



**A STUDY ON SERVICE QUALITY LEVEL TOWARDS OUTBOUND LOGISTICS  
AMONG CUSTOMERS  
OF MADRAS CEMENTS LIMITED ARIYALUR.**

A Project Report

Submitted

by

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Under the guidance of  
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In partial fulfillment of the requirements  
for the award of the degree

of

**MASTER OF BUSINESS ADMINISTRATION**

**Department of Management Studies  
Kumaraguru College of Technology**  
(An autonomous institution affiliated to Anna University, Coimbatore)  
**Coimbatore - 641 049**

**May, 2012**



## BONAFIDE CERTIFICATE

Certified that this project report titled “A study on service quality level towards outbound logistics among customers of Madras cements limited, Ariyalur” is the bonafide work of Mr. V.RAJESH, Reg No:10MBA44 , who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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## ACKNOWLEDGEMENT

My course of acknowledgement proudly begins with my humble gratitude to the **Almighty** for his blessings upon me.

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N.Mahalingam and Management** for being the prime guiding spirit of Kumaraguru College of Technology.

It gives pleasure to express my sense of gratitude to **Dr. Vijila Kennedy**, Director, KCT Business School, for her guidance, support and constant source of inspiration during this project.

I also wish to express my profound thanks and would like to reinforce my deep sense of obligation to my project guide **Prof R. Vinayagasundaram** for his intensive inputs and outstanding guidance throughout my project.

I also express my sincere gratitude to **Ms. S. Sangeetha**, project coordinator of KCT Business School, for her intensive inputs and outstanding guidance throughout my project.

I am grateful to **Mr. Vijayshankar**, Dy. Manager, Madras cements limited, ariyalur for his encouragement and constructive comments during the course of my study and preparation of this project.

I would also like to extend my thanks to other faculty members of the department for their constant inspiration, assistance and resourceful guidance throughout my project.

I also dedicate my thanks to the respondents who spared their valuable time to give me feedback and enabled me to complete my project work in a successful manner.

## DECLARATION

I affirm that the project work titled "A Study on Service Quality Level Towards Outbound Logistics Among Customers of Madras Cements Limited, Ariyalur" being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It has not found the any other project work submitted for award of any degree or diploma, either in this or any other university.

Signature of the Candidate



**V.RAJESH**

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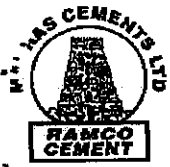
I certify that the declaration made above by the candidate is true

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**To Whom So Ever It May Concern**

**This is to certify that Mr. V Rajesh, IInd year M.B.A. student from KCTBS, Coimbatore has undergone student Project Training at Madras Cements Ltd, Govindapuram Works, Ariyalur during February 2012 to May 2012.**

**For Madras Cements Ltd.**

**(A.Johnson Antony Leo)**

**Deputy General Manager – Personnel**

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**CHAPTER 1**  
**INTRODUCTION**

# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION TO THE STUDY

**Indian Economy** has undergone a radical transformation in the last three decades. The discoveries and invention in various fields of life is perhaps being the reasons for this transformation. The marketing strategy in India which was practiced in the olden days has either been changed or been refined so as to adjust with this dynamic world. If we consider the early years of development of our economy, It is observed that the producer's consumers as well as production and consumption is becoming more and more complex and specialized.

The present emphasis is on matters of providing a complete 'comfort' or 'status' to the customers every walk of life. In the light of the present marketing scenario, through this project, How **MADRAS CEMENTS INDIA LTD.** can increase its market share in "**cement industry**" emphasis on marketing (sales logistics). This study is aimed to know on satisfaction level towards 3rd party logistics among Dealers of madras cements limited India. This study measures the time taken by the Ramco to send the goods after the placement of orders to reach the dealer and also it calculate the performance of the outbound logistics and evokes the dealers' perception. Subsequently it identifies the problem faced between the sub transporters which would automatically reflect the madras cements.

In addition, transportation is a part of outbound logistics which is most important area where effective measures to be taken over a period of time in a highly competitive market, when the objective is to convince cement industry to carry a product or influence consumers to select it over those of competitors. Similarly, companies should concentrate on dealer's requirement with respective to product variation and ensure that it reaches the destination perfectly.

## **1.2. ABOUT THE ORGANIZATION**

In the 1950s, investment in Cement Industry was not attractive due to price controls and the massive investments required. Only those entrepreneurs who were not profit-minded but cared for the country's development came forward to invest in the Cement Industry.

When Shri. Manubai Shah, Central Minister for Industries in late fifties came to Madras to meet the Industrialists; he called upon Shri P A C Ramasamy Raja and requested him to start a cement factory in TN. This was readily accepted by Shri PACR and this marked the birth of Madras Cements Ltd in 1961.

The Company was incorporated at Rajapalayam, in Tamilnadu. The Company manufacture cements and allied products. Cement is marketed under brand of RAMCO Portland Cement. - 480-6.25% Pref. and 295 No. of equity shares issued without payment in cash. Arrears: Rs 63,428.

- The company has tied up with Oil and Natural Gas Corporation (ONGC) for supply of 25,000 cu mtrs of gas per day from its Nallore well, near Mannargudi in Tamil Nadu.
- MCL would install 27 Very Small Aperture Terminals (VSATs). MCL is also installing a Business Process Re-engineering (BPR) package along with the ERP package.
- Madras Cements, flagship of the Ramco group, is embarking on a Rs200crore expansion plan to increase its annual capacity to six million tonne by 2001.
- Madras Cement has tied up with Vizag Steel Plant for supply of slag. It is also setting up a gas-based captive power plant in Tamil Nadu in a bid to reduce its power cost. An agreement has been entered into with GAIL for supply of 80,000 cu mtrs of gas per day.

### **2000**

- The Company has launched the Ramco Super Steel cement in TamilNadu.
- The Company has scaled up the Capacity of its proposed gas based captive power plant at Mayavaram, Tamil Nadu to 30 mw from 15 mw.

**2003**

-Madras Cements members approve stock split of the existing equity shares of Rs 100/- to 10 shares of Rs 10/- each.

**2004**

-Madras Cements Ltd. has informed that Shri. T.K. Thirumalaiappa Mudaliar passed away on January 3, 2004.

**2007**

-Madras Cements Ltd has informed that Government of Tamil Nadu has appointed Shri. Rajeev Ranjan, I.A.S., Industries Commissioner and Director of Industries and Commerce as their Nominee Director on the Company's Board with effect from August 22, 2007 in the place of Shri. M Raman, I.A.S.

**2008**

-The Company has issued Bonus Shares in the Ratio of 1:1.

- The Company has splits its face value from Rs10/- to Rs1/-.

**1.3 INDUSTRY PROFILE**

The cement industry in India has been enjoying its best period with a healthy growth in demand in the past two years. The industry has been operating at its near full capacity during this period. The cement prices have been steady throughout the year with this firm demand position.

The all India clinker production picked up further by 6.5% to 129.70 million tonnes as compared to 121.75 million tonnes during the previous year. The overall production of cement in the country for the year ended March 2008 was up at 168.31 million tonnes as against 155.66 million tonnes in the previous year registering a growth of 8.1%. The domestic consumption of cement grew further by 9.8% over and above the double digit growth recorded in the previous two financial years and was at 164.02 million tonnes as compared to 149.40 million tonnes in the previous financial year. The cement export was,

however, lower at 3.65 million tonnes as against 5.89 million tonnes in the previous year due to a buoyant domestic market. The clinker exports were also lower at 2.37 million tonnes as compared to 3.10 million tonnes in the previous year.

A review of regional pattern of growth in cement demand reveals the following:-

	2007-08	2006-07
North	12.17%	10.44%
East	5.65%	5.87%
South	9.71%	12.90%
West	14.00%	9.10%
Central	6.05%	8.90%
Overall	9.80%	9.90%

It can be observed that south in which the company's main markets are situated has registered a growth of 9.71% over and above 12.9% growth achieved in the previous year. This has clearly paved way for more remunerative prices in the market.

Taking into account a dormant capacity of 5 to 6 million tonnes, the industry has been operating to its full capacity for the past two years resulting in more pockets of shortages in the far flung areas of the country. The real unsatisfied demand in the country is yet to be established as the industry has been measuring the demand based on the despatches made. Given the thrust by the Government for the infrastructure development including roads, ports, air-ports, power plants and special economic zones and also for housing, satellite township and irrigation projects, it is believed that the cement demand will grow over 10% in the future. This implies that significant capacity would be required to catch up with this growth in demand and the new capacities have also been announced and are under creation towards this end. However, given the delays that are occurring in

the execution of new projects on account of bottlenecks in the supply side of major equipments and availability of erection contractors, delays in commissioning of new capacities cannot be ruled out and hence the present buoyant situation is likely to continue till new capacity actually materializes to satisfy the growth in demand.

On the fiscal side, the Government has taken a lot of measures in the previous year including removal of import duty and CVD on cement and has also introduced slab rates of excise duty of cement linked to Maximum Retail Price which has been further modified during the year with increase in tariff rate from Rs.600 to Rs.900 per MT. However, given the buoyant demand, the industry was able to pass on this impact to the consumer. During the year there was a steep hike in the delivered prices of imported coal caused by the increase in freight and increased demand for coal from developed countries. The CIF prices of imported coal which was around 55 – 60 US dollars in March 2007 rose to a level of 110 – 120 US dollars towards the end of March 2008 causing a huge adverse impact on the cost of production of cement for many of the units relying on imported coal

## **1.4 STATEMENT OF THE PROBLEM**

The problem faced during transportation of cements and also by the dealers while placing their orders at Ramco cements Limited India, are to be identified.

### **Proposal**

This study measures the time taken by the Ramco to send the goods after the placement of orders to reach the dealer and also calculate the performance of the outbound logistics and evokes the dealers' perception. Subsequently it identifies the problem faced between the sub transporters which would automatically reflect the Ramco cements.

### **Need for the study**

Its helps to minimize the transportation cost,time duration, proper usage of facility, Energy saving& Build strong relationship between dealers and company.

To examine the Performance of sub transporters of the company.

## **1.5 SCOPE OF THE STUDY**

- For the future benefits of the customer and building relationship with the dealers.
- The intensity of competition in the cement industry and our ability to maintain or improve our market position or responds successfully to changes in the competitive landscape.
- Our ability to manage efficiently our products,as well as to ensure the quality, varieties, availability.

## **1.6 OBJECTIVE OF THE STUDY**

### **Primary Objective**

To study on service quality level towards outbound logistics among dealers of Ramco cements India.

### **Secondary objectives**

- To understand the outbound logistics system operated by Ramco.
- To conduct a gap analysis between the expectation of dealers and working pattern of sub-transporters.



**CHAPTER 2**  
**REVIEW OF LITERATURE**

## CHAPTER 2

### REVIEW OF LITERATURE

**Ganesh vaidyanathan**, states that 3PL (Third Party Logistics):

In recent years, companies have increasingly embraced one-stop global logistics services. By allowing companies to concentrate on their core competencies, these third-party logistics (3PL) providers can improve customer service and reduce costs. A 3PL provider can act as a lead logistics provider or a fourth-party logistics (4PL) provider aligned with a host of 3PL providers. This article explores the major considerations in searching for a 3PL provider to expedite the movement of goods and information. With the help of established theories in the literature, we use an evaluation criteria framework built around IT to examine a 3PL provider.

**Carl Marcus Wallenberg**, states that:

Innovativeness may help logistics service providers (LSPs) differentiate themselves from their competitors. Within the domain of innovation, relationship-specific proactive improvement by LSPs may play a vital role because in logistics outsourcing relationships, the problem of ex post adaptation exists (Rindfleisch and Heide 1997). The present study analyzes 298 logistics outsourcing relationships using a survey method and structural equation modeling to assess the effect that proactive cost improvement and proactive performance improvement have on customer loyalty. The results reveal that proactive cost improvement and proactive performance improvement are both strong drivers of all core dimensions of loyalty (retention, extension, and referrals). However, this finding is a composition of two different patterns. Cost improvement, and thus efficiency is the main driver of customer loyalty when the outsourced services are simple and the contracting period relatively short. A clear shift of importance is observable when services increase in complexity and the contracting period lengthens. In such settings, customer loyalty is primarily driven by proactive performance improvement and thus, effectiveness, while cost improvement plays a subordinate role.

