Assessing the expectations of Generation Z customers towards last-mile delivery in e-commerce: A case study in Ho Chi Minh City

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Le Thanh Sang

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ABSTRACT
This study focuses on assessing the impact of various factors influencing Generation Z consumers' expectations of last-mile delivery services when purchasing goods on e-commerce platforms within Ho Chi Minh City (HCMC), to improve service quality and propose delivery processes for efficient last-mile delivery. What is new compared to previous studies is the emphasis on the impact of environmental protection policies and green initiatives on the expectations of Gen Z customers. In this study, the authors propose the factor "Environmental Protection Policy" to build a scale to measure customer expectations in last-mile delivery service. A survey involving 435 participants who belong to Gen Z and frequently utilize e-commerce services in HCMC provided the primary data for this analysis. Utilizing quantitative analytical techniques, including Cronbach's alpha reliability test, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and multiple regression analysis, this research tested several hypotheses. The results corroborate that the expectations of Gen Z consumers regarding delivery services on e-commerce platforms in HCMC are significantly shaped by five pivotal factors: Delivery speed, reliability, responsiveness, environmental protection policy, and cost. The study notably highlights cost as the predominant factor exerting the most substantial influence on the expectations concerning last-mile delivery services. This study has made a significant contribution to the body of knowledge that e-commerce platforms and logistics firms may use to raise the bar for delivery services that Gen Z consumers anticipate.

KEYWORDS
Expectations; Last-mile delivery; Gen Z consumer behavior; E-commerce

Received: 12 April 2024
Accepted: 12 May 2024
Published: 20 May 2024

Introduction
The continuous explosion and development of digital technology have initiated a digital revolution, bringing about profound changes in professions across society and the global economy. In the commerce sector, the shift in consumer behavior and preferences is evident, as they increasingly opt for online shopping through e-commerce platforms, with a rapid growth rate recorded over the years. Especially in Vietnam, after more than two decades of development, e-commerce has become an integral part of daily life, offering convenience, flexibility, and 24/7 shopping service access over the Internet. According to Eurostat (2020), over 2 billion people have made online purchases, with the COVID-19 pandemic acting as a catalyst for changing shopping habits, making e-commerce a preferred choice. The number of people shopping through e-commerce platforms by 2024, there are 2.64 billion online buyers in the world, accounting for more than 33% of the total global population (Yaguara.co, 2024). According to the OptinMonster (2024) survey on Gen Z customers in online shopping, 93% of Gen Z parents say that Gen Z children influence their family shopping; Gen Z could dominate 40% of all online shopping in just two years (2025, 2026); 95% of Gen Z have smartphones; 54% of Gen Z spend more than 4 hours on social networks every day. The above data, shows that shopping on e-commerce platforms is a trend of the times and needs attention.

Tighe (2020) predicts that global e-commerce revenue will reach $7.4 trillion by 2025. Notably, Gen Z customers, born after 1997, have contributed significantly to changes in online shopping. Therefore, this paper will delve into research with Gen Z as the target group. Yuen et al. (2021) define last-mile delivery as the final transportation process, delivering the product from the manufacturer to the consumer, culminating in the product being handed directly to the customer. However, a significant challenge for e-commerce is receiving unsatisfactory feedback from customers regarding the last-mile delivery process. Issues such as damage, and loss of goods during transport, have negatively affected service quality and the reputation of businesses. Additionally, the surge in online shopping customers has led to cargo overload, resulting in delayed delivery schedules and increased order cancellations, causing substantial losses for businesses. Last-mile delivery has become a critical link, playing an
essential role in bringing Vietnamese e-commerce up to speed with the rapid development of the global economy. For Gen Z, growing up in the digital era, using the internet and shopping online has become an essential part of their lifestyle. This paper is conducted to demonstrate the factors affecting Gen Z’s expectations for last-mile delivery services, thereby creating opportunities to improve the quality of last-mile delivery services and contribute to the success and sustainability of the industry in an increasingly digital age.

