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Extending Resource Orchestration Theory in Digital Ecosystems: Information Technology Orchestration and Omni-Channel Customer Experience in INJOURNEY

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A B S T R A C T

This study aims to extend Resource Orchestration Theory within digital ecosystems by explaining how information technology (IT) orchestration enables omni-channel customer experience as a strategic outcome in the INJOURNEY ecosystem. The research adopts a qualitative design using a library research approach combined with a descriptive-analytical method to systematically synthesize conceptual frameworks and empirical evidence related to resource orchestration, digital ecosystems, IT integration, and omni-channel customer experience. The study is supported by secondary data analysis derived from INJOURNEY's Annual Report 2024, on IT governance indicators, application portfolio consolidation, ERP implementation, and cost efficiency outcomes. The results show that omni-channel customer experience emerges as the result of ecosystem-level IT integration rather than isolated channel initiatives. INJOURNEY manages 165 applications across subsidiaries, with a strategic consolidation target of 45 core applications by 2027, as systematic bundling of digital resources. The study also finds an improvement in IT governance capability, as showed by an increase in IT Maturity Level from 2.86 in 2023 to 3.15 in 2024, alongside the implementation of a group-wide ERP system covering 26 business process blocks that generated cost efficiencies of IDR 27.03 billion in 2024.

INTRODUCTION

Research on strategic management emphasizes that firm performance is not determined solely by resource ownership but by how resources are structured, bundled, and leveraged over time (Badrinarayanan *et al*., 2019). In this perspective, resource orchestration explains managerial actions that transform dispersed assets into coordinated capabilities that support strategic objectives (Fawcett *et al*., 2022). Within organizational settings, managers must continuously align tangible and intangible resources to respond to environmental change, as highlighted in ecosystem-based competition (Wang *et al*., 2021). Digital resources, particularly information technology, increasingly function as orchestration mechanisms that enable coordination across organizational boundaries (Gujar, 2025). As firms expand into multi-entity ecosystems, orchestration shifts from firm-level optimization to system-level alignment, requiring cross-unit integration (Schenk *et al*., 2024). This shift reinforces the importance of managerial capability in directing digital assets toward value creation (Narvaiza *et al*., 2024). Consequently, extending resource orchestration theory into digital ecosystems provides a relevant lens for understanding technology-driven service integration (Bawack *et al*., 2021).

Studies on digital ecosystems show that coordination complexity increases as organizations operate across multiple platforms, subsidiaries, and service domains (Wang *et al*., 2021). In such environments, fragmented legacy systems and heterogeneous data architectures often obstruct effective orchestration (Schenk *et al*., 2024). These structural challenges weaken the organization's ability to align operational processes with strategic intent, particularly when customer-facing services depend on cross-entity collaboration (Gujar, 2025). Prior research indicates that ecosystem-level integration failures frequently stem from governance and architectural misalignment rather than technological scarcity (Saghiri & Mirzabeiki, 2021). Moreover, digital transformation initiatives that lack orchestration logic tend to produce isolated applications instead of synergistic capabilities (Bawack *et al*., 2021). As digital ecosystems scale, orchestration problems directly affect service reliability and coordination quality across channels (Cui *et al*., 2022).

Recent research shows that omni-channel strategies represent a fundamental transformation in how organizations manage customer interactions across multiple touchpoints (Yin, 2025). Customers increasingly move fluidly between offline and online channels within a single service journey, expecting consistency across all interactions (Cui *et al*., 2022). Empirical evidence confirms that consistent omni-channel experiences significantly enhance satisfaction, loyalty, and positive behavioral outcomes (Lazaris *et al*., 2021). However, omni-channel environments amplify coordination demands, as services must remain coherent across diverse platforms and organizational units (Tanaka *et al*., 2021). Omni-channel consistency extends beyond perception and requires systemic alignment across channels (Kopot & Cude, 2021). Without integrated systems, organizations struggle to maintain uniform service quality across customer journeys (Umoren *et al*., 2022). Thus, omni-channel strategies inherently depend

on effective orchestration of digital and organizational resources (Bawack *et al*., 2021).

