Impact of Third Party Logistics (3 PL) on Business Performance in Clothing Industry of Pakistan

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Human is not a perfect in all the contexts of his life. He has a limited mind and mind thinking approaches. It is the guidance from the Almighty ALLAH that shows the man light in the darkness and the person finds his way in this light. Without this helping light, person is nothing but a helpless creation. All respect to the Holy messenger, Hazrat Muhammad Mustafa (S.A.W), who brought the light of knowledge and truth when the humanity was wandering in the desert of ignorance May Allah showers his blessing upon him (PBUH).The teaching of the Holy Prophet Muhammad (PBUH) were also the continuous source of guidance for us, especially his order of getting knowledge and fulfilling once duty honestly was key motivation force for us.

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DEDICATION

I would like to dedicate this document first & foremost to almighty Allah that due to blessings I have succeeded in completing my thesis. Special thanks to my teachers that have taught throughout the degree of as due to their help and guidance, I have reached and I am able to complete my thesis. Last but not the least are my parents that due to their constant motivation and prayers, I have reached the stage of attaining as well as completing my graduation degree.

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Abstract

Supply Chain Management has gained a lot of importance over the last decade and has been on a constant rise for most of the companies. The purpose of this study is to examine the important of third party logistics on the performance of business within the local context of Pakistan. Third party logistics have also gained a lot of constant growth as the movement become tough, with an added pressure over each and every process of the supply chain; third party logistics functions fill that augment. Third party logistics also known as 3 PL is examined from two independent variables and a set of dependent variables as shown in the research framework of the study. The targeted industry for the collection of data was clothing industry of Pakistan and the sample size was of 400 respondents. The data was collected through questionnaire and research instrument was validated using the factor analysis. The study is based on a positivism paradigm with quantitative data being used and analyzed with the help of SPSS software for drawing out useful conclusions for the readers. It has been found out that there is a strong impact of 3 PL activities on increasing the performance of the business. The research could also be extended and expanded in various horizons for generalizing the results.

Keywords: Third Party Logistics, Customer Service Innovation, Transportation and Shipping Performance and Professional Supply Chain Expertise.

1.0. Introduction

This chapter will show the brief description of Third Party Logistics (3PL) and as well as of outsourcing which has certain impacts on the performance of business either nationally or internationally.

1.1 Background

Using a Third-Party Logistics (3PL) provider offers gives lots of benefits to the business. Third party logistics providers have a huge resource network available that provides advantages over in-house supply chains. Using a 3PL's resource network, each step in the supply chain can be executed in the most efficient, cost effective way. The 3PLs can leverage relationships and volume discounts, which results in lower overhead and the fastest possible service. Choosing a 3PL provider allows your company to benefit from resources which are unavailable in-house

Outsourcing logistics will save a wealth of time and money for your company. Using a 3PL provider eliminates the need to invest in warehouse space, technology, transportation, and staff to execute the logistics process. The 3PL providers can save from costly mistakes, and allow your business to build a global logistical network with lower risk and higher return. The 3PL saves the time needed to carry out the supply chain. There is no need to worry about the paperwork, billing, audits, training, staffing, and optimization involved to get your goods where they need to go.

Third Party Logistics (3PL) are knowledgeable of industry best practices, and stay up to date with the latest developments in technology. The 3PL software is capable of advanced reporting, inventory management, and provides visibility to monitor the entire process. The 3PL experts employ Just in Time practices to ensure the correct amount of inventory is shipped when and where you need it. Outsourcing logistics allows your company to focus on your core competencies, and leaves the rest to the experts.

The services of 3PL will allow you to have peace of mind knowing your logistics needs are being handled by reliable, seasoned professionals.

A benefit of using a 3PL provider is the ability to scale space, labor, and transportation according to inventory needs. Businesses with seasonal periods can enjoy stress free transitions between industry ups and downs, having the ability to utilize more space and resources when needed. Using a 3PL provider allows your business to grow into new regions without barriers. 3PL providers have distribution centers and warehouses strategically located to allow for quick shipping of goods to anywhere in the world. Decentralized distribution offers lower costs, and provides quicker delivery times. 3PL providers have the resources to seamlessly support growth into new markets.

The 3PL providers have the resources at hand to make adjustments and improvements to each link in the supply chain. 3PL professionals will ensure your needs are met, by using the fastest, most efficient, and cost-effective methods. The 3PLs have the tools to restructure the supply chain, and use technology that ensures the proper amount of goods arrive when and where you need them. Sophisticated management software can analyze and monitor practices to eliminate inefficiencies and streamline the supply chain. Outsourcing 3PL services will ensure continuous improvements are made to your logistics process. Third Party Logistics providers can help maximize profits, reduce wait times, and improve customer service.

The biggest feature of 3PL is, you can focus on other aspects of your business such as sales, marketing and product development. Outsourcing 3PL leaves you with more time and resources. The idea is as why to assign the key logistics workloads to someone else who can do it in more effective and efficient manner. Meaning, manufacturers work on “core competency” and giving way for another company to get those products transported to the relevant customer. The outsourcing of logistic functions has been a great opportunity for many companies, which cite the operational efficiency, a greater flexibility, an enhanced service level and allowing manufacturers to focus on their primary business as the main benefits that can be obtained (Gol, H. and Catay, B., 2007).

The 3PL There is a firm belief that supply networks at every stage have a different height of complexity and specific kinds of enterprises comprises of devoted individualities. For that reason, innovative and

modified frameworks, theories and configurable models are essential for enterprises in order to compete as well as perform in such a developing supply chain by implementing 3PL for manufacturing businesses in Asia. (Kwon, I.G. and Suh, T., 2004)

What's more important to be noticed is that in recent times, in supply chain management operations is "Logistics" that have turned out to be an increasingly imperative part of the community for business as innovative small and medium sized enterprises which redesign even the nearly all traditions of the marketplace with their new ideas. This may possibly mean bringing sourcing strategies to support maintained relationships with small and medium enterprises' suppliers. Therefore, businesses ought to implement a flexible approach for 3PL in supply chain management with the purpose of taking full benefit out if it (Evangelista et al., 2012). According to most recent approach, a small and medium enterprises tends to outnumber big companies by an extensive margin and provide work for many more individuals. Small and medium organizations also said to be accountable for driving competition and innovation in a number of economic sectors **(**Gadde and Hulthén, 2009**).**

1.2 Research Gap

The 3PL concept has been adopted by many companies, but there is a lack seen in Face to Face discussion on 3PL activities among suppliers and customers. There are still rooms for improvement in terms of relationship marketing and communication which could contribute to a long-term success of both the 3PL service provider and customer for the sake of business. The proposed study is attentive on probing the impact of Third Party Logistics on Business Performance in the Pakistan's perspective. Third party logistics is an important aspect these days as supply chain is a growing field. Most of the companies are now focusing to strengthen their supply chain as it has become an essential part. The literature is gathered all across the globe regarding the existing study which is presented in a chapter of this research. In western world or other similar countries. Hence, Pakistan has also been now included in the emerging economies has quite a huge scope in the supply chain management and third-party logistics. To examine the importance of third party

logistics on business performance and the existing need in the local context, further couple of studies has been studied such as mentioned further.

A study conducted by Mohan & Sahay (2003), explains the third-party logistics in Indian perspective as it has become a leading phenomenon since a decade or so. The study explains that changing business environment has pushed organizations in India to concentrate on their core activities and offload a host of logistics functions to experts in the field. Globally, the range of effective logistics outsourcing includes, apart from transportation, warehousing and custom clearance a whole range of other activities such as freight bill payments, auditing, contract manufacturing and assembly operations, packaging and labeling, freight consolidation to name a few. The practices in Indian industry reveal that; Warehousing, inbound and outbound transportation, custom clearing and forwarding are the most frequently outsourced activities. Activities such as packaging, fleet management and consolidation are gaining attention and growing in popularity. Moreover, the companies are planning to use 3PL services in the future as an integrated set of services rather than for just movement of material. The motivation for doing so comes due to the benefits of logistics cost reduction, ability to focus on the core business, and improving supply chain efficiency.

Though the usage of 3PL services reveals positive and significant impact on business performance, third party logistics practices are still at a nascent stage in India. 55% of companies subscribe to 3PL services as compared to 75% globally and these seem to be more of transportation and warehousing related activities. They clearly highlight the importance of delivering results that impact the business objectives in order to increase outsourcing opportunities for Indian organizations. It is evident that usage of 3PL services can help organizations achieve substantial results, both in terms of customer satisfaction and logistics cost reduction. This will form the cornerstone for increase in outsourcing of logistics functions in the near and long-term future by present and prospective users for improved business results and supply chain efficiencies (Sahay & Mohan, 2003).

Another study conducted by Tan, Lyman & Wisner (2002) regarding Supply Chain as a Strategic perspective according to USA's scenario further reveals important useful conclusions. It states that supply chain needs a massive commitment and buyers may have to overhaul the purchasing process and integrate suppliers. The cost of changing a partner in supply chain could be huge and therefore, a firm can become captive to the suppliers. Whereas, future studies are needed to extend the findings as suggested by the researchers. The researchers suggest that more work is needed to know the importance of supply chain management (Tan, Lyman & Wisner, 2002).

The number of studies that have been mentioned above shows that there is a huge importance of supply chain management and Third-party logistics as well as they are inter-linked with each other. There are numerous studies that have been conducted in the global context whereas, in the local context, the literature lacks clarity. This research would therefore, contribute to a great extent in order to identify the impact of third party logistics on business performance in Pakistan's perspective. Though, around there has been no research of in depth analysis in order to evaluate the impact of third party logistics.

Therefore, the current study objects to seal the present opening in the writings. The projected study would initially, debate the numerous features of third party logistics as demonstrated in the theoretical model. Secondly, the proposed study would examine whether the other linked variables are associated with this phenomena or not. Moreover, the above studies shows the existing gap that lacks in the previous studies and therefore, the need of further research exists. The research would be done with the assistance of a theoretical framework and then statistics analysis with the practice of SPSS Software.

1.3 Purpose of the Study

The purpose of this research is to investigate the impact of the implementation of 3PL on the performance of the Business in Clothing Industry of Pakistan. This research will determine the number of key approaches related to 3PL in respect of small to medium enterprises. It is also shedding light on dimensions of supply chain management's performance in the business running in Asia. Plus, this study empirically explores the

structure identifying operational practices as well as 3PL related organizational practices with particular emphasis on small and medium size enterprises. (Ellinger and Chen, 2010)

Even though the necessary requirement as well as working atmosphere of SMEs is extremely diverse from those of large firms, there is a lack of information about the utilization of SCM practices plus its influence on the performance of SMEs in developing market industry. SMEs have a noticeable impact on supply chain performance, where they can play as the role of provider, manufacturer, distributors, plus customers (Hong and Jeong, 2006). In numerous developing countries of Asia, SMEs appear as the leading group of manufacturing firm which fundamentally offer specialty manufacturing as well as support services to organizations (Huin et al., 2002). Small and medium enterprises play a very vital role in the economies of the majority emerging nations from the point of view of generating employ and economic expansion.

1.4 Research Aim

If truth be told then the success of small and medium sized business has a straight impact on the nationwide economy, this research aims to add to the body of information by presenting new data and observed insights in order to investigate the impact of the implementation of 3PL on the performance of the Business in Clothing Industry of Pakistan enterprises.

1.5 Research Objectives

- The present level of awareness of 3PL towards small and medium organizations.
- Main concerns that are currently accorded to 3PL within small and medium organizations of Asia.
- Can the accessible knowledge or procedure of 3PL can be applied on a scale down approach to small and medium organizations in order to improve their supply chain activities?
- Recognizing the variety of trading relationships that exist among small and medium enterprises in the developed region as well as its customers along with suppliers.
- Inspecting the suggestion of these external relationships Logistics service providers with the Small and Medium Enterprises of self-generating commercial-planning system.

1.6 Research Hypothesis

Research hypothesis for this study will be as follows:

Hypothesis 1:

1. H1A: 3PL Implementation has positive impact on the Professional Supply Chain Expertise.
2. H1B: 3PL Implementation has positive impact on the Customer Service Innovation.
3. H1C: 3PL Implementation has positive impact on the Transportation and Shipping Performance.
4. H1D: Trusted Relations of a 3PL service provider has positive impacts on the Professional Supply Chain Expertise.
5. H1E: Trusted Relations of a 3PL service provider has positive impacts on the Customer Service Innovation.
6. H1F: Trusted Relations of a 3PL service provider has positive impacts on the Transportation and Shipping Performance.
7. H1G: 3PL Implementation has positive relation with effective communication.
8. H1H: Trusted Relations of a 3PL service provider has positive relation with effective communication.

