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The impact of logistics and marketing customer service in e-commerce on online store purchases

Wpływ logistyczno-marketingowej obsługi klienta w e-commerce na zakupy w sklepie internetowym

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Abstract

The article analyses key aspects of logistic and marketing customer service in the context of e-commerce on the example of allegro.pl, the largest auction website in Poland. The importance of effective logistics and marketing strategies in building competitive advantage and customer satisfaction was discussed. It emphasizes that the key to user experience is efficient order fulfilment, speed of delivery, variety of delivery options and transparency of the purchasing process. The importance of logistics and marketing synergy in e-commerce was discussed, pointing out that an integrated approach allows you to effectively meet customer needs while optimizing operational costs. Allegro.pl was presented as an example of a platform that effectively combines these elements, setting customer service standards in Polish e-commerce.

Keywords: e-commerce, logistic customer service, internet marketing

Streszczenie

W artykule zanalizowano kluczowe aspekty logistyczno-marketingowej obsługi klienta w e-commerce na przykładzie allegro.pl, największego portalu aukcyjnego w Polsce. Omówiono znaczenie efektywnej logistyki i strategii marketingowych w budowaniu przewagi konkurencyjnej oraz satysfakcji klientów. Podkreślono również, że sprawna realizacja zamówień, szybkość dostawy, różnorodność opcji dostawy oraz przejrzystość procesu zakupowego są kluczowe w kształtowaniu doświadczeń użytkowników. Omówiono znaczenie synergii między logistyką a marketingiem w e-commerce, wskazując, że zintegrowane podejście umożliwia skuteczne spełnianie potrzeb klientów, jednocześnie optymalizując koszty operacyjne. Allegro.pl jest przedstawiane jako przykład platformy, która skutecznie łączy te elementy, wyznaczając standardy obsługi klienta w polskim e-commerce.

Słowa kluczowe: handel elektroniczny, logistyczna obsługa klienta, marketing internetowy

Introduction

Logistics services are an area of activity in which one of the most important conditions for competing on the market is customer orientation (Tokarski, Fajczak-Kowalska, 2024). There are four basic determinants in logistics: marketing perspective, market segmentation, service quality and strategic subordination of logistics to customer interests. The above-mentioned market segmentation serves to better identify customer needs. The described segmentation process takes place in relation to two main groups of potential customers – institutional and individual (Harrison, van Hoek, 2010).

An example of segmentation activities on the logistics services market is InPost. The company sees opportunities for development and opportunities to seek new clients, both in the group of individual and institutional clients. Markets with great development potential for this company are both the public administration sector and e-commerce. The business segments of this company are: online stores due to the organization of the purchasing function, bailiff offices and debt collection companies due to the nature of existing relationships and general purchasing policy, and public administration due to the purchasing policy and criteria. Focusing on the segment of individual customers as recipients of logistics services such as transport or courier, an important division criterion is that related to the service, i.e. the proposed benefits related to the conditions and patterns of purchases. This refers to the essence of the logistics service, the essence of which is based on the speed, efficiency, and safety of activities in the areas of transport of people or property (Szwajlik, 2017).

Referring to the previously mentioned elements of the segmentation process or the STP concept, after analysing the market and selecting the target market and developing a strategy, all that remains is its implementation, or in other words positioning. These are nothing more than activities aimed at gaining a competitive advantage in given segments of the existing market through all kinds of activities (Mruk, 2012) or creating a new market (new needs) and subsequent actions to make it a sustainable and effective source of income (Niestrój, 2012).

By segmenting the market, you can choose which segments a company wants to serve, which is called marketing strategy. There are three types of strategies: an undifferentiated action strategy, a differentiated action strategy, and a focused action strategy (Sawicki, 2016: 82–88).

The undifferentiated action strategy is unique and the least common. It involves addressing the offer to all consumers regardless of age, financial situation, life situation or other factors. The strategy of diversifying activities involves focusing attention on several separate market segments. By offering one product, you can look for different consumers who may be interested in it. This is the most common choice among entrepreneurs. Concentrated operating strategies involve one selected segment on which the attention and marketing efforts are focused. The concept of customer value and the pursuit of customer loyalty is often encountered here. It happens that a company offers a product with a negative margin, counting on compensation in the following years (Waniowski, Sobotkiewicz, Daszkiewicz, 2010).

