



**A COMPARATIVE STUDY OF E-COMMERCE PLATFORMS
IN CHINA AND THAILAND: A LOGISTICS PERSPECTIVE**



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Abstract

This study uses a qualitative research method of expert interviews to conduct a comparative analysis of logistics management in the major e-commerce platforms driven by China and Thailand – China’s Jingdong and Taobao, as well as Thailand’s Lazada and TikTok. Starting from the study of the three flows of the supply chain (information flow, money flow, and material flow) and the logistics 7Rs principle, the efficiency and inefficiency of current logistics practices are discussed, and the impact of infrastructure and technology on logistics e-commerce is analyzed. Methods to improve logistics service quality are proposed.

The study found that Chinese e-commerce platforms perform well in terms of logistics efficiency. However, Thailand’s e-commerce platforms face challenges in logistics efficiency. Infrastructure and technology have a significant impact on e-commerce logistics in both countries. China has a relatively complete transportation network and advanced logistics technology, which provide strong logistics support for e-commerce platforms. In contrast, Thailand’s logistics infrastructure development is uneven, transportation is inconvenient in some areas, and the application level of logistics technology is low, which limits the logistics efficiency of e-commerce platforms.

(Total 57 pages)

Keywords: China-Thailand E-commerce Platform, Three Flows of Supply Chain, 7Rs

Student’s Signature Thesis Advisor’s Signature

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CHAPTER 1

INTRODUCTION

1.1 Background and Significance of the Problem

With the current sociotechnological and economic development, and the release of the Belt and Road policy, what is the Belt and Road policy? Background of the Belt and Road policy is China's economy grew at an unsustainably rapid rate during the past three decades, resulting from developments in technology lowering transaction and market entry costs (allowing China to take advantage of its labor resources) and high government investment. This growth strategy, however, has shown signs of running its course, with the working-age population shrinking after its peak in 2012, government investment plateauing at 49 percent of GDP, and a narrowing technological gap between China and developed countries. This shifting environment has prompted a transition toward a more balanced economic approach—a slower, more sustainable “new normal”—with an increased focus on global integration. The One Belt and Road Initiative (OBOR) composed of the land-based Silk Road Economic Belt and the sea-based 21st Century Maritime Silk Road is a pillar of this change. OBOR aims to alleviate China's domestic economic slowdown, build infrastructure to connect Asia for trading, and strengthen China's regional influence thereby utilizing the overcapacity in Chinese firms (Kanenga, 2016). The One Belt One Road (OBOR) initiative is a combination of two outward-facing concepts introduced by President Xi Jinping in late 2013 to promote economic engagement and investment along two main routes. To date, reports suggest that the first route, the New Silk Road Economic Belt, will run westward overland through Central Asia and onward to Europe. The second route, the 21st-Century Maritime Silk Road, will probably loop south and westward by sea towards Europe, with proposed stops in South-east Asia (10 countries with ethnic minorities: Singapore, Malaysia, Indonesia, Southeast Asia, Thailand, Laos, Cambodia, Vietnam, Brunei and the Philippines), South Asia and Africa. The Silk Road Economic Belt was unveiled by

Xi Jinping at Nazarbayev University on September 7, 2013, as part of his state visit to Kazakhstan. The New Maritime Silk Road was announced before the Indonesian Parliament on October 3, 2013, as part of Xi Jinping's state visit to Indonesia. It is from this background that this paper endeavors to discuss the potential impacts and risks involved in implementing such a massive infrastructural project and its overall contribution to economic development in the countries concerned. The paper will look at the vision, scope and goals as well as the economic impacts of the One Belt One Road Strategy in China. Risks or rather challenges will also be discussed to give a broader picture of this initiative.¹ Promoted the formation of cross-border trade between China and neighboring countries, and the occurrence of financial trade in 2019, With the financial crisis in 2008 and its negative consequence on foreign trade and economic growth.

The rise of digital platforms has not only changed the traditional way of buying and selling goods but also brought new complexity to supply chain management. This paper will study the role of e-commerce companies as supply chain integrators, paying special attention to China and Thailand. In this case, four major e-commerce platforms Lazada, TikTok, Jingdong, Taobao are used as case studies, study its situation at the logistics level and whether it can serve as a reference for each other, in order will make a detailed introduction in the follow-up to provide better guidance of logistic service quality for more new e-commerce platforms in the future.

1.2 Research Objectives

To analyze current logistics practices, comparing logistics management of various e-commerce platforms in China and Thailand, and how to improve the quality of logistics services.

1.3 Research Questions

How do logistics practices and challenges differ between e-commerce platforms in China and Thailand?

1.3.1 What are the logistical efficiencies and inefficiencies in each market?

1.3.2 How do infrastructure and technology impact logistics in e-commerce for China and Thailand?

1.4 Research Framework

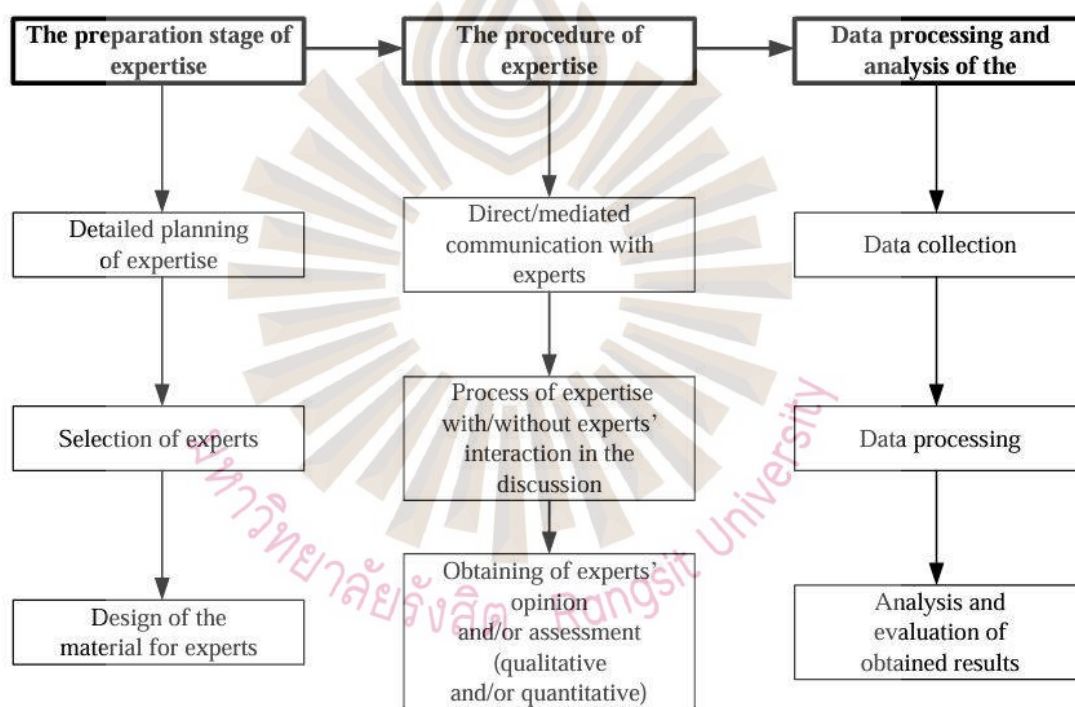


Figure 1.1 Thesis Research Framework

Source: Iriste & Katane, 2018

The research framework of this paper is mainly to explore the role of e-commerce companies as supply chain integrators, the logistics including three flows (Information Flow, Money Flow, Material Flow).

The structure of this framework is to compare the logistics processes of the four major e-commerce platforms, Lazada, TikTok, Jingdong, and Taobao, to determine their

logistics conditions and reflect how to improve the quality of logistics services in the future for other e-commerce platforms.

1.5 Definition of Terms

E-commerce Company

Enterprises that facilitate the buying and selling of goods and services through the Internet. They act as intermediaries in the supply chain, connecting consumers with products across locations.

Expert Opinions

scientific views or comments by a group of designated experts based on a review of scientific evidence and/or expert opinion.

Logistics Service Quality

Logistics service quality is defined as an instrument to measure customer perceived value that is created by the service provider, for example, the goods are delivered on time and correctly, etc. Including 7RS is the right time, right place, right product, right price, right channel or way, right condition, right information.

CHAPTER 2

LITERATURE REVIEW

2.1 E-commerce Logistics

E-commerce first appeared in the description of the national information infrastructure in the 1993 Clinton Administration Work Report (Fomin, King, McGann, & Lyytinen, 2003). Its meaning is to use electronic information technology, network interconnection technology and modern communication technology to effectively manage commodity resources and people's transaction behavior (Wang, Ping, & Zhang, 2012). Combined to realize computerized and networked activities of information exchange, business processing, goods and service transactions between the government and enterprises, between enterprises and enterprises, and between enterprises and customers in other words is E-commerce is about setting your business in internet, shift from traditional trade between commodities to a model of transactions on the internet, (Gupta, 2014). E-commerce serves as an intermediary from to complete the delivery of goods or services to customers in need, thereby completing the corresponding customer orders, completing the delivery of goods, as well as the collection of payment model, as well as supply chain integration model platform corresponding to return logistics (Goel, 2007).