Customer experience is widely defined as customers subjective responses arising from direct and indirect interactions across multiple touchpoints (Kranzbühler *et al*., 2018). Prior studies show that superior customer experience drives retention, emotional engagement, and long-term loyalty (Kumar, 2019). In contemporary service, customer experience increasingly unfolds across interconnected digital and physical environments (Tanaka *et al*., 2021). Mobile technologies and platform integration have blurred channel boundaries, making technology a central enabler of experience continuity (Chung *et al*., 2022). Research further shows that omni-channel customer experience encompasses cognitive and affective dimensions such as immersion and flow (Gerea *et al*., 2021). These experiential outcomes depend heavily on the quality of system integration behind customer-facing interfaces (Alzaydi, 2024). Accordingly, customer experience in digital ecosystems cannot be separated from the orchestration of information technology resources (Saghiri & Mirzabeiki, 2021).

Empirical studies show that high-quality omni-channel customer experience reduces perceived risk and enhances convenience and shopping pleasure (Gao & Fan, 2021). Positive experiences also increase perceived value, which mediates satisfaction and loyalty outcomes (Islam *et al*., 2024). Conversely, inconsistent service delivery across channels leads to confusion, distrust, and weakened customer evaluations (Umoren *et al*., 2022). In large service ecosystems, such negative outcomes scale rapidly due to interconnected touchpoints and shared customer journeys (Wang *et al*., 2021). Research shows that organizations with higher levels of system integration achieve superior customer satisfaction and loyalty (Chiyem *et al*., 2024). These findings underline that customer experience outcomes are closely tied to backend integration quality rather than front-end design alone (Alzaydi, 2024). Therefore, the impact of IT orchestration extends beyond efficiency to directly shape customer perceptions and behavior (Gujar, 2025).

Despite extensive research on omni-channel strategies, most studies focus on customer perceptions while overlooking the technological mechanisms that enable consistency (Saghiri & Mirzabeiki, 2021). Similarly, resource orchestration theory has been applied primarily at the firm level, with limited attention to ecosystem-wide digital orchestration (Badrinarayanan *et al*., 2019). Existing literature rarely connects IT orchestration explicitly with omni-channel customer experience outcomes (Gujar, 2025). This gap is particularly evident in multi-entity service ecosystems, where integration complexity is highest (Schenk *et al*., 2024). Moreover, empirical insights on how IT governance and system integration function as orchestration mechanisms remain fragmented (Bawack *et al*., 2021). Addressing this gap requires an integrated theoretical approach that links resource orchestration with omni-channel experience formation (Wang *et al*., 2021). Therefore, this study aims to extend resource orchestration theory by positioning omni-channel customer experience as the target outcome of IT orchestration in digital ecosystems (Yin, 2025).

Within large-scale service ecosystems, the INJOURNEY holding represents a relevant empirical setting for examining IT orchestration (Cui *et al*., 2022). As an integrated aviation and tourism ecosystem, INJOURNEY operates across multiple service domains and customer touchpoints that demand high levels of coordination (Tanaka *et al*., 2021). Achieving omni-channel customer experience in such an environment requires ecosystem-level integration rather than isolated digital initiatives (Wang *et al*., 2021). Prior research suggests that governance-driven IT orchestration is essential in complex holding structures (Schenk *et al*., 2024). By aligning digital resources with strategic objectives, organizations can transform fragmented systems into unified service capabilities (Gujar, 2025). This study positions INJOURNEY as a case to examine how IT orchestration functions as a resource orchestration mechanism (Bawack *et al*., 2021). Ultimately, this allows for a deeper understanding of how omni-channel customer experience emerges from integrated digital ecosystems (Yin, 2025).

