



**THE FACTORS INFLUENCING CUSTOMER SATISFACTION
WITH INTERNATIONAL COURIER SERVICES: A CASE
STUDY OF ZTO EXPRESS**

Wei Mingda

6517195821

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2025**



THE FACTORS INFLUENCING CUSTOMER SATISFACTION WITH INTERNATIONAL COURIER SERVICES: A CASE STUDY OF ZTO EXPRESS

Wei Mingda

This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

Advisor.....

(Dr. Zhang Li)

Date: 28 / 9 / 2564

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business

Date...../...../.....


Title: The Factors Influencing Customer Satisfaction with International Courier Services: A Case Study of ZTO Express

Researcher: Wei Mingda

Degree: Master of Business Administration

Major: International Business Administration

Advisor:


.....
(Dr. Zhang Li)

28 / 8 255

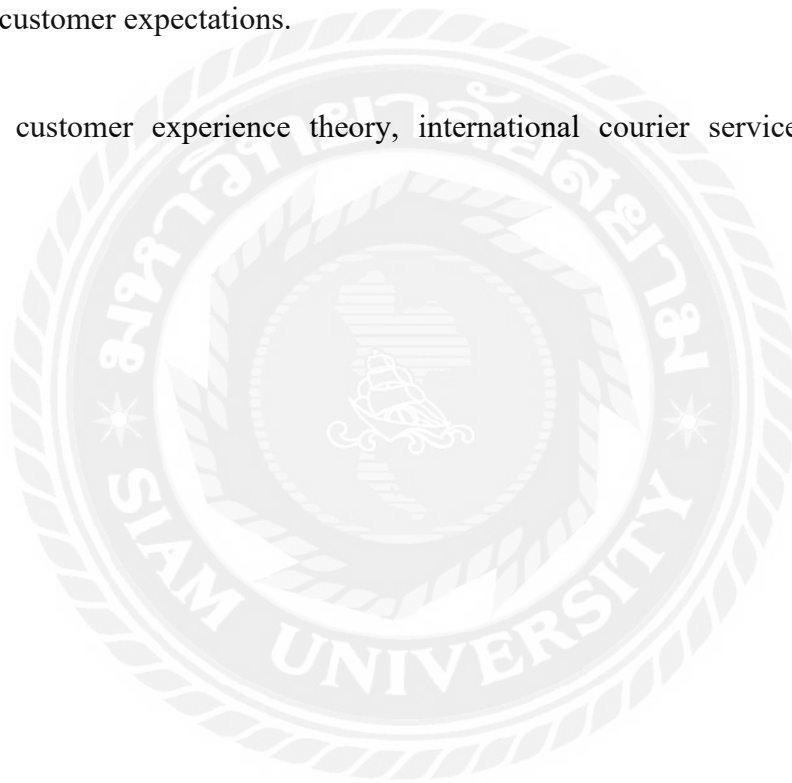
ABSTRACT

ZTO Express's import and export business has covered multiple countries including Thailand, China, and Malaysia, and has established overseas warehouses in Thailand to provide high-quality and stable services for cross-border e-commerce. For companies like ZTO Express, understanding the factors that drive customer satisfaction is crucial to maintaining and improving competitive advantages, and delivery speed and freight are two key variables that have a significant impact on customer perception and satisfaction in the logistics industry. The objective of this study were :1) To explore the impact of speed on customer satisfaction with ZTO Express in the Thai market. 2) To explore the impact of freight rate on customer satisfaction with ZTO Express in the Thai market.

This study adopted a quantitative research method to assess the customer satisfaction in international courier services. In the research framework diagram, customer satisfaction was the dependent variable, speed and freight were independent variables, and their effects on customer satisfaction were analyzed. This analysis examined the correlation between customer satisfaction, speed and freight of ZTO Express, with a sample size of 380. The statistical methods used in data analysis were percentage, mean, standard deviation, correlation analysis, and multiple regression

analysis. The findings show that: 1) A significant positive correlation between customer satisfaction and both delivery speed ($r = 0.76$, $p < 0.01$) and freight costs ($r = 0.68$, $p < 0.01$) indicates that faster delivery speeds and more reasonable freight rates are associated with higher levels of customer satisfaction. 2) A significant positive correlation between delivery speeds and freight rates ($r = 0.73$, $p < 0.01$) indicates that faster service often comes with higher costs, emphasizing the importance of strategic pricing in service delivery. To enhance its competitive edge in Thailand, ZTO Express should focus on optimizing delivery speed and developing flexible pricing strategies to better meet customer expectations.

Keywords: customer experience theory, international courier services, customer satisfaction



ACKNOWLEDGEMENT

I am delighted to announce the completion of my graduation independent study today. This accomplishment is a testament to the support and encouragement I have received from numerous teachers, friends, and family members, for which I am profoundly grateful. This achievement would not have been possible without the invaluable support and encouragement from many wonderful teachers, friends, and family members.

Firstly, I extend my deepest thanks to my advisor. His guidance throughout the proposal, writing, and final completion stages has been invaluable. His dedication, critical thinking, and relentless commitment to excellence have not only enriched my academic journey but have also set an example for lifelong learning. The rigorous and pragmatic approach he embodies, along with his profound knowledge and noble character, has profoundly impacted me.

Secondly, I am especially appreciative of the insightful feedback and support provided during my independent study. Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies.

Lastly, I am deeply thankful to my friends and family for their unwavering support and selfless dedication. This encouragement has been a cornerstone of my success.

Wei Mingda

DECLARATION

I, Wei Mingda, hereby declare that this Independent Study entitled “The Factors Influencing Customer Satisfaction with International Courier Services: A Case Study of ZTO Express” is an original work and has never been submitted to any academic institution for a degree.

(Wei Mingda)

Aug 19, 2025



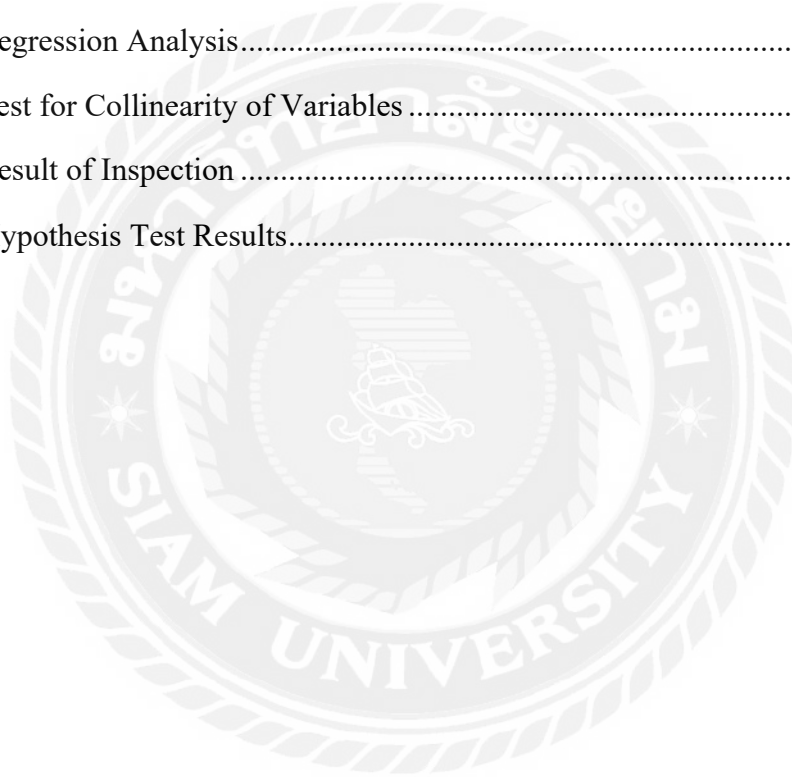
CONTENTS

ABSTRACT	I
ACKNOWLEDGEMENT	III
DECLARATION.....	IV
CONTENTS	V
LIST OF TABLES	VII
LIST OF FIGURES	VIII
CHAPTER 1 INTRODUCTION	1
1.1 Background of the Study	1
1.2 Questions of the Study	2
1.3 Objectives of the Study	2
1.4 Scope of the Study	2
1.5 Significance of the Study	3
1.5.1 Theoretical Significance	3
1.5.2 Practical Significance.....	3
1.6 Definition of Key Terms	4
CHAPTER 2 LITERATURE REVIEW	5
2.1 Zhongtong Express (Thailand)	5
2.2 Speed.....	6
2.3 Freight	7
2.4 Customer Satisfaction	8
2.5 Customer Relationship Management	9
2.6 Relevant Theories	11
2.6.1 Customer Experience Theory	11
2.6.2 Impact of Speed on Customer Satisfaction	13
2.6.3 Impact of Freight Rates on Customer Satisfaction	14
2.7 Conceptual Framework	14

CHAPTER 3 RESEARCH METHODOLOGY	16
3.1 Research Design.....	16
3.2 Population and Sample	16
3.3 Hypothesis	16
3.4 Research Instrument.....	17
3.5 Reliability and Validity Analysis of the Scale.....	18
3.5.1 Reliability Analysis.....	18
3.5.2 Validity Analysis	18
3.6 Data Collection.....	19
3.7 Data Analysis	19
CHAPTER 4 FINDINGS AND DISCUSSION.....	21
4.1 FINDINGS	21
4.1.1 Demographic Characteristics of Respondents	21
4.1.2 Correlation Analysis	22
4.1.3 Regression Analysis.....	22
4.1.4 Collinearity Test.....	23
4.2 Results of Hypothesis Test.....	24
4.3 Discussion	25
CHAPTER 5 CONCLUSION AND RECOMMENDATION.....	27
5.1 Conclusion	27
5.2 Recommendation	28
5.3 Further Study	29
REFERENCES	31
APPENDIX	38

LIST OF TABLES

Table 3.1 Survey Questionnaire Design-Variable Scales	17
Table 3.2 Results of Reliability Analysis	18
Table 3.3 KMO and Bartlett's Test.....	19
Table 4.1 Demographic Characteristics of Respondents	21
Table 4.2 Correlation Analysis	22
Table 4.3 Regression Analysis.....	23
Table 4.4 Test for Collinearity of Variables	23
Table 4.5 Result of Inspection	24
Table 4.6 Hypothesis Test Results.....	24



LIST OF FIGURES

Figure 2.1 Conceptual Framework	15
---------------------------------------	----



CHAPTER 1 INTRODUCTION

1.1 Background of the Study

In recent years, with the rapid development of e-commerce, the logistics industry has also grown rapidly. As one of the leading companies in the field of logistics, ZTO Express has achieved remarkable results in the domestic market, but its development in the international market still needs to be improved. However, in today's highly competitive market, logistics services have become an important part of corporate competitiveness. Customer satisfaction is a crucial factor in the logistics industry, because customer satisfaction not only affects the reputation and performance of the company, but also directly affects customer loyalty and repeat purchase rate (Zhong et al., 2020).

