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Building Orchestration of the Logistics Industry Through the Creation of a Services Ecosystem in Indonesian Freight Forwarder Companies

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Abstract: In the last seven to eight years, there have been three disruptions at once: Digital Disruption, Millennial Disruption, and Pandemic Disruption. Relevant to the three disruptions which are also accompanied by changes in consumer behavior, the freight forwarding industry in Indonesia needs to transform from services product to services ecosystem. This can provide value to stakeholders in the freight forwarding industry in particular and the logistics industry in general, including transportation service providers (land, sea, air, train), warehousing, stevedoring, heavy equipment rental, custom clearance handling, banking, digital payment services, quarantine services, and the customers themselves. This study aims to gain a deeper and more understanding of Service Quality, Brand Image, and Price, in the creation of a services ecosystem in Indonesian Freight Forwarding Companies to build an orchestration of the stakeholders in the Logistics Industry.

Keyword: Keywords: Service Quality, Brand Image, Price, Ecosystem, Freight Forwarding, Orchestration, Creation.

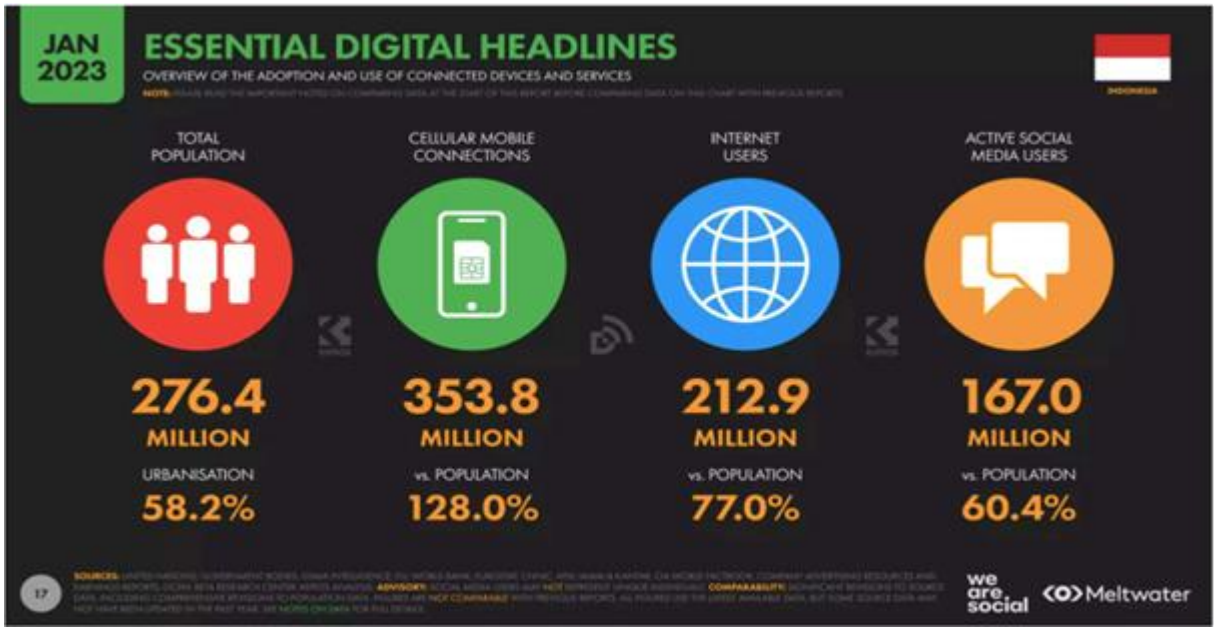
INTRODUCTION

Indonesia as an archipelagic country with more than 17,000 islands, has unique and complex logistical challenges. The logistics industry is the backbone that supports connectivity between far-flung regions and is one of the key pillars of the national economy.

The logistics industry has undergone a transformation of roles over the past nearly three decades. Its role is an important factor in modern logistics planning, in today's economy. By expanding their services, they offer a value-added product service. So that it can help supply chains in industry and retail achieve substantial economic scale and scope. A market with well-organized logistics facilities and supply chain management has qualified advantages over other economies, whereas improving logistics infrastructure can serve as a competitive tool and also be effective in increasing market share (Kherbach &; Mocan, 2016). Supply

chain integration is considered strategically and operationally important but the role of logistics service providers (LSPs) in supply chain integration (SCI) remains unclear (Fabbe-Costes &; Roussat, 2011).

