

## ABSTRACT

The underperformance of Indonesia's logistics sector has raised significant concerns that the government should intensify its efforts to avert potential hindrances to the business climate. Indonesian Customs, in its role as a trade facilitator and industrial assistant, then established the National Logistics Ecosystem (NLE) to enhance logistics performance. However, despite four years of implementation, this initiative has yet to achieve the efficiency target of a 60-80% reduction in both time and cost.

This study seeks to investigate the underlying causes of this inefficiency and to propose substantive recommendations for Customs. Tanjung Priok Port was selected as the case study due to its significance in import and export transactions. A key element in the implementation of the NLE is collaboration among the involved stakeholders; therefore, a qualitative study was conducted to gather insights from their perspectives. The analysis concludes that seven actors—Customs, other government agencies, shipping lines, forwarders, cargo owners, trucking companies, and terminal operators—each contribute to the inefficiencies in the NLE's implementation. Recommendations were then developed through stakeholder analysis and benchmarking, emphasising the management of stakeholders based on their potential threats and collaborative capabilities, alongside the use of Singapore Customs' Networked Trade Platform (NTP) as a benchmark for improvement. Indonesian Customs is then encouraged to focus on the evaluation of current regulations and to ensure a definitive stance in the NLE. Furthermore, the critical issue of unreliable systems must be addressed by involving experts to establish user trust in the overall system, thereby enhancing the efficiency of the NLE.

**Keywords:** logistics, NLE, stakeholders, stakeholder analysis, benchmarking.

## ABSTRAK

Kurang optimalnya kinerja logistik nasional menjadi isu yang memerlukan perhatian segera dari pemerintah. Direktorat Jenderal Bea dan Cukai (DJBC), dalam kapasitasnya untuk memfasilitasi perdagangan dan mendorong industri nasional, mengembangkan *National Logistics Ecosystem* (NLE) guna meningkatkan kinerja logistik nasional. Namun, sampai pada tahun keempat penerapannya, inisiatif tersebut belum dapat mencapai target efisiensi waktu dan biaya sebesar 60–80%, sehingga menimbulkan pertanyaan besar atas penyebab inefisiensi tersebut.

Penelitian ini mengidentifikasi penyebab inefisiensi penerapan NLE dan menawarkan rekomendasi perbaikan kepada pemerintah. Mengingat perannya dalam arus perdagangan internasional, Pelabuhan Tanjung Priok menjadi fokus pada penelitian ini. Studi kualitatif dilakukan dengan berfokus pada wawancara dengan para pemangku kepentingan, guna menegaskan peran penting pemangku kepentingan dalam NLE. Hasil penelitian menunjukkan tujuh aktor yaitu DJBC, institusi pemerintah lainnya, perusahaan pelayaran, perusahaan pengurusan jasa transportasi, perusahaan truk, pemilik barang, dan operator terminal, masing-masing berkontribusi menyebabkan inefisiensi penerapan NLE. Rekomendasi kemudian dikembangkan dengan menekankan pada analisis pemangku kepentingan berdasarkan potensinya dalam menjadi ancaman atau kolaborator dalam NLE. Selain itu, rekomendasi juga dikembangkan berdasarkan tolok ukur implementasi dari *Singapore Customs' Networked Trade Platform*. DJBC juga harus menilai kembali peraturan yang menjadi dasar pengimplementasian NLE, serta mengatasi isu terkait keandalan sistem dengan melibatkan ahli terkait.

**Kata kunci:** logistik, NLE, Bea dan Cukai, pemangku kepentingan, analisis pemangku kepentingan, tolok ukur.