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MARKETING LOGISTIC STRATEGIES FOR ORGANIZATION PERFORMANCE OF THE MODERN TRADE IN THAILAND

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ABSTRACT

Abstract—This research aims to study 1) To study the influence of Marketing Logistic Strategies that affects the Competitive Advantage of the Modern Trade in Thailand 2) To study the influence of Marketing Logistic Strategies that affects the Organization performance of the Modern Trade in Thailand 3) To study the influence of Competitive Advantage that affects the Organization Performance of the Modern Trade in Thailand 4) To study the influence of change management, human capital development, building business alliances that affects the Marketing Logistic Strategies Organization Performance

This research is a quantitative research was used to test the causal and outcome relationship of the Modern Trade in in Thailand. Data were collected by using a questionnaire with 380 executives in the Modern Trade. The statistics used in the hypothesis were: second order confirmatory factor analysis, and structural equation model (SEM). The hypothesis-based research. Confirmatory factor analysis revealed that the hypothetical model is consistent with the empirical data well or the model has high accuracy. Considered from the chi-square () 93.64 statistically significant at the level of 0.07 (p-value 0.07) chi-square () is 1.25 and the Comparative Fit Index (CFI) is 1.00. The Goodness of Fit Index (GFI) was 0.97, the Adjusted Goodness of Fit Index (AGFI) was 0.94, and the root mean square error of approximation (RMSEA) was 0.03. The benefit of this research can explain the relationship. Cause and effect of Marketing Logistic Strategies for organization performance of Modern Trade in Thailand. The results of the study can be used in management as a guideline for Marketing Logistic Strategies and technological advancement. Businesses need to adapt and respond to changing environments in order to survive stable growth and competitiveness in international markets which leads to good results to happen to the organization in the future.

Keywords— Marketing Logistic Strategies, Competitive Advantage, Organization Performance, Modern Trade

INTRODUCTION

Nowadays, the influence of technology is changing rapidly around the world which is the impact of transformational change (Disruption). Businesses must have to change based on the introduction of digital technology to change. However, the model of the transition may not be fixed and can be done in many ways, such as (Business Process) modifications which include the introduction of techniques such as data analysis. The connection channel of the service provider's website (Application Programming Interface) is used. The important goal of this transition is mainly to reduce costs. enhancement or reduction of working time Also, if successful, the transformation at the business model level often brings new business opportunities and growth potential to the business (Annacone, 2019).

Thailand has evolved into a digital world. Business groups need to build relationships and link marketing activities with logistics activities from upstream to downstream to cause efficiency in the organization. If there is a lack of connection performance in the organization will decrease. The consequences are the cost is increasing, the income is decreasing, the work if lack of continuous connection. According to the Silos's concept (Sookthit, 2020), as well as the connection of marketing systems and logistics systems. It is an integrated link with the use of digital technology to help in various activities. of management, service provision, buying and selling demands As for the industrial sector, it is necessary to reach and respond to the needs of customers through marketing methods to pass on the value of the product to the consumer, who will be the real user (Kasuwan, 2016). One of these drives is in the sector. Business that is a retail business operator.

Thailand that is an entrepreneur who is a retail business. Factors that make the business growing up in Thailand due to the trend in 2021-2023, sales of modern retailers are likely to grow 1.5-2.5% on average in line with the gradual economic recovery and supporting factors such as government spending stimulus measures. Expansion of public investment projects and other structural factors such as urbanization and economic growth of neighboring countries. However, business competition tends to be more intense due to new competitors both domestically and internationally that see growth in the Thai retail sector. Including competitors from online stores (E-commerce) which has a direction of growing exponentially Entrepreneurs must accelerate their strategies to keep pace with rapid changes in order to expand their income base and customer groups in the long term. (Krungsri Research, 2021).

Most entrepreneurs focus on today's rapidly changing business environment affecting organizations, where their people or entrepreneurs are the most important factor for their success (Kotter & Cohen, 2012). Participate in development, make it effective and quality capable and increase the capacity itself. (Pimonratanakan & Ayasanond, 2018) and changes will occur depending on dissatisfaction with current practices which is a new form of organizational management, planning process for change management and the value of change to individuals and groups in the organization. This will lead to the performance of modern retail business enterprises. There must be principles to be the characteristics of entrepreneurs, which will lead to the ability to compete in order to generate good performance.