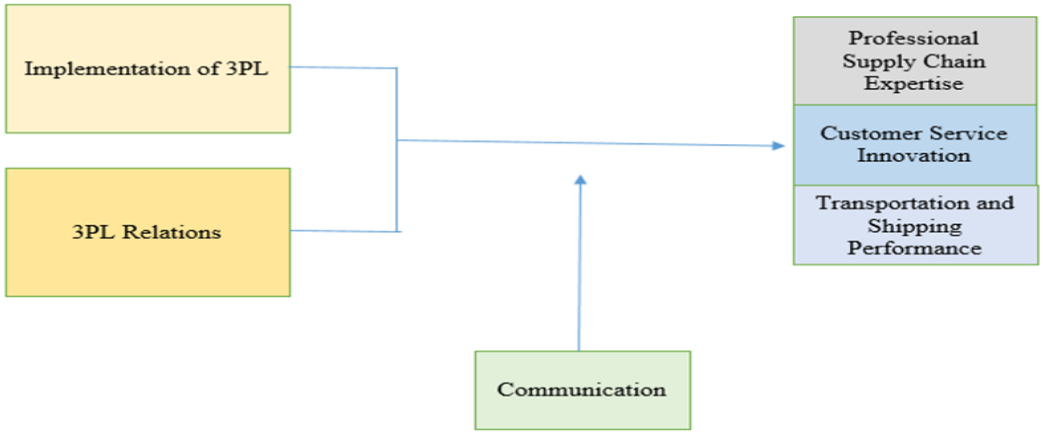
Hypothesis 2:

1. HoA: There is no impact of 3PL Implementation on the Professional Supply Chain Expertise.
2. HoB: There is no impact of 3PL Implementation on the Customer Service Innovation.
3. HoC: There is no impact of 3PL Implementation on the Transportation and Shipping Performance.
4. HoD: There is no impact of the Trusted Relations of a 3PL service provider on the Professional Supply Chain Expertise.
5. HoE: There is no impact of the Trusted Relations of a 3PL service provider on the Customer Service Innovation.
6. HoF: There is no impact of the Trusted Relations of a 3PL service provider on the Transportation and Shipping Performance.
7. HoG: 3PL Implementation has no relation with effective communication.
8. HoH: Trusted Relations of a 3PL service provider has no relation with effective communication.

1.7 Structure of Thesis

The division of this paper is organized as follows. The subsequent chapter is shedding light on the literature review that assists to underpin the research conceptual framework as well as hypotheses. Furthermore, the detailed research methodology is presented in the third chapter. Results furthermore discussions are in chapter four followed by conclusion as well as implications.

1.8 Theoretical Model



2.0. Literature Review

2.1.3PL (Third Party Logistics)

Outsourcing, which is known as third party logistics services and abbreviated as 3 PL (Lieb, Millen and Wassenhove, 1993). It includes the practice of exterior businesses to achieve logistics functions that have conventionally been achieved inside an institute. The meanings done by third party logistics service suppliers can incorporate the complete logistics procedure or choice events within that progression (Sahay and Mohan, 2003). A key foundation for subcontracting of logistics functions is the exaggerated globalization of companies. Throughout the preceding two eras, globalization itself has appeared as a foremost strength of determining professional policies, chief businesses to advance goods calculated for a worldwide marketplace and to cradle mechanisms universally (Cooper, 1993). It has controlled to additional and multifaceted supply chains necessitating superior participation of leaders in logistics purposes. Absence of precise information of taxes, regulations and substructure of target nations has obligatory companies to obtain proficiency of third party logistics facility suppliers. As a consequence, companies are focusing their drives on essential happenings and leave-taking the respite to professional companies (Byrne, 1993; Foster and Muller, 1990; Trunick, 1989).

Further Sahay & Mohan, 2003, likewise explains that significant expansion that is impacting the logistics productiveness is the enlarged importance on supply chain management as a foundation of economic gain. In the previous dualistic decades, the expedition for time founded capability directed originally to a speedy implementation of new industrial approaches like just-in-time, flexible industrialized schemes, computer supported engineering besides and consequently arranged by organizations. These approaches have transported around noteworthy enhancements in supply chain performance over their effort on compacted industrial lead stints in addition to enhanced superiority. Nevertheless, additional developments in supply chain presentation will dictate moving the movement of information on instructions to upstream supply

chain associates, besides accelerating logistics happenings like packing and distribution of supplies or merchandises over and done with the complete supply chain (Bhatnagar, Sohal and Millen, 1999). Another modern study by similar authors supported out on supply chain management rehearses in India highpoints that the inaugural of Indian economy and globalization of industries has remained a significant feature for the Indian manufacturing to bring into line supply chain tactics with commercial approach, rationalize procedures for supply chain incorporation and form conglomerates for diminishing inventories. Indian establishments are progressively positioning supply chain tactics for logistics developments to upsurge sales income, enhance revenues, condense order to delivery sequence period and lessen inventories (Sahay and Mohan, 2003).

Logistics is consequently developing as a key frontline of rivalry in the prospect. Upright logistics performance entails an adjustment among the prerequisite to moderate general supply chain catalogue and lead spells, although concurrently seizing economies of scale and refining client facility for heightened business performance. Resourcefulness of third party logistics provision providers allows them to preserve this interchange by rotating fixed expenses into flexible budgets for businesses consuming their facilities (Trunick, 1989). The habit of third party logistics provision has expanded importance in this situation. Experimental readings have verified positive issues in describing the amount of practice, such as, distance of experience with third party logistics firms, level of pledge to the practice of third party logistics amenities, fraction of the entire logistics budget owed to third party logistics facility providers, and precise logistics services subcontracted (Lieb, 1992; Dapiran, Lieb, Millen and Sohal, 1996; Bhatnagar, Sohal and Millen, 1999).

At the similar period, studies directed that companies outsource logistics provides utilities for a diversity of explanations. Watson and Pitt (1989), Sheffi (1990), Foster and Muller (1990), and Bardi and Tracey (1991) have recommended the subsequent motives for the development of logistics outsourcing in States, such as, prerequisite to stress on fundamental doings, improved conveyance results (e.g., alliance), cost investments, modified amenities, dropping inventory, probing marketplaces, flattering additional and

vigorous processes of worldwide freight, attainment of the cultured technology, essential for specialized and improved fortified logistics facilities. Gooley (1992) gave more elasticity as additional motive for subcontracting founded on his involvement with European businesses. By accepting the details for outsourcing of logistics facilities, 3PL provision suppliers can advance understanding addicted to the paybacks hunted and deliver intensive services. A third party logistics service supplier using knowledge, emphasis and capability is observed as more capable, associated to those service suppliers who admit to be complete solution to any client (Sink et al., 1996).

The investigation on supply chain managing applies in India has recognized that outsourcing of logistics undertakings is rising in fame for Indian organizations and there has remained an upsurge in the amount of third party logistics workers concluded in the last couple of years (Sahay and Mohan, 2003). The main details quoted for practice of 3PL facilities comprises, budget decrease (27 percent), strategic aims (26 percent), process efficiency (24 percent), and absence of internal competence (11 percent). Practice of third party logistics facilities is a planned decision and henceforth it is essential to observe and count the influence it has on corporate performance. The drive of appealing in third party relatives is rarely cost saving unaccompanied, but a grouping of service developments and well-organized processes (Larsen, 2000).

Lieb et al. (1993), Dapiran et al. (1996), and Bhatnagar et al. (1999) have observed that the near upcoming utilization of 3rd celebration strategies solutions is a function of the current level of fulfillment of the firm with the strategies solutions provider. The authors have also explored the changes in the amount and the nature of freelancing of strategies solutions by the user companies. All the above analysis indicate high levels of fulfillment with 3rd celebration strategies solutions providers, which will translate in increased freelancing later on. Typically, companies start with the freelancing of few strategies solutions, moving over to activities which have maximum effect on strategies efficiency and then increase scope of utilization of strategies solutions with perceived and quantifiable effect on overall business efficiency. The above analysis provide a robust structure for the study methodology for analyzing the 3rd celebration strategies practices in India. The input variables to the study structure depict the organization-specific characteristics,

such as the extent of utilization of 3rd celebration strategies solutions, the reasons for freelancing and the effect of the utilization of 3rd celebration strategies solutions.

2.2.**Communication in 3PL**

Nadarajah (2015), a study that was conducted in Malaysia explains about the communication and its perspective in third party logistics. Communication is the key element in any third party strategies connection. Regular emails and details discussing between the service agency and clients are crucial for efficient management of 3PL interaction and specialist literary works consistently extols the benefits of communication for effective 3PL preparations. Information exchange is important even in the pre-contracting period, at where the customer tries to evaluate the abilities of the potential company. In many cases, combined conferences are also established to evaluate the provider's efficiency and fix any coming up problems. As Information and Interaction Technology (ICT) developments, the systems can be used to reduce the route and reduce intermediaries, producing immediate contact with clients in terms of details and communication. Besides that, it helps in speed of communication and decreasing details transmitting costs. When there are frequent moves of details via efficient communication, believe in can be further improved.

Communication is described as both official and casual discussing of significant and appropriate details between companies. Unsuccessful relationships between 3PLs and their clients were more likely to be because of ''soft'' factors such as basic interaction problems. There are significant proof interaction brings to believe in, several studies on this area shows it well. When believe in is built in an organization collaboration, efficiency of both sides can be improved. On another note, some students pressured on the significance of open disclosure among 3PL and clients for combined efficiency. Information exchange is crucial in guaranteeing both sides are synchronized. As such, efficient interaction is one of the factors of efficiency improvement. Trust is a must for the both corresponding events. Continuing to move forward, 3PL efficiency should be able to drive and source buyers' competition and productivity. This required high

incorporation of 3PL companies and customers in term of efficient interaction, collaborative provider relationship, developing believe in, and etc. Therefore, part of the ideal incorporation of 3PL function into production ideal plan needs active participation of Strategies and Provide Sequence experts into overall company ideal process. Information related to primary positioning in company ideal need to be properly conveyed with Strategies and Provide Sequence professional. These experts should provide with sufficient training plus benefits, in addition reorganization techniques should be targeted to the accomplishment of production purpose which will lead to overall company efficiency (Nadarajah, 2015).

Communication based on the study of Anderson and Narus (1990) is the official as well as casual discussing of significant and appropriate details between firms and is a cause of efficiency enhancement, especially initially of connections (Knemeyer, Corsi, and Murphy 2003). Also, interaction is vital to recognize process enhancement possibilities and apply them effectively (Ghosh and Fedorowicz 2008; Home and Stank 2001; Stank, Daugherty, and Ellinger 1996). Moore (1998) describes that clear interaction symbolizes a significant component for fixing conflicts within 3PL connections. Communication that is associated with common believe in is represented as one of the most essential components for allowing long-term connections (Rajesh et al. 2011). In the same way, Home and Stank (2001, 20) explain interaction as 'a link between organizations' which allows companies to create common believe in. It is essential to know what details needs to be distributed and how it can be interchanged. Generally, the literary works indicates two essential areas for what should be communicated: details to promote common knowing (Francis 2008; Stank, Daugherty, and Ellinger 1996; Van Hoek 2000) and ongoing details about efficiency dimensions (House and Stank2001; Jayaram and Tan 2010; Sohal, Millen, and Moss 2002; Wilding and Juriado 2004). Stank, Daugherty, and Ellinger (1996) stress that 3PL suppliers depend on details to personalize their services. Especially initially of connections, common knowing needs to be fostered through making clear key terms and repair specifications (Francis 2008; Van Hoek 2000).

Moreover, Van Hoek (2000) claims that without a clear knowing of specifications and predicted support levels, efficiency might be calculated in a different way by both events, major to a different understanding.

Generally, 3PLs usually understand efficiency more favorably and ambitiously than shippers do (Knemeyer and Murphy 2005). To be able to get rid of this issue, Home and Stank (2001) recommend applying mutually decided efficiency statistic systems, followed by a ongoing discussion about efficiency (Jayaram and Tan 2010). Knemeyer and Murphy (2004) and Beulen, Tiwari, and van Terrible (2011) recommend setting up programs and operations to enable effective interaction. These programs maintain the right focus between associates through aiming positions, obligations, and operations throughout the entire relationship (House and Stank 2001), which allows determining problem scalation techniques (Beulen, Tiwari, and van Terrible 2011). Beulen, Tiwari, and van Terrible (2011) recommend performing frequent conferences to be able to promote this common positioning, followed by recording choices (House and Stank 2001; Huiskonen and Pirttilä 2002). In general, details should be distributed in a precise and reliable way (Panayides and So 2005; Skjøtt-Larsen 2000) and on consistently (Hofer, Knemeyer, and Dresner 2009; Jayaram and Tan 2010; Panayides 2007).

A latest study conducted in 2017 by numerous researchers in Sweden was conducted that also emphasized on improving third party logistics and also discussed communication as a part of it. The study uses the case study model of Ericsson Sweden with its 3PL Aramex of Saudi Arabia. Communication was known as a key to relationships by all interviewees; its unable is described as a 'root cause of failures'. Within the case, both activities recognized the ignoring to recognize obvious company requirements, as Aramex had been in the situation of working towards obsolete requirements from Ericsson's past company. Thus, the must make sure early and powerful knowledge of company requirements was described, which can be allowed through obvious connections. According to Ericsson's globally functions administrator, this can becoming truth through performing frequent conferences to discuss how the work should be done, followed by specific certification to make sure performance follow the contracts. For Ericsson, understanding connections applications is essential during the build-up level. Their lack in this relationship's set-up triggered various connections confusions (Jazairy, Lenhardt and Haartman, 2017).