2.2 Three Flows of Supply Chain

logistic and supply chain management process flow

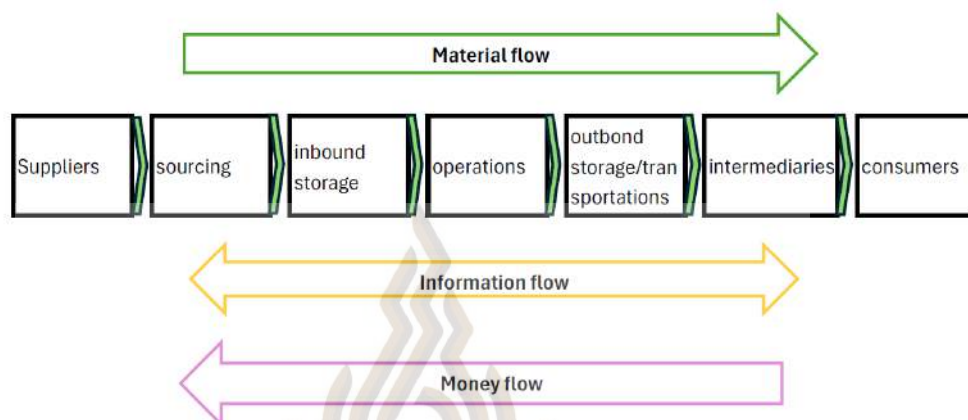


Figure 2.1 Logistic and Supply Chain Management Process Flow

Source: Researcher

Material Flow

Logistics refers to the entire process of goods from the production site or warehouse to the hands of consumers, including order processing, procurement, packaging, transportation, distribution and customer service. Specifically, the logistics operation process mainly includes order generation, order processing, warehouse delivery, express pickup, transportation process, arrival at the destination, delivery by courier, buyer's signature, after-sales service and logistics tracking. The flow of logistics from upstream suppliers to downstream retailers is an important link between suppliers and end users (Michlowicz & Smolińska, 2015).

The flow of materials and services in logistics refers to the flow process of goods and information from suppliers to demanders in the logistics system. This process includes multiple links, such as purchasing, purchasing, warehousing, distribution, settlement, etc. The core purpose of logistics management is to ensure the quality of goods while meeting customer needs for type, quantity, time and location, and to achieve the best coordination and cooperation of logistics activities through effective planning, organization, command, coordination and control (Michlowicz & Smolińska, 2015).

Specifically, the logistics service process can be divided into the following main steps:

1) Picking up and shipping the goods: including checking the vehicle condition, arriving at the customer's pick-up warehouse on time, handling the pick-up procedures, picking up the goods and notifying the receiving customer of the expected arrival time, etc.

2) Goods warehousing: According to the customer's warehousing instructions, the goods are accepted, the warehousing order is printed, and the goods are allocated to the designated warehouse location.

3) Transportation management: Design and optimize the transportation network structure, select appropriate transportation mode combinations, allocate transportation resources, and monitor the service quality of transportation and distribution.

4) Warehouse management: including functional modules such as inventory management, order management, and expense management, ensuring that the system can meet the needs of each link and achieve efficient management and operation of logistics information.

5) Delivery and Settlement: Deliver the goods from the warehouse to the customer and perform settlement processing.

And also includes the process that the goods return, the process of returning the goods from the consumer or end user to the producer. This process not only includes return processing, but also involves product repair, refurbishment, recycling and disposal. Reverse logistics is significantly different from traditional forward logistics. Forward logistics is the process of transporting raw materials, intermediate inventory and final products from the point of origin to the point of consumption, while reverse logistics works in the opposite direction. For example, in forward logistics, goods are shipped from factories to retailers, who then sell them to consumers; in reverse logistics, products purchased by consumers are returned to retailers or manufacturers for processing (Krikke, 1998).

Information Flow

Information flow refers to the process of information transmission, circulation and interaction from suppliers to consumers in e-commerce activities. It includes the provision of product information, promotion and marketing, technical support, after-sales service, etc., and also involves commercial trade documents such as quotations and payment notices. The role of information flow is to enable suppliers to efficiently and accurately grasp consumer needs, while at the same time realizing interaction between consumers and suppliers and improving consumer purchase satisfaction. Information flow is the premise and foundation of e-commerce transactions. Without the effective transmission of information flow, the other two flows (logistics and capital flow) will not be able to operate normally (Tian, 2018). Therefore information flow plays an important role, and attention must be paid to the security of information transmission (Mukaddes, Rashed, & Malek, 2010).

Money Flow

Money flow refers to the capital transactions that occur with the transfer of goods and their ownership in e-commerce transactions. Fund flow mainly includes payment, transfer and settlement. One of the characteristics of e-commerce is the flow of funds between transaction parties online. Online payment and settlement are the keys to completing the flow of funds. The flow of funds flows from downstream to upstream, that is, after the user confirms the purchase of the product, he transfers his funds to the merchant's account. E-commerce shortens the cash flow period and improves cash flow efficiency (Gupta, 2014).

2.3 Case Studies of E-commerce Platforms

2.3.1 Lazada

Lazada was founded in 2012 by Rocket Internet and acquired by Alibaba in 2016 for US\$4 billion (Singh, 2023). It occupies an important position in the Thai market (George, 2021) and provides a wide range of online shopping and sales services.

Thailand has more than 18,000 international and local brands. Entering its market has made it the largest e-commerce platform in Thailand (Luo, 2020). The platform's main product categories include 3C electronic products, home furnishings, toys, fashion, beauty and food, etc. Lazada Thailand's operation strategy places great emphasis on user experience and logistics efficiency, with 65%-70% of online transactions using cash on delivery (Jindarat, 2022), as of 2023, Lazada Thailand has become Thailand's first profitable e-commerce platform. Although actual revenue and profits are lower than forecast data, its performance is still worthy of recognition. Lazada Thailand not only serves the local market but is also committed to promoting the development of e-commerce throughout Southeast Asia. According to a report released by Momentum Ventures, in 2023, Thailand's e-commerce platform market will be dominated by Shopee, accounting for 49% of the market share. Lazada follows closely behind with 30% market share (Ruanguttamanun & Peemanee, 2022).

2.3.2 TikTok

According to the latest data, TikTok Shop has a 21% share of the Thai market and is one of Lazada's main competitors (Li, 2023). TikTok has a huge user base in Thailand. According to data in March 2024, TikTok Shop Mall has attracted more than 400 brands have settled in and more than 100,000 orders have been completed. In addition, TikTok has approximately 50 million monthly active users in Thailand. TikTok Shop has also launched officially certified warehousing and logistics services in Thailand to improve the convenience of merchant order management. TikTok has launched the "TikTok for All" plan in Thailand. Harold, Beauchamp-Mustafaga, and Hornung (2021) providing opportunities and support for local creators, businesses and communities. This initiative helps drive content creation and business activities in Thailand. Although TikTok has achieved remarkable success in Thailand, its e-commerce journey still faces some challenges. For example, although TikTok Shop's revenue in the Southeast Asian market is growing rapidly, as of October 2023, Thailand's TikTok user penetration rate has exceeded 49.3%, ranking first in the world. TikTok needs to face competitors from home and abroad, these competitors include

Thailand's local e-commerce platforms such as Lazada and Shopee. Secondly, due to the differences in culture and living habits between countries, TikTok sellers need to develop effective strategies to adapt to the Thai market. In addition, TikTok also faces network security challenges and needs to cooperate with the Thai government to improve digital literacy and build a network security defense line. To deal with these challenges, TikTok has adopted a variety of strategies. First, TikTok promoted the One Tampon One Product (OTOP) project to promote the development of local products by partnering with Thailand's Ministry of Community Development (Profeta & Ylagan, 2024).

2.3.3 Jingdong

Jingdong.com, Inc. is a leading self-operated e-commerce company in China. It was founded by Liu Qiangdong in Zhongguancun in 1998 and officially entered the e-commerce field in 2004. The company is headquartered in Beijing (Yan, 2011), in 2023 Jingdong.com's share of China's e-commerce market is 20%, and JD.com is its core business, providing a one-stop shopping platform selling tens of thousands of brands in 12 categories including home appliances, digital communications, computers, home furnishings, clothing, maternal and infant, books, food, and online travel. Millions of quality items. In addition, JD Logistics is also an important part of it. It has built its own logistics system since 2007 and established an independently operated JD Logistics Group in 2017. Overall, JD.com, with its strong supply chain management and advanced technology, occupies an important position in China and the global e-commerce market, and continues to promote innovation and development in the retail and Internet industries. Its corporate positioning is based on "Supply chain-based technology and service enterprise", committed to improving supply chain efficiency and user experience through technology-driven (Stueber, 2023).