LITERATURE REVIEW

Omni-Channel Customer Experience

The concept of omni-channel customer experience (OCCE) has evolved from the recognition that contemporary customers interact with organizations through multiple interconnected channels within a single service journey (Yin, 2025; Cui *et al*., 2022). Prior studies consistently show that customers expect seamless transitions, consistent information, and uniform service quality across offline and online touchpoints, making integration a core requirement rather than a complementary feature (Lazaris *et al*., 2021). The literature emphasizes that omni-channel consistency operates across content and process dimensions, where misalignment may reduce trust and service quality perceptions (Kopot & Cude, 2021; Umoren *et al*., 2022). However, most existing studies focus predominantly on customer perceptions and behavioral outcomes, while offering limited explanations of the underlying technological systems that enable such consistency (Saghiri & Mirzabeiki, 2021). As showed by Gujar (2025), interoperable databases, standardized architectures, and integrated information systems form the technical foundation of omni-channel consistency, showing the need to examine OCCE from an information systems perspective.

IT and Digital Ecosystems

Research on digital ecosystems shows that omni-channel customer experience increasingly depends on system-level integration across organizational and technological boundaries (Wang *et al*., 2021). Studies in omni-channel retail and service ecosystems emphasize that the integration of online and offline platforms is a critical antecedent of customer satisfaction and loyalty (Cui *et al*., 2022; Chiyem *et al*., 2024). Nevertheless, implementing such integration in multi-entity ecosystems remains challenging due to legacy systems, data fragmentation, and governance complexity (Schenk *et al*., 2024). Prior literature suggests that without centralized governance and architectural alignment, digital integration initiatives often remain fragmented and fail to deliver coherent customer experiences (Saghiri & Mirzabeiki, 2021). Therefore, recent studies increasingly argue for a shift from channel-centric integration toward

ecosystem-level IT orchestration, where omni-channel customer experience is positioned as the strategic target state of digital ecosystems (Fang *et al*., 2023).

Resource Orchestration and IT as a Strategic Mechanism

Resource Orchestration Theory explains that competitive advantage emerges not merely from resource ownership, but from managerial capabilities to structure, bundle, and leverage resources in alignment with strategic objectives (Badrinarayanan *et al*., 2019; Fawcett *et al*., 2022). In complex service ecosystems, information technology plays a critical role as an orchestration mechanism by enabling coordination, visibility, and integration of dispersed resources across entities (Tikas, 2024). Recent studies emphasize that digital platforms, enterprise systems, and governance mechanisms allow organizations to transform fragmented IT assets into coherent capabilities that support omni-channel service delivery (Iyer *et al*., 2023; Narvaiza *et al*., 2024). From this perspective, omni-channel customer experience represents a strategic outcome of effective IT-enabled resource orchestration rather than isolated channel initiatives.

METHODOLOGY

This study adopts a qualitative research design using a library research approach to develop a conceptual and analytical of how Resource Orchestration Theory (ROT) can be extended within digital ecosystems to explain Information Technology (IT) orchestration and omni-channel customer experience (Merriam, 2022; Asim & Ahmad, 2022). Library research is employed to systematically review and synthesize prior theoretical and empirical studies related to resource orchestration, digital ecosystems, IT integration, and omni-channel customer experience (Sim & Mengshoel, 2023). Theoretical sources include peer-reviewed journal articles, academic books, and reputable conference proceedings that discuss the structuring, bundling, and leveraging of resources, as well as studies examining omni-channel customer experience consistency, system integration, and technology-enabled service delivery.

In addition to theoretical analysis, this study utilizes secondary organizational data obtained from INJOURNEY's Annual Report 2024 as the primary empirical reference (InJourner, 2025). The annual report is treated as an authoritative corporate document that provides validated information regarding IT governance, digital transformation initiatives, system integration programs, application portfolios, and strategic digital roadmaps within the INJOURNEY ecosystem. Data from the report are analyzed descriptively and interpretively to examine how IT resources are structured, bundled, and leveraged across subsidiaries, and how these practices align with the principles of Resource Orchestration Theory.

RESULT AND DISCUSSION

Omni-Channel Customer Experience as the Target of Information Technology System Integration within the INJOURNEY Ecosystem

The increasing adoption of omni-channel strategies show a fundamental shift in how organizations design and manage customer interactions across multiple touchpoints (Yin, 2025). Empirical studies consistently show that modern customers actively move across offline and online channels within a single service journey and expect a consistent experience throughout these interactions (Cui *et al*., 2022). Research shows that consistent omni-channel experiences significantly enhance customer loyalty, customer satisfaction, positive attitudes toward service providers, and consumption levels (Lazaris *et al*., 2021). In omni-channel, consistency is not merely perceptual but systemic, requiring integrated information flows across channels. Studies between 2008 and 2020 show a rapid growth in omni-channel research, with a clear emphasis on integration quality and service outcomes (Bawack *et al*., 2021; Gao *et al*., 2021).