The members thought connections positions must be clearly described with regards to who is mainly accountable for providing or getting information, and who is mainly accountable for performing or taking options. Following this results in effective, 'crystal obvious communication', described previously by Ericsson's functions administrator. Within the performance level, everyday functions are constant by casual connections. For example, the smart phone program WhatsApp is used for immediate connections, as it allows referring to video clips images of the customer's site, thus avoiding or fixing disputes on recognize. Moreover, cellphone telephone calls allow making clear difficulties during supply, thus allowing immediate house loan loan house loan mortgage approvals for process changes. According to Aramex, the time stored due to ad hoc house loan loan house loan mortgage approvals rather than looking forward to official e-mail house loan loan house loan mortgage approvals has helped fast and cost-efficient alternatives. However, most interviewees explain that an impressive level of believe in is required to perform casual connections, whereas official certification of the determined alternatives via e-mail is necessary afterwards (Jazairy, Lenhardt and Haartman, 2017).

2.3.**3PL and Professional Supply Chain Expertise**

There is no reliable meaning for 3rd celebration strategies (Zhang & Okoroafo, 2015). According to Berglund, van Laarhove, Sharman, and Wandel (1999), 3rd celebration strategies represents "activities carried out by a strategies support agency regarding a transporter and composed of at least control and performance of transport and warehousing. In addition, alternative actions can be included, for example stock control, information related actions, such as monitoring and searching, value added actions, such as additional set up and set up of products, or even provide sequence management". They also notice that agreement is required to "contain some control, systematic or design actions, and the length of the collaboration between transporter and company to be at least one year, to differentiate third-party strategies from traditional 'arm's length' seeking of transport and/or warehousing". For the purpose of this study, we utilize this meaning as it focuses on the part of 3rd celebration strategies company in provide sequence. It is mentioned that "logistics outsourcing" and "contracted logistics" are often used more or less

interchangeably as “third celebration logistics”. Progressively, 3PL providers are incorporated into provide stores (Jayaram & Tan, 2010; Tezuka, 2011; Chu & Wang, 2012) because 3PL helps to handle the entire provide sequence. Tezuka (2011) also features that include sequence members may enjoy advantages based on four contributory types of 3PL specialization: range, know-how, searching ability, and IT skills. Under the perspective of the production sequence, 3PL providers communicate with providers, producers, and suppliers to provide various strategies support to them. Potential Threat According to Threat Concept, risk means the doubt that will impact the understanding of company goals (Cheng & Yu, 2010). Supply sequence interruptions occurred in the past svereal years have turned the highlight on provide sequence risk recognition and control.

The potential health involved in the whole offer series include but not limited to offer risks, efficient risks, demand risks, security risks, useful risks, relational risks, and techniques risks (Cavinato, 2004; Manuj & Mentzer, 2008). To avoid taking on some risks, shippers such as suppliers and producers allocate techniques functions to 3PL suppliers (Tezuka, 2011). In these studies, we focus on the logistics; therefore, we talk about the techniques risks knowledgeable by 3PL suppliers in the development series, which confesses that 3PL suppliers may not provide the expected level of service. Other risks are out of the opportunity of these studies. We determine the risk as a situation where 3PL suppliers every year potential problems. The size of risk that we believe are most commonly knowledgeable by the 3PL suppliers under offer series viewpoint are environment risk, information transferring risk, and cooperation risk. The first risk is the elements risk, such as risks related to surging, tornadoes, tornados, quakes, and other incidents (Oke & Gopalakrishnan, 2009). For instance, the Wenchuan world tremble split out in China suppliers in 2008 prevented appropriate provides to reach stores on time, thus provided stores to be not available in other places affected by the world tremble. Products manufactured in Wenchuan area either were broken or could not be provided to other places of China suppliers. If 3PL suppliers don’t have access to the precise environment forecast, they have to make plans proactively to avoid or reduce the probability lost, or the development series every year disruptions and remarkable loss.

According to Twenty third Yearly R. Hadly (2011), Water Provide Sequence Symposium, this year alone, the National Climate Institution approximated that weather relevant conditions triggered $14 billion dollars in loss which does not include the development chain relevant costs due to setbacks and urgent deliveries. The second danger is details transmitting threat. In line with Cavinato's informative threat (2004), we relate details transmitting threat to the danger due to asymmetric details or altered details between the 3PL company and other supply chain members (i.e., providers, producers and retailers). The 3PL providers have taken on not only traditional submission actions, such as warehousing and transport functions, but also managing actions relevant to the circulation of products, as well as certain production actions (Fabbe-Costes, Jahre, & Roussat, 2009). A well-functioning details transmitting procedure is required to ensure the details about products circulation to every supply chain partner; otherwise the making decisions will be based on asymmetric or altered details. The third danger is collaboration threat, which due to problems of collaboration between the 3PL Company and other supply chain members.

Recently, the relationship quality between 3PL providers and other supply chain members have grown in importance (Chu & Wang, 2012) because 3PL providers deal with the activity of products between different members in the development chain (Nagarajan, Savitskie, Ranganathan, Sen, & Alexandrov, 2013). If other members don't work with 3PL providers in regular basis, then all supply chain members such as 3PL providers will suffer failures in terms of time and cost. 2.3 Information Technological innovation Financial commitment your time and money and successful execution of IT is a means to improve strategies competition (Lai, Li, Wang, & Zhao, 2008; Wang, Lai, & Zhao, 2008). In this study, we determine details technology investment as 3PL providers' purchase of details technology with an attempt to incorporate the circulation of data between 3PL providers and other supply chain members.

Bowersox, Daugherty, Droge, Rogers, and Wardlow (1989) note that the "ability and desire to get in state-of-the-art IT" is one of the ten key differentiators between leading-edge strategies companies and regular companies. The International Logistics Research Team at The state of Michigan Condition School (1995) indicates that IT symbolizes one of the crucial abilities that merge strategies process incorporation and world-class efficiency. An IT system also has been recognized as a key part of the prolonged business design developed by Bowersox and Daugherty (1995), and Bowersox, Closs, and Stank (1999). In a very aggressive perspective, recognized by "time compression", effective management of strategies companies depends on their potential to innovate in the area of combined moves control. More specifically, 3PL suppliers must maintain very partners to technological innovation, particularly technological innovation (Sauvage, 2003). Today's extremely aggressive business atmosphere makes advanced level IT investment more important than ever. 3PL suppliers spend money on various details technological innovation such as GPS, RFID, bar programming, Electronic Data Switch, and provide sequence planning, etc. (Zheng, Fu, & , 2012; Third-Party Logistics Study, 2014). For example, the real-time assistance provided by the GPS technological innovation can help improve JIT support in provide chain; therefore, reduce cost associated with stock control. Another case is the climate predicting technological innovation. Smart businesses are making an investment in climate forecast technological innovation with an attempt to make logistical choices (Markowitz, 2011). By making an investment in IT, 3PL suppliers could implement long range climate statistics based upon the traditional periodic delivery styles and determine if there is additional risk due to the mishaps. On the other hand, other provide sequence members could implement technological innovation spent by 3PL suppliers to improve actions throughout the whole provide sequence.

For example, Inter business Details Techniques (IOS), spent by 3PL suppliers, can accomplish emails among members within the provide sequence (Lewis & Talalayevsky, 2000; Lai et al., 2008). The long range climate predictions offered by the elements predicting technological innovation can be signed the suppliers' requirement preparing process to prediction particular product requirement. However, it is worth stating that some organizations have dedicated to IT but their collaborative methods did not enhance a lot.

Holweg, Disney, Holmström, and Småros (2005) claim that although some good info technological innovation such as Source Handled Stock (VMI) and Collaborative Planning, Forecasting and replenishment (CPFR) projects benefit provide sequence associates, deficiency of common knowledge of these ideas and the actual of developing exterior cooperation with inner manufacturing and inventory control will cause to slowly improvement of IT execution.IN action, in reality, some IT implementations are a failing in regards to conference their goals of versatility, responsiveness, stability, and quality. Companies could spend more than $1 thousand on a given IT system, just to discard it in the end. Synthesizing the literary works, Bharadwaj (2000) claims that it is how companies make use of their investment strategies rather than IT per se to develop exclusive IT sources and abilities that figure out a firm's overall efficiency. We therefore claim that it is not the IT itself but the way IT is used that delivers some agonizing things to the company; it is not the IT per se but the way IT is incorporated into functions that delivers benefits to the organization. We still concentrate on IT financial commitment throughout the document, since IT financial commitment is the requirement for IT execution (Zhang & Okoroafo, 2015).

Integrated Logistics Relationship Logistics offers with the action of products between different associates in the offer series, thus an essential question in techniques is the issue of development between associates in the offer series (Panayides & So, 2005). Panayides and So (2005) also declare that all the activities in an offer series, such as 3PL company and their prospective customers, should operate in a collaborative way in an effort to discuss and get information and improve overall quality. As suggested by the delayed David V. Delaney, relationships are what will carry the techniques industry into the future (Third-party techniques, 2007, p. 18). In offer series, providers, manufacturers, and providers rely upon the third party techniques providers to offer techniques alternatives designed to meet their specific needs. To do so, third party techniques providers have to have connections with other offer series associates on mixed problem solving, planning techniques, and continuous improvement projects. In this study, we figure out integrated techniques relationship as believe in and collaboration between 3PL providers and other offer series associates. By exciting in integrated techniques relationships, the providers, manufacturers, providers, and

3PL providers link on continually to make sensible stock management and distribution plans, and execute on solving mixed pain as well. The integrated techniques relationship provides sources and sources that any single party in the offer series may not have. This relationship can also meet client goals and save on techniques costs (Chu & Wang, 2012). 2.5 Strategies Flexibility "Flexibility" is not continually described within the fictional performs (Golden & Powell, 2000). In the offer series fictional performs, versatility is considered as the ability to the offer series to modify to the changes (Angerhofer & Angelides, 2006). Strategies versatility has been known as key part of offer series versatility (Duclos, Vokurka, & Lummus, 2003; Kumar, Shankar, & Yadav, 2007; Kumar, Shankar, & Yadav, 2008; Choy et al, 2008; Nagarajan et al., 2013) due to the reason that techniques is a key efficient operate enabling the flow of elements and resource between providers and customers (Naim, Aryee, & Knitter, 2010). Duclos et al. (2003) figure out techniques versatility as to be able to cost efficiently get and offer product as sources of offer and customers change. Kumar et al. (2008) figure out techniques versatility as to be able to control the flow and storage space of raw elements, completed products, alternatives, and related information from resource to location in respond to modifying environmental circumstances.

For the goal of this document, we follow this is as given by Kumar et al. (2008) because they are able to identify important aspects of techniques flexibility under doubt. 2.6 Offer Series Performance Many provide sequence efficiency dimensions have been recommended such as sales growth, decrease, cause time, client care, forecast perfection, etc. (Angerhofer & Angelides, 2006; Ramanathan, Gunasekaran, & Subramanian, 2011). These size is categorized into different groups by different researchers. Cirtita and Glaser-Segura (2012) categorize the growth sequence efficiency statistics as inner linkage efficiency statistics (e.g., loss of non-value added actions, reduced difference of buys, more effective use of your energy, etc.) and external linkage efficiency statistics (e.g., manufacture of end-customer value). Ramanathan et al. (2011) declare that identifying the efficiency statistics from suppliers' or buyer's perspective is essential. Chia, Goh, and Hum (2009) create provide sequence efficiency figure from a wide scorecard perspective, such as four "balanced" dimensions such as financial, client, inner business

techniques, and learning and growth. Based on the fictional works, we figure out provide sequence efficiency as the ability of the growth sequence to deliver the right product to the right place at the perfect time at the most affordable techniques cost. This takes into consideration the cause time, cost, and end-customer value. We believe this significance grabs the major benefits of provide sequence.

2.4.3PL and Customer Service Innovation

One reason of failing of many companies is that they do not predict need for change, what goes up can come down at the same speed (Bessant and Tidd, 2007). Innovativeness is crucial proficiency required to be successful for many companies (Flint et al., 2005; Maital and Seshadri, 2007). It is empirically undeniable fact that companies that have better advancement control techniques are more successful than those who do not have appropriate advancement control system (Maital and Seshadri, 2007). Being aggressive and also aggressive benefits has become very difficult for companies because of progressively complicated and hyper-competitive atmosphere. Clients are challenging more personalized products/services. These aspects are pushing individuals, companies and provide stores to create impressive alternatives and to acquire and sustain aggressive benefits (Yazdanparast et al., 2010). Flat companies, which do not consider advancement, reduce its competition (Johnson et al., 1997) and strategies control is not an exemption. Logistics companies have to innovate so that they can fulfill areas while keeping productivity (Klink and Visser, 2004).

