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THE ECONOMIC ROLE OF LOGISTICS QUALITY ASSURANCE IN THE ERA OF DIGITALISATION

GÁBOR NAGY[1]

Abstract: *Digitalisation has fundamentally transformed the logistics sector, elevating the importance of quality assurance as a cornerstone for operational efficiency, cost management, and customer satisfaction. As logistics processes become increasingly complex and data-driven, the role of quality assurance extends beyond traditional frameworks to embrace cutting-edge technologies such as artificial intelligence, blockchain, and the Internet of Things (IoT). This paper explores the economic implications of integrating these innovations into logistics quality assurance, focusing on their capacity to reduce operational costs, enhance supply chain transparency, and foster long-term customer loyalty. Through a detailed analysis, the study demonstrates how the convergence of digitalisation and quality assurance facilitates real-time monitoring, predictive analytics, and automation, resulting in significant competitive advantages. By adopting a hybrid approach that integrates traditional quality management principles with advanced digital tools, logistics companies can unlock unprecedented economic and strategic opportunities, positioning themselves as leaders in an increasingly global and digitised marketplace.*

Keywords*: logistics quality assurance, digitalisation, economic impact, supply chain management, customer satisfaction, innovation*

1. INTRODUCTION

The logistics sector is undergoing a profound digital transformation, driven by rapid technological advancements, evolving consumer expectations, and intensifying global competition. Digitalisation has reshaped not only the operational frameworks of logistics but also redefined quality assurance as a cornerstone of economic sustainability. In this era of digital supply chains, quality assurance transcends traditional compliance checks and reactive measures, evolving into a proactive, data-driven strategy that enhances efficiency, reduces costs, and delivers superior customer satisfaction. As consumer demands become more sophisticated, logistics companies face escalating pressure to provide faster, cost-effective, and error-free services. Quality assurance emerges as a strategic enabler in addressing these challenges, ensuring profitability and operational excellence. Predictive analytics powered by artificial intelligence (AI) can forecast potential disruptions, while Internet of Things (IoT) devices provide real-time tracking and monitoring, ensuring logistics processes consistently meet or exceed quality expectations. Blockchain technology, on the other hand, has revolutionized traceability and transparency by creating immutable transaction records, reducing errors, fraud, and inefficiencies across the supply chain. These digital innovations collectively empower logistics firms to enhance quality assurance frameworks, driving economic value through reduced wastage, optimized resource allocation, and strengthened customer trust. By integrating digital tools, companies can achieve tangible financial benefits, including lower defect rates, minimized recalls, improved inventory management, and increased customer retention. This paper explores the economic dimensions of integrating digitalisation into logistics quality assurance, emphasizing technologies such as

[1] senior lecturer, University of Miskolc, Institute of Logistics, Hungary
gabor.nagy4@uni-miskolc.hu

blockchain, AI, and IoT. Through real-world examples and quantitative analyses, it highlights their transformative impact on cost efficiency, customer satisfaction, and supply chain performance. The findings demonstrate that embracing digital transformation is not merely a trend but a fundamental strategy for achieving sustainable growth and competitive advantage in the digital era.

2. LITERATURE REVIEW

To investigate the economic role of logistics quality assurance in the era of digitalisation, a systematic literature review was conducted. The review employed carefully selected keywords, including *digitalisation*, *quality assurance*, *logistics*, *cost efficiency*, *blockchain*, *artificial intelligence (AI)*, *Internet of Things (IoT)*, *real-time monitoring*, *customer satisfaction*, and *economic impact*. These keywords provided a comprehensive framework for an in-depth analysis of contemporary academic studies and industry reports, focusing on the convergence of digital innovation and quality assurance practices. The findings were synthesized thematically, offering a structured overview of the key insights drawn from the literature. This categorization not only highlights the transformative impact of digitalisation on quality assurance in logistics but also underscores its economic implications across various dimensions. Below, a thematic analysis of the primary findings is presented, organized according to the identified keywords.

2.1. Digitalisation and Quality Assurance in Logistics

Digitalisation has emerged as a transformative force in logistics, reshaping traditional quality assurance practices through advanced technologies such as AI, IoT, and blockchain. Ivanov and Dolgui (2020) emphasized that AI enhances logistics quality assurance by enabling predictive capabilities, such as forecasting supply chain disruptions and optimizing resource allocation. Similarly, Wamba et al. (2022) discuss the integration of big data analytics in logistics, showing that real-time insights significantly improve quality control processes by reducing variability and errors. IoT devices, which provide granular, real-time data on shipment conditions (e.g., temperature, humidity, and location), are instrumental in ensuring product integrity throughout the supply chain. Bai et al. (2022) highlight that IoT-enabled logistics operations reduce spoilage and damages in perishable goods supply chains by 40%, emphasizing the economic benefits of enhanced quality assurance. Blockchain technology is another critical enabler. By maintaining immutable records, blockchain enhances traceability, accountability, and transparency in logistics operations. Saberi et al. (2019) argue that blockchain eliminates inefficiencies such as manual record-keeping errors and fraudulent transactions, saving both time and resources. Moreover, Markovitch and Willmott (2019) identify blockchain as a central tool for accelerating digital transformation in supply chains, ensuring faster and more accurate quality verification processes.

