

# Supporting Logistics Management to Anticipate Covid-19 Using the “Retail Direct Order” Concept

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**Abstract:** The Covid-19 that has hit the world since the end of 2019 has had a considerable impact on the Indonesian economy, especially on business people. This paper considers how businesses in Indonesia could benefit from implementing a Retail Direct Order (RDO) process to respond to social changes, particularly restrictions on movement, brought about by the pandemic. The paper first reviews the literature on supply chain management and logistics and the effects on them due to greater digitization of businesses, operational automation and globalization. It then proposes how RDO can assist businesses in Indonesia – especially department stores, supermarkets, convenience stores, and non-store retailers – to adapt to the new business environment. One benefit of properly managed RDO is to reduce panic buying by supporting a more dependable supply of goods.

**Keywords:** Retail direct order, Supply chain management, Covid-19, Digitization, Indonesia.

## Introduction

The impact of the coronavirus pandemic (Covid-19) is very pronounced in the business and economic world. In a short time, marketing patterns also changed, especially when social distancing and lockdown were implemented, so that business actors in various sectors had to work hard to keep their business running ([Lestari et al., 2019](#)). Marketers must turn their

mind to marketing their products or services to consumers, as a brand strategy to survive amid this pandemic. Business people optimize online marketing and digital branding to communicate with their target consumers ([Maria et al., 2019](#)).

From official data as of 27 December 2020, the number of confirmed cases of Covid-19 in Indonesia was 706,837 cases ([WHO, 2020](#)). To avoid the wide spread of this global epidemic, the government urged the public to adhere to health protocols, one of which is staying at home. Of course, this affects many things, including small-scale businesses ([Pusriadi et al., 2021](#)). The government always strives to suppress the spread of this global virus because it has the potential to have a direct impact on the economy, including the sustainability of cooperatives, and micro, small and medium enterprises ([Ilmi, Darma & Azis, 2020](#)).

The government is also recording a crisis in the business sector, which is experiencing raw material difficulties, production process constraints, and market demand that has fallen dramatically; and then maps the impact of Covid-19 on Small and Medium Enterprises (SMEs). Based on their observations, the average SME experienced a decrease in turnover during this pandemic ([Amalia, Darma & Maria, 2020](#)).

Several business sectors that have the potential to experience a decline in sales are workshops, restaurants, salons, spas, property, MICE (meetings, incentives, conferences and exhibitions), tours & travel, hotels, transportation, flights, malls, and fashion. Several business sectors have the potential to be stable and experience an increase, such as health products needed during a pandemic, agriculture, e-commerce, convenience stores, grocery stores, pharmacies, herbal shops, Internet providers, video conference service providers, home learning applications, and others ([Yijo et al., 2021](#)).

Seeing this problem, brand players must respond to change their sales strategy. It is hoped that there will be no significant drop in sales when social distancing is implemented ([Kurniawan, 2020](#)). To stay afloat amid this pandemic, brand players must be able to work around it, starting from focusing on digital marketing through websites that are used as e-commerce, social media, search engines, sales through the marketplace, and forming a reseller team to sell their products. Because not all problems can be resolved, in this pandemic there are both threats and opportunities. For marketers, of course, being able to seize this opportunity is an absolute must.

It was predicted that the logistics industry in Indonesia would only grow 1.5%–2% during the second quarter of 2020 because of the terrible impact of this pandemic. This prediction is actually better than the realization of logistics sector performance in the first quarter of 2020, where growth was around 1.27%. There was an increase in growth, and it has

continued for the third and fourth quarters of 2020, because it was close to the achievements in 2019 and in line with national economic recovery ([Wismadi et al., 2020](#)). So far, there has been no significant improvement in the activities of logistics actors during Covid-19. Industrial activities, producer goods, and wholesale trade are still hampered. These obstacles are experienced by many logistics actors who carry out business-to-business activities ([Saragih, Hartati & Fauzi, 2020](#)).

