

# STRESZCZENIE W JĘZYKU ANGIESKIM

## Summary of PhD Dissertation

### QUALITY MANAGEMENT OF LOGISTIC PROCESSES FOR 3PL AND 4PL OPERATORS

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**The main motive** for undertaking the subject of the PhD thesis is inadequate identification of the relationship between the quality requirements of logistics processes posed by the recipients of services and activities in the field of their implementation by logistic operators.

**The main aim** of the PhD thesis is to determine the impact of the quality management of logistics processes carried out by the logistics operator on its market position.

**The theoretical aim** is to analyze literature in the area of quality in the management of logistics processes for 3PL and 4PL operators and its impact on the satisfaction of service recipients. In addition, the theoretical goal is to determine the key criteria of requirements affecting the quality of services provided by logistic operators.

**The aim of the research** is to assess the quality management processes in logistics by 3PL and 4PL operators in the context of the market situation and their relationships with customers and consumers of their services. The second objective of the research is to define the needs of 3PL and 4PL operators in terms of quality of logistics processes and determine the feasibility of their implementation by the operators to expand existing service offerings.

**The aim of the application** is to characterize the differences in the needs and expectations between customers of 3PL and 4PL operators, and direct recipients of logistics services provided by these operators.

Based on the above investigations, the main hypothesis of the study is that: **The implementation of quality standards tailored to the expectations of final recipients in the field of quality management of logistics processes allows achieving a competitive**

**advantage and strengthening the position of the logistics operator 3PL / 4PL in the supply chain.**

In the context of verification of the main hypothesis and achievement of the dissertation's goals, the following supporting hypotheses were formulated:

1. *There is a connection between the application of quality standards in logistics processes for 3PL and 4PL operators and building the market position;*
2. *Correct determination of key parameters of quality management of logistics processes translates into an increase in the number of customers and final recipients of logistics services offered by 3PL and 4PL operators;*
3. *The focus on improving key parameters in quality management of logistics processes by 3PL / 4PL operators allows to better meet customer expectations and needs;*
4. *Evolution of logistics operators' awareness in terms of quality expectations regarding logistics processes set for them by their services recipients, strengthens their market position and enables building lasting relationships with clients;*
5. *Satisfying the requirements of customers of 3PL and 4PL logistics service providers does not guarantee that the final recipients of these services will meet their final expectations.*

Bearing in mind the issues constituting the objectives of the PhD thesis and the hypotheses set in it, the structure of the chapters of this dissertation is as follows:

The first chapter begins with the presentation of the concept of quality in the context of logistics company management with the citation of the most popular definitions regarding quality. This chapter contains the characteristics of current requirements and current recommendations regarding quality in logistics services. While the next two sections are devoted to the characterization methods and quality management techniques currently used by logistics companies that want to determine the level of quality of services provided by them. These were also tools and indicators, which enables practical use to measure the quality of logistics processes implemented by the company.

The second chapter is devoted to the role of outsourcing in logistics processes provided by operators. It begins with the presentation of the leading definitions defining the concept of outsourcing and approximation of outsourcing practices in logistics management. This chapter also attempts to identify the location of logistics operators throughout the supply chain. The next section presents the characteristics of services provided by specific logistics operators providing their services in Poland and an attempt was made to determine the clients'

requirements as to the possibility of providing a service by a logistics operator at a quality level corresponding to the requirements of the clients.

The third chapter is a theoretical-practical and contains the characteristics of the TSL (Transport. Shipping. Logistics.) sector in Poland and the European Union. First of all, the condition of the Polish TSL sector was determined in terms of basic volumes as well as selected measures, such as: sales revenues, global production, financial results, revenue dynamics and optimism index. Then, a comparative analysis was carried out between the TSL sector in Poland and the other countries of the European Union. Not only the basic areas of transport infrastructure were examined, which plays a very important role in shaping the situation of the entire sector, but also areas characterizing the particular transport branches used by this sector. This analysis made it possible to determine the Polish TSL sector, from which it is clear that it achieves the highest values among the countries that joined the Community at the same time, in 2004. The last part of the chapter contains a description of factors that determine the further development of the TSL sector in Poland, including the number of licenses issued, available warehouse space or legal regulations.

The essence of the fourth chapter was to examine the involvement of individual research groups in the quality management processes of services provided by logistic operators. This chapter begins with the presentation of the methodology used in this thesis in accordance with which further research and analysis was carried out. The characteristics of individual research groups, logistic operators as well as final recipients were also presented in order to obtain a broad picture of the quality of logistics services. In the next step, analyzes were carried out in the field of: comparisons of surveys carried out in individual groups; put the clients of logistics operators in the field of improving management in the quality of logistics processes and identification of quality requirements criteria, which have a decisive influence on the selection of a specific logistics operator - these tests were carried out from the point of view of logistic operators as well as their clients and final recipients.

The last, fifth chapter reviews the possibilities of activities related to the improvement of the quality of logistic processes provided by logistic operators. Thanks to the use of a number of statistical methods, the following were carried out: verification of the potential effects of changes in the quality management of logistics services and their impact on the market position of the operator; analysis of the correlation examining the relationship between the market position of the operator and the ratings of the individual elements making up the services provided; Critical evaluation of the level of quality of services provided by operators as well as their individual components and assessment of the level of management of logistics

operators in the area of selected aspects of the quality of logistics services. At the end of the chapter, the results of the analysis were presented in the aspect of the quality of logistics processes and their impact on future relations between logistics operators and their clients.

The results of the literature studies, examinations and analyzes carried out are the conclusions contained in the summary of the dissertation.

Due to the fact that the research has precisely determined the degree of impact of individual factors on the quality of services provided by logistic operators, it can be assumed that **the main goal**, which was to determine the impact of quality management of logistic processes carried out by the logistics operator on its market position, has been achieved. The statistical analyzes carried out in the PhD thesis enabled the realization of the assumed research goals of the PhD thesis. Additionally, the analysis of the obtained research results enabled the implementation of **the application aim** of PhD thesis, which was to characterize the differences in needs and expectations between the customers of 3PL and 4PL operators and the direct customers of logistic services provided by these operators.

It is also worth mentioning that the conclusions obtained through the verification of hypotheses are characterized by their high potential for practical use by logistics operators, currently operating on the Polish market as well as by their customers, who are also a big group of companies.

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