The development of the logistics ecosystem as an inseparable part of efforts to equalize the national economy is something that is becoming a concern of the Indonesian nation. However, we also note a number of problems of equitable distribution of infrastructure and access that are vital in building a national logistics ecosystem. In integrating variables in the formation of ecosystems in the logistics industry in this modern era, internet technology has been deeply embedded in people's lives in Indonesia. Concrete evidence of this is contained in the following figure.



METHOD

This research employs a structured quantitative research design to examine the impact of Service Quality, Brand Image, and Price in building Logistics Industry Orchestration through Service Ecosystems in Freight Forwarder Companies in Indonesia. The population for this study comprises managers (owners and/or leaders) of freight forwarder companies, totaling approximately 3,412 member companies of ALFI (Indonesian Logistics and Forwarder Association) with 34 regional boards across Indonesia. Notably, 1,467 companies (43%) are situated in the Greater Jakarta area (Jabodetabek) (ALFI, 2023).

Given the dissertation's focus on five variables, the research sample includes a minimum of 100 participants; however, from the total ALFI membership, a sample of 300 freight forwarder companies is selected, with one manager representing each company. This ensures a robust sample size for the analysis.

The research methodology involves the systematic collection of data through the distribution of questionnaires, which are carefully designed based on identified indicators for each variable. The collected data will be analyzed using appropriate data analysis techniques to effectively address the research questions. This structured approach ensures the research findings will significantly contribute to the development of the logistics industry's service ecosystem.

The data analysis technique uses Structural Equation Model (SEM), carried out to thoroughly explain the relationship between the variables in this research. SEM is used to examine and justify a model so that it can be used to produce a theory. A set of statistical

techniques that allow testing a series of simultaneous relationships, this is established between one or several variables (Hair Jr et al., 2017).

In this research, data management was carried out using the Partial Least Square (PLS) SEM method using the SmartPLS version 4.0 software program.

RESULTS AND DISCUSSION

Validity dan Reliability

Convergent validity at the indicator level is considered sufficient if it has a minimum loading of 0.5. The results of the validity test at the indicator level for each construct can be seen in the table below which shows the results of reliability testing for all constructs in this study which have values above the acceptance criteria, namely 0.70 for composite reliability, and 0.5 for value average variance extracted (AVE). Thus, all instruments used in this research have a good level of validity and reliability and are suitable for further use in this research.