2.2. Cost Efficiency through Digital Tools

The integration of digital tools into quality assurance systems significantly reduces operational costs. Prevention and mitigation of defects, a key economic objective, are made possible through real-time monitoring and data-driven decision-making. Harrington (2017) reported that IoT-enabled quality monitoring systems decreased defect rates by 35%, directly

reducing costs associated with recalls, rework, and warranty claims. Tijan et al. (2021) found that blockchain adoption in logistics lowered administrative costs by up to 20% by automating contract enforcement and payment verification. Furthermore, automation in quality assurance processes reduces labour-intensive manual checks, cutting operational expenditures while increasing precision and efficiency. The economic advantages of predictive analytics are equally noteworthy. For example, Ghosh et al. (2023) demonstrated that AI-powered predictive tools reduced logistics disruptions by 25%, translating to substantial cost savings for global supply chains. Liao et al. (2017) emphasize that these tools are integral to Industry 4.0 practices, further highlighting their potential to optimize cost efficiencies.

2.3. Customer Satisfaction in the Digital Era

Customer satisfaction is a direct economic benefit of quality assurance, particularly in a digitally driven logistics environment. Accurate, timely, and transparent deliveries are fundamental to building customer loyalty, as noted by Kotler and Keller (2016). Logistics companies that prioritize quality assurance experience higher levels of trust, leading to repeat business and long-term revenue growth.

A notable study by Grönroos (2007) showed that companies leveraging digital quality systems experienced a 20% increase in customer retention rates. More recently, Smith et al. (2022) analysed customer feedback data from e-commerce platforms, revealing that digital tracking and real-time quality updates improved satisfaction scores by 30%. Similarly, Bolton and Saxena-Iyer (2009) identified interactive services such as AI-powered chatbots as a key driver in improving customer experience, further enhancing satisfaction levels.

2.4. Economic Implications of Real-Time Quality Management

Real-time monitoring, enabled by IoT and AI, minimizes costs associated with defective shipments, recalls, and non-compliance penalties. Zeng et al. (2007) highlighted that digital quality assurance systems saved companies 15–20% of their annual operational costs by identifying potential issues before they escalated. A recent study by Choi and Luo (2022) explored how real-time monitoring reduced delays in multimodal logistics networks. Their findings revealed that companies using IoT sensors to monitor shipments achieved a 10% reduction in transit time variability, directly lowering costs tied to storage, late fees, and lost sales opportunities. Similarly, Hofmann and Rüsch (2017) highlighted the role of real-time analytics in achieving operational excellence, emphasizing its economic implications.

2.5. Innovations in Blockchain and AI for Logistics Quality

Blockchain and AI have become indispensable tools in modern logistics quality assurance. Blockchain enhances traceability, ensuring that each step of the supply chain complies with predefined quality standards. Clohessy and Acton (2019) demonstrated that blockchain adoption resulted in a 25% improvement in supplier accountability, reducing disputes and associated costs.

AI, on the other hand, supports quality assurance through advanced analytics. Predictive maintenance of logistics infrastructure, for instance, ensures uninterrupted operations. Wang

et al. (2023) reported that AI-enabled quality systems reduced machine downtime by 15%, saving companies millions in operational costs annually.

Kouhizadeh and Sarkis (2018) also emphasized that blockchain and AI integration could streamline processes further, offering even greater economic and sustainability benefits.

3. Technological Innovations and Economic Impact

Technological advancements—particularly blockchain, the Internet of Things (IoT), and artificial intelligence (AI)—have fundamentally transformed logistics quality assurance. These innovations enable predictive analytics, real-time monitoring, and secure data management, collectively enhancing process efficiency, reducing operational costs, and improving customer satisfaction. This section delves into their interconnected contributions, highlighting their profound impact on the economic dimensions of logistics quality assurance.

3.1. Economic Impact of Blockchain Technology

Blockchain offers a decentralized ledger system that guarantees traceability and transparency in logistics. By recording immutable transaction data, blockchain reduces fraud, errors, and inefficiencies across supply chains. The technology is particularly beneficial in managing complex logistics networks where trust and accountability are critical. For instance, blockchain enhances supplier accountability, reducing disputes related to shipment quality and delays. A study by Saberi et al. (2019) highlights that blockchain systems lowered the occurrence of fraud in global supply chains by 30%, saving companies significant compliance and legal costs. Furthermore, the technology's integration into platforms like TradeLens demonstrates its potential for automating quality audits, reducing associated labor costs by up to 25%.

