

IMPROVING BUSINESS EFFECTIVENESS AND EFFICIENCY E-COMMERCE THROUGH LOGISTIC RENEWAL IN THE NEW NORMAL ERA

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Abstract

The development of the internet and intense business competition encourage people to become e-commerce business actors. A good logistics system will encourage the smooth running of business, including e-commerce, because in it there is an interaction of all components from location and facilities, to the distribution of goods or services and information appropriately. Extraordinary circumstances such as the Covid-19 pandemic will change, influence, and even disrupt the logistics system of the business world, including the e-commerce business. This study aims to identify and analyze the changes that occur in the e-commerce business in Indonesia, the challenges and obstacles faced, as well as the strategies that must be applied to realize an effective and efficient logistics system in the new normal era. This study uses qualitative methods with observations, interviews, and FGDs. The research subjects are e-commerce business people, logistics practitioners, and staff of shipping service companies. From the results of the study, it is known that the covid-19 pandemic affects the national economy and e-commerce business. There has been a change in the e-commerce logistics system in terms of consumer behavior, the need for goods from suppliers, facilities and equipment used, product handling, and distribution systems. E-commerce business people need to implement the right strategy so that the logistics system can be effective and efficient. The government plays a role in reducing inefficiencies in the logistics system at the national and regional levels through programs and policies that are prepared. From the results of the study, it is known that the covid-19 pandemic affects the national economy and e-commerce business. There has been a change in the e-commerce logistics system in terms of consumer behavior, the need for goods from suppliers, facilities and equipment used, product handling, and distribution systems. E-Commerce business people need to implement the right strategy so that the logistics system can be effective and efficient. The government plays a role in reducing inefficiencies in the logistics system at the national and regional levels through programs and policies that are prepared. From the results of the study, it is known that the covid-19 pandemic affects the national economy and e-commerce business. There has been a change in the e-commerce logistics system in terms of consumer behavior, the need for goods from suppliers, facilities and equipment used, product handling, and distribution systems. E-commerce business people need to implement the right strategy so that the logistics system can be effective and efficient. The government plays a role in reducing inefficiencies in the logistics system at the national and regional levels through programs and policies that are prepared. E-commerce business people need to implement the right strategy so that the logistics system can be effective and efficient. The government plays a role in reducing inefficiencies in the logistics system at the national and regional levels through programs and policies that are prepared. E-commerce business people need to implement the right strategy so that the logistics system can be effective and efficient. The government plays a role in reducing inefficiencies in the logistics system at the national and regional levels through programs and policies that are prepared.

Keywords: E-commerce, Covid-19 Pandemic, Logistics System

INTRODUCTION

The very high development of Indonesia's digital business has made the government also increasingly directing the public to switch to digital business. This is also supported by the development of digital infrastructure which is increasingly becoming a concern. Accordingly, in 2019, e-commerce contributed approximately USD 21 billion to the overall digital business in Indonesia, and is expected to increase along with the expansion of e-commerce users (Sirclo and Ravenry, 2020). E-commerce is an online channel used by business owners to offer their products to consumers, and can be reached with the help of computers (Kotler and Armstrong, 2012). One type of e-commerce that is widely known is the type of B2C or Business to Consumer (Kotler, 2012; Laudon and Traver, 2010). 2017) where e-commerce business owners reach out to individual consumers with different types of products. The variety of types of products, product origins, destination areas, and other factors, causes every e-commerce business to have a logistics system that is similar but not the same. Based on data compiled by BPS (2020) most of the e-commerce business people send their goods directly to final consumers and not through resellers (68.95%), while there are around 29.96% who choose to sell both to final consumers and receive purchases

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With the development of infrastructure and wide dissemination of information, e-commerce businesses do not only serve in a certain area but can cross regions in Indonesia and even abroad (except for some types of businesses) and this requires a good logistics system. The logistics system of a large business or even a small business, a conventional business or a digital business (e-commerce) is strongly influenced by the National Logistics System and various government policies in terms of logistics. The logistics system in general and e-commerce in particular can experience significant changes when faced with uncertain situations in a country or internationally, including the Covid-19 pandemic. The impact of the Covid-19 pandemic on the Indonesian economy according to Yamali and Putri (2020) is the termination of employment (PHK) by companies for their employees, a decrease in imports, inflation, and it is undeniable that losses in the tourism sector experienced a decline in visitors as a result of restrictions. From various regions and regions. There are various losses that are felt by Indonesia, both national losses, sectoral losses, as well as individual and corporate losses (Hadiwardoyo, 2020). For business owners, the losses faced include the following: reduced income, damage to goods and penalties due to late delivery, the incurring of unexpected costs.