Omni-channel consistency is generally understood through two fundamental dimensions: content consistency and process consistency (Kopot & Cude, 2021). Content consistency refers to the alignment of information elements such as pricing, availability, service details, and product descriptions across all customer interaction channels (Umoren *et al*., 2022). In contrast, process consistency emphasizes the uniformity of transactional flows and service procedures across online and offline environments. When these two dimensions are not properly aligned, customers may experience confusion, reduced trust, and lower perceptions of service quality. Despite the growing recognition of these issues, most discussions of omni-channel consistency remain focused on customer perceptions rather than on the technological systems that enable consistency (Saghiri & Mirzabeiki, 2021). From an information systems standpoint, both content and process consistency rely fundamentally on interoperable databases, shared data standards, and standardized system architectures (Gujar, 2025).

Customer experience refers to customers subjective responses that arise from direct and indirect interactions with an organization across multiple touchpoints (Kranzbühler *et al*., 2018). It has been widely acknowledged as a critical determinant of customer retention, loyalty, and long-term behavioral intentions. A superior customer experience contributes to stronger emotional engagement and encourages repeat usage of services (Kumar, 2019). However, much of the existing customer experience literature still examines experiences within isolated channels, such as purely online or purely offline (Kacprzak & Hensel, 2023). This fragmented approach fails to capture the reality of contemporary customer journeys, which increasingly span multiple channels in a continuous and interconnected manner (Tanaka *et al*., 2021). The widespread use of mobile technologies has further blurred the boundaries between physical and digital interactions. These evolving consumption patterns show that customer experience in omni-channel environments cannot be separated from the technological infrastructure that supports cross-channel interaction (Chung *et al*., 2022).

Recent research show that omni-channel customer experience encompasses both cognitive and affective dimensions, including immersion, flow, and

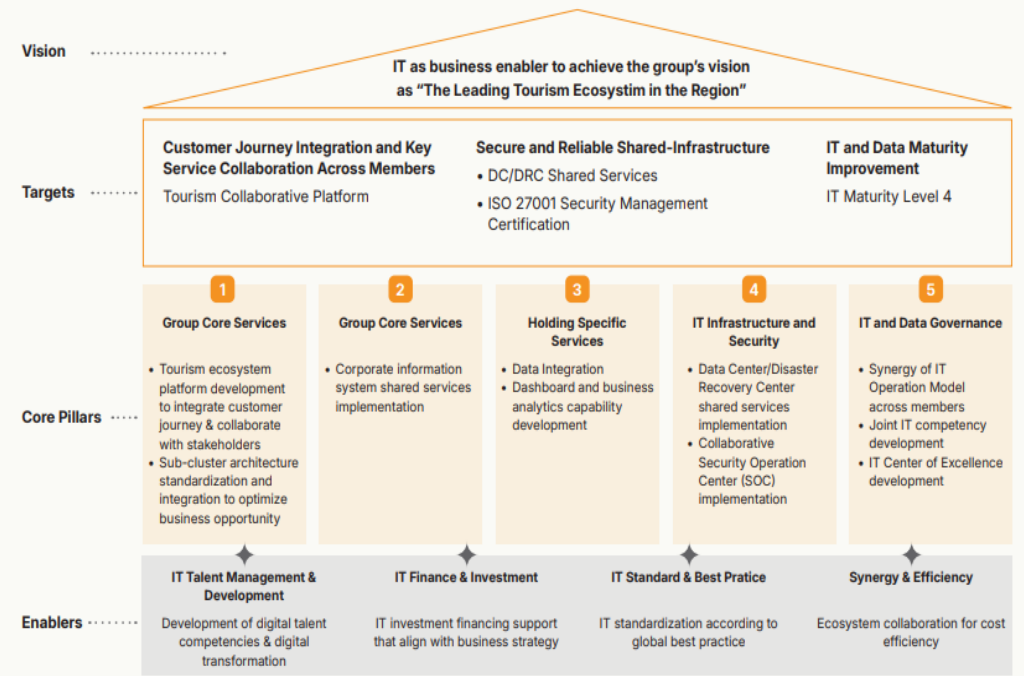
perceived spatial presence (Gerea *et al*., 2021). Empirical findings suggest that high-quality omni-channel customer experience reduces perceived risk, enhances convenience, and increases shopping pleasure (Gao & Fan, 2021). Studies further show that omni-channel customer experience positively influences perceived value, which in turn mediates satisfaction and loyalty outcomes (Islam *et al*., 2024). Quantitative analyses show that service quality integration across channels is a key antecedent of positive customer evaluations (Alzaydi, 2024). Despite these insights, customer assessments of omni-channel dynamics remain insufficiently understood due to the lack of system-level perspectives (Saghiri & Mirzabeiki, 2021).