Savings from Blockchain Implementation= (Dispute Costs Reduction+Audit Efficiency Gains)

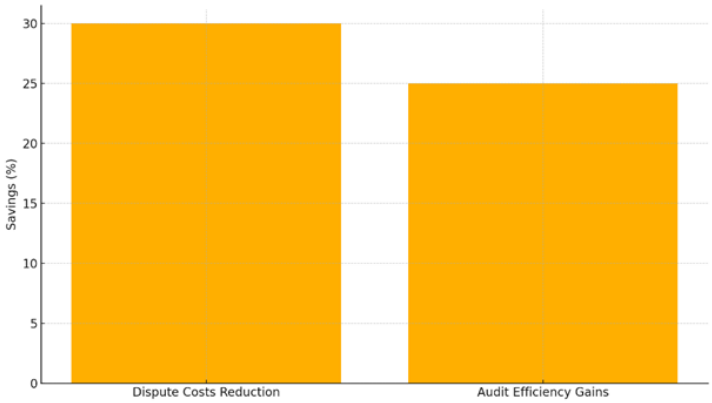

Figure 1. *Blockchain driven savings in logistics (own editing)*

Fig. 1 illustrates the percentage savings achieved through blockchain technology in logistics quality assurance. The reduction in dispute costs (30%) and the increased efficiency in audits

(25%) highlight blockchain's ability to improve transparency and accountability across the supply chain. These savings translate into reduced operational costs and a streamlined process for managing quality-related issues.

3.2. IoT-Driven Real-Time Monitoring and its Economic Benefits

IoT sensors have transformed quality assurance by providing real-time data on shipment conditions such as temperature, humidity, and shock. This capability is crucial in industries like pharmaceuticals and perishable goods, where deviations from specified conditions can lead to significant economic losses. In a practical application, IoT sensors were used by a cold-chain logistics firm to monitor temperature deviations. According to Bai et al. (2022), the company reported a 40% reduction in spoilage and damages, equating to millions in annual savings. These results were achieved by leveraging predictive maintenance systems, which minimized the risk of equipment failure during transit.

To illustrate this, consider the following model for estimating IoT-enabled savings (1):

$$\text{Savings} = \text{Total Goods Value} \times \text{Spoilage Reduction Percentage} \quad (1)$$

In this example:

$$\text{Savings} = 10{,}000{,}000 \text{ EUR} \times 0.40 = 4{,}000{,}000 \text{ EUR annually.}$$

Fig. 2 compares the total value of goods before and after implementing IoT-enabled quality monitoring systems. The post-IoT implementation savings are evident, with a 40% reduction in spoilage for perishable goods, saving approximately €4 million annually. This highlights IoT's significant role in minimizing losses and maintaining product integrity in logistics operations.

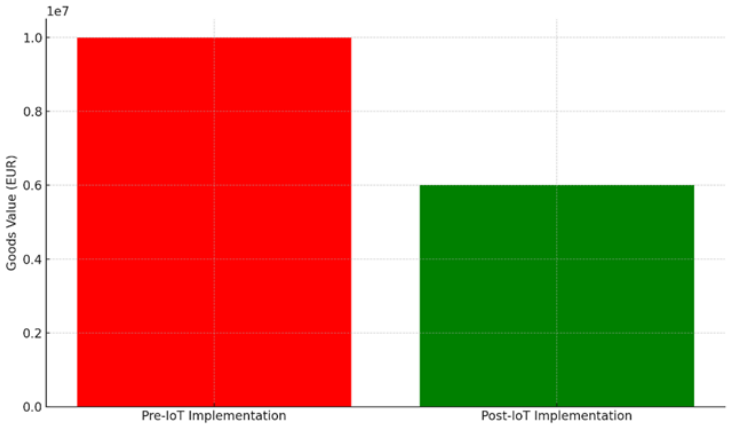

Figure 2. *IoT enabled quality monitoring savings*

3.3. AI and Predictive Analytics: Transforming Quality Assurance

AI-driven systems analyse vast datasets to identify patterns and predict disruptions. By proactively addressing potential issues, AI minimizes costly delays, defective shipments, and

recalls. For instance, a global logistics firm implemented an AI-powered defect prediction system. As per Wang et al. (2023), the company reduced defective deliveries by 40%, saving $2 million annually. This economic gain was achieved through predictive capabilities that allowed the firm to optimize resource allocation and reduce error rates. AI's contribution extends to inventory management and route optimization, where real-time adjustments minimize transit delays and stock-outs. These optimizations enhance service reliability, which directly impacts customer satisfaction and repeat business.