Moreover, the victims of layoffs (due to the impact of this pandemic) have reached more than one million people ([Fitriyah & Luqyana, 2021](#); [Pariyanti, Sofiyanti & Rosid, 2020](#)). The solution for layoff victims is to find other alternatives by becoming a reseller or seller of products needed during this pandemic. Meanwhile, marketers can take social action by opening a pattern of business opportunities, such as opening resellers, drop-shipping, or other partnerships to sell their products to the public. In this pandemic, marketers must adapt to the enactment of social distancing ([Khalyubi, Amrurrobi & Pahlevi, 2020](#)), because it influences major changes in consumer behaviour trends in shopping.

The Indonesian government itself had set a period of emergency for Covid-19 until 29 May 2021, or, to be precise, until the day of the Eid al-Fitr celebration for Muslims. Of course, marketers needed to respond to this by making the right strategy, both during the pandemic period and after the pandemic ends ([Rosmadi, 2021](#)). Recognizing the prolonged recession, small, medium and large-scale companies that are still surviving adapt to take concrete steps so that their production marketing remains stable ([Gu, Han & Wang, 2020](#)). The right marketing structure will restore consumer purchasing power ([Al Badi, 2018](#)).

The retail direct order (RDO) business strategy is an application that can be used to order products directly from distributors. This digital-based application is specifically designed to make it easier for retailers to manage product supply chains to various retail outlets ([Kho, 2021](#)).

Studies that are very relevant in discussing the concept of RDO and how it is applied to the logistics sector in developed and developing countries have been reviewed. Murfield *et al.* ([2017](#)) expanded the investigation to the impact of logistics service quality (LSQ) on customer loyalty and satisfaction at Amazon's Mechanical Turk (MTurk), USA. There was an extra effort to conceptualize LSQ in retail and examine the impact of LSQ on customer loyalty and satisfaction. Yu *et al.* ([2016](#)) presented supply chain management through the role of sophisticated E-commerce logistics from a practical point of view in logistics companies in Europe, Asia-Pacific, and North America. There are perspectives and opportunities from practical implementation, so that companies engaged in logistics and e-commerce can evaluate their performance and get business guidance for the future. In

Tunisia, there has not been well-managed logistics performance in the retail sector. By involving 180 consumers, Ltifi & Gharbi (2015) have studied the role of logistics in retail stores to determine client outcomes, such as satisfaction and happiness. From their results, happiness has a positive effect on customer satisfaction. Retail logistics performance also affects satisfaction and happiness.

From previous publications, general Systematic Literature Reviews (SLRs) have been implemented and been guided in several cases by the ambition of elaborating and summarizing concepts from many sources, but, in reality, they have not solved many problems (Okoli, 2015; Mengist, Soromessa & Legese, 2020; Xiao & Watson, 2019; Pati & Lorusso, 2018). In connection with the problems in logistics distribution when Covid-19 in Indonesia was confronted, we see that the distribution burden that has been piling up is still using the conventional system (Masudin & Safitri, 2020; Widiyanto & Nashrullah, 2020). Government regulations that had restricted products triggered this, especially from outside the island of Java, where companies or producers were most dominant in queuing at the connecting routes (ocean, air, and land). Princes (2020) and Djalante *et al.* (2020) claim that distributors need to provide an alternative to this anti-climax condition.

The novelty of this study integrates the RDO principle to recover high demand without operational risk, among other things, making it easier for consumers to get goods and services, benefiting wholesalers and producers from the financial side, playing a role in promoting products, and providing various types of products at varying prices. As to other advantages of RDO when the demand for products is increasing, it provides guidance and prevents fraud by certain parties who take advantage of market fluctuations by hoarding certain commodities to launch more massive profits in later commerce. Besides, RDO has an extensive network of outlets, making it easier to reach customers, closer to end consumers because of the direct transaction process, and supported by modern technology through sales software or applications that support operational management. The framework handles the long-term probability of trading failure.

This paper examines the distribution business strategy during the Covid-19 pandemic through RDO support for Indonesia. We summarize this paper in five parts: first, the introduction; secondly, the literature review; thirdly, the methods; fourthly, the results are presented and discussed; fifthly, conclusions.