Advancement does not only lead to growth and growth of untouched marketplaces, rather it also provides new ways of providing recognized companies (Bessant and Tidd, 2007). Third celebration strategies companies must make a lot of different solutions to fulfill their unique needs (Coltman, Gattorna and Whiting, 2010). Capability to Innovate have affect quality of third celebration strategies solutions, it helps in allowing the value for their clients (Panayides, 2006). Support innovation occurs at third celebration strategies when, client of their service find new or enhanced service which can result in enhanced efficiency

of their business (Wagner, 2008). Hence innovation in regards to strategies control or simply strategies innovation is a growth and execution of any strategies related service, which is seen as new and ideal for its clients. This can be in any form i.e. enhancement of functional efficiency or supply of better plan clients (Klink andVisser, 2004; Mena et al., 2007).

Strategies enhancements are varied from basic to complicated enhancements. For example new appearance styles, production of new provide system, growth and development of new software, and supply of new services and building of new features / impressive features (Flint et al., 2005). Although companies create benefit from these types of innovations; however, adopting of new technological innovation and first step taken by opponents as well as clients put new difficulties for the companies. Lieb and Bentz (2005) give example that adopting of RFID rf identifier technological innovation by producers put task against third party logistics suppliers to look at RFID technological innovation and meet element of their clients.

Chapman et al.(2003) figured the strategies companies, which are renovating their relationship and structure, building information networks for enhancing data interaction, information and data are growing fresh fruits in forms of higher performance, higher customer care, higher versatility for adopting to market changes, better making decisions and improved ideal planning, which are ultimately leading to rapid advancement abilities.

Logistics Innovation is classified from three perspectives; first category as presented by (Germain, 1996) was done with respect to degree of novelty/ radicalness of advancement, i.e. step-by-step, advanced and extreme enhancements. Radical advancement in strategies is one that brings fundamental and important alternation in whole program. Types of Radical enhancements are AS/RS (automated storage and recovery system), computerized content handling equipment and use of robotics. Incremental enhancements in strategies are those, which do not carry unexpected and important alternation in whole program but are subject to step-by-step enhancement of single basic function; hence carry the step-by-step enhancement in the bigger context. Types of step-by-step advancement are use of In-process inventory control, Automobile

redirecting, Factory short interval arranging, warehouse purchase, selection, purchase entry, warehouse online receiving, warehouse amount of work balance, warehouse merchandise locator, sales predicting, shipping review payment and shipping consolidation software(s). Intermediate advancement in strategies bestrides other two kind of advancement example of this kind of advancement are introduction of Visual scanning device, EDI (electronic data interchange), DRP (distribution need planning), Submission modelling application, MRP (material need planning) application, Direct efficiency and efficiency application, Handheld devices, Bar Codes and Order Processing application. In his research, Germain (1996) also noted that adopting of extreme advancement is less then adopting of advanced advancement and adopting of advanced enhancements are in turn less then adopting of step-by-step advancement.

While cost involved in adopting are inversely related. Mena et al. (2007) stated that enhancements could be classified as technical compared to control enhancements in strategies. Technology relates to implementation of new technical solution so they can improve competitive advantage. Types of this kind of enhancements are telemetric, Technology facilities, satellite tracking techniques, RFID, Automobile redirecting and arranging, transport control techniques, warehouse automated, digital signature for proof of delivery, electric vehicles and computerized check in program etc. Administrative Innovation relates to changes in business procedure, client and provider relationship control, business structure and knowledge control, which lead to advancement. Types of control advancement are client cooperation, marking post pavement, late set up, co-packing, co-manufacturing, just in time program, mass personalization and green strategies.

Third classification as presented by (Wallenburg, 2009) is pure internal progression compared to customer appropriate progression in strategies. As shown in Figure 8, Wallenburg (2009) further categorizes customer appropriate progression in two types i.e. first as single customer appropriate progression namely relationship particular progression and second as multiple customer appropriate progression or market progression. Then he categorizes relationship particular progression in two categories; first classification is progression for beginning new relationship or progression in ongoing relationship. Then he categorizes

progression in ongoing relationship into sensitive and realistic relationship. Finally he categorizes realistic relationship into realistic cost improvement and realistic performance improvement.

Global competition and ongoing cost and edge demands are pushing organizations to develop their strategies performance in order to meet up with their customers' requirements and offer solutions with excellent high quality at affordable cost (Wilding and Juriado, 2004).Customers are not just seeking for reduced costs but also to use strategies solutions as competitive advantage in both household and international markets (Lieb and Bentz, 2005). Just to offer consistent solutions and to offer them at cheaper is not sufficient for Third celebration strategies companies; instead more personalized, greater abilities and value added solutions are required to catch the clients can use. Therefore to offer more consistent solutions by 3PL firms, enhancements and new solutions are crucial for these organizations. Third celebration logistic organizations are concentrating on their clients as their support users by developing their support abilities, which brings variety of work at home opportunities and more client accessibilities (Liu and Lyons, 2010). It is obvious that these abilities have positive effects on entire strategies performance, which the relationship between support abilities as well as has been examined by different scientists (Liu and Lyons, 2010). In all parts of supply chain; the aim is to increase performance and to meet up with the clients can use in each part of the sequence (Lin, 2007). Logistics performance has been described as organization and firm's "subset of larger idea of performance" (Chow et al., 1994 p 23). Another question in this field is that which signal or signs create the best structure for logistic performance among different signs such as on-time submission, client care, versatility, keeping guarantees and 'low loss and damages'. One of the best examples as a structure to indicate strategies performance has been described as "The level to which submission programs meet customers" (Rhea and Shrock, 1987 p35). Customer support is to reaction to the buyer needs with "customized, top high quality products and submission systems at affordable price" (Tracey, 1998 p65).

Research about strategies are about finding relevant information and examining to be able to fix problems in the field of strategies (Chow et al., 1994). It has been suggested that there is not only one statistic for

logistic performance since it is multi-dimensional and it depends on managers objective which to capture most part of performance dimensions which client care is one of them (Chow et al., 1994). Among different performance explanations one explains better to distinguish between performance and performance which performance is “doing things right” and performance is “doing the right things”. Writers on strategies performance have separated performance actions into the smooth and difficult kinds of models. Difficult design is about actions such as net income, accounting percentages to be able to gather information while strategies has been believed as profit center. They highlight that this design is not hard since it is simple to gather these kinds of information, which just requires defined ways of analysis (Chow et al., 1994). Soft design measurements are those dealing with client care, operating performance, submission performance, service abilities and other perceptual ones. Chow et al. (1994) claim that for client care statistic sets of mixed both kinds of sentimental and difficult design needed.

Creating appropriate efficiency statistic is based on kind of tests both quantitative and qualitative and which mixtures of both individual actions provide better tests in overall chosen system (Rafele, 2004). Advancement and efficiency has immediate connection regardless of business industry in which company functions (Flint et al., 2005; Wagner, 2008; Hult et al., 2004; Panayides, 2006). Bowersox et al. (1999) say that creating a web web link between strategies efficiency to overall supply sequence efficiency, is as difficult as finding treat for melanoma. Offering greater support efficiency for client needs well-designed process innovation; which is applying of completely new or enhanced technological innovation, methods and techniques for objectives and objectives such as greater support features and decreasing related costs(Wagner, 2008). Also it has been suggested that clients are not challenging same enhancements and this will depend on areas where clients are focused and it needs methodical strategy toward producing, choosing and applying enhancements which also has been mentioned by (Bessant and Tidd, 2007).

The success of the strategies support advancement needs the third-party strategies business create initiatives to constantly improve its support capability (Rastan and Hanif, 2012). There also needs the active joint of strategies need business and motivation measures. The two associates can increase their collaboration and

obtain win-win situation by making initiatives from the following aspects. (1) The third-party strategies business should keep close contact with client, so as to know its actual needs. First of all the third-party strategies business should study on the needs of strategies need business greatly. Different businesses have different product features, market demand and customer support level. Thus the third-party strategies business should from the strategies need enterprise's viewpoint, obtain their actual strategies needs, and take advantage of appropriate support advancement. (2) Set up the long-term collaboration relationship to slow up the advancement. From the above research, improve relationships between third-party strategies business and strategies need business, and improve the common trust, can decrease strategies risk, improve third-party strategies business innovate its strategies solutions better. (3) Spend the earnings affordable to advertise the two partners' progress. Provide a affordable earnings share is the most effective and direct measure to motivation the third-party strategies business innovate its solutions. Only when the allowance is affordable, can improve two associates speed up the advancement of strategies business, so as to bring the development of the whole strategies industry (Rastan and Hanif, 2012).

2.5. **3PL and Transportation and Shipping Performance**

Transportation plays an equally important part and therefore, the challenges are being explained in one of the study. The researchers, Haldar, Qamaruddin, Raut, Kamble, Govind, Sheetal (2017), explains about the challeneges such as that in railways, important practice systems are oversaturated, practice delivery charges are great, transport times are long and uncertain, practice airport terminal the very best is insufficient, there is reduced flexibility in carrying different types of products, and practice carriages are uneconomical for the areas that cannot provide full practice plenty. Road: Inadequate road program coverage, inadequate road the very best, advanced level of fragmentation of the transport industry and several check points; expressway program will take time to develop Waterways: Great turn-around times, inadequate detail at spots, beach delivery has not taken off Storage infrastructure-related challenges: Poor situation of ICD/CFS, inadequate warehousing facility and inadequate situation of cold storages; besides, multimodal strategies areas are yet to get off (Haldar et. Al, 2017).

There are many released studies that assess transportation outsourcing under various factors. Vasiliauskas and Jakubauskas (2007) regarded that a transportation outsourcing assistance was valuable to financial systems of scale, advantages in capital investment opportunities, and reduction in financial threats. Ton and Wheelwright (2005) thought that it was good to improve performance, handling costs, stability and speed. To save techniques costs, many companies that own self-supporting techniques assign aspect or all of the transportation plan 3PL. Gurler et al. (2014) designed a offer series system such as one-warehouse and N store under the stochastic demand. The stock was managed in-house and transportation was shortened to 3PL. They noticed that if the excess utilization charge was less than 25%, transportation outsourcing was beneficial to business operation. Cheng (2014) designed a transportation outsourcing process using the mixed concept of combinatorial auction and process style, which can generate a 3PL to report their true cost types. The rumours was able to show that an advanced stage of assistance and low cost for transportation were the key motivation for transportation outsourcing. Recently, with enhancing power prices and as well as contaminants, power and fatigue costs have had a significant impact on transportation selections for companies. Suzuki (2011) regarded power costs as the aspect for transportation costs, targeted to lessen power consumption and pollutant contaminants, and designed an approach to the time-constraint, multiple-stop, and truck-routing problem. They revealed that there will be a significant power consumption advantages if heavy items are offered in the early segments and light items are offered in the later segments, which can further increase energy-efficiency reducing pollutant contaminants.

Lin and Zhang (2014) designed the kind of techniques distribution course-plotting under a as well as fatigue trading process, and analytically and numerically examined the effects of as well as trade, as well as cost and fatigue cap options. Bazan (2015) regarded power utilization from production and transportation functions in a two-level offer series, and a mixed power cost in offer series synchronization. Energy utilization has been regarded as the main component for offer series synchronization, so reducing power utilization is great for reducing contaminants. Zhu et al. (2014) regarded that energy consumption and

contamination have a large contribution to handle costs, and designed a linear-integer development style to get the maximum route with the maximum capacity to be eco-friendly and cost-effective.

The above fictional works did not regard energy costs as a factor for transportation outsourcing. In another paper, transportation with energy consumption is considered, and there will be a discussion concerning the transportation outsourcing decision under various as well as recommendations (Tseng, Taylor & Yue, 2005). The study is focused on the role of transportation in logistics. Without well-developed transportation methods, logistics could not bring its advantages into full play. Besides, a good transportation system in logistics activities could provide better logistics performance, reduce operate cost, and improve service quality. The growth of transportation methods needs the effort from both public and private areas. A well-operated logistics system could increase both competitors of the government and businesses. Transport system is the most important company activities among the sun and rain of company logistics methods. Around one third to sixty-six % of the prices of enterprises' logistics cost is spent on transportation (Tseng, Taylor & Yue, 2005). According to the analysis of National Regulators of Physical Distribution Control (NCPDM) in 1982 (Chang, 1988), the cost of transportation, on average, paid for for 6.5% of market income and 44% of logistics costs. BTRE (2001) indicated that Sydney complete value added of the transportation and storage space industry was $34,496 million in 1999-2000, or 5.6% of GDP. Determine 3 shows the sun and rain of logistics costs based on the assessment from Air Transportation Organization (Chang, 1988). This analysis shows transportation is the highest cost, which takes in 29.4% of logistics costs, and then in buy by stock, warehousing cost, appearance cost, management cost, activity cost and purchasing cost. The rates are almost one-third of the complete logistics costs. The transportation cost here includes the means of transportation, paragraphs, packing storage containers, pallets, devices, labors, and time. This figure symbolizes not only the cost structure of logistics methods but also the importance buy in improvement managing. It takes in an important amount in logistics activities. The growth of the item of higher operate costs can get better effects. Hence, logistics managers must understand transportation system operate extensively (Tseng, Taylor & Yue, 2005).