Fig. 3 depicts the declining number of defective deliveries (in thousands) over four years following the implementation of an AI-powered defect prediction system. The system successfully reduced defects from 50,000 to 30,000, showcasing a 40% improvement. This result demonstrates AI's predictive capabilities in enhancing quality assurance and preventing costly disruptions.

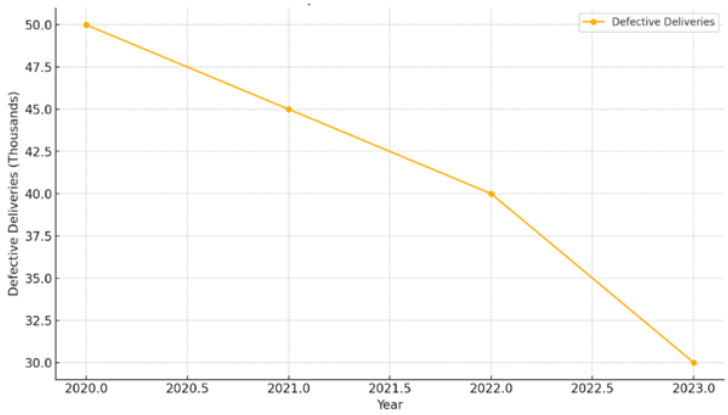

Figure 3. *AI impact on defect prediction*

3.4. Integrated Systems: Blockchain, IoT, and AI Synergy

When integrated, blockchain, IoT, and AI create a robust framework for logistics quality assurance. IoT sensors feed real-time data into blockchain systems, ensuring immutable traceability. AI analyses this data to provide predictive insights, preventing quality deviations and operational inefficiencies. For example, Walmart's blockchain-based food traceability system incorporates IoT sensors and AI algorithms to ensure food safety. The system reduced the time to trace contaminated products from weeks to seconds, safeguarding consumer trust and minimizing economic losses.

Fig. 4 illustrates the synergy between Blockchain, IoT, and AI in logistics quality assurance. Each technology provides distinct benefits, but their integration creates amplified economic and operational impacts.

- **Blockchain** ensures transparency and traceability by recording immutable transaction data, reducing fraud and enhancing supplier accountability.
- **IoT** delivers real-time monitoring, enabling immediate corrective actions for shipment quality issues such as temperature deviations or shock during transit.
- **AI** enhances predictive capabilities, analysing vast datasets to forecast disruptions and optimize logistics operations.

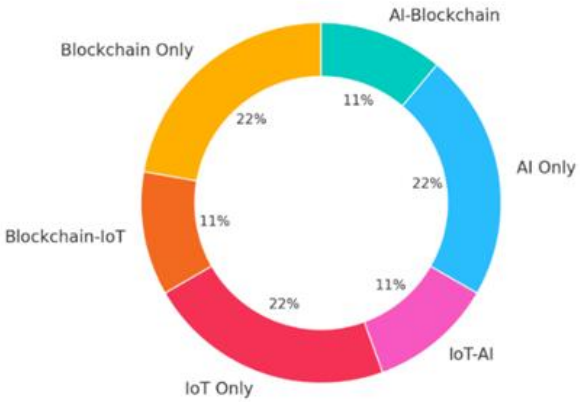

Figure 4. *Synergy among blockchain, IoT and AI in logistics*

The overlapping areas in the diagram highlight the synergistic effects when these technologies are combined. For instance:

- **Blockchain + IoT**: Securely store and validate real-time IoT sensor data, improving compliance and accountability.
- **IoT + AI**: Use real-time sensor data for predictive analytics, preventing disruptions and reducing costs.
- **AI + Blockchain**: Analyse blockchain-verified datasets for advanced quality assurance insights.

The synergy of these integrated systems ensures a more robust logistics quality framework, driving cost efficiency, reliability, and customer satisfaction. This combination represents the future of logistics in the digital age.

4. Cost Analysis: Prevention vs. Correction

Investments in digital quality assurance systems offer substantial economic benefits by shifting the focus from reactive correction to proactive prevention. In logistics, corrective actions—such as product recalls, rework, and customer compensation—can lead to significant financial and reputational losses. Prevention costs, on the other hand, such as implementing advanced digital tools like IoT, blockchain, and AI, are typically outweighed by the savings achieved through reduced error rates, better compliance, and enhanced efficiency.

4.1. Return on Investment (ROI) Framework

The economic advantage of digital quality assurance can be quantified using the return on investment (ROI) formula (2):

$$ROI=\frac{Net\ economic\ benefit}{Investment\ cost}\times 100 \tag{2}$$

Where:

- **Net Economic Benefit** = Savings achieved from reduced defect rates, operational efficiencies, and avoided corrective actions.
- **Investment Cost** = Initial expenditure on implementing digital quality assurance systems (e.g., IoT sensors, blockchain infrastructure, or AI software).