Literature review

In the context of last-mile delivery, reliability is not only an expected factor but also a decisive one for whether customers will return to use the service in the future (Alves de Araujo et al., 2022; Anantachaiyong, 2023; Libo-On, 2021; Quyen et al., 2021; Surjandari et al., 2023; Zhong et al., 2022). Additionally, responsiveness positively impacts customers’ perceptions of the delivery service. Responsiveness is assessed not only through the speed and efficiency of the transportation process but also through the quality of interaction between delivery personnel and customers. The attitude and professionalism of delivery staff play a crucial role, as they form the overall picture of the service and directly affect the customer experience (Rosyid et al., 2018). The ability to quickly resolve issues and meet customer requests is key to maintaining a good relationship with them. The most frequently mentioned factor in last-mile delivery studies is delivery cost. Delivery cost is one of the most crucial factors affecting expectations and decisions to use the service during the last-mile delivery process. An efficient transportation service with reasonable costs not only attracts customers but is also essential to retain them (Lewis et al., 2006; Quyen et al., 2021). Delivery costs significantly influence customers’ purchasing decisions; they tend to be concerned about delivery costs and may decide not to purchase if the cost is too high. They have a perception of service quality not being commensurate with the money they spend, expecting a good delivery service at a reasonable cost (Ma, 2017). Besides service quality, environmental factors increasingly have a positive impact on customer expectations in the delivery industry. In the research of Tlapa et al. (2018), Rianne et al. (2021), Antonio & Lidiia (2021), Nogueira et al. (2024) explored the use of environmentally friendly vehicles such as electric cars and bicycles to minimize negative environmental impacts. Alejandro et al. (2022) also emphasized reducing fuel use and transportation costs through improved delivery processes. Wang et al. (2021)’s study showed the strong impact of sustainable measures, such as carbon emission reduction, on customer expectations for delivery companies. Developing a sustainable delivery model is not only about costs and technology but also about moving towards a greener transportation industry. However, these environmental studies are mostly qualitative and need to be integrated more deeply into the overall assessment model.

In Vietnam, the study by Hong et al. (2022) indicated that the reliability of the delivery service has the strongest impact on expectations for the delivery service for electronic products of customers. Additionally, in the research of Kien et al. (2021) and Nam & Hang (2021), it was shown that the responsiveness of the delivery service has the strongest impact on customer satisfaction in using the delivery service. The delivery experience factor has the most significant impact on customer satisfaction in the study by Anh et al. (2022). Huong et al. (2020)’s research on evaluating the quality of last-mile delivery services from the consumer’s perspective showed that delivery cost has the most significant impact on customer satisfaction.

![Figure 1. Research Model](image-url)
After reviewing previous studies, the authors inherited the factors affecting customer expectations in last-mile delivery from previous research, including Reliability, Delivery speed, Delivery cost, and Responsiveness. In addition, the authors propose the factor “Environmental Protection Policy” mentioned in qualitative studies (Alejandro et al., 2022; Antonio & Lidiia, 2021; Nogueira et al., 2024; Rianne et al., 2021; Tiwapat et al., 2018; Wang et al., 2021) to construct the scale of customer expectations in last-mile delivery services. The research model of the authors is built with 5 factors: Reliability, Delivery speed, Cost, Responsiveness, and Environmental Protection Policy. The authors propose the following hypotheses: Delivery Speed is a fundamental factor influencing users' online shopping experiences. Customers expect fast delivery services and convenient access to these services. H1: Delivery Speed positively impacts expected delivery service; Assurance of on-time delivery and product integrity, without damage during transportation, will enhance trust growth among Gen Z customers. H2: Reliability of Delivery Service positively impacts expected delivery service; The ability to provide customer support and resolve issues promptly and efficiently is crucial. Providing clear and detailed information about the delivery process, as well as the interaction and communication between delivery support staff, also play an important role in meeting customer expectations. H3: Responsiveness positively impacts expected delivery service; Customers are increasingly focused on environmental protection measures during the shipping process. They are likely to support businesses committed to environmental conservation, such as those that choose transportation using renewable energy and employ biodegradable packaging. H4: Environmental Protection Policy positively impacts expected delivery service; Delivery costs play a crucial role in customers' purchasing decisions. Offering flexible pricing options with various rates and efficiencies can positively impact meeting customer expectations. H5: Cost positively impacts expected delivery service.