## Literature Review

Tyagi & Agarwal (2014) defines a supply chain as a system where an organization distributes its production goods and services to its customers. This chain is also a network or network of various interconnected organizations that have the same goal, which is to organize the

procurement and distribution of the goods as best as possible. Schroeder (2007) explains that the supply chain is a series of business processes and information that provide products or services from suppliers to companies and distribute them to consumers. In conclusion, the supply chain is a network system in a company that is connected, interdependent, and beneficial in organizations that work together to control, regulate and develop the flow of materials, products, services, and information from suppliers, companies, distributors, stores, or retail, as well as supporting companies such as logistics service companies to customers as end-users.

The use of digital technology leads to positive economic effects, such as the economy of raw materials and energy resources, due to the rationalization of production and consumption, as well as in the perspective of environmental rehabilitation and restoration. All this contributes to the formation of a new economic model called the circular economy. It is an economy based on reconstruction, optimization, and resource-saving processes, facilitated by digital technology that achieves non-waste production and consumption, sustainable economic growth, and socio-economic and environmental efficiency. The key concept of the circular economy is the construction of closed-loop and sustainable supply chains.

The business models of some companies such as Google, Amazon, Alibaba, Airbnb, and Uber are built on digital technology (Ranta, Aarikka-Stenroos & Väisänen, 2021; Grabowska & Saniuk, 2022; Bican & Brem, 2020; Rachinger *et al.*, 2019; Bouwman *et al.*, 2018; Trischler & Li-Ying, 2022). Several other companies that have existed for five, ten, twenty, or even a hundred years, are forced to change and embrace digital technology to compete. This process has various names, such as digitization or digital transformation (Sarkar, 2017).

Digitalization is making digital versions of analog or physical things, such as paper documents, microfilm images, photos, sounds, and others (Rogers, 2016). So, the simple form is to convert something non-digital (including other examples of signals, health records, location data, identity cards, and so on) to a digital format, which can then be used by computing systems for a variety of purposes (Venkatraman, 2017).

As a result, humans get a continuous flow of information in digital form, which leads to the acceleration and improvement of operational accuracy and a consequent reduction of staff. Digitalization creates a foundation for operation automation and digitization. Digitalization means adding to interactions, communications, business functions, and business models, often leading to a digital and physical fusion, as in omnichannel customer service, integrated marketing, or smart manufacturing with a mix of autonomous, semi-autonomous, and manual operations (Kidder & Wallace, 2019). So, digitization is the improvement of business functions and processes with digital technology and digital data. The basis of digital

processes is the use of detailed analysis to manage the company's operations. Digitizing production or digitizing marketing means that many functions and operations will be carried out without human participation.

Digitalization lays the foundation for the transition to digital business. Digital transformation is a transition to a digital business, a complex transformation of business activities, processes, models, and employee competencies to take advantage of digital opportunities. Oftentimes, digital transformation leads to the emergence of new markets, new consumers, and new businesses. Detail about the stages of digital transformation is presented in the study by Ardolino *et al.* (2017).

Digitalization and digital transformation are aimed at achieving goals including the use of digital information, sensory interaction with devices, managing customer experience, providing cybersecurity, automating operations and decision-making, and using external and internal social networks (Bubnov, Kopilevich, & Istomina, 2021).

Broader global trends have affected companies of all sizes. Globalization and the evolution of e-commerce have opened up growth opportunities, but present challenges, such as visibility and complexity of supply chains, at the same time. The widespread use of the Internet has made customers impatient both in retail, which is a business-to-customer (B2C) segment, and the business-to-business (B2B) segment. The future comprises forecasting the impact of e-commerce on wholesale, retail, and distribution, as well as the blending of the offline and online worlds, and the growth of home delivery alternatives. Future consumers do not want to wait and want to order and receive products as soon as possible, and companies must answer this challenge (Farahani, Meier & Wilke, 2017). Consumer buying behaviour and demand patterns are influenced by high Internet penetration rates, constant accessibility of new information, and possible comparisons of product features and prices (Bigne, Ruiz & Sanz, 2005). High levels of Internet penetration have changed consumer purchasing behaviour and demand patterns, placing heavy pressure on supply chain managers. Farahani, Meier & Wilke (2015) identified the following challenges and trends for the next few years: globalization and sales growth, supply chain visibility, process standardization and automation, supply chain collaboration, flexibility in responding to volatile markets, innovation, and new business models.

