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Delivery Service Strategy on Customer Satisfaction: A Case Study of CV Karya Besari

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Abstract: This study aims to examine the implementation of delivery service strategy and analyze customer satisfaction levels at CV Karya Besari, which operates in the supply of glass and aluminum building materials. Amidst intense business competition, logistics efficiency and last-mile delivery services serve as primary determinants of corporate credibility. This research employs a descriptive-analytic qualitative approach with a case study method. Data collection was conducted through in-depth interviews with the business owner and three regular customers, direct observation in the warehouse area, and documentation studies. The results indicate that the delivery service runs quite fast and on time, supported by special handling using A-frame racks to protect fragile glass materials from damage, as well as staff friendliness and responsiveness. This service combination has successfully created a high level of customer satisfaction, evidenced by high repeat orders and positive customer reviews.

Keyword: Delivery Service, Customer Satisfaction, Building Materials, Case Study

INTRODUCTION

In the contemporary digital economy, supply chain management is regarded as a comprehensive integration of core business processes (Mentzer et al., 2001). In the contemporary business environment, shifts in consumer behaviour have elevated logistics efficiency to the pinnacle of success factors for online retail businesses. This paradigm shift is underpinned by the evolution of modern marketing strategies, which have come to recognise that customer satisfaction transcends the mere possession of a product, encompassing the comprehensive value received by the consumer (Armstrong et al., 2016). The increasing adoption of technology in the digital commerce domain has also precipitated a shift in consumer expectations with regard to the speed of service (Tandon et al., 2020).

The final mile of delivery represents a significant proportion of total supply chain expenditure. This activity has evolved from a mere support function to the primary "face" that represents a company's credibility (Aljohani, 2024). The customer experience during this phase, which encompasses on-time delivery, order accuracy, and the physical condition of the product upon receipt, serves as the primary benchmark for determining customer loyalty, repurchase

intent, and positive electronic word-of-mouth (e-WOM) sentiment (Thuy et al., 2025). These dynamics of modern logistics operations also require adaptation to increasingly stringent global shipping standards (Olsson et al., 2023). Conversely, even the most miniscule failure at this stage can carry systemic risks with the potential to instantly damage a business's reputation and drive customers to switch to competitors (Aljohani, 2024).

For the Micro, Small, and Medium Enterprises (MSMEs) sector, these challenges are felt to a greater extent due to infrastructure limitations that require more adaptive management strategies, as emphasised by Harahap (2025). Furthermore, Wicaksono & Ba (2022) posit that resource constraints represent a pivotal factor demanding strategic adaptation for MSMEs to thrive within the digital ecosystem. As evidenced by the MSME digitisation report (2021), published by the Ministry of Cooperatives and MSMEs, endeavours to enhance the competitiveness of MSMEs have been incorporated into both national and regional strategic agendas. However, it is important to note that the efficacy of these macro policies is contingent upon the concomitant enhancement of operational quality at the internal level (Madueke & Eyupoglu, 2024).

Conversely, in the contemporary digital era, customer loyalty is no longer contingent solely on product quality. Instead, it is contingent on the quality of e-services, which encompasses reliability and trust in the distribution process (Ulhaq et al., 2025). Empirical evidence has demonstrated that various factors associated with logistics service quality, including delivery time, cost, reliability, return rates, and interactions with delivery staff, have been shown to significantly influence consumers' perceived value and long-term loyalty (Trung et al., 2025). Contemporary operational frameworks also underscore the necessity for continuous innovation in the digital supply chain (Salinas, 2026). This underscores the notion that in the absence of an integrated service system, significant market potential is often hindered by inconsistencies in logistics performance (Ulhaq et al., 2025).

This situation poses an even greater challenge for CV Karya Besari, which operates under a make-to-order business model. In principle, the make-to-order model is more susceptible to supply chain disruptions than conventional retail businesses, due to its high dependence on precise synchronization between demand and production processes (Jay et al., 2022). Products with unique specifications demand a very high degree of distribution accuracy, as limited flexibility in service recovery mechanisms makes it difficult to replace non-conforming or damaged products through standard return processes (Gronroos, 2015).

A review of the available data and operational documentation has revealed a significant issue at CV Karya Besari, namely the delay in responding to customer inquiries (slow response). In the extant literature on service quality, responsiveness is a crucial factor in maintaining credibility and customer trust in the digital environment (Thuy et al., 2025). The company's inability to respond promptly to customer queries has a direct impact on its professional image. This decline is consistent with the findings of Aljohani (2024), who emphasises that reliability and responsiveness are pivotal in establishing customer trust in the digital age. Moreover, failure in this domain can result in the dissolution of customer engagement, which is notoriously difficult to re-establish (Phan et al., 2024).

