CHAPTER IV

ANALYSIS AND DISCUSSION

This chapter is an analysis result according to thesis's methods from the chapter III. The objective of this study is to find out a position of LCAG in the market and how to improve the company to be more satisfied to customers in the industry. Regarding to chapter III that mentions the six selection criteria, which are Customer Service, Product Portfolio, Transport Management, Claim and Complaint Management, Proactive Information, and Price Performance, they will be analyzed to set up a competitive position of LCAG among customer expectation. In addition, each of the selection criteria will be analyzed into statistically data. As a result, it will determine what will be the most important area of improvement for LCAG.

Customer or agency of airfreight industry is classified by their size of business into three groups, which are small, medium, and large agencies. Each group of customer will be implemented a different strategies quality of service because each size of business will have a different needs.

The data analyzing, presenting and interpreting of findings consist of following sections: (1) Exploratory research finding, (2) Reliability Analysis of survey will be presented- to measure the reliability of research questions separated by service and mode by Cronbach's Coefficients Alpha. (3) Summary of demographic testing respondents from the survey. Demographic variables will be presented as frequency and percentage of personal data.

4.1 Exploratory Research Finding

Key persons of LCAG departments are interviewed by using the main six selections criteria, in order to enhance details of those six selections. Moreover, primary data is accumulated from literature review of any researching relatively information. The analysis and results from this study have been prepared to answer research problems, which are formerly explained in earlier chapter.

4.2 Reliability Analysis

To be assured whether questionnaire is sufficient reliable or not, reliability analysis for the major questions is then necessary to be measured. Statistic method is Cronbach's Coefficient Alpha.

Result of reliability test shows 97.18 % reliable as by Cronbach's Alpha; therefore, this set of questionnaire is sufficient to rely for measurement.

4.3 Demographic Data Finding

The first part of questionnaire is the part that a researcher tries to find general information from agents. Among total of 48 airfreight agencies, there are 12 small agencies, 18 medium, and 18 large size agents contain. In addition, 12 of them are local agents and 36 are international agents.

Routing	SA	MA	LA	Average
Europe	37.66	43.78	38.49	39.98
Asia	29.27	25.89	29.87	28.34
Africa	4.28	2.67	2.89	3.28
USA	25.89	24.97	27.67	26.18
Others	2.68	2.68	.98	2.11

Note : SA = Small Agent
MA= Medium Agent
LA = Large Agent

Table 4-1: Main Traffic (Percentage)

To specify a ranking of trade lanes, or main export traffic of LCAG authorized agents, the 1st part of questionnaire is allowed participants to put a number in percentage of their enterprises' total export traffic. The results show that all authorized agents of LCAG have a main export destination to Europe at an average of 38.98%. Asia is in the second position of the list with an average of 28.34%. The USA route is 26.18% and moreover, the last one is to Africa at 3.28%.

Air freight agent in Thailand are actually initiated and developed from transportation and forwarder firms, many of them currently expand their business to have variety of services such as warehousing, customs clearances as well as logistic service added in their main business. The structure of current freight forwarder, which also include their other businesses are quite complex. Some forwarder offers new services to their existing firm as a new department. Some of them open the new company to provide different services in different name of company. However, in this competitive market, some of them have joint services, or develop both horizontal and vertical alliance to be able to compete in the market. Whereas transportation firm, in term of integrator, who is already has directly deal with actual customer (shipper or consignee), are trying to expand their business to cover all of logistics activities. On the other hand, some of airlines are now trying to deal directly with end customer, as well as set up their own cargo agent firm. This situation has forced the players in logistic market to change them from time to time, in order to compete and to survive in market. As showing in the table below is value added services offering from agencies to their customers.

Routing	Frequency
Air Shipping Service	47
Customs Formalities	44
Supply Chain Management	18
Logistic Solutions	27
Inventory Management	14
Inland Transport	36
Packing	33
Other Documentation Service	31
Warehousing	20
Insurance	9
Others	2

Table 4-2 : Services offered by Airfreight Agencies

Table 4-2 is a result from the 1st part of questionnaire which also gives participants to specify services that they offer to their customer by picking from the list and also open item. 47 from 48 agencies offer air shipping service for their customer. The custom formalities are in the second the rank with a number of 44 agencies. In addition, an inland transport, packing and other documentation service have also been offered by 36, 33 and 31 agencies respectively. Furthermore, 27 agencies offer logistic solutions, 20 agencies offer warehousing service, 18 agencies offer supply chain management and 14 agencies offer inventory management.

