THE STUDY ON STRATEGIC READINESS FOR DIGITAL TRANSFORMATION:EVALUATING BUSINESS OPERATIONS AND CUSTOMER TRUST FACTORS IN THE PROFESSIONAL COURIERS

Dr. V. SATISH KUMAR,

Assistant Professor, Department of MBA Sri Ramakrishna College of Arts & Science, Coimbatore

Mr. SYED JABIR S A,

Student, Department of MBA Sri Ramakrishna College of Arts & Science, Coimbatore

ABSTRACT

The study on digital transformation readiness at The Professional Couriers aims to evaluate the organization's preparedness to adopt and implement digital technologies across its business operations. In an increasingly competitive logistics environment, digital transformation serves as a key driver for operational efficiency, customer satisfaction, and long-term sustainability. This research examines the strategic, technological, and human resource aspects influencing digital readiness within the company. Primary data were collected through surveys and interviews with employees and management to understand their perceptions, challenges, and adaptability toward digital initiatives. The findings highlight the current level of technological adoption, the role of employee competence, and the importance of leadership support in driving transformation. The study concludes by providing recommendations to enhance The Professional Couriers' digital readiness, focusing on system integration, process automation, and customer-centric innovation for improved service quality and organizational performance.

Keywords: Digital transformation, readiness assessment, business operations, customer trust, logistics industry, technological adoption, strategic readiness, organizational change, The Professional Couriers, digital innovation.

INTRODUCTION

In the modern business environment, digital transformation has become a crucial factor influencing organizational growth, competitiveness, and sustainability. The logistics and courier industry, in particular, has witnessed a rapid shift toward digitalization to enhance operational efficiency, accuracy, and customer satisfaction. The Professional Couriers, being one of the prominent players in India's courier and logistics sector, faces growing pressure to integrate advanced technologies and streamline its processes to meet evolving market demands.

This study focuses on assessing the organization's readiness for digital transformation by examining its operational framework, technological infrastructure, and employee adaptability. Understanding digital readiness helps identify the company's current capabilities, potential barriers, and opportunities for improvement. The research also explores how digital initiatives can strengthen customer trust and improve

service delivery through automation, real-time tracking, and data-driven decision-making. By evaluating these factors, the study aims to provide insights that can guide The Professional Couriers in formulating effective digital strategies and achieving long-term business sustainability in an increasingly digital marketplace.

OBJECTIVES OF THE STUDY

- To identify strategic barriers to aligning digital initiatives with core business goals.
- To understand how openness and clarity in business activities influence customer confidence and long-term trust.
- To design a strategic readiness index combining business operations and customer trust dimensions.

REVIEW OF THE LITERATURE

Upadhyay, A., Reddy, P., & Júnior, H. (2025), Business readiness for digital transformation in the automotive supply chain. Technology in Society, 81, 102775.This study investigates business readiness for digital transformation within the automotive supply chain, combining organizational, technological, and relational perspectives to identify readiness drivers and barriers.

Chandan, A., Potdar, V., & John, M. (2024), Operational challenges in digital readiness. Information,15(8),475.This article catalogues the operational challenges organisations encounter when preparing for digitalisation, based on an industry survey and expert interviews.

Zhang, Y., Tavalaei, M. M., Parry, G., & Zhou, P. (2024), Organizational readiness for digital transformation: Operational and trust perspectives. Technological Forecasting and Social Change, this research develops and empirically tests a two-dimensional model of organizational readiness that combines operational capability with trust dynamics.

Khan, S., Haleem, A., Husain, Z., Samson, D., & Pathak, R. D. (2023), Barriers to operational transformation in Indian supply chains. Operations Management Research,This article identifies barriers impeding operational transformation in Indian supply chains, including infrastructural fragmentation, supplier heterogeneity, regulatory complexity, and financing constraints.

Mishra, N. K., Raja, A., Jeyaraj, A., & Gupta, R. (2023), Business analysis of digital readiness. Journal of Computer Information Systems,this empirical study assesses organisational readiness across business functions using a multi-dimensional index combining technology, process, and people metrics.

RESEARCH METHODOLOGY

This research aims to analyze strategic readiness for digital transformation by evaluating business operations and customer trust factors. The collected data focuses on understanding operational efficiency, agility, and trust dynamics in digital contexts.

RESEARCH DESIGN

The study follows a descriptive and exploratory research design using a mixed-method approach to assess strategic readiness for digital transformation. Primary data will be collected through structured questionnaires and interviews with managers, employees, and customers from digitally active organizations.

TOOLS USED FOR ANALYSIS

1. **Descriptive Statistics -** To clearly present primary data and demographic factors.

2. **Chi-Square Test** - To test significant relationship between readiness and trust factors and demographic factors.

3. Null Hypothesis (H_0):

a. There is no significant relationship between readiness and trust factors and demographic variables of the respondents.

