the success and profitability of organizations within today's competitive business environment. Underneath this competitive environment, organizations have seen pressure from customers to get products into their hands quickly, at a low cost and in an effective manner. As a result, organizations have realized that logistics performance is a key contributor to customer satisfaction and maintaining a competitive advantage.

Tiruppur is known to be the largest textile hub in India and as such relies upon efficient logistics systems to manage its exports and meet the global market demand for textiles.

Greenwich Meridian Logistics (India) Pvt. Ltd. is a logistics service provider that offers transportation, warehousing and freight forwarding services. Although they are a reputable and leading company within the logistics industry, they face a number of operational challenges including delays in transportation, poor coordination between departments and limited technological capabilities.

The purpose of the analysis is to identify operational challenges and to develop recommendations to improve logistics performance. Improvements in logistics performance will be achieved through increased operational efficiency, reduced operational costs and the implementation of advanced technology systems.

REVIEW OF LITERATURE

Many researchers have examined logistics performance and its effect upon an organization's ability to compete globally.

According to Martin Christopher (2016), Martin Christopher emphasized that logistics and supply chain management are powerful strategic tools for achieving competitive advantage. According to him, companies that effectively manage their supply chains can deliver superior customer value by ensuring faster delivery, better product availability, and reduced operational costs. He highlighted that competition in modern markets is no longer between individual firms but between entire supply chains. Therefore, organizations must focus on integration, responsiveness, and flexibility to meet changing customer demands and outperform competitors.

John T. Mentzer et al. (2001) John T. Mentzer and his colleagues defined supply chain management as the systematic coordination of traditional business functions and tactics across all organizations within the supply chain. Their study emphasized the importance of integration and collaboration among supply chain partners such as suppliers, manufacturers, distributors, and retailers. They argued that when organizations work together as a unified system, they can achieve better efficiency, improved service levels, and enhanced overall performance compared to operating independently. This collaborative approach leads to mutual benefits and long-term relationships.

Donald J. Bowersox and David J. Closs (2002) Bowersox and Closs highlighted that logistics competency is essential for global competitiveness. In an increasingly globalized economy, organizations must develop strong logistics capabilities to compete effectively. They stressed the importance of advanced information systems and technology, such as enterprise resource planning (ERP), tracking systems, and data analytics, to enhance logistics efficiency. Their work demonstrated that technology-driven logistics enables better coordination, real-time decision-making, and cost optimization, which are crucial for success in international markets.

Gunasekaran A. et al. (2004) Gunasekaran and his team focused on the importance of performance measurement in logistics and supply chain management. They emphasized the need for organizations to adopt Key Performance Indicators (KPIs) to evaluate and monitor logistics performance. These KPIs include metrics such as delivery reliability, order accuracy, inventory turnover, transportation cost, and customer satisfaction. By using these measurable indicators, companies can identify inefficiencies, track progress, and make data-driven decisions to improve overall supply chain performance.

SCOPE OF THE STUDY

The Logistics Operations at Greenwich Meridian Logistics (India) Pty. Ltd., located in Tiruppur will be evaluated in this research. Positioning the research on analysing numerous aspects of logistics operations will include transportation, warehousing, inventory management and communication systems. The study will also seek to understand employee opinions on operational efficiency and the challenges that they face daily during the various stages of logistics operations. The research will provide useful recommendations to improve logistics performance within the organisation. The findings from this research may be useful to similar logistics companies that have similar problems.

STATEMENT OF THE PROBLEM

Logistics providers today have to be efficient to meet their customers' requirements and remain profitable given the highly competitive business environment. Greenwich Meridian Logistics (India) private limited also has many operational performance issues arising from

The study identified several key issues affecting logistics performance within the organisation. One major challenge is delays in transportation, which can disrupt the timely delivery of goods and impact customer satisfaction. Additionally, there is ineffective communication between the operational and warehousing branches, leading to coordination problems and delays in decision-making. The organisation also faces inefficiencies in inventory control, resulting in either excess stock or shortages. Furthermore, the minimal use of modern technology limits the ability to streamline processes and

improve overall efficiency, thereby affecting the organisation’s competitiveness. The above operational performance issues cause logistics providers to incur additional operating costs, lack of efficiency and therefore lower levels of customer satisfaction. Therefore, it becomes very important to identify these operational performance issues so as to develop effective solutions to improve logistics performance and increase competitiveness.