Routing	Frequency
Preserved Food	20
Fresh Fruit and Vegetable	20
Pharmaceuticals	13
Wooden Product and Furniture Industry	18
Gems and Jewelry Industry	16
Dangerous Goods	16
Lived Animal	16
General Dead Freight	43

Table 4-3 : Agencies' target Industries

The biggest business sector among airfreight agencies is general cargo; for example, electronics parts, computer chip or automotive which were picked by 43 agencies. Preserved food, and perishable cargo are in the second of the list which were selected by 20 agencies. The third aiming targets are wooden product and furniture industry with a number of 18 agencies. However, gems and jewelry industry, dangerous goods, and lived animal business have the same number of agencies at 16 and pharmaceuticals are the last in the list which is chosen by 13 agencies.

Service Strategy	Frequency	Valid Percentage
Variety of Service	37	80.4
Specialty Focus	7	15.2
Other	2	4.3
Missing	2	

Table 4-4 : Service Strategy (Percentage)

37 agencies or equivalent to 80.4% indicates that most agencies prefer to have service varieties. In addition, 7 agencies or equivalent to 15.20% keen on specialty focus service.

	Frequency	Valid Percentage
Relationship	31	64.6
Business Development Opportunities	29	60.4
Rate Offer	37	77.1
Updated Information	36	75.0
Problem Solving	17	35.4
Market Situation Discussion	16	33.3

Table 4-5 : Customer Expectation in Sales Visit (Frequency VS Percentage)

Questionnaires also indicate a customer expectation in sales visit. Results show that special rate offer occupies highest percentage at 77.1% or equivalent to 37 agencies. Moreover, they prefer to have an updated information is in the second at 75% (36 agencies) and to build up or gain relationship at 64.6% (31 agencies). In addition, they would like to find out or discuss about business development opportunities is at the third of 60.4% (29 agencies). Solving problem and finding a market situation discussion are at the end of the table at 35.4% (17 agencies) and 33.3% (16 agencies), respectively.

	Carrier*	Percentage
1st Choice of carrier	TG	41.7%
2nd Choice of carrier	CI, JL, LX	16.7%
3rd Choice of carrier	LCAG	25%
4th Choice of carrier	LCAG	33.3
5th Choice of carrier	LCAG	25%

Table 4-6 : The First five carriers of choice - Small Agent (Percentage)

There are many air carriers offer in Bangkok market. Therefore, questionnaires give the open answer to participant to rank top 5 carriers which are in their mindset.

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* Appendix 8

Within small agencies, the first one in the list is TG with 41.7%, second carrier in the list contain three airlines which are China Airline (CI), Japan Airline (JL) and Swiss Air Cargo (LX) with the same percentage 16.7% and Lufthansa Cargo AG (LCAG) is number one among others carrier in the list of the third choice carrier till the fifth choice carrier. Further information can be found in Appendix 7.

	Carrier*	Percentage
1st Choice of carrier	AF	22.2%
2nd Choice of carrier	LCAG	16.7%
3rd Choice of carrier	Cargolux and KE	16.7%
4th Choice of carrier	LCAG	22.3%
5th Choice of carrier	TG	22.3%

Table 4-7 The first five carriers of choice - Medium Agent (Percentage)

Among medium agent, the first carrier of choice is different from the small agent's selection. AF is number one with 22.2% while TG is the fifth in the list at 22.3%. LCAG occupy the most score in the second choice of carrier with 16.7%. CV and KE are in the third of the list with the same score at 16.7% and the forth choice carrier is LCAG with 22.3%. The further information can be found in Appendix 7.

	Carrier*	Percentage
1st Choice of carrier	TG	38.9%
2nd Choice of carrier	LCAG/CV	16.7%
3rd Choice of carrier	LCAG/CV	16.7%
4th Choice of carrier	LCAG/EK	11.1%
5th Choice of carrier	LCAG	22.9%

Table 4-8 : The first five carriers of choice - Large Agent (Percentage)

For the large agents, the first carrier that they prefer to use is TG with 38.9%. The second and the third carrier of this group are LCAG and CV who hold the same percentage at 16.7%. The forth carriers in the list are LCAG and EK with 11.1% and the fifth in the list is LCAG with 22.9%. Further information can be found in Appendix 7.

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* Ibid.

	SA	MA	LA	Overall
Customer Service	23.75	22.71	26.11	24.28
Product Portfolio	9.58	10.29	9.72	9.89
Transport Management	27.50	24.41	22.50	24.47
Compliant Management	4.17	5.24	6.00	5.26
Proactive Management	6.67	10.88	5.94	7.91
Price Performance	28.33	26.47	29.72	28.19

Note :   SA = Small Agent
         MA= Medium Agent
         LA = Large Agent

Table 4-9 : Weighting in Service Quality Evaluation Criteria (Percentage)

From those six airfreight service criteria, considered in this study, customer pay the most attention to Price Performance by occupied the highest percentage at 28.19%. Transport Management is the second criteria to be considered, which evaluation of airfreight service quality shows it occupies 24.47%. Customer Service ranks in the third most concern. It is slightly lower score than Transport Management for 24.28%. Moreover, fewer concerns are Product Portfolio, Proactive Management, and Complaint Management, which have percentage of 9.89, 7.91, and 5.26, respectively.

