

## CHALLENGES OF LOGISTICS PROCESS MANAGEMENT IN NIGERIA: CASE STUDY OF GIG LOGISTICS

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### Summary

Logistics is one of the most important aspects of business and it involves effective acquisition, storage, and distribution of goods to their destination. In Nigeria, it is gradually becoming one of the fastest growing industries because of the ease and efficiency it brings to many businesses. The aim of this work is therefore to identify the challenges associated with the logistics process management in Nigeria by carefully investigating the activities of GIG logistics, one of the leading logistics firms in Nigeria. To achieve the aim, the paper reviewed the state of logistics process management in Nigeria by assessing existing literature which discloses the situation of logistics process in the country. It then further identifies various challenges that has hinder the development of logistics process management over the years in Nigeria. This made it possible to proffer a couple of ways to ease and manage each challenge identified in order to enhance a quality logistics process management that can be closely compared to that of developed nations across the world. The articles applied a qualitative research method which entails the synthesis of the study through induction and deduction of data from primary, secondary sources and SWOT analysis. A semi-structure interview was used to obtain primary data from selected participants with years of experience in GIG Logistics. The responses derived were used to analyze and generate feedback that adequately satisfies the aim of this article. The outcome opens a clear prescription of ways to curb the identified challenges of logistics process management.

**Keywords:** Nigeria, logistics, process, management, challenges

### Introduction

Logistics is a very vital aspect of business as it helps various organizations to run smoothly. Logistics, process involves the management of how resources are acquired, stored, and transported to their destination effectively (Kenton, 2022). When it comes to business organizations, the process entails the flow of work from the start to finish to fulfil the expectations of customers and that of the organization (Westland, 2019).

Based on this contextualization of logistics process management, it is imperative to analyze the challenges and derive some equally substantial remedy that will curtail the possible effect of such challenges on the expected success of the business. The application of innovative technologies has had an important level of impact on logistics processes. The application of technologies such as IoT, AI, CRM and other technologies has had significant improvement to the management of logistics process. The innovations in logistics are expected to have a profound economic impact. The World Economic Forum estimated that the social value of innovations would add up to several trillions USD in 2025 (WEF, 2016).

**Relevance and Novelty of the Topic.** Businesses are seeking ways to improve their output and returns, especially given the recent global impact of the pandemic, and constant competition in the global market. Businesses need to systematically optimize their management, overcome current logistical challenges, and achieve increased customer demands, satisfaction, and profitability. GIG logistics needs major help for the purpose of significant improvement in their logistics process management. Thus, addressing these challenges is synonymous with improved value of businesses, which makes the subject of this study relevant currently.

**Research aim:** to identify the challenges of logistics process management of GIG logistics in Nigeria.

The following **objectives** have been set to achieve the aim:

1. To discover hindrances to effective operation of logistics process management
2. To suggest ways to address hindrances to effective operation of logistics process management.

**The research object** in this study is logistics management process, finding the restraints in the system of GIG logistics management processes and providing innovative solutions with intelligent and sustainable approach in the management system.

### Method of research

The research method entails the synthesis of the study through induction and deduction of data from primary and secondary sources. A SWOT analysis was conducted to evaluate the Strength, Weakness, Opportunity, and Threat affecting logistics process management using secondary data from the theoretical aspect. The weaknesses and threats were instrumental in the formulation of the questions for the interview. Total of 7 interview question were formulated for the interview responded to by each of the participants and it was used to derived themes to translate the meaning and perspective of the individual

point of view regarding challenges of logistics process management. The study obtained primary data from interviews with selected participants from GIG Logistics staff with years of experience. The qualitative research method is applied, and interview was conducted using a semi-structured interview question. A purposive sampling method was used to select the participants for the interview. A total of six respondents were selected from Delta state, Abuja (FCT) and Lagos state. The analysis of data from the interview was performed using thematic analysis.

## Research results

Strategies to curtail the challenges of logistics process management entails actions taken to mitigate against the weaknesses and threats factors of the company, while ensuring improvement in the management of logistics process of the company. The sample of 6 participants were used to conduct a survey to detect the challenges of logistics management process in Nigeria. The table below present the breakdown of their information.