Emerging technologies are expected to provide answers to some of the most significant challenges in Supply Chain Management (SCM), leading to reduced costs and complexity, increased volume flexibility, or improved service level management. Figure 1 shows some selected digital technology innovations that will have many impacts on SCM practices.



In today's competitive environment, businesses need to use modern technology to increase productivity and streamline their supply chains. Technologies currently used in SCM in Indonesia are electronic data exchange (EDI), barcode coding and scanning, enterprise resource planning (ERP) systems, radio frequency and identification (RFID), social media and electronic commerce, computerized shipping, and tracking ([Prashant, Raju & Anbuudayashankar, 2009](#)). But this technology is saturated and insufficient to achieve a competitive advantage in today's global marketplace, as excessive Internet use has altered consumer buying behaviour and demand patterns, which creates immense pressure on supply chain managers. Hence, there is a need to shift to digital technology to remain competitive in this global market.

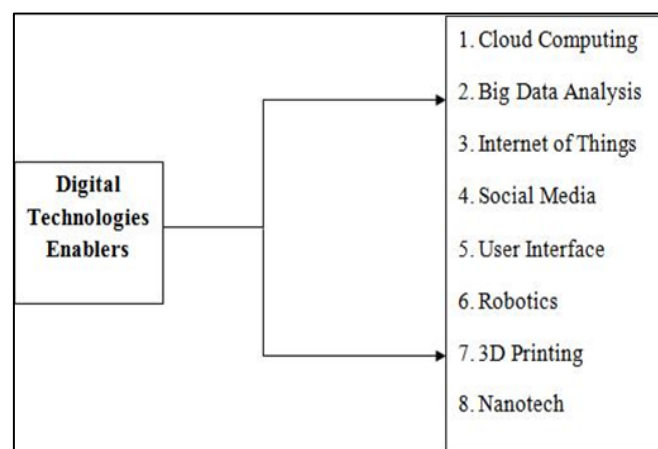


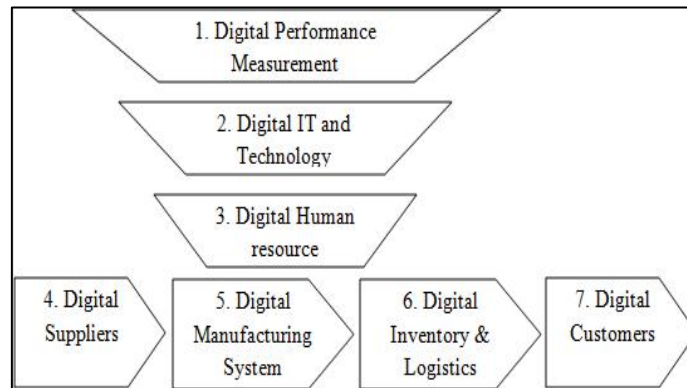
Figure 1. New technologies enabling digital SCM transformation (Source: [Agrawal & Narain, 2018](#)).

Digital supply chains can process large amounts of information and empower supply chain partners to move together to collaborate and communicate across digital platforms.

Hoberg *et al.* (2015) explain that digital transformation is a process of organizational change in which digital technology (such as cloud computing, 3D printing, Internet of Things, and big data analysis) is used to change how companies generate value in their products, how they interact with suppliers, partners, and customers, and how they compete in the global market. Thus, digital supply chain management (SCM) can be defined as a powerful innovative technology capable of changing the traditional way of carrying out various supply chain processes, such as supply chain planning, carrying out tasks, interacting with all supply chain participants, achieving integration among supply chain members, and enabling new business models. Digital transformation is changing and so any organizational change initiative must manage with great care ([Wade & Marchant, 2014](#)). Digital transformation cannot be achieved with the efforts of one person, but rather with a portfolio of initiatives that work together to achieve change.