	SA	MA	LA	Overall
Customer Service (%)				
1. Effective Transport Solution offer	24.17	23.89	28.05	25.37
2. Aptitude of Service Provider	21.67	22.22	21.67	21.86
3. Reliability of Information	34.16	31.11	28.61	31.29
4. Quick Response/Effective Decision	20.00	22.78	21.67	21.48

Note :   SA = Small Agent
         MA= Medium Agent
         LA = Large Agent

Table 4-10 : Weighting in Customer Service (Percentage)

Refer to four details in Customer Service criteria which mentioned in chapter III, the most concerned to airfreight clients' under this aspect is to get reliability information from service provider. It shows in table 4-10 as the highest score at 31.29%. The second is to have an effective solution for transportation at 25.37%. An aptitude of service provider is followed by 21.86%. The least to be considered of customer is a quick response/effective decision with 21.48%.

	SA	MA	LA	Overall
Product Portfolio (%)				
1. Service Variety	25.83	24.44	23.61	24.48
2. Service Reliability and Quality	38.33	37.78	40.83	39.06
3. Value Added Service	14.58	13.89	17.22	15.31
4. Efficiency and Accessibility of Tracking System	21.25	23.89	18.33	21.15

Note : SA = Small Agent
MA= Medium Agent
LA = Large Agent

Table 4-11 : Weighting in Product Portfolio (Percentage)

For Product Portfolio, airfreight agencies pay the most attention to an aspect of service reliability and quality with 39.06%. A variety of service comes following of 24.48%. In addition, an efficiency and accessibility of tracking system is in the third interested with 21.15%. However, the last one in the list is value added service of 15.31%. Further information can be found in Appendix 7.

	SA	MA	LA	Overall
Transport Management (%)				
1. Minimum lead time/transit time	21.67	23.06	19.72	21.48
2. Punctuality/Reliability of flight schedule	28.75	30.56	30.00	29.77
3. Least Paper Work	8.50	5.00	3.06	5.15
4. Quality of Manpower to avoid irregularities	7.50	10.00	8.89	8.96
5. Global Standard	4.33	4.72	3.06	4.00
6. Global Network	11.83	13.06	20.56	15.56
7. Least Damage Rate	17.42	13.61	14.72	14.98

Note : SA = Small Agent
MA= Medium Agent
LA = Large Agent

Table 4-12 : Weighting in Transport Management (Percentage)

Table 4-12 is an evaluation for Transport Management. A punctuality/reliability of flight schedule has the highest score among other detail for Transport Management with an overall result of 29.77%. A minimum lead time or transit time is in the second of the list at 21.48%, while a global network has a less consider of 15.56%. Nonetheless, the last attention of customer under this service quality aspect is global standard of 4%.

	SA	MA	LA	Overall
Claim and Complaint Management (%)				
1. Quick Response	37.50	37.18	38.06	37.56
2. Clear Contact Person and Address	14.00	17.35	15.83	15.55
3. Professional of Claim Handling agent	24.00	22.94	23.89	23.62
4. Commitment and Engagement of staff	24.50	22.53	22.78	23.27

Note :   SA = Small Agent
MA= Medium Agent
LA = Large Agent

Table 4-13 : Weighting in Claim and Complaint Management (Percentage)

Table 4-13 is a result in an aspect of Claim and Complaint Management. The most concerned in this issue is a quick response from claim handling agent after getting claim or complaint with 37.56% of rate. A professional and commitment of claim handling agent are followed by 23.62% and 23.27%, respectively. In addition, the least concern is a clear contact person and address of 15.55%.

	SA	MA	LA	Overall
Proactive Information (%)				
1. Timeliness of Proactive Information	50.00	51.39	50.56	50.74
2. Quality of Proactive Information	50.00	48.61	49.44	49.26

Note :   SA = Small Agent
MA= Medium Agent
LA = Large Agent

Table 4-14 : Weighting in Proactive Information (Percentage)

Table 4-14 shows that all three groups of agent give the most scoring on Timeliness of Proactive Information with an overall result at 50.74% while Quality of Proactive Information is the second priority with 49.26%.