4. Alternative Hypothesis (H_1):

a. There is a significant relationship between readiness and trust factors and demographic variables of the respondents.

5. **Correlation** - To determine whether changes in business operations readiness are linked to changes in customer trust factors.

DATA ANALYSIS & INTERPRETATION SIMPLE PERCENTAGE ANALYSIS

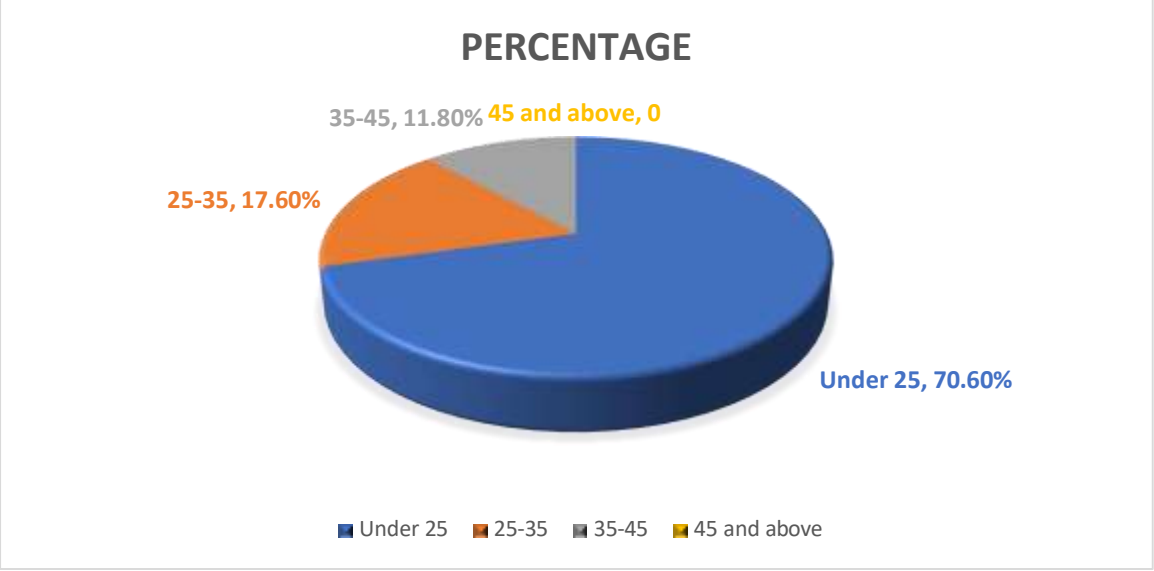
AGE OF COMPANY STAFFS

S NO	AGE GROUP	Percentage
1	Under 25	70.6%
2	25-35	17.6%
3	35-45	11.8%
4	45 and above	-

Interpretation:

The table shows the age distribution of the 34 respondents. A significant majority, 70.6%, belong to the "Under 25" age group, indicating that most participants are young and likely early in their professional careers or higher education. Around 17.6% fall in the 25–35 age group, while 11.8% are aged 35–45. There are no respondents aged 45 and above, suggesting that the sample is predominantly youth- oriented.

Chart 4.1.1: Chart shows respondents of company staffs with their age at The Professional Courir



COMPARISON BETWEEN TEAM RESPOND TO UNEXPECTED MARKET CHANGES AND GENDER

Null Hypothesis (H_0): There is no significant relationship between gender and how quickly the team can respond to unexpected market changes.

Alternative Hypothesis (H_1): There is a significant relationship between gender and how quickly the team can respond to unexpected market changes

S.NO	Market changes	Percentage
1	Instantly	26.5%
2	Within a week	41.2%
3	More than a week	26.5%
4	No response process	2.9%

What is your gender? * How quickly can your team respond to unexpected market changes? Crosstabulation

			How quickly can your team respond to unexpected market changes?				
			Instantly	More than a week	No response process	Within a week	Total
What is your gender?	Female	Count	3	4	0	6	13
		% within What is your gender?	23.1%	30.8%	0.0%	46.2%	100.0%
		% within How quickly can your team respond to unexpected market changes?	27.3%	44.4%	0.0%	42.9%	37.1%
	Male	Count	8	5	1	8	22
		% within What is your gender?	36.4%	22.7%	4.5%	36.4%	100.0%
		% within How quickly can your team respond to unexpected market changes?	72.7%	55.6%	100.0%	57.1%	62.9%
Total		Count	11	9	1	14	35
		% within What is your gender?	31.4%	25.7%	2.9%	40.0%	100.0%
		% within How quickly can your team respond to unexpected market changes?	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.451[a]	3	.694
Likelihood Ratio	1.802	3	.614
N of Valid Cases	35		

Interpretation:

The Chi-Square test value is 1.451 with a p-value of 0.694, which is greater than 0.05. This means there is no significant relationship between gender and how quickly teams can respond to unexpected market changes.