An issue worth mentioning when discussing marketing activities is the analysis of the company's situation, called SWOT analysis. It involves assessing the company's strengths and weaknesses, as well as its opportunities and threats (Berkowitz et al., 1997). This name comes from the first letters of the English words: strength, weakness, opportunity and threat. This analysis is based on factors from the internal environment (strengths and weaknesses) and the external environment (opportunities and threats). Data on strengths and weaknesses may come from reports, employee satisfaction, etc. They are considered against a reference background, including: competition. Information about opportunities and threats comes from many sources, such as signals from buyers, the press, news and consultants' opinions. The purpose of such an analysis is to assess the discrepancies between current activities and the set goals and standards (Michalski, 2017).

The popularization of e-commerce has contributed to the increase in the scale of price wars among online sellers. The competition for the e-commerce market is not only other online stores, but also stationary stores and individuals selling products on the global network (Skorupska, 2017; Tokarski, Wolak, 2023). For this reason, marketing is a very important element of a well-functioning enterprise operating on the Internet, which is why most marketing activities are undertaken on the Internet. Marketing customer service has many connections with logistics services. At many stages, the activities included in these two concepts must work together to achieve the previously described common goal of customer satisfaction (Tokarski, Fałek, 2025). Using the example of the previously described division of customer service into pre-transactional, transactional and post-transactional elements, the following differences, similarities and elements that conflict with each other in logistic and marketing customer service can be demonstrated. In the first phase, at first glance, marketing aspects dominate, but they must be supported by logistics. The level of logistic activity determines the price of the product, the order fulfilment time and its availability, which is the basis for the promotion of the product or company. Opinions about the company, which are important in acquiring customers, result from the cooperation of logistics and marketing departments. The second phase – transactional – is based mainly on logistic customer service, but the marketing part is also used here. Responsible for, among others: for appropriate contact with the Customer during the execution of the order, especially when undesirable phenomena occur, such as delays in the execution of the order. In the post-transaction stage, marketing customer service becomes more important again. Here, communication with the customer, for which he is responsible, is also important, in matters such as returns, service, complaints, exchanges or installation. In this phase, marketing customer service is also responsible for building a long-term relationship with the customer (Majchrzak-Lepczyk, 2020) which becomes particularly important when acquiring a new customer, according to Neil Patel, it can be up to 7 times more expensive than maintaining an existing one (Patel, 2018).

In the case of marketing customer service on allegro.pl, the issue of advertising is quite simplified. For example, an entrepreneur does not have to worry about setting up and maintaining his own website, including the costs of hosting, domain and SSL certificate (Kapelczak, 2025). The main advantage of using allegro.pl is access to 22 million recipients who visit this website monthly, where 14 million of them are active buyers (*Poznajmy się*, n.d.). Allegro offers full support in advertising its brand and products offered on this platform. It is possible to independently use the offered tools, such as Allegro Ads (advertising panel enabling independent management of SEM or Display activities also outside Allegro, e.g. Google or Facebook) (Allegro Reklama, n.d.) or delegating these activities to advertising agencies cooperating with Allegro and specializing in this field (Allegro Ads, n.d.).

Not only in the advertising area, Allegro offers a number of tools supporting sellers. Help is offered at every stage of customer service, such as contact with the customer, order processing and delivery (possibility to use Allegro One parcel lockers, shipping tool, shipment settlement) (*Pomoc dla sprzedających*, n.d.).

Research purpose methodology

The aim of the work is to analyse the impact of the level of customer service in the field of logistics and marketing offered by the company on customer purchasing decisions. The main research problem is to learn and analyse the impact of individual elements of logistics and marketing services on customer choices and decisions. Specific problems include:

1. In the age of the Internet and extensive search engines, does it make sense to strive for customer loyalty?
2. Is the number of choices important to the customer when it comes to payment methods, delivery methods, etc.?

The following hypotheses were adopted in the study:

1. The wider the range of services offered related to the payment or delivery process, the easier it is to meet the customer's needs and thus convince him to use our services.
2. Although it is currently easier from the customer's perspective to simply search for the product they are currently looking for, it is worth investing in activities aimed at building relationships with the customer and encouraging them to choose our company again.