	Expectation (Overall)	SA	MA	LA	Satisfaction (Overall)
Customer Service	4.17	3.3533	3.7263	3.8331	3.6634
Product Portfolio	4.02	1.8082	2.3040	2.8700	2.3898
Transport Management	4.22	3.3508	3.4333	3.6447	3.4925
Claim and Complaint Management	4.04	3.1460	3.6458	3.6673	3.5778
Proactive Information	4.10	3.2409	3.5289	3.5506	3.4698
Price Performance	4.37	3.0855	3.2571	3.4469	3.2724

Note :   SA = Small Agent
MA= Medium Agent
LA = Large Agent

Table 4-15 : Overall Rating of LCAG Service Quality Performance

Table 4-5 shows that LCAG offers service lower than customer expectation. LCAG achieve their customer service 3.6634 rating, while customer expects their performance at 4.17. In the Product Portfolio, customer expects LCAG to achieve 4.02 rating while LCAG can only meet about their half expectation at 2.3898.

Customer expects to have a service offer in Transport Management at 4.22, however, LCAG can perform at 3.4925. In an aspect of Claim and Complaint Management, LCAG has an overall performance at 3.5778 rating; whereas customer expects at 4.04. Moreover, LCAG obtain a rating at 3.4698 in Proactive Information compare with customer expectation of 4.10. In price performance, LCAG performs at 3.2724, while market expects at 4.37.

4.4 Performance Evaluation Matrix and Competitive Position Matrix

To find out areas of service improvement, a comparison between LCAG's performance, and customer's satisfaction is created by using a Performance Evaluation Matrix, which according to thesis framework.

Performance Evaluation Matrix – Overall Performance

Note : 1 Customer Service (3.66, 4.17)
        2 Product Portfolio (2.38, 4.02)
        3 Transport Management (3.49, 4.22)
        4 Claim and Complaint Management (3.55, 4.04)
        5 Proactive Information (3.47, 4.10)
        6 Price Performance (3.27, 4.37)

Chart 4-1 Performance Evaluation Matrix – LCAG Overall Performance

When plot each factors in a Performance Evaluation Matrix, Product Portfolio(2) fall in Definitely Improve quadrant, Price Performance(6) is in the middle row on the top of matrix where is an Improve quadrant. While, Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and Proactive Management(5) are in the right top corner of the matrix where is a maintain/improve quadrant.

To generate these attributes in a Competitive Position, a table with importance evaluation for each of the variables as well as the performance expectation of airfreight industry in Bangkok market as showing in table 4-16.

Attribute	LCAG	Customer Expectation	Performance Differentiation
1 Customer Service	3.66	4.17	-0.51
2 Product Portfolio	2.38	4.02	-1.64
3 Transport Management	3.49	4.22	-0.73
4 Claim and Complaint	3.55	4.04	-0.49
5 Proactive Management	3.47	4.10	-0.63
6 Price Performance	3.27	4.37	-1.10

Table 4-16 : Importance and Performance Evaluation for Selected Criteria – Overall Performance

After getting a relative performance number, then a Competitive Position Matrix can be created and shown in the following Chart 4-2.
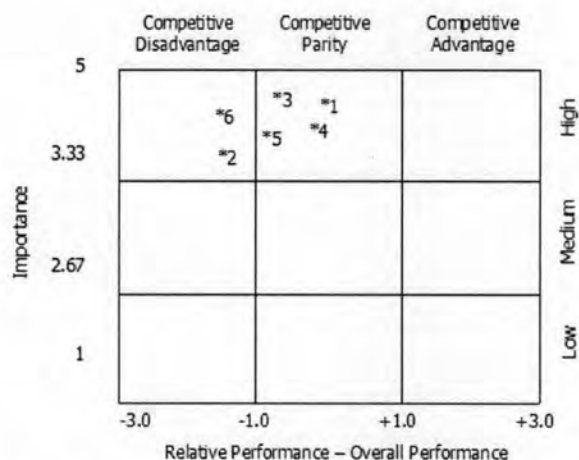

Chart 4-2 : Competitive Position Matrix – LCAG Overall Performance

From above chart 4.2, Product Portfolio(2) and Price Performance(6) are in the Competitive Disadvantage column where is the major weakness area. Whereas, Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and Proactive Information(5) are in a middle column where is a Competitive Parity area.
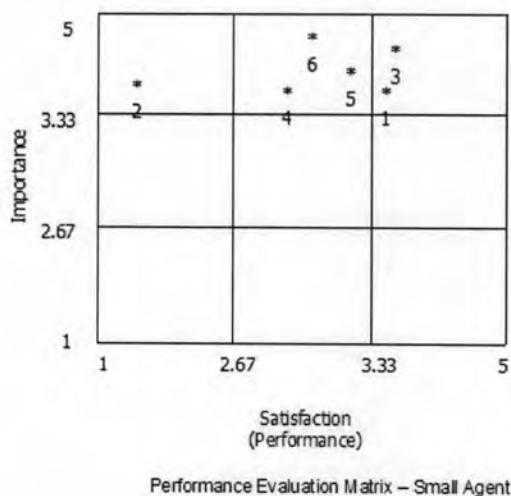
Performance Evaluation Matrix – Small Agent

Note : 1 Customer Service (3.35, 4.02)
2 Product Portfolio (2.00, 4.03)
3 Transport Management (3.35, 4.22)
4 Claim and Complaint Management (3.14, 4.08)
5 Proactive Information (3.24, 4.12)
6 Price Performance (3.16, 4.28)

Chart 4-3 : Performance Evaluation Matrix - Small Agent

When plot each factors in a Performance Evaluation Matrix for small agent (Chart 4-3), Product Portfolio (2) falls in a quadrant of Definitely Improve. Claim and Complaint management(4), Proactive Information(5) are in an Improve quadrant while Customer Service(1) and Transport Management(3) are in a maintain/improve quadrant.

