The new frontier of logistics:

Customer experience as a driver of competitiveness

ATENTO

Introduction

1 INTRODUCTION

Over the past few decades, logistics has shifted from focusing solely on operational efficiency—optimizing costs, routes, and inventory levels—to placing customer experience (CX) at the center of strategy. This change responds to an increasingly competitive market, where loyalty and brand perception depend on the ability to offer fast, flexible, traceable, and reliable deliveries. In this context, digitalization and end-to-end visibility are consolidated as levers to anticipate and manage eventualities, aligning the supply chain with the growing expectations of customers and companies. In fact, Atos notes that 61% of consumers would switch providers after a poor delivery experience[1], forcing companies to integrate transparency, proactive communication and flexibility as key differentiators.

At the same time, the sector is undergoing a transformation marked by the tension between globalization and vulnerability. International interdependence has increased exposure to geopolitical and commercial disruptions: according to KPMG[2], 72% of executives today prioritize resilience over efficiency, while McKinsey[3] warns that significant disruptions can destroy up to 40% of EBITDA in key sectors. Digitalization is presented as a response to this challenge: 79% of companies already invest in automation and predictive analytics (Deloitte)[4], while the Spanish Logistics Centre (CEL) and SIL 2024[5] highlight traceability, the last mile and "multilocal" chains as strategic priorities[6]. In this scenario, logistics is no longer a simple transport mechanism but a strategic element capable of generating trust, loyalty, and sustainable competitive advantages.

[1] Atos, Last Mile Statistics 2023
[2] KPMG, KPMG CEO Outlook 2024
[3] McKinsey Global Institute, Risk, resilience, and rebalancing in global value chains
[4] Deloitte, State of AI in the Enterprise
[5] CZFB, SIL 2024
[6] CEL, III Study of E-commerce Logistics 2023

2 CUSTOMER EXPERIENCE (CX) IN THE LOGISTICS SECTOR

Customer Experience (CX) in logistics encompasses customer perception and satisfaction at all stages of the supply chain, from order registration to after-sales. Its relevance is not limited to the delivery of products, as it has a direct impact on loyalty, transparency, and operational efficiency, consolidating itself as a strategic differentiator in a competitive and digitalized environment. In this sense, Solistica[7] stresses that logistics has evolved towards a more customer-centric model, and that **61% of consumers would be willing to pay at least 5%** more for a guaranteed experience.

Expectations vary depending on the business model. In the **B2B** environment, relationships are long-term, with large, customized orders, where **reliability, accuracy, and constant communication** are critical factors. Business customers value stability and efficiency, demanding logistics solutions tailored to their specific needs[8]. In contrast, in the **B2C** model, the priority is **speed, flexibility and convenience**: consumers expect fast deliveries, easy returns and a seamless shopping experience, which demands agile and end-user-oriented logistics[9]. These differences make it necessary to design adapted CX strategies, optimizing processes and channels according to each type of customer.

In this context, **satisfaction indicators** become key tools to connect operational management with customer perception. The **Net Promoter Score (NPS)** measures loyalty and overall perception; the **On Time In Full (OTIF)** assesses the fulfillment of delivery commitments, essential for the reliability valued by B2B customers and critical punctuality for B2C[10]; and the **Total Time of Movement (TTM)** reflects the speed of the process, providing information on the agility demanded by the B2C experience and the efficiency demanded by the B2B[11]. Together, these indicators connect operational management with customer perception, ensuring that CX translates into loyalty, efficiency, and competitive advantage across both business models.

3 THE CUSTOMER JOURNEY IN LOGISTICS

The Customer Journey in logistics describes the complete customer journey along the supply chain, from the offer itself and order placement to delivery and after-sales service. Therefore, analyzing each touchpoint allows us to identify the critical moments that affect satisfaction, optimize processes, and ensure a seamless, reliable, and consistent experience in both B2B and B2C environments.

