

Siam Makro Automates Dispatch After 37 Years with Locus TMS



16.7%
reduction in
logistics cost

75%
faster
dispatch

50%
more orders per
rider per day

2x
order volume
in 12 months

Company Profile

Siam Makro, part of CP Aextra (Siam Makro and Lotus's), is the largest B2B Online-to-Offline (O2O) retailer in Asia, with \$14.6B in annual revenue and 160+ stores across Thailand. The business was built over 37 years for in-store wholesale, with planning and dispatch run by hand. When digital order volume started doubling year over year, that operating model ran out of room.



Industry:
Wholesale & Retail (O2O)



Geography:
Thailand, with active expansion across SEA



Scale:
160+ stores, 10.9K+ active riders

THE CHALLENGE

Makro's last-mile operation hadn't kept up with its growth. Three problems compounded each other:

Manual dispatch capped profitability

Two hours of human planning per store, per day. Riders averaged 10 to 15 orders a day, well below capacity. Human capacity was the ceiling.

Operations ran without a system that could decide

Store dispatch, picking, and delivery sat in disconnected tools. No real-time view. Decisions were made by hand, or not made at all.

Digital demand outpaced the operating model

Customers stopped rewarding proximity. They rewarded speed and slot reliability. A wholesale network with static zone logic couldn't keep up.

Net Impact

Manual planning capped throughput. Volume kept doubling. Profitability paid the difference.

"We needed a partner who could scale with our growth, and Locus delivered. We grew from 500 to 4,000 trucks, while Locus enabled a nationwide rollout in just six months and boosted fleet efficiency by 24%."

Sarun Pipattanapongsopon

Associate Director,
Last-Mile Logistics
& Supply Chain
Transformation
Siam Makro



THE SOLUTION

Locus deployed agentic decisioning into the Makro network. Agents and algorithms act on live signals, within Makro policy. Humans set the policy and govern exceptions.

Agents took over dispatch

Continuous, wave-based dispatch planning runs across every store. 30-minute incrementals, multi-trip routing, 250+ constraints. Planners moved from clicking dispatch to setting policy.

Capacity flexed with demand

Agentic capacity planning handles slot grouping and order promising at the store level. Static zone logic gave way to dynamic, sublocality-based zoning under Makro's policy.

One system, deciding end-to-end

The Locus tracking link and live ETA sit inside Makro's MPro app. Digital settlement closes the loop on cash-on-delivery with a full audit trail. Order to settlement, one system decides.

THE RESULTS

16.7% reduction in logistics cost

About \$1.2M in savings landed in the first cohort of stores and compounded as the rollout scaled.

75% faster dispatch

Dispatch time per store fell from 2 hours of human planning to under 30 minutes of agentic execution.

50% more orders per rider per day

Riders moved from 10 to 15 orders a day to 18 to 20, with multi-trip routing built into the same agentic loop.

2x order volume absorbed in 12 months

6.4M orders in 2024 became 13.8M in 2025, on track for 27M in 2026, absorbed by the same planning team.

160+ stores rolled out in 3 months

Nationwide deployment scaled across Makro's network in 3 months, with the platform now expanding across four more Southeast Asian markets.