To generate these attributes in a Competitive Position, a table with importance evaluation for each of the variables as well as the performance expectation of airfreight industry in Bangkok market as showing in table 4-17.

Attribute	LCAG Satisfaction	Customer Expectation	Performance Differentiation
1 Customer Service	3.35	4.02	-0.67
2 Product Portfolio	2.00	4.03	-2.03
3 Transport Management	3.35	4.22	-0.94
4 Claim and Complaint	3.14	4.08	-0.94
5 Proactive Management	3.24	4.12	-0.88
6 Price Performance	3.16	4.28	-1.12

Table 4-17 : Importance and Performance Evaluation for Selected Criteria – Small Agent

After getting a differentiation performance number, then we can create a Competitive Position Matrix which shows in Chart 4-4.
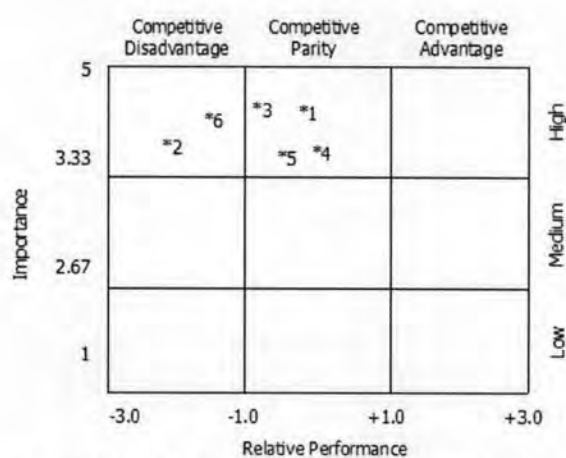

Chart 4-4 : Competitive Position Matrix - Small Agent

Chart 4-4 shows that Product Portfolio(2) and Price Performance(6) are in the major weakness quadrant (Competitive Disadvantage). Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and Proactive Information(5) is in a Competitive Parity.

To find out areas for improvement for Medium agent, a Performance Evaluation Matrix has been created as showing in Chart 4-5.

Perfomance Evaluation Matrix – Medium
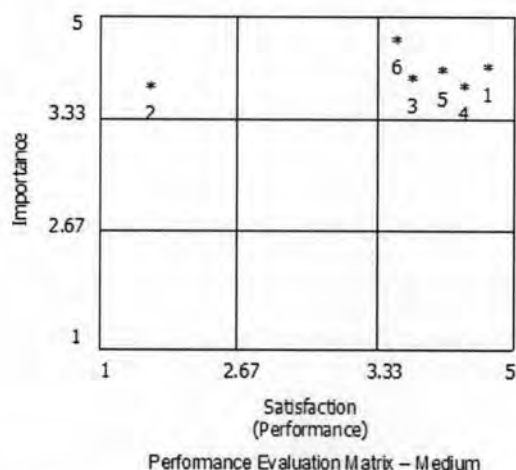
Note :   1 Customer Service (3.75, 4.18)
          2 Product Portfolio (2.40, 4.02)
          3 Transport Management (3.51, 4.22)
          4 Claim and Complaint Management (3.70, 4.02)
          5 Proactive Information (3.53, 4.12)
          6 Price Performance (3.37, 4.46)

Chart 4-5 : Performance Evaluation Matrix - Medium Agent

Chart 4-5 shows that Product Portfolio (2) falls in a quadrant of Definitely Improve. The rest factors; Customer Service(1), Transport Management(3), Claim and Complaint management(4), Proactive Information(5) and Price Performance(6) are in the top right corner of the matrix where is a maintain/improve quadrant.

To generate these attributes in a Competitive Position, a table with importance evaluation for each of the variables as well as the performance expectation of airfreight industry in Bangkok market as showing in table 4-18.