Moreover, the failure of CV Karya Besari to adhere to the stipulated delivery schedules frequently gives rise to direct complaints from customers. This demonstrates that reliability in logistics is the foundation of customer satisfaction, a concept which has yet to be optimally realised. This, in turn, has resulted in a decline in customer trust in the company's capabilities (Aljohani, 2024). The concept of reliability is defined as the capacity to deliver services in accordance with the stipulated schedule (Madueke & Eyupoglu, 2024). Conversely, direct interaction with delivery personnel was found to have the strongest positive impact on perceived value, thereby confirming that the professionalism, empathy, and friendliness of couriers play a central role in shaping customer satisfaction and loyalty (Trung et al., 2025).

In conclusion, the physical condition of the product upon receipt is the final touchpoint that most significantly determines consumers' assessment of quality (Thuy et al., 2025). Despite the company's endeavours to institute a recovery service by offering product replacement in the event of defects, these damage incidents constitute a grave concern with regard to the efficacy of quality assurance and packaging procedures. In order to address this issue, it is incumbent upon companies to bridge the gap between customer expectations regarding product quality and the reality of what is received. This is a fundamental principle in the domain of service quality management (Parasuraman et al., 1991). Furthermore, it is imperative to implement more stringent standardisation procedures for the packaging process, with the objective of minimising variability in product damage. This approach is in accordance with the principle of continuous process quality improvement (Vrhovac & Vasi, 2023). Should these incidents be allowed to remain unaddressed, it is inevitable that they will lead to an increase in operational costs. Furthermore, the company's image in the eyes of consumers will be damaged, resulting in a perception of poor quality (Aljohani, 2024).

It is hypothesised that the challenges experienced by CV Karya Besari in terms of its delivery service are closely related to responsiveness, reliability and operational quality (Harahap, 2025). This is due to the cumulative impact of the aforementioned issues. A qualitative research approach and an in-depth case study are necessary to systematically unravel the complexity of this phenomenon (Creswell & Creswell, 2022; Yin, 2018). In the absence of a structured evaluation that is grounded in a management strategy, these issues have the potential to impede growth and jeopardise the long-term sustainability of the business (Harahap, 2025). Moreover, it is imperative for MSME operators to recalibrate their operational strategies in order to maintain competitiveness and ensure their survival within a highly dynamic digital ecosystem (Wicaksono & Ba, 2022). It is imperative that this study is undertaken in order to explore the implementation of delivery service strategies in depth and to understand how these strategies are perceived by consumers in shaping customer satisfaction at CV Karya Besari through a case study approach (Wicaksono & Ba, 2022).

METHOD

The present study employs a qualitative approach, adopting a descriptive-analytical research design with the objective of conducting a profound exploration of social phenomena, with the intention of capturing their meaning from the real-life perspectives of the research subjects (Creswell & Creswell, 2022). The research design utilised is a single-case study, with a specific focus on the entity CV Karya Besari (Yin, 2018).

In order to obtain credible and in-depth data, informants were selected through purposive sampling. The informants constituting the sample for this study comprised a total of four individuals. The sample included one business owner who functioned as the primary decision-maker (Mr. Subiyakto) and three regular customers who had a habitual reliance on the company's delivery services (Mandirie, Julianto, and Dimas).

The data was collected via three primary methods:

1. The following section will present a series of in-depth interviews. Information was gathered from the owner and customers in person in order to ascertain their experiences of shipping, any on-site challenges they had faced, and their satisfaction levels.
2. The present study is based on direct observation. The present study will entail the direct observation of the following: daily operational processes in the warehouse area; cargo preparation; and the procedures for loading goods onto the delivery fleet.
3. The following document is to be reviewed: A comprehensive examination of operational support documentation, delivery records, customer review data and transaction histories is required.

RESULTS AND DISCUSSION

The implementation of the delivery service strategy at CV Karya Besari was the focus of an evaluation based on field data analysis. This evaluation was conducted with a particular emphasis on the dimension of logistics service quality, which was then directly linked to customer satisfaction (Zeithaml et al., 2020).