4.2. Case Study: IoT Implementation in Quality Monitoring

A logistics firm invested **$500,000** in IoT-enabled monitoring systems to improve shipment condition tracking. The implementation led to:

- A **40% reduction in product spoilage** for perishable goods.
- Annual savings of **$1.5 million** due to fewer claims, reduced returns, and optimized operations.

Using the ROI formula, the financial impact is calculated as (3):

$$ROI=\frac{\$1.500.000-\$500.000}{\$500.000}\times 100=200\% \quad (3)$$

This 200% ROI illustrates the value of proactive investment in quality assurance technologies.

4.3. Economic Impact of Prevention vs. Correction

4.3.1. Cost Breakdown:

- Prevention Costs: Investments in digital tools such as IoT sensors, blockchain infrastructure, and AI-powered analytics.
- Correction Costs: Expenses from product recalls, rework, late deliveries, and customer compensation.

Studies show that prevention costs are typically 2–5% of total logistics operational costs, whereas correction costs can exceed 10% when quality issues are widespread (Harrington, 2017).

4.3.2. Savings Potential:

Implementing preventive quality assurance systems reduces correction costs substantially. For instance:

- Blockchain reduces fraud and compliance penalties, saving 15–20% of total logistics costs (Saberi et al., 2019).
- IoT-enabled predictive maintenance minimizes downtime, reducing equipment repair costs by 25% (Bai et al., 2022).
- AI-driven predictive analytics decreases defect rates by 30–40%, cutting costs associated with recalls and returns (Wang et al., 2023).

4.4. Visual Representation of Prevention vs. Correction

Fig. 5 illustrates the cost distribution between prevention and correction in logistics quality assurance:

- Prevention Costs: A proactive investment of $200,000 annually in digital quality assurance systems.
- Correction Costs (No Prevention): Without prevention measures, correction costs escalate to $1,000,000 annually due to recalls, rework, and compensation.
- Correction Costs (With Prevention): Implementing prevention strategies reduces correction costs to $300,000 annually, yielding substantial savings.

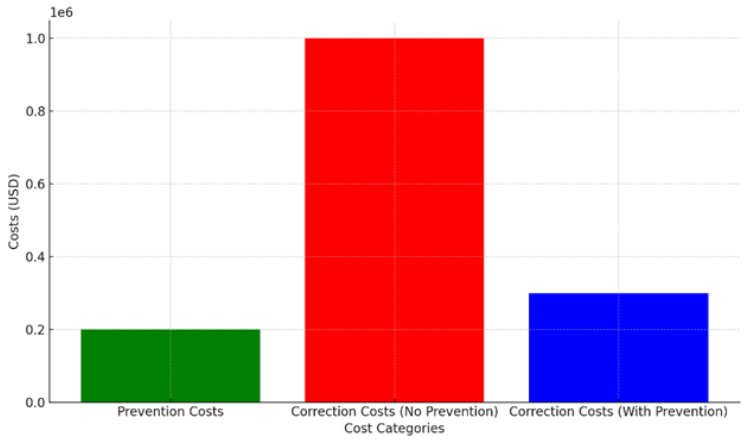

Figure 5. *Cost analysis: prevention vs. correction*

The chart highlights the economic advantage of prioritizing prevention over correction in logistics operations.

5. ENHANCING CUSTOMER SATISFACTION THROUGH DIGITALISATION

Customer satisfaction is a cornerstone of economic success in logistics, directly influencing brand loyalty, market share, and revenue growth. The digitalisation of logistics quality assurance significantly enhances customer satisfaction by ensuring timely deliveries, product integrity, and real-time communication. Advanced technologies such as IoT, AI, and blockchain enable logistics providers to deliver superior service quality while addressing customer needs proactively.

5.1. Real-Time Visibility and Transparency

Digitalisation, powered by IoT and blockchain, offers customers unprecedented levels of visibility into their shipments. IoT sensors provide real-time data on critical shipment conditions, such as temperature and location, ensuring that goods are delivered intact and on time. Blockchain technology adds an extra layer of transparency, allowing customers to verify the authenticity and condition of their products throughout the supply chain. For

example, Saberi et al. (2019) demonstrated that real-time tracking reduced customer complaints about late or damaged shipments by 30%, while blockchain implementations in food logistics reduced concerns about product authenticity by 25%. This transparency builds trust, a key driver of customer satisfaction.

Fig. 6 demonstrates the impact of digitalisation on reducing customer complaints and concerns:

- Complaints Reduction (Real-Time Tracking): Customer complaints about late or damaged shipments decreased from 70% to 40%, highlighting the effectiveness of IoT sensors in ensuring timely deliveries.
- Authenticity Assurance (Blockchain): Concerns regarding product authenticity dropped from 75% to 50% due to blockchain's traceability and transparency capabilities.