For the these reasons, the researcher is interested in studying and researching by applying the results for linkage development of marketing and logistics systems by bringing technology to help. Therefore, linking the marketing system with the logistics system to develop for retail entrepreneurs to create a competitive advantage in both domestic and international markets by linking the market system and logistics system. in use of technology from upstream to downstream, as well as being a way to improve and develop logistics marketing strategies for sustainable performance of modern traders in Thailand, as well as helping entrepreneurs to be accepted by In general, it has the ability to manage with best practices, suitable as a good example to be used as a model. The findings of this research will be important information for those involved in developing and improving policies and strategies to increase capability and higher operational efficiency. This will help to drive entrepreneurs to achieve their goals with efficiency and effectiveness and enable the organization to grow sustainably and sustainably.

Research Objectives

- 1) To study the influence of Marketing Logistic Strategies that affects the Competitive Advantage of the Modern Trade in Thailand.
- 2) To study the influence of Marketing Logistic Strategies that affects the Organization performance of the Modern Trade in Thailand.
- 3) To study the influence of Competitive Advantage that affects the Organization Performance of the Modern Trade in Thailand.
- 4) To study the influence of change management, human capital development, building business alliances that affects the Marketing Logistic Strategies Organization Performance.

Research Hypothesis

- Hypothesis 1:** Marketing logistics Strategy have a positive direct influence Competitive Advantage.
- Hypothesis 2:** Marketing Logistic Strategies have a positive direct influence Organization Performance.
- Hypothesis 3:** Competitive Advantage have a positive direct influence Organization Performance.
- Hypothesis 4:** Change Management have a positive direct influence Marketing logistics Strategy.
- Hypothesis 5:** Human capital development have a positive direct influence Marketing logistics Strategy.
- Hypothesis 6:** Building business alliances have a positive direct influence Marketing logistics Strategy.

LITERATURE REVIEWS

1. Change management

For technology management that affects the success of entrepreneurs is that entrepreneurs have modern technology to use in the business for product development. The innovation is very important to make the business successful because of having good technology and innovation which will help to gain competitive advantages and most importantly be able to develop new innovations in the organization (Jasra, Hunjra, Rehman, Azam & Khan, 2012). For this change, organizations are becoming more diverse which affects the management process. (Theodorakopoulos & Budhwar, 2015). In addition, the change factor on diversity in the issue of creating a participatory culture will make personnel feel entrepreneurial and encouraging personnel to innovate (Mehta & Gupta, 2014), including transformation to personnel through effective communication processes make them ready to accept change. A detailed transformation strategy and planning has been developed (Augustus Dee Roberts, 2018).

From the above, the researcher concluded that Change management means to change the overall structure by changing according to resources and personnel according to expertise. In addition, the management supports changes in technology that change rapidly and continuously. The use of information technology as a tool to help work for higher efficiency.

2. Human capital development

The organization that uses technology to help manage human resources, work in the organization that results in better efficiency, increasing the work efficiency of personnel by encouraging training, knowledge building and new skills. That is necessary to work according to the position and duties that must be performed on their own and can perform replacement tasks in other positions (Putri F., & Aprilia M. P, 2019). Executive behavior is a good example. Be a role model in initiating change, motivating and encouraging employees to participate in new innovations. Operation methods that can save costs or reduce costs. Also, the focus is on employees who have successfully innovated. This creates morale and encourages employees to strive for innovation for the organization (Marcus Price, 2017), as well as creating competitive advantages in the industry. Therefore, there must be the potential of human capital in the organization and the ability to adapt the sample to dynamics. This is in response to global trends and technological advancements (Craciun, 2015).

From the above, the researcher concluded that Human capital development means the development of individuals related to development in order to acquire knowledge, skills, and behavior modification for better performance as individual development the results in the short term. Including career development that develops the knowledge and abilities of the person to be valuable and That is about the progress of the work of the employees.