Attribute	LCAG	Customer Expectation	Performance Differentiation
1 Customer Service	3.75	4.18	-0.43
2 Product Portfolio	2.40	4.02	-1.62
3 Transport Management	3.51	4.22	-0.71
4 Claim and Complaint	3.70	4.02	-0.32
5 Proactive Management	3.53	4.12	-0.59
6 Price Performance	3.37	4.46	-1.09

Table 4-18 : Importance and Performance Evaluation for Selected Criteria – Medium Agent

After getting a relative performance number, then we can create a Competitive Position Matrix which shows in Chart 4-6.
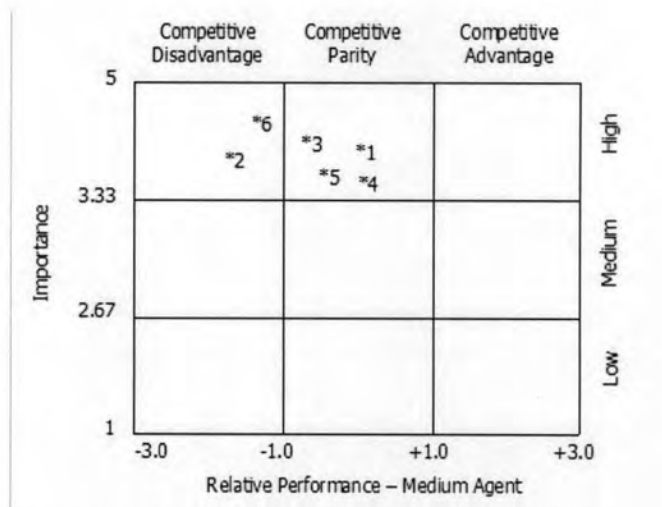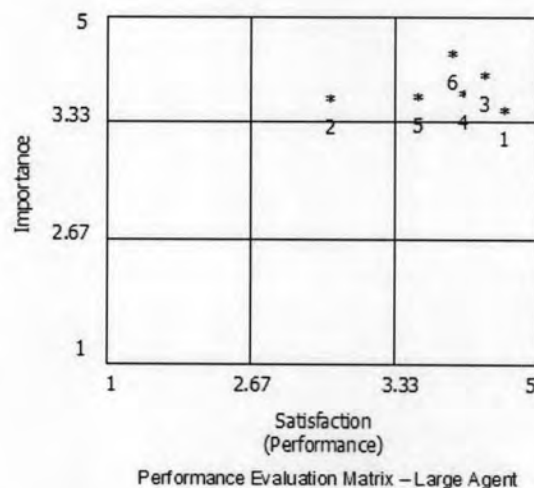
Chart 4-6 : Competitive Position Matrix - Medium Agent

Above chart 4-6, Product Portfolio(2) and Price Performance(6) are in the major weakness quadrant. Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and Proactive Information(5) are in a Competitive Parity.

Performance Evaluation Matrix – Large Agent

Note :
1 Customer Service (3.55, 4.13)
2 Product Portfolio (2.91, 4.01)
3 Transport Management (3.61, 4.21)
4 Claim and Complaint Management (3.67, 4.04)
5 Proactive Information (3.55, 4.07)
6 Price Performance (3.58, 4.34)

Chart 4-7 : Performance Evaluation Matrix – Large Agent

Chart 4-7 explains that only Product Portfolio(2) falls in a quadrant of Improve. The rest factors; Claim and Complaint Management(4), Proactive Information(5) are in an Improve quadrant while Customer Service(1) and Transport Management(3) are in a maintain/improve quadrant.

To generate these attributes in a Competitive Position, a table with importance evaluation for each of the variables as well as the performance expectation of airfreight industry in Bangkok market as showing in table 4-19.

Attribute	LCAG	Customer Expectation	Performance Differentiation
1 Customer Service	3.55	4.13	-0.58
2 Product Portfolio	2.91	4.01	-1.10
3 Transport Management	3.61	4.21	-0.37
4 Claim and Complaint	3.67	4.04	-0.37
5 Proactive Management	3.55	4.07	-0.52
6 Price Performance	3.58	4.34	-0.76

Table 4-19 : Importance and Performance Evaluation for Selected Criteria – Large Agent

