

Healthcare Logistics

Raising the bar: The evolving role of customer experience and advocacy in healthcare logistics



Why customer advocacy matters

Direct from the Big Apple,
by Anna Pursel, Vice
President, Healthcare
Customer Advocacy



Customer experience (CX) is often treated as a modern buzzword, but in truth it's as old as commerce itself. Long before digital surveys, net promoter scores, and AI chatbots, CX was the invisible currency behind every exchange. CX is not just a "nice to have"; it's

a critical element in selecting and maintaining logistics partnerships. In this article we explore how CX has evolved in the world of logistics, the rising importance of customer advocacy, and the trends that are shaping the future of CX for healthcare logistics customers.

A brief journey through the history of CX



In ancient marketplaces, trust was everything. A merchant's reputation often meant the difference between survival and ruin. Buyers favored those who were fair, reliable, and attentive. CX was personal, local, and reputation based.

With industrialization came mass production and mass markets. CX became more standardized but also more distant: companies relied on branding, advertising, and later, call centers to bridge the gap.

The digital era supercharged this evolution. Suddenly, customers had a voice—through online reviews, social media, and comparison sites. Expectations skyrocketed; patience diminished. Companies that thrived were those that made CX not just a department, but a strategy.

Traditionally, customer experience in logistics was transactional: on-time deliveries, minimal errors, and competitive pricing were the benchmarks. Service was reactive; when something went wrong, the logistics partner fixed it.

A brief look at how CX has transformed over the last two decades:



Early 2000s

The focus was on operational excellence, prioritizing cost, speed, and accuracy. Metrics like OTIF (on-time-in-full) were the gold standard.



2010s

Integration and transparency became ever more important as customers began demanding real-time visibility into shipments, inventory, and disruptions. Digital portals, tracking systems, and dashboards emerged as key differentiators.



2020s

The expectation has shifted to proactive partnerships and a consultative approach. Logistics providers are now expected to anticipate needs, provide predictive insights, mitigate risks before they escalate, and to align closely with customers' strategic goals.





Evolving CX at Kuehne+Nagel: Cultivating trust through customer advocacy

Kuehne+Nagel continuously enhances CX through a standardized, customer-centric approach. Procedures are designed to ensure that every interaction with you, our healthcare customers, is meaningful and value driven.

We seek to build trust and to transform our relationships with you, so that we are not merely a service provider but additionally a strategic partner. We do this by taking ownership of challenges before you feel their impact, by speaking up to improve processes, and by investing in understanding your end-to-end supply chain.

Amplifying the Voice of the Customer (VoC) in a regulated world

It is not just about delivering your healthcare products on time, it's about delivering confidence, continuity and care.

A structured quarterly business review (QBR) framework, geared toward fostering deeper customer

engagement, demonstrating our commitment to innovation, and ensuring alignment with your strategic goals, creates strategic value and builds long term partnerships that are based on trust, transparency and mutual growth.



To enhance our customer engagement and drive strategic alignment, we focus on the following key areas:



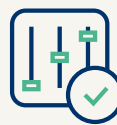
Integrating Voice of Customer (VoC) insights into every QBR to ensure that customer feedback drives continuous improvement and strategic alignment.



Providing detailed performance analyses, highlighting key metrics, achievements, and areas for improvement to ensure that we consistently meet and exceed customer expectations.



Showcasing our innovative solutions and sustainability initiatives, designed to optimize supply chain performance and align with customers' environmental goals.



Facilitating a proactive approach to risk management, ensuring that potential disruptions are anticipated and mitigated before they impact customers.

A suite of customized and proactive solutions caters to the unique needs of each healthcare logistics customer. Advanced analytics, AI, and IoT sensors to predict disruptions, optimize cold-chain performance, and proactively communicate with customers, providing industry-leading visibility.

Our dedicated account teams act as extensions of our customers' own teams, ensuring compliance, safeguarding product integrity, and enabling faster, more reliable delivery of healthcare products to patients.



Moving from service provider to strategic partner

For healthcare logistics customers, the ultimate measure of experience isn't just KPIs—it's confidence. Confidence that their products will arrive safely, on time, and in compliance with all regulations; that their logistics partner will proactively manage risks; and that the relationship is built on shared goals and trust.

Customer advocacy is the linchpin of this transformation. Logistics providers that embed advocacy into their DNA elevate themselves from service providers to strategic partners, driving not just operational success, but meaningful outcomes for healthcare companies and, ultimately, for patients.

In a world where healthcare logistics has become a critical lifeline, those who invest in world-class CX will be the ones that win—not just contracts, but lasting customer loyalty.



About us

With approximately 82,000 employees at almost 1,300 sites in close to 100 countries, the Kuehne+Nagel Group is one of the world's leading logistics providers. Headquartered in Switzerland, Kuehne+Nagel is listed in the Swiss blue-chip stock market index, the SMI. The Group is the global number one in air and sea logistics and has strong market positions in road and contract logistics.

Kuehne+Nagel is the logistics partner of choice for 400,000 customers worldwide. Using its global network, logistics expertise and data-based insights, the Group provides end-to-end supply chain solutions for global companies and industries. As a member of the Science Based Target Initiative (SBTi), Kuehne+Nagel is committed to sustainable logistics by reducing its own environmental footprint and by supporting its customers with low-carbon logistics solutions.

→ kuehne-nagel.com