3. Building business alliances

For building alliances in international business by building alliances that support the sharing of resources of multinational and international businesses. It is an international business. As a result, the operation costs less and there are fewer errors, as well as creating a greater understanding of the market (Harimukti, Harm-Jan, & Aard, 2018), as well as cooperation in business operations in the area of information technology for business operations. Information technology support. Therefore, it is necessary to have allies to exchange resources and knowledge. Including that customer group in business expansion and for the survival of the organization (Jeongeun, Tae-Eung & Hyun-Woo, 2018). In addition, technology will help in the development of competitor alliances, which will increase efficiency and profitability for the company. Companies must compete with each other and engage in synergies in partnerships to be more productive in today's highly competitive and rapidly changing environment. In particular, increasing the efficiency of entrepreneurs through alliance cooperation is another challenge for alliance partners who must monitor the situation after building alliances. Monitoring the status of creativity, risk and professionalism among partners can help to more accurately assess performance for partner decision-making (Rezazadeh & Mahjoub, 2016).

From the foregoing, the researcher concluded that building business alliances means the potential of building business alliances as a collaborative activity in the use of the partners' shared resources. which is used together, resulting in a strategy or distinctive point with a network of alliances. And to promote the potential of each shared resource by selecting and bringing each resource together to enhance the use of shared resources. Interrelationship and in collaboration between networks.

4. Marketing Logistic Strategies

Logistics and supply chain management can be divided into upstream, midstream and downstream segments. This is management that focuses on networking and collaboration to control, manage and improve efficiency starting from the procurement of raw materials production process. Including transportation to consumers. to obtain goods and services by using raw materials, energy, labor and other production resources (Bowersox, Closs, Cooper & Bowersox, 2020), as well as efficient supply chain management. It is what manufacturers of goods and services are important because the life cycle of supply chain activities covers processes from procurement of raw materials to production of goods and services. Until the last step is to deliver products and services to consumers to be continual and most efficient Along with creating a system to create a flow of information that causes the work process of each department. (Setthachotsombut, 2017)

In addition, the concept marketing system linkage and logistics system. It is the use of digital technology to help in various activities of logistics management which is the job of demand management and sales demand. This development in the era of logistics will help to shorten the gap between supply chains. Manufacturers can respond to the needs of consumers more. Improving efficiency between supply chains. The logistics sector must compete with the ability to manage Demand and Supply, while the trading sector must reach and respond to customer needs through marketing methods to pass on the value of the product to consumers. It will bring benefits and added business value and able to stand up against competitors (Kasuwan, 2016)

As well as being market oriented, it has a positive influence and is important for logistics. Therefore, entrepreneurs should pay attention to market-oriented, logistics and supply chain management in order to increase the efficiency of logistics operations and supply chain management (Rayakaew, 2018).) as well as applying the concept of logistics management to the industry. Entrepreneurs will need to adjust their business model to lead Digital technology is used in business wisely. Improving work processes to be able to link and monitor continuously. Creating a channel to reach and understand customer needs using digital technology and innovation can improve logistics to keep up with changes (Nuprain, Jansang, 2020).

From the foregoing, the researcher concluded that Marketing Logistic Strategies refers to activities related to the planning of the implementation of the plan and controlling the movement of raw materials inputs and finished goods from the beginning to the end in consumption to meet the needs of customers with the expectation of profit and increase the competitiveness of the business.

5. Competitive Advantage

Competitive advantage that puts businesses in a superior position over their competitors must be selected to suit the changing situation. It is consistent with the resources and readiness of the business. The three strategies for creating competitive advantages are cost leadership, which provides equal benefits to competitors while having lower costs, differentiate means creating value in the products and services that make it different from other competitors, market focus is a strategy that the organization chooses to suit the needs of that market. There are differences in demand for products, product styles, colors, quality and expectations that are completely different (Porter, 2011). Strategies for creating competitive advantages, all 3 strategies are cost leadership, differentiate and market-focused (Porter, 2011), in which customer relationship management manages information about individual customers and carefully manages customer touch points to increase customer loyalty (Kotler & Keller, 2018).

From the above, the researcher concluded that competitive advantage means creating value in products and services by differentiating from competitors in terms of quality, cost, innovation, cost, speed and customer relations.

6. Organization Performance

Organization Performance has a concept creation process on the performance of the organization. Taking into account the stakeholders of the organization and responding to the satisfaction of stakeholders. The measurement of the organization's performance in 2 aspects, i.e. the first aspect is the measurement of financial performance and the second aspect is the measurement of non-financial performance (Santos & Brito, 2012). The effective operation of an organization can be measured in two aspects, namely measures of economic performance with measures such as market share. Financial ratios, profitability and stakeholder satisfaction measurements (Santos & Brito, 2012), which lead to the creation of corporate products, are value-added in terms of product confidence or products to be accepted and help generate sales and operating profit (Rodyoo & Boonmeesrisa-nga, 2019).