In large-scale service ecosystems, omni-channel customer experience increasingly depends on the capability to integrate heterogeneous systems across organizational boundaries (Wang *et al*., 2021). Research in omni-channel retailing consistently emphasizes the integration of online and offline platforms as a prerequisite for seamless service delivery (Cui *et al*., 2022). Empirical evidence suggests that organizations with higher levels of system integration achieve superior customer satisfaction and loyalty outcomes (Chiyem *et al*., 2024). However, implementing such integration becomes significantly more complex in multi-entity ecosystems, such as holding companies, where legacy systems and data fragmentation are prevalent. Studies covering omnichannel development show governance and architectural challenges as major barriers to achieving integration (Schenk *et al*., 2024). These challenges necessitate a shift from channel-centric strategies toward ecosystem-level information technology orchestration. Accordingly, omni-channel customer experience should be positioned as the target state of an integrated digital ecosystem.

In the INJOURNEY ecosystem, achieving omni-channel customer experience as a system-level target requires a structured integration of information technology across all subsidiaries (InJourney, 2025; Saghiri & Mirzabeiki, 2021). As a holding entity in aviation and tourism, INJOURNEY operates within a complex digital environment characterized by multiple service platforms and customer touchpoints. The integration of these systems demands a unified enterprise architecture that aligns operational systems with strategic objectives. According to the 2024 Annual Report, INJOURNEY has adopted a centralized approach to IT governance, consistent with Minister of SOEs Regulation No. PER-2/MBU/03/2023 (InJourney, 2025; Wardah, 2025). This regulation mandates the design of integrated IT architectures to ensure alignment between technology and business sustainability objectives. Consequently, omni-channel customer experience becomes a measurable outcome of compliance-driven IT integration.

One tangible step toward omni-channel integration within INJOURNEY is the development of shared digital platforms that consolidate services across sub-holdings. The Tourism Collaborative Platform (TCP) represents a core initiative designed to integrate inventory, transactions, and service offerings across the tourism ecosystem (InJourney, 2025). By 2024, TCP had successfully integrated inventory data from all INJOURNEY sub-holdings, achieving key performance milestones outlined in the IT Strategic Plan 2022-2026, as shown in Figure 1.

Figure 1. IT Strategic House InJourney 2022-2026



Sources: (InJourney, 2025)

The platform's integration with Bank Mandiri's Livin super app, which went live on December 17, 2024, as real-time transactions for hotel reservations and cultural attraction tickets. This integration show how system interoperability directly enhances the continuity of customer journeys across channels. From an IT perspective, such integration exemplifies how omni-channel customer experience emerges from platform-level orchestration rather than isolated application deployment (Fang *et al*., 2023). Table 1. show omni-channel customer experience as the target of information technology system integration within the INJOURNEY ecosystem

Table 1. Omni-Channel Customer Experience as the Target of Information Technology System Integration within the INJOURNEY Ecosystem

Functional Area	IT Mechanism	Expected Omni-Channel Outcome	Supporting References
Channel	Enterprise-wide shared databases, API-based integration, and middleware as interoperability between legacy and new systems	Customers experience consistent service quality and functionality across channels, as smooth transitions between digital and physical touchpoints	Yin (2025); Cui *et al*. (2022); Lazaris *et al*. (2021); Bawack *et al*. (2021)
Content	Master Data Management (MDM), centralized content	Accurate, synchronized, and reliable information	Kopot & Cude (2021); Umoren *et al*.