**ALEXANDER DE GRAHL**, States that:

The use of logistics outsourcing and the degree of competition in the logistics service industry have significantly increased over the past decade. In order to reach and maintain an important role in such a business environment, logistics service providers (LSPs) have to find ways to achieve competitive advantage. In this regard, the role of flexibility as a potential source of competitive advantage for an LSP is unclear, as empirical research on flexibility in an industrial services context and specifically in logistics outsourcing relationships is lacking. Therefore, using the resource-based view theory as the theoretical foundation, this study develops a conceptual model of flexibility as a capability of an LSP and its impact on customer loyalty, a central outcome for LSPs in a competitive business environment. Further, taking a relational as well as a knowledge perspective with respect to the antecedents of flexibility, the relational capability collaboration and the knowledge resources supply chain partner insight and communication are integrated into the model. Finally, the relationships of collaboration as a capability with knowledge resources as well as with customer loyalty are considered. This study analyzes 155 logistics outsourcing relationships using a survey method and partial least squares structural equation modeling to empirically assess the proposed relationships. The results reveal that LSP flexibility is a strong driver of all core dimensions of customer loyalty (i.e., retention, extension and referrals) and thus a source of competitive advantage for LSPs. Further, collaboration positively influences LSP flexibility and also the loyalty dimensions, supporting its significant role in a supply chain relationship. Finally, knowledge resources have a positive effect on LSP flexibility as well as on collaboration, indicating the importance of such resources in facilitating crucial capabilities.

---

“A framework forevaluating third-party logistics” “Ganesh vaidiyathan” explores the major considerations in searching for a 3PL provider to expedite the movement of goods and information.

“Innovation in logistics outsourcing relationships” “Carl Marcus Wallenberg” in the year 2009 customer loyalty is primarily driven by proactive performance improvement and thus, effectiveness, while cost improvement plays a subordinate role.

**Deepak Iyengar** states that:

The Internet retailing industry continues to grow rapidly. Several Internet retailers are, however, struggling to retain customers due to the high level of competition among incumbents. We propose that customer satisfaction with the order fulfillment process is an important determinant of overall customer satisfaction with the retailer, as well as with the extent of customer retention enjoyed by the retailer. This paper offers a new concept for electronic logistics service quality and investigates the relationship between the quality of online fulfillment and the ensuing retention of customers, using archival data on 260 online retailers. The structural equation model results indicate that satisfaction with the physical distribution quality and cost are positively related with customer's purchase satisfaction and customer retention. Additionally, the results indicate that while purchase satisfaction is a strong indicator of customer retention, underlying drivers of purchase satisfaction do not have nearly the same impact on customer retention directly as they have on purchase satisfaction.

---

“The flexibility of logistic providers and its impact on customer loyalty” “ALEXANDER DE GRAHL” in the year 2011. It suggests knowledge resources have a positive effect on LSP flexibility as well as on collaboration, indicating the importance of such resources in facilitating crucial capabilities.

“Electronic Logistics Service Quality (e-LSQ)” “Deepak Iyengar” in the year 2011 the results indicate that while purchase satisfaction is a strong indicator of customer retention

**Arun Sharma Dhruv Grewal and Michael Levy** states that:

Customer satisfaction is fundamental to business. The degree to which customers or dealer are satisfied determines whether customers make additional purchases and recommend the company and its products to others. Improving the quality of logistics service is particularly important because it increases customer satisfaction, which in turn heightens the occurrence of strategic partnering and corporate profitability. Unfortunately, an A.T. Kearney logistics study indicates that only about 10 percent of companies are capable of totally satisfying their customers.' The marketing literature has focused on customer satisfaction with regard to products and services. In logistics, researchers have concentrated on the effect of logistics service policy on customer satisfaction. Increasing attention, however, is being paid to the aspects of logistics policy that can increase customer satisfaction.'

The degree to which customers are satisfied with a product is determined by the combined impact of its attributes versus its cost. An important determinant of customer satisfaction is how well the product performs. However, in competitive markets, achieving a competitive advantage by providing a product with outstanding performance is difficult. Since the major players are each striving to gain market share, product performance becomes similar. Similarly, price parity can be achieved with amazing speed.

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“Logistics Service Providers and Their Customers: Gaining Commitment Through Organizational Implants” “Arun Sharma Dhruv Grewal and Michael Levy” in the year 2012 The proposed framework highlights strategies by which logistics managers can increase customer satisfaction by focusing on specific post purchase customer/logistics interaction

**Patricia J. Daugherty, and Rajiv P. Dant** states that:

The current research examines the following question: how can on-site representatives (i.e., organizational implants) be used to generate greater inter organizational relationship commitment? The relationship marketing literature explores many facets of inter organizational relationships and commitment, but until now, it has not considered the location of employees from separate firms. Dyadic survey data were collected from logistics service providers (LSPs) and their customers. The paired dyads were then analyzed using path analysis. Results indicate that organizational implantation can lead to greater levels of outcome interdependence between the organizations, which can then generate greater levels of commitment from the LSP toward the customer. Results also suggest that organizational implantation can lead to greater levels of relational capital and responsiveness, which is shown to generate greater levels of commitment from the customer toward the LSP.

---

“The customer satisfaction/logistics interface” “Patricia J. Daugherty, and Rajiv P. Dant” in the year 1995. It suggests that organizational implantation can lead to greater levels of relational capital and responsiveness, which is shown to generate greater levels of commitment from the customer toward the LSP.

## **CHAPTER 3**

# **RESEARCH METHODOLOGY**

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 TYPE OF RESEARCH

- The research design is descriptive in nature.

#### DESCRIPTIVE RESEARCH

It includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables and he can only report what has happened or what is happening. The study on logistic customer service is descriptive as it follows census and survey methods of sampling technique for the collection of data.

#### 3.2 Time period covered

The time period covered for the project work is 90 days.

#### 3.3 Sampling techniques

- Cluster sampling is used.

#### 3.4 Sampling size

- From the total population, 93 consumers were chosen for study.

#### 3.5 STATISTICAL TOOLS USED

- Percentage analysis.
- Mean and standard deviation.
- Weighted average method.
- Analysis of variance



## **CHAPTER 4**

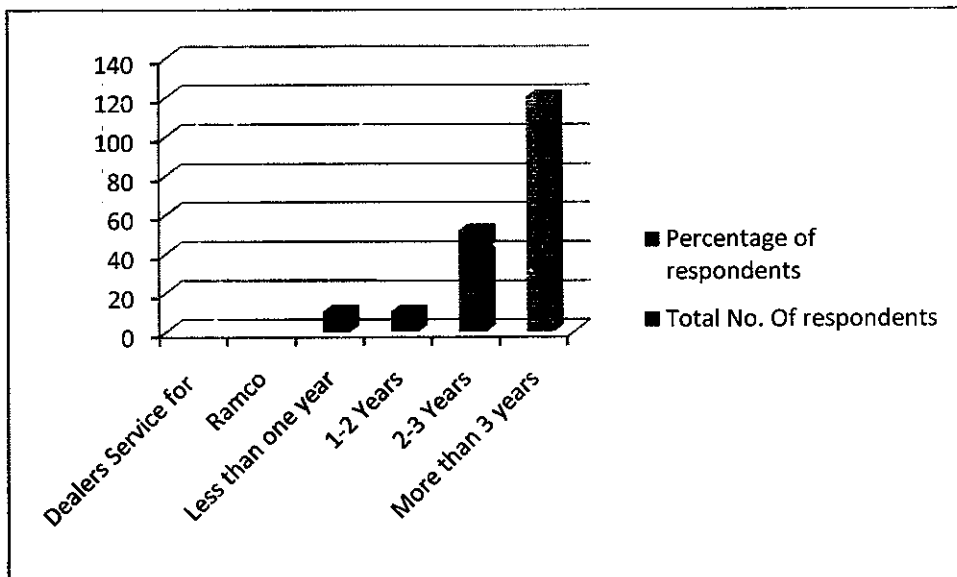
### **ANALYSIS AND INTERPRETATION**

## CHAPTER 4

### ANALYSIS & INTERPRETATION

**Table 4.1.1:** Dealers Service for Ramco

S.No	Dealers Service for Ramco	Total No. Of respondents	Percentage of respondents
1	Less than one year	5	5.4
2	1-2 Years	5	5.4
3	2-3 Years	25	26.9
4	More than 3 years	58	62.4
	Total	93	100

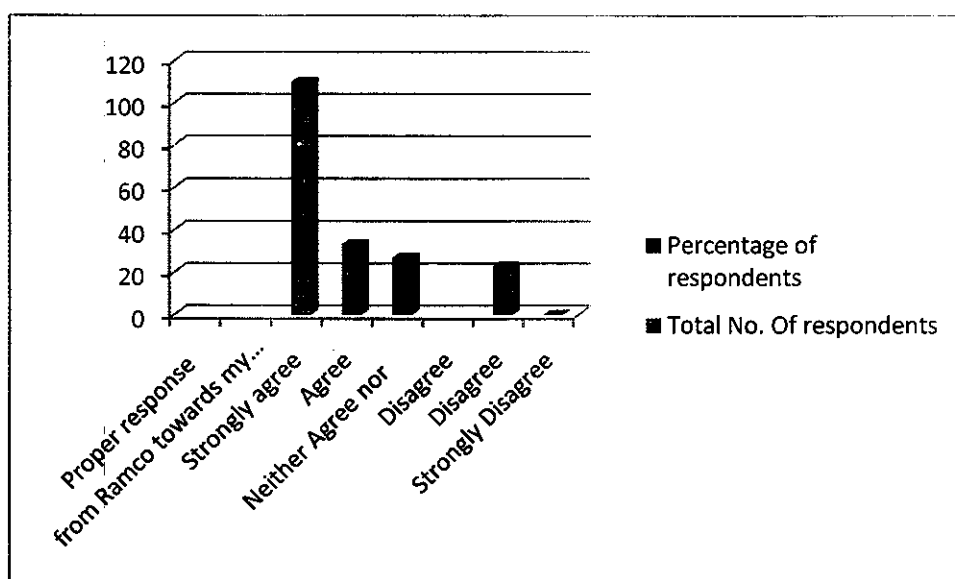


#### Interpretation

This table shows that 62.4 of the respondents were dealers of Ramco for more than 3 years. And 26.9 of respondents were dealers to Ramco for 2-3 years. And very few of the respondents were dealers of Ramco for 1-2 years and less than one year

**Table.4.1.2** Proper response from Ramco towards my orders

S.No	Proper response from Ramco towards my orders	Total No. Of respondents	Percentage of respondents
1	Strongly agree	53	56.9
2	Agree	16	17.2
3	Neither Agree nor Disagree	13	14.0
4	Disagree	11	11.8
5	Strongly Disagree	0	0
	Total	93	100.0

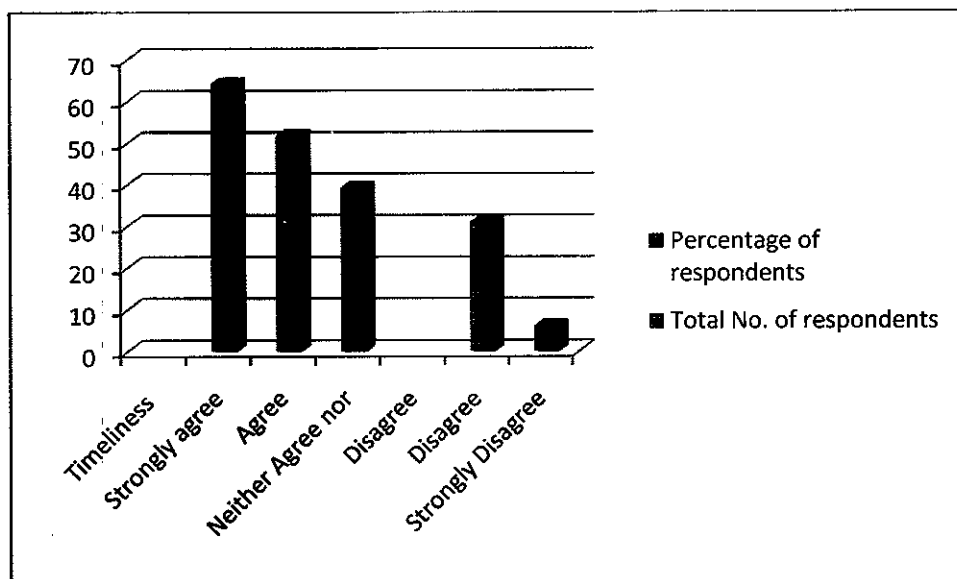


### Interpretation

From this table 56% of the respondents said strongly agree for proper responds from Ramco towards their orders and 17.2% of the respondents said agree. And 14% of the respondents said neither agree nor disagree and only 11% of the respondents said disagree.

