

Reshaping of Global Shipping Dynamics: Implications for Strategic Resilience Capabilities, Marketing Capabilities, Supply Chain Orientation Capabilities and Port Competitiveness in Indonesia

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Abstract

The phenomenon of dynamic maritime environment have affected port business and it is substantially changing the business environment in which large-scale container trade growth is being facilitated. In this paper will illustrate the dynamic features of port users, discuss the port competition strategy and analyse the marketing strategic for port business under transformation phases. Using qualitative methods using case studies through a literature review and empirical evidence to prove, deepen and expand the results of the study. In this article, we develop and examine the implication such marketing capabilities approach to the effectiveness of the marketing strategies and strategic resilience capabilities to determine sustainable competitive performance. Based on a discussion among with its managements, this paper could prove a conceptual framework in which strategic resilience capabilities and supply chain orientation capabilities have a profound impact on the company's sustainable competitive performance.

Keywords : strategic resilience capabilities, supply chain orientation capabilities, marketing capabilities, competitive performance.

1. Introduction

The phenomenon of economic globalisation is substantially changing the business environment in which large-scale container trade growth is being facilitated. The issues of trade barrier elimination, liberalisation, and market deregulation have revealed a level-playing field for fair competition. On the other hand, the emerging global logistics networks and the evolution of supply-chain models have significant implications for transport systems and policies worldwide. These developments challenge the port industry to redefine and re-think their functions and roles in the supply-chain process so as to create customer value and sustainable growth for the company.

This paper aims to develop and examine the implication such marketing capabilities approach to the effectiveness of the marketing strategies and strategic resilience capabilities implemented by the Indonesia's port company under the rapid developments in container shipping and the challenges facing the Indonesia's port industry. It also illustrate the dynamic features of port users, discuss the port competition strategy and analyse the marketing strategic for port business

under transformation phases to achieve a competitive advantage.

2. Literature Review

2.1 Snapshot of container trade and customer requirements

The prominent role of the World Trade Organisation (WTO) is playing, has subsequently opened liberalisation of trade and led to relaxation of capital flow restrictions. This has induced global corporations to relocate their manufacturing processes into countries with lower labour costs. These trends have increased trade volumes and accelerated the shift, from low-value to high-value, for commodities transported by containers. In addition, global shipping lines continues to confront multiple challenges in terms of policy, geopolitical and the waves of globalization patterns (UNCTAD,2023). In other hand, shipping lines also face the sustainable future and digitalization, in which influence how to adapt to the evolving effectively global trade service strategies.

Containerisation has invoked the transportation of general cargo, which used to be carried as break bulk (in pallets), into a standard box measuring (20' and 40'). This inauguration has contributed to efficient cargo handling for the ocean carriers. Additionally, the container has also led to the development of integration with other modes of transportation, such as roads, railways and barges; where cargo, from its origin to the final destination (in a different country), can be moved smoothly point to point. Localisation of parts procurement and production by shifting of manufacturing sites, consolidated pipeline logistic activities, small lot, high frequency and full loading has in broad sense innovated the reduction of lead time and inventory. Thus the supply-chain is getting shorter and slimmer. For instance, Toyota has established a global logistics system by making a cross-dock with a relay transportation system: In this, the local hub and spoke in Singapore produces the engines, bumpers and headlamps come in from Thailand, steering, EFI-ECU and wipers from Malaysia, clutch and seat adjuster from Indonesia, and other parts are from Vietnam, Taiwan, Philippine and Australia.

Global containerized trade has been on a roller coaster ride where the he worldwide container port throughput has been increasing gradually, from 36 million twenty equivalent unit (TEU) in 1980, 241,7 million TEU in 1994, 266 million TEU in 2002 and forecast point to between 432 and 468 million TEU in 2010 (OSC, 2003) due to transporting more and more different types of cargoes, e.g. coffee, iron, which were shipped as bulk previously. However since the COVID-19 pandemic, while the market boomed in 2021 and during much of the first half of 2022, the situation changed dramatically by the second half of the year and returned to normal pre-COVID-19 levels (UNCTAD,2023).