As an Asian country with a rapidly developing economy, Thailand also has a large room for development in the e-commerce industry. ZTO Express has entered the Thai market for some time, but in the fiercely competitive environment, customer satisfaction has become an important key for companies to win market share (Jing et al., 2020).

Many studies have explored the relationship between customer satisfaction and logistics. Some studies have shown that the quality of logistics services has a significant impact on customer satisfaction (Amling & Daugherty, 2020; Jing et al., 2020). Good logistics services can improve customer satisfaction, thereby increasing the market share and profits of enterprises (Zhong, 2022). The quality of logistics services includes on-time delivery, cargo integrity, after-sales service and other aspects, which directly affect the customer's overall impression of the company (Jamous et al., 2022). In addition, some studies have also shown that customer satisfaction can be improved by improving logistics efficiency and reducing costs (Zhong, 2022; Jamous et al., 2022). Notifying customers in advance of the time of delivery of goods can reduce customer waiting time and improve customer satisfaction. In addition, some studies have also shown that the reliability and service level of express delivery companies have a great impact on customer satisfaction. It can be said that companies need to "adapt to local conditions" and choose the most appropriate delivery method according to market demand and their own conditions. Whether it is express delivery, self-owned logistics, crowdsourcing delivery, or group shipment, they should "keep improving", continuously optimize service processes, and improve efficiency and accuracy (Jing et al., 2020).

Through these measures, companies can not only improve consumer satisfaction, but also "take steady steps" in the fiercely competitive market and continue to gain the trust and support of consumers. Therefore, the research on improving customer satisfaction of ZTO Express in Thailand is of great significance. This study analyzes the current situation, and through in-depth understanding of the needs and preferences

of Thai consumers, seeks the influencing factors to improve customer satisfaction, and win a larger market share, thereby achieving sustainable development.

1.2 Questions of the Study

While delivery speed and freight costs are recognized as critical determinants of customer satisfaction in logistics, research examining their specific and combined impact on ZTO Express's performance within the distinctive Thai market remains notably limited. Existing studies often address these factors in isolation or in generic contexts, failing to capture how Thailand's unique competitive landscape, infrastructure constraints, and consumer expectations shape their interplay. This gap impedes a granular understanding of the dual influence of operational efficiency (speed) and economic value (freight) on Thai customers' satisfaction with ZTO, necessitating targeted investigation.

RQ1: How does speed affect ZTO Express's customer satisfaction in the Thai market?

RQ2: How does freight affect ZTO Express's customer satisfaction in the Thai market?

1.3 Objectives of the Study

Specifically, the research objectives were:

1. To explore the impact of speed on customer satisfaction with ZTO Express in the Thai market.
2. To explore the impact of freight on customer satisfaction with ZTO Express in the Thai market.

1.4 Scope of the Study

This study aimed to comprehensively investigate the distinct impacts of delivery speed and freight rates on customer satisfaction with ZTO Express within the unique context of the Thai logistics market. Adopting a rigorous quantitative methodology, the research framework positioned customer satisfaction as the dependent variable, with speed and freight as independent variables, examining their effects separately. The questionnaire design was theoretically grounded in the two critical stages of the Customer Experience Theory, ensuring these constructs were operationalized as the primary independent variables. Data collection targeted Thai consumers with experience using ZTO Express services, yielding a final valid sample of 380 respondents. The questionnaire was distributed electronically within Thailand over a focused two-week period in January 2025 to ensure contemporaneous market insights. Quantitative analysis employed descriptive statistics (percentages, means, and standard deviations) to profile the sample and characterize key variables, followed by inferential multiple regression analysis. This sophisticated statistical technique was essential for

rigorously quantifying the specific correlations between customer satisfaction and each independent variable (speed and freight), while also assessing their individual predictive power and significance within the Thai operational environment. The analysis thus precisely delineates the strength and nature of the relationship between ZTO Express's customer satisfaction levels and the core operational factors of speed (representing service efficiency) and freight (representing economic value). By isolating and measuring these specific drivers within Thailand's distinctive logistics landscape, this study provides statistically robust and generalizable findings crucial for ZTO Express's strategic service optimization and customer satisfaction enhancement in this key Southeast Asian market.

1.5 Significance of the Study

This section elaborates on the research significance of this study from both theoretical and practical aspects.

1.5.1 Theoretical Significance

The theoretical significance of this study lies in its application of Customer Experience Theory to the logistics sector, specifically in the context of ZTO Express's operations in Thailand. Customer Experience Theory provides a comprehensive framework for understanding that customer satisfaction extends beyond mere service quality to encompass the entire service experience. By applying this theory, the study underscores the importance of personalizing services, streamlining delivery processes, and improving overall service efficiency. This theoretical perspective helps to elucidate how various elements of the service experience (speed and freight) interact to influence customer satisfaction.

Furthermore, the integration of this theory into logistics operations highlights the need for a holistic approach to customer satisfaction, one that aligns with modern expectations and market dynamics. The focus on delivery speed and freight rates as pivotal factors aligns with the theory's emphasis on managing customer perceptions and expectations throughout the service journey. This theoretical approach not only enriches our understanding of customer satisfaction in logistics but also contributes to broader discussions on the application of customer experience principles across different service sectors.

1.5.2 Practical Significance

The practical significance of this study is rooted in its actionable insights for ZTO Express and similar logistics providers. By exploring how speed and freight rates affect customer satisfaction, the study provides practical recommendations for improving service delivery and enhancing customer experiences.

For ZTO Express, the findings offer concrete strategies for optimizing delivery speed through technology upgrades and process improvements, thereby addressing one

of the key drivers of customer satisfaction. Additionally, the study's emphasis on competitive and transparent pricing strategies provides actionable guidance for aligning freight rates with customer expectations and perceived value.

Implementing these strategies can lead to tangible improvements in customer satisfaction, loyalty, and market competitiveness. For logistics providers operating in competitive environments, such as ZTO Express in Thailand, understanding and addressing the factors that influence customer satisfaction can result in better service quality, enhanced customer retention, and a stronger market position. The practical implications extend to operational adjustments, customer relationship management, and strategic decision-making, making this study a valuable resource for companies aiming to improve their logistics services and achieve sustained growth in the dynamic e-commerce landscape.

1.6 Definition of Key Terms

Speed

Speed refers to the speed at which a service is delivered from the point of shipment to the end customer. Speed is often seen by customers as a measure of efficiency, reliability and professionalism.

Freight

Freight refers to goods or cargo that are transported in bulk by various modes of transportation, including air, rail, road, or sea, typically for commercial purposes. It involves not only the physical movement of goods but also the logistics, planning, and cost structures associated with transportation. In the context of express delivery, freight emphasizes the rapid and efficient shipment of time-sensitive products, often under strict deadlines and customer expectations. Unlike general cargo, express freight services prioritize speed, reliability, and tracking transparency.

Customer Satisfaction

Customer satisfaction refers to the degree to which a product or service meets or exceeds customer expectations. It is a key performance indicator in service industries, including logistics and express freight, where timely delivery, reliability, and service quality directly affect how customers evaluate their experience. Satisfaction is often shaped by both tangible outcomes—such as speed and accuracy—and intangible factors like communication and problem resolution.

CHAPTER 2 LITERATURE REVIEW

The evolving landscape of e-commerce logistics underscores the crucial role of customer satisfaction in gaining a competitive edge. ZTO Express, a prominent player in the logistics sector, operates in a highly competitive market environment where customer expectations and preferences are continually shifting. This introduction outlines the theoretical framework and practical considerations relevant to enhancing customer satisfaction with ZTO Express in Thailand.

2.1 Zhongtong Express (Thailand)

Zhongtong Express (Thailand) Co., Ltd. or ZTO Express (Thailand) was established in April 2019 and is headquartered in Bangkok. It is a one-stop freight company that provides domestic and international parcel delivery services. As of now, the Thai branch has set up parcel sorting centers in 4 locations including Bangkok. More than 300 branches in Phitsanulok, Khon Kaen and Suratthani are in service at any time, covering 64 provinces, 22 transportation routes, more than 100 large and medium-sized trucks, and more than 400 skilled personnel provide systematic collection, transportation, sorting, and payment services. Standardized, with complete system management, since its establishment, Zhongtong Express (Thailand) Co., Ltd. has always aimed to "provide integrated transportation services first" and achieve this goal through planning and development.

Strategic Goals and Support:

Since its inception, ZTO Thailand has been dedicated to the goal of “providing premier comprehensive transportation services.” To achieve this, this company focuses on continuous planning and development, aiming to integrate seamlessly with Thailand's market and support our franchise partners. The main aspects of this company's support include: Policy support provides continuous care and assistance for branch operations and comprehensive management, creating a collaborative environment where franchisees can operate effectively, learn and grow together. Management system support helps franchisees benefit from a complete management system, clearly divides business operation areas, and ensures stable and efficient business management. The modern Internet system provides franchisees with advanced transportation networks, equipment and processing systems, and uses modern technology to improve operational efficiency. The experienced team has more than 20 years of operational experience, providing key support and training to enable franchisees to thoroughly understand and master the operating system.

International and Cross-Border Services:

ZTO Thailand has strategically established overseas warehouses to offer high-

quality, stable services to cross-border e-commerce merchants, significantly reducing delivery times. Import and Export Business: ZTO Thailand extends its operations to Thailand, China, Malaysia, and other countries, leveraging a robust domestic delivery network and premium international distribution resources to provide efficient, secure, and reliable services to all partners. International Lines: The company operates key international routes, including Thai-China, China-Thai, Thai-Malaysia, and Malaysia-Thai. The overseas warehouse network supports these routes, and strategic alliances with national postal authorities and major logistics firms are being developed to expand the service footprint across Southeast Asia. Southeast Asia Expansion: ZTO Thailand excels in cross-border logistics throughout Southeast Asia, maintaining stable operations in Thailand and expanding services to neighboring countries such as Malaysia and Bangladesh. The company is committed to delivering high-quality logistics solutions across the entire Southeast Asian region. ZTO Express (Thailand) Co., Ltd. is committed to providing comprehensive, reliable, and efficient logistics solutions.