**Table.4.1 3.**The goods will reach your destination accurately without any delays

S.No	Timeliness	Total No. of respondents	Percentage of respondents
1	Strongly agree	31	33.3
2	Agree	25	26.9
3	Neither Agree nor Disagree	19	20.4
4	Disagree	15	16.1
5	Strongly Disagree	3	3.2
	Total	93	100.0

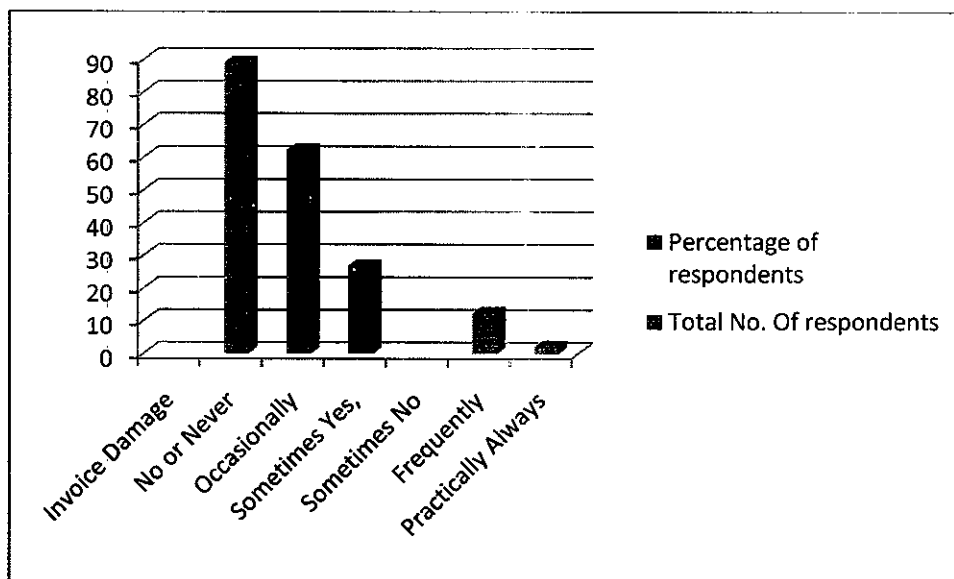


### Interpretation

From this table 33.3% of the respondents said strongly agree for goods will reach your destination accurately without any delays and 26.9% of the respondents said agree. 20.4% of the respondents neither agree nor disagree and 16.1% of the respondents said disagree. Only 3.2% said strongly disagree

**Table.4.1.4 Invoice Damage**

S.No	Invoice Damage	Total No. Of respondents	Percentage of respondents
1	No or Never	43	46.2
2	Occasionally	30	32.3
3	Sometimes Yes, Sometimes No	13	13.9
4	Frequently	6	6.5
5	Practically Always	1	1.2
	Total	93	100.0

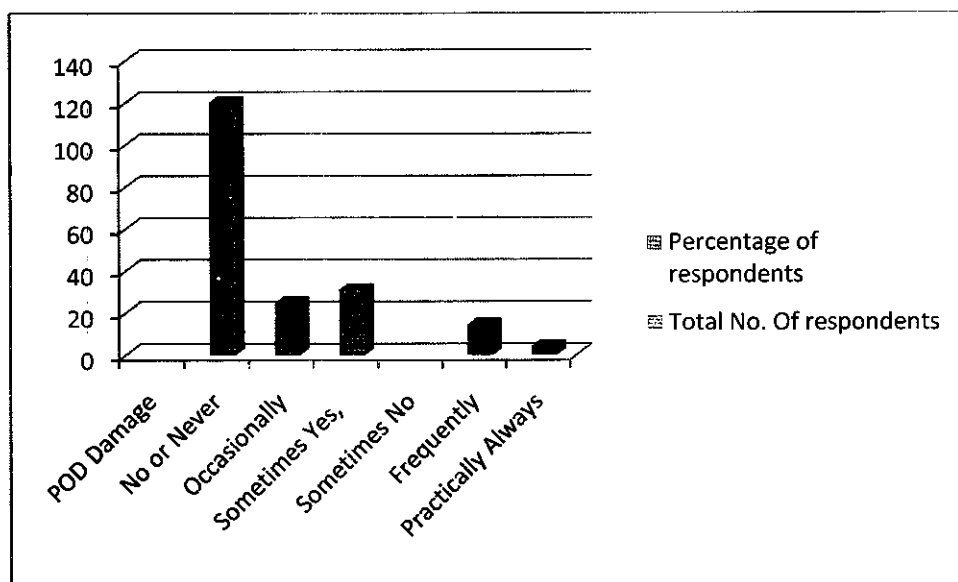


**Interpretation**

This table interprets that nearly 46.2% of the respondents said that there will not be any damages with respect to invoice, and 32.3% of respondents said that there will be damages occasionally and 13.9% of the respondents said that there will be damages sometimes yes and sometimes no. Only 6.5% and 1.2% said that frequently and always practical with respect to invoice damages.

**Table.4.1.5** POD Damage

S.No	POD Damage	Total No. Of respondents	Percentage of respondents
1	No or Never	58	62.2
2	Occasionally	12	12.9
3	Sometimes Yes, Sometimes No	15	16.1
4	Frequently	7	7.5
5	Practically Always	2	2.2
	Total	93	100.0

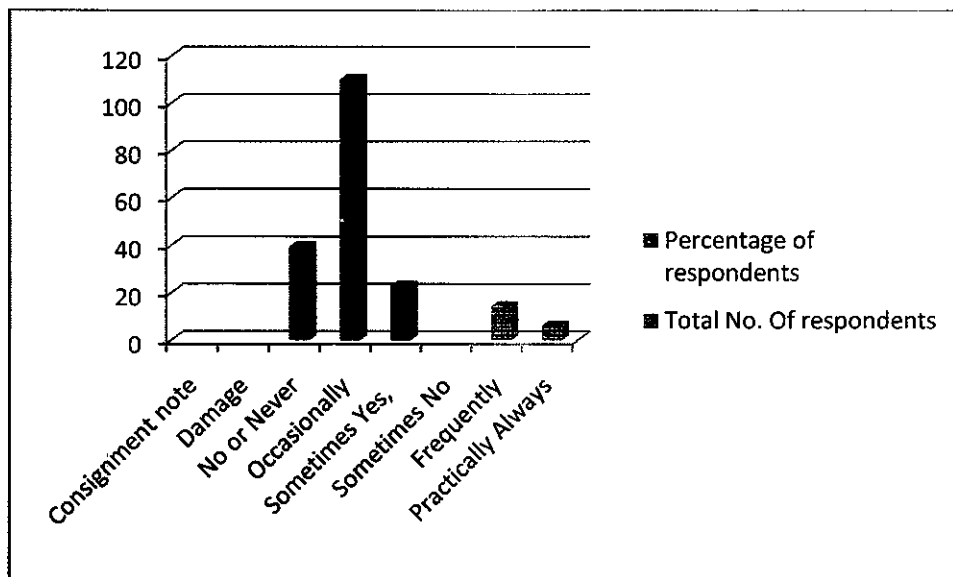


**Interpretation**

This table interprets that nearly 62.2% of the respondents said that there will be not any damages with respect to POD, and 12.9% of the respondents said that there will be damages occasionally and 16.1% of the respondents said that there will be damages Sometimes and no damages sometimes . Only 7.5% and 2.2% said that frequent and always practical with respect to POD damages.

**Table.4.1.6** Consignment note

S.No	Consignment note Damage	Total No. Of respondents	Percentage of respondents
1	No or Never	19	20.4
2	Occasionally	53	57.0
3	Sometimes Yes, Sometimes No	11	11.9
4	Frequently	7	7.5
5	Practically Always	3	3.2
	Total	93	100.0

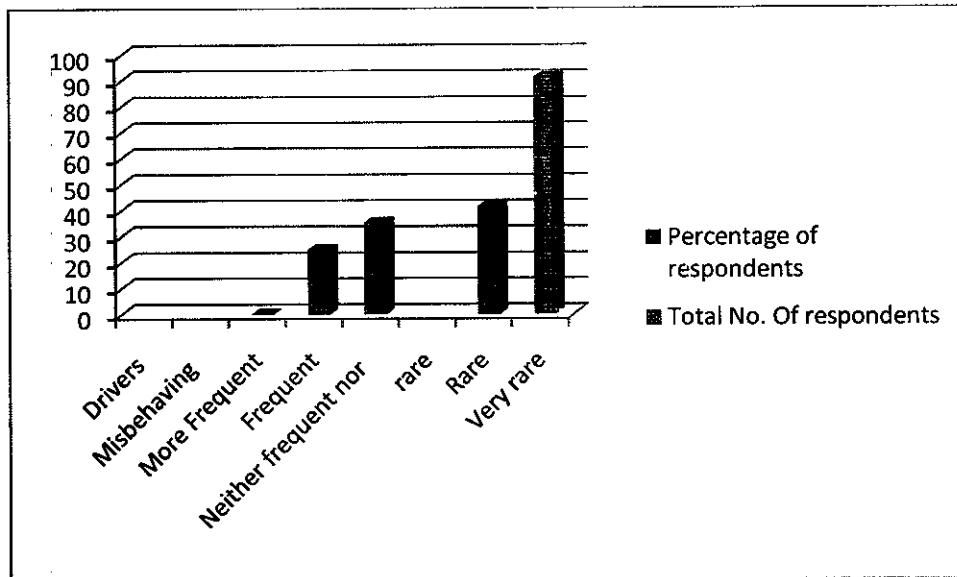


**Interpretation**

This table interprets that nearly 20.4% of the respondents said that there will not be any damages with respect to Consignment note, and 57.0% of the respondents said that there will be damages occasionally and 11.9% of the respondents said that there will be damages sometimes yes and sometimes no. Only 7.5% and 3.2% said that frequent and always practical with respect to Consignment note damages.