As suggested by Farahani, Meier & Wilke (2017), each supply chain consists of various activities carried out for the procurement of raw materials, converting these materials into

final products, storing them as finished product inventory, and sending them to the end customers. They divided SCM into seven dimensions: supplier, production, inventory and logistics, customers, information technology, human resources, and performance measurement (see Figure 2).



**Figure 2. Seven dimensions in digital Supply Chain Management (Source: [Agrawal & Narain, 2018](#))**

The process covered includes scheduling shipments from suppliers, receiving, checking, and allowing payments for goods shipped by suppliers, selecting suppliers, and evaluating supplier performance. SCM focuses on a reciprocal relationship between providers and customers to deliver optimal values to customers at a low cost, while still providing supply chain advantages ([Christopher, 2011](#)).

According to Rutkowsky, Petersen & Klötzke ([2015](#)), any company looking to digitize its current supply chain approach should explore the opportunities and challenges their current process faces. They also need to consider the digital transformation of the entire organization (including the organization of products, services, and the interactions of partners, suppliers, and customers with their companies). Practising SCM's digital transformation agenda is important, but how SCM can contribute to digitizing the business model is also important. The extent to which SCM has to transform itself will also depend on whether the company has entered the market with a digital business model from the start as a digital native, or later adopted it as a digital migrant.

Supply chain integration refers to the integration of regional supply chains into an integrated global supply network, increasing sales growth and increasing supply chain visibility, enabling flexible response management.

Collaboration is the key to maintaining a competitive advantage. Analysis of sales patterns and buying behaviour is of great interest to all industries, as it enables a better understanding of customer needs through sensing demand and up-to-date sales information. The digital business model suggests building a network of businesses and shares a common vision of bringing their key business partners onto a platform that aims to create easy points



of interaction. Managing supply chains must adapt to new market needs, implying maintaining a competitive advantage.

## Methods and Demarcation

The systematic literature review (SLR) approach was applied for this paper. We interpret the process flow in SLR in Figure 3, which is a research phase comprising three parts, including planning, conducting, and reporting (Snyder, 2019; Xiao & Watson, 2019; Okoli & Schabram, 2010; Indarti *et al.*, 2021). First, the planning stage is the initial stage of conducting SLR; next is the conducting stage, the implementation stage of the SLR; and the third is reporting, which is the stage of writing up the SLR into a report.

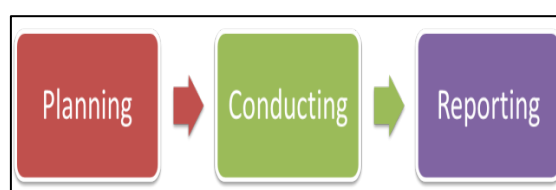


Figure 3. Flow on a SLR (Source: Apriliani *et al.*, 2020)

SLR will be very useful for synthesizing various study results that apply to a particular focused topic so that the facts presented to policymakers become more balanced, actual, and comprehensive (e.g., Sofaer & Strech, 2012; Peričić & Tanveer, 2019).

The objective of this study is to cover the intensity of business actors in implementing business strategies in the logistics sector. This step expects the disruption or threat to the distribution of food and necessities during Covid-19. The spread of the virus is quick and worrying, thus business people need to prepare new business strategies to survive.

In Indonesia itself, government policies that limit physical contact between people have hit several businesses hard. The trade sector, such as retail, has also felt the impact of this policy. Several small retailers or grocery stores have suffered losses because of a lack of buyers. The social distancing policy carried out by the government has disrupted the distribution system of goods. Not only small retailers, but large retail companies, such as department stores, supermarkets, warehouses, and hypermarkets, have also experienced the same thing.

Because of excessive fear, people flocked to supermarket outlets and shopping centres to buy up various necessities, such as rice, sugar, cooking oil, and instant noodles. The community also bought up various personal and household hygiene products. As a result, it completely depleted the stock of these products on the market. Even though it seems profitable, retail companies have limited ability to replenish used products. This panic-buying phenomenon causes a scarcity of products in retail outlets.