2.2 Speed

Speed refers to the promptness with which a service is delivered from the point of dispatch to the end customer (Loo & Asrah, 2022). In the context of express delivery, it encompasses not only the total transit time but also how quickly a company processes, handles, and fulfills an order. Speed is often perceived by customers as a measure of efficiency, reliability, and professionalism, and plays a key role in shaping service expectations and satisfaction. In highly competitive and time-sensitive markets, such as e-commerce or same-day logistics, customers increasingly prioritize fast and on-time deliveries (Chunhua et al., 2023). Mohamad et al. (2022) conducted an empirical study focused on courier services, where they emphasized that customer satisfaction is largely influenced by three critical dimensions: speed of delivery, shipping charges, and data reliability. Their findings demonstrated that among these variables, the speed of delivery had the most significant effect on customer satisfaction. When delivery speed met or exceeded expectations, customer satisfaction increased accordingly, reinforcing the idea that promptness is not just a logistic variable but a psychological determinant in service evaluation. Similarly, Tanjung et al. (2025) investigated the transportation services of CV. They highlighted that quicker deliveries enhanced customer happiness, cultivated loyalty, and expanded market presence in the Rantau Prapat area. These findings supported the argument that express service providers must prioritize timely fulfillment as a strategic asset to compete effectively, especially in localized markets where word-of-mouth and repeat customers form the business foundation. In another domain, Liu (2020) applied a Fuzzy Comprehensive Evaluation model integrated with Analytic Hierarchy Process (AHP) to assess customer satisfaction in the high-speed rail express service sector. The study also suggested that the rise of high-speed rail logistics in China and other parts of Asia has redefined expectations around express delivery, where traditional air and road courier systems must now compete with rail's superior

speed. This technological transformation reshaped consumer benchmarks, indicating that satisfaction no longer stems from simple delivery promises but from a comparison with cutting-edge service standards. Moreover, the integration of digital tracking, customer feedback platforms, and real-time updates has elevated the visibility of delivery speed as a measurable and publicly accountable component of service performance. Additionally, Tanjung et al. (2025) remarked that the operational capacity to deliver speedily is often constrained by infrastructural factors such as fleet management, road conditions, and workforce efficiency, implying that customer satisfaction is not merely a function of company policy but of logistical realities. Nevertheless, companies that invested in route optimization software and real-time traffic analysis showed better performance in customer satisfaction metrics. Collectively, the reviewed studies converged on a shared conclusion: speed in express delivery has evolved from a competitive advantage to a baseline expectation. The market has grown increasingly intolerant of delays, especially with the normalization of next-day and same-day delivery models popularized by e-commerce giants. This shift has forced even regional operators, as shown by Tanjung et al. (2025), to re-evaluate their delivery promises and invest in capacity upgrades to remain relevant. Therefore, delivery speed must be embedded within a broader customer service strategy that includes information accuracy, problem resolution protocols, and post-delivery engagement.

Thus, these studies offer a comprehensive understanding of how speed functions not merely as a logistical input but as a psychological signal of professionalism, credibility, and customer centricity in the express delivery sector.

2.3 Freight

Freight refers to the transportation of goods, commodities, or cargo in bulk, typically by means of trucks, trains, ships, or aircraft (Zhang et al., 2023). It encompasses both domestic and international movement of products, playing a crucial role in global trade and supply chains. In commercial terms, freight also includes the associated costs charged for moving goods from one location to another. The freight express market has become a focal point in transportation research due to its dynamic evolution, growing customer expectations, and critical implications for global trade efficiency. Tsai et al. (2021) examined the drivers of customer loyalty in the air freight express industry and argued that relationship marketing (RM), when implemented consistently, significantly enhanced long-term customer commitment in a highly competitive environment. Their findings revealed that loyalty was not merely built on operational efficiency but also on the emotional and communicative dimensions of freight partnerships, indicating that loyalty strategies in air freight must diverge from traditional product-based marketing. Complementing this, Zhang et al. (2023) explored the competition between China Railway Express (CR Express) and maritime freight services along the China-Europe route. They found that this modal competition affected both emissions and welfare outcomes, demonstrating that the freight express market is

increasingly shaped by sustainability concerns and cross-modal substitution. Lazarević et al. (2020) contributed by focusing on the environmental impact of new express delivery services, particularly their influence on CO₂ emissions in urban areas. They noted that emerging delivery expectations, such as overnight or same-day freight to retailers in urban centers like São Paulo, placed additional strain on environmental goals, thus pushing express providers to rethink routing, vehicle types, and delivery consolidation practices. In terms of logistics service quality, Kilibarda et al. (2016) assessed freight forwarding companies in the Serbian market and found that customer satisfaction was highly sensitive to variables such as timeliness, shipment tracking, and damage prevention. The study supported the view that logistics performance directly shaped customer perceptions of express freight value, especially in markets with growing import-export activity. Their case study in Italy illustrated how intelligent coordination of trucks through platooning reduced transit time and operating costs, giving road freight a renewed edge in the express segment. Li et al. (2020) examined customer preferences for China Railway Express (CRE) services and identified reliability, cost-effectiveness, and speed as the most valued attributes. Their results suggested that as CRE grew into a core component of the Belt and Road Initiative, its ability to align with customer expectations in the express market depended on service frequency, customs clearance efficiency, and cargo safety. Moreover, the study introduced a novel decision-support approach that integrated customer value perception into logistics planning, thereby bridging operational strategy with market responsiveness. This transformation positioned express rail freight as a strategic connector in Eurasian logistics, bolstering its role in market diversification and capacity balancing. Overall, these studies converged on the understanding that the impact of freight express services in the market goes far beyond speed alone; it involves a complex interplay of technology adoption, environmental sustainability, customer experience, modal integration, and geopolitical logistics infrastructure. The freight express sector has shifted from being a high-cost niche option to a mainstream solution in global and regional supply chains, particularly when backed by policy support and digital innovation.

2.4 Customer Satisfaction

Customer satisfaction refers to the emotional and cognitive evaluation a customer makes after receiving a product or service, based on the gap between their expectations and the actual experience (Liu & Chen, 2023). High customer satisfaction typically leads to repeat business, positive word-of-mouth, and long-term brand loyalty. In the context of freight services, customers are satisfied when their shipments arrive safely, on time, and with proper updates throughout the delivery process. Measuring customer satisfaction allows companies to identify performance gaps, improve service delivery, and remain competitive in a rapidly evolving market. Customer satisfaction in the express delivery market has emerged as a vital research focus, especially with the

increasing reliance on fast logistics in both e-commerce and urban services. Lei et al. (2022) investigated the main influencing factors of customer satisfaction and loyalty in city express delivery and found that service responsiveness, delivery timeliness, and effective problem resolution significantly affected user satisfaction in urban contexts. They emphasized that express companies needed to differentiate themselves not just through speed but by delivering emotionally satisfying and trust-building experiences. In a more focused corporate case, Huang (2019) explored the relationship between logistics service quality and customer loyalty within SF Express in China's e-commerce market. His findings suggested that attributes such as reliability, tracking transparency, and courteous service played key roles in enhancing satisfaction, which in turn reinforced customer loyalty. Their study revealed that even small enhancements in service processes could lead to notable gains in customer ratings. They argued that customer satisfaction in the express sector should be approached as a dynamic metric, sensitive to operational details. Qiao and Rojniruttikul (2025) examined the company's dominant market share and attributed its success to adaptive strategies that aligned with evolving consumer preferences. They highlighted how SF Express tailored its services to meet regional expectations through pricing, delivery precision, and user interface improvements, thereby securing consistent customer satisfaction. Meanwhile, Violinda et al. (2022) examined J&T Express and found that timeliness, delivery care, and fair pricing were the most critical satisfaction factors among student users. They emphasized that digital marketing effectiveness was closely tied to perceived service quality, and any gap between marketing promises and delivery outcomes directly undermined trust. Handoyo (2021) further investigated J&T Express and tested the effects of corporate image, service location, pricing, and service quality on customer satisfaction. The results demonstrated that while price had a significant direct impact, customer satisfaction was maximized when all four factors synergistically aligned, underscoring the multifactorial nature of satisfaction in express delivery. Wang (2024) extended the analysis by examining satisfaction and loyalty in Sichuan's express logistics sector under the "Internet Plus" framework. The study found that technological integration, such as mobile apps and real-time updates, greatly improved the perceived ease and control of service, thereby strengthening both satisfaction and loyalty. Together, these studies provided a comprehensive view of the express delivery market, showing that customer satisfaction is shaped by a blend of operational efficiency, emotional experience, digital capability, and strategic marketing.

2.5 Customer Relationship Management

Customer Relationship Management (CRM) is a management method that uses information technology and strategic management to manage and analyze the interaction between enterprises and customers to improve customer satisfaction and loyalty (Chunhua et al., 2023). It can be said that customer relationship management emphasizes that building and maintaining close relationships with customers is essential

to improving customer satisfaction. In the contemporary landscape of business, Customer Relationship Management (CRM) has evolved from a simple system for managing customer interactions to a sophisticated strategic tool enhanced by big data technologies. This literature review examines the integration of CRM with big data, focusing on personalization and customization of services. The review synthesizes findings from various studies to explore how CRM systems, augmented by big data, can enhance customer satisfaction and organizational performance.

Customer relationship management (CRM) is a strategic process that organizations use to manage, analyze, and improve their interactions with customers (Chunhua et al., 2023). By leveraging data-driven insights, CRM helps businesses optimize communication, enhance customer satisfaction, and drive sustainable growth. CRM systems compile data from a range of different communication channels, including a company's website, telephone (which many services come with a softphone), email, live chat, marketing materials and more recently, social media. The integration of big data into CRM processes has significantly transformed this field by enabling more precise and actionable insights into customer behavior and preferences. The advent of big data has revolutionized CRM by enhancing the ability to analyze vast amounts of information and derive meaningful insights (Anshari et al., 2019). Big data enables organizations to move beyond traditional CRM practices by integrating various data sources, including social media, transaction histories, and customer feedback. This integration allows for more accurate customer segmentation and personalization, leading to improved service delivery and customer satisfaction. Personalization is a key benefit of integrating big data with CRM systems. By analyzing customer data, organizations can tailor their interactions and offerings to meet individual preferences and needs (Dewnarain et al., 2019). For example, personalized recommendations and targeted marketing campaigns can enhance the customer experience and increase engagement. Customization of services, driven by data insights, allows businesses to address specific customer requirements, fostering stronger customer relationships and enhancing loyalty. Big data analytics provides deeper insights into customer behavior, allowing organizations to understand patterns and trends more comprehensively (Hanaysha & Mehmood, 2022). This enhanced understanding enables businesses to anticipate customer needs, improve service delivery, and design more effective marketing strategies. By leveraging predictive analytics, companies can proactively address potential issues and offer solutions before customers even express concerns.