**Table.4.1.7 Drivers Misbehaving**

S.No	Drivers Misbehaving	Total No. Of respondents	Percentage of respondents
1	More Frequent	0	0
2	Frequent	12	12.9
3	Neither frequent nor rare	17	18.3
4	Rare	20	21.5
5	Very rare	44	47.3
	Total	93	100.0



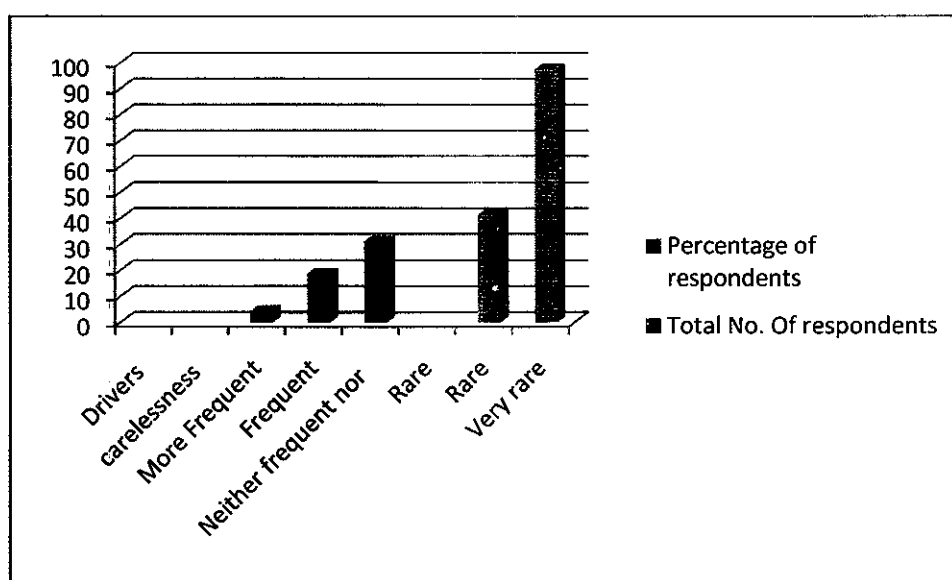
**Interpretation**

This table interprets that nearly 47.3% of the respondents said that drivers misbehaviour happens very rarely and 21.5% of the respondents said that drivers misbehaviour happens rarely and 18.3% of the respondents said that neither frequent or rare. Only 12.9% said frequent.



**Table.4.1.8 Drivers carelessness**

S.No	Drivers carelessness	Total No. Of respondents	Percentage of respondents
1	More Frequent	2	2.2
2	Frequent	9	9.7
3	Neither frequent nor Rare	15	16.1
4	Rare	20	21.5
5	Very rare	47	50.5
	Total	93	100.0

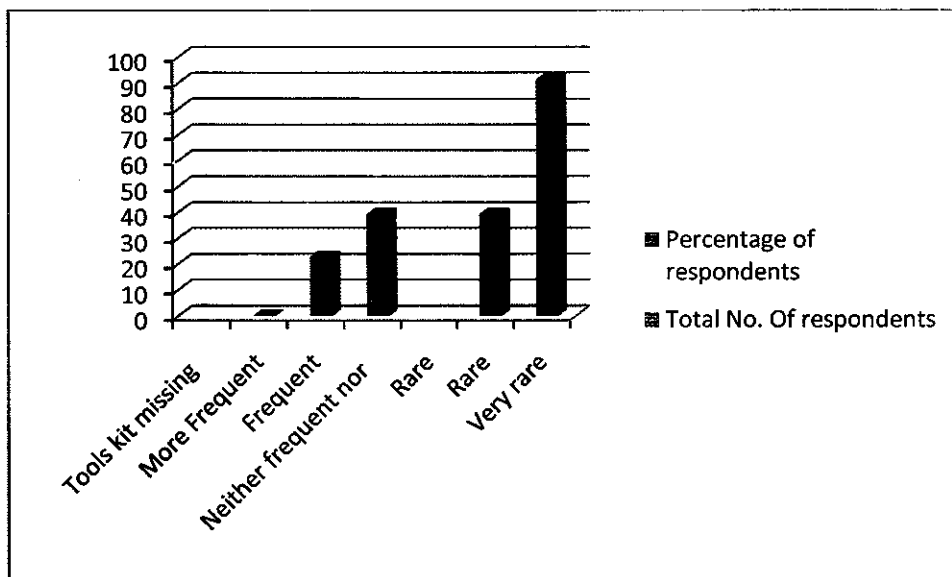


**Interpretation**

This table interprets that nearly 50.7% of the respondents said that drivers carelessness happens very rarely while unloading and 21.7% of the respondents said that drivers carelessness happens rarely and 16.9% of respondents said that neither frequent or rare. Only 9.9% and 3.2% said that frequent and more frequent of carelessness by the drivers while unloading.

**Table.4.1.9** Tools kit missing

S.No	Tools kit missing	Total No. Of respondents	Percentage of respondents
1	More Frequent	0	0
2	Frequent	11	11.8
3	Neither frequent nor Rare	19	20.4
4	Rare	19	20.4
5	Very rare	44	47.3
	Total	93	100.0

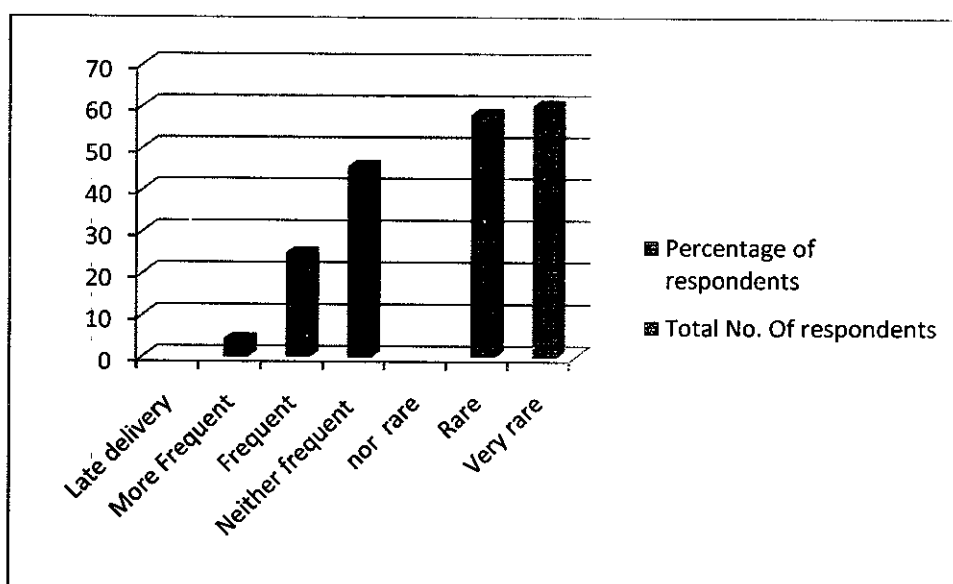


**Interpretation**

This table interprets that nearly 47.3% of respondents said that missing of tools kit happens very rarely and 20.4% of the respondents said that missing of tools kit happens rarely and 20.4% of respondents said that neither frequent or rare. Only 11.8% said that frequent in missing of tools kit.

**Table.4.1.10** Late delivery

S.No	Late delivery	Total No. Of respondents	Percentage of respondents
1	More Frequent	2	2.2
2	Frequent	12	12.9
3	Neither frequent nor rare	22	23.6
4	Rare	28	30.1
5	Very rare	29	31.2
	Total	93	100.0

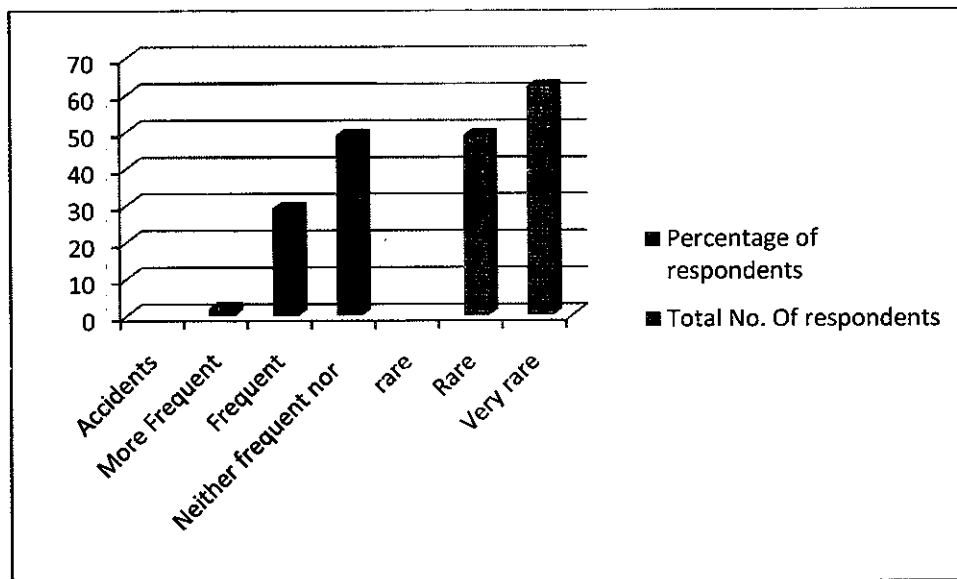


**Interpretation**

This table interprets that 31.2% of respondents said that late delivery happens very rarely and 31.1% of the respondents said that late delivery happens rarely and 23.6% of respondents said that neither frequent nor rare. And 12.9% and 2.2% said that frequent and more frequent of late delivery.

**Table.4.1.11 Accidents**

S.No	Accidents	Total No. Of respondents	Percentage of respondents
1	More Frequent	1	1.1
2	Frequent	14	15.2
3	Neither frequent nor rare	24	25.1
4	Rare	24	25.1
5	Very rare	30	32.2
	Total	93	100.0

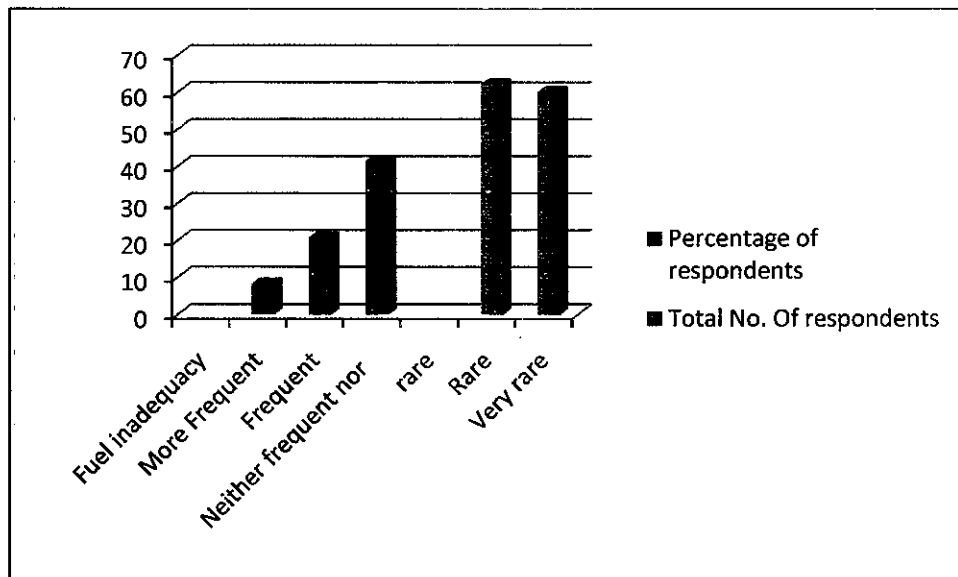


### **Interpretation**

This table interprets that nearly 32.2% of the respondents said that very rare of accidents related issues and 25.1% of the respondents said that rare and 25.1% of the respondents said that neither frequent or rare of accidents. Only 15.2% and 1.1% said that frequent and more frequent of accidents related issues.