**Table 1.** Profile of selected respondents from branches of GIG logistics (Source: Author, 2023)

NO	Code	Position	Respondent Branch	Gender	Years of experience	Interview mediu	Duration (Hr: min)
1	ND 1	Management staff	Niger Delta (Delta sta	Male	8	WhatsApp	01:21
2	ND 2	Management staff		Female	5	WhatsApp	00:30
3	NC 1	Management staff	North Central (Ab FCT)	Female	5	Telegram	01:37
4	NC 2	Management staff		Male	7	Microsoft Teams	00: 45
5	SW 1	Management staff	South West (Lagos Sta	Female	8	WhatsApp	01:26
6	SW 2	Management staff		Male	5	WhatsApp	00:52

A total of six participants were interviewed in the study through their preferred means of communication that is most convenient to capture their idea as regard challenges of logistics management process. The figure above presents their gender analysis.

**SWOT analysis for evaluation of challenges of logistics management process using GIG logistics.** The SWOT for evaluation of the challenges with logistics process management in Nigeria. It helps to identify what has been helpful to the logistics process management and what constitute dangers to the development and survival in the process and to guide in providing strategy for improving operation.

**Table 2.** The SWOT for evaluation the challenges of logistics process management in Nigeria (Source: Author, 2023)

Evaluation	Helpful	Harmful
<b>Internal factors</b>	<b><u>STRENGTH</u></b> Strong presence across the geopolitical zones in Nigeria and neighboring African countries due to their rapid expansion. Indigenous organization with knowledge of operating in Nigeria's difficult local terrains. Logistics service includes both local and international. Investment in green energy and technologies for communication	<b><u>WEAKNESS</u></b> The rising cost of operations and service charge Inadequate training/education in logistics management process Cost implication for innovative technologies in management process. Inadequate management innovation for improved competitive edge.
<b>External factors</b>	<b><u>OPPORTUNITIES</u></b> The growing e-commerce market in Nigeria Future projects for alternative seaports and railway development. Operates in the largest economy in Africa. Globalization due to technological innovations	<b><u>THREATS</u></b> Stiff competition in Nigeria's logistics industry Lack of ease of doing business Insecurity State of Nigeria's transportation infrastructures Poor regulation by government agency Environmental problems due to climate change

Internal and external factors both present some supporting factors through the Strength and Opportunities as identified in the above table and present some challenges through the weakness and threats.

**Challenges (harmful factors)-** these include the rising cost of operation and service charge in the course of the business. Poor training platform for staff in logistics process which is commensurate with poor knowledge of the service. High cost of technological services to compete with the modern operating mode of logistics process and the inadequate management innovation of improved competitive edge.

**Benefits (helpful factors)-** The strong presence and expansion of logistics process is added value to the business and the fact that indigenous firms are many in the industry unlike in the past years where more of the international firms dominate the logistics sector. The services cover both the local and the international terrene. Investment opportunity is broadened in logistics. Additionally, the growing e-commerce market in Nigeria have added to the growth of the businesses in terms of logistics process while there is expansion of frontiers for better participation through rail introduction and seaport innovations. Finally, their vast technological advancement opportunity to exploited firm for their logistics process management.

The semi-structured interview questions were developed from the evaluation in the SWOT analysis that identified the weakness and threats regarding the challenges of logistics management process. This is necessary to retrieved information's

to address these weaknesses and threats from the respondents' opinions. The analysis of the empirical research involves collection of the information derived from the semi-structured interview carried out with the respondents on the agreed dates and familiarization with the data. The data was analyzed using thematic analysis and final themes were formulated.

**Table 3.** Final themes from the thematic analysis (Author, 2023)

Themes developed	Sub-themes developed
Perception on logistics management process	Technological issues Socio-economic issues Cultural and geographical issues Environmental issues
Factors affecting the improvement logistics management in GIG	Infrastructural decay and inadequacy Insecurity issues Policy framework, regulation, and legal environment
Opinions on improvement of the management of logistics process.	Application of innovative technology for improved management Policies that support ease of logistics management/operations and economic growth

#### **Theme: Perception on logistics management process**

The respondent's perception on logistics process management for GIG logistics was categorized into four areas, which are the issues confronting the management of their logistics process that relates to technology, socio-economic, cultural/geographical, and environmental problems.