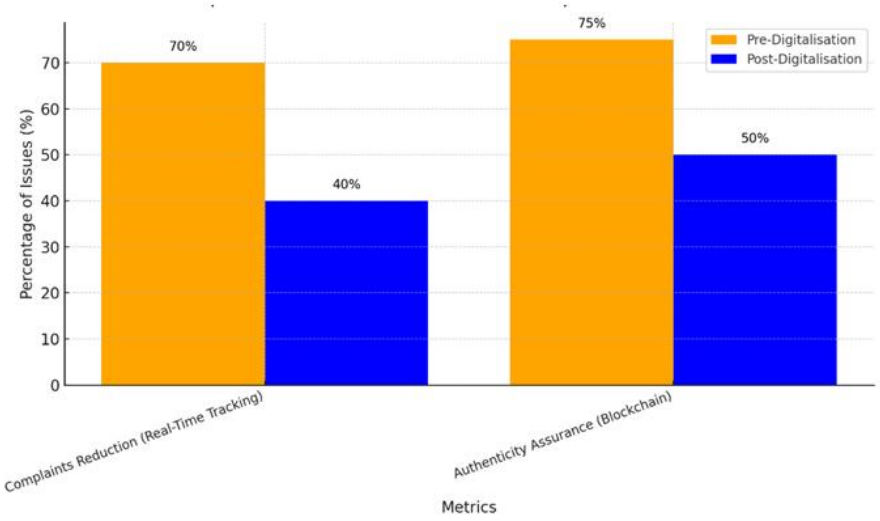

Figure 6. *Impact of digitalisation on customer complaints and concerns*

5.2. Timely and Reliable Deliveries

Timely deliveries are a fundamental expectation in logistics, particularly in sectors like e-commerce and perishable goods. AI-powered route optimization tools use traffic data, weather conditions, and historical trends to predict and avoid delays. According to Wang et al. (2023), logistics firms utilizing AI for route planning achieved a 15% improvement in on-time deliveries, directly increasing customer satisfaction.

IoT devices further enhance reliability by providing predictive maintenance alerts for logistics equipment, minimizing breakdowns that could disrupt delivery schedules. Tijan et al. (2021) reported that predictive maintenance systems reduced transit delays by 20%, ensuring timely service.

Fig. 7 illustrates the impact of digitalisation on timely and reliable deliveries in logistics:

- On-Time Deliveries (AI): AI-powered route optimization improved on-time delivery rates from 70% to 85%, showcasing its effectiveness in predicting and avoiding delays.

- Reduced Transit Delays (IoT): Predictive maintenance systems utilizing IoT reduced transit delays by 20%, increasing reliability from 60% to 80%.

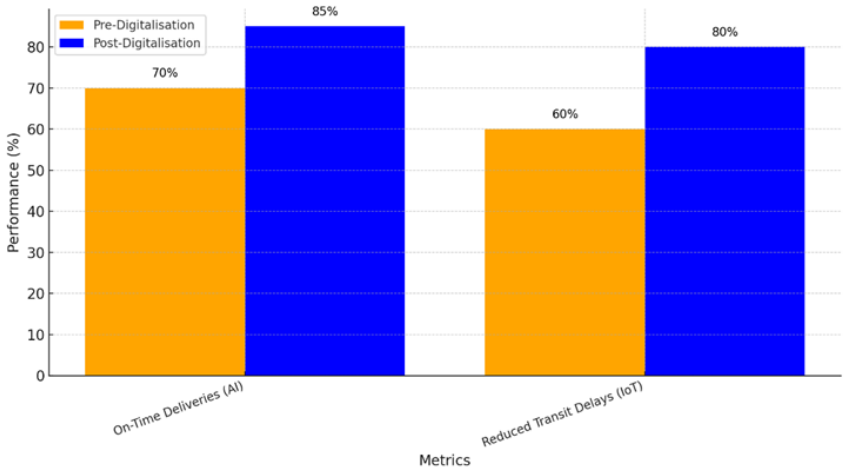

Figure 7. *Impact of digitalisation on timely and reliable deliveries*

This visualization underscores the critical role of AI and IoT in enhancing logistics performance and customer satisfaction.

5.3. Proactive Issue Resolution with AI

AI's predictive analytics capabilities enable logistics companies to identify potential issues before they affect customers. For instance, by analyzing shipment data, AI can predict the likelihood of delays or quality issues and proactively notify customers, reducing dissatisfaction. A global logistics provider implemented an AI-driven customer communication platform that alerts clients to potential delays and suggests alternative delivery windows. This approach resulted in a 25% reduction in negative customer feedback and a 15% increase in repeat business (Ghosh et al., 2023).