### Table 1. Research scales formation

<table>
<thead>
<tr>
<th>Scale</th>
<th>Number of observed variables</th>
<th>References Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Speed (DS)</td>
<td>7</td>
<td>Hong et al. (2022), Hao (2022), Ma (2017), Liu et al. (2019), Saha et al. (2020), Quyen et al. (2021), Rido et al. (2021), Lai et al. (2021), Alves de Araújo et al. (2022), Surjandari et al. (2023)</td>
</tr>
<tr>
<td>Reliability (RE)</td>
<td>5</td>
<td>Parasuraman et al. (1988), Giang et al. (2020), Truc et al. (2021), Hong et al. (2022), Nhung et al. (2023), Liu et al. (2019), Libo-On (2021), Quyen et al. (2021), Zhong et al. (2022), Alves de Araújo et al. (2022), Anantachaiyong (2023), Surjandari et al. (2023)</td>
</tr>
<tr>
<td>Environmental Policy (EP)</td>
<td>4</td>
<td>Tiwapat et al. (2018), Rianne et al. (2021), Antonio &amp; Lidiia (2021), Wang et al. (2021), Alejandro et al. (2022), Nogueira et al. (2024)</td>
</tr>
<tr>
<td>Responsiveness (RS)</td>
<td>6</td>
<td>Parasuraman et al. (1988), Kien et al. (2021), Nam &amp; Hang (2021b), Truc et al. (2021), Phat et al. (2023), Rosyid et al. (2018), Libo-On (2021), Surjandari et al. (2023)</td>
</tr>
<tr>
<td>Cost (CO)</td>
<td>4</td>
<td>Huong et al. (2020), Kien et al. (2021), Thang (2022), Phat et al. (2023), Lewis et al. (2006), Ma (2017), Huang et al. (2019), Quyen et al. (2021), Alves de Araújo et al. (2022)</td>
</tr>
<tr>
<td>Expectations In Delivery Service (ES)</td>
<td>4</td>
<td>Alves de Araújo et al. (2022), Hong et al. (2022), Quyen et al. (2021), Fornell et al. (1996)</td>
</tr>
</tbody>
</table>

### Methods

#### Analysis Methods

The quantitative analysis methods are performed as follows: Step 1: Testing the reliability of the scale with Cronbach’s Alpha; Step 2: Exploratory Factor Analysis (EFA) to eliminate meaningless scales or scales without a high correlation with the total variable and to group observed variables with the same trend into a set of variables; Step 3: Confirmatory Factor Analysis (CFA) to test the suitability of the research model; Step 4: Regression analysis.

#### Research Data

The official survey was conducted from mid-March 2024 to the end of April 2024. The survey targeted Gen Z individuals (aged 13 to 27) studying and working in Ho Chi Minh City. The criteria for grouping were chosen based on the demographic characteristics of the respondents (age, gender, education level, occupation, monthly income, frequency of direct shopping, e-commerce platforms frequently used). After the data cleaning process, 435 suitable responses remained, accounting for 72.5% of the distributed questionnaires. Data encoding and analysis were performed using tools such as Excel and SPSS 23.0.

### Results

#### Descriptive Statistics of the Study Sample
The research sample collected consists of 435 customers. Among them, 45.1% are male and 54.9% are female. The age distribution of Gen Z customers participating is as follows: from 13 to 16 years old (2.3%), from 17 to 20 (71.5%), from 21 to 24 (14.5%), and from 25 to 27 (11.7%). Regarding educational attainment: junior high school (1.4%), high school (1.1%), vocational school (0.2%), university (88.3%), postgraduate (9%). In terms of occupation: students (87.1%), office workers (4.6%), self-employed (3.0%), and others (5.3%). Regarding monthly income levels: below 5 million VND (31.5%), from 5 - 10 million VND (14.7%), from 10 - 20 million VND (9.9%), above 20 million VND (2.5%), and no income (dependent on parents) is 41.4%. The frequency of online shopping among Gen Z customers: daily (5.3%), weekly (23.9%), monthly (40.5%), and less than monthly (30.3%). Gen Z customers frequently use e-commerce platforms such as Shopee (78.2%), Lazada (0.9%), Tiki (0.2%), Sendo (3.2%), and finally TikTok (17.5%).