Transportation program makes goods as well as portable and provides appropriate and local effectiveness to advertise value-added under the least price concept. Transportation impacts the results of strategies activities and, of course, it impacts production and selling. In the strategies program, transport price could be considered as a limitation of the potential market. Value of transport differs with different sectors. For those items with little volume, low weight and high value, transport price simply consumes a really little aspect of selling and is less regarded; for those big, heavy and low-valued items, transport consumes a very big aspect of selling and impacts profits more, and therefore it is more considered (Chang, 1998).

Transportation performs a connective role among the several actions that result in the transformation of resources into useful products in the name of the ultimate consumer. It is the planning of all strikes and sub-functions into a program of products activity in order to reduce cost increase service to the customers that comprises the concept of business strategies. The program, once put in place, must be effectively managed. (Fair et al., 1981). Typically these actions engaged individual companies for production, storage space, transportation, wholesaling, and retail sale, however basically, production/manufacturing vegetation, warehousing solutions, promotion businesses are all about doing transportation. Production or production vegetation required the setup of materials, elements, and supplies, with or without storage space, managing and material managing within the place and place stock. Warehousing solutions between vegetation and promotion sites engaged individual transport. Merchandising businesses completed the sequence with distribution to the consumers. They limited themselves to the manufacture of products, leaving promotion and submission to other firms. Warehousing and storage space can be considered in terms of solutions for the development process and for product submission. There have been major changes in the number and location of features with the closing of many single-user manufacturing facilities and an growth of merging features and submission centers. These improvements indicate factors such as better transport solutions and demands to improve strategies performance (Tseng, Taylor & Yue, 2005).

The role that transportation performs in strategies product is more complicated than carrying products for the owners. Its complexness can take effect only through highly top quality management. By means of well-

handled transportation program, products could be sent to the right place at right time in order to fulfill customers' requirements. It delivers effectiveness, and also it develops a link between manufacturers and customers. Therefore, transportation is the base of performance and economic system in business strategies and increases other functions of strategies program. In addition, a good transportation program performing in strategies activities delivers benefits not only to service top quality but also to company competition (Tseng, Taylor & Yue, 2005).

2.6. **3PL and Business Performance**

Presently more or less all the company using third celebration strategies solutions are pleased with the performance of 3PL companies with regard to their goals. A total of 9.6 % indicated that their overall fulfillment with 3PL support agency was "more than expected". Another 72.3 % indicated that their fulfillment was at "expected" stages. Only 6.0 % stated that they were either "not satisfied" or their fulfillment were "less than expectations" with the utilization of third celebration strategies companies. Obviously, 96 % of the members indicated that the use of third celebration strategies companies had been a good development looking at the impact of the utilization of 3PL solutions on business goals.

Users were also requested how they would change their use of third celebration strategies companies, if they were given complete business liability to decide. Most members have shown eagerness towards helping the use of third celebration strategies solutions from reasonably improving it to considerably improving it. 39.8 % of the members are looking forward to alter the assistance by considerably improving it while 41.8 % of the members want to increase the contracted solutions reasonably. Only, 15.3 % indicated that they would keep it at same stages and the rest of the 3.1 % would reasonably reduce the use of third celebration strategies solutions. The fact that no one would like to get rid of the use of third celebration strategies companies is in itself a good sign of the changing strategies situation in Indian.

With an interest to increase the outsourcing of methods activities, affiliates were asked for to evaluate them they structured to allocate in the next several of years and the next A very comprehensive interval (Table

VII). Confident Transportation (94.3%), Inbound Transportation (95.5%) and Personalized Cleaning and providing (90.9%) will continue to be the most well-known activities to be decreased over the next. Other methods activities like Exchange and Business Management (81.8%), Confident Warehousing (82.1%), Inbound Warehousing (85.2%) and Fast Management and Mixing (83.6%) would be decreased by over 80% of the affiliates in the next A very comprehensive interval. However, maximum increase in use of 3PL solutions is expected in the places of Inbound Warehousing (44.3%) and Reverse Techniques (42.6%) in the next several of years. In the same way, top 5 places that will experience maximum growth in the next A very comprehensive interval include Reverse Techniques (57.4%), Inbound Warehousing (55.7%), Fast Management & Mixing (54.5%), Stock Management (54.4%) and Submission (54.3%). Hence the use of 3PL companies would improve faster in methods activities with lower importance position. This validates the need of Local Indian local companies to reduce methods cost and focus on main capabilities as well-known reasons for use of 3PL solutions. Outcomes clearly indicate that essential increase in outsourcing has been structured across all activities of particularly function in the next 2 to A very comprehensive interval. However, no essential changes are required in the mix of methods activities being decreased between now and the future styles.

3.0. Data and Methodology

This chapter would highlight the fact that procedures for collecting the data and the methods that are existing and the methods that would be followed in the existing study and the various tests that would be applied. The essential contents of this chapter would be explaining the paradigms, data collection methods, the research approach, sampling size, the procedure for developing questions related to the topic, whereas, next topic would discuss the tests that would be applied for the analysis and deriving results out of that.

3.1.**Research Paradigm**

Agreeing to Taylor, Kermode and Roberts (2007), research paradigm remains "a comprehensive understanding or standpoint of approximately the theory to examine, discover or using the both approaches". Furthermore, Weaver and Olson (2006), states paradigm as the procedure that in what way the study could be overstated and focused by a persuaded hypothesis by declaring, "hypotheses or paradigms are arrangements of principles and follows that standardize examination inside a self-control provided that settings and procedures over and done with which exploration is proficient". Subsequently, to clarify the investigator's procedure of examination and procedural selections, an inspection of the model supposed for the reading will be considered preceding to any disagreement around the precise practices exploited and applied in the studies. There are various types of study paradigm; Positivism, Interpretivism and Pragmatism.

3.1.1. Interpretivism Paradigm

Interpretivism, as the term suggests, includes investigators to understand fundamentals of the reading, therefore interpretivism mixes social attention obsessed by a study. Therefore, "explanatory scholars undertake that admittance to authenticity (specified or informally raised) is solitary concluded through

community structures such as linguistics, awareness, common denotations and tools" (Myers, 2008). Interpretivism is connected through the metaphysical situation of optimism and is recycled to cluster organized various tactics, phenomenology and hermeneutics; methods that throwaway the opinion that significance exists in inside the biosphere self-sufficiently of awareness and realization (Collins, 2010). Furthermore, interpretivism revisions typically emphasis on significance and might engage numerous approaches in demand to replicate dissimilar features of the matter.

3.1.2. Positivism Paradigm

Positivism states that the aspect of science that states or says that substantial findings resultant from balanced and logical activities and intelligences of sensory information is the partial foundation of all imposing facts that there is legal acquaintance only in this consequent information. Long-established data recognized from the intelligences are recognized as experiential indication. Positivism grips that advancement like the bodily domain, functions representation to universal laws. Even though, the positivist method has stayed a steady subject in the times gone by of western supposed, the contemporary intelligence of the method was recognized by the theorist and establishing sociologist Auguste Comte in the initial 19th century. Comte claimed that, abundant as the corporal biosphere functions rendering to significance and additional out-and-out rules, so organizes civilization. Positivism is a logical scheme that grips that every single reasonably admissible declaration can be substantiated over discipline, judgment or arithmetic. Positivism throw-outs metaphysics and belief.

3.1.3. Pragmatism Paradigm

The third enquiry paradigm is Pragmatism. Pragmatism in its modest intelligence is an applied method to a problematic and has durable suggestions with diverse approaches of investigation. Pragmatism is able to be measured a bond among paradigm and procedure or whatever Greene and Caracelli (2003) mention to as a precise posture at the border among viewpoint and method.

3.1.4. Philosophical Approach Taken

In this study, researcher has used positivism because it includes the experimental and descriptive study. According to the body positivism has a single, external and objective of the research question. Therefore, empirical studies is selected to take control and structural methods to identify a research project from initial build appropriate research question and hypothesis and using appropriate research methods. The existing study exists on the positivism paradigm as research philosophy. The approach would be deductive. The study and the researcher is verifying and examining a theory which has already been formulated so in the proposed study, research problem that is already existing is going to be verified and tested so the approach would be deductive here and research paradigm would be positivism.

3.2.**Data collection methods**

Data collection is the procedure of meeting and gauging material on variables of attention, in a recognized methodical manner that permits one to reply quantified research enquiries, test theory and appraise results. The data collection constituent of investigation is mutual to all grounds of study counting corporal and communal sciences humankinds, commerce, etc. Although approaches diverge by chastisement, the stress is on guaranteeing detailed and authentic gathering remnants the similar. The objective for all statistics gathering is to seizure value indication that formerly interprets to ironic statistics breakdown and lets the structure of an undoubted and trustworthy response to enquiries. Unrelatedly of the ground of reading or partiality for crucial statistics (quantitative and qualitative), correct facts gathering is important to preserving the truthfulness of study. Equally the choice of suitable data collection tools (current, altered or recently established) and undoubtedly outlined directions for their precise usage decrease the possibility of faults happening.

A questionnaire or a survey is a means of collecting facts and figures and a slope of transcribed enquiries of getting together evidence almost related to a specific inhabitants by testing a group and certain of its

associates, typically done over a structure of homogenous enquiries. They can be managed one or the other to entities or clusters. It is a conversation in which one person elicits information from a new individual. A transcription or explanation of such a discussion is too named a discussion. The discussion is equally a study process and a prevalent system of non-fiction.

The quantitative data will be collected using questionnaires. For the proposed study, research would use questionnaires and the motive is that questionnaires are a investigation tool containing of a sequence of enquiries and additional stimulates for the persistence of collecting evidence from defendants. Even though they are repeatedly planned for numerical breakdown of the reactions.

3.3.**Research Approach**

Originally, it is essential for an investigator to adopt whatever kind of study is to be accompanied: affirmative or investigative study. Hair et al. (1995), suggests that favorable studies are individuals looking for to examine a pre-specified correlation, whereas investigative studies are individuals which state potential associations in solitary the greatest over-all procedure and then permit multiple procedures to appraise a association. In the final circumstance, the scholar is not observing to "authorize" any relations stated preceding to the study but in its place permits the technique and the statistics to describe the landscape of the relations. Present are three sorts of investigation methods; Quantitative Research, Qualitative Research and Mix Method Research.

3.3.1. Quantitative Research

Quantitative research is mostly connected through the positivism. It typically encompasses gathering and changing statistics into arithmetical arrangement so that arithmetical controls can be completed and assumptions can be taken out. Information is placid by numerous incomes subsequent a severe process and ready for arithmetical examination. The foremost stress of quantitative research is on logical rational which inclines to transfer from the overall to the detailed. This is occasionally denoted to as a uppermost to

downcast methodology. The rationality of assumptions is publicized to be reliant on on single or supplementary grounds (preceding announcements, conclusions or circumstances) actuality lawful.

3.3.2. Qualitative Research

Qualitative research is the methodology regularly allied with the communal constructivist paradigm which highlights the informally constructed countryside of authenticity. It is around recording, examining and endeavoring to discover the profounder denotation and implication of social performance and knowledge, comprising opposing views, activities and sentiments. Scholars are concerned in acquisition of a amusing and multifaceted sympathetic of people's involvement and not in gaining material that could be widespread to extra superior clusters. The method implemented by qualitative researchers rises to be inductive and that means that they mature a philosophy or aspect for a shape of significance on the foundation of the statistics that they have previously consumed together. This includes a change after the precise to the universal and is occasionally named a bottom-up tactic. Qualitative research repeatedly contains a slighter amount of members. This might be for the reason that the approaches recycled such as detailed meetings are period and work demanding nonetheless likewise for the reason that a great amount of individuals are not wanted used for the determinations of arithmetical breakdown or to sort oversimplifications commencing the consequences. The mixed method to discipline comprises by means of the technique which seems best suitable to the investigation problematic and not accomplishing the wedged up in logical discussions around which is the finest method. Pragmatic researchers consequently award themselves the liberty to custom several of the approaches, methods and measures classically allied through quantitative or qualitative research. They distinguish that each technique has its limits and that the dissimilar methods could be able to be harmonizing.

3.3.3. Philosophical Approach Taken

The research approach in the recommended reading would stand as quantitative investigation method for the reason that it includes amassing and adapting facts keen on arithmetical method so that arithmetical controls can be completed and assumptions would be drained. In sociology, measurable study is also known as quantitative research and it mentions to the methodical experimental examination of communal occurrences via arithmetical, accurate or geometric data or computational methods. The independent aim of this sort of research is to progress and engage calculated representations, concepts or theories concerning to singularities. The development of quantity is dominant to quantitative study for the reason that it makes available the important joining among experimental statement and scientific appearance of quantitative dealings. Quantitative statistics is some facts that is in arithmetical system such as figures, proportions, etc. In common individual's languages, this states that the quantitative scholar asks a precise, constricted enquiry and gathers a model of mathematical statistics from observers to response the enquiry. The investigator would examine the statistics in the planned study with the assistance of numbers.