Conventional businesses that have not yet switched to digital businesses have experienced a significant impact from the Covid-19 pandemic and are therefore advised to switch to digital businesses (Awali and Rohmah, 2020; Taufik and Ayuningtyas, 2020). Although many conventional businesses are directed to move to digital businesses, it does not mean that active e-commerce business people do not feel the impact of the Covid-19 pandemic. Even though he has been in the e-commerce business since before the pandemic and it is said that there has been a change in consumer behavior from face-to-face shopping to online shopping (Sirclo and Ravenry, 2020), there is still upheaval in the e-commerce business, resulting in a decrease in income (85.83% of e-commerce businesses). Commerce).

One of the problems that occurred was due to the lack of smooth distribution of goods from upstream to downstream due to policies to prevent the spread of Covid-19 such as Large-Scale Social Restrictions (PSBB), appeals not to travel long distances so that the number of flights was reduced, and so on. As many as 76.91% of e-commerce players admit that there has been a decline in the smooth distribution of goods.

Seeing the phenomena and problems above, the research questions that can be formulated in this research are:

1. What is the impact of the Covid-19 pandemic on e-commerce businesses in Indonesia?
2. How were the changes in the logistics system for e-commerce businesses in Indonesia before and during the Covid-19 pandemic?
3. What are the challenges and obstacles that will be faced by Indonesian e-commerce businesses in the New Normal era?
4. What strategies should Indonesian e-commerce businesses implement to have an effective and efficient logistics system in the New Normal era?

LITERATURE REVIEW LOGISTICS MANAGEMENT

Understanding and being able to manage logistics is one of the main strategies for companies to survive and excel in the business world. Logistics has the ultimate goal of meeting consumer needs through a planning process to effective and efficient control of the procurement, management, storage, service and distribution of information from upstream or starting point to downstream (Siagian, 2005). In short, logistics management is an activity to regulate the flow of

Goods from origin to destination to meet requests from individuals or groups/companies (Li, 2014). Logistics plays an important role in international trade because in the current era of globalization. So that logistics is not just a matter of moving goods from one point to another,

Logistics System

A good logistics system plays a very big role in logistics business activities. Logistics systems talk about the interaction between all logistics components from location and facilities, transportation, inventory, handling, storage, distribution of goods or services and information

to the right place, in the desired condition and time. The government is aware of the importance of an effective and efficient logistics system, especially for Indonesia, which is an archipelagic country (Mulyadi, 2011). So that the National Logistics System (Sislognas) was compiled which aims to provide added value so that domestic products can compete in the international arena. The national logistics system is no different from the logistics system in general,

E-Commerce

Electronic commerce or what is often abbreviated as E-commerce is a form of electronic commerce that is carried out on an internet-based basis. Kotler and Armstrong (2012) define E-commerce as an online channel used by business owners to offer their products to consumers, and can be reached with the help of computers. Briefly, Turban et al (2015) mention that E-commerce is all kinds of selling and buying or trading activities carried out via the internet. Meanwhile, according to the Organization for Economic Co-operation and Development (OECD) e-commerce is the sale or purchase of goods/services, which are carried out through computer networks with methods specifically designed for the purpose of receiving or placing orders, Kotler (2012) divides E-commerce according to its characteristics into four parts, namely B2B (Business to Business), B2C (Business to Consumer), C2C (Consumer to Consumer), and C2B (Consumer to Business). While Laudon and Traver (2017) divide E-commerce into six types of models, B2C, B2B, C2C, Mobile E-commerce, Social E-commerce, Local E-commerce.

Impact of the Covid-19 Pandemic on the Economy

Indonesia's economic growth, like other countries, experienced a fairly poor realization in early 2020 (finance.detik.com). In the second quarter of 2020, economic growth was at minus 5.32%. Various policies issued by the government succeeded in boosting this figure so that it reached minus 3.49% in the third quarter of 2020. Although initially it was estimated that it would only reach minus 2.9% by the end of the year, the realization of Indonesia's economic growth showed a figure of minus 2.19% for the fourth quarter of 2020 (cnbcindonesia.com). Various sectors experienced ups and downs during the pandemic since the end of 2019, followed by the beginning of 2020 until the end of 2020. According to BPS data, in August 2020 there was an increase in the number of open unemployment throughout Indonesia by 2.67 million people to 7.07%.