Testing the reliability of the scale using Cronbach’s Alpha reliability coefficient.

The results of the Cronbach’s Alpha reliability analysis of the scales shown in Table 3 indicate that all measurement concepts achieved Cronbach’s Alpha coefficients of 0.70 or higher, specifically with Delivery Speed; Reliability; Environmental Protection Policy; Responsiveness; Cost; Expectations In Delivery Service are 0.892; 0.885; 0.911; 0.891; 0.849; 0.8941; thus, there is no need to eliminate variables to improve the Cronbach’s Alpha coefficient. Moreover, all observed variables have inter-item correlations totaling 0.30 or higher. Thus, the scales measuring factors influencing Expected Delivery Service all meet the required reliability and are suitable for further exploratory factor analysis (EFA).

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Table 3. Results of the reliability assessment of the scale for research concepts

<table>
<thead>
<tr>
<th>Observed Variable</th>
<th>Scale Mean if Item Deleted</th>
<th>Scale Variance if Item Deleted</th>
<th>Item-Total Correlation</th>
<th>Cronbach alpha if Item Deleted</th>
</tr>
</thead>
<tbody>
<tr>
<td>DS1</td>
<td>23.841</td>
<td>27.286</td>
<td>0.773</td>
<td>0.866</td>
</tr>
<tr>
<td>DS2</td>
<td>23.768</td>
<td>27.354</td>
<td>0.773</td>
<td>0.866</td>
</tr>
</tbody>
</table>
According to the EFA test outcomes displayed in Table 4, the statistical indicators pertaining to the reliability and distinction of the measurement scales utilized in the study are duly confirmed (Hair et al., 1998). The factor loadings of the measured variables fulfill the established criteria (greater than 0.5). Consequently, a total of five factors are identified from the pool of 26 observed variables, without any disruptions, thereby ensuring the alignment of factor nomenclature with the conceptual framework proposed for the research.

**Table 4. Exploratory factor analysis result**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Sign</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
<th>Factor 4</th>
<th>Factor 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Delivery Speed</strong></td>
<td></td>
<td>0.810</td>
<td>0.795</td>
<td>0.736</td>
<td>0.742</td>
<td>0.726</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.725</td>
<td>0.596</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
<td></td>
<td></td>
<td>0.767</td>
<td>0.754</td>
<td>0.749</td>
<td>0.744</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.756</td>
<td>0.754</td>
<td>0.749</td>
<td>0.744</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.688</td>
<td>0.808</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reliability</strong></td>
<td></td>
<td>0.809</td>
<td>0.789</td>
<td>0.753</td>
<td>0.748</td>
<td>0.745</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.756</td>
<td>0.754</td>
<td>0.749</td>
<td>0.744</td>
<td>0.688</td>
</tr>
</tbody>
</table>
Confirmatory Factor Analysis (CFA)

The adjusted coefficient of determination, R squared adjusted, is 0.592, indicating a significant relationship between the independent and dependent variables; specifically, the independent variables contribute to explaining 59.2% of the variance in customers’ expected delivery service. Thus, the model’s adequacy is confirmed. However, this adequacy holds true only for the sample data. To ascertain whether the model can be extrapolated to the actual population, the model’s adequacy must be tested through an F-test.

Table 5. Summary table of regression model

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Squared</th>
<th>Adjusted R Squared</th>
<th>Estimated standard deviation</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.773</td>
<td>0.597</td>
<td>0.592</td>
<td>0.61636</td>
<td>1.854</td>
</tr>
</tbody>
</table>

The F-test conducted using the ANOVA analysis table examines the hypothesis regarding the overall suitability of the linear regression model. The F-value is 127.204 with a significance level of sig. = 0.000 < 0.05. Thus, the linear regression model is deemed appropriate for the data and can be utilized.