UNCTAD (2023) released the review of maritime transport 2023 described that in 2022, global containerized trade volumes declined marginally by -0.7 per cent, reaching 163 million 20-foot equivalent units (TEUs), down from 164 million TEUs in 2021 and in sharp contrast to the surge in volumes recorded in 2021 (8.1 per cent). UNCTAD, 2023 also forecasts that containerized seaborne trade will grow modestly, as macroeconomic challenges ease, with around 3 per cent per year for containerized trade starting in 2024. In 2023, more resilient in

2022, encompassing non-consumer goods, whose imports were less affected by the slowdown in demand where spot rates were projected to increase, albeit remaining lower than pre-pandemic levels (Knowler, 2023; and Tirschwell, 2023).

Globalization, world container trade development in terms of greater concentration of container flows, the rise of Asian Country as a world processing, assembling and manufacturing center has generated more and more container volume in and out Asia's region. Moreover, terminal congestions due to the running out of capacities, decrease of productivity, and subsequent delays will continue, especially on the Asia/Europe route and this is quite a challenge for all the lines on the cost side. Dramatic increase in operational costs due to the feeder and trucking costs, record oil prices and a rising proportion of empty containers, which need to be repositioned to Asia, underline the necessity of additional rate increases to cover costs.

In other hand, shippers have been changing their criteria for selecting ocean carriers. They tend to favour shipping lines with overall service considerations, thus shifting in emphasis from continuity, connectivity, flexibility, information exchange capability and reliability rather than price. Muller (2004) explains that the basic of 7 Rights (Product, Origin, Destination, Quantity, Quality, Schedule, and Price) should be taken into account for carriers business.

Table 1 below depicts a comparison of past and present shipper criteria. While port coverage and frequency of sailing are still important, service reliability, accuracy of documentation, real-time information, and intermodal service are increasing in importance.

Table 1. Shipper criteria in the past and current situation¹

Past	Current
Basic Criteria	Basic Criteria
○ Service reliability (on-time delivery) (1)	○ Service reliability (1)
○ Frequency of sailing (2)	○ Port to port transit time (2)
○ Port to port transit time (3)	○ Responsiveness (3)
○ Responsiveness (4)	○ Low costs for port pricing (4)
○ Port Coverage /Networks (5)	○ Port Coverage/Networks (5)
Other Criteria	Other Criteria
○ Intermodal service quality (6)	○ Recovering from service failure (6)
○ Value added logistics (7)	○ Value added logistics (7)
○ Information exchange capability (8)	○ Intermodal service quality (8)
○ Recovering from service failure (9)	○ Cargo security and damage prevention (9)

¹ Data made after interviews with Shippers' Council, Shipping and Transport Association in various dates of December 2023.

	○ Port Environmental (10)
	○ Information exchange capability (11)

These changes in shipper requirements and the global perspective in logistics present big challenges and opportunities for ocean shipping in a fiercely competitive environment. Hence, shipping lines should re-think and re-design their business strategies to improve services for their customers through rationalization of all costs, restructuring of business scales and differentiation of services.

2.1 Strategic Value of Port in Indonesia

The Port of Indonesia provides a substantial contribution to the either domestic and or international competitiveness of firms in Indonesia. This is especially true for firms involved in import and export. That strategic value is provided in three ways. First, the Port of Indonesia – one of the most important junctions of good flows in the world offers a unique physical and knowledge infrastructure. Second, by means of cooperation with foreign ports aimed in the strategic management and supervision of those port and logistic hubs. Third, through cooperation with industrial entities and other logistic zones, especially involved specialization, innovation and productivity improvements. This strategic value could further increase. On the one hand, by realizing more competitive dynamics and innovation in the Port of Indonesia, and on the other hand by increasing the strategic connectivity between the Port of Indonesia and foreign ports and other logistic hubs.