Previous Research

Research conducted by Thaha (2020) entitled "The Impact of Covid-19 on MSMEs in Indonesia. The results of the study show that at least 50% of MSMEs are threatened to stop operating if the pandemic is prolonged. SMEs business actors are expected to pay attention and manage well- business cycle in order to identify the extent of its ability to survive in the midst of a pandemic.

Research from Singh, Kumar, Pancal and Tiwari (2020) entitled "Impact of Covid-19 on logistics systems and disruptions in the food supply chain". This study discusses changes that occur in the logistics system in food supply as a result of the Covid-19 pandemic. The author

conducts simulations for the public distribution system network model to demonstrate the food supply chain and produces three proposed models. The three models produced and proposed from this research are expected to assist stakeholders in making decisions for the welfare of the people.

Research from Awal and Rohmah (2020) entitled "The urgency of the use of e-marketing on the sustainability of MSMEs in Pekalongan City amid the impact of Covid-19". The results of the study stated that the use of e-marketing by MSMEs in Pekalongan City was very instrumental in supporting business continuity. By applying e-marketing, it will help consumers to find products and production can keep going.

Research from Saragih, Hartati and Fauzi (2020) entitled "Trends, challenges, and perspectives in the logistics system during the Covid-19 Pandemic and the New Normal era in Indonesia. This re- search found trends, challenges, and perspectives of the business world during the COVID-19 pan-

demic. The challenges of the logistics system that occur are changes in distribution patterns, changes in handling processes, changes in facilities and equipment, changes in business processes, and changes in work networks. Adaptation to circumstances is a way that must be taken by business actors to survive. The use of ICT (information and communication technology) such as TMS, EDI, and WMS will be very helpful and can be a solution to stay competitive.

RESEARCH METHODS

Determination of the subject of this research will be done by purposive sampling technique where the researcher determines the source of the data with his own considerations so that the data obtained can represent the situation in general (Sugiyono, 2010). Therefore, the informants in this study are as follows:

1. E-commerce business people
2. Logistics Practitioner
3. Delivery service company staff

The criteria set for E-commerce business actors are as follows: 1) have a business registered in at least 1 marketplace in Indonesia; 2) have marketed their business in the marketplace for at least 1 year; 3) willing to take part in the interview.

Secondary data is obtained from literature studies, previous research, books, news on the internet, online articles, data from the government and so on that are useful for research. The data analysis technique that will be used in this research is the Interactive Model from Miles and Huberman in Prastowo (2011).

RESULTS AND DISCUSSION

The Impact of the Covid-19 Pandemic on the Economy and E-commerce Business

The world economy in general has contracted as a result of the COVID-19 pandemic. Several countries in the world such as the United States, China, Japan, South Korea, and Singapore whose economic conditions greatly affect the global economy are also not spared from the impact of the COVID-19 pandemic. South Korea, for example, experienced a decline in trade in services, which led to a 5.3% contraction in imports and 3.7% in exports. The Japanese economy, which has been in contraction since the end of 2019 was forced to face the same situation until the third quarter of 2020. Government consumption increased due to the subsidy program for every Japanese citizen during the covid-19 pandemic. The same is true for the United States and Singapore. In contrast to these four countries,

Indonesia itself experienced an economic contraction during the COVID-19 pandemic, the main cause of which was weak public consumption. Various restrictions imposed by the government such as Large-Scale Social Restrictions (PSBB) and the Implementation of Restrictions on Community Activities (PPKM), micro, emergency, level 4 and so on. For example, in the emergency PPKM which was implemented in Java and Bali in July 2021, the government limited the operating hours of all business places to 20.00 hours, road closures, and prohibition of dine-in or eating in places for restaurants and cafes. The impact of these tight restrictions is felt most heavily by MSMEs. According to MSME actors who sell food in the Semarang area, the turnover they get has decreased drastically during this emergency PPKM period. Based on data from BPS (2020) the industrial, trade,