Table 6. Confirmatory factor analysis result

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of squares</th>
<th>df</th>
<th>Mean square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>241.622</td>
<td>5</td>
<td>48.324</td>
<td>127.204</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>162.975</td>
<td>429</td>
<td>0.380</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>404.597</td>
<td>434</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Multiple Regression Results

The authors conducted regression analysis for each independent variable to measure the impact of each independent variable on the dependent variable. All independent variables in the regression model were adjusted using the Enter method simultaneously to select based on the criterion of significance level < 0.05. The regression analysis results are presented in Table 7.

Statistical results show that the standardized regression coefficients of the regression equation are all different from 0 and Sig. <0.05, demonstrating that 5 independent variables contribute to the Expected Delivery Service of customers: Delivery Speed (DS), Reliability (RE), Environmental Protection Policy (EP), Responsiveness (RS), Cost (DO).

According to Tho (2011), if we use unstandardized regression coefficients, it would be difficult to compare the impact of independent variables because their measurement scales often differ. Therefore, we must use standardized regression weights $\beta$ to make more accurate comparisons. Comparing the values of the standardized coefficients in the Beta column shows: The strongest impact is Cost (CO) (beta = 0.355, sig. < 0.05), followed by Responsiveness (RE) (beta = 0.241, sig. < 0.05), and the lowest is Delivery Speed (DS) (beta = 0.107, sig. < 0.05).
Discussion

In Table 7, the estimated results of the positive correlation between delivery costs and expectations regarding last-mile delivery services are shown. This demonstrates that when delivery services are flexible in terms of costs and transparent with no hidden fees, it leads to an increase in the expectations of last-mile delivery services among Gen Z customers, which is consistent with several previous studies (Quyen et al., 2021; Alves de Araujo et al., 2022). Based on Table 7, the ability to positively respond impacts expectations regarding last-mile delivery services. If customers are promptly accommodated regarding changes in delivery locations or the ability to resolve issues through flexible service, their expectations regarding last-mile delivery services will be enhanced. Additionally, the research findings indicate that reliability positively influences expectations regarding last-mile delivery services among Gen Z customers. When they receive accurate and reliable updates on parcel status and location or timely notifications from e-commerce platforms about delivery issues and quick resolutions, their expectations regarding last-mile delivery services can be significantly improved. The research results also confirm that environmental protection policies positively affect expectations regarding last-mile delivery services. When customers use delivery services that adhere to environmental protection policies, it significantly impacts their online shopping decisions and greatly enhances their expectations and satisfaction. Furthermore, the research results reveal that delivery speed positively influences expectations regarding last-mile delivery services among Gen Z customers. When Gen Z customers receive continuous updates on the delivery process, services are always ready to transport products immediately after ordering, and when there are issues, customers desire prompt feedback from delivery services, which leads to an increase in expectations regarding last-mile delivery services.

Conclusion

The research results have shown that the expectations regarding last-mile delivery services of Gen Z customers are influenced by factors such as cost, responsiveness, reliability, environmental protection policy, and delivery speed. These factors all positively impact the expectations regarding last-mile delivery services of Gen Z customers. Among them, delivery costs are the most important factor, exerting the strongest impact on the expectations regarding last-mile delivery services.