From the foregoing, the researcher concluded that Organization Performance means the results of the operations of the organization arising from the productive process of the performance of employees in the organization in terms of monetary and operational performance measurements that is not monetary in a holistic way. The financial performance reflects the economic performance as a measure including non-financial performance.

From the review of the theoretical concepts, documents throughout the relevant research can be summarized as hypotheses and create a research framework as shown in Figure 1.

Research Conceptual Framework

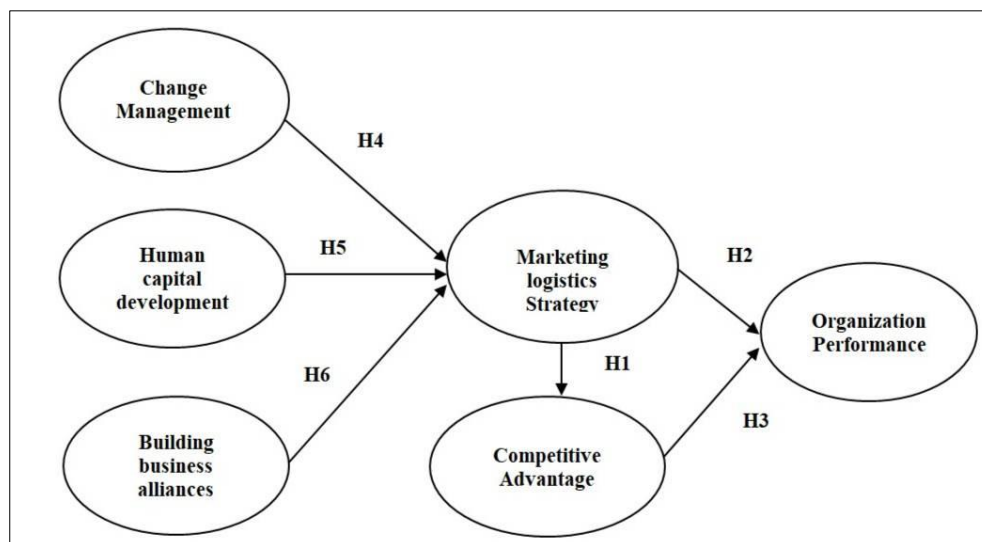


Figure 1 Research Conceptual Framework

METHODS

The population used in this research is modern retail entrepreneurs. The unit of analysis (Unit of Analysis) of this research is at the organizational level. The sample group in the quantitative research is a group of modern retail entrepreneurs in Thailand. The researcher has considered the nature of the research data that requires advanced statistics. Therefore, the sample size was determined in accordance with the preliminary use of statistics. The criterion used to define the sample was 10 - 20 times per 1 observational variable (Hair, Black, Babin & Anderson, 2010). There were 17 observational variables in this research, resulting in a sample of 170 - 340 groups. The number of samples was equal to 340 samples. Therefore, the research used 340 samples, making the sample size suitable according to the concept of Hair et al. (Hair et al., 2010).

Research Instruments

Instruments used to collect data, the researcher uses a test which is a closed-ended question, divided into 5 sections, in which part 1 is a check list question and for parts 2 – 4 is a rating scale model of Likert (1967) and part 5 is open-ended questions.

Quality Checks of Research Instruments

To test the quality of research tools, the steps are as follows: 1) Content Validity test by taking a questionnaire created for 3 experts to check the consistency of the questionnaire with the objectives and conceptual framework of the research. research as well as definitions of terminology of variables used in research and to improve the question Then, the index of consistency between the question and the objective characteristics of the research was determined using the formula IOC (Index of Item Object Congruence) = $\Sigma R/N$. From the test, it was found that the value was 0.89, which could be used as a questionnaire. 2) Reliability to test the validity of the tool from the try-out with farmers who are not a real sample of 30 locations by using the alpha coefficient analysis according

to Cronbach's method (Cronbach, 1984). The confidence value of the whole questionnaire must be at least 0.70. From the test, it was found that the confidence value of the whole questionnaire was equal to 0.90 and from the results of testing the quality of research tools by examining confidence using the alpha coefficient according to Cronbach's method. It was found that the reliability of the questionnaire divided by side had a value between 0.830-0.921, which was in accordance with the requirements. Therefore, such questionnaires can be used to collect research data.