2.3.4 Taobao

Taobao is affiliated to the Alibaba company platforms, it was established in May 2003 and headquartered in Hangzhou, Zhejiang province China (Ou & Davison, 2009) it mainly provide online retail purchasing services, in 2003, Taobao and Tmall accounted for 45% of the Chinese e-commerce market, this data has been unanimously confirmed by multiple source, including sandalwood e-commerce monitoring data and data released by ministry of commerce, as of 2023, Taobao has nearly 500 million registered users and more than 60 million regular visitors every day, at the same time, the number of online product every day has exceeded 800 million, in terms of technological innovation, Taobao has been constantly innovating to meet user needs and improve the competitiveness of the platform, for example, during double 11, Taobao used AI technology to carry out all-round technological revolutions such as personalized recommendations, intelligent customer service and logistics optimization (Yang, 2022).

2.4 Expert Opinion

The origin of peer review as a paper research method can be traced back to 1665, proposed by Henry Oldenburg of the Royal Society. He recognizes the importance of documenting scientists results and discoveries through periodic independent publications produced by third parties and that approach confirms the scientist's first rights (Zenezini, 2022).

At that time, the Royal society commissioned Henry Oldenburg to found "philosophical transactions" what is innovative about this system is that it requires submitted manuscripts to be reviewed by experts to judge their quality (Lawrence, 2021), this practice ensures the quality of academic papers and becomes a key part of what distinguishes top journals from other journals, expert opinions usually refers to professional advice provided by an individual or team with deep knowledge and experience in a specific field. These opinions may come from personal research experience, experimental data or theoretical analysis. The role of expert opinions in

scientific research includes providing professional knowledge support, guiding research directions, and evaluating research methods and results, for example, in the article “career advice for life scientists”, Sandra Schmid emphasized the importance of peer review, pointing out that high-quality peer review can help authors clarify and improve their arguments, current errors, and propose valuable experiments or control measures (Cargill & O’Connor, 2021), in academic research ,peer review is mainly responsible for evaluating the quality and authenticity of research and ensuring scientific integrity :while expert opinions provide more professional knowledge support and guidance to help researchers improve research design and methods.

2.5 Key Logistical Strategies and Technologies in E-commerce

The key logistics strategies and technologies of e-commerce mainly involve the following aspects:

2.5.1 Construction of logistics and distribution system: An efficient logistics and distribution system is an important guarantee for the success of e-commerce. By establishing fast and reliable distribution services, reducing distribution costs, and improving distribution visibility and transparency, customer satisfaction and corporate competitiveness can be significantly improved (Salvén, 2013).

2.5.2 Informatization and intelligent management: Use big data, Internet of Things and other technologies to realize intelligent management of logistics and improve decision-making support and prediction capabilities. This includes establishing a real-time information platform to ensure the accurate transmission of information and enhance the transparency of the supply chain (Wang, Chen, Dai, & Zhu, 2022).

2.5.3 Warehouse management optimization: Optimization methods for e-commerce warehousing management include improving the efficiency of logistics equipment use, optimizing the storage location of goods, and clarifying the entire process management of e-commerce warehousing. In addition, three-dimensional warehousing technology and automated sorting systems are also important components of modern logistics technology (Stopka & Lupták, 2018).

2.5.4 Transportation strategy and cost control: Choose appropriate transportation methods and partners, such as night delivery, fast delivery, etc., to meet consumers' demand for immediacy. Simultaneously, optimize costs, expand geographic coverage and reduce risk with a multi-carrier strategy.

2.5.5 Last-mile delivery innovation: Explore alternative delivery methods such as drones and autonomous vehicles to solve the bottleneck problem of urban logistics and improve delivery efficiency (Boysen, Fedtke, & Schwerdfeger, 2021).

2.5.6 Supply chain management and collaboration: Build a cross-enterprise logistics alliance to share resources, reduce operating costs, and improve overall supply chain efficiency. At the same time, seamless integration and data sharing of all links in the supply chain are achieved through information technology (Moharana, Murty, Senapati, & Khuntia, 2010).

2.5.7 Information security and risk management: Strengthen logistics security management, select reliable logistics suppliers, and use data encryption technology to protect information security.

2.5.8 Customer experience and personalized services: Provide customized services, such as evening delivery and self-pickup points, to meet consumers' personalized needs and improve customer satisfaction and loyalty (Wu & Phakdeephrot, 2023).

2.5.9 Logistics technology standardization and facility network optimization: Through logistics technology standardization and facility network standardization, the distribution of the logistics distribution center network will be rationalized, and information collection and transmission will be digitalized, modernized, real-time, and intelligent (Yurii, Nataliia, Olena, Yelyzaveta, & Ganna, 2021).

Through the application of the above strategies and technologies, e-commerce companies can establish efficient and reliable logistics systems, improve customer experience, increase user satisfaction and loyalty, while optimizing logistics costs, improving logistics efficiency, and enhancing corporate competitiveness and profit margins.

The latest trends and technologies in the construction of e-commerce logistics distribution systems mainly focus on the following aspects:

Intelligence and automation: e-commerce logistics is undergoing digital and intelligent upgrades. The application of these technologies not only improves the automation level of warehousing, transportation, distribution and other links, but also improves overall operational efficiency. For example, technologies in smart transportation, smart warehousing, smart packaging, and smart loading and unloading have been widely used (Ferreira, 2023).

Big data and cloud computing: Big data and cloud computing technology play an important role in optimizing the logistics distribution model. By analyzing large amounts of data, companies can more accurately predict demand, optimize inventory management and delivery routes, thereby reducing operating costs and improving service quality. In addition, big data technology is also used to build logistics and distribution service centers and promote the construction of regional precision distribution networks (Enache, 2023).

Innovation in terminal distribution models: In order to cope with the "last mile" distribution challenge, e-commerce companies are exploring a variety of innovative models, such as self-operation, outsourcing, joint distribution, smart express cabinets, etc. Combined with the application of digital technology, these models not only reduce operating costs but also improve customer satisfaction (Boysen et al., 2021).

Green logistics and sustainable development: In the current market environment, optimizing the terminal distribution model is not only to reduce costs and improve efficiency, but also to achieve green logistics and sustainable development. This includes measures such as using environmentally friendly materials, optimizing transport routes and reducing carbon emissions (Kumar, 2015).

Cross-business aggregation and globalization: The e-commerce logistics and distribution system are developing in the direction of cross-business aggregation and globalization. Through demand-side supply chain reconstruction and supply-side reform, e-commerce logistics will become more mobile, data-based, and platform-based, and will gradually expand to rural areas and industrial parks (Kumar, 2015).

In short, the construction of e-commerce logistics distribution system is developing in the direction of intelligence, data, alliance, sharing and capitalization.

China's e-commerce logistics system is relatively mature, with advanced automated warehousing systems and efficient logistics networks. In contrast, although Thailand's logistics system has been improved in recent years, it still lags behind China as a whole. Although Thailand's e-commerce logistics market is developing rapidly, its infrastructure still needs to be further improved (Luo, 2020).

In addition, Thailand's geographical disadvantages and uneven regional development also affect its logistics efficiency. Although Thailand's road and water transportation network is relatively developed, these advantages are still limited in actual operations, while China's logistics efficiency is higher due to its unified land and relatively balanced development, especially during major promotions, Chinese consumers can receive goods as quickly as minutes, but Thai consumers may have to wait longer.

Overall, China is significantly better than Thailand in e-commerce logistics efficiency, mainly due to its more advanced logistics infrastructure and technological innovation. Although Thailand has gradually improved its logistics efficiency with government support and international cooperation, the gap with China is still large (Luo, 2020).

2.6 Logistic Service Quality (7RS)

The concept of logistics service quality was first proposed by Finnish scholar professor Gronroos in 1982 (Du & Rong, 2010).

The proposed the concept of customer-perceived service quality, that is, the contrast between customers' expectations for service quality and actual service experience received, Perrault and Russ The 7Rs theory was proposed in 1974, emphasizing that logistics services should meet the conditions for customers to obtain products and services at the right time, place, price and method (Li & Liu, 2014).

The seven standards are

Right Time: Businesses need to deliver goods to customers at the right time.

Right Place: Ensure that the goods are delivered to the designated location.

Right Product: Provide products that meet customer needs.

Right Price: Set a competitive price based on market data.

Right Channel or Way: Choose the most appropriate delivery method to meet customer needs.

Right Condition: Ensure that the goods are in good condition during transportation.

Right Information: Provide accurate product information to enhance customer trust.