The research method chosen by the authors is a diagnostic survey, the technique is a survey, and the tool is a survey.

Results

Among the 117 people who decided to take part in the study, the majority were women, 68 of them. The male group of respondents consisted of 49 people, which constitutes 58% and 42%, respectively. The largest group, almost 30% of respondents, were people aged 22 to 26, 35 people. The next largest group were respondents aged 27–35, 24 people, which constitutes over 1/5 of the respondents. Next in line was the group aged 18–21 (21 people – 17.9%). There were 17 people in the age group from 36 to 45, which constitutes 14.5% of people participating in the study. The fifth largest group were respondents aged 46–55, 14 people, or 12% of respondents. Interestingly, the group of respondents also included 4 minors, which constitutes 3.4%, and 2 people over 55 years of age (1.7%). Most people, 37 to be precise, have secondary education, i.e. 31.6%. A smaller group consists of people with at least second-cycle higher education. This answer was also given by people with a PhD degree, etc. There were 28 people, which constitutes 23.9% of the respondents. The next largest group were people with first-cycle or incomplete higher education. These were 22 and 20 people, respectively. The fewest people participating in the study have secondary school education – 7.7% and primary education – 1 person. In the case of questions about marital status, the largest group are married people – 43 people, which constitutes 36.8% of this group. The next most common answer was not having a partner. It was given by 39 people, i.e. 33.3% of respondents. Thirty respondents indicated that they lived in an informal partnership. This group constitutes 25.7% of respondents. Only 3 people answered that they were divorced and 2 people were widows/widowers. Of the people who took part in the survey, 36 reported that their monthly earnings did not exceed PLN 3,000, which constitutes 30.8% of all respondents. Almost half, 42.7% of respondents, gave a higher answer, i.e. from 3,000 up to 6,000 PLN. There were 50 people. There were 20 respondents in the next range, i.e. from PLN 6,000 to PLN 10,000, which constitutes 17.6% of the surveyed group. Eleven people, i.e. 9.4% of respondents, boasted earnings above this amount. The question asked about net amounts. The size distribution of the place of residence is as follows. The largest group are people living in the largest agglomerations – 45 people, which constitutes 38.4% of people participating in the study. The second largest group are people living outside the city, this answer was given by 37 people, i.e. 31.6% of respondents. Fifteen respondents live in the smallest cities. There is only one person less in the group of people living in larger cities, i.e. from 10,000 to 40,000 inhabitants. The least popular answer was the one indicating cities with 40,000 to 100,000 inhabitants; only 6 people chose it.

The next survey questions concerned experiences with making purchases on allegro.pl. The condition for participating in the study was to make at least one purchase on a given website. By far the largest group of respondents are people who make purchases via allegro.pl sporadically, several times a year. These are 52 people, which constitutes 44.4% of respondents. 17 people described their experiences with the website in question as less frequent. The remaining 41% of people using the largest auction portal in Poland make purchases there at least once a month, including 7 people at least once a week.

The respondents' answers about the number of experiences in their lives in the form of delays in the delivery of ordered goods longer than 2 days were as follows. Almost half of the respondents had not encountered such a phenomenon. The second most common response was a one-time encounter with the situation; 22 people responded this way. A comparable number of people in the study, 21, experienced delivery delays of more than 48 hours on two occasions. Only 3.4% of respondents encountered a given phenomenon three times, but as many as 13 people answered that they experienced delays more than three times. The condition for participating in the next question was a positive answer to the previous question. They concern the reason for the delay in delivery, and respondents could select more than one answer. More than 40% of responses indicate that the buyer is not aware of the reason for the delivery delay. If buyers know the reason for the delay, they most often point to the failure to meet the shipping deadline by the seller or the entity responsible for preparing the order, which is caused by a large number of orders, e.g. via post. during holiday periods. This reason accounts for 55% of respondents' delays. Almost a quarter of the responses indicated the lack of product availability. There were only eight delays in transport directly to the buyer, which constitutes 17% of indications. The least common, individually indicated answers are the loss of the parcel by the courier company and delivery from another country. As in the case of delivery delays, almost half of the respondents also never returned the received order – 52 people. So far, 23 people have made a single refund, which is 19.7% of respondents. 13 respondents did it twice, i.e. 11.1% of people participating in the study. Seven people returned parcels three times. As many as 22 respondents did it more often.