Statistics and Data Analysis

1. The researcher has analysed the data. Descriptive statistics were used and the data were analysed for statistical values consisting of frequency, percentage and standard deviation by a statistical package and Structural Equation Modeling Analysis.

2. Analysis of causal factors Structural Equation Modeling Analysis (SEM) and considering the χ^2 /df value is less than 2, the CFI index is close to 1, the RMSEA index and the RMR index are less than 0.05, which are within the acceptable range. The model was considered to be consistent with the empirical data (Hair, Black, Babin, Anderson & Tatham, 2006).

RESULTS

Table 1
General information research results

General Information	Amount	Percentage
Gender		
Male	264	66.00
Female	136	34.00
Age		
Under 30 years	5	1.25
31 - 35 years	14	3.50
36 - 40 years	68	17.00
41-45 years	173	43.25
Over 45 years	145	36.26
Education		
Diploma	2	0.50
Undergraduate	252	63.00
Graduate	146	36.50
Working Experience		
Under 5 years	12	3.00
6-10 years	184	46.00
11-15 years	113	28.25
Over 15 years	91	22.75
Total	400	100.00

From Table 1, the respondents in this research are 400 modern retail entrepreneurs. The general information of the respondents found that most of them were male. Representing 66.00 percent, most of them were over 41-45 years old, representing 43.25 percent. Undergraduate, the most, representing 63.00 percent, most with 6-10 years of experience, the most representing 46.00 percent.

Table 2
Overall results of the study of individual opinions

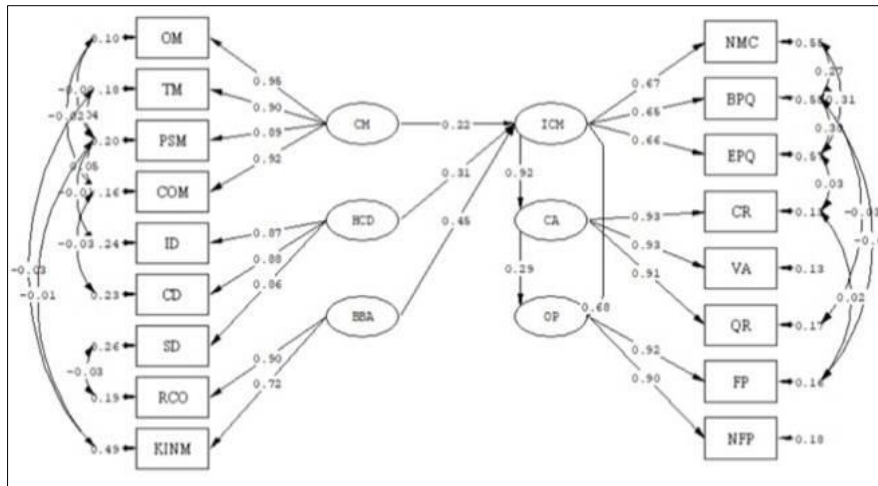
No.	Aspects	\bar{X}	SD	Opinions's Level
1	Change management	4.12	0.69	High
2	Human capital development	4.07	0.72	High
3	Building business alliances	4.16	0.67	High
4	Marketing Logistic Strategies	4.13	0.63	High
5	Competitive Advantage	4.13	0.70	High
6	Organization Performance	4.20	0.68	High
	Total	4.13	0.68	High

From Table 2, the sample group who answered the questionnaire had overall opinions at a high level and each of the 6 aspects, namely human capital development, change management, building business alliances, marketing logistics strategy, competitive advantage and organization performance at a high level.

Table 3
The result of verifying the consistency of the empirical model with the theoretical model.