The integration of big data into CRM systems has a profound impact on customer satisfaction and loyalty. Studies have shown that personalized and customized services significantly contribute to higher customer satisfaction (Ferrer-Estévez & Chalmeta, 2023). Enhanced customer satisfaction, in turn, leads to increased loyalty and positive word-of-mouth, which are crucial for maintaining a competitive edge in the market. Big data-driven insights help organizations improve service quality by identifying and addressing service gaps and inefficiencies (Liu & Chen, 2023). Real-time data allows for immediate adjustments and improvements, ensuring that customer expectations are consistently met. This responsiveness is essential for maintaining high levels of customer satisfaction and loyalty. Organizations that effectively utilize big data in their

CRM systems gain a competitive advantage by offering superior customer experiences and more relevant services (Libai et al., 2020). By differentiating themselves through personalized interactions and targeted solutions, companies can stand out in a crowded marketplace and build stronger, more loyal customer bases.

Despite the benefits, integrating big data with CRM systems presents several challenges. Ensuring data privacy and security is a major concern, as handling large volumes of sensitive customer information requires stringent protection measures (Alshurideh, 2022). Additionally, the complexity of big data analytics requires significant investment in technology and skilled personnel, which can be a barrier for some organizations. With the increasing amount of personal data collected, organizations must adhere to regulatory requirements and implement robust security measures to protect customer information (Pashaie et al., 2020). Balancing the benefits of data-driven insights with privacy concerns is crucial for maintaining customer trust and compliance. Effective utilization of big data in CRM necessitates advanced technological infrastructure and skilled data analysts (Khan et al., 2022). Organizations must invest in technology and training to fully leverage big data capabilities and achieve the desired outcomes in customer relationship management.

This literature review highlights the transformative impact of big data on CRM practices, emphasizing the importance of personalization, enhanced customer insights, and competitive advantage. As businesses continue to evolve in the digital age, leveraging big data effectively will be crucial for sustaining customer satisfaction and loyalty. The integration of big data with Customer Relationship Management systems represents a significant advancement in enhancing customer satisfaction and organizational performance. By enabling more personalized and customized services, big data facilitates deeper customer insights and improved service quality. However, organizations must navigate challenges related to data privacy and technological requirements to fully realize the benefits of this integration.

2.6 Relevant Theories

2.6.1 Customer Experience Theory

Customer Experience Theory believes that customer satisfaction depends not only on the product or service itself, but also on the overall experience of the customer during the purchase process (Shi, 2021). The Core Elements of CX Theory: CX theory includes elements such as customer perceptions, emotions, behaviors, and satisfaction. These elements are influenced by every interaction a customer has with a brand, from marketing communications to post-purchase support. For example, a customer's perception of a brand may be shaped by their experience navigating the website, the ease of finding information, and the quality of customer service. The Importance of CX Theory in Business Strategy: Understanding CX theory is crucial for developing strategies that enhance customer satisfaction and loyalty. By applying CX theory, businesses can identify pain points, optimize touchpoints, and create memorable

experiences that foster positive emotions and long-term relationships. ZTO Express can improve customer experience by providing personalized services, simplifying the delivery process, and improving service efficiency, thereby improving customer satisfaction. In today's highly competitive market environment, customer experience has become one of the important factors for companies to win customer trust and competitive advantage. Customer Experience Theory believes that customer satisfaction depends not only on the quality of the product or service, but also on the feelings and experience during the entire purchase process. As a well-known express delivery company, ZTO Express should recognize the importance of improving customer experience to increase customer satisfaction and enhance market competitiveness (Jing et al., 2020). First, personalized service is the key to improving customer experience. ZTO Express can provide customers with customized services by understanding customer needs and preferences, so that customers feel valued and cared for.

Secondly, simplifying the delivery process is also an effective way to improve customer experience. In the process of delivering parcels, if the process is complicated and cumbersome, it is easy for customers to feel unhappy and inconvenient (Lei et al., 2022). ZTO Express can improve customer experience by optimizing processes, simplifying operating steps, reducing waiting time, and improving handling efficiency, so that customers can complete express delivery faster and more conveniently. Finally, improving service efficiency is also an important means to improve customer experience. Customers generally hope to receive their parcels quickly (Chunhua et al., 2023). To explore the impact of speed and freight rates on customer satisfaction with ZTO Express in the Thai market, it's insightful to apply Customer Experience Theory. This theory emphasizes that customer satisfaction is a comprehensive outcome shaped by various elements of the service experience. Therefore, ZTO Express can provide customers with better service experience by improving delivery speed and punctuality and updating logistics information in a timely manner.

Customer Experience Theory is of great significance for ZTO Express to improve customer satisfaction. Customer Experience (CX) theory focuses on the psychological, emotional, and practical aspects of how customers perceive and interact with a brand. Customer Experience Theory posits that customer satisfaction is not solely dependent on the quality of the product or service but also on the overall experience throughout the purchasing process (Shi, 2021). For ZTO Express, improving customer satisfaction involves more than optimizing service efficiency; it necessitates a comprehensive approach to enhancing the entire service experience. This includes personalizing services, streamlining delivery processes, and boosting service efficiency. Customer Experience Theory emphasizes that customer satisfaction is derived not only from the quality of the product or service but also from the overall experience during the interaction with a brand. This theory broadens the scope of customer satisfaction by focusing on every touchpoint of the customer journey, from initial contact to post-purchase support. Applying Customer Experience Theory to ZTO Express in the Thai market involves recognizing that both speed and freight rates are integral components of the overall customer experience. Speed affects immediate satisfaction and emotional

responses, while freight rates influence perceived value and overall satisfaction (Zhong, 2022). Ensuring that both elements align with customer expectations and market standards can significantly enhance customer satisfaction and foster loyalty. One of the core elements of Customer Experience Theory is personalization. By leveraging data from customer interactions and feedback, ZTO Express can tailor its services to meet individual needs and preferences. This might involve customizing delivery options based on past preferences, offering personalized communication, or implementing adaptive solutions that respond to unique customer requirements. Personalized service makes customers feel valued and understood, which can lead to increased satisfaction and loyalty. Customer Experience Theory also emphasizes the importance of efficiency in the customer journey. For ZTO Express, streamlining delivery processes is crucial. This can involve optimizing logistics operations to reduce delivery times, enhancing the user experience on digital platforms for tracking and communication, and ensuring that any issues are resolved swiftly and effectively. Efficient processes contribute to a smoother experience, reducing frustration and improving overall satisfaction.

The impact of speed and freight on customer satisfaction with ZTO Express is shaped by how these factors meet customer expectations, provide value, and contribute to the overall service experience (Loo & Asrah, 2022). Personalized service makes customers feel valued, while process optimization and service efficiency contribute to a more seamless and satisfactory experience (Jing et al., 2020; Lei et al., 2022). The integration of Customer Experience Theory into ZTO Express's strategy is crucial for increasing customer loyalty and market competitiveness. ZTO Express can create a good shopping experience for customers, establish customer loyalty, and enhance market competitiveness by providing personalized services, simplifying delivery processes, and improving service efficiency (Loo & Asrah, 2022). By continuously optimizing service quality and improving customer satisfaction, ZTO Express can occupy a more advantageous position in the fierce market competition and achieve sustainable development.

2.6.2 Impact of Speed on Customer Satisfaction

With so much competition, especially in business, customers seek companies that can give them what they want fast. Customers contact a company only when they need something or want help. It would be safe to say that speed in customer service acquires a top priority for customers. The speed at which a company responds to customer inquiries and requests is a key factor that determines customer satisfaction. In today's competitive market, where competition is at its peak, the ability to respond quickly to customer needs can be a decisive factor that sets successful companies apart from less successful ones. Prompt responses not only enhance the customer's impression of the service but also contribute to increased loyalty, reduced customer churn, and a greater willingness to recommend your company to others. Customer Experience Theory suggests that the overall satisfaction with a service is significantly influenced by the efficiency and timeliness of the service delivery. In the context of ZTO Express operating in the Thai market:

Service Efficiency: Speed of delivery is a crucial factor in the customer experience. According to the theory, customers form expectations about delivery times based on past experiences and service promises (Zhong, 2022). ZTO Express's ability to meet or exceed these expectations directly affects customer satisfaction. If deliveries are prompt and within the promised time frame, customers perceive the service as reliable and are more likely to be satisfied.

Expectation vs. Reality: Customer satisfaction is not only about the actual speed but also how it aligns with customer expectations. In Thailand's market, where e-commerce growth is rapid, customers increasingly expect faster deliveries (Zhong, 2022). Delays or slower-than-expected service can lead to dissatisfaction and a negative perception of ZTO Express, highlighting a gap between customer expectations and the actual service experience.

Emotional Impact: Speed affects the emotional aspect of the customer experience. Quick deliveries contribute to a positive emotional response, such as reduced anxiety and increased trust in the service provider (Loo & Asrah, 2022). This emotional satisfaction enhances overall customer satisfaction and fosters loyalty.

2.6.3 Impact of Freight Rates on Customer Satisfaction

Customer Experience Theory also highlights the importance of cost in shaping customer perceptions and satisfaction:

Perceived Value: Freight rates influence the perceived value of the service. In the Thai market, customers weigh the cost of shipping against their expectations of service quality and speed. If customers perceive that they are receiving good value for the money spent, they are likely to be more satisfied. Conversely, high freight rates that do not align with service quality or speed can lead to dissatisfaction (Zhong, 2022).

Price Sensitivity: In competitive markets like Thailand, customers are sensitive to pricing. If ZTO Express's freight rates are perceived as high compared to competitors, it may negatively impact customer satisfaction, especially if the service does not justify the cost. The theory posits that customers evaluate their experience based on the trade-off between price and the benefits received.

Cost Transparency: Clear communication about freight and any associated fees is critical. Transparency helps manage customer expectations and avoids surprises that could lead to dissatisfaction (Loo & Asrah, 2022). According to the theory, customers appreciate when pricing information is upfront and straightforward, contributing to a more positive overall experience.

Influence on Loyalty: Freight can also impact long-term customer loyalty. Competitive pricing, along with high service quality, can enhance customer satisfaction and encourage repeat business. Customers are more likely to remain loyal to a service provider who offers a good balance between cost and quality.

2.7 Conceptual Framework

The conceptual framework of this study is shown in Figure 2.1.

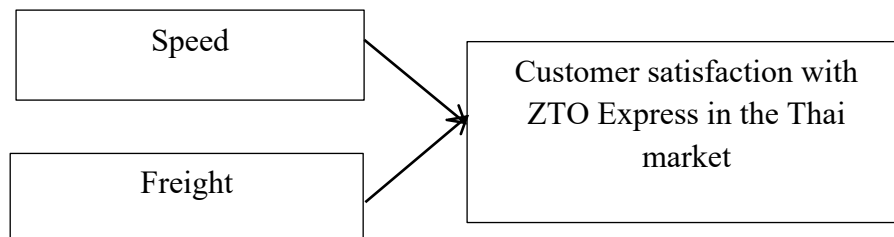


Figure 2.1 Conceptual Framework



CHAPTER 3 RESEARCH METHODOLOGY

This chapter details the research design, sampling method, data collection process, and the assessment of the questionnaire's reliability and validity, thereby setting the stage for the analysis of research findings.