Answers to the question about the reason for returning the goods by buyers participating in the survey. Only people who answered yes to the previous question could answer this question. Three levels of frequency of reasons why respondents returned goods can be clearly distinguished. The most common reason was an unsuccessful purchase or lack of sufficient satisfaction with the quality, size or suitability of the product. This group accounts for 63% of the responses. These are refunds in connection with the rights granted to consumers, which, as you can see, they are happy to use. The next most common group of reasons for returns are reasons attributable to the seller or the entity responsible for transport/logistics. These are products not as described or damaged and account for 30% of the responses. The last group includes mixed causes, when it comes to the entity responsible for their occurrence, they appear sporadically. These include buyer errors, shipping delays, incorrect orders and the consumer receiving a used product. That's less than 7% returns.

The next questions concerned marketing customer service. The first one checked whether buyers pay attention to whether offers are sponsored. The majority of respondents, over 60%, declare that they pay more attention to sponsored offers, but treat them on an equal footing with others. Therefore, only 2 people from this group did not know about the possibility of sponsoring and distinguishing their offer by the seller. Forty-two respondents, which constitutes over one third of the surveyed group, admit to favouring sponsored offers over others. Three people answered that they do not pay attention to other offers when shopping, they only consider those marked as sponsored.

The next question concerned the respondents' loyalty to buyers on the allegro.pl platform. It touched upon the issue of repeat purchases from a seller whose services the surveyed people had already used and were satisfied with the purchase and/or customer service. Most respondents claim that during subsequent purchases they check whether the seller they have positively rated offers the product they are interested in. This group constitutes 60.7% of people completing the survey. The remaining respondents, when making subsequent purchases, decide to search for it directly on the website, without checking the offers of proven sellers.

Respondents' answers to the question regarding the use of leaflets or other materials were as follows. The majority, over 70% of people, answered that they do not pay attention to this marketing technique. Another 19 respondents had not encountered such a phenomenon before. Only 13% of respondents declare their use, but only three of them do it in a longer term than subsequent purchases, which take place shortly after receiving the shipment with the advertising materials in question.

The strategy for adding leaflets or brochures to weapons packaging, however, summarizes the answer to the next question. The issue was raised whether various types of discounts, promotions or the possibility of free delivery would encourage the buyer to keep and use the included materials.

As you can see, as many as 78 out of 117 people surveyed declare that including a discount in the leaflet in the form of a discount code, free delivery or other information would encourage them to stop advertising and use it in the future. However, 38 of them indicate that they rarely order products from similar categories so that the same seller includes them in their offer, which constitutes 32.5% of the surveyed group. The answers provided show that the discount would not convince 28 respondents who, when making subsequent purchases, prefer to focus on the choice of product and price, not paying attention to choosing the same seller again. Two respondents replied that they kept the leaflets anyway for other reasons.

The next question was addressed only to people who indicated in the previous question that they rarely order products from the same categories so that the seller has them in his offer. They were asked whether they checked the offer of available products from the sellers from whom they made purchases. Only 26% of respondents say they do it regularly. More than half of respondents, 53%, said they checked other offers from retailers they had used in the past, but did not do so with every purchase. Ten people admitted that they had never checked whether their assessment of the lack of an offer of a given type at the seller was correct.

The last 6 questions asked to respondents concern the impact of factors such as the choice of delivery or payment method on their purchasing decisions. Answers to the question "How does the offered delivery time affect your decision to choose a product?" were as follows. The most frequently given answer was the most economically justified answer, i.e. comparing an offer at the same price and choosing the one with the shortest implementation time. 52% of respondents responded. The second largest group were respondents who declared that the only important thing for them when it comes to delivery is that it takes no longer than 1–2 weeks. There were thirty respondents. Almost 13% of the surveyed group of people said that the delivery date had no impact on their choice. Eleven people say that this is a key factor for them and they are able to choose a more expensive offer with a shorter lead time than an item with the same product at a lower price but with a longer lead time.