There are three conditions to become more valuable port in Indonesia in terms of operational importance. First, competition in the Port of Indonesia stimulates innovation and productivity, which is important for firms to be successful in the long term as well. Second, innovations require network relations contacts and cooperative relations between companies, knowledge institutes and governments. The examples are the utilization of high-quality knowledge, supplier and customer networks. Technological innovations determine around 25% of the total innovation success, while social innovation counts for the other 75%. New ways of management and organizing and really investing in human talent, as well as flexibility and cooperation, are therefore of vital importance. Third, the international competitive position of the Port of Indonesia and firms becomes better by entering into strategic cooperation with logistic hubs in the hinterland.

A port's connectivity with other logistic hubs (or 'logistic hot spots') can be strategically important in this respect. Strategic connectivity of the Port of Indonesia, for example through cooperation with inland container terminals, contributes additionally to the strategic value for the Indonesia. Strategic connectivity increases the access to and ability to tap into those (national and international) networks. This, in turn, will positively affect the international innovation-driven competitive advantage of the Indonesia. Table 2 below indicates the importance and significance of port in Indonesia to facilitate economic perspective for container trade both domestic and international.

Table 2. The development of container trade handle by Port of Indonesia

Service	Unit	Year						
		2017	2018	2019	2020	2021	2022	2023
Internasional								
Import	Box	1.137.984	1.193.135	1.119.662	1.086.671	1.111.693	1.131.971	1.188.265
	TEUs	1.612.210	1.694.502	1.612.068	1.592.538	1.648.097	1.680.574	1.748.737
Export	Box	1.305.321	1.343.135	1.273.103	1.199.248	1.227.063	1.241.808	1.290.711
	TEUs	1.834.205	1.905.117	1.817.185	1.718.185	1.762.151	1.793.119	1.863.442
Transshipment	Box	20.565	16.096	17.307	12.562	4.696	8.402	7.363
	TEUs	28.574	21.252	22.918	17.711	7.006	13.387	10.827
Volume	Box	2.463.870	2.552.366	2.410.072	2.298.481	2.343.452	2.382.181	2.486.339
	TEUs	3.474.989	3.620.871	3.452.171	3.328.434	3.417.254	3.487.081	3.623.006
Domestic								
Inbound	Box	2.662.656	3.048.058	3.038.014	2.929.351	3.218.399	3.222.955	3.273.427
	TEUs	3.007.754	3.463.458	3.482.564	3.371.397	3.731.770	3.745.045	3.828.614
Outbound	Box	2.560.630	2.966.982	2.969.732	2.934.187	3.172.685	3.219.466	3.278.475
	TEUs	2.900.971	3.377.231	3.414.212	3.386.462	3.684.015	3.746.232	3.839.192
Transshipment	Box	15.757	101.802	315.165	325.517	342.539	306.294	335.713
	TEUs	19.285	108.624	338.610	348.334	369.611	330.661	370.677
Volume	Box	5.239.043	6.116.842	6.322.911	6.189.055	6.733.623	6.748.715	6.887.615
	TEUs	5.928.010	6.949.313	7.235.386	7.106.193	7.785.396	7.821.938	8.038.483
TOTAL	Box	7.702.913	8.669.208	8.732.983	8.487.536	9.077.075	9.130.896	9.373.954
	TEUs	9.402.999	10.570.183	10.687.557	10.434.627	11.202.650	11.309.018	11.661.489

Source: Indonesia Port Management Report 2023

2.3 Port competitiveness

Ports and especially container terminals are no exception in such a competitive world economy as today. In view of the policy followed by ship owners of concentrating loads and reducing the number of ports call, terminals have responded by improving their service supply in every aspect which may influence the ship owner's decision as regards his choice of ports of call. Ports are evolving within a complex competitive environment with various forms of port management and operations. Ports compete with others as firms or entities embedded in supply chains where they are only parts of the chain (Robinson, 2002). Port also compete as parts of transport networks in which global terminal operators, e.g., PSA Corp, Hutchinson Port Holding (HPH), DP World Ports and APM Terminal, try to keep competitive by building international terminal networks to prevent competitors from entering their domains.