**Table.4.1.12 Fuel inadequacy**

S.No	Fuel inadequacy	Total No. Of respondents	Percentage of respondents
1	More Frequent	4	4.3
2	Frequent	10	10.8
3	Neither frequent nor rare	20	21.5
4	Rare	30	32.3
5	Very rare	29	31.2
	Total	93	100.0

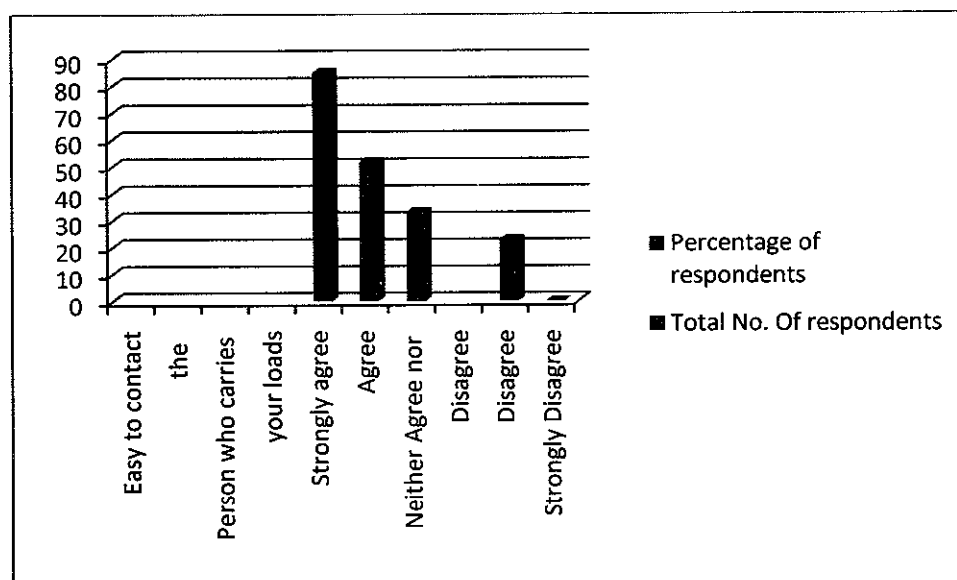


**Interpretation**

This table interprets that nearly 31.2% of the respondents said that very rare of inadequacy in fuel and 32.3% of the respondents said that rare and 21.5% of the respondents said that neither frequent or rare of inadequacy in fuel. Only 10.8% and 4.3% said that frequent and more frequent of inadequacy in fuel

**Table.4.1.13** Easy to contact the Person who carries your loads

S.No	Easy to contact the Person who carries your loads	Total No. Of respondents	Percentage of respondents
1	Strongly agree	41	44.1
2	Agree	25	26.9
3	Neither Agree nor Disagree	16	17.2
4	Disagree	11	11.8
5	Strongly Disagree	0	0
	Total	93	100.0

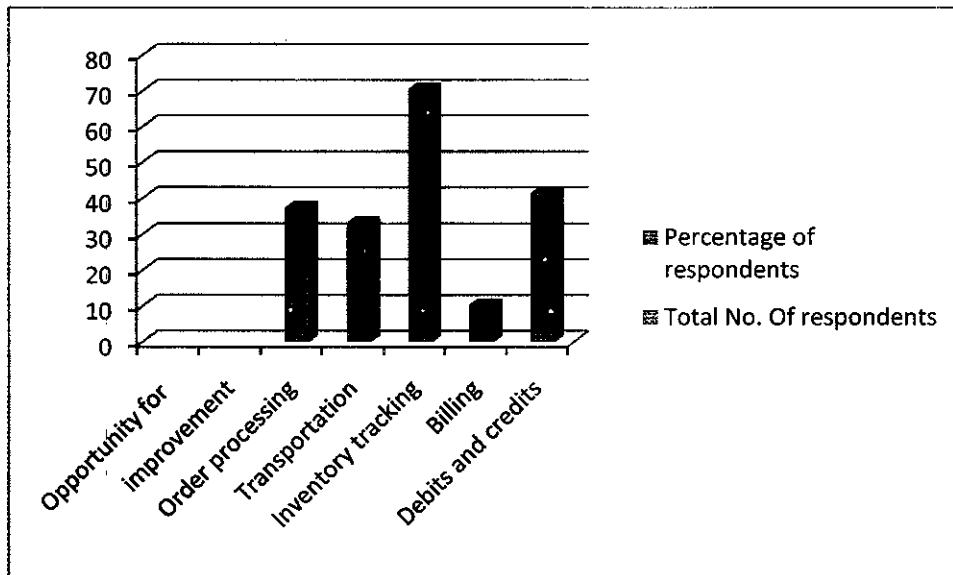


### Interpretation

From this table 44.1% of the respondents strongly agree that easy to contact the Person who carries your loads and 26.9% of the respondents agree. And 17.2% of the respondents neither agree nor disagree and only 11.8% of the respondents disagree.

**Table.4.1.14 Opportunity for improvement**

S.No	Opportunity for improvement	Total No. Of respondents	Percentage of respondents
1	Order processing	18	19.4
2	Transportation	16	17.2
3	Inventory tracking	34	36.6
4	Billing	5	5.4
5	Debits and credits	20	21.5
	Total	93	100.0

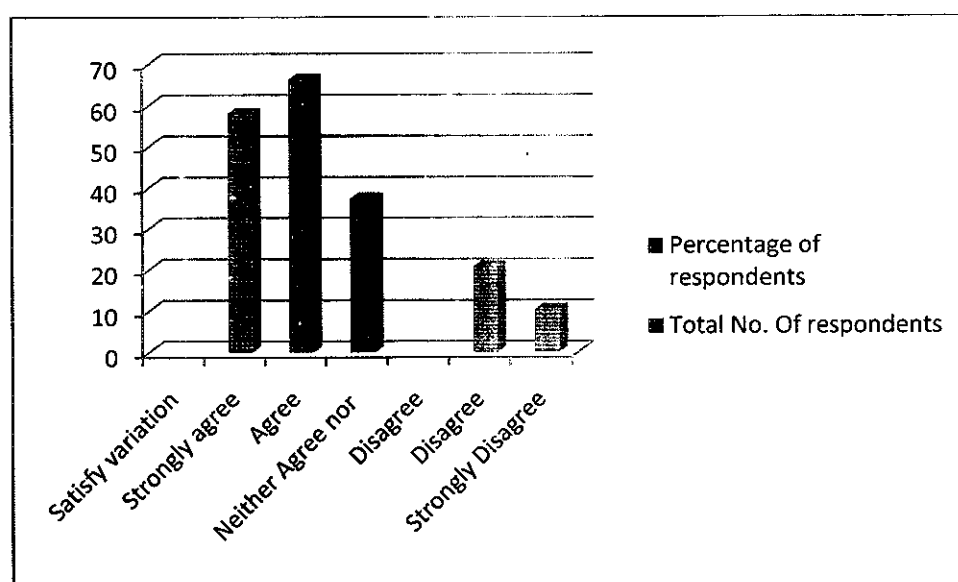


**Interpretation**

From this table nearly 36.6% of the respondents said that inventory tracking should be improved. In other hand 21.5% of the respondents said that Debit and credits should also be improved and subsequently with 19.4% and 17.2 % of the respondents recommended for order processing and transportation. Only 5.4% for billing

**Table.4.1.15** Satisfy variation

S.No	Satisfy variation	Total No. Of respondents	Percentage of respondents
1	Strongly agree	28	30.1
2	Agree	32	34.4
3	Neither Agree nor Disagree	18	19.4
4	Disagree	10	10.8
5	Strongly Disagree	5	5.4
	Total	93	100.0



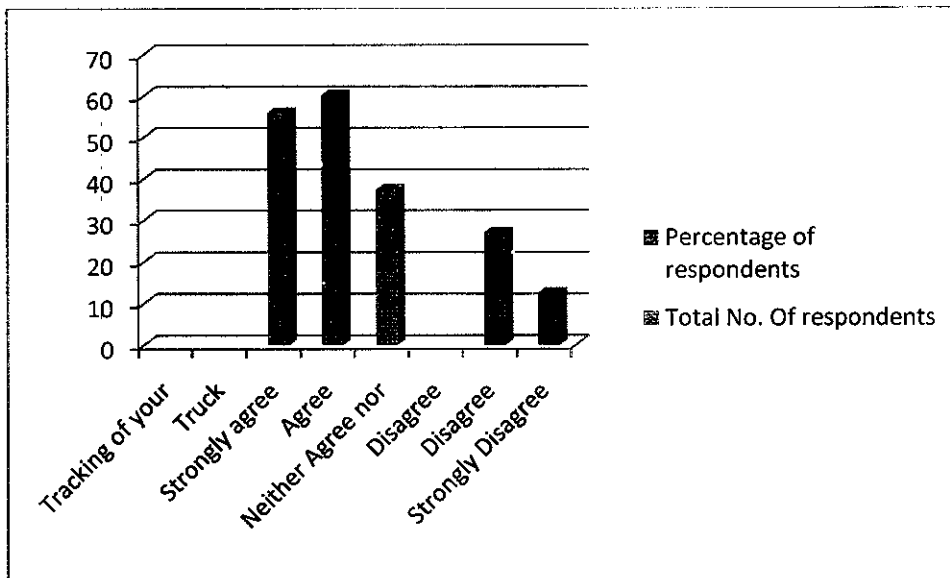
### **Interpretation**

From this table 30.1% of the respondents strongly agree in satisfying variation and 34.4% of the respondents agree. And 19.4% of the respondents neither agree nor disagree and only 10.8% and 5.4% of the respondents disagree and strongly disagree in satisfying variation.



**Table.4.1.16** Tracking of your truck

S.No	Tracking of your Truck	Total No. Of respondents	Percentage of respondents
1	Strongly agree	27	29.0
2	Agree	29	31.2
3	Neither Agree nor Disagree	18	19.4
4	Disagree	13	14.0
5	Strongly Disagree	6	6.5
	Total	93	100.0

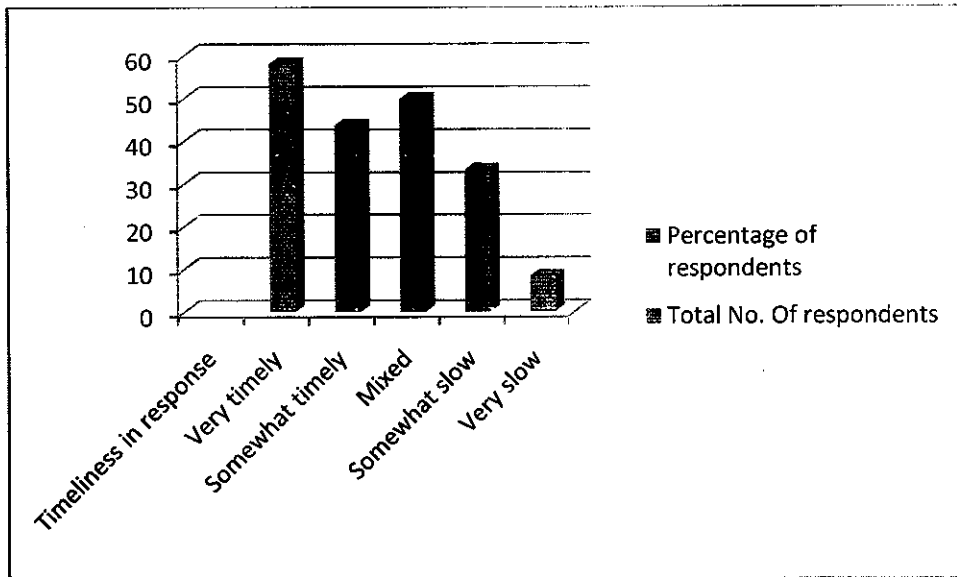


**Interpretation**

From this table only 29.0% of the respondents strongly agree in clarity of information received during the tracking of trucks and 31.2 % of the respondents agree. And 19.4% of the respondents neither agree nor disagree. Only 14.0% and 6.5% of the respondents disagree and strongly disagree in clarity of information during the tracking of trucks.