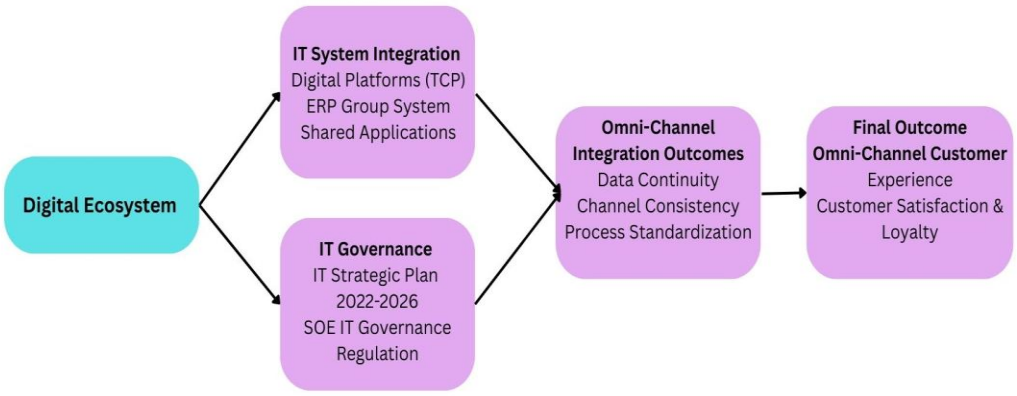
	repositories, and data governance frameworks	across all channels, reducing customer confusion and increasing trust	(2022); Saghiri & Mirzabeiki (2021); Gujar (2025)
Process	Integrated enterprise systems (ERP), Business Process Management (BPM), and workflow automation	Reduced service friction and errors, ensuring uniform service delivery regardless of channel or entity	Kopot & Cude (2021); Gujar (2025)
Touchpoint	Digital platform orchestration, super-app integration, and platform APIs connecting booking, payment, and service systems	A unified customer journey where interactions across channels are perceived as part of a single, coherent service experience	Cui *et al*. (2022); Tanaka *et al*. (2021); Wang *et al*. (2021)
Experience Continuity	Cloud-based integration, real-time data pipelines, and customer data platforms (CDP)	Continuous and personalized customer experiences across touchpoints, leading to higher satisfaction, engagement, and loyalty	Kranzbühler *et al*. (2018); Chung *et al*. (2022); Gerea *et al*. (2021); Islam *et al*. (2024)

As important component in realizing omni-channel customer experience is the implementation of enterprise-wide systems such as Enterprise Resource Planning (ERP) (Limon, 2023). In 2024, INJOURNEY initiated the implementation of a group-wide ERP system covering 26 business process blocks across all entities. The procurement of ERP licenses on December 30, 2024, resulted in cost efficiencies totaling IDR 27.03 billion, showing both operational and financial benefits of system consolidation (InJourney, 2025). Beyond efficiency gains, ERP integration show data consistency and process standardization across channels (Mehta, 2025). Such standardization is essential for maintaining consistent service delivery and information accuracy in omni-channel environments. Moreover, audit findings from 2023 emphasized the necessity of centralized systems to improve resilience and security.

In addition to core platforms and ERP systems, INJOURNEY has implemented supporting applications that enhance cross-entity coordination and information continuity. Applications such as the Asset Management System (INJFixed), E-Office, and Whistleblowing System contribute to standardized data governance and operational transparency (InJourney, 2025). By the end of 2024, the Asset Management application achieved full integration across all INJOURNEY members, as unified asset data visibility. Similarly, the E-Office application went live in November 2024 and was integrated across multiple

subsidiaries, facilitating standardized administrative processes. While these systems are not customer-facing, they indirectly support omni-channel customer experience by ensuring internal process reliability and data accuracy. Research consistently shows that internal system integration significantly affects service quality outcomes (Al-Hashem & Al-ma'aitah, 2019). Figure 2. show IT system integration for omni-channel customer experience in the INJOURNEY digital ecosystem.