[7] Solística, Customer Experience in the Supply Chain: Strategies for Success
[8] Shipbots, B2B vs B2C Supply Chain: What Every Ecommerce Brand Needs to Know
[9] Everest, B2B vs B2C delivery: what differences in customer experience?
[10] Cenesa, Key Indicators (KPIs) to Measure Logistics Efficiency
[11] Across logistics, KPIs in Logistics. Main and benefits of using them

Phases of the customer journey

Pre-sales and expectations

It focuses on the customer's first impression and clarity of information about products, availability, lead times, and costs. Managing this stage correctly allows you to align expectations, build trust, and lay the foundation for a positive experience throughout the supply chain.

Hiring and onboarding

It focuses on the formalization of the service and the integration of the client into the logistics processes. Clear and efficient management of this stage, with transparent communication and personalized support, ensures that the customer understands the operational flow, feels accompanied from the beginning and reduces errors or future frictions in the logistics experience.

Execution and tracking of shipments

See effective order management and real-time visibility into their status. Providing accurate information, proactive notifications, and accessible service channels ensures that the customer perceives reliability, minimizes uncertainties, and strengthens satisfaction throughout the delivery process.

Delivery and post-delivery

It is aimed at the timely and correct reception of orders, as well as the management of incidents and returns. Close follow-up, agile problem resolution and after-sales service reinforce customer trust, consolidate loyalty, and close the logistics experience in a positive and memorable way.

After-sales service and loyalty

It focuses on maintaining the customer relationship after delivery, offering support, resolving incidents, and facilitating returns or adjustments. Constant and personal attention not only solves problems, but also strengthens trust, encourages repeat purchases, and turns the logistics experience into a key factor of loyalty.

Critical Touchpoints and Moments of Truth (MoT)

Critical touchpoints are key moments when the customer interacts directly with the supply chain, and their effective management determines the overall perception of the experience. These touchpoints include:

a. The **quote**, where the first impression of the service is established.
b. Shipment **tracking**, which provides visibility and confidence.
c. The **delivery**, which must be punctual and without incidents.
d. Post-delivery **problem solving**, which reflects the company's ability to manage unforeseen events.

Proper attention at each of these times not only improves customer satisfaction but also strengthens brand loyalty and reputation[12].

MoTs or Moments of Truth are decisive situations that determine the customer's perception of the company. These moments include events such as punctuality in delivery, incident response and the quality of after-sales service. A logistics company's ability to detect and resolve incidents, manage inventories, and respond to the unexpected are all determining factors in the customer relationship[13]. Effective management of these MoTs not only improves customer satisfaction, but also strengthens trust and loyalty, which also cement the company's reputation.

4 COMMON CHALLENGES AND FRICTIONS IN CX LOGISTICS

Lack of real-time visibility and traceability

One of the main challenges in logistics Customer Experience (CX) is the lack of real-time visibility and traceability of orders. When customers cannot accurately know the status of their shipment, uncertainty and frustration are generated, affecting both satisfaction and loyalty. Gartner[14] highlights that supply chains with effective customer experience management achieve higher satisfaction, more repurchases, and fewer complaints, while McKinsey[15] estimates that between **13% and 19% of logistics costs** come from inefficient interactions, which equates to up to **$95 billion annually** in losses in the U.S. economy alone. This data underscores that a lack of visibility not only damages customer perception, but also significantly increases operational costs.

[12] Uxpressia, Enhancing customer experience in logistics: strategies for improvement
[13] Transgesa, Five moments of truth with your logistics company
[14] Gartner, How to Improve Your Supply Chain Customer Experience
[15] McKinsey & Company, Digitizing mid- and last-mile logistics handovers to reduce waste

Faced with this challenge, different actors in the sector reinforce the need to integrate innovative technologies and frameworks. DHL[16] emphasizes that supply chain visibility is critical, enabling a holistic view of IoT sensors that enables informed decisions and proactive responses to disruptions. PwC[17], for its part, introduces the concept of "**experience supply chain**", a model that coordinates interactions with customers through collaborative networks, optimizing all points of contact. Together, these insights show how real-time visibility and traceability are consolidated as a strategic differentiator, key to increasing efficiency and strengthening the customer experience in a competitive and digitized logistics environment.