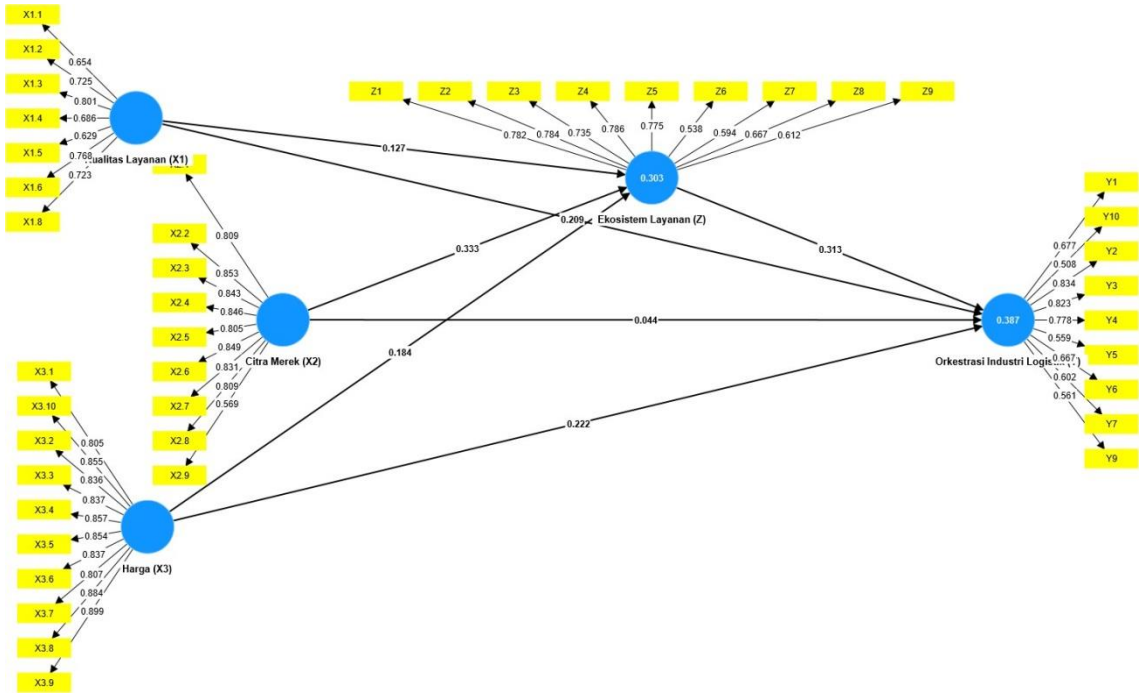


Table 1. Construct Convergent Validity Test Results

Konstruk	Item	Loading	CR > 0.7	AVE > 0.5
Service Quality (X1)	X1.1	0.654	0.879	0.511
	X1.2	0.725		
	X1.3	0.801		
	X1.4	0.686		
	X1.5	0.629		
	X1.6	0.768		
	X1.8	0.723		
Brand Image (X2)	X2.1	0.807	0.943	0.649
	X2.2	0.851		
	X2.3	0.840		

	X2.4	0.848		
	X2.5	0.806		
	X2.6	0.848		
	X2.7	0.835		
	X2.8	0.808		
	X2.9	0.570		
Price (X3)	X3.1	0.805	0.962	0.718
	X3.2	0.836		
	X3.3	0.837		
	X3.4	0.857		
	X3.5	0.854		
	X3.6	0.837		
	X3.7	0.807		
	X3.8	0.884		
	X3.9	0.899		
	X3.10	0.855		
Logistics Industry Orchestration (Y)	Y1	0.678	0.881	0.509
	Y2	0.835		
	Y3	0.824		
	Y4	0.779		
	Y5	0.558		
	Y6	0.667		
	Y7	0.601		
	Y9	0.560		
	Y10	0.507		
Service Ecosystems (Z)	Z1	0.782	0.896	0.504
	Z2	0.784		
	Z3	0.735		
	Z4	0.786		
	Z5	0.775		
	Z6	0.538		
	Z7	0.594		
	Z8	0.667		
	Z9	0.612		

Table 2 shows that the value of the HTMT analysis results for each measurement construct is less than the limit value of 0.90. Thus, it can be said that this research model has good discriminant validity.

Tabel 2. Discriminant Validity of HTMT

Construct	Brand Image (X2)	Service Ecosystems (Z)	Price (X3)	Service Quality (X1)	Logistics Industry Orchestration (Y)
Brand Image (X2)					
Service Ecosystemes (Z)	0.555				
Price (X3)	0.602	0.452			

Service Quality (X1)	0.666	0.448	0.530		
Logistics Industry Orchestration (Y)	0.519	0.551	0.527	0.554	

Table 3 shows the results of collinearity data analysis between the variables that make up the path model as measured using the Variance Inflation Factor (VIF) value, where all the VIF values of the variables that make up the path model are less than 5 so it can be said that this research model does not have collinearity problems.

Table 3. Collinearity Test Results

Konstruk	VIF
Brand Image (X2) -> Service Ecosystem (Z)	1.85
Brand Image (X2) -> Logistics Industry Orchestration (Y)	2.009
Service Quality (Z) -> Logistics Industry Orchestration (Y)	1.434
Price (X3) -> Service Ecosystem (Z)	1.553
Price (X3) -> Logistics Industry Orchestration (Y)	1.602
Service Quality(X1) -> Service Ecosystem (Z)	1.59
Service Quality (X1) -> Logistics Industry Orchestration(Y)	1.613

Hypothesis Testing

Table 4. Path Coefficient

Jalur		Koefisien	Standard deviation	T - Statistics	P-values
H1	Service Quality (X1) -> Service Ecosystem (Z)	0.127	0.082	1.542	0.123ts
H2	Brand Image (X2) -> Service Ecosystem (Z)	0.333	0.081	4.1	0.000**
H3	Price (X3) -> Service Ecosystem (Z)	0.184	0.084	2.196	0.028**
H4	Service Quality (X1) -> Logistics Industry Orchestration (Y)	0.209	0.062	3.368	0.001**
H5	Brand Image (X2) -> Logistics Industry Orchestration (Y)	0.044	0.08	0.557	0.578 ts
H6	Price (X3) -> Logistics Industry Orchestration (Y)	0.222	0.072	3.079	0.002**
H7	Service Ecosystem (Z) ->Logistics Industry Orchestration (Y)	0.313	0.066	4.724	0.000**
H8	Service Quality (X1) -> Service Ecosystem (Z) -> Logistics Industry Orchestration (Y)	0.04	0.029	1.371	0.170 ts
H9	Brand Image (X2) -> Service Ecosystem (Z) -> Logistics Industry Orchestration (Y)	0.104	0.033	3.21	0.001**
H10	Price (X3) -> Service Ecosystem (Z) -> Logistics Industry Orchestration (Y)	0.058	0.03	1.913	0.056*