If the demand for products increases, there will be an economic law of supply and demand, which causes product prices to soar. If allowed to continue, this phenomenon will trigger inflation ([Kho, 2021](#)); therefore, a new business strategy is needed.

Meanwhile, retail managers are also making efforts to prevent the spread of the global epidemic among their workers. Fear of contracting Covid-19 has also forced retail managers to refuse many vendors or salesmen who supply products. They try to limit physical contact with the salesman who represents the distributor.

At the same time, retail companies must continue to reap profits. As a result, one of the business strategies that retailers take to save the business is to sell their products online ([Putri, Xu & Akwetteh, 2020](#)). Selling products online is profitable, but what if the products sold have run out, while the retail manager stops several vendors who supply the product? There is only one solution, such as breaking the distribution chain with “retail direct orders”.

## Implications and Discussion

To prevent the transmission of Covid-19, the government should be more assertive in controlling transportation by optimizing freight transportation and more focused on self-sufficiency per region in meeting basic needs ([Grehenson, 2020](#)). As for the slowdown in fulfillment of basic food and health services, there is no certainty about time, cost, and administrative constraints.

Therefore, to increase the speed of logistics distribution management of staple goods and health, it is necessary to increase information and technology (IT) literacy and optimize supply chain acceleration procedures. It is necessary to change the public paradigm to adapt to the situation and IT developments to ease services through digital procedure access services.

The distribution of staple food supplies between regions is also one of the crucial things that must be checked. With good and undisturbed distribution management, regions that have a surplus of certain commodities can distribute these commodities to surrounding areas that need them ([Darma et al., 2020](#)). The existence of PSBB (Indonesian acronym for large-scale social restrictions) in several provinces, regencies, and cities is indeed beginning to be disruptive, so that it requires special handling.

Electronic products, for example: they can open shopping services from home. Likewise, the retail business can open message delivery services to be optimized. There are cosmetic companies that have launched hand sanitizer products that are marketed through modern retail networks and marketplaces ([Movarrei et al., 2021](#); [Pantano et al., 2020](#)). Culinary players are now starting to switch to making ready-to-eat, ready-to-cook, and ready-to-drink

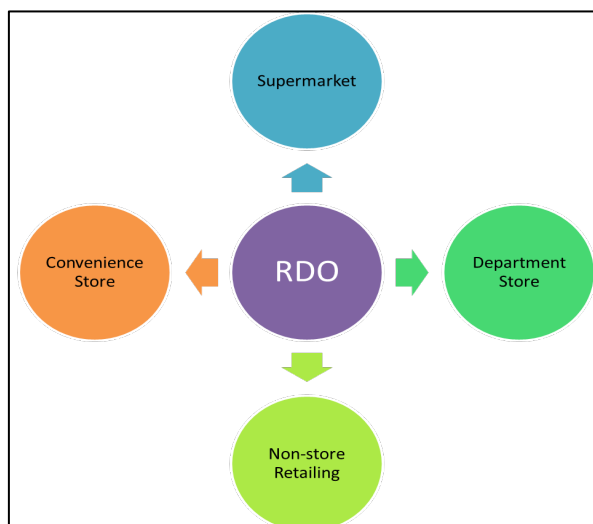
and frozen food products that are marketed through the concept of delivery, reseller concept, and sales through the marketplace.

Meanwhile, for the education business, Engzell, Frey & Verhagen (2021), Herwin *et al.* (2020), and Chu, Chan & So (2022) identify that they have now made learning services from home. Students are given access to study from home through applications that make it easier for students to learn (Nastiti & Rusvitawati, 2021); likewise with the workshop business, which is now starting to develop home workshop services. For business training, now you can immediately adapt by creating training or webinars that can be accessed via video conferencing applications. Some hotel brands have also changed hotel room facilities as a resting place for medical personnel and so on. During this difficult situation, of course, brand players must be wise in allocating campaign funds. Creativity when branding is necessary, especially when working from home like this.