LIMITATIONS OF THE STUDY

The study was limited in several ways. Firstly, it focused on only one organisation, which means the findings cannot be broadly generalised to other companies or industries. Secondly, due to time constraints, it was not possible to examine certain issues in greater depth, which may have restricted the comprehensiveness of the analysis. Additionally, the data collected was primarily from employees, and their responses may have been influenced by personal biases, affecting the objectivity of the results. Another limitation was the inability to access confidential company information, which could have provided more detailed insights. Finally, the study did not include an in-depth analysis of external factors, such as market conditions or industry trends, which may also impact the overall findings.

RESEARCH OBJECTIVES

Primary Objective

The primary objective of the study is to improve the competitive position of the organisation by enhancing its logistics performance. By focusing on more efficient logistics operations, the organisation can reduce costs, improve service quality, and respond more effectively to customer demands, thereby gaining a stronger advantage over its competitors.

Secondary Objectives

The objectives of the study are designed to provide a clear understanding of the organisation’s logistics performance and identify areas for improvement. Firstly, the study aims to analyse the current logistics operations in order to understand how processes are being carried out. It also seeks to identify inefficiencies within the existing logistics system that may be affecting overall performance. In addition, the study evaluates various factors that influence logistics performance, such as operational practices, resource utilisation, and coordination. Finally, based on the findings, the study aims to recommend suitable improvement strategies that can enhance efficiency and overall logistics performance.

RESEARCH METHODOLOGY

Particulars	Description
Research Design	Descriptive Research
Data Type	Primary & Secondary Data
Data Collection	Questionnaire & Interview
Sampling Method	Convenience Sampling
Sample Size	Employees of the Company
Tools Used	Percentage Analysis

The researchers employed a descriptive research design in analyzing logistics practices currently being employed. Primary data was collected via structured questionnaires while secondary data was sourced through company records and published literature.

ANALYSIS AND INTERPRETATION

Factors Affecting Logistics Performance

Factor	Impact Level
Transportation Delay	High
Communication Gap	High
Workforce Efficiency	High
Inventory Management	Medium
Technology Usage	Medium

Interpretation: There were two critical issues affecting performance noted in this study: delays in transportation and communication gaps.

Employee Satisfaction Level

Response	Percentage
Satisfied	40%
Neutral	30%
Dissatisfied	30%

Interpretation: The level of employee satisfaction is a concern, with a considerable number expressing not being completely satisfied, indicating further opportunities to improve.

Technology Adoption

Level	Percentage
High	25%
Moderate	50%
Low	25%

Interpretation: Moderate adoption of technology indicates possible potential for digital transformation through the use of new technology.

FINDINGS

Transportation delay issues are impacting operational effectiveness and overall business productivity. There are gaps in communication between departments. Technology usage is average. Inventory management processes could use improvement. Employees do not seem to be satisfied with their overall work environment.

SUGGESTIONS

Utilize route optimization methods to minimize transportation delays. Utilize an ERP system in order to achieve a higher degree of inter-departmental communication and coordination. Utilize GPS tracking systems in order to maintain real-time tracking of shipments. Improve communication processes between departments. Establish employee training opportunities on a continual basis. Improve transparency and communication between customers and your company.

CONCLUSION

Logistics play a huge role in how successful & competitive an organization becomes. The findings of this research study indicate that Greenwich Meridian Logistics (India) Pvt. Ltd. has the ability to be a leader and have competitive advantages, but there is room for improvement in relation to several critical operations functions of the company. Through use of modern technologies; enhanced communication methods; improved workforce effectiveness; etc., the company's logistics performance will be greatly increased resulting in decreased costs, increased levels of customer satisfaction, and increased overall competitiveness within the industry.

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