3.4.**Sampling & Population**

An investigation people is normally a great gathering of persons or substances that is the foremost attention of a methodical question. It is for the profit of the inhabitants that studies are finished. Nevertheless, payable to the fat magnitudes of people, scholars frequently cannot check every single singular in the people for the reason that it is excessively costly and timewasting. This is the motive why scholars bank on sampling methods. A study population is also recognized as a distinct assortment of personalities or substances acknowledged to have parallel appearances. All persons or substances inside a firm populace typically consume a shared, tie specific or mannerism.

Sampling is the method of picking a cluster of matters for an education in such an approach that the personalities denote the greater cluster commencing which they remained nominated. This illustrative share of a people is named as sample. In this procedure, every single affiliate of the people has an equivalent coincidental of actuality nominated as focus. The whole procedure of sampling is completed in a solitary phase with every topic nominated self-reliantly of the extra associates of the population / populace. There are numerous behaviors of sampling. We will aspect at probability sampling and non-probability sampling.

3.4.1. Probability Sampling

It is a model in which every single element in the population has a coincidental of actuality nominated in the sample and this likelihood can be precisely unwavering. The mixture of these characters creates it likely to harvest dispassionate estimations of populace wholes by allowance tested elements conferring to their likelihood of selection.

3.4.2. Non – Probability Sampling

It is a technique where certain origins of the population have no coincidental of choice or anywhere the likelihood of assortment can't be precisely unwavering. It includes the assortment of essentials founded on expectations concerning the populace of attention, which customs the standards for assortment. Henceforth, because the assortment of origins is non-random, therefore, this sampling does not permit the approximation of selection mistakes. These circumstances stretch growth to prohibiting prejudice, employing restrictions in what method abundant evidence a model can deliver nearly the people. Evidence approximately regarding the association among sample and population is imperfect, building it problematic to generalize commencing the sample to the population.

3.4.3. Sample Size

The sample size and sampling for the proposed study would be 200 sample size and probability sampling would be followed. As the study is based on collecting data from the companies that are involved in third party logistics therefore, the sampling technique used here would be simple random sampling. The respondents would fill in the questionnaires and after that the data would be analyzed using the SPSS Software. The data would be collected from any of the companies that are accessible and are a performing the supply chain functions such as the Third Party Logistics. As it would help in knowing the impact of third party logistics on Business Performance. Hence, the sampling technique in the study would be simple random sampling and the sample size / population would be 200 respondents.

3.5.**Validity & Reliability**

Validity denotes to the concerns of whether or not a gauge actually processes the concept that it is established to degree or not. In the existing study, the validity used would be face validity. Face validity, is where instrument seemingly reveals the content of the theory in question(s). Afterwards developing the questionnaire, investigator would then check or confirm the instrument from any of the professionals of that field. The professional would be perhaps connected with the supply chain profession or an expert alike supervisor for conducting thesis. As supervisors are knowledgeable and have more understanding as associated to apprentice researchers so they would help out in shaping out the validity of the research instrument. The reliability is another significant side. The reliability will benefit to recognize the constancy and the stability of measurement with the use of research instrument. The reliability sort used in the study would be with use of SPSS software and putting on reliability test of Cronbach Alpha. In this arrangement of reliability if the facts obtained provides the value of 0.70 or more by applying the test at that time the data would be reliable and more events in the research would be through as that would mean that figures are reliable and measurement through the research instrument would be constant and the stable for the proposed study.

3.6.**Ethical Considerations**

Certain ethical considerations in this study are likewise remained and reserved in attention. Leading of entirely, researcher has continued to be truthful and composed the statistics with morality and consequently enquiry has existed completed on the statistics. Then and there impartiality is likewise set aside in concentration. Researcher has strained his neck and neck greatest to improve solitary applicable and unprejudiced facts and figures so that the neutral of this examination can be succeeded. Additionally, honesty is also preserved throughout study and all the substantial is composed for this study after verification of the reading and with earnestness. Scholar has continued moderately cautious even though assembling records, depicting consequences and understanding those consequences. Researcher is endured to be exposed in the direction of the education course during the course of the study and appropriate mention and End list referencing exists that makes and maintains the readers trust for the placid evidence and literature to recognize the studies and other scholars gone through for the purpose of this study. Additionally, the component of privacy is also reserved in notice and completely the facts have held in reserve private almost regarding every single defendant. As a final point the apprehension of legitimacy is likewise well-thought-out and code of conduct agreed by the institute with esteem of accompanying this research is retained in concentration.

4.0. Analysis

Once the data is being collected then the most important phase is to make conclusion out of that while analyzing the data that is derived from the data collection methods. Therefore, the analysis in this study would be done by using SPSS Software that is used for analyzing the results and generating reports. The data would be entered into the software and various analysis such as descriptive and inferential analysis would be done so that the conclusions could be made and the results then can be mentioned in the study.

4.1. Demographic Profile of Respondents

About 400 questionnaires were filled from the people belonging to the clothing industry as the selected industry was clothing due to the relevancy of the supply chain. The study is unique in a way that it has focused on the in-depth concepts about supply chain focusing on the expertise, communication, relations and implementation of the 3rd party logistics. The demographic variables of the study include qualifying questions based on the supply chain function. The questionnaire doesn't has any orthodox questions but has focused questions for the respondents. The following table explains the demographic variables of the study that are also referred as the qualifying questions in the study:

Table 1

Respondent Demographics	Frequency	%
Do you have any prior knowledge of Supply Chain Management or 3rd Party Logistics?		
Yes	241	60.25%
No	159	39.75%
Which type of 3PL is operating in your company?		
Standard	280	70%
Customer Adapter	74	18.5%
Service Adapter	46	11.5%
What was the reason behind implementing 3PL (Select all that applies)		
Professional SC Expertise	81	20.25%
Customer Service Innovation	23	5.75%
Transportation & Shipping Performance	34	8.5%
To improve efficiency	44	11%
Improve customer service level	37	9.25%
Others	181	45.25%
Did your company include other parties like suppliers, customers in the 3PL decision and implementation process?		
Yes	150	37.5%
No	141	47%

Was the purpose of 3PL implementation achieved?		
Completely	121	30.25%
To some extent	134	33.5%
Not Satisfactory	145	36.25%

Interpretations:

The above table shows that out of 400 respondents, 241 (60.25%) have the prior knowledge related to the supply chain management or 3rd party logistics, whereas, 159 (39.75%) don't have any idea about these concepts. This shows that there are more respondents in the study that already have the knowledge about the concepts of the study, whereas, a small number of people don't have any idea to the related concepts. Moreover, 280 (70%) of the companies have implemented a standard 3 PL system in their firms, 74 (18.5%) have implemented customer adapter, and only 46 (11.5%) have implemented a service adapter system. Moving further comes an important question regarding the reason of implementing 3 PLs in their firms, 81 (20.25%) have implemented due to professional supply chain expertise, 23 (5.75%) due to customer service innovation, 34 (8.5%) due to transportation and shipping performance, 44 (11%) for improving efficiency, 37 (9.25%) for improving customer service level and a majority of people; 181 (45.25%) have implemented the 3 PL relations due to any other reasons. This shows that the majority of the population doesn't have a clear idea about the correct reason for the implementation of 3 PLs. Furthermore, it was also being asked the reason for the essential part of 3 PL that whether they included suppliers and customers or any other parties for the implementation process and a surprising answers showed that there was equally distributed data for this question. Out of 400 respondents, 150 (37.5%)

checked Yes, 141 (47%) checked No but this shows that a great number of respondents haven't filled this option. Out of 400 respondents, only 291 respondents filled for this question. It depicts that most of the people don't know about the true picture or may be lacks clarity among the firms. Another question had equally distributed data, for asking the satisfaction level of the 3 PL implementation, 121 (30.25%) were completely satisfied, 134 (33.5%) were to some extent and majority of the respondents; 145 (36.25%) were not satisfied at all. This represents that there is a mixed response from the respondents but nevertheless, most of the respondents remain unsatisfied from their 3 PL's implementation and hasn't achieved the desired level.

4.2. Descriptive Statistics of the Survey Items

Table 2

Items	N	Min.	Max.	Mean	Std. D.
3PL Implementation achieved comprehensive solutions for the packaging, warehousing, fulfillment and distribution of products of your company.	395	1.00	5.00	3.82	1.32002
Utilizing a 3PL company, provides dependable logistics advantage to a business.	395	1.00	5.00	3.72	1.10730
Professional 3PL and supply chain management company can help maximize profitability through combined knowledge and resources	398	1.00	5.00	3.46	1.27642

3PLs provides outstanding inventory forecasting that allows your company to save money on excess production and inventory holding costs	398	1.00	5.00	3.46	1.30866
3PL companies have vast network of partners which creates good relations within same industry.	398	1.00	5.00	3.61	1.30410
3PLs can often utilize exclusive relationships as well as volume discounts for their clients	400	1.00	5.00	4.24	1.15281
3PL provider enables your business thrive with resources that may otherwise be unavailable in-house	400	1.00	5.00	3.88	1.18907
By 3PL provider, supply chain of your company can be optimized and executed in a more efficient and cost-effective manner	400	1.00	5.00	3.54	1.52810
3PL Relations aids in intensifying the strategic partnerships among the SC partners and your company	400	1.00	5.00	3.54	1.45980
3PL Relations helps in obtaining new projects with SC partners and your company	400	1.00	5.00	3.86	1.27791
Communication has paramount importance when it comes to logistics management	400	1.00	5.00	4.04	1.24095

Professional SC Expertise helps in communicating effectively through different media and styles	400	1.00	5.00	3.74	1.32187
The transmission of information between parties provides peace of mind when operations of your company are running smoothly	400	1.00	5.00	3.86	1.12504
3PL provider works closely with customers to maintain the highest levels of communication and support	400	1.00	5.00	3.48	1.44618
Proactive linkages are a part of innovation	398	1.00	5.00	3.82	1.32002
With the implementation of 3PL, the transportation and shipping performance of your company increases	400	1.00	5.00	3.46	1.27642
The capacity enhancements guarantees tighter relationships and on-time shipments	400	1.00	5.00	4.24	1.15281
Cloud Technology facilitates 3PLs in reducing transportation costs, improving visibility and managing inventory of your company.	400	1.00	5.00	3.88	1.18907
3PL provider can help to seamlessly support for the growth into new markets and regions.	400	1.00	5.00	3.71	1.88741
The costs of fuels and carbon taxes impacts the transportation of a third party logistic	400	1.00	5.00	3.77	1.77444

3PL provider uses the cutting-edge technology for the facilitation of customers	400	1.00	5.00	3.84	1.11479
The overall performance of the processes or the development program meets each other's objectives (customers and supply chain partner)	400	1.00	5.00	3.88	1.28733
3PL creates a more efficient technology implementation and management	400	1.00	5.00	3.74	1.24792
3PLs offer the tools and expertise to optimize and restructure the supply chain by utilizing advanced software's and technology	400	1.00	5.00	3.63	1.26311
3PL companies helps to minimize costly mistakes by developing a stronger logistical network with higher returns and lower risks	400	1.00	5.00	3.61	1.34268
Professional SC expertise has direct impact on time delivery that facilitates the supply chain	400	1.00	5.00	3.89	1.35771
Communicating your future strategic has great impact on Professional SC expertise	400	1.00	5.00	3.99	1.38743
Professional SC expertise allows for searching new ways for integration of SCM activities	400	1.00	5.00	4.23	1.58921
Professional SC expertise has the flexibility to respond to the unexpected demand changes	400	1.00	5.00	4.11	1.72184

Outsourcing logistics allows your company to leverage supply chain expertise while focusing on your core competencies	400	1.00	5.00	4.04	1.85207

Interpretations:

This study was based on a survey of 400 questionnaires, on which responses on all items vary from 1 to 5 Likert scale. Where the 400 questionnaires for majority of the questions have been filled but there is an existence of missing values as well for some of the questions as shown in the table 2 of this study. The survey questions included in the questionnaire for all the questions have been explained above and the number of respondents that have filled them is being also demonstrated in the Table above. The minimum and maximum values for all the variables vary from 1 to 5, Average ranges from 3.46 to 4.24 to be precise and the values of standard deviation range from 1.10 to 1.52. For a detailed and comprehensive view see Table 2 given as above.