These standards emphasize the comprehensive consideration of logistics services in terms of time, location, product, price, method and status, information, (Wang, Hao, & Dong, 2018), so as to effectively meet customer needs, by following these seven standards, companies can improve the quality of their logistics services, thereby increasing customer satisfaction and overall efficiency of the company.

The 7Rs theory not only starts from the perspective of the enterprise but also considers the needs and satisfaction of customers. For example, the right customer

ensures that orders are processed correctly and reach the intended recipient, while the right cost optimizes shipping and handling charges. This comprehensive consideration helps improve customer satisfaction and thereby improves the overall logistics service quality.

The 7Rs theory emphasizes that logistics service quality is a dynamic process that requires continuous optimization and improvement. By continuously monitoring and adjusting all aspects of logistics services, companies can better meet customer needs and improve service quality (Jiang, 2023).

The 7Rs theory believes that logistics services can create part of product value. This means that by optimizing logistics processes, companies can not only improve efficiency but also increase customer satisfaction and loyalty to their products.

The 7Rs theory is applicable to various types of logistics services, including B2B and B2C fields. This makes the theory widely applicable and flexible, and can cope with logistics needs in different market environments (Tran, 2024).

With the development of modern technology, the 7Rs theory can be realized and optimized through the best freight forwarding software, freight cost management systems and other tools. The application of these technologies further improves the efficiency and accuracy of logistics services.

The 7Rs theory has become an important tool for evaluating logistics service quality because of its comprehensiveness, practicality, dynamic process, value creation, strong adaptability, and support from modern technology.

The application cases of Logistic 7Rs theory in the current logistics industry are mainly reflected in the following aspects:

E-commerce logistics: After implementing the 7R theory, a well-known e-commerce company significantly shortened the customer's delivery time by optimizing the warehousing and distribution network. Using data analysis, they accurately predict the demand for various commodities and ensure that there will be no shortages during peak seasons. In addition, they also launched customized services for different customer groups, which greatly improved customer satisfaction and repeat purchase rates (Ghezzi, Mangiaracina, & Perego, 2012).

Fast-moving consumer goods industry: After conducting market research, a fast-moving consumer goods company found that certain products were selling extremely well in specific regions. By adjusting production plans and distribution strategies, they supply the right quantity of products at the right time and place, effectively reducing inventory costs and increasing market share (Perrin, 2008).

Deliverree, a logistics service provider in Thailand: As a leading logistics service provider in Thailand, Deliverree has recognized the importance of following the 7Rs principles. They use advanced technology to develop logistics services, enabling operators and customers to obtain efficient and fast logistics services at the most economical and reasonable prices. Deliverree provides online scheduled transportation services covering a wide range of areas in Thailand. Whether in Bangkok, metropolitan areas, Chiang Mai and other places, customers can transport goods through various types of vehicles, 24 hours a day (Zhang & Smutkupt, 2021).

Urban warehouse management: Urban warehouses play a key role in the urban supply chain by implementing the “7Rs” principle to ensure the correct delivery of goods while providing personalized services to enhance consumer experience. For example, the receiving process involves the arrival and unloading of goods by truck, followed by inspection, processing (such as unpacking and repacking), and preparation for storage. The storage process is based on allocation and area division, and items are placed in designated locations (Rey-Moreno, Periañez-Cristóbal, & Calvo-Mora, 2022).

Modern technology plays a vital role in supporting the implementation of the 7Rs theory in logistics. The following are specific support methods:

Advanced information technology is one of the important means to achieve the 7R goal of logistics management. By systematically collecting, sorting, analyzing, utilizing and transmitting logistics information, the efficiency and level of logistics management can be improved, and collaboration and optimization of all links can be achieved.

Intelligent warehousing equipment and management systems, such as automated shelves and intelligent sorting systems, can improve warehousing efficiency, reduce errors, and ensure that goods arrive at the destination at the right time, at the right place, and of the right quality. The application of these technologies helps achieve the goals of “right place” and “right quantity” (Wambui, 2021).

Radio frequency identification (RFID) technology is widely used in the logistics field. It uses radio wave signals for automatic identification and data capture, which greatly improves logistics efficiency. RFID technology can achieve asset visibility, reduce risks and errors, and improve customer experience, providing effective solutions for the logistics industry.

An advanced e-commerce fulfillment platform that manages all e-commerce logistics solutions on a single platform. This helps achieve the goals of “right customers” and “right price”.

Logistics software can effectively manage entire logistics and supply chain operations, including automating operations, billing and accounting, invoicing, and optimizing business processes. These tools can help companies better achieve their logistics management goals (Li & Wu, 2021).

In order to further optimize the various uncertain challenges they face, companies generally take the following measures based on 7RS theory (El Raoui, 2020).

Application of digital technology: Use digital technology to achieve refined management, avoid waste or shortages, and improve information visualization and inventory strategies (Tau, 2017).

Flexibly adjust the supply chain network: Quickly adjust the supply chain network according to market demand and environmental changes to achieve efficient flow of resources, information and funds (Lummus, 2003).

Green logistics concept: Comply with environmental protection regulations, promote green logistics concept, reduce energy consumption and waste emissions, and reduce the impact on the environment (Wang, 2018).

Risk management mechanism: Establish a sound risk management mechanism to prevent and deal with risks such as cargo loss, natural disasters and supply chain interruptions, and ensure the stable operation of the logistics system (Nisula, 2019).

The 7Rs theory in modern logistics management emphasizes optimizing supply chain management to achieve delivery of appropriate quantities, products, time, place, conditions, users and costs to improve service quality and control costs. This theory not only simplifies the concept of logistics, but also helps enterprises cope with various internal and external challenges such as budget constraints, component failures, human errors, etc., thereby achieving high availability. Thereby improving the logistics efficiency and customer satisfaction of enterprises or e-commerce platform companies (Lindholm, 2023).

CHAPTER 3

RESEARCH METHODOLOGY

This study uses qualitative research methodology, which describe the approach taken to study the role of e-commerce as supply chain integration in China and Thailand, focusing on the management of three flows in logistic (Information Flow, Money Flow, Material Flow), the study compares the logistics of Lazada, TikTok, Jingdong and Taobao, examining how they contribute to improving logistics service quality in accordance with 7Rs in logistics

3.1 Population and Samples

3.1.1 The population of this study is the four major e-commerce platforms in China and Thailand as following:

China have 2 platforms are: Jingdong and Taobao.

In 2023, Jingdong have 20%, Taobao have 45%, so in China Jingdong and Taobao have 65% in total China e-commerce market share (these contents are shown in chapter 2 already).

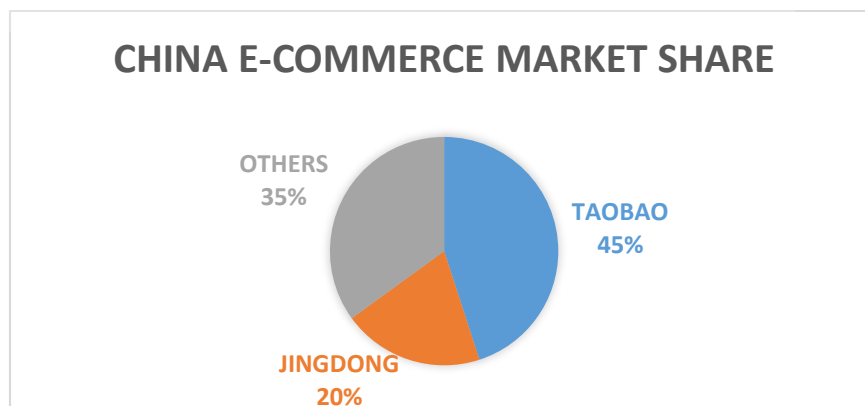


Figure 3.1 China E-commerce Market Share

Source: Researcher

Thailand have 2 platforms are: TikTok and Lazada.

In 2023, Lazada have 49%, TikTok have 21%, so in Thailand, Lazada and TikTok have 70% in total Thailand e-commerce market share (these contents are shown in chapter 2 already).