The branding activities carried out also vary, starting from Corporate Social Responsibility (CSR) activities related to Covid-19, shopping campaigns from home, branding through online media, social media, official websites, creating online festivals by providing special discounts, and more. To make the marketing program successful now, principals are required to coordinate with their distributors, agents, and retail sales network. This is done to achieve the expected target.

The "RDO" is an application that can order products from distributors. This digital-based application is designed to make it easier for retailers to manage the supply chain of products to various retail outlets. Because something is based on digital applications, of course, retail managers do not have to contact distributors (for example, Dumrongsiri *et al.*, 2014; Dobrota & Vujošević, 2014). One can also place orders and fill out rare products in no time. In addition, they can design all the tasks from the smartphone screen (Verhoef *et al.*, 2021). It is undeniable that retail outlets have become the vanguard that bridges producers and consumers. Therefore, retailers must also change the system they carry on to be easier, cheaper, safer, and more efficient.

Some parties that are appropriate to connect to "RDO" are department stores, supermarkets, convenience stores, and non-store retailing (e.g., Paik & Lee, 2021). It included department stores in the category of large-scale retail companies. Department stores sell various types of products ranging from clothing, household furniture, and necessities, such as rice, cooking oil, and beverage products to vegetables and meat, which are also sold by this retail business (see Figure 4).



**Figure 4. "RDO" user parties (Source: author's own)**

Department stores are also one of the retail outlets that are often invaded by buyers lately. To avoid scarcity of goods, department store managers can integrate the retail direct order application into the goods procurement system. "RDO" can also reach for a tool that helps department stores place orders with the mobile order system. Department store managers can place orders from anywhere and without having to wait for a sales associate to come to the store.

Not much different from department stores, supermarkets also provide various needs for the community. The difference is that the prices offered by supermarkets are usually cheaper with lower quality than department stores. Supermarkets are in demand by the lower middle class. Yet, to prevent the transmission of Covid-19, supermarkets are also the target of people who carry out panic buying (Fu *et al.*, 2022; Sekiguchi *et al.*, 2022). Not only the lower middle class, but the upper-middle class also buy up various products in supermarkets. To avoid product scarcity, supermarket managers should use practical and fast applications in placing orders. "RDO" is designed for entrepreneurs who want to get products in a fast time.

All orders will enter the Distributor Management System (DMS) and are immediately processed at the same time by the distributor. Retailers and distributors can agree to cooperate, for example; each order must enter the distributor system at least the day before. This agreement will make retail and distributor cooperation more effective and efficient. These small shops or what is known as mini-markets are scattered near residential areas. Even though they sell limited products, convenience stores are often the target of panic buying by the public.

As happened recently, health products such as hand sanitizers, masks, and vitamin products are left over in most convenience stores. With this application, convenience store managers, those that are managed by themselves, can replenish more products that have run out.

Because they base something on an online application, retailers can find out the status of the goods ordered in real time. This means that shop managers are no longer guessing whether the distributor has processed immediately the goods ordered.

As the name implies, non-store retailing runs without a physical store. They also include business people who sell their products online in the non-store retailing category. Even though they run online, online store managers must ensure product availability. Especially nowadays, consumers make purchases online. Online shops are also the target of panic buying from the public. To maintain the supply of goods in the online shop, "RDO" can place orders.

Besides making it easier for retailers to buy products from distributors, Kho (2021) emphasized that the "RDO" application also has four benefits, including providing various products, online ordering, avoiding wrong orders, and practical application. This application can be used to order various products from distributors. Because it is based on digital applications, retail direct orders can be executed from a mobile device. It will be easier to order various products that consumers need in a fast time.

Also, "RDO" is developed for high mobility retailers who can place orders online from anywhere and anytime. Every businessperson can also check the availability of products before placing an online order, so that orders are made more efficiently. Furthermore, there are no more product ordering errors. Through "RDO", all orders will be recorded. If there is an order error, producers can correct it immediately before forwarding the order to the distributor.