The next question checked how the country of shipment of the goods influenced the choice of the offer by buyers participating in the study. The largest group turned out to be people who always choose shipping from Poland – 52 people, which constitutes 44.4% of respondents. For 14.5% of respondents, the most important thing is that the shipment takes place from EU countries. Twenty-six respondents answered that they were not interested in the origin of the shipment because the only thing that mattered to them was the delivery time. The remaining 18.8% of respondents admitted that they do not pay attention to the shipping area of the purchased goods.

The answers to the question about the impact of free delivery on the choices of surveyed buyers were as follows. Fifteen respondents do not pay attention to the availability of free delivery and devote all their attention to the delivery time of the product. The remaining respondents were quite evenly divided into people admitting that the offer with free delivery is more attractive to them (42.7%) and those who are sceptical about this topic (44.4%). The latter group declares that when shopping, they compare the prices of products offered with free delivery and those without such a promotion, thus adding the cost of shipping. Based on this comparison, they choose the more attractively priced option.

The next question also concerns free elements of customer logistics and marketing services. It concerns the impact of the possibility of free return of goods on respondents' purchasing decisions. For most people participating in the study, the ability to return purchased goods without additional shipping costs is an additional advantage, but it is not a decisive element when deciding which offer they will use. This answer was given by 56.4% of respondents. For 19 respondents, this issue depends on the category of the goods purchased. This is an important issue when purchasing clothing or footwear, where the risk of return, e.g. due to the wrong size, is high. The possibility of a free return is not important for 13.7% of respondents. The same number of people cannot imagine making a purchase without having such a privilege.

Of the 117 people participating in the study, as many as 91 stated that the ability to choose the form of delivery is important to them when making purchasing decisions. This represents 77.7% of respondents. Moreover, 52.7% of them said that they are unable to order the selected product if they cannot choose their preferred delivery option. In this group, 7 study participants justified their answer by limited access to courier services in their place of residence. Other people who answered affirmatively to the question "does the number of delivery options matter to them when making purchases" indicate that it is not a key issue for them, but they like to be able to adapt the form of delivery to their preferences. As for the answers denying the influence of the discussed factor on their choice, it is 22.2% of respondents. They indicated that they will always find a variant that suits them from the available selection.

The last question of the survey concerned the form of payment and its impact on consumer decisions. For most respondents, the ability to choose their preferred payment method influences their decisions. In this case, as many as 54 out of 117 people surveyed claim that they will not make a purchase if they do not have the payment method they use available. This represents 46.2% of respondents. The remaining respondents also answered in the affirmative, i.e. 48.7% of respondents like to have a choice in terms of payment, but it is not a priority for them. The smallest group answered here that they can adapt to possible forms of payment. It was 5.1% of respondents, i.e. 6 people.

A clear summary of the conclusions from the empirical study is presented in table 1. It aims to provide a clearer presentation of the most important data resulting from the research.

Tab. 1. Summary of the results of the survey conducted (N = 117)