1. The Implementation of the Delivery Service Strategy at CV Karya Besari

The goods delivery service at CV Karya Besari has been meticulously designed to address the specific characteristics of the products it markets. These products, namely glass and aluminium, have been identified as being highly susceptible to impact damage. The following conclusions are drawn from the research findings, which are outlined below and based on the dimensions of logistics service:

a. The issue of timeliness is of paramount importance. The company endeavours to adhere to delivery deadlines stipulated in the order (make-to-order), even in the face of congestion within urban traffic congestion.
b. The following stipulations are to be observed in order to ensure the smooth processing of orders and the facilitation of special handling procedures. CV Karya Besari is committed to upholding rigorous physical product security standards. In the case of glass products that are highly susceptible to breakage, the company employs special A-frame racks on its fleet in order to minimise the risk of vibration and impact during transit.
c. The quality of personal contact is a significant factor in the study. Interactions between the delivery team (comprising couriers and field staff) and customers are reported to be positive, with staff demonstrating polite, communicative, and cooperative behaviour during loading and unloading at customer locations.
d. The present study will examine the relationship between order accuracy and issue resolution. The company employs rigorous quality control measures to ensure that the type, size, and quantity of materials are correct prior to shipment. In the event of discrepancies or technical issues occurring in the field, the team is known to respond quickly to provide replacement options or fair resolutions.

2. An Examination of Customer Satisfaction Levels

An evaluation of customer feedback reveals that the implemented shipping strategy exerts a direct and positive influence on customer satisfaction (Lovelock & Wirtz, 2021). Regular customers have stated that the safety of shipping glass materials using A-frame racks is a crucial added value, as it minimises losses due to damaged goods in transit. This elevated level of satisfaction is manifest in the high volume of repeat orders and the prevalence of favourable reviews (Oliver, 2015).

This chapter delineates the findings obtained during the research process at CV Karya Besari. The data presented herein is sourced from direct field observations, documentation of operational activities, and in-depth interviews with internal parties (the owner) and external parties (customers).

a. An Abridged Synopsis of the Subject of Research and a Brief Description of the Informants

CV Karya Besari is a business entity engaged in the supply and sale of building materials, with a primary focus on glass and aluminium products, both wholesale and retail. In carrying out its daily operations, the company remains committed to maintaining product quality standards, ensuring timely deliveries, and providing service that is fully oriented towards customer satisfaction. These services have been meticulously designed to address a wide range of consumer needs, from household requirements to construction projects. This is of particular importance given that the company's primary product, glass, is a fragile material that requires a high degree of care and specialised handling at every stage.

The empirical data presented in this study was collected through in-depth interviews with one owner, Mr. Subiyakto, and three regular customers. Mandirie, Julianto, and Dimas. In this study, all interviewees were invited to share their perspectives, assessments, and real-life experiences regarding the implementation of the delivery service and customer satisfaction levels at CV Karya Besari.

b. Analysis of Variable X: Delivery Service

An in-depth analysis of the indicators that comprise the delivery service variable indicates that delivery speed is consistently prioritised by the company. The company endeavours to dispatch the majority of orders on the same day or, at the latest, the following day, provided that there is sufficient stock. This assertion is corroborated by the experiences of Mandirie, who attested to the expeditious delivery of goods when inventory was sufficient, and Dimas, who evaluated CV Karya Besari's service speed as surpassing that of competing establishments. Conversely, Julianto observed that the delivery speed was, in general, quite satisfactory, although he did encounter a few delays.

In terms of the accuracy of the schedule, the majority of deliveries have been executed in accordance with the plan. However, it should be noted that there are instances where external factors, such as weather conditions, traffic congestion, or issues with the delivery vehicles, can disrupt the scheduled delivery process. Mandirie and Dimas (2023) reported that their orders were delivered with a high degree of punctuality, with only one instance of a two-day delay being recorded. In the event of unexpected delays, the company has been observed to act with alacrity by proactively contacting customers to provide an explanation and an updated estimated delivery time. However, Julianto has noted that the dissemination of information regarding such issues could be communicated to customers more promptly.

With regard to the competence and ethics of the staff, Subiyakto stated that the internal team is always provided with sufficient information regarding order status. This was a direct experience of Mandirie, Julianto, and Dimas, who reached a consensus that the staff were highly capable of providing responses to queries in an informative manner and demonstrating patience. It has been demonstrated that both couriers and field staff have exhibited consistent politeness, amiability, and a willingness to proactively assist during the unloading process at the destination.