**Table.4.1.17** Timeliness in response

S.No	Timeliness in response	Total No. Of respondents	Percentage of respondents
1	Very timely	28	30.1
2	Somewhat timely	21	22.6
3	Mixed	24	25.8
4	Somewhat slow	16	17.2
5	Very slow	4	4.3
	Total	93	100.0

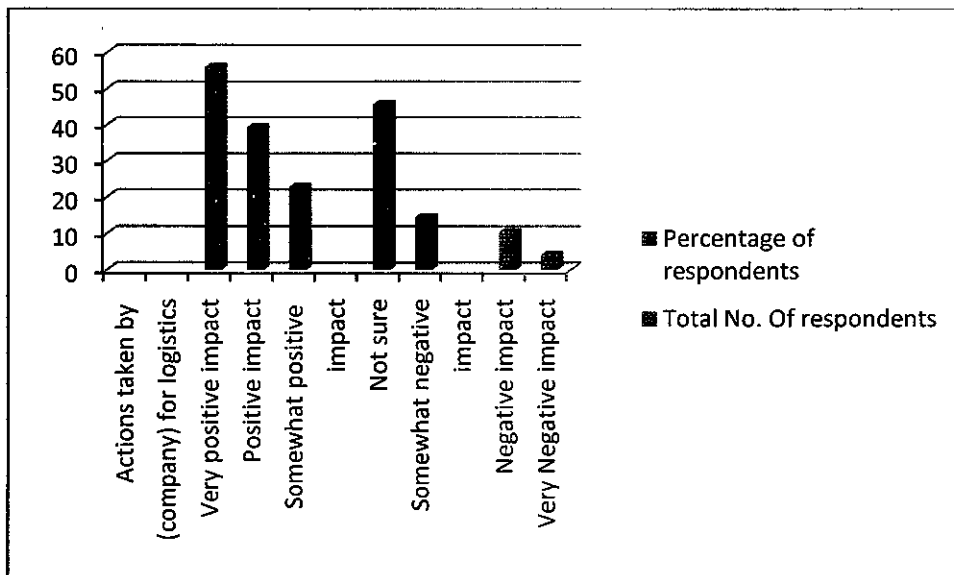


### Interpretation

From this table 30.1% of the respondents said that very timely in response to dealers request and inquires and 22.6% of the respondents said that somewhat timely. And 25.8% of the respondents said mixed. 17.2% and 4.3% of the respondents said that somewhat slow and very slow in response to request and inquiries.

**Table.4.1.18** Actions taken by (company) for logistics

S.No	Actions taken by (company) for logistics	Total No. Of respondents	Percentage of respondents
1	Very positive impact	27	29.0
2	Positive impact	19	20.4
3	Somewhat positive impact	11	11.8
4	Not sure	22	23.7
5	Somewhat negative impact	7	7.5
6	Negative impact	5	5.4
7	Very Negative impact	2	2.2
	Total	93	100.0

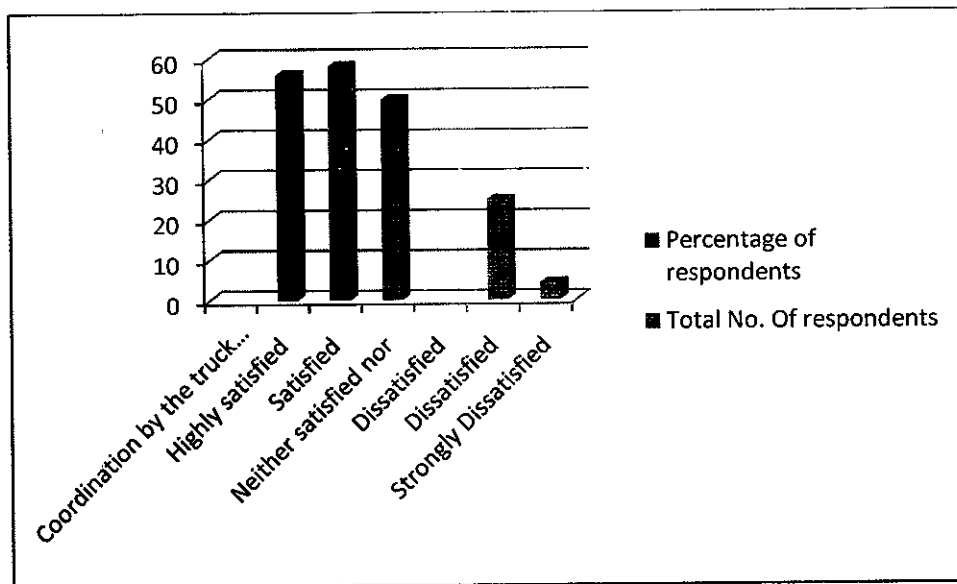


### **Interpretation**

From this table only 29.0% of the respondents said there was very positive impact on action taken by the company for logistics. Moreover 20.4% and 11.8% of the respondents said there was positive impact and somewhat positive impact. 7.5%, 5.4% and 2.2% of the respondents said there was somewhat negative impact, negative impact and very negative impact. 23.7% were not sure.

**Table.4.1.19** Coordination by the truck drivers

S.No	Coordination by the truck drivers	Total No. Of respondents	Percentage of respondents
1	Highly satisfied	27	29.0
2	Satisfied	28	30.1
3	Neither satisfied nor Dissatisfied	24	25.8
4	Dissatisfied	12	12.9
5	Strongly Dissatisfied	2	2.2
6	Total	93	100.0

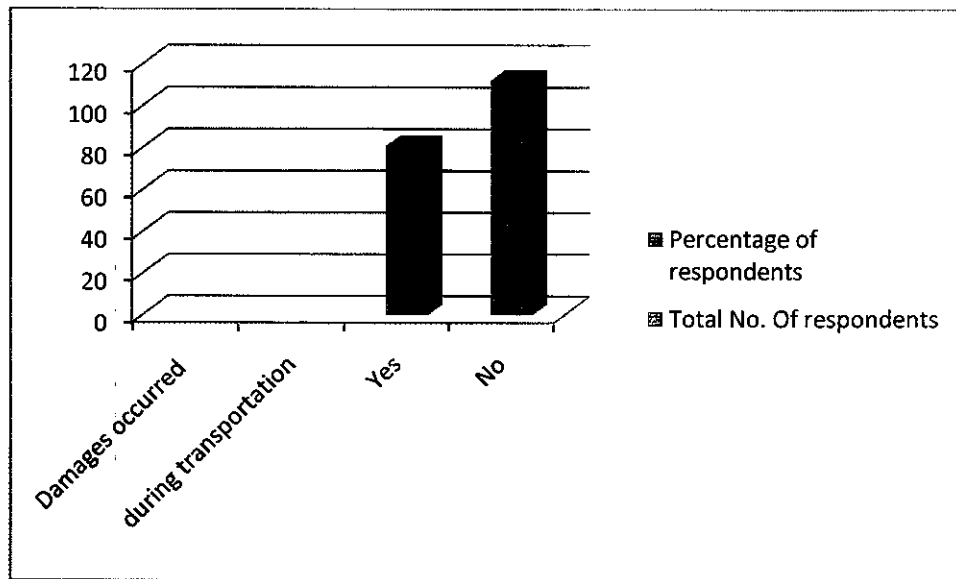


**Interpretation**

From this table 29.0% of the respondents highly satisfied with coordination by the truck drivers while checking the delivered cements and 30.1% of the respondents satisfied. And 25.8% of the respondents neither satisfied nor dissatisfied and 12.9% and 2.2% of the respondents dissatisfied and strongly dissatisfied with coordination by the truck drivers.

**Table.4.1.20** Damages occurred during transportation

S.No	Damages occurred during transportation	Total No. Of respondents	Percentage of respondents
1	Yes	39	41.9
2	No	54	58.1
3	Total	93	100.0

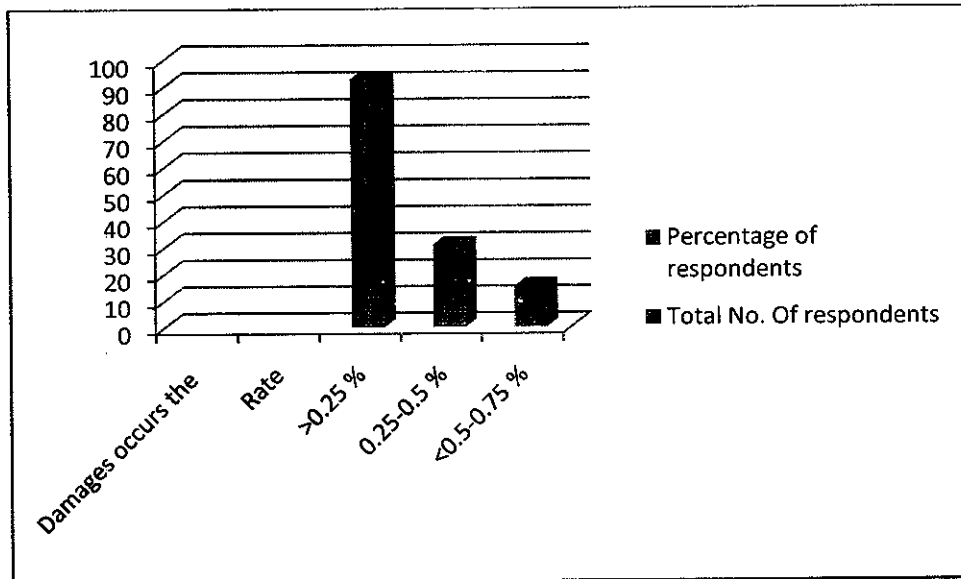


**Interpretation**

From this table 41.9% of the respondents said that damages occurred during transportation and 58.1% said no damages occurred during transportation

**Table.4.1.21 Damages occurring rate**

S.No	Damages occurring Rate	Total No. Of respondents	Percentage of respondents
1	>0.25 %	25	67.9
2	0.25-0.5 %	10	21.0
3	<0.5-0.75 %	4	11.3
	Total	39	100.0

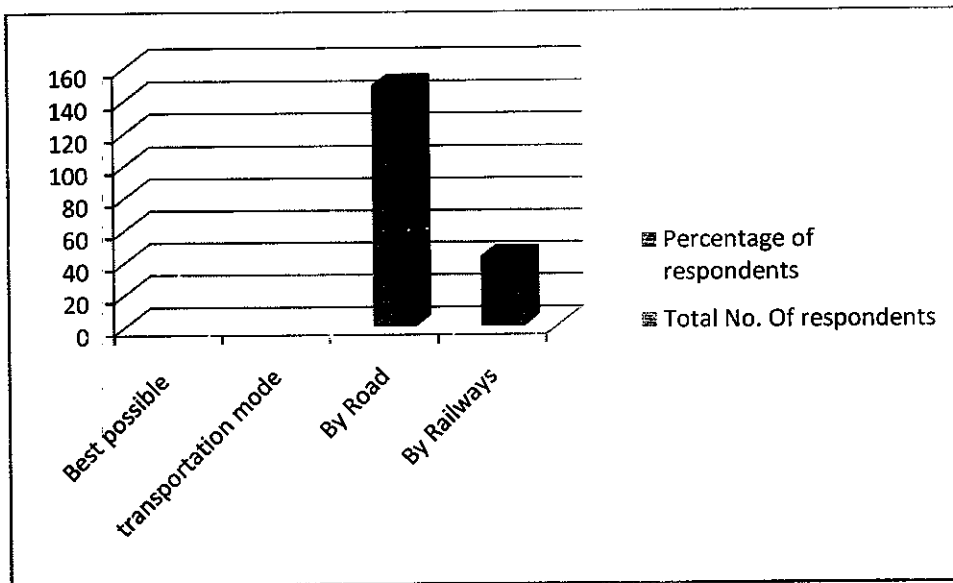


**Interpretation**

From this table 67.9 % of the respondents said damages were occurred at the rate of less than 0.25%. 21.0% and 11.3% said damages were occurred at the rate of 0.25-0.5% and < 0.5-0.75%

**Table.4.1.22** Best possible transportation mode

S.No	Best possible transportation mode	Total No. Of respondents	Percentage of respondents
1	By Road	72	77.4
2	By Railways	21	22.6
	Total	93	100.0



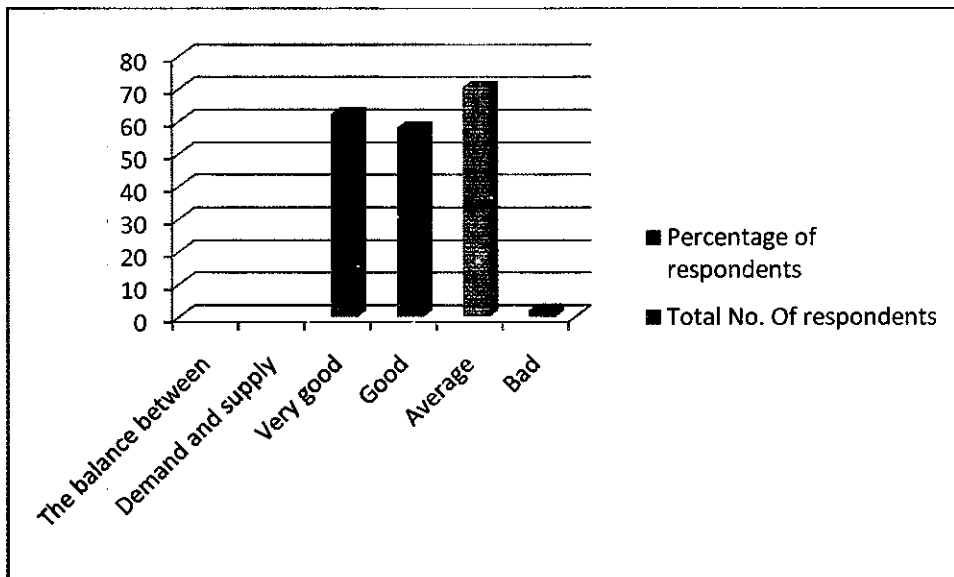
**Interpretation**

From this table only 77.4% of the respondents said that road way will be the best possible transportation mode with respect to cost efficient and 22.6% said railway.