After getting a relative performance number, then we can create a Competitive Position Matrix for large agent which shows in Chart 4-8.
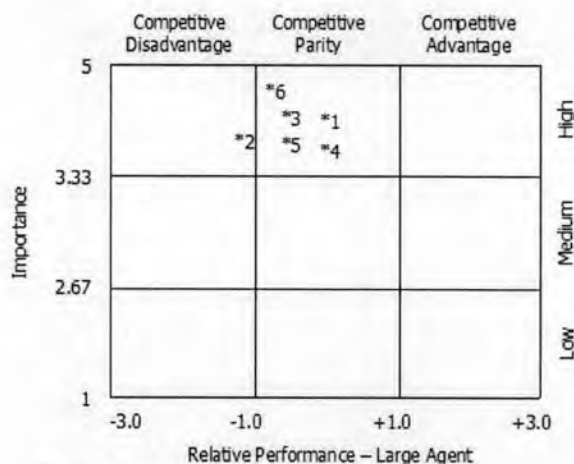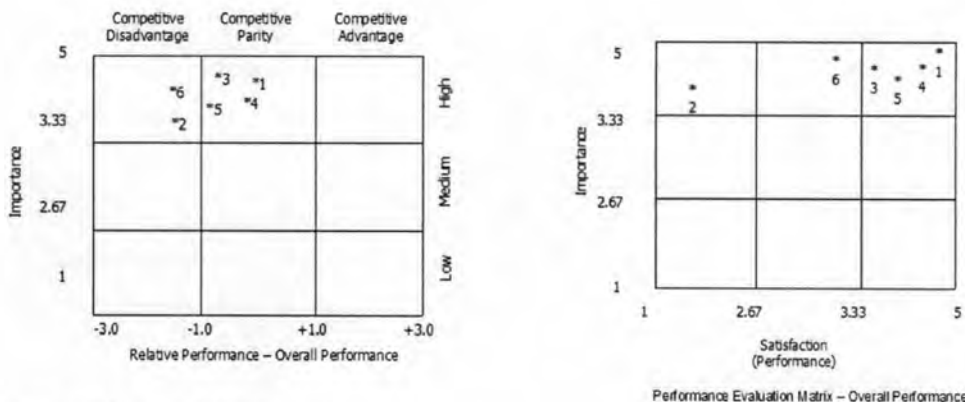

Chart 4-8 : Competitive Position Matrix - Large Agent

From above chart, Product Portfolio(2) is in the major weakness quadrant. Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and Proactive Information(5) and Price Performance(6) are in a Competitive Parity column.

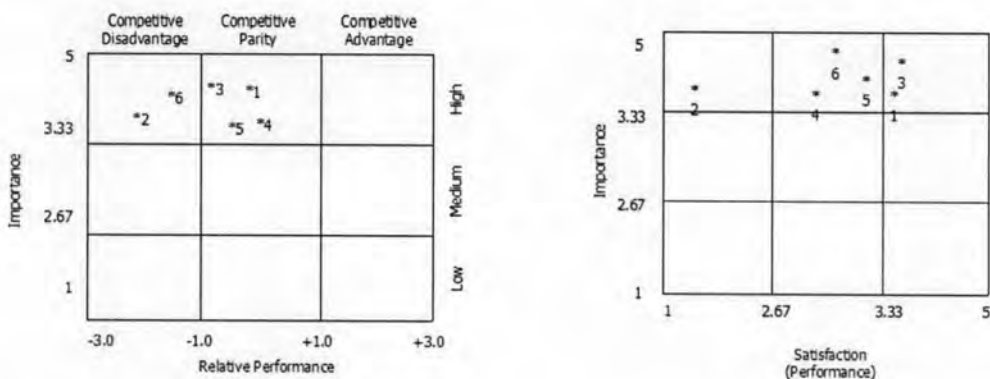## 4.5 A Comparison between a Performance Evaluation Matrix and Competitive Position Matrix

Basically, the top cell in the competitive parity column suggests that performance improvement should be made on all attribute as long as the incremental costs associated with achieving these improvements are not greater than the incremental revenues earned by doing so. However, there is a danger to using the competitive position matrix alone to identify strategic opportunities for gaining a competitive advantage due to it can be leaded to an incorrect conclusion about areas of improvement. So, a performance evaluation matrix has to be used in conjunction with the competitive position matrix.

Note :   *1 = Customer Service
         *2 = Product Port folio
         *3 = Transport Management
         *4 = Claim and Complain Management
         *5 = Proactive Information
         *6 = Price Performance

Chart 4-9 : A Comparison between Evaluation Matrix and Competitive Position Matrix – LCAG
Overall

Overall result of a comparison between Evaluation Matrix and Competitive Matrix (Chart 4-9) shows that LCAG service performance is not meeting customer expectation at least two of six variables rated highest in importance by customers. On Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and 5(Proactive Information) can be maintained or improve due to there's a potential to increase a competitive advantage.
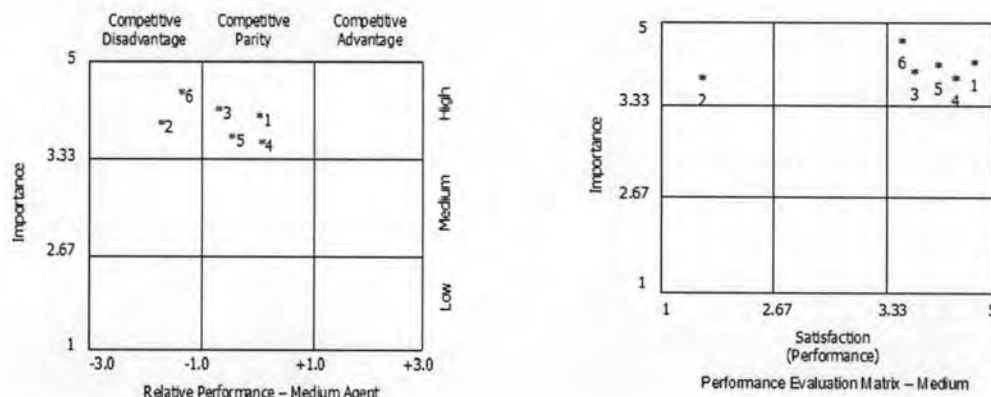