3.1 Research Design

This study employed a quantitative approach to analyze customer satisfaction with ZTO Express's logistics services in Thailand, with a particular emphasis on freight rate and delivery speed.

3.2 Population and Sample

Sampling Method: The target population consisted of all express delivery service users in urban regions in Bangkok. To ensure the representativeness and practicality of data collection, this study adopted a cluster sampling method. Instead of selecting individuals directly, the sample was drawn by first identifying natural clusters where express delivery usage is common. Several clusters were randomly selected, and all individuals within those selected clusters were invited to participate in the survey. This sampling method was chosen due to its efficiency in covering geographically dispersed populations and reducing logistical constraints during data collection. One major advantage of cluster sampling is that it allows for data collection in naturally occurring groups, which is both cost-effective and time-saving. While this method may slightly reduce statistical precision compared to simple random sampling, it remains appropriate when population lists are unavailable or when individual-level sampling is impractical.

Sample size: The target population includes local Thai consumers who have utilized ZTO Express delivery services. A cluster sampling method was employed to select a sample of 380 individuals from social media platforms such as Facebook, WhatsApp, and Line. To achieve the required sample size, a convenience sampling technique was used, inviting local Thai individuals who have experience with ZTO Express's logistics services to participate in the survey.

3.3 Hypothesis

Research hypotheses are proposed based on the literature review and the theoretical framework:

H1: Speed has a significant impact on ZTO Express's customer satisfaction in the Thai market.

H2: Freight has a significant impact on ZTO Express's customer satisfaction in the Thai market.

3.4 Research Instrument

The primary research instrument for this study is a structured questionnaire specifically designed to measure customer satisfaction with ZTO Express's logistics services in Thailand. The questionnaire is divided into two sections:

Demographic Information: This section collects basic demographic data from respondents, including age, gender, and frequency of online shopping. These variables help provide context for the sample population and aid in understanding how different demographic factors might influence customer satisfaction.

Key variables: This section evaluates customer satisfaction related to speed and freight of ZTO Express's logistics services, such as shipping costs and delivery speed. The satisfaction levels are measured using a Likert five-point scale, ranging from "very dissatisfied" to "very satisfied." Each aspect is rated individually to capture a detailed picture of the service quality as perceived by the respondents.

Below is Table 3.1 presenting the 10 survey items for the variables, with a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Respondents indicate their level of agreement with each statement using the provided scale.

Table 3.1 Survey Questionnaire Design-Variable Scales

Variable	Item	No.
Speed of Delivery	The delivery time of ZTO Express meets my expectations.	Q1
	ZTO Express delivers packages faster compared to other logistics providers.	Q2
	I am satisfied with the timeliness of ZTO Express's delivery service.	Q3
Freight Rates	The freight rates of ZTO Express are reasonable for the service provided.	Q4
	ZTO Express offers competitive pricing compared to other delivery services.	Q5
	I feel that I get good value for the money spent on freight with ZTO Express.	Q6
Customer Satisfaction	Overall, I am satisfied with ZTO Express's service.	Q7

I would recommend ZTO Express to others based on my experience.	Q8
ZTO Express meets my expectations in terms of service quality.	Q9
I am likely to use ZTO Express for my future shipping needs.	Q10

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Reliability Analysis

Reliability refers to the consistency and stability of a measurement instrument over time. Higher Cronbach's alpha values indicate greater internal consistency among the items, suggesting that they are cohesively measuring the same underlying construct. This study evaluated the reliability of the questionnaire data by calculating the Cronbach's Alpha coefficient. The specific analysis is shown in Table 3.2 below.

Table 3.2 Results of Reliability Analysis

Variable	Cronbach's Alpha	N of Items
Speed	.901	3
Freight	.897	3
Customer satisfaction	.886	4

Table 3.2 presents the results of the reliability analysis for three key variables: Speed, Freight, and Customer Satisfaction. The internal consistency of each variable was measured using Cronbach's Alpha, with all values exceeding the commonly accepted threshold of 0.70, indicating high reliability. Speed achieved the highest reliability score with a Cronbach's Alpha of 0.901 across 3 items, suggesting excellent internal consistency. Freight also demonstrated strong reliability, with a Cronbach's Alpha of 0.897 for 3 items. Similarly, Customer Satisfaction showed a high level of reliability, with a Cronbach's Alpha of 0.886 across 6 items. These results confirm that all measurement scales used in the study are both consistent and reliable, providing a strong foundation for subsequent data analysis.

3.5.2 Validity Analysis

The results of validity analysis are shown in the following Table 3.3.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.895
Bartlett's Test of Sphericity	Approx. Chi-Square	8432.735
	df	218
	Sig.	0.000

In this study, the factor analysis in SPSS 22.0 software was used to analyze and test the relevant data of the questionnaire. The analysis results showed that the KMO value of this questionnaire was 0.895, which is close to 1, indicating that the related variables of the questionnaire were well correlated for factor analysis. The Bartlett spherical test value of the questionnaire was 0.000, indicating a significant correlation among the variables in this study. At the same time, the test results also show that the questionnaire has good convergent validity.

3.6 Data Collection

For this study, the questionnaires survey was used as the primary data collection method. This method allows for a large number of participants to be surveyed, ensuring that the sample is adequately representative. The questionnaires were distributed online to participants who met the inclusion criteria. By utilizing online platforms, the study could reach a wide geographic area and ensure diversity in the sample. A total of 380 questionnaires were administered.

3.7 Data Analysis

Data analysis for this study was carried out using SPSS software, which facilitates both descriptive and inferential statistical analysis:

Reliability and Validity Testing: To ensure the accuracy and consistency of the questionnaire, reliability and validity tests were performed. **Reliability Testing:** This involved assessing the internal consistency of the questionnaire items using Cronbach's alpha coefficient. A high Cronbach's alpha value indicates that the questionnaire items are reliably measuring the intended constructs. **Validity Testing:** This involved evaluating the content and construct validity of the questionnaire. Content validity was assessed through expert review to ensure that the items comprehensively cover the relevant aspects of customer satisfaction. Construct validity was evaluated to confirm that the questionnaire measures the theoretical constructs it is intended to assess.

Descriptive Statistics: Initial analysis involved summarizing the basic demographic information and customer satisfaction scores. Descriptive statistics,

including means, standard deviations, and frequency distributions, were used to provide a clear overview of the data and identify general trends and patterns.

Quantitative Analysis: Using the Likert five-point scale data, quantitative analyses were conducted to examine the relationships between customer satisfaction and the evaluated indices. Statistical techniques, including correlation and regression analysis, were employed to explore how different factors, including shipping costs and delivery speed, impact overall customer satisfaction.

In summary, the study design integrates a detailed questionnaire, a reliable Likert scale, and robust statistical analysis to assess customer satisfaction with ZTO Express's logistics services in Thailand, focusing on shipping costs and delivery speed.



CHAPTER 4 FINDINGS AND DISCUSSION

4.1 Findings

4.1.1 Demographic Characteristics of Respondents

The demographic characteristics of respondents were analyzed to ensure the sample reflected a broad spectrum of the target population. Table 4.1 includes age, gender, education level and income level of respondents.

Table 4.1 Demographic Characteristics of Respondents

Demographic Characteristic	Frequency	Percentage (%)
Gender		
Female	266	70.00%
Male	114	30.00%
Age		
Under 30	57	15.00%
30–45 years old	228	60.00%
Over 45	95	25.00%
Marital Status		
Married	247	65.00%
Single	133	35.00%
Education Level		
Bachelor's Degree	285	75.00%
Below Bachelor's Degree	57	15.00%
Above Bachelor's Degree	38	10.00%
Employment Status		
Private Sector Employee	266	70.00%
Government Employee	38	10.00%
Self-employed	57	15.00%
Others	19	5.00%
Monthly Income (Baht)		
Below 15,000	76	20.00%
15,000–40,000	228	60.00%
Above 40,000	76	20.00%

The demographic information of the sample includes 380 consumers who have used online shopping in Thailand. Most of the respondents are female, aged between 30 and 45 years old, married, with a bachelor's degree as the highest education, mostly

employees of private enterprises, and have an average monthly income of 15,000-40,000 baht, indicating a certain purchasing power.

4.1.2 Correlation Analysis

In this study, the correlation between customer satisfaction, speed and freight of ZTO Express was analyzed. The sample size is 380, and the correlation coefficient between customer satisfaction and speed of ZTO Express is 0.76**, indicating that there is a significant positive correlation between customer satisfaction and speed of ZTO Express ($p < 0.01$). This means that the faster the express delivery speed, the higher the customer satisfaction. The correlation coefficient between customer satisfaction and freight of ZTO Express is 0.68**, indicating that there is a significant positive correlation between customer satisfaction and freight of ZTO Express ($p < 0.01$). This means that the more reasonable the freight, the higher the customer satisfaction.

Table 4.2 Correlation Analysis

Sample 380	ZTO Express's customer satisfaction	Speed	Freight
ZTO Express's customer satisfaction	1		
Speed	0.76**	1	
Freight	0.68**	0.73**	1

Note 2: * $p < 0.05$, ** $p < 0.01$.

Speed and freight: The correlation coefficient is 0.73**, indicating that there is a significant positive correlation between speed and freight ($p < 0.01$). This means that there is a certain correlation between freight and express delivery speed. The faster the express delivery speed, the higher the freight. The conclusion is that the correlation analysis shows that the customer satisfaction of ZTO Express has a significant positive correlation with both express delivery speed and freight. This shows that improving express delivery speed and reasonable freight pricing are key factors in improving customer satisfaction.

4.1.3 Regression Analysis

A multiple regression analysis was conducted to examine the influence of speed and freight on customer satisfaction with ZTO Express in the Thai market. The model

was statistically significant, with $R^2 = 0.684$, indicating that approximately 68.4% of the variance in customer satisfaction can be explained by the two predictors. The overall model fit was strong ($F(2, 377) = 408.31, p < 0.001$).

Among the predictors, speed had a significant positive effect on customer satisfaction, with an unstandardized coefficient of $B = 0.354$ and a standardized coefficient of $Beta = 0.422, (t = 4.54, p < 0.01)$. This suggests that the faster the delivery service, the more satisfied customers were with ZTO Express. Freight also had a significant positive effect, with $B = 0.281, Beta = 0.365, (t = 3.85, p < 0.01)$, indicating that reasonable pricing contributed positively to customer satisfaction. Both variables were significant at the 1% level, confirming that speed and freight are critical factors influencing customer satisfaction with express delivery service quality in the Thai market.