Delays, incidents and claims management

Delays, incidents, and complaint management are critical factors in logistics CX, as they directly impact satisfaction and loyalty. McKinsey[18] notes that one in five consumers in the U.S. would accept a marginal increase in shipping rates in exchange for faster delivery than standard free options, reflecting the importance of speed in their expectations. However, the lack of effective resolution of incidents can not only generate economic losses but also deteriorate the relationship with customers[19]. In contrast, proper complaint management can become an opportunity: 78% of customers will buy again after a mistake if the company resolves the situation well[20]. This data shows that efficient logistics, combined with proactive customer service, is essential to ensure a positive experience and strengthen loyalty in an increasingly competitive market.

Communication and coordination silos in the supply chain

Communication and coordination silos in the supply chain represent organizational barriers that limit the flow of information between departments or partners, affecting both operational efficiency and customer satisfaction. These silos often stem from independent management systems, lack of technological interoperability, or corporate cultures that foster functional isolation. According to McKinsey[21], a **lack of integration can lead to significant inefficiencies**, such as duplication of efforts, excess inventory, and urgent shipments to compensate for delays, which raises operating costs and reduces profitability. Thus, lack of coordination is not only an operational problem, but a critical factor that directly impacts profitability and the perception of the logistics experience.

[16] DHL, Supply Chain Resilience
[17] PwC, How customer experience revolutionizes transport and logistics companies
[18] McKinsey & Company, Retail's need for speed: Unlocking value in omnichannel delivery
[19] Novocargo, Logistics Incident Management: Procedures for Resolving Problems
[20] Aidbase, Complaint Management and Impact on Customer Service
[21] McKinsey & Company, Deconstructing Silos to Uncover Savings: The End-to-End Excellence Handbook for Retailers

Digital expectations versus traditional processes

The **gap between digital customer expectations and traditional logistics processes** represents a major challenge for companies looking to stay competitive in an increasingly digitized environment. According to SFC, companies that adopt **digital logistics can reduce their operating costs by up to 30%** compared to those that rely on traditional methods[22], while McKinsey[23] indicates that **54% of large shippers have implemented at least five digital use cases**, a figure that is expected to increase to 59% in the next three years. These data show a clear trend towards digitalization, driven both by customer expectations and by the need to optimize operational efficiency.

[22] SFC, Digital Logistics vs. Traditional Logistics: A Comprehensive Comparison
[23] McKinsey & Company, Digital logistics: Into the express lane?

5 STRATEGIES TO OPTIMIZE CX IN THE SUPPLY CHAIN

Implementation of digital technologies

The adoption of digital technologies in logistics enables real-time visibility, process automation, and information security, which improves customer experience (CX) and reduces operational errors. These tools make it possible to anticipate incidents, optimize routes, monitor shipments, and offer accurate and updated information.

Artificial Intelligence (AI)

AI optimizes routes and delivery times through predictive algorithms, reduces costs and delays, manages inventories by anticipating demand, and automates customer service with chatbots and real-time order tracking. This increases the speed, accuracy, and reliability of logistics services, improving CX and reducing operational errors and costs.

Internet of Things (IoT)

The use of IoT sensors makes it possible to monitor the location and conditions of shipments, detect incidents and connect with management systems to optimize routes and processes. This technology improves visibility, efficiency, and customer experience by delivering reliable, real-time information.

Traceability platforms

Traceability platforms provide complete monitoring of shipments, record and certify the condition of products (temperature, humidity, packaging integrity) and facilitate the management of incidents and returns. This strengthens customer trust, ensures transparency, and improves supply chain planning.

Blockchain

Blockchain systems ensure product traceability, integrity of information on shipments, inventories, and certifications, and enable reliable transactions between multiple actors without intermediaries. This increases customer confidence and operational efficiency, reducing errors, fraud, and disputes.

Customer-centric design and journey mapping

It allows you to visualize and understand every customer interaction with the supply chain. By mapping the entire customer journey, from pre-sales to after-sales service, companies can identify critical points, frictions, and opportunities for improvement, adjusting processes, communication, and services to ensure a seamless experience, consistent and aligned with customer expectations.