Moreover, shortest port time for vessels, no delays and efficient of intermodal connections (including road and rail transport) have been become major issues of Indonesia's container terminal on maintaining the quality of service and operational efficiency. Meanwhile full terminal safety and security as per legal framework, spare capacity to cope the peaks of cargo volume and availability of area that allows expansion of services also need to be fulfilled by terminal from its customers. Additionally, ports also compete as parts of larger clusters where their activities have a clear relationship with regional economic dynamics. Port competition can be defined as competition for trades, with terminals as the competing units, logistics, transport, and industrial enterprises of the broadly defined port complex (Notteboom, et.al, 2022).

Based on these circumstances, port business enter into fierce competition among others. The dimensions that port competition is taking are varied. Goss (1990, p.275-276) described them into five forms:

- a. Competition between whole ranges of ports or coastlines,
- b. Between ports in different countries,
- c. Between individual ports in the same country,
- d. Between the operators or providers of facilities within the same port and
- e. Between different modes of transportation.

Hence, with global expansion, the types of port competition become more complex.

In other hand, the **competitive position of a port** is determined by the range of **competitive advantages** that are acquired or created by the port over time, in which a port's competitiveness will possesses the best **array of resources and it's capabilities** for business and strategy to identify, cultivate and exploit their **core competencies** (Notteboom,et.al, 2022). Thus, formulating competitive strategies for port business are not differs from the strategy of that of a firm or manufacturing company. The basic consideration for port business strategy is related to creating value for shareholders and customers and going further to see that to become pro-active players in national and international logistics. Porter (1998) explains that the essence of strategy formulation is to cope with the competition, which is rooted in the underlying forces that shape the environment in the vicinity.

Moreover, modern port managers need to assess their resources, ability and ambitions in deciding their strategic options while at the same time being able to keep up with dynamic market structures. Ports today go for value-added-logistics (VAL) to stimulate the economic activities that focus on efficiency rather than effectiveness. The emphasis of the port as a nodal point in the transportation interface from land to sea has changed, which in order to gain a competitive advantage among other benefits, the port, through the formation of logistical chains has become an integrated business (UNESCAP, 2001, p.20).

2.5 Strategic resilience

A company that is always faced with business dynamics, competitive positions and customer demands then what must be done is a change. Changes that lead to creative transformation by prioritizing the ability to manage resources, especially internal company resources, both related to core business activities and supporting business activities (cross business). Kotler, Kartajaya, Huan and Liu (2002) elaborate that companies that have sustainable performance should be able to move the loop continuously as the cycle of change in each phase of its business journey. This means that sustainability must be dynamic, not static, in which sustainable transition will follow a pattern that includes build-up and breakthrough.

Although a company is faced with the challenge of breaking through a giant wall, if it is continuously pushed by all components of the company, both internal and external towards a consistent direction, the giant wall will produce a new breakthrough path in reaching the company's bright spots. Kartajaya (2002a) explained that companies that are successful in the long term and will achieve sustainable conditions in the midst of business dynamics and competition must have a strong culture and be able to adapt to changes.

Resilience is a broad concept that has been explored in various context. In a dynamic world of globalization, resilience is an increasingly critical prerequisite for corporate performance and need the capabilities for managing strategic resilience, and the importance of resilience in and across corporate functions, including strategy, operations, and risk (Duchek,2020). It's mean that the organizations have excellent or very good resilience capabilities, meaning they are well equipped to build and manage resilience overall in dealing with unexpected threats and crisis (Lengnick-Hall et al.2011).

In other word, that resilience is central to their organizations strategic process and resources (Weick, 1993; Gittell et al.2006), in which the most important actions will be to improve risk culture and strengthen the integration of resilience in the strategy process. Resilient organizations develop business models that can adapt to significant shift in customer demand, the competitive landscape, technological changes and the regulatory terrain (Duchek,2020).

Resilience is both a function of both the vulnerability of a system and its adaptive capacity (Dalziell and McManus 2004). Fiksel (2003) identifies four major characteristics that contribute to resilience. First, diversity that include the existence of multiple forms and behaviours. Second, efficiency, in which contribute performance with modest resource consumption; third is adaptability which create flexibility to change in response to new pressures and forth is cohesion that emphasize to existence of unifying relationships and linkages between system variables and elements.