Figure 2. IT System Integration For Omni-Channel Customer Experience In INJOURNEY Digital Ecosystem



Sources: Developed by the authors with (InJourney, 2025)

Orchestrating IT and Digitalization as Resource Orchestration Mechanisms for Achieving Omni-Channel Customer Experience

Resource orchestration theory shows that competitive advantage does not arise solely from owning valuable resources, but from managers ability to structure, bundle, and leverage those resources over time (Fawcett *et al.*, 2022). Resource orchestration as a dynamic managerial process involving resource acquisition, accumulation, divestment, bundling, and deployment to support strategic objectives (Badrinarayanan *et al.*, 2019). In large holding structures, the challenge is amplified because resources are dispersed across subsidiaries with heterogeneous systems and capabilities. This condition makes information technology (IT) a critical orchestration mechanism, as digital systems enable visibility, coordination, and redeployment of resources across organizational boundaries. From this perspective, IT is not merely an operational support tool but a strategic asset that enables managerial orchestration at scale (Tikas, 2024).

Omni-channel customer experience (OCCE) represents the outcome of customers' interactions across multiple channels that are perceived as integrated, continuous, and coherent (Alim *et al.*, 2025). Customers routinely move between physical and digital channels within a single journey and expect consistency in information, processes, and service quality (Schweidel *et al.*, 2022). Consistent omni-channel experiences significantly enhance customer satisfaction, loyalty, and consumption levels, with positive effects on long-term firm performance. Importantly, omni-channel consistency is not only perceptual but systemic, requiring integrated information flows and interoperable systems across.

InJourney, as Indonesia's state-owned tourism and aviation holding company, operates a complex service ecosystem encompassing airports, aviation services, retail, hospitality, destination management, and tourism development (InJourney, 2025). This ecosystem structure inherently requires cross-entity coordination and integrated service delivery to customers. Data from InJourney's 2024 Annual Report show that the group manages 165 applications across subsidiaries, with a targeted consolidation to 45 core applications by 2027 to enhance integration and efficiency. Moreover, InJourney achieved an IT Maturity Level score of 3.15 in 2024 on a 0-5 scale, increasing from 2.86 in 2023, showing a measurable improvement in managerial and governance-oriented IT practices. In this, omni-channel customer experience can be positioned as the target state of InJourney's digital ecosystem, through systematic resource orchestration supported by IT governance and digital integration. Table 2. shows orchestrating IT and digitalization as resource orchestration mechanisms for achieving omni-channel customer experience in INJOURNEY

Table 2. Orchestrating IT and Digitalization as Resource Orchestration Mechanisms for Achieving OCCE in INJOURNEY

Resource Orchestration	IT and Digitalization Mechanism	Empirical Evidence from INJOURNEY	Contribution to OCCE
Structuring	Group-wide IT Governance, RSTI alignment, and IT Omnibus Policy	IT Maturity Level increased from 2.86 (2023) to 3.02 (group) and 3.15 (InJourney) in 2024	Establishes a common digital foundation as consistent service standards across channels
Bundling	Integration of enterprise systems (ERP, POS, loyalty, cargo, airport systems)	Alignment of 165 applications into 9 Key Projects with an end-state target of 45 applications by 2027	Enhances content and process consistency across physical and digital touchpoints
Leveraging	Super App development and API-based platform integration	Super App roadmap 2025-2029 covering transportation, tourism, and retail services	Seamless customer journeys across multiple services within one ecosystem
Governance & Risk Orchestration	Cyber Security Maturity Assessment, CSOC, and BSSN collaboration	Cyber Security Maturity score of 2.16 (Level 2) in 2024; Collaborative SOC implemented	Builds customer trust and reliability across omni-channel interactions

Sources: Developed by the authors with (InJourney, 2025)