Variable	Model	Interpret
Chi-square	93.64	Pass
df	75	Pass
p-value	0.07	Pass
χ^2 / df	1.25	Pass
CFI	1.00	Pass
GFI	0.97	Pass
AGFI	0.94	Pass
RMSEA	0.03	Pass

From Table 3, it was found that the results of the analysis of the causal relationship structure model. The results showed that the chi-square = 93.64 was statistically significant at 0.07 (p-value = 0.07), the chi-square was 1.25, and the Comparative Fit Index (CFI) was 1.00. the Goodness-of-Fit Index (GFI) was 0.97, the Adjust Goodness of Fit Index (AGFI) was 0.94, and the Root Mean Square Error of Approximation (RMSEA) was 0.03. All indices passed the criterion indicating that the model is consistent with the empirical data shown in Table 3 and Figure 2.



Chi-Square=93.64 df=75, p-value=0.07151, RMSEA=0.025

Figure 2 Results of the causal relationship model analysis of marketing logistics strategies of modern retail industry entrepreneurs in Thailand.

Table 4
Direct Effect (DE) Indirect Effect (IE) and Total Effect (TE)

Cause variable	Interpretation								
	Marketing Logistic Strategies (ICM)			Competitive Advantage (CA)			Organization Performance (OP)		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
Change management (CM)	0.22*	-	0.22*	-	0.20*	0.20*	-	0.21*	0.21*
Human capital development (HCD)	0.31*	-	0.31*	-	0.29*	0.29*	-	0.30*	0.30*
Building business alliances (BBA)	0.45**	-	0.45**	-	0.41*	0.41*	-	0.42**	0.42**
Marketing Logistic Strategies (ICM)	-	-	-	0.92**	-	0.92**	0.68**	0.26**	0.94**
Competitive Advantage (CA)	-	-	-	-	-	-	0.29**	-	0.29**

**p<0.01, *p<0.05

From Table 4, the results of the analysis of direct, indirect and total influences It was found that variables that are components of cause and effect variables of marketing logistics strategies of modern retail industry entrepreneurs in Thailand has a direct influence indirect influence and the total influence by research hypothesis.

From Figure 2 and Table 4, the analysis results showed that

(1) Marketing logistics strategy has a positive direct influence on competitiveness. It was found that marketing logistics strategy (ICM) had a positive direct influence on Competitive Advantage (CA) with a direct influence value of 0.92 and a value of 0.92. The total influence was 0.92 with a statistical significance at the 0.01 level. Therefore, the hypothesis 1 was accepted.

(2) Marketing logistics strategy has a positive direct influence on the performance of the organization, found that the marketing logistics strategy (ICM) has a positive direct influence on the organization performance (OP), with a direct influence value of 0.68. The indirect influence was 0.26 and the total influence was 0.94 with a statistical significance of 0.01. Therefore, the hypothesis 2 was accepted.

(3) Competitive Advantage has a positive direct influence on the organization performance. It was found that Competitive Advantage (CA) had a positive direct influence on organization performance (OP), with a direct influence value of 0.29 and a direct influence value of 0.29. The total was 0.29 with a statistical significance of 0.01. Therefore, the hypothesis 3 was accepted.

(4) Change management has a positive direct influence on marketing logistics strategy. It was found that change management (CM) has a positive direct influence on marketing logistics strategy (ICM) by There was a direct influence value of 0.22 and a total influence value of 0.22 with a statistical significance of 0.05. Therefore, the hypothesis 4 was accepted.

(5) Human capital development has a positive direct influence on marketing logistics strategy It was found that human capital development (HCD) has a positive direct influence on marketing logistics strategy (ICM) by There was a direct influence value of 0.31 and a total influence value of 0.31 with a statistical significance of 0.05. Therefore, the hypothesis 5 was accepted.

(6) Building Business Alliances have a positive direct influence on marketing logistics strategy. Building Business alliances (BBA) were found to have a positive direct influence on marketing logistics strategy (ICM). with a direct influence value of 0.45 and a total influence value of 0.45 with a statistical significance of 0.01. Therefore, the hypothesis 6 was accepted.

CONCLUSION AND FUTURE WORK

1. Hypothesis 1 Marketing logistics Strategy have a positive direct influence Competitive Advantage with statistical significance at the level of 0.01. Therefore, the hypothesis 1 was accepted because operators have a quick response, focusing on improving service from customer feedback and responding to customer needs, including being able to solve problems in a timely manner in reducing costs Efficient use of resources is encouraged to increase efficiency by modifying production systems to add value to products and bring productive technology to work. This is consistent with the research of Dwivedi, Hughes, Ismagilova, Aarts, Coombs, Crick & Galanos (2019), an organization that uses artificial intelligence technology to exchange information. collaboration planning and problem solving that occur with various activities within the supply chain, such as analysis and routing choice of vehicle Loading the product into the moving container material handling Choosing a strategy and action plan will help build a good relationship with customers Environmentally friendly supplier business partner and stakeholders in the supply chain.