2.6 Marketing Capabilities

Increasing corporate value is the most important task delegated by shareholders as shareholder's aspirations to company managers (Lukas, Whitwell and Doyle, 2003) to build dynamic capabilities to make the company succeed in competition and ready to face changes consistently in providing positive value for the company. Change is done through discovery, innovation, discovery of new products and new ways of doing business.

Dynamic Capabilities (Teece,1997) were developed because of the thought that the internal resources of the firm in its time can also be owned or even imitated by other companies. Therefore, a more appropriate strategy is needed to win long-term competition in the changing business environment through the dynamic capability of a company through 'renew their competencies'. On the other hand, (Helfat et al., 2007) also said that dynamic capabilities perform two functions based on organizational resources, namely (1) search and selection including 'resource creation' and (2) deployment.

Marketing capability is one of the organization's efforts in facing the challenges of business dynamics and market changes, so that the organization is able to adapt and maintain its business continuity (Day, 2011). Kyriakopoulos and Moorman (2004) claim that marketing capabilities that do not have sufficient market knowledge and even tend to have a lack of understanding customer needs, competitor actions and market trends in changing market conditions. Day (1994a) explained that marketing capabilities are the company's ability to identify customer needs and the ability to foster relationships with customers. In other words, that marketing

capabilities can be distinguished between the company's ability to adapt "market sensing" to "customer-linking".

Marketing capabilities are also determined by the company's ability to apply market orientation as a "distinctive capability", namely the ability to study and understand market conditions (Li and Calantone, 1998; Weerawardena, 2011). Vorhies and Morgan (2005) convey about "specialized marketing capabilities" which focuses on the process of how in organizations to combine and transform resources owned.

2.7 Supply Chain Orientation Capability

Supply chain orientation capability is important for company because it can be business driven and business enabler in providing services for the community. The demands for speed and accuracy in service is one of the considerations for consumers how the supply chain of a company in shaping the uniqueness of distribution. Supply chain management research has borrowed liberally from more established business disciplines like marketing and management (Stock, 1997).

In this case, the integration of marketing activities and supply chain activities will complement each other in marketing channels. Consequently, in a marketing perspective, the role of supply chain activities is very important because the integration of logistics, supply chains and customer service will be able to build marketing effectiveness (Christopher, 2011). The role of logistics and supply chain has been able to link the interests between these functions (Emerson and Grimm 1996; Gattorna et al., 1991; Morash et al., 1996).

As Mentzer et al. (2001) reiterate, "A Supply Chain Orientation (SCO) is a management philosophy, and Supply Chain Management is the sum total of all the overt management actions undertaken to realize that philosophy" (p. 11) *as the recognition*. In addition, Min and Mentzer (2004) described that SCO is *the implementation* by an organization of the systemic, strategic implications of the tactical activities involved in managing the various flows in a supply chain (p. 63). Building upon earlier work by Mentzer et al. (2001) and Min and Mentzer (2004), Min et al. (2007 p. 508) "propose that the SCM concept consists of different terms to delineate different phenomena: a Supply Chain Orientation (SCO) within a firm and Supply Chain Management (SCM) across firms within a supply chain, both of which are operationalizations of SCM philosophy".

Supply chain orientation is a strategic capability (Hult et al., 2008). A SCO results in supply chain management which is a reconfiguration of the resources within the firm; hence SCO is a dynamic capability (Eisenhardt and Martin, 2000, in which dynamic capability as an organizational routine is an invisible asset; an invisible asset is, in turn, an intangible resource (Itami and Roehl, 1987; Mahoney, 2005). Hence a strategic orientation like SCO is an intangible corporate resource, or more generally a 'resource'. Hult et al. (2008, p. 527) also described that SCO is the extent to which there is a predisposition among chain members toward viewing the supply chain as an integrated entity and on satisfying chain needs in an integrated way. In other word, Hult et al. (2008) view supply chain orientation as a combination of customer and

competitor orientations, in addition to supplier, logistics, operations, and value-chain orientations.