4.3. Reliability Analysis

Cronbach Alpha Analysis

Table 3

Constructs	Valid N	Number of Items	Cronbach's Alpha
Implementation of 3 PL	398	5	0.694
3 PL Relations	400	5	0.778
Communication	398	5	0.703
Transportation and Shipping Perf.	400	5	0.714
Customer Service Innovation	400	5	0.747
Professional Supply Chain Expertise	400	5	0.731

Interpretations:

The above table represents the estimated values of Cronbach Alpha in the third column aiming to observe the reliability and internal consistency of the measures. The above analysis as shown in Table 3 depicts us that whether the data for all the constructs is reliable or not for the results to become useful and meaningful too. The table shows the valid items as to how many questions were filled for each variable and the number of items represent the number of questions that are asked related for examining a particular construct. For the present sample, values of Cronbach's alpha vary from 0.694 to 0.778 which indicates that each construct possess reliability. Implementation

of 3 PL (alpha = 0.694), 3 PL Relations (alpha = 0.778), Communication (alpha = 0.703), Transportation and Shipping Performance (alpha = 0.714), Customer Service Innovation (alpha = 0.747) and Professional Supply Chain Expertise (alpha = 0.731). Hence, all the constructs possess high and strong reliability as the value for all the variables is greater than the minimum specified limit of 0.7 or more.

4.4. Factor Analysis

In order to confirm the construct validity, factor analysis is conducted using the PCA (principal component analysis) technique with varimax rotation method. Results of the PCA are given in Table 3 and Table 4 respectively. Research has applied KMO measure of simple adequacy and Bartlett's tests of sphericity to check whether the data is adequate to apply the factor analysis or not. Sample Adequacy shows the strength of connection among the associated factors of the research; whereas, sphericity refers to the orthogonality of components of a construct. Hence, these two tests can provide confirmation whether it is worth proceeding with factor analysis or not.

Besides the above, factor analysis reduces the data from a large number of items to a small number of uncorrelated factors. These uncorrelated factors covers the information contained in the original dimensions as much as possible. These factors simplify the interpretation and understanding of the complex phenomenon. For instance, if factor analysis reduces eight dimensions of a variable into just one factor then what happens to that variable can be analyzed and interpreted as due to a change in an independent variable rather than saying what happens to a dimension of that variable is due to a change in independent variable. It is worth noting that the underlying assumption of using factor analysis is that the dimensions of a construct are correlated.

Table 4

Constructs	No. of Items	KMO Measure of Sample Adequacy	Barlett's Test of Sphericity Chi Square	Barlett's Test of Sphericity Sig.
Implementation of 3 PL	5	0.687	146.365	0.000
3 PL Relations	5	0.703	127.020	0.000
Communication	5	0.748	86.565	0.000
Transportation and Shipping Perf.	5	0.791	22.756	0.000
Customer Service Innovation	5	0.744	31.313	0.000
Professional Supply Chain Expertise	5	0.733	47.587	0.000

Interpretations:

The KMO measure of sampling adequacy indicates the suitability of employing factor analysis. The value of KMO varies between 0 and 1. A value of 0 indicates that there is larger dispersion in the pattern of correlations; hence, application of factor analysis becomes inappropriate. The value of 1 indicates that the patterns of correlation are relatively compact so the application of factor analysis becomes appropriate. It is a general rule of thumb that the KMO value of 0.5 is poor, 0.6

is acceptable and a value closer to 0.6 is acceptable and a value close to 1 is most desirable. The results in the Table 4 suggests that the value of KMO for each construct is appropriately acceptable as per the criteria mentioned. For Implementation of 3 PL (KMO = 0.687) which is good, 3 PL Relations (KMO = 0.703) which is again good, Communication (KMO = 0.748), it represents approximately a good value as well, Transportation and Shipping Performance (KMO = 0.791), Customer Service Innovation (KMO = 0.744) and lastly for Professional Supply Chain Expertise (KMO = 0.733) which is again acceptable as per the criteria of KMO. This shows that it is worth conducting a factor analysis in the case of the present data.

Barlett's Test of sphericity is conducted to check the significance of the relationship between the items of a construct. If there is no relationship among the items of a construct then it will be pointless to go ahead with the factor analysis. Generally the sig. value confirms the significance of the relationship among the variables. Table 4 reflects that the sig. values for all the variables are 0.000, hence, there is significant relationship among the variables. Therefore, we can continue with the factor analysis.

4.5. Eigen Values

Table 5

Constructs	Components	Initial Eigen Values		
		Total	% of variance explained	Cumulative % of variance explained
Implementation of 3 PL	Comp1	3.313	68.717	68.717
3 PL Relations	Comp1	5.792	71.171	71.171
Communication	Comp1	5.177	65.805	65.805
Transportation and Shipping Perf.	Comp1	5.716	68.027	68.027
Customer Service Innovation	Comp1	5.084	72.580	72.580
Professional Supply Chain Expertise	Comp1	5.444	70.502	70.502

Interpretations:

Those components of a construct are considered to be the principal components that have an Eigen value greater than 1 and can be used for further analysis. Table 5 contains the Eigen values for all the constructs of the research and also shows total variances explained for the constructs. Only one

principal component was extracted from all the constructs, 4 constructs to be precise. The components were extracted using principal component analysis extraction method. All the constructs consists of 5 items (as shown in Table 4) and Table 5 explains the components including Eigen values and the total variance. Implementation of 3 PL (eigen value, 3.313 and explaining 69% variance), 3 PL Relations (eigen value, 5.792, and explaining 71% variance), Communication (eigen value, 5.177 and explaining 66% variance), Transportation and Shipping Performance (eigen value, 5.716 and explaining 68% variance), Customer Service Innovation (eigen value, 5.084 and explaining 72% variance) and Professional Supply Chain Expertise (eigen value 5.444 and explaining 70% variance).

4.6. Factor Loadings

Table 6

ITEMS	COMPONENT
IMPLEMENTATION OF 3 PL	
3PL Implementation achieved comprehensive solutions for the packaging, warehousing, fulfillment and distribution of products of your company.	0.665
Utilizing a 3PL company, provides dependable logistics advantage to a business.	0.545
Professional 3PL and supply chain management company can help maximize profitability through combined knowledge and resources	0.551
3PLs provides outstanding inventory forecasting that allows your company to save money on excess production and inventory holding costs	0.621

3PL companies have vast network of partners which creates good relations within same industry.	0.740
3 PL RELATIONS	
3PLs can often utilize exclusive relationships as well as volume discounts for their clients	0.544
3PL provider enables your business thrive with resources that may otherwise be unavailable in-house	0.597
By 3PL provider, supply chain of your company can be optimized and executed in a more efficient and cost-effective manner	0.620
3PL Relations aids in intensifying the strategic partnerships among the SC partners and your company	0.714
3PL Relations helps in obtaining new projects with SC partners and your company	0.699
COMMUNICATION	0.651
Communication has paramount importance when it comes to logistics management	0.678
Professional SC Expertise helps in communicating effectively through different media and styles	0.550
The transmission of information between parties provides peace of mind when operations of your company are running smoothly	0.478
3PL provider works closely with customers to maintain the highest levels of communication and support	0.697
Proactive linkages are a part of innovation	0.732

TRANSPORTATION AND SHIPPING PERFORMANCE	
With the implementation of 3PL, the transportation and shipping performance of your company increases	0.784
The capacity enhancements guarantees tighter relationships and on-time shipments	0.729
Cloud Technology facilitates 3PLs in reducing transportation costs, improving visibility and managing inventory of your company.	0.757
3PL provider can help to seamlessly support for the growth into new markets and regions.	0.714
The costs of fuels and carbon taxes impacts the transportation of a third party logistic	0.777
CUSTOMER SERVICE INNOVATION	
3PL provider uses the cutting-edge technology for the facilitation of customers	0.697
The overall performance of the processes or the development program meets each other's objectives (customers and supply chain partner)	0.686
3PL creates a more efficient technology implementation and management	0.690
3PLs offer the tools and expertise to optimize and restructure the supply chain by utilizing advanced software's and technology	0.670
3PL companies helps to minimize costly mistakes by developing a stronger logistical network with higher returns and lower risks	0.644
PROFESSIONAL SUPPLY CHAIN EXPERTISE	

Professional SC expertise has direct impact on time delivery that facilitates the supply chain	0.877
Communicating your future strategic has great impact on Professional SC expertise	0.810
Professional SC expertise allows for searching new ways for integration of SCM activities	0.787
Professional SC expertise has the flexibility to respond to the unexpected demand changes	0.774
Outsourcing logistics allows your company to leverage supply chain expertise while focusing on your core competencies	0.710

Interpretations:

According to Straub et al. (2004), the minimum value for the loading of all items should be greater than 0.40. The criteria of construct validity has been met as the factor loadings for all the items as mentioned in the table above is greater than 0.40. The results show the validity of data. Table 6, above also shows the factor loadings of how each item load into its respective principle component. The results clearly show that the study gets one principle component for each construct (as shown in Table 5) and therefore, all the items are loaded into its relative principle component. It is believed that all the items related to one construct should be more than 0.40 (Straub et al 2004). The extracted values of loadings of all the items used in the study shows that all the results are satisfactory.

4.7. Correlation Analysis

Table 7

Variables	Imp. Of 3 PL	3 PL Relations	Communication	Transport & Shipp. Perf.	Customer Service Innovation	Prof. SC Expertise
Implementation of 3 PL	1	0.531** (0.000)	0.422** (0.000)	0.433** (0.000)	0.522** ()	0.690** ()
3 PL Relations	0.531** (0.000)	1	0.548** (0.000)	0.719** (0.000)	0.845**	0.627**
Communication	0.422** (0.000)	0.548** (0.000)	1	0.739** (0.000)	0.549**	0.661**
Transportation and Shipping Perf.	0.433** (0.000)	0.719** (0.000)	0.739** (0.000)	1	0.771**	0.313**
Customer Service Innovation	0.522** ()	0.845**	0.549**	0.771**	1	0.488**
Professional Supply Chain Expertise	0.690** ()	0.627**	0.661**	0.313**	0.537**	1

Interpretations:

In order to confirm the association of variables, the study would use correlation analysis. As the data extracted from the questionnaires is then being analyzed in the SPSS software and hence, the data is linear; therefore, the study has applied Person Correlation as shown in Table 7 of this study. Results reveal that values of correlation coefficients for all the items of such as Implementation of 3 PL, 3 PL Relations, Communication, Transport and Shipping Performance, Customer Service Innovation, and Professional Supply Chain Expertise are positively significantly correlated with each other as (0.000) is the sig. value for all and Test value would be compared with Cohen's table that represents the strength of relationship. The test values are also being mentioned along the sig. values in the table above. Briefly, all the results reveal that variables are correlated with each other and in some cases, the relationship tends to be moderate; while in other it is strong (for details see table 7).

4.8. Regression Analysis

Simple Regression

Table 8

Dependent Variable	Independent Variables				
Communication	**Implementation of 3 PL**	**3 PL Relations**	**Transp. & Shipping Perf.**	**Customer Service Innovation**	**Professional Supply Chain Expertise**

	B: 0.471 Sig.: 0.000 Adj. R Sq.: 0.213	B: 0.492 Sig.: 0.000 Adj. R Sq.: 0.558	B: 0.547 Sig.: 0.000 Adj. R Sq.: 0.357	B: 0.411 Sig.: 0.000 Adj. R Sq.: 0.534	B: 0.678 Sig.: 0.000 Adj. R Sq.: 0.537
Transportation and Shipping Perf.	B: 0.744 Sig.: 0.000 Adj. R Sq.: 0.411	B: 0.341 Sig.: 0.000 Adj. R Sq.: 0.427	-	B: 0.377 Sig.: 0.000 Adj. R Sq.: 0.513	B: 0.410 Sig.: 0.000 Adj. R Sq.: 0.498
Customer Service Innovation	B: 0.713 Sig.: 0.000 Adj. R Sq.: 0.502	B: 0.785 Sig.: 0.000 Adj. R Sq.: 0.520	B: 0.520 Sig.: 0.000 Adj. R Sq.: 0.587	-	B: 0.587 Sig.: 0.000 Adj. R Sq.: 0.677
Professional Supply Chain Expertise	B: 0.442 Sig.: 0.000	B: 0.876	B: 0.714	B: 0.794	-

	Adj. R Sq.: 0.693	Sig.: 0.000 Adj. R Sq.: 0.677	Sig.: 0.000 Adj. R Sq.: 0.684	Sig.: 0.000 Adj. R Sq.: 0.620	

Interpretations:

The table above shows the regression analysis, it is being applied for testing the hypothesis of the study and examining that whether there is an existence of a relationship or not through the significance values. While the Table 8 is representing a simple regression model in which one of the variable is being kept as dependent and the all the others as independent according to the research framework of the study. In the table above, the right hand side columns are showing the independent variables and on the left hand side is the dependent variable.

The research framework is a complex framework and involve multiple variables, therefore, it is vital to conduct multiple regression as well. The multiple regression is followed right after the simple regression. Firstly, Communication is being kept as dependent variable, followed Transportation and Shipping Performance, Customer Service Innovation and Professional Supply Chain Expertise. In this way, there is an existence of multiple scenarios as shown in Table 8. The values for B among all the scenarios shows that there is an existence of a positive relationship and the sig. value for all the scenarios is also as per the criteria. The sig. values are 0.000 respectively. Only the required values are being reported in the tests that are useful for validating the hypothesis. As the value of b represents that there is a positive relationship, if the value of one variable increases then it would have a positive effect on the other variable. Secondly, the significance

value depicts the existence of a significant relationship among all the independent and dependent variables as per Table 8.