2. Hypothesis 2 Marketing Logistic Strategies have a positive direct influence Organization Performance at a statistical significance level of 0.01. Therefore, the hypothesis 2 was accepted due to this is because operators have in-depth relationships with suppliers and have long-term agreements to make purchasing decisions based on quality and price concurrently to enhance logistics and supply chain management. Including production with the use of technology in production with the right amount of labor. And in inventory management, there is security in the storage of goods or products. There is clear product or product information. complete and easy to understand This is in line with Anatan's (2014) research finding that developing and maintaining good relationships between raw material suppliers and food export entrepreneurs by extending the delivery time but still being able to meet the needs of customers, which results in business operators having a competitive advantage.

3. Hypothesis 3 Competitive Advantage have a positive direct influence Organization Performance at a statistical significance level of 0.01. Therefore, the hypothesis 3 was accepted because operators have a quick response, focusing on improving service from customer feedback and responding to customer needs, including being able to solve problems in a timely manner in reducing costs Encourage efficient use of resources to increase work efficiency in creating added value. Product quality is developed by modifying the production system to

increase product value. This is consistent with the research of Chamsuk, Fongsuwan & Takala (2017) showing that, there are 3 aspects of competitive advantage. The first aspect is the cost. The department has developed and improved its operations to be more efficient. Focus on operations with lower cost utilization. To create a competitive advantage. Side 2 Delivery is the delivery of the right product in terms of quantity, right place and on time, which will result in reliability in delivering the product or product. Including responding to customers quickly as well As a result, the operations of the organization can be increased and the third aspect of quality is that the department produces good quality products that meet standards that meets the needs of customers.

4. Change Management have a positive direct influence Marketing logistics Strategy at a statistical significance level of 0.05. The hypothesis 4 was therefore accepted. This is consistent with the research of Ferreira, J.; & Azevedo, S. (2007) that found that successful entrepreneurs Much of it comes from implementing multiple effective strategies. Common aspects and strategies that affect the success of entrepreneurs are new innovations. However, entrepreneurs should have strategic organizational management that covers finance, customers, internal processes and personnel development and establish internal processes that must be consistent concise and in the same direction throughout the organization to achieve consistency and coherence This is to maximize the benefits to the organization.

5. Hypothesis 5 Human capital development have a positive direct influence Marketing logistics Strategy with a statistical significance level of 0.05. Therefore, the research hypothesis 5 was accepted. This is in line with the research of Putri F., & Aprilia M. P. (2019) showing that the use of technology to help manage human resources in the organization results in better efficiency. Increasing workforce productivity by encouraging training to build new knowledge and skills. That is required to work according to the position and duty to perform their duties and be able to perform substitutions in other positions.

6. Hypothesis 6 Building business alliances have a positive direct influence Marketing logistics Strategy at statistically significant level of 0.01, therefore accepted. Research Hypothesis 6. This is consistent with the research of Jeongeun, S., Tae-Eung, S., & Hyun-Woo, P. (2018) that found that cooperation in business operations in the field of information technology for business operations. It requires both equipment and technology systems. Many related if a business does not use a business alliance strategy, it will cause the business to lack resources. Because technology resources will require a huge investment. This will have an impact on small and medium-sized businesses that are growing and expanding their markets. Therefore, relying on partners to exchange resources and knowledge, including customer groups, is very important for business expansion and survival.

And there are theorists who agree with the concept of effectively connecting all activities both within the organization and outside the organization. The main purpose of logistics is to deliver products to customers under the service that meets the needs of customers in terms of location, time and the correct amount and cost savings which planning Control and development of logistics work Therefore, it is necessary all the time, such as moving or transporting goods to the destination. Goods being moved must not be damaged and deliver the goods on time efficient service customer satisfaction Therefore, the logistics system also affects the information enhancement of operators, logistics competition - cost reduction - customer satisfaction (Martin, 2013).

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