COMPARISON BETWEEN DIGITAL PROJECTS ALIGNED WITH BUSINESS GOALS AND IMPLEMENTED IN AN AGILE WAY

Null Hypothesis (H_0): There is **no significant relationship** between the implementation of digital projects in an agile (flexible and fast-moving) way and the alignment of digital projects with business goals in the organization.

Alternative Hypothesis (H_1): There is a **significant relationship** between the implementation of digital projects in an agile (flexible and fast-moving) way and the alignment of digital projects with business goals in the organization.

S.NO	Business goals	Percentage
1	Completely aligned	41.2%
2	Partially aligned	50.0%
3	Not aligned	2.9%
4	Not sure	5.9%

Correlations

Correlations

		Are digital projects implemented in an agile (flexible and fast-moving) way?	Are digital projects aligned with business goals in your organization?
Are digital projects implemented in an agile (flexible and fast-moving) way?	Pearson Correlation	1	.194
	Sig. (2-tailed)		.265
	N	35	35
Are digital projects aligned with business goals in your organization?	Pearson Correlation	.194	1
	Sig. (2-tailed)	.265	
	N	35	35

Interpretation:

The Pearson correlation between how agile (flexible and fast-moving) digital projects are implemented and how well they align with business goals is r = 0.194, with a p-value of 0.265.

This shows a weak positive relationship, but it is not statistically significant since the p- value is greater than 0.05.

COMPARISON BETWEEN DEPARTMENT COORDINATION FOR DIGITAL INITIATIVES AND GENDER

Null Hypothesis (H_0): There is no significant association between the gender of respondents and how often departments coordinate for digital initiatives.

Alternative Hypothesis (H_1): There is a significant association between the gender of respondents and how often departments coordinate for digital initiatives**.**

S.NO	Coordination	Percentage
1	Always	26.5%
2	Sometimes	55.9%
3	Rarely	17.6%
4	Never	-

What is your gender? * How often do departments coordinate for digital initiatives? Crosstabulation

			How often do departments coordinate for digital initiatives?			
			Always	Rarely	Sometimes	Total
What is your gender?	Female	Count	3	2	8	13
		% within What is your gender?	23.1%	15.4%	61.5%	100.0%
		% within How often do departments coordinate for digital initiatives?	30.0%	33.3%	42.1%	37.1%
	Male	Count	7	4	11	22
		% within What is your gender?	31.8%	18.2%	50.0%	100.0%
		% within How often do departments coordinate for digital initiatives?	70.0%	66.7%	57.9%	62.9%
Total		Count	10	6	19	35
		% within What is your gender?	28.6%	17.1%	54.3%	100.0%
		% within How often do departments coordinate for digital initiatives?	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.456[a]	2	.796
Likelihood Ratio	.460	2	.794
N of Valid Cases	35		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is 2.23.

FINDINGS:

1. Digital Readiness: Most employees (42.9%) reported being "somewhat ready," and another 42.9% said they are "very ready" for digital tools. This indicates that a majority of the workforce is well-prepared for digital adoption and process automation.
2. Openness to Innovation: The organization demonstrates a positive attitude toward new technologies, with nearly 80% of respondents rating their company as "somewhat open" or "very open" to adopting digital tools. This openness supports a culture of innovation and adaptability.
3. Skill Gaps: The study identifies lack of skills (45.7%) as the biggest barrier to digital transformation, followed by budget constraints (28.6%). Addressing these challenges is vital for improving implementation effectiveness.
4. Continued Manual Practices: Despite progress, over 75% of employees still rely on manual or paper-based systems. This shows that traditional processes remain embedded, slowing the shift to a fully digital ecosystem.
5. Customer Adaptability: From the customer perspective, 43.5% "partially adapt" and 27.2% "fully adapt" to digital services. This shows that customers are increasingly comfortable using digital platforms, but full digital trust and convenience have yet to be achieved.
6. Security and Trust: A significant positive correlation ($r = 0.284$, $p = 0.006$) was found between digital security and customer trust. This indicates that improving cybersecurity and data transparency directly enhances user confidence.

SUGGESTIONS:

1. The company should conduct regular digital training programs to improve employees technical knowledge and adaptability to new tools.
2. Skill development initiatives must be introduced to overcome the shortage of skilled manpower in digital operations.
3. Employees involvement should be increased in the decision making process.
4. Strengthen data protection and privacy practices to enhance stakeholder trust.
5. Foster leadership commitment to drive and sustain digital transformation initiatives.
6. Improve cross-functional collaboration to ensure smooth coordination in digital projects.

CONCLUSION

The study on Digital Readiness in the Logistics Industry highlights the growing importance of technology adoption in enhancing operational efficiency, customer satisfaction, and competitive advantage.