2.8 Institutional Governance

In line with the continuous improvement of business processes, companies have two main tasks related to each other between the importance of value creation and value appropriation of its resources. Therefore, an appropriate corporate governance system is needed, where the existence of corporate governance (CG) has broad implications for the company's ability to maintain and adapt to increased corporate value. CG provides a mechanism for assessing accountability and transparency in the management of the company.

One of the latest approaches in implementing governance in organizations as an institution is to use an institutional approach (Clarke, 2007, p.34). The institutional approach has proven to be positively beneficial in facilitating organizations in interacting and running their business, where the existence of the institution will be determined by the strength and ability of the institution to carry out good governance. Monks and Minow (2004) described that corporate governance is the relationship among various participants in determining the direction and performance of corporations. The primary participants are shareholders, management and board of directors.

Corporate governance (CG) emphasizes the importance of directed and controlled elements in every process in the corporation (OECD, 1999) with the main aspects being compliance or conformance to rules (conformance) and performance. In this context, corporate governance (CG) is a system that is able to guarantee and ensure that the company's performance can be achieved above average (above rate returns) while still basing on risk-based corporate decisions as an effort to protect the interests of stakeholders (Lukviarman, 2016).

In practice, the governance framework and process must be viewed as a comprehensive unit in providing optimal results, where each individual in the organization must work together to understand, anticipate and take action in relation to the risks arising from the decision choices taken and the outcomes of the decisions that have been made (Lukviarman, 2016). The implementation of "correct, appropriate and healthy" corporate governance (CG) will affect the credibility of the corporation in order to produce business process improvements and continuous improvement of business performance and affect the effectiveness of risk management.

3. Research Method

This research is developed by using qualitative method, which is data collected by interview with the employees who engage with commercial and marketing department, port customers and other stakeholders. Research also has been conducted through direct observation to customer service department during working hour, constant comparison between concept and realization and archiving some documentation concerning customers complain and compliance.

In this qualitative research, there were several data sources needed in this study, they were primary data and secondary data. While, primary data was obtained directly from data sources,

which was in-depth interviews to get the answers for the research questions. Secondary data used in this study were in the form of documents or records which existed in the company's operational activities and from the articles or scientific publications from various media.

The research was conducted with a single case study design (Eisenhardt, 1989) to deepen fundamental understanding (Creswell, 2014) and a systematic approach to the development of new concepts and theories delivered by Gioia, Corley, & Hamilton (2012). Single case study (Eisenhardt, 1989) is used to construct propositions about phenomena that have not been explored much – theory and limited empirical evidence – (Eisenhardt, 1989; Siggelkow, 2007; Shah & Corley, 2006) and to answer the "how" research question (Eisenhardt & Graebner, 2007). The resulting propositions can be used as hypotheses in future research.

Case study research begins by identifying the "contemporary phenomenon" and defining it into a "real-life context" using multiple sources of evidences (Yin, 2014) to strengthen the theory. The implication of using case studies in this study is that researchers need to identify phenomena that occur in Indonesia Port Company (IPC) as research settings. Furthermore, researchers collected data that were used including observations, interviews, company documents and discussions carried out in a semi-structured manner and open questions (Creswell, 2014).

Based on the data collection, to ensure the trustworthiness of quality research, we do credibility criteria by doing peer debriefing and member checks. Then, the obtained analysis results were compared with various literature to examine the consistency of the research findings. This study employed several stages of data analysis, they were data collection, data grouping, data clustering, data interpretation, and conclusions (Yin, 2011).

4. Finding and Discussion

Based on the theory discussed above, we propose a conceptual framework that connects strategic resilience capabilities (SRC), marketing capabilities (MC), supply chain orientation capabilities (SCOC) and sustainable competitive performance (SCP) of Indonesia Port Company. Figure 1 illustrates that there are five endogenous constructs in the proposed framework, they are strategic resilience capabilities, marketing capabilities, supply chain orientation capabilities and sustainable competitive performance and institutional governance. The measurement model for the five endogenous constructs forms a continuous interaction, while in the internal process of the company, there is a sequence of effects between strategic resilience capabilities, supply chain orientation capabilities, and sustainable competitive performance moderated by marketing capabilities which subsequently causes an influence from institutional governance. Some areas can be the focus for further research in relation to the proposed conceptual framework.