Note :   *1 Customer Service
         *2 Product Portfolio
         *3 Transport Management
         *4 Claim and Complaint Management
         *5 Proactive Information
         *6 Price Performance

Chart 4-10 : A Comparison between Competitive Position Matrix and Performance Evaluation Matrix
– Small Agent

Chart 4-10 shows that Product Portfolio(2) is a competitive disadvantage for LCAG. It is an immediate area for improvement for the enterprise due to locates in both definitely improve and major weakness quadrant. Even though Price Performance(6) is also plotted in a definitely improve area, but when comparing with a competitive

advantage matrix, this attribute is still in a competitive parity column. Customer Service(1), Transport Management(3), Claim and Complaint Management(4) and Proactive Information(5) which are in an improve cell, but still be LCAG's majors strength area. This implies that they have the potential to become major strengths and sources of competitive advantage. Lastly, Price Performance(6) is a high importance to customer. It should be gradually moved to become a relative competitive strength and develop to major strengths quadrants later on.

Note :   *1 Customer Service
        *2 Product Portfolio
        *3 Transport Management
        *4 Claim and Complaint Management
        *5 Proactive Information
        *6 Price Performance

Chart 4-11 : A Comparison between Competitive Position Matrix and Performance Evaluation Matrix – Medium Agent

Chart 4-11 explains that Product Portfolio(2) is a critic criteria to be considered as an urgently improvement for LCAG to improve a satisfaction among medium agent. Product Portfolio locates in both definitely improve and major weakness quadrants which is a competitive disadvantage to LCAG. Price Performance(6) is the second in the list for improvement. However, it has a potential to be LCAG's major strength as well as Customer Service(1), Transport Management(3), Claim and Complaint Management(4), Price Performance(6) which are located in an improve quadrant. There are therefore, 5 attributes of 6 have the potential to become major strengths and a source of competitive advantage.
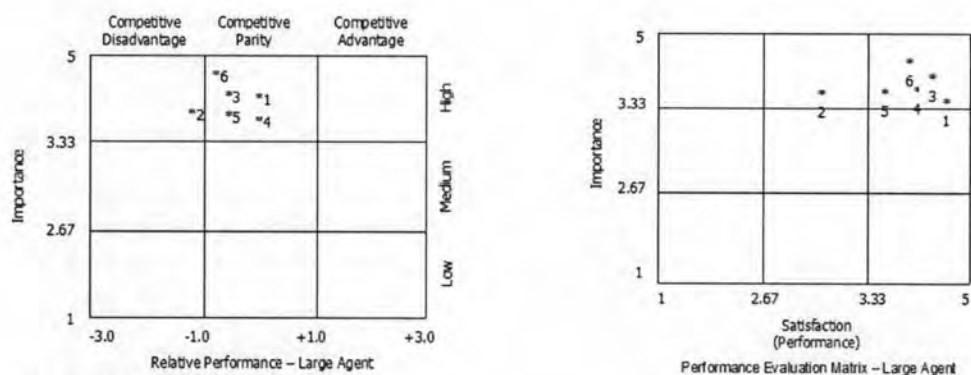
Note : *1 Customer Service
        *2 Product Portfolio
        *3 Transport Management
        *4 Claim and Complaint Management
        *5 Proactive Information
        *6 Price Performance

Chart 4-12 : A Comparison between Competitive Position Matrix and Performance Evaluation Matrix
– Large Agent

Chart 4-12 shows that Product Portfolio(2) is a critic criteria for large agent perception to LCAG service quality due to locate in definitely improve cell. However, it is still within a competitive parity. The rest criteria is located in an improve cell, but still be LCAG's major strength. It implies that there is a potential to become major strengths and a source of competitive advantage.

Conclusion

After getting the thesis questions and thesis objectives, the variables were explored. The instruments as questionnaire were created according to thesis problem. Then evaluation, results show in this chapter in all aspects according to six aspects of what we measure, Customer Service, Product Portfolio, Transport Management, Claim and Complaint Management, Proactive Information and Price Performance.

A researcher found out that there are at least two areas which result shown to be areas for improvement. The direction of improvement of those weakness areas and commences from customer will conduct and discuss in the next chapter.