**Table.4.1.23** The balance between Demand and supply

S.No	The balance between Demand and supply	Total No. Of respondents	Percentage of respondents
1	Very good	30	32.3
2	Good	28	30.1
3	Average	34	36.6
4	Bad	1	1.1
5	Total	93	100.0

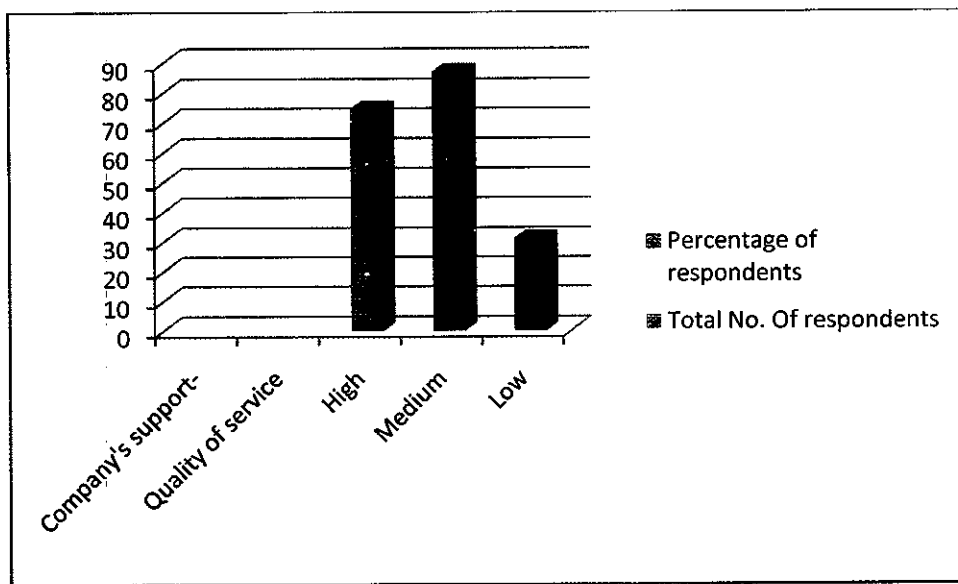


**Interpretation**

From this table only 32.3% of the respondents rated very good in balancing between demand and supply.30.1% and 36.6% rated good and average.1.1% rated bad

**Table.4.1.24** Company's support-Quality of service

S.No	Company's support-Quality of service	Total No. Of respondents	Percentage of respondents
1	High	36	38.7
2	Medium	42	45.2
3	Low	15	16.1
	Total	93	100.0

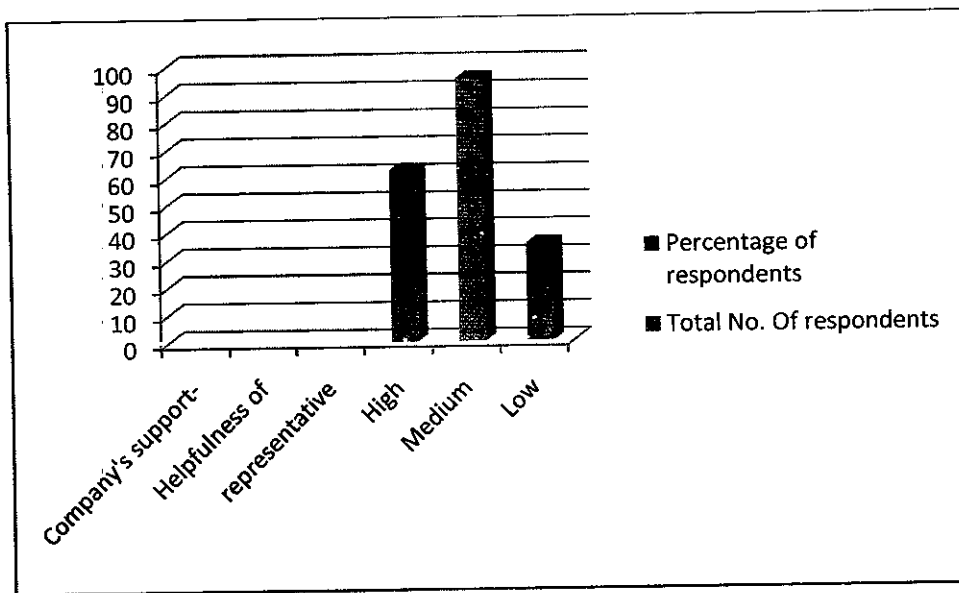


### Interpretation

From this table only 38.7% of the respondents rated high with respect to companies support quality of service. 45.7% of the respondents rated medium and finally 16.2% rated low.

**Table.4.1.25** Company's support-Helpfulness of representative

S.No	Company's support-Helpfulness of representative	Total No. Of respondents	Percentage of respondents
1	High	30	32.3
2	Medium	46	49.5
3	Low	17	18.3
	Total	93	100.0

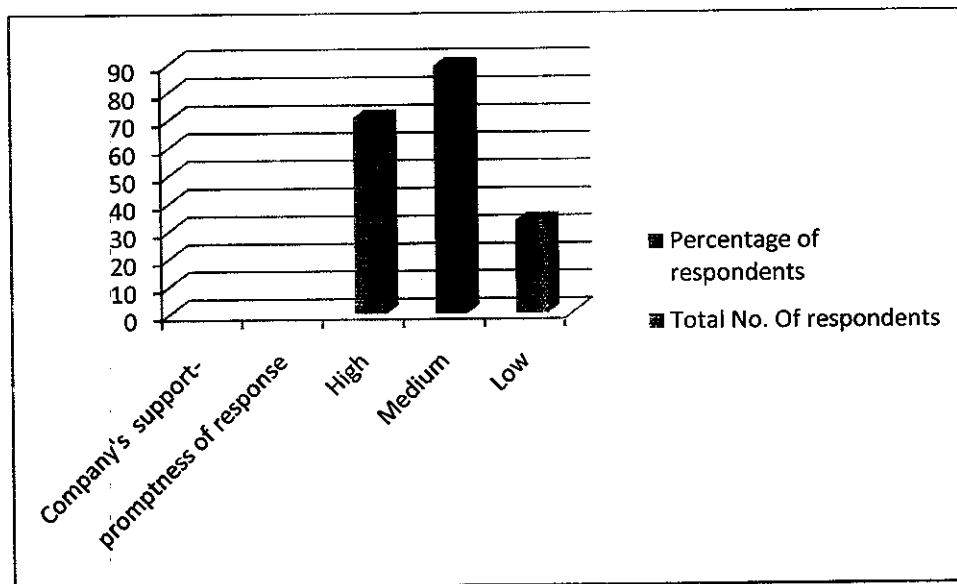


### Interpretation

From this table only 32.3% of the respondents rated high with respect to Company's support-Helpfulness. 49.5% of the respondents rated medium and finally 18.3% rated low.

**Table.4.1.26** Company's support-promptness of response

S.No	Company's support-promptness of response	Total No. Of respondents	Percentage of respondents
1	High	34	36.6
2	Medium	43	46.2
3	Low	16	17.2
	Total	93	100.0

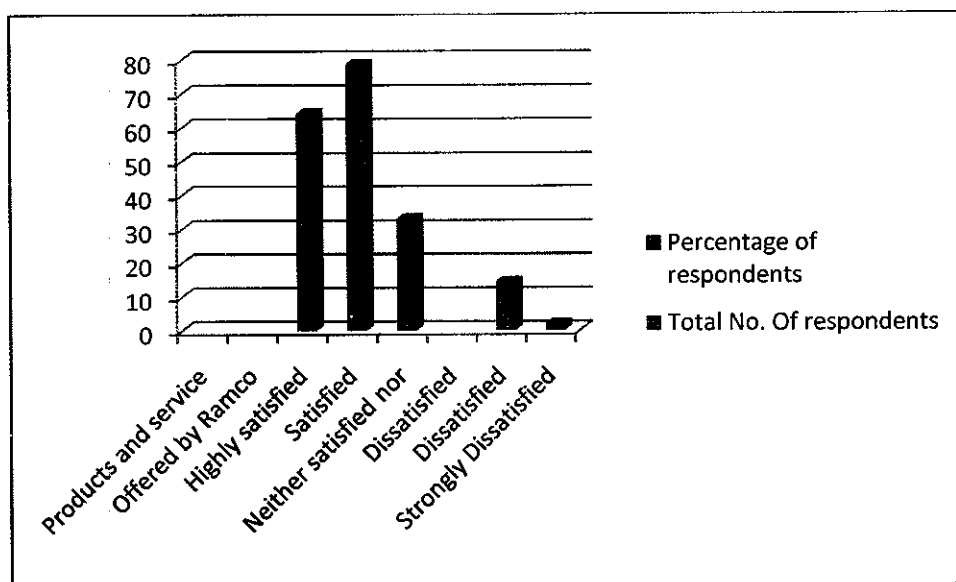


### Interpretation

From this table only 36.6% of the respondents rated high with respect to Company's support-promptness of response. 46.5% of the respondents rated medium and finally 17.2% rated low

**Table.4.1.27** Products and service Offered by Ramco

S.No	Products and service Offered by Ramco	Total No. Of respondents	Percentage of respondents
1	Highly satisfied	31	33.3
2	Satisfied	38	40.9
3	Neither satisfied nor Dissatisfied	16	17.2
4	Dissatisfied	7	7.5
5	Strongly Dissatisfied	1	1.1
6	Total	93	100.0



**Interpretation**

From this table 33.3% of the respondents highly satisfied with Products and service Offered by Ramco and 40.9% of the respondents satisfied. And 17.2% of the respondents neither satisfied nor dissatisfied. 7.5% and 1.1% of the respondents dissatisfied and strongly dissatisfied with Products and service Offered by Ramco

**Table.4.2. Mean & Standard Deviation**

	here is proper response from Ramco towards my orders	the goods will reach your destination accurately without delays	it is easy to contact the person who carries your loads	the Company is flexible enough to satisfy variation in scheduled orders	the information you received during the tracking of your truck is of good clarity	the company maintains good relation with the dealers to solve problems or needs
Mean	.702	.729	.753	.727	.738	.732
Standard deviation	.004	.071	.128	.066	.092	.078

**Interpretation:**

From the above table it interprets

1. Among the respondent, average resulted as agree for proper response from Ramco towards my orders.
2. Among the respondent, average resulted as agree for goods will reach your destination accurately without any delays.
3. Among the respondent, average resulted as agree for it is easy to Contact the Person who carries your loads.
4. Among the respondent, average resulted as agree for Company is flexible enough to satisfy variation in scheduled orders.
5. Among the respondent, average resulted as agree for information you received during the tracking of your truck is of good clarity.

6. Among the respondent, average resulted as agree for Company maintains good relation with the dealers to solve problems or needs.

### **4.3 Weighted average method**

**Table.4.3.1** Proper response from Ramco towards my orders

$$53*5+16*4+13*3+11*2+0*1=265+64+39+22=390/93=4.19$$

#### **Interpretation**

From the above weighted average for proper response from Ramco towards my orders is calculated. And derived value is 4.19 therefore weight age was given to agree in terms of response from Ramco.