**Sub-theme: Technological issues-** Technological innovations has moved along with the history of logistics in the supply chain through the mass production era, industrial revolution that came with electrical energy, the automation and computer application and finally the cyber systems, internet of things and networks for improvement connectivity. These issues are raised as it is reflected in the opinions of the respondent presented below:

*"New technological developments have allowed improvement of services delivered by logistics process globally. It has also helped with improved communication with customers in countries that has infrastructures to boost application of these technologies, like the 5G networks which has not been fully accessible in Nigeria" (ND-1).*

*"Our sea ports activities need improvement with new technologies to help save time for clearance of goods at our sea ports. New technologies such as 'Internet of Things (IoT)' is a smart technology that connects physical objects, and it has many applications in seaports and terminals alike. The application of new technologies would help move the work along faster at our ports particularly due to the volume of import and exports activities going on in cities like Lagos. At the internal level application of technological tools like CRM will also help us improve our logistics processes" (ND2).*

This is a critical area in improving logistics process management because these technologies are still not well adopted for logistics process in Nigeria.

**Subtheme: Socio-economic issues-** Socio-economic issues are issues consigning the responses of government and its institutions to this area of the country with its policies and regulations that has impacted on productivity of the economic activities in the country and its sustainability. This and other social and economic issues have been pointed out by respondents, and they presented as follows:

*"Even though logistics process management is critical for improvement of socio-economic areas of the country's economy by saving cost, improving goods delivery system, taking burdens of businesses to enable them concentrate on their core activities and many others. For me I would say the state of the socio-economic environment is also a constraint to improvement of logistics process management in this country. It is because the cost of doing business in the country is on the rise. GIG logistics tries to provide services at a very reasonable cost, but customers are in love with low rates, discounts, vouchers at the same quality and timely services as expected, which is quite daunting for the survival of the business" (SW2).*

*"As of what I have seen, one of the challenges to improving logistics process management is the activities of the regulatory institutions of government. We as people in logistics process management have the duty of pushing to provide efficient management that minimizes cost as best as possible. However, recent regulations of the sector have brought new burdens on the industry, new with taxes, rates and fees from annual income of the sector. Which I would say is ridiculous if you asked me. Such imposition is not fare on the industry that is trying so hard to survival and adding so much to the economy of the country" (SW1)*

According to Ezeadichie (2022), the governing unclear laws in Nigeria are said to be restrictive when it comes to running logistics process in the country.

**Subtheme: Cultural and geographical issues-** This cultural and geographical area is such that is known for persons and business entity seeking to achieve success, and this often leads to entities seeking to try new avenues they feel is particularly booming and trending in the business line. From the opinion of the respondents, they share their thought that: *"Our geographical terrain has the possibility of either enhancing or hindering the ability to improve the logistics process management in this country. This is because the population of our rural population is still quite higher than the urban centers where there is concentration of some level of technological and infrastructural development. GIG being an indigenous company finds it difficult to carry out our operations in these rural areas where many of our clients are situated" (NC 2).*

*"Our cultural terrain makes it difficult to replicate the logistics process management of the foreign counterpart fully and efficiently, because there seen to always comes to light the cultural practices which must be adhered with to*

satisfy our local customers. Likewise, the gap in infrastructural development between developing countries and the developed ones will always be a limiting factor for achieving improved logistics process management” (NC1).

Similarly, the logistics market place is said to be saturated heavily as persons and groups now venture into the sector around the globe (Ezeadichie, 2022).

**Subtheme: Environmental issues-** Global warming, climatic changes and many others are environmental issues that is being experienced in parts of the country. The rising environmental concerns has led to various actions by the government and stakeholders because the majority of the average corporate CO2 emissions occur in the supply chain and has resulted in series of regulations to enable more transparency and accountability in the management of logistics processes (Madu, 2017). The opinions of the respondents in this regard are:

*“I think we all know that many issues have come to lime light given the risen changes in our environment due to climate change, problems due to pollution that logistics process has been identified as a major contributor. For me, I can say that we are not completely ready to respond to the environmental problems with the way we manage our logistics services. The Nigerian metrological agency yearly release warnings about the possible impacts of floods and other climate problems, which is meant to engender responses from government. But nothing commendable has been done so far. We still get overwhelmed with these environmental problems when it occurs even in urban areas where our offices are located due to poor drainages system and many other issues. I say this because the actions are not limit to us in the logistics management alone, but is a collective effort” (SW 1)*

*“We recently experienced massive floods in many parts of the country. It is no doubt a reality that the problem of climate change is real. And we in logistics have a lot to lose, if actions are not seriously taken to curb and cushion the possible impacts. Although at GIG we have invested in promoting environmental options in logistics operations, I believe more can still be done” (SW2).*

The opinions of the respondents show a clear understanding of the importance of the environmental considerations in logistics process management.