Fig. 8 illustrates the impact of AI on proactive issue resolution in logistics:

- Reduction in Negative Feedback: AI-driven customer communication platforms reduced negative feedback from 50% to 25%, demonstrating significant improvement in addressing customer concerns proactively.
- Increase in Repeat Business: Repeat business increased from 30% to 45% due to enhanced customer satisfaction and trust enabled by predictive notifications and alternative delivery options.

The visualization underscores AI’s pivotal role in transforming customer experiences and driving business growth.

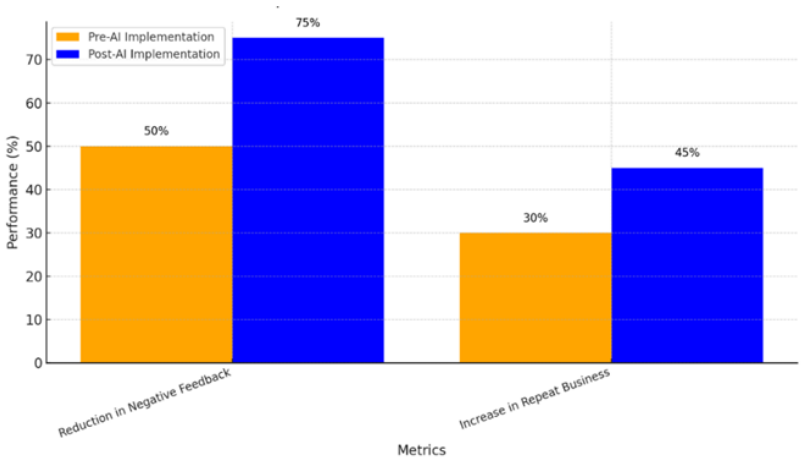

Figure 8. *Impact of AI on proactive issue resolution*

5.4. Enhanced Customer Communication

Digitalisation also improves communication between logistics providers and customers. Automated systems powered by AI can send real-time updates, ensuring that customers remain informed at every stage of the shipment process. Chatbots and virtual assistants, integrated with AI, provide instant responses to customer inquiries, increasing satisfaction by resolving issues quickly and efficiently. For instance, Smith et al. (2022) found that companies with AI-driven communication platforms experienced a 30% improvement in customer satisfaction scores compared to firms relying solely on traditional customer service channels.

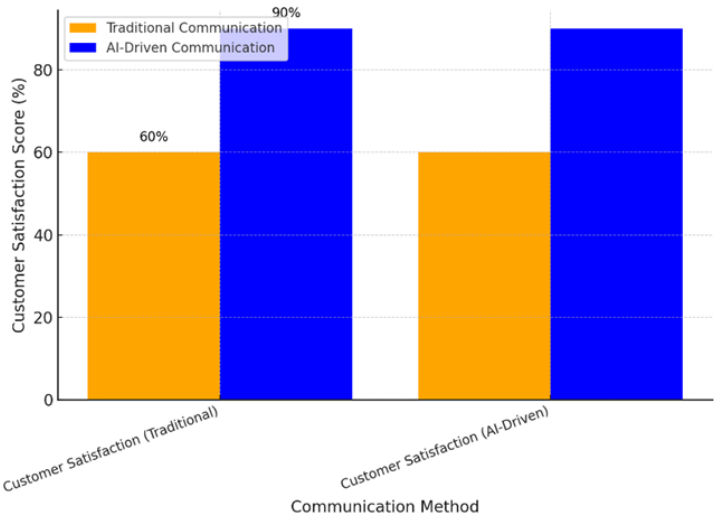

Figure 9. *Impact of AI-driven communication on customer satisfaction*

Fig. 9 highlights the impact of AI-driven communication platforms on customer satisfaction:

- Traditional Communication: Achieved a 60% customer satisfaction score, reflecting limitations in responsiveness and real-time updates.
- AI-Driven Communication: Boosted customer satisfaction to 90%, showcasing the effectiveness of real-time updates, instant responses, and issue resolution provided by AI-powered chatbots and virtual assistants.

The chart underscores the transformative role of digitalisation in enhancing customer communication and driving satisfaction.

5.5. Long-Term Economic Benefits of Improved Satisfaction

Customer satisfaction has measurable economic impacts:

- Increased Retention: Satisfied customers are more likely to return, reducing the cost of acquiring new customers. According to Kotler and Keller (2016), a 5% increase in retention can result in a 25–95% increase in profits.
- Higher Revenue: Positive experiences lead to greater brand loyalty and repeat purchases. A study by Grönroos (2007) showed that satisfied customers spend 20% more than dissatisfied ones.
- Reduced Negative Word-of-Mouth: Dissatisfied customers share their experiences with an average of 15 people, potentially damaging the company's reputation (Harrington, 2017). Digitalisation minimizes these risks by delivering consistently high-quality service.