Collaboration and data integration between actors in the chain

Collaboration between supply chain actors – suppliers, carriers, and end customers – is essential to ensure an efficient and satisfactory logistics experience. This collaboration is enhanced through the **integration of technological systems that allow data on orders, shipments, inventories, and product status to be shared and unified**. The availability of accurate and real-time information makes it easier to anticipate incidents, optimize delivery times, reduce costs, and improve shipment visibility. This technological cooperation strengthens trust between participants and ensures that every interaction with the end customer contributes to a consistent, high-quality experience.

Personalization and proactivity in communication.

Adapting information and notifications to the profile and needs of each customer, **anticipating eventualities, detecting delivery opportunities, and ensuring compliance or even the advancement of deadlines**, reduces uncertainty and generates confidence. This approach not only keeps the customer informed in real time, but also transforms communication into added value, increasing satisfaction and loyalty throughout the supply chain.

6 USE CASES

CASE 1 Automation in order management

A company in the logistics sector was facing a high operational burden due to the manual management of sales order release. Processes were slow, error-prone, and bottlenecked, impacting efficiency and customer experience. To solve this, it implemented a **process automation and data processing solution using RPA**, allowing a large part of the repetitive tasks to be managed automatically.

Benefit:
Automation allowed **more than 9,500 orders to be processed per year, reducing manual intervention by 75%.** Not only did this minimize errors in order management, but it also led to **significant savings in operational costs** associated with corrections, rework, and manual handling times[24].

Impact:
Customer experience was improved by ensuring **faster and more accurate deliveries**, increasing service reliability and operational efficiency for the company.

CASE 2 Use of Chatbots in customer service

A distribution company was facing a high volume of customer inquiries about routine information, leading to delays in responses and driving up operational costs. To address this challenge, it implemented chatbots to automatically manage FAQs and simple requests.

Benefit:
The solution **made it possible to offer 24/7 support**, guaranteeing immediate and consistent responses, significantly improving customer experience and optimizing the use of operational resources.

Impact:
Chatbots were able to automate approximately **35% of customer service tasks**, increasing team productivity, reducing operational costs, and maintaining agile and reliable service for customers[25].

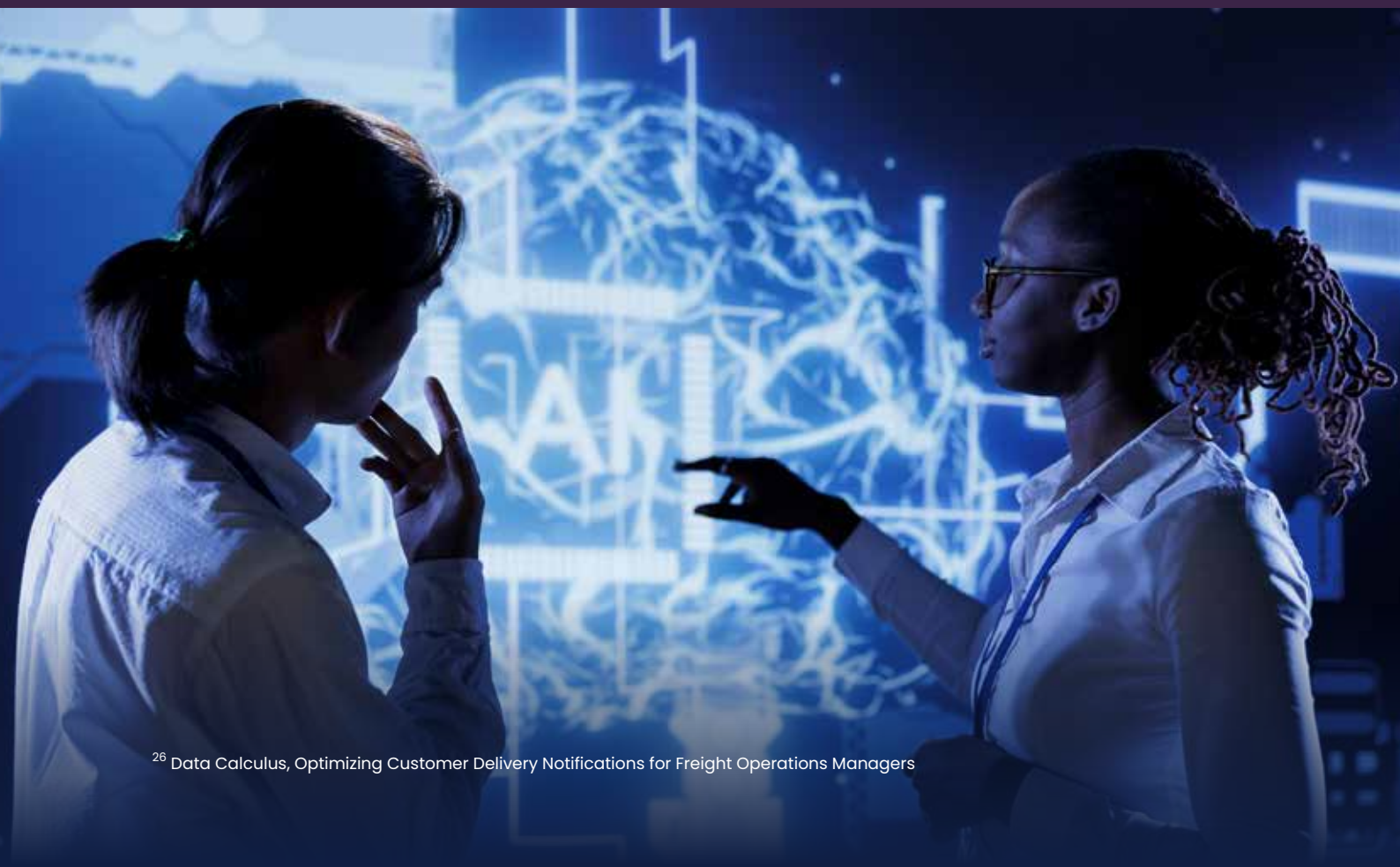
[24] RPA Connect, How Automation Optimizes Sales Order Release in Supply Chain
[25] Fastbots, Chatbots in Logistics & Transportation: Improves Customer Satisfaction