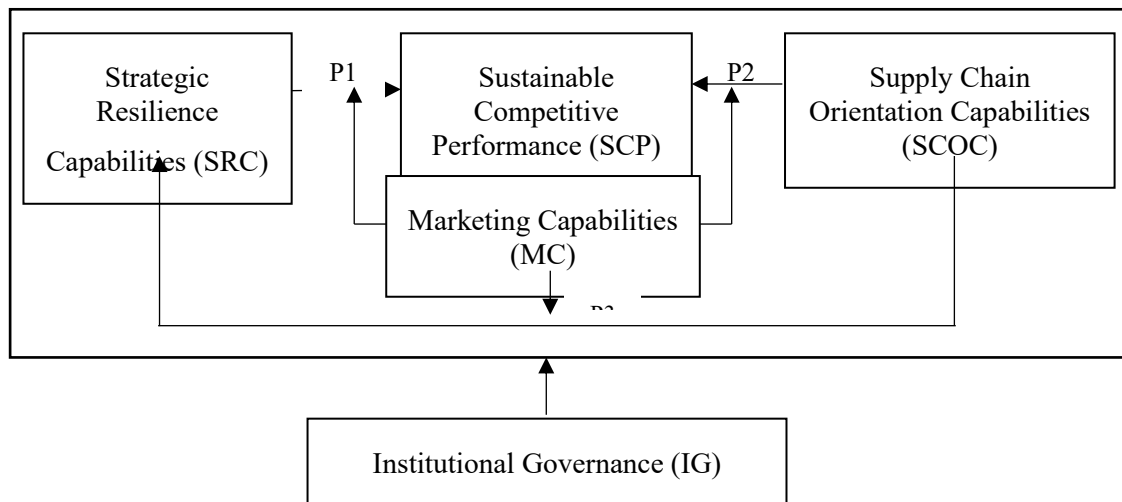


Figure 1. Proposed model interaction between five endogenous constructs.

Based on the proposed framework, the derived hypotheses are:

P1: A strategic resilience capabilities determines sustainable competitive performance with marketing capabilities as mediator.

P2: A supply chain orientation capabilities determines sustainable competitive performance with marketing capabilities as mediator.

P3: A supply chain orientation capabilities influences strategic resilience capabilities with marketing capabilities as mediator.

P4: Institutional governance affects and influences the interaction of strategic resilience capabilities, supply chain orientation capabilities and sustainable competitive performance

5. Conclusion

In this article, the findings in this paper prove the importance for marketing strategy capabilities to mediate strategic resilience and supply chain orientation capabilities to achieve a sustainable growth for company and retain a port competitive edge through re-define and re-think port functions and roles in the supply-chain process so as to enhance customer value. The findings can be used as a reference for practitioners, especially for port business entity at Indonesia.

This paper presents a conceptual framework that connects strategic resilience capabilities, supply chain orientation capabilities, marketing capabilities and sustainable competitive performance of Indonesia Port Company. This study provides a proper quantification and measurement of exogenous factors within the framework as it is expected to be a powerful model for empirical testing. The test and analytical models can be formed using the regression analysis for forecasting or structural equation modeling for causal analysis.

This study has some limitations that provide opportunities and directions for further research. First, this study only two types of organizational drivers, namely resilience capabilities and

supply chain orientation capabilities, however many factors may also determine sustainable competitive performance. Future studies could explore and investigate how other the constructs or the dimensions interact to influence and determine sustainable competitive performance practices.

Second, this study did not consider differences across industries, where firms in different industries may exhibit dissimilar responses. Future work could conduct an in-depth industry study or compare across different industries. Third, this study was based on field observations, open discussion and analytical on current conditions of port business in Indonesia. Longitudinal studies based on survey data and/or panel data could be conducted to explore the dimensions of sustainable competitive performance for across industries in Indonesia.

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