### **Theme: Factors affecting the improvement of logistics management in GIG**

Factors affecting the improvement of logistics management in GIG are those constraints experienced that hinder the improvement efforts made in the management of their logistics processes by virtue of the environment in which they operate.

**Subtheme: Infrastructural decay and inadequacy-** The state of Nigeria’s infrastructures is currently deplorably, and it causes huge challenges to the logistics process in the country that heavily rely on basic infrastructural facilities for its operations. Infrastructural deficiency disrupts the effective management of logistics process and supply sector in the country as they are not able to revolutionize the Nigerian logistics industry (Ogbeta, 2020). The reply of the respondents on issues of infrastructures are:

*“Nigeria’s is the largest economy in Africa, and it speaks for the column of businesses being carried out in the country and the role the logistics sectors play in the economy. However, the challenges with the state of our infrastructures do not make the logistics operations easy for us. In cities like Lagos, we grapple with congestion and accidents due to bad roads, and in the rural areas we contend with connectivity problems because the roads are not accessible. Alternative transportation such as railways transport is not available, except for parts of Ibadan and Kano. This needs to change to make logistics management more efficient, even with the best of technologies without good transportation we will still experience hitches in our service delivery” (NC2).*

*“We cannot rule out the importance of infrastructures to mobility of our logistics process. Transportation is critical for the movement of goods and services, which is one of the core areas of logistics operations. To improve our logistics process management, the aspect of transportation needs to be improved drastically, we need alternative transportations mediums for improved connectivity particularly for our deliveries” (ND1).*

*“Rural road linkages are in a very bad state, our south-south offices were cut off due to the last floods that washed away major roads along Bayelsa, Delta and Rivers states, and high fares and taxes on logistics companies. These are some of the problems limiting the logistics process in this part of the world. While we try our best as a logistics company to improve our management process, these external facilities are important inputs that we need to function effectively as logistics service providers” (SW1).*

Transport infrastructures are critical for logistics services and operations.

**Subtheme: Insecurity issues-** Increases in level of high robbery along poor roads in Nigeria has led to people witnessing armed robbery by criminal gangs on roads in the country; the practices has become is common in recent times due to lose security and under equipped personnel’s. Ezeadichie (2022), points out that logistics companies in Nigeria now must be careful of where they make deliveries as some areas might be a high radar for security problems. The diverse security threats are a major problem for managing logistics operations in the country (Duerkson, 2021). The respondent’s opinions on this are that:

*“The rising insecurity problems is a major threat to logistics operations in the country. Along the roads now, we have experienced incidence of adoption of employees in which we have had to pay ransom for the release of our staff, and cases of armed robbery along the highways in Nigeria. The security problems faced by logistics operators is of no good for business, particularly when the insurance companies in Nigeria are not reliable in response to claims when these issues arise” (NC2). “Problem of congestion is prominent in our cities, like Lagos for instance. It leads to the government legislation law to restrict movement of heavy long vehicles to late hours and early morning movement, to give room for free movement of small vehicular movements. Although it was done to resolve the problem of congestion but is also created another problem. The late-night movement has only opened avenues for many logistics heavy vehicles*

for shipment being attacked by robbers along the highways in the night. They are also faced with dangers of accidents due to poor visibility from lack of road lights and poor road conditions" (SW2).

The challenges of infrastructural deficiencies, coupled with insecurity problems seriously affect the efficiency of logistics process management in the country.

**Subtheme: Policy framework, regulation, and legal environment-** Logistics business owners in Nigeria are often charged (multiple taxation), and they have to pay huge fines due to the fact that they are unclear and unsure about certain laws of the country. This issue contributes to the high cost of logistics provided in the country, and it is also a clear reason for logistics operators seeking new ways of managing their logistics processes to reduce costs. The respondent's opinions on policy frameworks and regulations are:

*"The economic benefits the logistics sectors add to Nigeria's economy cannot be overemphasized. Yet, the sector is plagued with unfavorable policies and legislation by the government and its institutions. Regulatory problems come to light with an example of the ministry of communication and digital economy's reissued guidelines of 2020 for logistics and couriers service operators in the country. Despite the fact that the public outcry led to their withdrawal of the ridiculous law, the emergence of the law simply demonstrates how vulnerable our logistics sector is in Nigeria. The legal arms of the country are also not helping our predicaments. They time it takes to get proceedings sorted and judgments sometimes last for years because of the poor procedures of Nigeria's judicial system" (NC1).*