Category	Results
Gender of respondents	female (58%), male (42%)
Age of respondents	22–26 (29.9%), 27–35 (20.5%), 18–21 (17.9%), 36–45 (14.5%), 46–55 (12%), under 18 (3.4%), over 55 (1.7%)
Education level	secondary (31.6%), master's or phd (23.9%), bachelor's (18.8%), incomplete higher education (17.1%), vocational (7.7%), primary (0.9%)
Marital status	married (36.8%), single (33.3%), informal relationship (25.7%), divorced (2.6%), widowed (1.7%)
Monthly income (net)	pln 3,000–6,000 (42.7%), <3,000 (30.8%), pln 6,000–10,000 (17.1%), >10,000 (9.4%)
Place of residence	large cities (38.4%), rural (31.6%), small towns <10k (12.8%), medium towns 10–40k (12%), towns 40–100k (5.1%)
Frequency of purchases on Allegro.pl	several times a year (44.4%), at least monthly (35.1%), less often (14.5%), weekly (6%)
Experience with delivery delays (>2 days)	never (49.6%), once (18.8%), twice (17.9%), more than three times (11.1%), three times (3.4%)
Main reasons for delivery delays	shipping delays due to overload (55%), unknown reason (40%), lack of availability (25%), transport issues (17%), other (<10%)
Frequency of returns	never (44.4%), once (19.7%), twice (11.1%), more than 3 times (18.8%), three times (6%)
Main reasons for returns	dissatisfaction with product/size/quality (63%), product not as described or damaged (30%), other (7%)
Attitude toward sponsored offers	neutral but aware (60%), prefer sponsored (35.9%), consider only sponsored (2.6%)
Loyalty to sellers	check offers from previous seller (60.7%), choose product freely (39.3%)
Attention to marketing materials	ignore (70%), never encountered (16.2%), use (13%)
Keeping discount leaflets	yes (66.7%), no – price-focused (23.9%), kept for other reasons (1.7%)
Delivery time preferences	prefer shortest time if price same (52%), acceptable up to 1–2 weeks (25.6%), no impact (12.8%), will pay more for fast delivery (9.4%)
Importance of country of shipment	only from poland (44.4%), eu preferred (14.5%), only care about delivery time (22.2%), no importance (18.8%)
Impact of free delivery	prefer free delivery (42.7%), compare total price incl. shipping (44.4%), don't care – time is key (12.8%)
Impact of free return option	positive, but not decisive (56.4%), depends on product type (16.2%), not important (13.7%), essential (13.7%)
Importance of delivery method	important (77.7%), no impact (22.2%)
Importance of payment method	must have preferred option (46.2%), prefer choice but flexible (48.7%), no importance (5.1%)

Source: own study based on research results.

The results of the study clearly indicate that logistics and customer service play a crucial role in the purchasing decisions of Allegro.pl users. Consumer expectations are primarily focused on fast and reliable delivery, flexible delivery and payment options, and the possibility of free returns. Additionally, sponsored offers and loyalty to proven sellers influence buyer behavior, although pricing and delivery time remain dominant factors. The data also show that customers are generally aware of logistics processes and are willing to reward sellers who provide transparent, efficient, and user-friendly service.

Conclusion

Based on the presented results, it can be concluded that the previously formulated hypotheses turned out to be accurate. The multitude of delivery options and payment methods, although for various reasons, is of great importance to the customer when choosing an offer, and activities related to trying to encourage people to use our services again are also appreciated and have a real impact on the consumer. The authors conclude that for the surveyed group the most important thing is satisfaction with purchases. Activities such as promoting offers and adding marketing materials (brochures, leaflets) fall into the background. However, they increase in value when a discount or free shipping is offered. The profitability of such a solution depends directly on the company. The breadth of the offer also has an impact; by increasing it, we increase the chances of meeting the client's current needs and thus building a long-term relationship. The following aspects of logistic customer service are important for the Customer when choosing an offer, in order of priority: delivery cost, shipping and delivery time, country of shipment of the order, available payment methods, choice of delivery method. An additional benefit for the customer is the possibility of returning the purchased goods free of charge.

The main challenges and requirements of companies operating in the e-commerce industry are achieving and maintaining an appropriately high level of customer service in the field of logistics and marketing. Thanks to this, you can more easily acquire new customers by recommending them to family and friends and building long-term relationships with current ones. Nowadays, logistics and marketing activities must work in symbiosis, supporting each other to achieve the common goal of customer satisfaction and meeting their expectations. After all, it is the most important element influencing the functioning of the company. It is what enables its functioning and guarantees its future. Employees should also remember this because their work depends on the customer.

Effective operation and development of enterprises have no chance of success without appropriate customer service and effective logistics and marketing activities. Similarly, without an appropriate level of aspects such as optimization of delivery costs, time from placing an order to its receipt and, of course, product prices or reliability, the company is doomed to failure. Continuous development and ensuring high customer satisfaction and meeting their needs play an important role in building brand recognition. Thanks to all these activities, the exemplary company can boast of first places in many e-commerce industry rankings.

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Daniel Tokarski – adiunkt, z doświadczeniem zawodowym jako inżynier budowy przy realizacji projektów logistycznych, infrastrukturalnych i mieszkaniowych.

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