CASE 3 Notifications and proactive communication

A freight forwarding company faced challenges in communicating with its customers, who demanded accurate and up-to-date information on the status of their shipments. Unexpected delays or changes in routes led to dissatisfaction and increased customer service inquiries. To solve this, the company implemented a **Business Intelligence (BI) and data analytics** system, using real-time information on shipment tracking, weather forecasts and historical route data, generating **proactive automatic alerts** and customizing communications according to each customer's preferences.

Benefit:
The solution allowed **the customer to be informed before they had to consult**, reduce shipment status queries, improve the perception of transparency and reliability, and anticipate problems **adjusting routes and reallocate resources** efficiently.

Impact:
Achieved a **20% reduction in average delivery delays** and a decrease of around **50% in customer complaints** related to shipment visibility and status, strengthening customer trust and satisfaction [26] .



[26] Data Calculus, Optimizing Customer Delivery Notifications for Freight Operations Managers

7 THE FUTURE OF CX IN LOGISTICS

In today's logistics environment, operational efficiency is no longer enough to satisfy customers. The complexity of supply chains, high order volumes, and expectations for transparency, speed, and personalization require real-time visibility, proactive communication, and agile incident management. Without these capabilities, errors, delays, or lack of information can quickly translate into customer dissatisfaction and loss of trust, affecting both loyalty and business outcomes.

In this context, **Atento's solutions** make it possible to turn these needs into **concrete business advantages**, including **faster deliveries, greater reliability, improved customer experience and cost optimization** that contribute to improved profitability.

With **Advanced Insights**[27], we apply actionable intelligence and advanced analytical capabilities to **monitor operations, anticipate potential eventualities, and optimize supply chain performance**. Through the **VoC module**, we analyze the voice of the customer, with which we are able **to identify trends, anticipate needs and recommend strategic actions** that improve experience and satisfaction, while maximizing business opportunities. Together with VoC, **Advanced Insights QA** enables **you to transform the quality control of logistics processes through real-time monitoring and intelligent analytics**, helping to **improve the performance** of operational teams, **ensure proper shipment management**, and **strengthen supply chain reliability**. Overall, our proposal manages to **exponentially speed up the massive analysis of data** (from queries to complaints) and, by applying sentiment analysis and natural language processing, **we anticipate needs and detect opportunities for improvement and business**.