*"Policies and legislation of government are meant to strengthen the economy by creating opportunities for businesses to thrive and opening the business to the international market. Creating strong local output in terms of quality of services provided and facilities to achieve it. Regulations of government should not be focused on revenue generation for government institutions. Majority of the laws from government institutions at the moment is seriously causing problems for us who are operators in the logistics sector in Nigeria" (ND2).*

The opinions of respondents reveal that the country's regulations for the logistics sector are rather bringing about problems for management of logistics service and operations in the country.

#### **Theme: Opinions on improvement of the management of logistics process in GIG**

Opinions on improvement of the management of logistics process are mostly the need to improve capacity for improvement of the management of the logistics process. It is said to be the key to corporate growth and profitability for the logistics sector in many years to come as it will enable customer services at a lower overall cost of logistics operation.

**Subtheme: Application of innovative technology for improved management-** The intention of technological application in logistics management is to provide solutions to operations, avoid human errors, and improve the ease, safety, reduce cost, time and efficiency of operations. The introduction of new technologies has been an important growth driver, as it eases the activities of the logistics operators by increase internet penetration, mobile money transfers, management of process in logistics, the Nigerian logistics industry can experience tremendous growth which would boost the national economy through improved management of logistics and freight market despite the global economic challenges. The respondent's opinions are:

*"This is one area we cannot do without in the logistics sector. There are some many innovative technological products available out there now, that can be of immense benefit to our logistics operations. One of such is the internet of things. It is very useful for management of logistics processes as it provides more visibility, insights, and efficiencies because it captures sensor data from devices connected, connected logistics operations, it improves safety at workplace, and it also helps with connected customers experiences and satisfaction. It is used in transportation and logistics operations and helps to bring down costs because it helps to monitor and connect the routes of vehicles and transits of goods" (SW2).*

*"Our logistics business undergoes movement of goods from one point to the other. This comes with high cost incurred from vehicle maintenance heavily impacted due to the poor state of most of Nigerian roads. The fact that other modes of transportation in the country have not been fully developed reduces the potential for moving goods very quickly, efficiently, and safely. These are the areas we should be looking for technologies to help overcome these hurdles. Such as data analysis software, automation, and platform solutions for predicting and forecasting needs for warehousing and transportation" (NC2).*

The application of new technologies has had a high level of impact on logistics processes. The application of technologies such as IoT, AI, CRM and other technologies has had significant improvement to management of logistics process, and it can also boost the logistics linkages in Nigeria.

**Subtheme: Policies that supports ease of logistics management/operations and economic growth-** Policies that supports ease of logistics management/operations can foster economic growth, because logistics business is central to the productivity of other sectors in Nigeria's economy. Stiff government policies are one of the major threats that negatively affects the management of logistics process in Nigeria. The goal of the policies and legislation in the country should be directed at promoting ease of doing business in the country, productivity of the logistics and other sectors of the economy. Opinions of respondents in this regard are that:

*"The credibility of our policies to deliver national goods has always been questioned, we can see the trend from the 1970's till date. Our policies as best as I can remember always come to a dead end when it gets to management of finance and implementation. This policy is however important for provision of the much needed infrastructures in the country like transportation" (SW2).*

*"Policies that subject the logistics companies in the country to payment of multiple tax, due to multiple agencies of the regulation charged with regulation of the sector makes the survival of indigenous logistics company unsustainable.*

*This I believe are key areas that needs intervention, especially with our current unstable economy. Developed countries provide tax cuts during difficult economic meltdown which can also be replicated for Nigeria's logistics sector, as their survival is critical for other sectors in Nigeria's economy" (NCI).*

Nigeria logistics sector needs improved policies and bylaws to stimulate and enhance efficiency and development of the sectors.

Having analyzed the respondent's opinion and SWOT analysis, the following strategy is developed to resolve the challenges of logistics process management in Nigeria.

#### **1. Internal actions for improved management of the logistics process**

**Establishing innovative information management systems** will assist with the management of every aspect of the logistics process. Technologies such as such internet of things (IoT) helps with accuracy and precision, interconnection between devices and the internet, management decision making processes, data processing that can greatly improve management of the logistics process across logistics business locations.