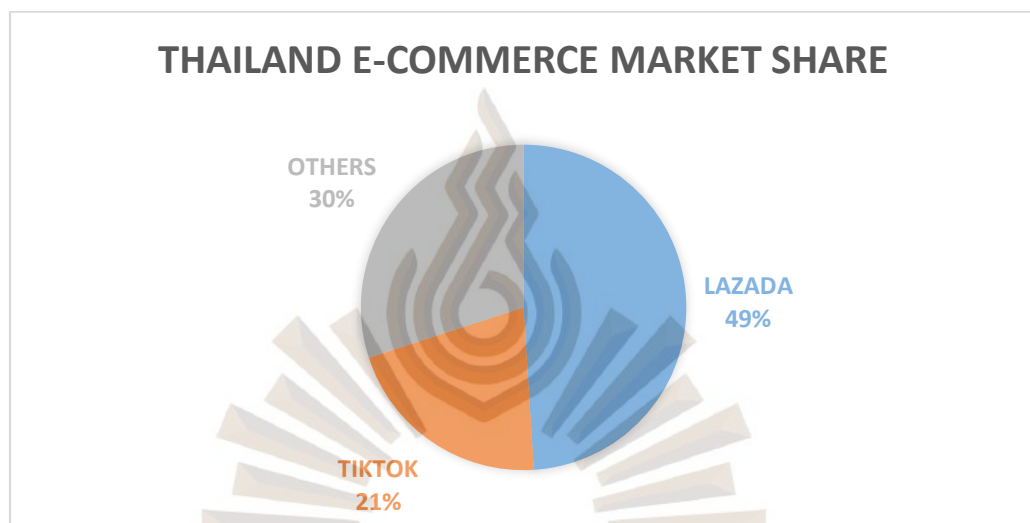


Figure 3.2 Thailand E-commerce Market Share

Source: Researcher

The main reason for choosing these four platforms is because they have a larger market share in 2023, and influence, and they play a key role in companies in e-commerce industry.

3.1.2 The sample main consists of the following

In total, each company is assigned 8 people, as follows:

Table 3.1 Number of Interviews at Each Platform

Category	Source	Number of People
Experts	Logistics manager who is familiar with the logistics level of these four companies, or professional in industry	2 People from each company

Table 3.2 Describe 8 Experts

Name	Platform	Describe
Expert 1	Lazada	Senior Logistic Manager, High Experience
Expert 2	Lazada	Logistic Director, High Experience
Expert 3	TikTok	Senior Logistic Manager, High Experience
Expert 4	TikTok	Senior Logistic Supervisor, High Experience
Expert 5	Jingdong	Logistic VP, High Experience
Expert 6	Jingdong	Logistic Director, High Experience
Expert 7	Taobao	Logistic Manager, High Experience
Expert 8	Taobao	Senior Logistic Director, High Experience

3.2 Research Instruments

3.2.1 In depth interviews: is a technique designed to elicit a vivid picture of the participant's perspective on the research topic, the person being interviewed is considered the expert and the interviewer is considered the student. The researcher's interviewing techniques are motivated by the desire to learn everything the participant can share about the research topic (Milena, 2010). Taking into account the time factors of experts and the design of China and Thailand, ZOOM mode was used to conduct interviews. Interviews were conducted with people from China and Thailand. Each company's logistics manager is familiar with the company's logistics situation.

3.2.2 Structure interview: well, suited for the exploration of the perceptions and opinions of respondents regarding complex and sometimes sensitive issues and enable probing for more information and clarification of answers. Second, the varied professional, educational and personal histories of the sample group precluded the use of a standardized interview schedule (Barriball & While, 1994). Taking into account the time factors of experts and the design of China and Thailand, Zoom mode and audio recording was used to conduct interviews.

3.3 Data Collection

3.3.1 Secondary Data: Gather existing data on logistics infrastructure, government policies, and industry reports.

3.3.2 Primary Data: Interviews with key experts. Including interviews, they understand customer satisfaction and operational challenges.

3.4 Data Analysis

3.4.1 Qualitative Analysis: Thematic analysis of interview transcripts to identify recurring themes and insights regarding logistics strategies (Minayo, 2012).

3.4.2 Comparative analysis to highlight distinct logistical practices and innovations (Ragin, 2008).

3.4.3 Cross-Country Analysis: Conduct a cross-country comparison to highlight logistical differences, similarities, and the influence of country-specific factors (Pohjola, 2000). Use NVivo technology for qualitative analysis.

CHAPTER 4

RESEARCH RESULTS

After conducting expert interviews. The documents and contents were sorted and further analyzed, the discussion aimed to gain an in-depth understanding of the similarities and differences in logistics management between the two countries and their impact on improving the quality of the logistics services get the research results as follows:

4.1 Efficiencies and Inefficiencies in Each Market

4.1.1 Information Flow

Lazada

According to the Lazada logistic manager interviewed, Lazada has invested heavily in technology to ensure real-time tracking and efficient communication within the logistic and supply chain.

1) System facilitates information transfer: Lazada's fully managed JIT (just-in-time) system monitors inventory and order information in real time, Real-time sharing of inventory information and collaborative management also involves reverse logistics processing, that is, the management of returns and refunds. Lazada provides a fully managed JIT model, which means that sellers can completely rely on the platform to handle orders and logistics, which is something else. E-commerce platforms are uncommon and complete information integration.

2) Centralized management of processes: Lazada's fully managed model is an operating method that leaves all aspects of inventory management, logistics and distribution, customer service, etc. to the platform. Merchants only need to focus on product development and marketing, and the rest of the operational work is completed

by the Lazada platform, which emphasizes providing the right products in the right quantity at the right time.

3) Human customer service assistance: Manual customer service is online 7 days a week, providing limited-time personalized services. Intelligent customer service is online 24 hours a day and provides automated responses.

Also has some inefficiencies:

1) Non-systematic process, relying on background labo: In the case of abnormal logistics, it is necessary to use back-end customer service to manually transmit information to solve the problem, thus affecting the efficiency of information transmission and the overall efficiency of logistics.

2) Logistics tracking number and freight company errors: Sellers can only update the logistics tracking number or freight company within 48 hours of preparing to ship. If this time is exceeded, the help of the Lazada platform is required to change it.

These problems all reflect that when dealing with logistics abnormalities, it is relatively necessary to rely on back-end manual processing and information updates. These problems all reflect that more technical improvements and process optimization are needed to solve them.

TikTok

According to the TikTok logistic manager interviewed, TikTok has

1) fully managed model: TikTok Shop has launched a “fully managed model”. Under this model, merchants only need to be responsible for submitting products and supplying goods, and the platform is responsible for the rest of the operations, logistics, after-sales and other aspects. This model can significantly reduce the burden on merchants in fund management and supply chain management.

2) Logistics system support: TikTok leverages its social media roots to integrate innovative tracking and communication functions into its e-commerce platform, TikTok uses Flash Express’s logistics express detection system in Thailand, relying on the professional layout and professional system of third-party logistics to conduct comprehensive cargo information tracking.

Also has some inefficiencies:

1) Insufficient information transparency: The platform's system is relatively imperfect and relies entirely on full custody and the third-party logistics model. Logistics can solve transportation problems, but the platform will also face situations where information is not completely transparent, such as invalid parcel tracking IDs. Or problems such as being unable to update order status in a timely manner.

2) Data accuracy and security issues: When implementing logistics printing and order management, merchants need to ensure the accuracy and completeness of relevant data to avoid distribution problems caused by information errors. However, there are still certain challenges in logistics printing and order management on the TikTok platform, which may affect the efficiency and accuracy of order fulfillment.

These problems all show that the information flow problems of TikTok e-commerce platform in logistics management mainly include imperfect logistics system, data accuracy and security issues.

Jingdong

According to the Jingdong logistic manager interviewed, Jingdong has

1) Technology drives data: Jingdong has developed a powerful information system on its own to solve its own company problems, through technology-driven data transformation, it improves the communication of information and allows detailed understanding of inventory and delivery status.

2) Self-built logistics and logistics systems: Jingdong's self-operated logistics, and smart sorting centers are A fully intelligent, mechanized operation platform with an independent system and AGV operating console, its complete remote real-time monitoring system effectively realizes the visualization of the entire business operation process.

Also has some inefficiencies:

Although JD.com has entered the 4.0 stage, which is characterized by automation, digitalization, and intelligence, there are still some information systems that

cannot fully support downstream logistics management. For example: During the peak season, the inventory management response speed between the group headquarters and branches is slow, resulting in untimely inventory control.

Taobao

According to the Taobao logistics manager interviewed, Taobao has Taobao has invested a lot of money in technology in order to better manage and track information,

1) Intraduce technology: Introduce RFID technology and IoT technology to realize real-time monitoring of information, so that Taobao's goods can be displayed wherever they go until the C-end customer purchases them.

2) Use third-party logistics system: Complete the distribution of goods across the country through cooperation with third-party logistics.

3) Strengthen customer feedback system: Through the CRM system, we can alleviate invisible problems caused by non-self-operated logistics, thereby increasing information communication and feedback between customers, merchants, and platforms.

Also has some inefficiencies:

1) Uncertainty and high risks in logistics and distribution: Since Taobao's logistics and distribution mainly rely on third-party logistics companies, this leads to high uncertainty and high risks in the logistics and distribution process. This dependency makes the flow of information prone to delays or errors during delivery.

2) Poor information sharing: Although the Taobao platform attempts to form a four-stream-in-one system by integrating buyers and sellers, logistics companies, and payment platforms, there is still the problem of poor information sharing in actual operations. This means that during the logistics process, the flow of information between parties may not be timely and accurate enough, affecting overall efficiency.