The proposed system focuses on creating a structured and efficient approach to digital transformation within the organization. It emphasizes smooth digital integration across all departments to improve coordination, decision-making, and overall productivity.

The system also promotes a customer-focused strategy by improving digital accessibility, security, and transparency to build trust and satisfaction. An agile implementation framework enables quick adaptation to market changes and technological trends, keeping the organization competitive.

REFERENCES

1. Upadhyay, A., Reddy, P., & Júnior, H. (2025). Business readiness for digital transformation in the automotive supply chain. Technology in Society, 81, 102775.
2. Rao, P., Kumar, S., Chavan, M., & Lim, W. M. (2024). Smart cities and operational transformation for digital readiness. Sustainability.
3. Gupta, A., Singh, R. K., & Kamal, M. M. (2024). Secure and sustainable logistics readiness model. Annals of Operations Research.
4. Mishra, N. K., Raja, A., Jeyaraj, A., & Gupta, R. (2023). Business analysis of digital readiness. Journal of Computer Information Systems.
5. Polcumpally, A. T., Pandey, K. K., Kumar, A., & Samadhiya, A. (2023). Trust and governance readiness in digital systems. Journal of Information Management.
6. Ganguly, K. K. (2022). Business adoption challenges using TOE framework. Technology Analysis & Strategic Management.
7. Dr D Mythili, Vishva S & Vishnu Prabhu C (2023), A Study on Effective Logistics Management on Organizational Performance Evidence from Global Logistics, Rabindra Bharati Journal Of Philosophy, 0973 – 0087, Vol. XXXI No.16.
8. Ms. C. Ranganayaki, (2024). Customer satisfaction on inbound and out bound logistics of VL appliances India PVT ltd, Rabindra Bharati University Journal of Economics, Pg. No: 49 – 54.
9. Divya, d., & Santhanakrishnan, d. (2024). Artificial Intelligence in Sustainable Supply Chain Management: A Comprehensive review.
10. Dr. D Divya, Nithish. P, Sankar M P (2023), A Study on Process Management Based on Supply Chain at Cri Pumps, Shodhsamhita, Volume- VIII, Issue 15, 2022- 2023,124-131
11. Dr. D Divya, Nishanth G (2023), A Study of Inventory Management System In Tool craft Engineering Company At Hosur, ANVESAK,: 0378 – 4568, Vol. 52, No.2 (8)
July – December 2023, 1-9

12. Dr D Santhanakrishnan, (2021) "Choice Criterion of 4pl (Forth Party Logistics) Services in India, ANVESAK UGC Care Group 1 Journal, 0378 – 4568, 77-80
13. Dr D Santhanakrishnan, (2019) "A Study on the Survey of Third Party Logistics Services Companies In Tamilnadu", International Journal of Multidisciplinary Research and Modern Education, VOL 5 ,154
14. Santhanakrishnan, D. D. (2019). A Study on the Survey of Third Party Logistics Services Companies In Tamilnadu. International Journal of Multidisciplinary Research and Modern Education, 5, 154.
15. Santhanakrishnan, D., & Balakrishnan, H. (2016). Selection criteria of third party logistics services. International Journal of Interdisciplinary Research in Arts and Humanities, 1(1), 91-94.

16. Dr. B. Merceline Anitha, M. Dheena, (2024) A Study On Freight Forwarding Client Contentment At Logwin Air & Ocean India Pvt Ltd, Journal Of The K.R. Cama Oriental Institute , 0970-0609, Volume 78, 93-99.
17. Dr. B. Merceline Anitha, M. Dheena, (2025) The Study On Enhance Global Supply Chain Visibility And Efficiency In Mss Logistics, Coimbatore, International Journal of Creative Research Thoughts (IJCRT), 2320-2882, Volume 13, 1902-1910.
18. Dr. N .Amsaveni, A study on Supply chain Management of Blue Dart Express Limited with special reference to Salem district, Journal of Indian School of Political Economy, ISSN: 0971-0396, Volume 36, Issue 03, 75-79
19. Dr. N. Amsaveni, A study on Export – Import Trade Documentation and Optimising the supply chain efficiency for export operations at bimetal bearing limited, Journal of the Oriental Institute, ISSN:

0030-5324, Volume 72, Issue 05, No.18, 79-86

20. Dr. N. Amsaveni, A study on Investigation on Logistics Management towards Malar Brand Rice at Coimbatore, Humanities and Social Science Studies, ISSN 2319- 829X, Volume 13, Issue 02 No 33,159-162

21. Dr. Jayashree R. (2025). A Study on Customer Satisfaction Towards Freight Forwarding at Sea Sand Cargo, International Journal of Creative Research Thoughts (IJCRT), ISSN: 2320-2882, Volume 13, Issue 3, March 2025, Page No: 1948–1956.