Globally, e-commerce is an important part of the Sustainable Development Goals (SDGs). E-commerce is a medium that helps businesses of various scales to get involved in domestic and international trade by simplifying supply chains, making it easier to find goods, facilitating transactions, and so on (UNCTAD, 2021). With various restrictions due to the COVID-19 pandemic, shopping activities are increasingly shifting from brick and mortar to e-commerce. As happened in the United States where total e-commerce retail, although it decreased at the end of 2019 and early 2020, but in the following quarter it increased by 5% to an increase of 16.1%. Not only in America, but the same trend can also be found in Europe, for example in the United Kingdom, which experienced a significant increase of 31.3% in e-commerce sales since the second quarter of 2020. The Asian country that recorded a fairly high increase in e-commerce sales was China with an achievement of 24.6% (OECD, 2020). Although in general e-commerce sales have increased, this has not happened evenly across all product categories. The product categories that have experienced the most significant increase in sales are undoubtedly health products such as masks or gloves. Another example in South Korea, an increase was also found in sales of food and beverage (F&B) and household appliances, while the category of entertainment or travel products decreased significantly (OECD, 2020). The Asian country that recorded a fairly high increase in e-commerce sales was China with an achievement of 24.6% (OECD, 2020). Although in general e-commerce sales have increased, this has not happened evenly across all product categories. The product categories that have experienced the most significant increase in sales are undoubtedly health products such as

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The impact of the COVID-19 pandemic on various categories of e-commerce businesses was found to be varied. Based on data from BPS (2020) since the COVID-19 pandemic hit Indonesia, there has been a decline in income for 85.83% of e-commerce business actors. Other business actors (4.58%) experienced an increase in income and the remaining 9.59% were not affected. The increase in income for e-commerce business actors varies from approximately 25% to more than 75%. Meanwhile, the percentage decline in revenue of more than 50% occurred in around 45.55 percent of the total number of e-commerce players in Indonesia. The e-commerce business fields that experienced the largest decline in revenue (about 75%) were corporate services, education, as well as transportation and warehousing. There are at least 91.81% of business actors from the accommodation, food, and beverages that experienced a decline in income. The same trend is also found if you look at the volume of transactions and also the smoothness of distribution.

Challenges and Constraints of the E-Commerce Business Logistics System in the New Normal Era

Currently, the world community, including Indonesia, is entering the new normal era. The terms COVID-19 pandemic period and the new normal era are often used interchangeably or together to describe a transition from a time when people are just entering a pandemic era that changes the order of life and a new period in which all new habits related to health protocols are more stringently applied. . The COVID-19 pandemic period or the era of new habits brought changes, obstacles, and challenges for the community and government in various sectors, including in the e-commerce business. E-commerce businesses need a strong logistics system. The logistics system will affect starting from more competitive product prices, easy payment methods, good handling of goods, fast delivery of goods, and of course e-commerce

customer satisfaction.

The Indonesian government recognizes the importance of a strong logistics system for this country, especially since Indonesia is an archipelagic country. The National Logistics System (Sislognas) which was launched 10 years ago is the government's effort to bring goods at affordable prices to all parts of Indonesia and encourage equitable economic development. Sislognas under President Joko Widodo continued with massive infrastructure development even to villages and was also supported by the development of an integrated digital platform (majalahpajak.net, 2021). To further develop the logistics system, in 2020, the government also launched the National Logistics Ecosystem (NLE) program.

Strategies to Realize an Effective and Efficient E-Commerce Business Logistics System in the New Normal Era

The effectiveness and efficiency of the e-commerce business logistics system will be the key for e-commerce to maintain its business continuity and advance its business in the new normal era. E-commerce business people generally have small to medium scale businesses, but that does not mean that the principles of planning logistics systems do not need to be considered. Planning an e-commerce business logistics system must pay attention to various aspects of the logistics system itself as well as external factors.

CONCLUSION

Based on the research that has been done, the conclusions that can be drawn are as follows:

The COVID-19 pandemic has had a major impact not only on the Indonesian economy as a whole but also on the e-commerce business. The Indonesian economy is contracting due to weak public consumption due to restrictions on community activities such as PSBB and PPKM issued by the government. The industrial, trade, and transportation & warehousing sectors experienced negative growth. Meanwhile, e-commerce businesses directly or indirectly benefit from restrictions on community activities which lead to increased spending from home. The decline in income, a decrease in transaction volume, and a decrease in the smoothness of distribution occurred in almost all provinces in Indonesia with the greatest impact felt by the community in Papua Province.