**Table.4.3.2** Timeliness

$$31*5+25*4+19*3+15*2+3*1=155+100+30+3+57=345/93=3.70$$

#### **Interpretation**

From the above weighted average for goods will reach your destination accurately without any delays is calculated. And derived value is 3.70 therefore weight age was given to agree in terms of timeliness from Ramco.

**Table.4.3.3** Invoice Damage

$$43*5+30*4+13*3+6*2+1*1=215+120+39+12+1=387/93=4.16$$

#### **Interpretation**

From the above weighted average for damages in invoice documents is calculated. And derived value is 4.16 therefore weight age was given to occasional damages with respect to invoice.

**Table.4.3.4** Consignment note

$$19*5+53*4+11*3+7*2+3*1=95+212+33+14+3=357/93=3.83$$

### **Interpretation**

From the above weighted average for damages in consignment note documents is calculated. And derived value is 3.83 therefore weight age was given to occasional with respect to consignment note.

### **Table.4.3.5 Drivers Misbehaving**

$$44*5+20*4+17*3+12*2= 220+80+51+24=375/93=4.03$$

### **Interpretation**

From the above weighted average for Drivers Misbehaving is calculated. And derived value is 4.03 therefore weight age was given to rarely in terms of misbehaviour from drivers.

### **Table.4.3.6 Tools kit missing**

$$44*5+19*4+19*3+11*2+2*1= 220+76+57+22+2=377/93=4.05$$

### **Interpretation**

From the above weighted average for Tools kit missing is calculated. And derived value is 4.05 therefore weight age was given rarely in terms of Tools kit missing issues.

### **Table.4.3.7 Late delivery**

$$29*5+28*4+22*3+12*2+2*1= 145+112+66+24+2=349/93=3.75$$

### **Interpretation**

From the above weighted average for late delivery is calculated. And derived value is 3.75 therefore weight age was given rarely in terms of late delivery issues

### **Table.4.3.8 Accidents**

$$59*5+11*4+14*3+9*2+0*1= 295+44+42+18=399/93=4.29$$



### **Interpretation**

From the above weighted average accidents is calculated. And derived value is 4.29 therefore weight age was given to rarely in terms of accidents issues

#### **Table.4.3.9 Fuel inadequacy**

$$53*5+17*4+11*3+9*2+3*1= 265+68+33+18+3=387/93=4.16$$

### **Interpretation**

From the above weighted average Fuel inadequacy is calculated. And derived value is 4.16 therefore weight age was given rarely in terms of Fuel inadequacy issues.

#### **Table.4.3.10 Easy to contact the Person who carries your loads**

$$41*5+25*4+16*3+11*2+0*1= 205+100++48+22+0=375/93=4.03$$

### **Interpretation**

From the above weighted average for easy to contact the Person who carries your loads is calculated. And derived value is 4.03 therefore weight age was given to agree in terms of easy to contact who carries the load.

#### **Table.4.3.11 Satisfy variation**

$$28*5+32*4+18*3+10*2+5*1= 140+128++54+20+5=347/93=3.73$$

### **Interpretation**

From the above weighted average for Satisfy variation is calculated. And derived value is 3.73 therefore weight age was given to agree in terms of satisfying variation from Ramco.

#### **Table.4.3.12 Tracking of your truck**

$$27*5+29*4+18*3+13*2+6*1= 135+116++54+26+6=337/93=3.62$$

### **Interpretation**

From the above weighted average for tracking of the truck is calculated. And derived value is 3.62 therefore weight age was given to agree in terms of tracking of the truck.

#### **Table.4.3.13** Timeliness in response

$$28*5+21*4+24*3+16*2+4*1= 140+84+72+32+4=332/93=3.56$$

### **Interpretation**

From the above weighted average for *timeliness in response to your requests and inquiries* is calculated. And derived value is 3.56 therefore weight age was given to agree in terms of timeliness.

#### **Table.4.3.14** Actions taken by (company) for logistics

$$27*7+19*6+11*5+22*4+7*3+5*2+2*1= 189+114+55+88+14+10+2=472/93=5.07$$

### **Interpretation**

From the above weighted average for *action taken by company from Ramco* is calculated. And derived value is 5.07 therefore weight age given to somewhat positive impact.

#### **Table.4.3.15** Coordination by the truck drivers

$$27*5+28*4+24*3+12*2+2*1= 135+112+72+24+2=345/93=3.70$$

### **Interpretation**

From the above weighted average for *coordination by the truck drivers* is calculated. And derived value is 3.70 therefore weight age was given to satisfied in terms of coordination.

#### **Table.4.3.16** Products and service Offered by Ramco

$$31*5+38*4+16*3+7*2+1*1= 155+152+48+14+1=371/93=3.98$$

From the above weighted average for Products and service Offered is calculated. And derived value is 3.98 therefore weight age was given to satisfied in terms of Products and service.

**Table .4.3.17****ANOVA**

There is proper response from Ramco towards my orders

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.110	3	2.037	1.676	.178
Within Groups	106.966	84	1.216		
Total	113.076	93			

**Interpretation**

One way ANOVA was performed between dealers with different experience in years against Ramco's response with their orders. The results show that the different dealers with varying years of experience were treated similarly by Ramco dealers.

**Table.4.3.18****ANOVA**

The goods will reach your destination accurately without any delays

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.575	3	.525	.366	.778
Within Groups	127.586	90	1.434		
Total	129.161	93			

**Interpretation**

One way ANOVA was performed between dealers with different experience in years against Ramco's response with their orders. It can be seen that the different dealers with varying years of experience have no difference in sending goods accurately on time without any delays.

## ANOVA

**Table.4.3.19**

The Company is flexible enough to satisfy variation in scheduled orders

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.062	3	1.021	.749	.526
Within Groups	121.217	89	1.362		
Total	124.280	92			

### Interpretation

One way ANOVA was performed between dealers with different experience in years against Ramco's response with their orders. It can be seen that the different dealers with varying years of experience have no difference in satisfy variation in scheduled orders.

**Table .4.3.20**

**ANOVA**

Company maintains good relation with the dealers to solve problems or needs

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.938	3	1.979	1.514	.216
Within Groups	116.384	90	1.308		
Total	122.323	93			

**Interpretation**

One way ANOVA was performed between dealers with different experience in years against Ramco's response with their orders. It can be seen that the different dealers with varying years of experience have no difference in maintaining relationship with the dealers to solve problems or needs.

**Table.4.3.21****ANOVA**

The products and service Offered by Ramco

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.623	3	1.208	1.086	.359
Within Groups	98.957	90	1.112		
Total	102.581	93			

**Interpretation**

One way ANOVA was performed between dealers with different experience in years against Ramco's response with their orders. It can be seen that the different dealers with varying years of experience have no difference in satisfying products and service offered by Ramco.

## **CHAPTER 5**

# **FINDINGS, SUGGESTIONS AND CONCLUSION**



## CHAPTER 5

### FINDINGS, SUGGESTIONS AND CONCLUSION

#### 5.1 Findings

- ❖ Majority of the respondents were dealers of Ramco for more than 3 years.
- ❖ Majority of the respondents strongly agreed that Proper response from Ramco towards my orders. .
- ❖ Majority of the respondents strongly agreed goods will reach your destination accurately without any delays
- ❖ Nearly half of the respondents said that there will not be any damages with respect to invoice.
- ❖ Most of the respondents said that there will not be any damages with respect to POD.
- ❖ Nearly half of the respondents said that there will be damages occasionally with respect to Consignment note.
- ❖ Half of the respondents said that driver's misbehavior happens very rarely.
- ❖ Nearly half of the respondents said that drivers carelessness happens very rarely while unloading.
- ❖ Most of the respondents said that very rare of accidents related issues.

- ❖ Nearly more than half of the respondents said that very rare of inadequacy in fuel.
- ❖ Half of the respondents strongly agreed that easy to contact the Person who carries your loads.
- ❖ Less than half of the respondents said that very timely in response to dealers request and inquires.
- ❖ Less than half of the respondents said there was very positive impact on action taken by the company for logistics.
- ❖ Less than half of the respondents highly satisfied with coordination by the truck drivers while checking the delivered cements.
- ❖ More than half of the respondents said no damages occurred during transportation.
- ❖ Majority of the respondents said that road way will be the best possible transportation mode with respect to cost efficient.
- ❖ More than half of the respondents rated good in balancing between demand and supply.
- ❖ Nearly half of the respondents rated medium for Company's support-promptness of response.

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## Appendix

### A study on service quality level towards outbound logistics among customers of Ramco cements Limited, Ariyalur.

#### Questionnaire

1. How long have you been the dealers of Ramco?

- a) Less than one year      b) 1-2 Years      c) 2-3 Years      d) More than 3 years

2. "There is proper response from Ramco towards my orders."

- a) Strongly agree      b) Agree  
c) Neutral      d) Disagree      e) Strongly disagree

3. "The goods will reach your destination accurately without any delays."

- a) Strongly agree      b) Agree  
c) Neutral      d) Disagree      e) Strongly disagree

4). Normally how many days it is taking to reach your destination \_\_\_\_\_

5. "The Company is flexible enough to satisfy variation in scheduled orders."

- a) Strongly agree      b) Agree  
c) Neutral      d) Disagree      e) Strongly disagree

6." Company maintains good relation with the dealers to solve problems or needs."

- a) Strongly agree      b) Agree  
c) Neutral      d) Disagree      e) Strongly disagree

**7. Is there any damages occurred during transportation?**

a) Yes

b) No

**8. If yes the rate at which it happens**

1) <0.25 %

2) 0.25-0.5 %

3) 0.5-0.75 %

4) >0.75%

**9. According to you, which could be the best possible transportation mode with respect to cost efficient and time saving?**

a) By Road

b) By Railway

**10. "Coordination by the truck drivers while checking out the delivered cements."**

a) Highly satisfied

b) Satisfied

c) Neither satisfied nor dissatisfied

d) Dissatisfied

e) Highly dissatisfied

**11. Issues**

	More frequent	Frequent	Neither frequent nor rare	Rare	Very rare
Drivers misbehaving					
Careless while unloading					
Tool kids missing					
Late delivery					
Accidents					

Please rank the following accordingly ranging from 1 – 5.

(1-Strongly Disagree, 2- Disagree, 3- Neither agree nor disagree, 4-Agree, 5-Strongly Agree)

<b>12. It is easy to contact the Person who carries your loads.</b>	1	2	3	4	5
<b>13. The problems are Solved with ease.</b>	1	2	3	4	5

14. The products and service Offered by Ramco with respective to transportation are satisfactory.	1	2	3	4	5
15. The information you received during the tracking of your truck is of good clarity.	1	2	3	4	5

**16. Overall, have actions taken by (company) for logistics over the past year had an impact one way or another on your business?**

- Very positive impact
- Positive impact
- Somewhat positive impact
- Not sure
- Somewhat negative impact
- Negative impact
- Very negative impact

**17. On average, which of the following best describes (company) management's timeliness in response to your requests and inquiries?**

- Very timely
- somewhat timely
- Mixed
- Somewhat slow
- Very slow

**18. Which of the following administrative areas would you say presents the greatest opportunity for improvement?**

- a) Order processing
- b) Transportation
- c) Inventory tracking
- d) Billing
- e) Debits and credits

**19. How could you rate the balance between Demand and supply?**

- a) Very good      b) Good      c) Bad      d) Very bad

**20. How do you rate Ramco in terms of customer service?**

- a) High      b) Average      c) Low

**21. Which is the major service destination for Ramco in Tamilnadu?**

- a) Chennai      b) Trichy      c) Coimbatore

**22. Are your expectations of timely delivery of cements fulfilled?**

- a) Yes      b) No

**23. What is the level of satisfaction about the quality measures taken?**

- a) Highly satisfied      b) Satisfied      c) Neither satisfied nor dissatisfied  
d) Dissatisfied      e) Highly dissatisfied

**24. Does the organization gives priority to dealers with own trucks?**

- a) Yes      b) No