In parallel, with the **CX Consulting methodology**[28], we help evaluate, **augment, and transform** customer experience management throughout the entire supply chain. In the assessment phase, we analyze the current state of processes and touchpoints through benchmarking, customer journey mapping, and evaluation of data and AI readiness, defining strategies and roadmaps aimed at efficiency and transparency. In the ramp-up stage, we implemented advanced technology capabilities and used Atento's AI suite to optimize operational performance and improve proactive communication with customers. Finally, in the **transformation** phase, we accompany companies in redefining their CX ecosystem, identifying which processes can be automated with AI and how to evolve technology and human management to offer **a more agile, cost-effective, and reliable experience throughout the supply chain**. In this way, the logistics operation is not only optimized, but also aligned with customer expectations, improving the overall experience and perception of service reliability.

[27] Atento Advanced Insights
[28] Atento CX Consulting

To maximize the impact on customer experience, Atento recommends implementing **artificial intelligence and automation** solutions that automatically and personalize queries, complaints, and routine processes. This reduces response times, minimizes operational errors, and elevates satisfaction indicators such as NPS and OTIF compliance. Our Atento **Customer Care**[29] process manager allows you to analyze interactions and logistics events in real time, anticipate incidents, optimize routes, and allocate resources efficiently, reducing transit times (TTM) and the recurrence of operational problems. In addition, with **Dynamic Automation Platform (DAP)**[30] we can free teams from repetitive tasks, increase operational capacity and information consistency, while specialized agents intervene in critical situations to ensure effective resolution and continuity of experience.

Finally, we strengthen **proactive communication and traceability** through omnichannel tools that allow notifications, alerts, and updates to be customized according to customer preferences, ensuring accessible and measurable channels. This integration facilitates coordination between suppliers, carriers, and end customers, thus optimizing the management of incidents before they affect the perception of the service. Together, investing in these capabilities not only improves operational efficiency and reduces friction, but also constitutes a **sustainable competitive advantage** and transforms the supply chain into a strategic mechanism capable of generating tangible value in customer experience and business results.

[29] Atento Customer Care
[30] Atento Dynamic Automation Platform

8 SUCCESS STORIES

CASE STUDY 1 Optimizing customer service using AI

Challenge: A leading company in the logistics sector was facing challenges in **managing customer queries and complaints** due to high demand and complex processes. This led to long response times and an unsatisfactory customer experience.

Applied solution: Atento implemented its artificial intelligence platform, **Advanced Insights, to automate and personalize customer service**. This solution integrated sentiment analysis, natural language processing, and workflow automation, enabling more efficient management of customer interactions.

Results achieved: The implementation of Advanced Insights led to a **45% reduction in response times**, improved customer satisfaction, and optimized operational resources. In addition, the solution contributed to greater efficiency in the resolution of incidents and queries, strengthening the relationship with customers.

CASE STUDY 2 Reducing Operating Costs with Xtrabot

Challenge: A leading distribution company needed **to provide real-time information** to its customers on the status of their shipments without increasing operational costs.

Applied solution: Atento implemented **Xtrabot** with which, through the delivery code, and **depending on the response and the status of the delivery, information is provided to the customer or transferred to an operator**.

Results achieved: The implementation of Xtrabot made it possible to **automate more than 1M interactions per year** and **saved more than 67,000 hours of operations** per year, which meant a **79% reduction in customer service costs**.

9 CONCLUSION

Integrating the voice of the customer into the supply chain has become a critical element in transforming logistics into a strategic differentiator. Listening, analyzing, and acting on the customer's needs, expectations and perceptions allows us to anticipate incidents, optimize processes and personalize each interaction, ensuring that the experience is consistent and satisfactory at all points of contact. This integration not only improves operational efficiency and problem solving, but also strengthens loyalty, increases trust, and generates sustainable competitive advantages, turning supply chain management into a customer-centric value driver.

Ready to transform your logistics?

Request a **free consultation** and discover how to optimize your customer experience, raise your NPS, reduce costs and have a strategic ally in each delivery.