From the results obtained, this study proposes some management implications as follows: The strongest impact on Gen Z customers’ expectations of last-mile delivery service is the cost factor. E-commerce platforms and shipping units need to coordinate to create preferential policies for customers such as shipping discount codes or free shipping for a certain value or volume of goods for customers. row. Stores should display delivery costs clearly based on the moment customers place an order to avoid confusion. In Vietnam, there are many last-mile delivery units such as Shopee Express, Quick Delivery, Economy Delivery, and Ahamove... provide many different types of shipping such as express or economical delivery, depending on customer needs. Delivery service providers and e-commerce platforms can increase prices through marketing activities, helping customers accept better prices and reduce price-searching behavior. Responsiveness is the second most important factor in expressing the expectations of Gen Z customers when purchasing on e-commerce platforms in Ho Chi Minh City. In general, responsiveness in last-mile delivery service is considered to bring convenience, satisfaction, trust, and reputation, improving the shopping experience. The professionalism of delivery staff, speed Quick responses, and 24/7 customer support all raise the bar for delivery services. Applying advanced technology such as GPS and smart order management systems helps automate order classification and prioritization, optimize the shipping process, and reduce distribution costs. Businesses need to develop their employees’ skills so they can quickly adapt to changing customer demands while enhancing their communication and problem-solving skills to improve the customer experience. Reliability is the third expectation factor of Gen Z customers when purchasing on e-commerce platforms in Ho Chi Minh City.

Reliability is not only demonstrated through on-time delivery but also through providing accurate and timely information about package status and location, along with quick response when problems arise. Automating notifications to customers about order status is an effective way to increase trust, allowing them to receive continuous updates via email or phone messages. Businesses need to have a specific plan to handle problems such as late deliveries or lost items, including alternative solutions such as free redelivery, refunds, or discount vouchers. The customer service team needs to be well-trained to handle problems effectively and quickly. The environmental protection policy factor has the fourth impact on the expectations of Gen Z customers when purchasing on e-commerce platforms in Ho Chi Minh City. Analyzing the level of customer expectations related to environmental protection policies, it can be seen that their expectations are at a relative level. The use of bio-based packaging and recycling infrastructure helps reduce environmental impact, combined with policies that encourage the use of

Table 7. Results of the multiple regression analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>t</td>
<td>Sig.</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>-0.263</td>
<td>0.177</td>
<td>-1.486</td>
<td>0.138</td>
<td></td>
</tr>
<tr>
<td>DS</td>
<td>0.118</td>
<td>0.041</td>
<td>0.107</td>
<td>2.892</td>
<td>0.004</td>
</tr>
<tr>
<td>RE</td>
<td>0.176</td>
<td>0.039</td>
<td>0.170</td>
<td>4.505</td>
<td>0.000</td>
</tr>
<tr>
<td>EP</td>
<td>0.160</td>
<td>0.036</td>
<td>0.164</td>
<td>4.431</td>
<td>0.000</td>
</tr>
<tr>
<td>RS</td>
<td>0.263</td>
<td>0.041</td>
<td>0.241</td>
<td>6.447</td>
<td>0.000</td>
</tr>
<tr>
<td>CO</td>
<td>0.365</td>
<td>0.038</td>
<td>0.355</td>
<td>9.733</td>
<td>0.000</td>
</tr>
</tbody>
</table>
environmentally friendly packaging. Along with that, the adoption of environmentally friendly delivery vehicles such as electric motorbikes, bicycles, and electric cars is emerging as a trend, thanks to their ability to reduce CO2 emissions and improve air quality, especially in crowded urban areas. These vehicles also reduce noise and maintenance costs, increasing economic efficiency for businesses. In addition, the drone delivery trend brings benefits including reducing time and labor costs and supporting environmental sustainability. Delivery speed is the fifth influencing factor on Gen Z customers’ expectations when purchasing on e-commerce platforms in Ho Chi Minh City. To meet this demand, e-tailers may consider using more flexible delivery methods. Specifically, e-commerce platforms can cooperate with sellers to decide on transportation methods, including using technology motorbike taxi services for urgent deliveries. For urgent orders, using a drone delivery service is another possible option.

This study has contributed to providing important information to enable e-commerce platforms and logistics companies to enhance the level of expectations of Gen Z customers regarding delivery services. However, there are still some limitations: Firstly, the study did not analyze the differences in service expectations based on demographics because the survey respondents were solely focused on Gen Z customers; Secondly, the study did not examine the role of control variables affecting customer service expectations. It is hoped that future research will address these limitations to improve the explanatory ability regarding expectations of last-mile delivery services.

Acknowledgements
We would like to thank all the parties involved in this research.

Funding
This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

References