E-commerce business people make various changes in the e-commerce business logistics system to adapt and survive the situation in the new normal era. Before the COVID-19 pandemic, e-commerce business players had suppliers with different amounts depending on the needs of each business. Some business people for certain product categories such as fashion are known to reduce the number of suppliers due to declining demand. On the other hand, most of the e-commerce business people, such as businesses in the fashion and skincare product categories, choose to reduce the number of orders for goods from suppliers due to a decrease in orders from consumers.

Business people get new buyers who come not only from the same city as them but also from other cities throughout Indonesia. In the 1-6 months since the COVID-19 pandemic began, a

number of e-commerce business players experienced a decrease in transactions. Meanwhile, the e-commerce business with food products, medical devices, and hijab fashion products revealed that there was no decrease in transactions in their business. In 6 months – 1 year after the pandemic started, most of the business actors admitted that there was no increase in transactions. Businesses with food and beverage products admitted that they experienced an increase in transactions in those six months.

Not many e-commerce business people carry out inventory activities because they generally produce or order goods from suppliers when there are orders from consumers so they don't use inventory. Business people who practice inventory generally do a restock with an uncertain time or amount. During the COVID-19 pandemic, there was no increase in the intensity of restocking, but an increase in the number of items ordered during restocking triggered by price discounts or promotions from sellers.

E-commerce business people generally do not use warehouses for their business. The equipment used in its business is generally the equipment used to package and deliver products to consumers. Product handling is carried out in accordance with the SOP of each business. Since the COVID-19 pandemic, there has been additional product handling, namely spraying of disinfectants when goods arrive at the facility and thus additional equipment for sterilization and medical devices.

In the process of distribution or delivery of goods in general there is an increase in spending from the marketplace. However, the estimated delivery time is slower than before. Since the pandemic period, consumers are more likely to choose shipping packages at more economical prices with the risk of a longer delivery time. The challenges and obstacles in implementing a good logistics system for e-commerce businesses in the new normal era lie in two things, namely changes in consumer shopping behavior and logistics inefficiency in the regions. The challenge and constraint of this change in consumer shopping behavior is the ability of the e-commerce business to adapt. E-Commerce businesses will be left behind if they cannot understand and meet consumer needs and cannot demonstrate the competitive advantage of their products. Furthermore, the problem of logistical inefficiency nationally to logistical inefficiency in the regions. The cost of logistics in Indonesia is still quite high, infrastructure development is still not optimal and there is still a lack of goods traffic management, coupled with a general decline in sales due to the COVID-19 pandemic, which will make it difficult for e-commerce businesses.

The strategy to realize the effectiveness and efficiency of the e-commerce business logistics system lies in each element of the logistics system itself. Starting from a strategy to analyze consumers, target markets, and marketplaces used. Identifying consumers and specific target markets, especially with the changes in the new normal era, must be done with market research. The strategy for determining the number of marketplaces and other channels lies in the capacity of human resources, especially in terms of numbers. Effectiveness and efficiency can also be supported by the concentration of functions for each marketplace used, for example Instagram focuses on marketing and transactions carried out by other marketplaces. The strategy to increase the effectiveness and efficiency of the logistics system through the determination of

suppliers is carried out by selecting the supplier to be used. This can be done by determining the needs of suppliers, then by selecting suppliers. The next strategy is the inventory strategy. Inventory one of which is related to restock activities. The strategy for determining the number of items to be restocked can be done using the Fixed Order Quantity (FOQ) or Periodic Review method. The simple demand forecasting method can be done using the Moving Average method. The strategy for determining the number of items to be restocked can be done using the Fixed Order Quantity (FOQ) or Periodic Review method. The simple demand forecasting method can be done using the Moving Average method. The strategy for determining the number of items to be restocked can be done using the Fixed Order Quantity (FOQ) or Periodic Review method. The simple demand forecasting method can be done using the Moving Average method.

Meanwhile, for facilities, equipment, and handling, the strategy needed for effectiveness and efficiency is to keep providing adequate space to carry out production activities or storage of goods. The facility is supported by racking so that inventory can be controlled and ensure that the facility is close to the place of delivery. The packaging of goods is done by adjusting the type, size, shape, nature, and even the value of the goods. The use of bubble wrap is important to prevent damage to goods. Other packaging is done with polymer plastic and cardboard. The distribution strategy relates to the delivery service used and activated by the seller on the marketplace platform. E-commerce business people need to consider the type of product and delivery service that will be used.

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