So, the result of information flow is the assessment showed that both Chinese and Thai e-commerce platforms have recognized the importance of information flow in logistics management. However, Chinese platforms seem to have more advanced

systems for data collection, analysis, and sharing, which enable them to make more informed decisions and improve customer satisfaction. Thai platforms, while improving, still face challenges in terms of data accuracy and timeliness.

4.1.2 Money Flow

Lazada

According to the Lazada logistic manager interviewed, Lazada has

1) Payment method and payment cycle: Lazada's fund repayment method can be transfer or cash payment (offline cash on delivery). The repayment time is generally 24 hours to 30 days. the repayment cycle of the Lazada platform is long, resulting in large-scale events such as Double 11 and so on. It is easy to cause capital turnover problems.

2) Handling financial issues: If the merchant fails to properly handle the consumer's return demand or order dispute, the platform will freeze the funds in the account. Protect your funds.

3) Use third-party financial platforms: Use third-party financial platforms to manage funds. Payoneer uses its global collection platform layout to perfectly identify the merchant platform's acceptance of customer collections and payments and the corresponding risks, and some people who do not have Thai bank cards need to make foreign currency payments, thus ensuring safety.

Also has some inefficiencies:

1) Long capital withdrawal cycle: Cash on delivery involves a series of complex fund withdrawal issues, and there are extremely serious hidden dangers of payment withdrawal. For example, for payments completed through various uncertain methods such as card payment and cash payment, and then going through various procedures such as logistics service providers, platforms, payment service providers, etc., the repayment cycle is generally more than 30 days.

This increases the pressure on capital turnover, and due to the existence of human factors and moral hazard, the cost of time and energy is more difficult to measure.

TikTok

According to the TikTok logistic manager interviewed, TikTok has

1) Payment method and payment cycle: TikTok's local store accepts transfer and cash on delivery. The general return time is 24 hours to 15 days.

2) Handling financial issues: If the merchant fails to properly handle the consumer's demand for a refund and non-return, the platform will automatically approve it after 48 hours and send it to the seller in the form of Email.

3) Use third-party financial platforms: Use the third-party financial platform to manage funds. Payoneer uses the layout of the global collection platform to perfectly identify the merchant platform's acceptance of customer collection and payment and the corresponding risks, and some people who do not have Thai bank cards need to make foreign currency payments. to ensure safety.

Also has some inefficiencies:

1) The shortcomings of logistics management, the lack of smooth information, and the use of third-party financial platforms have resulted in a longer period for the platform to gather funds and increased risks.

Jingdong

According to the Jingdong logistic manager interviewed, Jingdong has

1) Payment method and payment cycle: Receive transfers, JD.com Baita (credit loan model, consume first and pay later), Alipay and WeChat payment models, generally arrive immediately.

2) Handling financial issues: Returns and refunds are usually completed within 1-7 days. We provide fast refunds to customers with good credit, and the platform will advance the money to the consumer first.

3) Self-operated financial platform: use Self-operated financial platform, "JD Finance" to complete the corresponding fund management and control.

Also has some inefficiencies:

No feedback on Jingdong company's money flow issues.

Taobao

According to the Taobao logistic manager interviewed, Taobao has

- 1) Payment method and payment cycle: Transfer payment via Alipay and Huaibei (credit loan model, consume first and pay later) usually arrive immediately.
- 2) Handling financial issues: If the system does not process the refund application in time, the system will agree to the refund by default. However, if the seller still refuses and the buyer does not process it in time, the refund process will be closed.
- 3) Self-operated financial platform: Use the Alipay platform under our own group, as Taobao's direct financial platform, for faster and more convenient management.

Also has some inefficiencies:

- 1) Although we have our own operating system, Alibaba payment financial platform, due to the inability to control information in a timely manner, some refund and compensation responsibilities are unclear.

So, the result of the money flow is In terms of money flow, Chinese platforms have more established payment systems and financial services integrated into their logistics operations. This allows for more efficient processing of payments and better risk management. Thai platforms are also developing their payment systems, but issues such as currency exchange rates and cross-border payment regulations still pose some challenges.

4.1.3 Material Flow

Lazada

According to the Lazada logistic manager interviewed, Lazada has

- 1) Logistics method and time: Lazada will also carry out a promotional model, you can choose different delivery methods, according to your needs, standard delivery takes 3-5 days, and fast delivery takes 1-3 days.
- 2) System management of inventory and orders: Use an inventory management system, Lazada intelligent warehousing management, reduce errors and optimize warehousing processes, speed up delivery rates, speed up inventory turnover,

build warehouses in multiple locations, and form a warehousing network. Just-in-time delivery technology (JIT): Lazada fully managed JIT system monitors inventory and order information.

3) Use third-party logistics: Mainly rely on the fully managed model and use third-party logistics, such as Thai express companies Flash and J&T.

Also has some inefficiencies:

1) Lack of effective logistics and distribution network: E-commerce companies sign distribution agreements with other distribution companies and leave the distribution business to others. This form will cause a disconnect between the distribution operating system and the e-commerce platform.

2) Unstable transportation timeliness: Especially during major promotion seasons such as Double Eleven, it poses huge challenges to the platform's logistics system.

3) Low degree of standardization: multiple third-party logistics companies are used to transport goods. Because each company adopts different logistics standards, it is inconvenient to connect various logistics links, thus affecting operations.

TikTok

According to the TikTok logistic manager interviewed, TikTok has

1) Use big data to calculate: Use the big data framework to calculate the range of consumers' daily hobbies in real time, so as to push corresponding demand services.

2) Logistic special service: flash express provides door to door package delivery services for merchants on the TikTok shop platform, and the first package can be free, this collaboration ensures that orders are delivered to consumers promptly and accurately.

3) Use third-party logistics: TikTok also uses other third-party logistics express companies, such as: J&T, Kerry, SF, etc.

Also has some inefficiencies:

1) Weak logistics infrastructure: TikTok relies entirely on third-party logistics delivery, which results in its relatively weak logistics foundation. Many sellers are dissatisfied with TikTok's logistics policy, including the inability to upload flyer

numbers in batches and cumbersome shipping processes. With the rapid development of TikTok, logistics and transportation problems have become more prominent.

Jingdong

According to the Jingdong logistic manager interviewed, Jingdong has

1) Self-built logistics system: Jingdong builds its own logistic system to fully operation model to improve efficiency, reduce inventory risks and speed up capital flow.

2) Use third-party logistics assist remote area: select some suitable third-party logistics partners to cooperate with delivery.

3) Intelligent handing :establish an intelligent collection and delivery model to break away from manual operations and make the sorting process more automated and intelligent, automatic weighing equipment can quickly and accurately weigh packages and calculate logistics costs, visual scanners can detect missing items in the timely manner scan the images and photos of the package, and complete the system data entry through manual code addition, the intelligent sorting cabinet using a three dimensional sorting structure, combined with LED lighting, is completing the physical sorting of the package and the synchronous flow of the system data, the AGV robot follows the prescribed guidance the route is automatically driven to move the package to a specific location.

4) Big data advance inspection: Provide comprehensive big data analysis to predict and predict upcoming problems in advance, so as to fundamentally solve them.

5) Fast return goods: Receive returned goods door-to-door, at the fastest within one hour, and provide customers with real-time freight subsidies or free door-to-door replacement services

Also has some inefficiencies:

No feedback on Jingdong company's material flow issues.

Taobao

According to the Taobao logistic manager interviewed, Taobao has

1) Use logistic evaluation: introduced a logistics evaluation system that reviews merchants and buyers to promote continuous improvement of logistics company service quality.

2) Use third-part logistics to expand logistic network: by cooperating with logistics company such as SF express, ZTO, YTO and Yunda, so have expanded and accelerated the selection of logistics and the formation of a logistics network.

3) Use new technology: Use AI and the introduction of AR to make product pictures and product experience more realistic.

Also has some inefficiencies:

1) Inconsistent logistics policies: Although the domestic express delivery industry is developing well, the use of multiple logistics companies has resulted in inconsistent logistics policies, resulting in a weak experience for some customers.

So, the result of material flow is the management of material flow was found to be more efficient in China due to better infrastructure and technology. Chinese platforms are able to optimize their inventory levels, reduce transportation costs, and improve delivery times. Thai platforms, while making progress, still need to address issues such as warehouse capacity and transportation efficiency.

4.2 Logistics 7RS Status in Each E-commerce Platform

Table 4.1 The 7RS on the Each E-commerce Platform

	Lazada	TikTok	Jingdong	Taobao
Right Time	1. Lazada cooperates with local logistic companies to ensure that goods can be delivered to consumers in time, thereby to	1. TikTok shop displays product information in real time through short videos and live broadcasts to attract	1. Build your own logistics to meet the logistics delivery time efficiently and on time. Some products can be delivered on the same day.	1. Taobao uses efficient supply chain management and intelligent recommendation algorithms to ensure that consumers can see the products that

Table 4.1 The 7RS on the Each E-commerce Platform (Cont.)