Notes: * : Significant at alpha 0.10; ** : Significant at alpha 0.05; ts: not significant

DISCUSSION

Hypothesis 1: Testing the Service Quality hypothesis on the Service Ecosystem. The p-value of the influence of Service Quality on the Service Ecosystem is 0.123, which is > 0.05, so accepting H0 means there is no significant influence between Service Quality and the Service Ecosystem.

Hypothesis 2: Testing the Brand Image hypothesis on the Service Ecosystem. The p-value of the influence of Brand Image on the Service Ecosystem is 0.000 < 0.05, so accepting H1 means that there is a significant influence between Brand Image and the Service Ecosystem.

Hypothesis 3: Testing the Price hypothesis on the Service Ecosystem. The p-value of the influence of price on the service ecosystem is 0.028 < 0.05, so accepting H1 means there is a significant influence between price and the service ecosystem.

Hypothesis 4: Testing the Service Quality hypothesis on Logistics Industry Orchestration. The p-value of the influence of Service Quality on Logistics Industry Orchestration is 0.001 < 0.05, so rejecting H0 means that there is a significant influence between Service Quality on Logistics Industry Orchestration.

Hypothesis 5: Testing the Brand Image hypothesis on Logistics Industry Orchestration. The p-value of the influence of Brand Image on Logistics Industry Orchestration is 0.578 > 0.05, so accepting H0 means there is no significant influence between Brand Image and Logistics Industry Orchestration.

Hypothesis 6: Testing the Price hypothesis on Logistics Industry Orchestration. The p-value of the influence of price on logistics industry orchestration is 0.002 < 0.05, so accepting H1 means that there is a significant influence between price on logistics industry orchestration.

Hypothesis 7: Testing the Service Ecosystem hypothesis on Logistics Industry Orchestration. The p-value of the influence of the Service Ecosystem on Logistics Industry Orchestration is 0.000 < 0.05, so accepting H1 means that there is a significant influence between the Service Ecosystem on Logistics Industry Orchestration.

Hypothesis 8: Testing the Service Quality hypothesis on Logistics Industry Orchestration through a service ecosystem. The p-value of the indirect effect is 0.170 > 0.05, so accepting H0 means that the service ecosystem does not significantly mediate the relationship between Service Quality and Logistics Industry Orchestration.

Hypothesis 9: Testing the Brand Image hypothesis on the Orchestration of the Logistics Industry through the service ecosystem. The p-value of the indirect effect is 0.001 < 0.05, so accepting H1 means that the service ecosystem significantly mediates the relationship between Brand Image and Logistics Industry Orchestration.

Hypothesis 10: Testing the Price hypothesis on Logistics Industry Orchestration through service ecosystems. The p-value of the indirect effect is 0.056 < 0.10, so accepting H1 means that the service ecosystem significantly mediates the relationship between Price and Logistics Industry Orchestration.

CONCLUSION

The results of this dissertation research have found determinants that can influence the development of Logistics Industry Orchestration through the creation of a Service Ecosystem in freight forwarder companies in Indonesia.

Service Quality does not have a significant effect on the Service Ecosystem. From interview sources, competitive prices are still the first choice in creating a service ecosystem. This is supported by the type of customer from freight forwarder companies who still prioritize competitive prices over service quality (price concern).

Brand Image does not have a significant effect on the development of Logistics Industry Orchestration. Freight forwarder companies in Indonesia tend to only focus on their competencies and do not dare to take control to integrate and collaborate between similar companies, due to inadequate technological availability and capabilities. This can also be caused by the complexity of the freight forwarder industry itself which prioritizes operational efficiency and competitive prices.

The service ecosystem does not significantly mediate the relationship between Service Quality and Logistics Industry Orchestration. This appears to be due to the impact of Service Quality which does not directly have a significant effect on the Service Ecosystem.

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