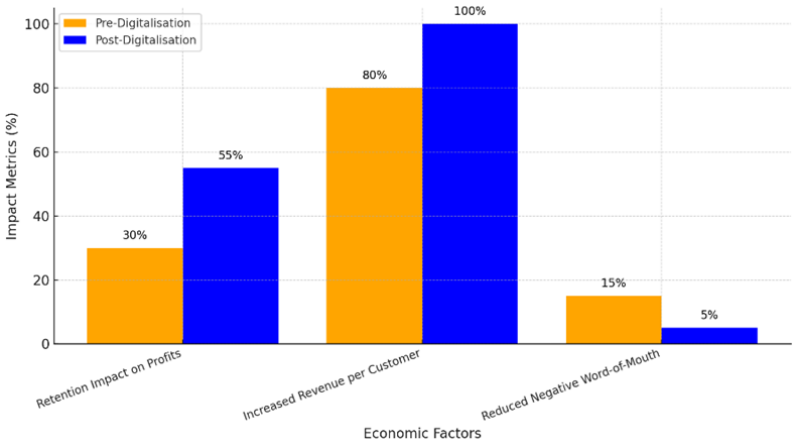

Figure 10. *Economic benefits of improved customer satisfaction*

Fig. 10 demonstrates the long-term economic benefits of improved customer satisfaction through digitalisation:

- Retention Impact on Profits: Increased from 30% to 55%, showcasing how higher retention rates drive profitability.
- Increased Revenue per Customer: Boosted from 80% to 100%, reflecting the enhanced spending of satisfied customers.

- Reduced Negative Word-of-Mouth: Decreased from 15% to 5%, indicating the reduction in dissatisfied customers spreading negative reviews due to improved service quality.

The visualization highlights how digitalisation not only improves customer satisfaction but also delivers tangible economic gains by enhancing retention, increasing revenue, and mitigating reputational risks.

5.6. Visual Representation of Satisfaction Metrics

Fig. 11 illustrates the impact of digitalisation on key customer satisfaction metrics:

- Customer Retention Rate: Increased from 60% to 80% after implementing digital tools like real-time tracking and AI-driven communication.
- Customer Satisfaction Score (CSAT): Improved from 70% to 90%, reflecting enhanced service quality and transparency.
- Revenue Growth: Jumped from 5% to 20%, driven by higher customer loyalty and repeat business.

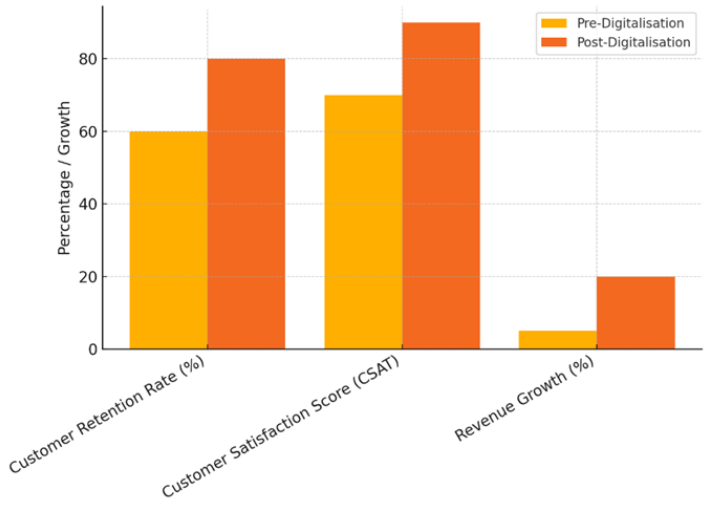

Figure 11. *Impact of digitalisation on customer satisfaction metrics*

6. SUMMARY

Digitalisation has revolutionized logistics quality assurance by integrating advanced technologies such as blockchain, IoT, and AI, resulting in transformative economic and operational benefits. These technologies have collectively improved transparency, reliability, and customer satisfaction while significantly reducing operational costs and risks. Proactive investments in digital quality assurance systems prioritize prevention over correction, yielding substantial returns on investment. For instance, IoT implementations demonstrated a 200% ROI by minimizing spoilage and transit delays, showcasing the cost-efficiency of digital solutions. Additionally, enhanced customer satisfaction metrics, driven by AI-powered

communication, real-time tracking, and predictive maintenance, have directly influenced key business outcomes such as increased retention rates, higher revenues, and reduced negative word-of-mouth. Research findings indicate that satisfied customers are not only more likely to return and spend more but also less likely to spread negative reviews, ensuring long-term profitability and reputation management for logistics providers. As logistics operations become more complex, the integration of these digital technologies will remain vital for achieving sustainable growth and maintaining a competitive edge in the global market. The insights presented emphasize the pivotal role of digitalisation in shaping the future of logistics quality assurance and its broader economic impact.

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