	Lazada	TikTok	Jingdong	Taobao
	improving customers satisfaction. 2. Lazada market strategy in Thailand includes quickly responding to consumers' needs and ensuring that products reach consumers within the appropriate time through efficient supply chain management and inventory central.	consumers make purchase decisions in a short time. 2. TikTok shop uses its huge user base and social media influence to ensure that product information reaches target consumers at the right time through precise advertising and real-time interaction.	2. When returning goods, we can pick up the goods at your doorstep within 1 hour. 3. JD.com optimizes inventory management through big data analysis and intelligent warehousing systems to ensure timely replenishment during high demand periods and avoid out-of-stock situations.	best meet their needs when browsing products. 2. Taobao uses its powerful data analysis capabilities to predict market demand and consumption trends, prepare goods in advance, and ensure that goods can be delivered to consumers in time during specific festivals or promotions.
Right Place	1. Using third-party logistics, accurate delivery can be completed in remote areas. Lazada. By providing localized services and logistics support, we ensure that consumers can conveniently purchase the goods they need	1. Use Flash Express to deliver goods to designated locations with the help of a powerful logistics network, and the first order is delivered free of charge to facilitate customer satisfaction.	1. JD.com has an extensive logistics network and distribution capabilities in the Chinese market. Through its self-operated logistics system and logistics network, it ensures that goods can be delivered to consumers quickly and accurately. This efficient logistics	1. Use multiple third-party logistics to complete accurate delivery even in remote areas. And through efficient delivery services to ensure that goods can be delivered to consumers in a timely manner.

Table 4.1 The 7RS on the Each E-commerce Platform (Cont.)

	Lazada	TikTok	Jingdong	Taobao
	in the right place (i.e. Thailand).	TikTok by cooperating with local merchants to push products directly to Thai consumers.	system allows JD.com to provide services at the right locations to meet consumer needs.	
Right Product	1. Provide a variety of categories of goods, including baby products, toys, electronic products, cosmetics, sports and outdoor products, fashion and clothing, etc. These products are rich in variety and can meet the needs of different consumers, embodying the concept of “Right Product”.	2. TikTok Shop uses videos and live broadcasts to promote products, making the product display more vivid and attractive, thereby increasing users’ purchase intention, which also meets the requirements of “Right Product”.	1. JD.com mainly relies on the direct sales model, and almost all the products sold are genuine. This direct sales method ensures the quality and authenticity of goods, meets consumers’ needs for high-quality goods, and embodies the concept of “Right Product”.	1. Taobao, as a C2C platform, allows small businesses and individual sellers to sell goods directly to consumers. This model allows for a variety of product selections on the platform, ranging from general consumer products to specialty products, meeting the diverse needs of different consumers and embodying the concept of “Right Product”.
Right Price	1. Lazada covers a variety of brand products with relatively flexible prices. Lazada’s price strategy in the Thai market	1. That is, a certain percentage of profit is added to the product cost to determine the selling price.	1. Jingdong.com’s focus on genuine self-operated products usually means that the prices of their products are	Taobao covers a variety of branded products with relatively flexible prices. Prices are set by analyzing market data.

Table 4.1 The 7RS on the Each E-commerce Platform (Cont.)

	Lazada	TikTok	Jingdong	Taobao
	includes multiple aspects to adapt to market demand and competitive environment.	This method ensures that merchants can cover costs and obtain reasonable profits. On the TikTok platform, the price of products is usually controlled between US\$10 and US\$50. Testing shows products over \$50 have lower conversion rates.	relatively high because these products have undergone strict quality control and certification.	
Right Channel or Way	1. Choose a fully managed model and let professional third-party logistics handle unexpected problems to increase efficiency. 2. Platform manual service to solve problems that cannot be solved by the system.	1. Choose a fully managed model and let professional third-party logistics handle unexpected problems to increase efficiency. 2. Use multiple third-party logistics for delivery. 3. TikTok uses its strong social media influence	1. Self-built logistics, and remote areas using third-party logistics for simple optimization. 2. Adopt intelligent initial storage of goods and big data to predict routes in advance.	1. Use a self-operated fund platform to make diverse foreign currency payments. The platform also accepts transfers and credit cards.

Table 4.1 The 7RS on the Each E-commerce Platform (Cont.)

	Lazada	TikTok	Jingdong	Taobao
	3. Use Payoner to meet multiple forms of foreign currency payment methods, cash payment, transfer, and credit borrowing modes. 4. It meets the needs of local consumers by partnering with local brands delivery task can be completed on the same day. 3. Lazada also provides a fully managed delivery process, which is a one-stop logistics solution that allows sellers to store goods in Lazada's warehouse. Lazada is responsible for handling orders, packaging, shipping and after-sales service.	to attract young users through short videos and live broadcasts. merchants only need to supply goods and stock them to the platform's domestic warehouse. In this model, TikTok Shop is responsible for logistics management and ensuring that goods are transported under the correct conditions.		

Table 4.1 The 7RS on the Each E-commerce Platform (Cont.)

	Lazada	TikTok	Jingdong	Taobao
Right Information	1. As one of Thailand's leading e-commerce platforms, Lazada's logistics management emphasizes the accuracy and real-time nature of information. By cooperating with local logistics partners, Lazada is able to provide real-time order tracking and inventory management information to help merchants and consumers better understand the logistics status.	1. Use the powerful third-party logistics network to transfer cargo information. 2. Through its powerful data analysis capabilities, TikTok Shop can monitor various data in the order processing and delivery process in real time to ensure timely updating and accuracy of information.	1. Use technology to drive data and analyze data information in advance. 2. Build your own logistics system to update logistics information in a timely manner. 3. Build your own financial platform to update real-time information.	1. Taobao has established a comprehensive logistics information system through cooperation with multiple logistics companies, which can update order status and delivery information in real time. 2. Introduce RFID technology and IoT technology to realize real-time. 3. Pay attention to customer satisfaction feedback, establish a CRM system, and speed up problem feedback. 4. Build your own financial platform to update real-time information. 5. Use AI and AR to help introduce products and make it easier for customers to know.

4.3 Comparing the Following Four Companies

4.3.1 Jingdong has stronger overall advantages. It has better performance in 4 streams and logistics service quality 7RS management. The specialization and advancement of Jingdong also adopt a self-operated model, which makes management and control more convenient. In terms of systems and big data, the use of AI has great advantages.

4.3.2 Taobao has increased the management of customer satisfaction and invested in information flow to better understand the situation of consumers. At the same time, we will increase the construction of localized logistics networks and secure and flexible payment systems. However, compared with the management of the four major logistics streams of China's Jingdong Improving the quality of logistics services is relatively weak, and the management of customer satisfaction feedback is worth learning.

4.3.3 As a larger platform in Thailand, Lazada has also shown certain advantages in Thailand. In the case of logistics outsourcing, it also puts into use systems, such as JIT systems, meet localization needs realistically, thereby increasing logistics and investment in the system. on, worth learning from.

4.3.4 Among the four companies, TikTok's performance is relatively weak. It adopts a pure outsourcing model, which makes it impossible to control many things and resolve risk issues in a timely manner. The most obvious is the weak management of information flow, and errors in logistics shipments lead to customer complaints. It cannot meet the 7RS conditions of logistics service quality well and needs continuous improvement.

4.4 Comparing the Following Two Countries

Logistics Manager's Perspective of the difference between two countries:

4.4.1 China: Logistics managers from JD.com and Taobao emphasized the importance of technology in improving logistics efficiency. They emphasize the use of automated warehousing systems, real-time tracking technology and data analytics to optimize delivery routes and reduce costs. For example, Jingdong.com's self-operated logistics system enables faster delivery times and better inventory management.

4.4.2 Thailand: Logistics managers at Lazada and TikTok cited the need for more investment in logistics infrastructure and the adoption of digital technologies. They also pointed to the challenges of dealing with Thailand's diverse geography and the need for more localized logistics solutions. For example, Lazada has been working to improve its last-mile delivery services by partnering with local express companies and is also leveraging other external logistics companies to improve efficiency.



CHAPTER 5

CONCLUSION, DISCUSSIONS AND RECOMMENDATIONS

The thesis provides an in-depth analysis of the logistics management situation operated by the four major e-commerce platforms: Lazada, TikTok, Jingdong and Taobao, the study focuses on the management of four key logistics flows, information flow, money flow, material/service flow, reverse flow, and how these are reflected in the level of logistics service quality, the study aims to identify the advantages of these companies in improving the quality of logistics services based on the 7Rs framework.

5.1 Conclusion

Information Flow: The assessment showed that both Chinese and Thai e-commerce platforms have recognized the importance of information flow in logistics management. However, Chinese platforms seem to have more advanced systems for data collection, analysis, and sharing, which enable them to make more informed decisions and improve customer satisfaction. Thai platforms, while improving, still face challenges in terms of data accuracy and timeliness.