The values for adjusted R square represents the variance in the data. It could be easily said if there is a change of unit in the independent variable then to the extent that it could have a variance factor on the dependent variable is narrated by adjusted R square. The values of adjusted R square in the table above shows, such as, 0.213, 0.558, 0.357, 0.534 and 0.537 in the case of communication, Implementation of 3 PL can have a variance of 21.3%, 3 PL Relations (55.8%), Transportation and Shipping Performance (35.7%), Customer Service Innovation (53.4%) and Professional Supply Chain Expertise (53.7%) on the dependent factor of communication. Similarly, the other values of adjusted R square represents the variation caused by the independent variables onto the dependent variables. The highest variance is caused by the implementation of 3 PL onto Professional Supply Chain expertise as it could have a variance of 69.3%, for details see Table 8 as shown above.

Multiple Regression Analysis

As narrated above that the research framework is a complex structure, there are more than one variables as independent and dependent variables. There is a total of 2 independent variables along three dependent variables and one mediating variable. Hence, the mediation is being checked one after the other in keeping one dependent variable at a time.

Table 9

Customer Service Innovation as Dependent Variable		
Communication	0.000 (0.456)	0.000 (0.717)
Implementation of 3 PL	0.000 (0.671)	-
3 PL Relations	-	0.000 (0.697)
Adjusted R Square	0.411	0.504

Table 10

Transportation and Shipping Performance as Dependent Variable		
Communication	0.000 (0.513)	0.000 (0.611)
Implementation of 3 PL	0.000 (0.492)	-
3 PL Relations	-	0.007 (0.710)
Adjusted R square	0.447	0.511

Table 11

Professional Supply Chain Expertise as Dependent Variable		
Communication	0.000 (0.577)	0.000 (0.498)
Implementation of 3 PL	0.000 (0.484)	-
3 PL Relations	-	0.000 (0.587)
Adjusted R square	0.337	0.478

Interpretations:

Once, there is an existence of more than one variables in the research framework; there is a need to analyze the relationship among independent factors and then collectively as well. Hence, for the independent relationships; simple regression analysis is being applied as shown in Table 8. On the other hand, Table 9, Table 10 and Table 11 shows multiple regression analysis. It is used for examining the role of mediating variable in formulating a relationship between the independent and dependent variables.

The study has one mediating variable, but three dependent variables, therefore, the analysis becomes a complex one but the above drawn three different tables for three different scenarios explains the mediation analysis. All the three dependent variables are examined one after the other by examining the mediation on both the independent variables. Table 9 shows the analysis of mediation while keeping Customer Service Innovation as dependent variable, it shows that

communication plays a mediating role in the formulation of relationship among the factors of Implementation of 3 PL and Customer Service Innovation and 3 PL Relations and Communication as well. The value of adjusted R square represents that there could be a variance of 41.1% in the case of Implementation of 3 PL and 50.4% for 3 PL relations on the variable of Customer Service Innovation but with the mediating effect of Communication.

Afterwards, the variables of Transportation and Shipping Performance are kept as dependent variable in Table 10 and Table 11 puts Professional Supply Chain Expertise as dependent variable. Both the tables shows that the variable of communication is playing a mediating effect on the relationship between the independent variables of Implementation of 3 PL and 3 PL Relations on the dependent variables with a positive significant association. The variance depicts that there could be a variance of 44.7% on transportation and shipping performance due to the effect of implementation of 3 PL and 51.1% with the effect of 3 PL Relations but keeping in persective the effect of communication as a mediating variable. Moreover, the variance on Professional Supply Chain Expertise would be 33.7% for Implementation of 3 PL and only 47.8% with 3 PL Relation with mediating effect of Communication. The tables 9, 10 and 11 shows the existence of significance and positive relationships through the values of B and Significance values.

5.0. Discussion

The study has examined the impact of 3rd party logistics on the business performance of the firms with keeping in mind the clothing industry and Pakistan's perspective. The research framework of the study was a complex one as shown in the Introduction chapter of this thesis. It is developed in order to cover all the various aspects of 3rd party logistics. The independent variables of the study were also more than one; implementation of 3 PL and 3 PL Relations. Both of these factors sound similar but have a slight difference, one is regarding the implementation of 3rd party logistics, whereas, other part deals with the relationships among these 3rd party logistics. The variable of communication is being used as a mediating variable and the dependent variables are Customer Service Innovation, Transportation and Shipping Performance and Professional Supply Chain Expertise. These are multi – faceted concepts with the relation to the impact on business performance of the firm or industry. The latter part of the dependent side demonstrates the capability of implementing 3 PL in an expert manner with the variable of Professional Supply Chain Expertise. The study gives useful information for the readers as the study has been conducted in the local context and useful conclusions have been drawn out with the help of the SPSS software. Therefore, this study has given some useful insights regarding the concepts that were broken into various parts related to 3rd party logistics with respect to the clothing industry only.

3rd party logistics is a difficult concept for examining and conducting research, specifically; quantitative study. As narrated in the previous paragraph, a set of variables have been used in the research framework as well. The framework shows the variables in shape of a figure and describes those selected measurable terminologies in the literature part of this thesis. 3rd party logistics could stand at a different point in the perspective of people but in clothing industry, it is referred as the

implementation of the outsourcing, sending orders and receiving raw materials etc. with good communication throughout that supply chain management. The hypothesis of the study are being developed and mentioned in the introduction chapter along the research framework.

The study has a total of sixteen hypothesis due to the complexity level and based on the analysis of this study, we shall accept or reject the hypothesis. The first ten hypothesis in this study are related with the relationship among the two variables as detailed in the hypothesis part of this thesis. All those ten hypothesis are examining the relationship between one independent and one dependent variable. All of these ten hypothesis from H1 to H10 are being accepted with the help of analysis. The findings shows that there is a significant relationship among the variables implementation of 3 PL and communication, 3 PL Relations and Communication, Implementation of 3 PL with Customer Service Innovation, Transportation and Shipping Performance, and Professional Supply Chain Expertise, 3 PL Relations with the same set of variable as well and lastly, Communication with all the same variables also have a significant relationship as the significance values for all the hypothesis mentioned are 0.000, that is as per the developed criteria (less than or equal to 0.005). Therefore, there exists a positive significant relationship as per Table 8 of the study and the strength of these relationships are also explained among moderate to strong as per table 4 of the analysis chapter. Hence, it could be proved that all of these factors are important contributing factors consisting of 3rd party logistics (3 PL) and firms shall give an equal importance to all of them as they are significantly related to the business performance.

Discussing the remaining six hypothesis, they deal with the mediation analysis of the study that whether Communication mediates the relationship among the variables of Implementation of 3 PL with Customer Service Innovation, Transportation and Shipping Performance, and Professional Supply Chain Expertise and 3 PL Relations with Customer Service Innovation, Transportation and

Shipping Performance, and Professional Supply Chain Expertise as well. The table 9, 10 and 11 of the analysis chapter represents the validation of these hypothesis representing the multiple regression analysis. The acceptance or rejecting of a hypothesis will be based on the multiple regression analysis. The tables represents the values of independent and dependent variable along with the mediation variables value's as well. The significance values in the table for all the cases are 0.000, which shows a clear association among the variables and proves the existence of the mediation role of the variable of Communication.

The significance values for both the independent and mediating variables are as per the required criteria, hence, the mediation has been proved. It also leads to the acceptance of the other six hypothesis as well which shows that all the developed twelve hypothesis have been accepted, while the null hypothesis in all the cases are rejected. The tables 9, 10 and 11 also shows that there is a considerable amount of variance that could also be caused among the dependent variable with the implementation of the independent and mediating variable in that case. The independent association among all the variables is being represented by the correlation analysis as depicted by the table 7 of the analysis chapter.

It is also important to know the variance of the data in the research. As the above results shows that there is an existence of relationships which are stated as significant and also has an appropriate strength as well. Moreover, it is important to know the existence of variation among the variables for examining the influence of one variable on the other in terms of change in the data. The regression analysis table would tell us the variance that is being shown in the analysis chapter, table 8, table 9, table 10 and table 11 to be precise as per the case relevancy. Regression analysis is being applied with the facilitation of SPSS software for the acceptance or rejecting any hypothesis as developed earlier in this thesis.

Above mentioned were the findings and analysis that have been drawn by the help of using SPSS analysis that have been demonstrated by the respondents is useful for drawing out needed conclusions. The study with the help of SPSS also suggests us about the other findings as well that are important as a result of this study such as, initially it tells about the general qualifying questions, moreover, the study haven't followed an orthodox approach of the demographic questions rather they are also related to the study as shown in Table 1. The analysis that is useful for the research is that all the variables and their data is reliable as depicted by the values of Cronbach Alpha as the values of all the variables is equal to or more than 0.70. It shows that the data is reliable and further research could be proceeded in the existing context. Factor Analysis is also being used for determining the appropriateness of the data collection instrument. It has also helped the researcher in making out components of the variables for conducting the study further. Moreover, the regression and correlation analysis is quite useful for making conclusions and summarizing them in the local context.

Descriptive analysis is also being applied on the variables and that shows the minimum and maximum values, it tells the mean of all the variables and also demonstrates the standard deviation as well. It is an analysis that is used for drawing out the statistics and the characteristics of the variables, whereas, it doesn't plays a major role in summarizing the results and drawing out any useful conclusions. Standard deviation is a term that could be used and analyzed as it tells us about the deviation in a particular variable and to what extent it can cause the change in the main research that is being focused. Whereas, minimum and maximum values just tells about the value that has been checked or selected by the respondents for all the variables. Mean is the average value for each variable. Therefore, it is an analysis that extends us to further tests that give us a more clear demonstration in shape of correlation and regression.

6.0. Conclusion

This chapter would give a summarized view of the findings, results, interpretations and the analysis conducted using the SPSS software. Once, the findings are known and narrated, it is also important to recognize the recommendations as the useful insights of the researcher. Furthermore, in order to extend the existing literature, limitations are also specified so the future researchers can work in the unaddressed issues. The study has examined the impact of 3rd party logistics on the business performance in the clothing industry of Pakistan. The variable of 3rd party logistics included; implementation of 3 PL and 3 PL Relations. Similarly, the variable of business performance included; Customer Service Innovation, Transportation and Shipping Performance, and Professional Supply Chain Expertise. The mediating variable used in the study was Communication. The data is collected through questionnaires and quantitative techniques are being applied for conducting analysis through SPSS software.

The study shows that there is a significant impact of both the dependent variables in the case of all the dependent variables and the mediating variable as well. The mediation analysis is also being conducted and the same results have been found out by the researcher that mediation exists in all the cases of the research. The significance value in all the cases is 0.000 which represents that the data is significant and there is an existence of relationship. The data related with the values has been mentioned in the regression analysis within the analysis chapter. The data is represented through tables and shows all the important values. Hence, there is a strong impact of 3rd party logistics on the business performance in clothing industry of Pakistan.

The above chapters also shows that the research has been a successful one as all the hypothesis are being accepted and are also validated with the help of analysis that is being demonstrated in detail, in the previous chapter of discussion. The tests are also being applied on the SPSS software and

they are being shown in the analysis chapter. While they are discussed in the discussion chapter. The existing study is very helpful in determining the concept regarding the importance of the included variables especially some of the difficult concepts that are not recognized as an important one. The results and analysis have been discussed in detail in their respective chapters.

6.1. Future Research & Limitations

The study has focused towards the area of third party logistics, which has been an increasing trend in the field of supply chain management. Supply chain operations is one of the most difficult function to operate within the supply chain management. The framework used in this study is complex and difficult to understand, future studies might include a relatively easy to understand model that could facilitate the beginners as well. The factors used in the study were, Transportation and Shipping Performance, Customer Service Innovation and Professional Supply Chain Expertise, whereas, more functions could also be tested with the help of an enhanced framework. The selected industry was clothing industry as researcher believes that they have usually implemented all those concepts which are being used in the study.

The future researchers need to dig out any more similar industries that are having relevancy with the third party logistics and research shall be conducted on those industries as well. The research was carried out within the geographical limitations, the future research could be extended to other parts of the country or could include more than one city for the generalization of the research. The research is conducted within Pakistan and too in a focused environment, therefore, it shall be conducted in other similar markets; India, Bangladesh or Sri Lanka may be for better understanding. In these ways, the research could be generalized along with having a comparison available as well. Secondly, there isn't a research culture prevalent in the country so it was quite difficult to find the surveys completed by the specified time and people need to be guided a lot for

the appropriate filling of the questionnaires. Lastly, conducting the research related to thesis is not an easy task at all and yet it was time bounded so therefore, it was one of the vital limitations of the study. Furthermore, the sample size could be improved so the findings of the study could be generalized and the collection of data was the most difficult part.

7.0. References

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