Currently, various applications can be found on the market. One application that is often used is "SimpliDOTS retail". This online-based application is designed to assist retailers in ordering goods. When a retailer orders a product, the order will be processed through the Distributor Management System (DMS). Orders that enter DMS will be processed immediately by the distributor on the same day, so all orders placed by retailers can be prepared quickly.

It is important for all business elements to be aware of the consequences of the Covid-19 disruption and how the motives for anticipating supply logistics failures are discussed in India, countries that are members of the Trans-Pacific Partnership (TPP), Lithuania, and globally. Holistic improvements in the logistics industry are becoming an integral part of moving goods and services on time within and outside Lithuania through third-party partnerships that operate transportation services (Perkumiene *et al.*, 2021). For Indonesia, an adaptive supply chain scenario is proposed by Ongkowijoyo *et al.* (2022) with a series of tests that allow contingency strategies to help supply chain resilience in the manufacturing

sector. Although the current pandemic is not a new event, trade policy restrictions are vulnerable to logistics transfer from one location to another ([Aday & Aday, 2020](#)). The cessation of business activities is temporary; closing food production facilities and chain stores further protects the supply chain. Strategic planning concentrates on maintaining safety rather than thinking about profit ([Barman, Das & De, 2021](#)). Uniquely, managerial insights in some retail stores were tested in managing dynamic capabilities. Accurate decisions determine the speed of the supply chain ([Raj et al., 2022](#)). Singh *et al.* (2020) simulated a responsive and robust supply chain model to adjust and change transportation routes within a certain area so that the distribution system reaches retailers and store owners. Logistics service providers surveyed by Herold *et al.* (2021) combined supply chain resilience with transportation management flexibility, optimizing operational guidelines, and digitizing finance. For example, in India and the TPP region, supply chain efficiencies in logistics companies leverage more advanced IT intelligence. Although production was hampered by port closures, rerouting and delivery delays, and cargo cancellations due to capacity reductions, it was a start to actualizing the new model. Then, the customs pattern that is configured to the sensitivity of the supplier pattern is redesigned to minimize the cost of raw materials to the factory ([Nagao et al., 2021](#); [Sudan & Taggar, 2021](#)).

## Conclusions

This paper seeks to illustrate how logistics management and distribution systems can manage, despite the extreme constraints of the global pandemic. As is known, logistics management and distribution systems are different things. Logistics is a series of activities to retrieve and place goods from the planned place and time. Meanwhile, distribution is one aspect of marketing. Disruption in distribution occurred because of the decreasing activities carried out outside the home, difficulties in obtaining raw materials because of transportation constraints, and the decline in public trust in products that were from outside, especially in the culinary sector.

With "RDO", they always developed it as a positive response to the impact of PSBB. Its impact is very much felt in the real sector which has experienced a drastic decline; even distribution of staples, stagnant health, and budget allocations are unpredictable, causing confusion and panic in local government in managing the budget.

The weakness of this paper is that it does not use quantitative methods for supporting surveys or secondary data. There are no data collected by government institutions from time to time on disruptions to logistics, so it is very difficult to observe. We expect future studies that focus on similar topics to highlight how "RDOs" can be developed and evaluated for



decision-making. Marketing constraints in the retail sector in Indonesia during the pandemic have not been explored, so there are no previous studies relevant to this topic.

The contribution, originality, and novelty of the "RDO" concept are expected to be material for evaluation and consideration for business people, governments, and various communities in the future that focus on digital marketing aspects. The rest is for broad knowledge that has a significant impact on alternative solutions in preventing the limitations and scarcity of commodity stocks, especially in emergency situations such as Covid-19.

At one point, the SLR approach relatively does not examine whether the lens of the literature can develop concepts, take initiative, and realize what needs to be recommended to solve a particular case. At this stage, the seriousness and sensitivity of the researchers have contributed to correcting and revitalizing the previous methodologies.

## Acknowledgements

The authors express great appreciation to the Department of Management, Faculty of Economics and Business, Mulawarman University, for financial support for this paper. We also thank the reviewers at the JTDE for their very constructive comments.

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