The first concrete step in realizing omni-channel customer experience through resource orchestration is establishing robust IT governance as a

coordinating mechanism (Wu *et al*., 2025). InJourney's adoption of IT Governance aligned with the Information Technology Strategic Plan (RSTI) that digital initiatives are directly linked to corporate and business strategies. Empirical data show that governance-driven IT maturity improvements correlate with higher operational effectiveness and efficiency. By achieving a group-level IT maturity score above 3.0, InJourney shows that managerial processes for IT decision-making are institutionalized rather than ad hoc. This governance structure allows managers to prioritize integration projects that directly affect customer experience outcomes (Fawcett *et al.,* 2022*).* IT governance functions as a control and alignment mechanism within the broader resource orchestration process.

The second step involves systematic system integration to bundle heterogeneous resources into coherent capabilities (Sadeghi *et al*., 2024). InJourney's system and application re-alignment initiative, which consolidates 165 applications into 9 strategic projects, reflects a deliberate bundling strategy. Research on resource orchestration show that bundling enables firms to transform isolated resources into synergistic capabilities (Iyer *et al*., 2023). For customers, this integration translates into consistent data, unified transaction processes, and reduced service friction across channels. Therefore, integration initiatives at InJourney operationalize resource bundling in a way that directly

The third step focuses on leveraging digital platforms to mobilize and coordinate resources across service domains (Narvaiza *et al*., 2024). InJourney's Super App roadmap (2025-029) exemplifies a leveraging strategy in which digital platforms become the interface between the ecosystem and customers. Platform-based orchestration allows firms to redeploy resources dynamically and respond to changing customer needs in real time (Zeng *et al*., 2023). By integrating transportation, tourism, retail, and hospitality services into a single digital entry point, InJourney enhances journey continuity and perceived convenience. This approach aligns with findings that omni-channel experiences reduce perceived risk and increase shopping pleasure.

The fourth step concerns the orchestration of security and trust as intangible but critical resources (Kumari *et al*., 2025). In omni-channel environments, customer experience quality is strongly influenced by perceived security and reliability. InJourney's implementation of Cyber Security Maturity Assessment, Collaborative SOC, and alignment with BSSN standards demonstrates a structured approach to orchestrating security resources. Although the Cyber Security Maturity score of 2.16 shows room for improvement, the establishment of CSOC enables real-time monitoring and coordinated response across subsidiaries. Consequently, security orchestration supports omni-channel experience by safeguarding continuous and reliable service interactions.

Then, learning and dynamic capability development are essential to sustain omni-channel customer experience over time (Solem *et al.,* 2023). Resource orchestration theory emphasizes that competitive advantages are temporary and require ongoing reconfiguration of resources (Kaur, 2023). InJourney's digital literacy programs, IoT expansion, AI-based personalization, and predictive maintenance initiatives reflect an ongoing process of capability renewal

(InJourney, 2025). These allow InJourney to evolve from integration-focused orchestration toward experience-driven innovation.

CONCLUSIONS AND RECOMMENDATIONS

Omni-channel customer experience within the INJOURNEY ecosystem is the ultimate outcome of integrated information technology systems orchestrated at the ecosystem level rather than at isolated organizational or channel levels. Consistency in content and processes across touchpoints is fundamentally dependent on interoperable architectures, standardized data governance, and coordinated digital platforms. Through the lens of Resource Orchestration Theory, IT emerges as a strategic resource that allows INJOURNEY to structure, bundle, and leverage dispersed digital assets across subsidiaries, transforming technological integration into a unified experience capability. The findings further show that governance-driven IT integration, enterprise-wide platforms, and shared systems collectively contribute to experience continuity, trust, and service reliability in a complex tourism and aviation ecosystem. It is recommended that INJOURNEY continue strengthening ecosystem-level IT orchestration by prioritizing application consolidation, advancing platform interoperability, and embedding customer experience metrics into digital governance and architectural decisions.

ADVANCED RESEARCH

In addition, future research should concern on enhancing dynamic capabilities such as analytics, personalization, and learning mechanisms to ensure that omni-channel customer experience remains adaptive and sustainable amid evolving customer behaviors and technological change.

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