Table 4.3 Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients		
	B	Std. Error	Beta	t
(Constant)	0.476	0.092		5.17
Speed	0.354	0.078	0.422**	4.54
Freight	0.281	0.073	0.365**	3.85

* $R^2 = 0.684, F(2, 377) = 408.31, p < 0.001$

*Note: $p < 0.01$

4.1.4 Collinearity Test

The results of the collinearity test showed a Mean VIF value of 2.51 for all variables, and the results are shown in Table 4.4. This indicates that the collinearity of the model is low and allows the next step of empirical analysis.

Table 4.4 Test for Collinearity of Variables

Variables	VIF	1/VIF
lnSpeedjt	4.8	0.217
lnFreightjt	2.68	0.373
lnCSijt	2.71	0.394
Mean VIF		2.51

To avoid pseudo-regression, a unit root test on the panel data was required to determine the stationarity of the variables. The LLC test and the PP test were performed separately for each variable.

Table 4.5 Result of Inspection

Variables	lnCSijt	lnSpeedjt	lnFreightjt
LLC test	-1.288(0.0189)	44.262(0.0014)	-3.511(0.0002)
PP test	72.845(0.0000)	35.551(0.0174)	32.030(0.0430)
Stationary	yes	yes	yes

As can be seen in Table 4.5, the LLC of variables lnSpeedjt, lnFreightjt, lnCSijt, test and PP test are less than 0.05, that is, the original hypothesis 5% significant level of the existence of unit root is rejected, and the above data can be regarded as stationary.

4.2 Results of Hypothesis Test

Table 4.6 Hypothesis Test Results

Hypothesis	Results
H1: Speed has a significant impact on ZTO Express's customer satisfaction in the Thai market.	Accepted
H2: Freight has a significant impact on ZTO Express's customer satisfaction in the Thai market.	Accepted

H1: Speed has a significant impact on ZTO Express's customer satisfaction in the Thai market.

This result indicates that the speed of delivery is a critical factor influencing customer satisfaction for ZTO Express in Thailand. The data analysis confirms that faster delivery times positively affect how customers perceive and rate their satisfaction with the service. This suggests that ZTO Express's efforts to improve and maintain quick delivery times are crucial in enhancing overall customer satisfaction in the Thai market.

H2: Freight has a significant impact on ZTO Express's customer satisfaction in the Thai market.

This outcome signifies that shipping costs (freight) significantly influence customer satisfaction with ZTO Express in Thailand. The analysis reveals that customers' perceptions of the value they receive relative to the cost of shipping affect their overall satisfaction with the service. Therefore, pricing strategies and cost-effectiveness play an essential role in shaping customer satisfaction, highlighting the importance of balancing competitive pricing with service quality.

In summary, both hypotheses were accepted, underscoring that both delivery speed and freight costs are significant determinants of customer satisfaction for ZTO Express in the Thai market. This emphasizes the need for ZTO Express to focus on optimizing

both aspects to enhance their service offering and improve customer satisfaction.

4.3 Discussion

The impact of speed and punctuality of ZTO Express in the Thai Market: In the Thai market, the speed and punctuality of ZTO Express have a significant impact on customer satisfaction. The faster the delivery speed, the higher the probability of on-time delivery of the package, and customer satisfaction will also increase. Speed and punctuality directly affect the overall customer experience, especially in time-sensitive express delivery needs. In the field of express delivery companies, speed and timeliness are key indicators of service quality, and their impact on customer satisfaction is obvious. Express delivery services need to respond quickly to customer needs and ensure that every package can be delivered on time; timeliness emphasizes accuracy and completion of delivery within the agreed time to win customer trust and recognition. The optimization of speed and timeliness can not only improve customer experience, but also help companies establish brand image and improve customer loyalty in a highly competitive market. Express delivery companies should continuously optimize internal management, improve delivery efficiency, and improve overall service levels with speed and timeliness as the core. The above-mentioned correlation coefficient between customer satisfaction and speed is 0.76^{**} ($p < 0.01$), which also shows that the improvement of express delivery speed and punctuality can not only improve customer satisfaction, but also enhance customer loyalty and brand trust. Therefore, ZTO Express should focus on improving its speed and punctuality in the Thai market to meet customer expectations and needs.

The impact of ZTO Express's freight and fee strategy in the Thai market: In the Thai market, ZTO Express's freight and fee strategy also has an important impact on customer satisfaction. A reasonable freight pricing strategy can improve customer price satisfaction and increase their willingness to use ZTO Express services. In e-commerce logistics, freight and fee strategies have a significant impact on customer satisfaction. The pricing strategy of freight and related fees plays an important role in shaping the overall shopping experience. When e-commerce companies provide affordable shipping options or clear incentives (such as free or discounted shipping thresholds), customers are more likely to be satisfied with their purchases. In addition, unexpectedly high shipping costs or unclear fee structures can lead to frustration and shopping cart abandonment, which has a negative impact on customer satisfaction. In addition, the speed and reliability of different freight options directly affect customer satisfaction. Fast and reliable delivery services help improve the shopping experience, while delays or mishandling may lead to dissatisfaction. Moreover, the correlation coefficient between customer satisfaction and freight is 0.68^{**} ($p < 0.01$), which indicates that the balance between freight and service quality is one of the important considerations for customers to choose express delivery services. By optimizing freight and fee strategies, ZTO Express can improve customer perceived value and thus enhance market competitiveness. In addition, transparent fee structures and favorable pricing strategies

can also help improve customer trust and satisfaction.

ZTO Express's success in the Thai market depends on its performance in speed and punctuality and the rationality of its freight and fee strategies. Improving express delivery speed and punctuality can significantly improve customer satisfaction and loyalty, while optimizing freight and fee strategies can enhance customer price satisfaction and trust. Taking these factors into consideration, ZTO Express can gain greater competitive advantage and customer support in the Thai market by improving service quality and pricing strategies.



CHAPTER 5 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

In the global express delivery industry, customer satisfaction is a key indicator for measuring service quality and corporate competitiveness. ZTO Express's success in the Thai market depends on its performance in speed and freight. This study analyzed 380 questionnaires to explore the correlation between ZTO Express's customer satisfaction and speed and freight, and put forward some key findings and conclusions.

The study demonstrates that delivery speed and freight costs are crucial determinants of customer satisfaction for ZTO Express in the Thai market. The quantitative analysis confirmed that improvements in these areas significantly impact customer perceptions of service quality. Specifically, enhancing delivery speed through technological advancements and optimizing logistics processes can lead to higher customer satisfaction. Similarly, implementing a flexible and competitive pricing strategy, including tiered pricing models and transparent cost structures, can meet diverse customer needs and enhance overall satisfaction. Speed and Freight Rates are key variables influencing customer satisfaction. Delivery speed impacts customer perceptions of reliability and trust, as prompt service aligns with customer expectations and fosters positive emotional responses (Chunhua et al., 2023). Conversely, freight rates affect the perceived value of the service. Customers evaluate whether the cost of shipping justifies the quality and speed of service provided. Transparent pricing and competitive rates are essential for maintaining customer satisfaction and loyalty (Shi, 2021).

Furthermore, the research underscores the importance of adapting to future trends in e-commerce logistics, such as intelligent logistics, data analytics, innovative business models, and sustainability. By investing in advanced logistics technology, leveraging data for strategic decisions, and adopting sustainable practices, ZTO Express can not only improve its current service quality but also position itself competitively for future growth. These strategic recommendations are intended to guide ZTO Express in refining its operations and addressing customer expectations effectively, ensuring continued success in the dynamic Thai logistics market.

The conclusions of the more detailed analysis are as follows:

1. The results clearly point out that speed and freight are two important factors affecting customer satisfaction. The correlation coefficient for customer satisfaction and speed is 0.76^{**} ($p < 0.01$), indicating that there is a significant positive correlation between the two. That is, the faster the express delivery speed, the higher the customer satisfaction. This finding shows that improving delivery speed is an effective means to improve customer satisfaction. The correlation coefficient for customer satisfaction and freight is 0.68^{**} ($p < 0.01$), indicating that there is a significant positive correlation between the two. That is, the more reasonable the freight, the higher the customer

satisfaction. This means that a reasonable pricing strategy plays an important role in improving customer satisfaction. The increase in express delivery speed is usually accompanied by an increase in costs, so a reasonable pricing strategy is needed to cover these costs without making customers feel that the freight is too high. This balance is the key to developing an effective pricing strategy.

2. The results of this study support all hypotheses, indicating that changes in speed and freight have a significant positive impact on customer satisfaction. The correlation coefficient for freight and speed is 0.73^{**} ($p < 0.01$), indicating that there is a significant positive correlation between the two. That is, the faster the delivery speed, the higher the freight may be. This suggests that while improving the speed, the pricing strategy needs to be adjusted simultaneously to maintain customer satisfaction. By improving delivery speed and optimizing freight strategies, ZTO Express can improve customer satisfaction and loyalty in the Thai market and gain greater market competitiveness and customer support. These findings provide valuable references for ZTO Express's global operations and emphasize the important role of speed and cost strategies in improving customer satisfaction.

5.2 Recommendation

To achieve a competitive edge and significantly enhance customer satisfaction in the Thai market, ZTO Express should focus on strategic recommendations that address both operational efficiency and customer value. Investing in advanced logistics technology, such as automated sorting systems and AI-powered route optimization, is crucial. These technologies can streamline operations, reduce handling times, and accelerate delivery processes (Amling & Daugherty, 2020). The enhancement of logistics capabilities among logistics delivery service providers the process involves predicting customer requirements prior to commencing work, assessing performance, and rectifying software defects. Ensure timely delivery of products as per customer specifications. It is vital to possess a precise comprehension of service patterns. The acquisition of problem-solving skills pertaining to potential emergency situations. The objective of this task is to establish the specific criteria that will be used to evaluate and select the stores that can provide goods services. Contracts and agreements are established with merchants to facilitate the provision of transportation services. It is imperative to prioritize the prevention of product damage prior to the delivery process to clients. The foremost priority is optimizing delivery speed, which can be accomplished through technology upgrades and process improvements. Additionally, upgrading logistics infrastructure by expanding and modernizing sorting centers and warehouses will support faster processing and handling of packages, further improving delivery speed. Implementing real-time tracking systems for customers to monitor their packages will enhance transparency and manage expectations by providing accurate delivery timelines. Continuous process improvement is also essential; regularly reviewing and refining logistics processes to eliminate inefficiencies and optimize

resource use can significantly enhance operational efficiency. The company possesses the capability to promptly fulfil customer orders by ensuring timely delivery of the complete quantity of products as per the specifications provided by the customers.