Prior to the shipment of goods, the company undertakes a meticulous verification process that involves the physical confirmation of the goods against the invoice. All customers surveyed attested to the fact that the products received were always consistent with their orders in terms of type, quantity, and specifications. In order to address the fragility of glass materials, CV Karya Besari implements special handling standards using A-frame support racks on its fleet. Mandirie and Dimas provided a favourable evaluation of the packaging, noting its robust nature and professional handling. Conversely, Julianto observed that while the packaging exhibited minor dents at one point, the contents remained undamaged, attributing this outcome to the meticulous care taken by the team.

Should any discrepancies be identified, customers are invited to report them by telephone or via the WhatsApp messaging service. The company enforces a return policy at no cost, provided that it is demonstrated that the error originated solely from internal sources following a thorough verification process. Mandirie, Julianto, and Dimas posit that the return policy under scrutiny is characterised by its fairness and transparency, instilling a sense of psychological security in consumers during transactional processes. This viewpoint is further substantiated by the expeditious responses exhibited by customer service representatives, along with the provision of satisfactory resolutions, including product replacements, which are rendered at no additional expense to the consumer.

c. Analysis of Variable Y: Customer Satisfaction

We looked at customer feedback and found that the delivery strategy has a direct positive effect on customer satisfaction levels. Many customers order from us again because the quality

of our products is always high, we provide a fast service and we have had a good relationship with our customers for a long time. Some of our smaller customers have been with us for a long time. Every customer has a good experience. This includes things like items arriving before the estimated delivery time, free replacements for products and quick responses when urgently needing materials for a project.

CV Karya Besari's services are considered to be very reliable because the company always keeps its promises and solves problems out in the field. Also, we make sure that customer transaction data is kept private and secure, and only used for business purposes, so you can relax knowing your information is safe. Most of the reviews are really positive, and it's clear that word-of-mouth recommendations are a big factor in getting new customers. On top of that, the booking process is super easy, whether you do it directly or via WhatsApp.

d. Field Observations and Visual Documentation

We made sure the info we got from people was right by checking what was actually going on in the warehouse and at CV Karya Besari's loading points, and we also took some pictures to show what was happening.



Figure 1. Loading of Large Glass Sheets onto Transport Vehicles
(Source: CV Karya Besari internal documentation, 2026)

As you can see in Figure 1, the sorting and loading of large glass sheets onto the transport fleet is done straight away by trained workers in the warehouse area. This shows that the company is serious about making sure that products are handled properly from start to finish so that they're top quality by the time they reach you.



Figure 2. How to use special support racks (A-frames) to protect products
(Source: Internal CV Karya Besari documentation, 2026)

The picture in Figure 2 shows how A-frame support racks are used to hold large sheets of glass. This structure is an example of special handling that is designed to absorb physical stress, prevent friction between glass panels, and minimise the risk of damage during road transport.



Figure 3. How to check and load aluminium materials and composite panels
(Source: CV Karya Besari, 2026)

Figure 3 shows how to check and load aluminium profiles and composite panels onto transport vehicles. This inspection makes sure that the goods match the specifications listed on the invoice. This helps to avoid shipping errors. It also shows that paying close attention to detail at the start of the process is important for making sure products are accurate.

e. The analysis of data and the process of triangulation.

It has been demonstrated that the delivery service operations at CV Karya Besari are carried out effectively and consistently. This conclusion was reached through the process of synthesising and triangulating data from in-depth interviews (with owners and customers) and field observations. The present study hypothesises that enhanced service performance, characterised by elements such as timeliness, staff competence, accuracy of specifications, and responsiveness in handling issues, is conducive to optimising customer satisfaction levels. It is evident that these strengths have been instrumental in fostering robust trust, thereby engendering customer loyalty. This, in turn, has resulted in a consistent pattern of repeat orders, thereby ensuring the satisfaction of their diverse building material requirements.

CONCLUSION

Based on the results of the analysis and discussion regarding the implementation of the delivery strategy at CV Karya Besari, it can be concluded that the delivery service has been operating effectively and consistently. This delivery service is supported by good punctuality, the competence and professional ethics of friendly and cooperative staff, the accuracy of order specifications, and the use of special handling, specifically A-frame racks, to protect fragile glass materials from the risk of damage. Additionally, the availability of a transparent and fair return policy further instills a sense of security in consumers during transactions. This comprehensive set of delivery service strategies has proven effective in generating high levels of customer satisfaction, as evidenced by customer loyalty through high repeat order rates, positive reviews, and strong word-of-mouth recommendations.

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