Money Flow: In terms of money flow, Chinese platforms have more established payment systems and financial services integrated into their logistics operations. This allows for more efficient processing of payments and better risk management. Thai platforms are also developing their payment systems, but issues such as currency exchange rates and cross-border payment regulations still pose some challenges.

Material Flow: The management of material flow was found to be more efficient in China due to better infrastructure and technology. Chinese platforms are able to optimize their inventory levels, reduce transportation costs, and improve delivery

times. Thai platforms, while making progress, still need to address issues such as warehouse capacity and transportation efficiency.

5.2 Discussions of Findings

5.2.1 Comparison with Existing Literature

The findings of this study align with existing literature in several key areas. Previous research has consistently highlighted the importance of advanced logistics infrastructure and technology in enhancing e-commerce efficiency. For instance, studies by Salvén (2013) and Wang et al. (2022) have emphasized the role of automated warehousing systems and real-time tracking technology in optimizing delivery routes and reducing costs. Similarly, the current study found that Chinese e-commerce platforms, such as Jingdong and Taobao, benefit significantly from their advanced logistics systems and robust infrastructure, which enable faster delivery times and better inventory management.

In contrast, Thai e-commerce platforms face challenges due to underdeveloped logistics infrastructure and lower levels of technological adoption. This is consistent with findings by Luo (2020) and Yufeng and Wan (2021), who noted that Thailand's logistics development is uneven, with some areas having inconvenient transportation and low levels of logistics technology application. The current study further supports these observations by highlighting the specific inefficiencies in information flow, money flow, and material flow faced by Thai platforms like Lazada and TikTok.

5.2.2 New Insights from This Study

While the study confirms many existing findings, it also provides new insights into the logistics management of e-commerce platforms in China and Thailand. One significant finding is the unique strategies employed by each platform to manage logistics efficiently. For example, Jingdong's self-operated logistics system and

advanced technology-driven data analysis were found to be highly effective in optimizing logistics operations. This is a novel contribution to the literature, as it provides a detailed case study of how a specific platform can leverage its infrastructure and technology to achieve superior logistics performance.

Another new finding is the detailed analysis of the 7Rs of logistics service quality across the four platforms. The study reveals that while Chinese platforms generally perform better in meeting the 7Rs criteria, Thai platforms have made significant strides in localized logistics integration and customer engagement. For instance, Lazada's fully managed JIT system and TikTok's social commerce model were found to be effective in meeting local demand and improving customer satisfaction. These findings provide a nuanced understanding of how different platforms can adapt their logistics strategies to suit their specific market conditions.

5.2.3 Implications for Future Research and Practice

The results of this study suggest several avenues for future research and practical applications. Future research could focus on the impact of emerging technologies, such as blockchain and artificial intelligence, on e-commerce logistics in both China and Thailand. This aligns with the growing interest in the integration of advanced technologies to enhance supply chain efficiency, as highlighted by Enache (2023) and Khan, Imtiaz, Parvaiz, Hussain, and Bae (2021).

Additionally, the study underscores the importance of localized logistics strategies. Future research could explore how e-commerce platforms can better adapt to diverse geographies and consumer preferences, particularly in emerging markets like Thailand. This could involve developing more flexible and responsive logistics networks that can handle the unique challenges of these regions.

From a practical standpoint, e-commerce platforms in Thailand could benefit from adopting advanced technologies and optimizing their logistics networks to

improve efficiency. Chinese platforms, on the other hand, could further enhance their logistics services by focusing on customer experience and personalized services. These recommendations are supported by the findings of this study and align with broader trends in the e-commerce industry towards more integrated and customer-centric logistics solutions.

In summary, this study provides a comprehensive analysis of the logistics management of e-commerce platforms in China and Thailand. While confirming many existing findings, it also offers new insights into the specific strategies and practices that contribute to logistics efficiency in these regions. The findings highlight the importance of advanced infrastructure, technology, and localized logistics strategies in enhancing e-commerce logistics performance. Future research and practical applications should focus on leveraging emerging technologies and developing more flexible logistics networks to meet the evolving needs of e-commerce markets.

The study successfully addressed two research questions:

1) What are the logistical efficiencies and inefficiencies in each market?

There are obvious differences in the logistics efficiency of various platforms between China and Thailand, which are reflected in the localization strategies, technology applications, supply chain integration, etc. of the two countries. Lazada TikTok has a strong influence in Thailand and has adjusted its logistics to Meeting local demand relies on local outsourced logistics teams, while JD.com and Taobao focus on leveraging their extensive logistics networks in China, as well as their strong logistics systems.

2) How do infrastructure and technology impact logistics in e-commerce for China and Thailand?

Assessment of the Three Flows the difference between two countries:

Information Flow: The assessment showed that both Chinese and Thai e-commerce platforms have recognized the importance of information flow in logistics management. However, Chinese platforms seem to have more advanced systems for

data collection, analysis, and sharing, which enable them to make more informed decisions and improve customer satisfaction. Thai platforms, while improving, still face challenges in terms of data accuracy and timeliness.

Money Flow: In terms of money flow, Chinese platforms have more established payment systems and financial services integrated into their logistics operations. This allows for more efficient processing of payments and better risk management. Thai platforms are also developing their payment systems, but issues such as currency exchange rates and cross-border payment regulations still pose some challenges.

Material Flow: The management of material flow was found to be more efficient in China due to better infrastructure and technology. Chinese platforms are able to optimize their inventory levels, reduce transportation costs, and improve delivery times. Thai platforms, while making progress, still need to address issues such as warehouse capacity and transportation efficiency.

5.3 Recommendation for Future Research

Based on the research results, the following recommendations are made for e-commerce platform logistics management in China and Thailand to improve logistics service quality.

5.3.1 Invest in advanced technologies: platforms should continue to invest in technologies such as artificial intelligence, IOT and blockchain to enhance information flow, improve tracking, and optimize supply chain operations to visualize and concretize information.

5.3.2 Localization of logistics services, in order to better serve diversified markets, platform should further localize logistics services and consider cultural differences and consumer preferences.

5.3.3 Enhance payment security: as e-commerce transactions grow, ensuring a secure payment system is critical, platforms should adopt multilayer security measures and keep abreast of the latest network security practices to ensure timely updates to avoid consumer losses.

5.3.4 Optimize warehousing and distribution: efficiency of warehousing and distribution are key to reducing delivery time and efficiency, platforms should consider strategies such as regional warehousing, timely, inventory management, and establishing partnerships with local logistics providers to speed up delivery efficiency and avoid unexpected events that result in unsatisfied goods.

5.3.5 Improving reserve flow: with the increase in online returns, platforms need to develop more efficient reverse logistics processes, including simplifying the return process, providing flexible return options, and effectively utilizing returned items to ensure that everything is responsive and secure so that customers have no worries.

5.4 Suggestion

The study suggests several areas for future research including.

5.4.1 The impact of emerging technologies: study the integration of emerging technologies to expand the scope of services.

5.4.2 Customer experience: explore the role of customer feedback in improving logistics services and how platforms can use this data to improve customer satisfaction.

In short, logistics management is crucial to the success of e-commerce platforms in China and Thailand; by understanding and optimizing these processes, platforms can improve service quality, meet customer expectations, and gain a competitive advantage in a dynamic e-commerce environment, the recommendations provided are intended to guide e-commerce platforms in refining their logistics strategies and promoting sustainable growth in the region.

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APPENDIX

QUESTIONNAIRE

Part 1 Questionnaire Relates to Information Flow.

Question	Rating			Opinion
	+1	0	1	
1.what are the logistical efficiencies in your company at the information flow level?				
2.what are the logistical inefficiencies in your company at the information flow level?				
3.How do infrastructure impact logistics in your company at the information flow level?				
4.How do technology impact logistics in your company at the information flow level?				

Part 2 Questionnaire Relates to Money Flow.

Question	Rating			Opinion
	+1	0	1	
1.what are the logistical efficiencies in your company at the money flow level?				
2.what are the logistical inefficiencies in your company at the money flow level?				
3.How do infrastructure impact logistics in your company at the money flow level?				
4.How do technology impact logistics in your company at the money flow level?				

Part 3 Questionnaire Relates to Material Flow.

Question	Rating			Opinion
	+1	0	1	
1.what are the logistical efficiencies in your company at the material flow level?				
2.what are the logistical inefficiencies in your company at the material flow level?				
3.How do infrastructure impact logistics in your company at the material flow level?				
4.How do technology impact logistics in your company at the material flow level?				

Part 4 Questionnaire Relates to Logistic Manager of Own Platform Feedback and Service Quality of Four Company (Lazada, TikTok, Jingdong, Taobao).

Question	Rating			Opinion
	+1	0	-1	
1.For customers who use your company, what are the advantages of your company in terms of logistics service quality?				

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