In parallel, developing a reasonable pricing strategy is vital for catering to diverse customer needs and maintaining competitiveness. ZTO Express should introduce tiered pricing models that offer flexibility based on delivery speed and package size. This approach allows customers to choose services according to their preferences and urgency, thereby increasing satisfaction. Offering discounts and promotions, such as bulk shipping discounts or seasonal deals, can make the service more attractive and encourage customer loyalty. Diversifying transportation options to include a range of shipping speeds from standard to expedited services will allow customers to select the most suitable option for their needs and budget. Ensuring cost transparency by providing clear and upfront pricing structures will prevent dissatisfaction caused by unexpected charges and foster trust.

Looking ahead, ZTO Express must adapt to future trends and innovations in e-commerce logistics to maintain its competitive edge. Embracing intelligent logistics through the adoption of smart equipment and automation is crucial. Investments in robotic systems for warehouses, AI for predictive analytics, and IoT devices for improved supply chain visibility will shape the future of logistics. Leveraging data analytics to gain insights into customer behavior, logistics performance, and operational efficiency will support data-driven decision-making and strategic planning. Exploring innovative logistics models, such as micro-warehousing and on-demand delivery services, can address evolving market demands and enhance customer satisfaction. Additionally, focusing on sustainability by adopting eco-friendly packaging and reducing carbon emissions will not only align with environmental concerns but also serve as a competitive differentiator.

In conclusion, by focusing on optimizing delivery speed through technological upgrades and developing a flexible pricing strategy, ZTO Express can significantly improve customer satisfaction in Thailand. Staying attuned to emerging trends and incorporating advanced technologies will further enhance its competitive advantage, ensuring sustained growth in the dynamic e-commerce landscape.

5.3 Further Study

To remain competitive and enhance customer satisfaction in Thailand, ZTO Express should consider the following directions for further study:

Embracing Intelligent Logistics: As e-commerce logistics continues to evolve, adopting intelligent logistics systems will be crucial. This includes investing in advanced technologies such as robotic systems for warehouse automation, AI for predictive analytics, and IoT devices for improved supply chain visibility. Robotic systems can streamline warehouse operations, minimize handling times, and reduce human error, thereby boosting efficiency and speed. AI-driven predictive analytics will enable ZTO Express to anticipate demand fluctuations, optimize routing, and enhance overall operational effectiveness. IoT devices will provide real-time data on package

status and location, improving transparency and customer satisfaction.

Leveraging Data Analytics: Utilizing data analytics is essential for gaining insights into customer behavior and logistics performance. By analyzing large volumes of data, ZTO Express can identify trends, forecast demand, and optimize its logistics network. Data-driven decision-making will allow the company to make informed adjustments to its operations, refine its service offerings, and better meet customer needs. Implementing advanced data analytics tools can also help in monitoring performance metrics, managing inventory levels, and enhancing the accuracy of delivery estimates.

Innovating with New Business Models: Adopting innovative logistics models will help ZTO Express stay responsive to market changes and evolving consumer preferences. Micro-warehousing, which involves setting up small, strategically located warehouses closer to high-density areas, can reduce delivery times and increase service flexibility. On-demand delivery services, which cater to customers seeking faster and more convenient options, can enhance satisfaction and attract a broader customer base. Exploring these new models will enable ZTO Express to offer more tailored and efficient logistics solutions.

Focusing on Sustainability: With growing environmental concerns, integrating sustainable practices into logistics operations is becoming increasingly important. ZTO Express should explore eco-friendly packaging options, invest in energy-efficient technologies, and implement strategies to reduce carbon emissions. Adopting sustainability practices not only aligns with global environmental goals but also serves as a competitive differentiator. By promoting its commitment to sustainability, ZTO Express can attract environmentally conscious consumers and strengthen its market position.

In summary, ZTO Express must stay ahead of technological advancements and evolving market trends to enhance its competitive edge and customer satisfaction in Thailand. Investing in intelligent logistics systems, leveraging data analytics, adopting innovative business models, and focusing on sustainability will be key to achieving these objectives and ensuring long-term success in the dynamic e-commerce landscape.

REFERENCES

- Alshurideh, M. (2022). Does electronic customer relationship management (E-CRM) affect service quality at private hospitals in Jordan?. *Uncertain Supply Chain Management*, 10(2), 325-332.
- Amer, R. S., & Abdulwahhab, F. L. (2020). Achieving the competitive advantage by using Customer Relationships Management (CRM). *Polish Journal of Management Studies*, 21(1), 61-70.
- Anshari, M., Almunawar, M. N., Lim, S. A., & Al-Mudimigh, A. (2019). Customer relationship management and big data enabled: Personalization & customization of services. *Applied Computing and Informatics*, 15(2), 94-101.
- Adeiza, A., Abdullahi, M. S., Abdel Fattah, F. A. M., Fawehinmi, O., Ismail, N. A., Arnaut, M., ... & Ehido, A. (2022). Mediating mechanism of customer satisfaction on customer relationship management implementation and customer loyalty among consolidated banks. *Uncertain Supply Chain Management*, 10(3), 819-832.
- Arslan, A., Golgeci, I., Khan, Z., Ahokangas, P., & Haapanen, L. (2021). COVID-19 driven challenges in international B2B customer relationship management: empirical insights from Finnish high-tech industrial microenterprises. *International Journal of Organizational Analysis*, 30(7), 49-66.
- Amling, A., & Daugherty, P. J. (2020). Logistics and distribution innovation in China. *International Journal of Physical Distribution & Logistics Management*, 50(3), 323-332.
- Baxter, G. (2019). Capturing and Delivering Competitive Advantage in the Japan to Europe and Europe to Japan Air Cargo Markets: The Case of the ANA Cargo and Lufthansa Cargo AG Strategic Joint Venture. *MAD-Magazine of Aviation Development*, 7(2), 6-21.

- Binsaeed, R. H., Yousaf, Z., Grigorescu, A., Chitescu, R. I., Nassani, A. A., & Samoila, A. (2023). Customer engagement and customer relationship management capabilities' effects on innovation performance and customer distrust's moderating role. *Sustainability*, 15(12), 9475.
- Chunhua, J., Shuo, W., Zhirong, H., Li-Wei, L., & Jing, Y. (2023). Application of the extended value-belief-norm (VBN) theory to understand consumers' intention to use autonomous delivery vehicles (ADV). *Heliyon*, 9(9).
- Dewnarain, S., Ramkissoon, H., & Mavondo, F. (2019). Social customer relationship management: An integrated conceptual framework. *Journal of Hospitality Marketing & Management*, 28(2), 172-188.
- Deng, H., Wen, W., & Zhou, J. (2023). Competitiveness evaluation of express delivery enterprises based on the information entropy and gray correlation analysis. *Sustainability*, 15(16), 12469.
- Ferrer-Estévez, M., & Chalmeta, R. (2023). Sustainable customer relationship management. *Marketing Intelligence & Planning*, 41(2), 244-262.
- Gustika, A., Satria, M. N. D., & Fadly, M. (2021). Sistem Customer Relationship Management Dalam Upaya Peningkatan Loyalitas Dan Kepuasan Pelanggan (Studi Kasus: Dealer Yamaha Yukum Jaya). *Jurnal Teknologi dan Sistem Informasi*, 2(4), 68-73.
- Hanaysha, J. R., & Mehmood, K. K. (2022). An exploration of the effect of customer relationship management on organizational performance in the banking sector. *International Journal of Customer Relationship Marketing and Management (IJCRMM)*, 13(1), 1-16.
- Handoyo, D. (2021). The Effect of Corporate Image, Location, Price and Service Quality on Customer Satisfaction of J&T Express Delivery Services. *Journal of Marketing and Business Research (MARK)*, 1(1), 25-38.
- Huang, G. (2019). The relationship between customer satisfaction with logistics service quality and customer loyalty of china e-commerce market: a case of SF express

- (Group) Co., Ltd. *Journal of Digital Business and Social Sciences*, 5(1), 120-137.
- Jin, C., Li, S., Zhang, L., & Zhang, D. (2023). The Improvement of the Honey Badger Algorithm and Its Application in the Location Problem of Logistics Centers. *Applied Sciences*, 13(11), 6805.
- Jing, Y., Xu, W., Guo, S., & Zhang, Y. (2020). Analysis of choice behaviors of railway shippers for freight services based on a fuzzy integrated choice and latent variable model. *IEEE Access*, 8, 64399-64410.
- Jamous, R., Kerbache, L., & Al Omari, A. (2022). Bridging the parcel delivery last mile gap in qatar: Challenges and enhancements. *IFAC-PapersOnLine*, 55(10), 822-829.
- Juanamasta, I. G., Wati, N. M. N., Hendrawati, E., Wahyuni, W., Pramudianti, M., Wisnujati, N. S., ... & Umanailo, M. C. B. (2019). The role of customer service through customer relationship management (Crm) to increase customer loyalty and good image. *International Journal of Scientific and Technology Research*, 8(10), 2004-2007.
- Jiang, Y., Qiao, G., & Lu, J. (2020). Impacts of the new international land–sea trade corridor on the freight transport structure in China, central Asia, the ASEAN countries and the EU. *Research in Transportation Business & Management*, 35, 100419.
- Kilibarda, M., Nikolicic, S., & Andrejic, M. (2016). Measurement of logistics service quality in freight forwarding companies: A case study of the Serbian market. *The International Journal of Logistics Management*, 27(3), 770-794.
- Khorraminia, M., Lesani, Z., Ghasvari, M., Rajabion, L., Darbandi, M., & Hassani, A. (2019). A model for assessing the impact of cloud computing on the success of customer relationship management systems (case study: Agricultural companies). *Digital Policy, Regulation and Governance*, 21(5), 461-475.
- Kusumawati, E. (2021). Implementasi Customer Relationship Management pada Industri Pendidikan: Studi Kasus Pada Akademi Pariwisata. *Altasia Jurnal*

Pariwisata Indonesia, 3(1), 1-8.