**Training of staff** is essential to improve management of the logistics process, particularly with the application of new technologies to improve the logistics business operations.

**Redefining the standards of operating procedures** is essential when the company desires to make a new impact in the highly competitive logistics market. Redefining the standards of operating procedures helps; the logistics business upgrades its process to meet new demands and changes in the logistics market.

**Improved monitoring** can be achieved through application of technologies such artificial intelligence (AI), Internet of Things (IoT) are some of the new applications applied for tracking. Particularly with the level of insecurity in the country, freight and shipping operations need tracking and improved management of inventory.

#### **2. External inputs for improved management of the logistics process**

**Redefining policies** of government is a necessity to promote policies that are directed towards solving critical problems in deficiency and decay of infrastructures, security, and many others in the country.

**Government collaboration with the private sector** is required in a democratic system that is owned by the people. This enables the government the needs and tailor its policies and legislations to meet those needs and more importantly for accountability in terms of investment and management of funds for public good as economic growth.

**Redefining regulations by government institutions** is paramount as the research findings have revealed the problems of regulations by the institutions of government. They include duplications of laws and regulations by the numerous monitoring agencies that leads to delays in logistics process (i.e., seaports, airports clearance etc.), multiple taxation which compounds the high cost of logistics services and many others.

## **Discussion**

There will always be a constant threat to the operation of logistics process management irrespective of the nature, size, or type of organization. These threats are always a form of challenge that all businesses must contend with, and they are either internal (controllable) and/or external (uncontrollable) challenges. In the case study of GIG logistics process management in Nigeria, a SWOT analysis and a review analysis was conducted, and the identified issues have necessitated the resolutions highlighted above. Challenges within the control of the operators of logistics management process in GIG were cases of incompetence from the part of the staff, meeting up with competitive challenges, poor monitoring, and outdated mode of operation, while the management are confronted with unfavorable government policies, difficult regulations, and partnership difficulties.

Given the fact that the method that was applied in this study paper was considered a success, with the developed criteria for the purpose of improving GIG logistics services and enhancing the capacity and flexibility of the delivery systems as well as strengthening the security architecture of the organization in an innovative and sustainable manner.

The strategies to curtail the challenges of logistics process management highlighted a two-facet plan to address these challenges both internally and externally following the interview conducted by experts from GIG logistics in Nigeria. The outcome if properly implemented will change the way logistics process management is being carried out by minimizing the effect of the identified challenges while it aids the productivity and profit margin of the firms in the practices of logistics in Nigeria.

## **Conclusion**

This study was geared towards identifying challenges that have marred the effective operation logistics process management in Nigeria. GIG logistics was used as a case study to unravel some important issues around the industry in Nigeria because of the coverage of the organization in Nigeria and its share in the logistics industry.

The study reveals gross limitation of technology in the logistics process management in the country and it is also eminent with GIG logistics as one the main challenge. While logistics process management in advanced nations have employ technology to not just ease its operation and aided profitability, reduced wastage in time and improved efficiency, it has not been effectively deployed in Nigeria. Socio-economic, cultural, and geographic and environmental issues also have hindered the effectiveness of logistics process management in Nigeria. The study shows that logistics process management is not just hindered by economic issues but that concentration of the population in the rural area where there is absolute limitation of technology to service the populace. Also, logistics process management has environmental difficulties to confront by its

limited role in climate change in the country. Infrastructure was also identified as a key element that has hindered the progress of logistics process management where the roads connecting cities and rural areas are in poor condition. This has caused a lot of loss in the process and remains a national challenge to the overall success of operation of logistics process. Insecurity in the country is another serious limitation to logistics process especially where goods must move across cities and some notorious areas with poor security presence. Finally, policies of the government have not supported logistics process in many aspects such regulations that only impose high tariff on services but has failed to support the industry.

Measures to address these various challenges require internal and external mechanisms to resolve all identified challenges. From the internal perspective, the deployment of advanced technology such as IoT, AI, CRM to increase efficiency of logistics process management. It has clearly been analyzed that the 21<sup>st</sup> century business must align with the innovative modern application of sophisticated technology monitor its operation. Also, staff must be well trained to complement this new development while each of the processes must be duly monitored. The external perspective entails the government redefining their policies and regulations to suit logistics process management and the collaboration of government with stakeholders in logistics industry to develop better structures that will benefits all parties.

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