- Khan, R. U., Salamzadeh, Y., Iqbal, Q., & Yang, S. (2022). The impact of customer relationship management and company reputation on customer loyalty: The mediating role of customer satisfaction. *Journal of Relationship Marketing*, 21(1), 1-26.
- Lazarević, D., Švadlenka, L., Radojčić, V., & Dobrodolac, M. (2020). New express delivery service and its impact on CO2 emissions. *Sustainability*, 12(2), 456.
- Li, Q., Rezaei, J., Tavasszy, L., Wiegmans, B., Guo, J., Tang, Y., & Peng, Q. (2020). Customers' preferences for freight service attributes of China Railway Express. *Transportation research part a: policy and practice*, 142, 225-236.
- Lei, Z., Duan, H., Zhang, L., Ergu, D., & Liu, F. (2022). The main influencing factors of customer satisfaction and loyalty in city express delivery. *Frontiers in Psychology*, 13, 1044032.
- Liu, S. (2020, December). Fuzzy Comprehensive Evaluation of Customer Satisfaction of High-Speed Rail Express Based on AHP. In *Proceedings of the 2020 2nd International Conference on Robotics Systems and Vehicle Technology* (pp. 1-5).
- Liu, Y., & Chen, Z. (2023). A new model to evaluate the success of electronic customer relationship management systems in industrial marketing: the mediating role of customer feedback management. *Total Quality Management & Business Excellence*, 34(5-6), 515-537.
- Libai, B., Bart, Y., Gensler, S., Hofacker, C. F., Kaplan, A., Kötterheinrich, K., & Kroll, E. B. (2020). Brave new world? On AI and the management of customer relationships. *Journal of Interactive Marketing*, 51(1), 44-56.
- Li, Y., Wu, Q., Zhang, Y., Huang, G., & Zhang, H. (2023). Spatial structure of China's e-commerce express logistics network based on space of flows. *Chinese Geographical Science*, 33(1), 36-50.
- Lei, Z., Duan, H., Zhang, L., Ergu, D., & Liu, F. (2022). The main influencing factors of customer satisfaction and loyalty in city express delivery. *Frontiers in*

Psychology, 13, 1044032.

- Loo, K., & Asrah, N. M. (2022). Survey on Customer Satisfaction Towards Courier Services in Johor. *Enhanced Knowledge in Sciences and Technology*, 2(2), 186-196.
- Mandal, P. C. (2022). Roles of Customer Databases and Database Marketing in Customer Relationship Management. *International Journal of E-Business Research (IJEER)*, 18(1), 1-12.
- Mohamad, M. H., Amir¹, N., Ariffin, Z. Z., & Ali, N. I. R. C. (2022). Impact of speed of delivery, shipping charges and data reliability on customer satisfaction: an empirical study in the courier service industry. *Integrating Values of Humanities and Social Sciences for Sustainable Future*, 330.
- Pashaie, S., Abdavi, F., Badriazarin, Y., Cincimino, S., & Fişne, M. (2020). The model of creation of customer relationship management (CRM) technology in sports services section. *Journal of advanced sport technology*, 4(2), 38-48.
- Qiao, H., & Rojnruttikul, N. (2025). Enhancing Customer Satisfaction in Logistics Services: A Case Study of SF Express Company. *Review of Integrative Business and Economics Research*, 14(2), 631-644.
- Shi, W. (2021). Analyzing enterprise asset structure and profitability using cloud computing and strategic management accounting. *PloS one*, 16(9), e0257826.
- Setiawati, A. P., Susetyorini Susetyorini, U. E., Rusdiyanto, R., Astanto, D., Ulum, B., Khadijah, S. N., ... & Umanailo, M. C. B. (2019). The Role Of Customer Service Through Customer Relationship Management (CRM) To Increase Customer Loyalty And Good Image. *International Journal of Scientific and Technology Research*, 8(10), 2004-2007.
- Shan, H., Tong, Q., Shi, J., & Zhang, Q. (2021). Risk assessment of express delivery service failures in china: An improved failure mode and effects analysis approach. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(6), 2490-2514.

- Tanjung, M., Ayla, S., & Rusdi, M. (2025). The Influence Of Delivery Speed And Timeliness On Customer Satisfaction On The Transportation Services Of Cv. Perdana Express Rantau Prapat. *JURNAL MANAJEMEN PENDIDIKAN*, 13(1), 120-125.
- Tsai, M. C., Merkert, R., & Wang, J. F. (2021). What drives freight transportation customer loyalty? Diverging marketing approaches for the air freight express industry. *Transportation*, 48(3), 1503-1521.
- Toreini, E., Aitken, M., Coopamootoo, K., Elliott, K., Zelaya, C. G., & Van Moorsel, A. (2020, January). The relationship between trust in AI and trustworthy machine learning technologies. In *Proceedings of the 2020 conference on fairness, accountability, and transparency* (pp. 272-283).
- Violinda, Q., Alfadila, A., Wattegama, E. J., & Gultom, H. C. (2022). Customer Satisfaction: A Central Phenomenon in Digital Marketing J&T Express. *Journal of Digital Marketing and Halal Industry*, 4(1), 51-66.
- Wang, Q. (2024). Investigating Factors Affecting of Customers' Satisfaction and Loyalty Towards Express Logistics and Its Internet Plus in Sichuan, China. *Scholar: Human Sciences*, 16(3), 46-56.
- Wen, H., Sun, H., Kummer, S., Farr-Wharton, B., & Herold, D. M. (2021). The antecedents, consequences, and mediating role of workload among Chinese courier drivers. *Sustainability*, 13(24), 14015.
- Zhang, C., Sitar, S., & Huang, C. C. (2022). Effects of job demands and resources on positive and negative affect of delivery drivers in China. *International journal of environmental research and public health*, 19(13), 8140.
- Zhong, Y., Lai, I. K. W., Guo, F., & Tang, H. (2020). Effects of partnership quality and information sharing on express delivery service performance in the E-commerce industry. *Sustainability*, 12(20), 8293.
- Zhong, D. (2022). Simulation and Prediction of the Service Quality of China's Private Express Delivery and Its Influencing Factors Based on the System Dynamics

Model. *Journal of Global Information Management (JGIM)*, 30(9), 1-20.

Zhang, Y., Zhang, A., Wang, K., Zheng, S., Yang, H., & Hong, J. (2023). Impact of CR Express and intermodal freight transport competition on China-Europe Route: Emission and welfare implications. *Transportation Research Part A: Policy and Practice*, 171, 103642.



APPENDIX

Survey Questionnaire Design

Dear,

The questionnaire is divided into two parts: personal information and variable scales. Each variable scale includes ten statements that respondents will evaluate based on their experiences.

Part 1: Personal Information

Gender

- a) Female
- b) Male

Age

- a) Under 30
- b) 30–45 years old
- c) Over 45

Marital Status

- a) Married
- b) Single

Education Level

- a) Bachelor's Degree
- b) Below Bachelor's Degree
- c) Above Bachelor's Degree

Employment Status

- a) Private Sector Employee
- b) Government Employee
- c) Self-employed
- d) Others

Monthly Income (Baht)

- a) Below 15,000
- b) 15,000–40,000
- c) Above 40,000

Part 2: Variable Scale Design

Please indicate your level of agreement with each statement using the following scale:

Strongly Disagree (1)

Disagree (2)

Neutral (3)

Agree (4)

Strongly Agree (5)

Variable	Survey Question	1	2	3	4	5
Speed of Delivery Speed of Delivery	The delivery time of ZTO Express meets my expectations.	1	2	3	4	5
	ZTO Express delivers packages faster compared to other logistics providers.	1	2	3	4	5
	I am satisfied with the timeliness of ZTO Express's delivery service.	1	2	3	4	5
Freight Rates	The freight rates of ZTO Express are reasonable for the service provided.	1	2	3	4	5

	ZTO Express offers competitive pricing compared to other delivery services.	1	2	3	4	5
	I feel that I get good value for the money spent on freight with ZTO Express.	1	2	3	4	5
Customer Satisfaction	Overall, I am satisfied with ZTO Express's service.	1	2	3	4	5
	I would recommend ZTO Express to others based on my experience.	1	2	3	4	5
	ZTO Express meets my expectations in terms of service quality.	1	2	3	4	5
	I am likely to use ZTO Express for my future shipping needs.	1	2	3	4	5

Thank you for your participation!



บันทึกข้อความ

ส่วนงาน บัณฑิตวิทยาลัย สาขาบริหารธุรกิจ

โทร.ภายใน 5336

ที่ มส 0210.01 / 0260

วันที่ 10 กันยายน 2568

เรื่อง ขออนุมัติสำเร็จการศึกษาประจำปีการศึกษา 2567

เรียน ท่านอธิการบดี

เรื่องเดิม นักศึกษาหลักสูตรบริหารธุรกิจมหาบัณฑิต MR. WEI MINGDA รหัสนักศึกษา 6517195821 ได้ศึกษารายวิชาครบถ้วนสมบูรณ์ และได้ปฏิบัติตามเกณฑ์สำเร็จการศึกษาตามที่มหาวิทยาลัยสยาม กำหนดเรียบร้อยแล้ว ทั้งนี้พร้อมยื่นเรื่องขออนุมัติสำเร็จการศึกษา โดยมีรายละเอียดดังต่อไปนี้

1. ผ่านการตรวจสอบความซ้ำซ้อนด้วยโปรแกรม Grammarly เมื่อวันที่ 9 กันยายน 2568
2. ผ่านการสอบประมวลความรู้ข้อเขียน เมื่อวันที่ 26 เมษายน 2568
3. ผ่านการสอบปากเปล่าขั้นสุดท้ายวิชาการค้นคว้าอิสระ เมื่อวันที่ 8 พฤษภาคม 2568
4. ผ่านเกณฑ์มาตรฐานความรู้ภาษาอังกฤษ Oxford Placement Test score 104 CEFR C2 เมื่อ วันที่ 29 สิงหาคม 2568
5. ผ่านการประชุมวิชาการระดับนานาชาติ at the 8th Stamford International Conference on "TechVision Leadership: Fostering Social Sustainability" Subject: Factors Influencing Customer Satisfaction in International Courier Services : Zto Express as an on July 4-5, 2024 at Stamford International University , Bangkok Thailand

เรื่องพิจารณา เพื่อพิจารณาเข้าประชุมสภามหาวิทยาลัย และอนุมัตินักศึกษาสำเร็จการศึกษา ประจำปีการศึกษา 2567 ดังรายละเอียดเอกสารประกอบการสำเร็จการศึกษาตามที่แนบมา

จึงเรียนมาเพื่อพิจารณาอนุมัติ และให้ดำเนินการต่อไป

(รศ.ดร.จอมพงศ์ มงคลวนิช)

คณบดีบัณฑิตวิทยาลัย สาขาบริหารธุรกิจ

นายอรรถพร งาม 18 กันยายน 2568

นางสาว... 18.09.68

18.09.68

สำนักงานอธิการบดี
เอกสารฉบับนี้สามารถนำไปโหลดเข้าฐานข้อมูลได้
ลงชื่อ <u> </u>
วันที่ <u>17/9/68</u>