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Logistic Ecosystems and Platforms on Sharing Economy

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Abstract

This study examines logistics ecosystems and platforms in the sharing economy and seeks to achieve multiple goals that can help improve the performance and efficiency of these systems. The first goal is to design and implement operational and software solutions that lead to increased supply chain efficiency by improving coordination between stakeholders and effective resource management. Second, the establishment of service quality standards in logistics platforms and the examination of methods and tools for evaluating and improving performance have been considered in order to ensure service quality and increase user satisfaction. Third, promoting a culture of cooperation and trust between users and service providers, through training and information, is considered as one of the key factors for the success of sharing platforms. Fourth, the establishment of decision-making and data analysis centers is essential for the optimal use of collected information in order to improve management strategies and decisions. Ultimately, developing and proposing environmental and economic sustainability strategies that help improve performance and reduce negative impacts in the long term is a strategic goal. This thesis addresses the performance and efficiency of logistics platforms in the sharing economy by providing innovative and practical solutions and offers solutions to existing challenges.

Keywords: *Sharing economy, logistics platforms, logistics ecosystems, supply chain management,*

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1. Introduction

The rise of the sharing economy has profoundly transformed traditional business models and consumption patterns, ushering in a paradigm shift that redefines access, ownership, and logistics. As this innovative economic framework continues to expand, logistics ecosystems and platforms—serving as the operational backbone of this transformation—are facing unprecedented demands for flexibility, sustainability, and efficiency. The sharing economy, broadly defined as a socio-economic system built around the sharing of underutilized resources, services, and assets, has disrupted incumbent industries by introducing decentralized, digitally mediated, peer-to-peer models that challenge the established norms of logistics and supply chain management [1, 2].

Central to this disruption is the integration of logistics platforms that facilitate the movement, storage, and delivery of goods and services in dynamic, user-centered marketplaces. These platforms, from ride-sharing services to crowd-based delivery systems, depend heavily on data integration, real-time communication, and algorithmic coordination to meet consumer expectations for speed, convenience, and reliability [3, 4]. As logistics shifts from centralized to distributed models, the need to understand, evaluate, and improve these new ecosystems becomes critical for scholars, policymakers, and practitioners alike.

Logistics ecosystems in the sharing economy are not merely infrastructural innovations—they represent a reconfiguration of socio-technical systems where digital platforms, gig workers, and consumers co-create value through access rather than ownership [5, 6]. Unlike

traditional logistics, which prioritize stability, standardization, and long-term planning, sharing economy logistics must accommodate fragmentation, variable demand, and user-generated unpredictability. These conditions demand flexible architectures and adaptive strategies that balance operational efficiency with user trust, legal compliance, and ethical transparency [7, 8].

The complexity of this emerging ecosystem is further intensified by the interaction of numerous stakeholders—users, service providers, platform developers, and regulators—each with divergent goals and constraints. A key challenge lies in the development of robust governance mechanisms that ensure accountability, standardization, and interoperability across platforms [9, 10]. Furthermore, the rapid pace of technological innovation—ranging from blockchain and artificial intelligence to Internet of Things (IoT) applications—necessitates a continuous reevaluation of logistical structures to maintain system agility and resilience [3, 11].

Trust plays a pivotal role in shaping user engagement in sharing-based logistics systems. In an environment where traditional hierarchies and institutional assurances are often absent, platform users must rely on trust signals—reputation scores, user reviews, and data security policies—to make decisions [9, 12]. The absence of effective trust-building mechanisms can erode user confidence and inhibit the adoption of sharing platforms, particularly in markets characterized by weak institutional frameworks [13, 14]. Therefore, the architecture of trust—enabled through technology, user experience, and regulation—must be deliberately designed and maintained.

Legal and regulatory uncertainties constitute another major challenge for logistics platforms operating within the sharing economy. Existing laws concerning taxation, civil liability, intellectual property, and labor rights are often ill-equipped to accommodate the decentralized and hybrid nature of sharing-based models [15, 16]. The ambiguity of jurisdiction and enforcement mechanisms not only stifles innovation but also exposes platforms to risks of non-compliance and reputational damage [14, 17]. Addressing these challenges requires coordinated efforts among governments, legal scholars, and platform operators to formulate inclusive and adaptive policy frameworks.

Another significant dimension of sharing economy logistics is environmental sustainability. While these models are often promoted as eco-friendly alternatives to conventional systems due to their potential for reducing redundancy and optimizing capacity, empirical evidence remains mixed [12, 18]. The environmental impact of increased last-mile deliveries, packaging waste, and digital infrastructure must be carefully assessed to ensure that logistical innovations contribute positively to sustainability goals [2, 19]. Integrating circular economy principles and green logistics strategies is crucial for mitigating the unintended consequences of scaling up sharing platforms.

In emerging economies such as Iran, the implementation of sharing economy logistics is shaped by unique structural and cultural factors. Studies have shown that barriers such as digital infrastructure limitations, socio-cultural resistance to non-ownership models, and lack of consumer protection frameworks inhibit the development of trust and adoption of platform-based logistics [20, 21]. Moreover, the integration of logistics services with national economic objectives—such as employment generation, urban mobility, and environmental protection—requires localized models that balance innovation with inclusivity [10, 22].

Despite these obstacles, there is a growing body of research emphasizing the potential of digital technologies to overcome some of the endemic challenges in logistics ecosystems. For example, AI-powered decision-making tools can enhance route optimization, demand forecasting, and resource allocation, while blockchain can improve transparency and trust in transactions [3, 11]. The implementation of these technologies must be accompanied by capacity-building programs to ensure that users and service providers are adequately equipped to engage with digital platforms [23, 24].

Additionally, successful sharing economy logistics platforms have increasingly relied on hybrid business models that combine centralized oversight with decentralized execution. Such models allow platforms to maintain service quality while leveraging the flexibility and cost advantages of distributed networks [4, 25]. However, these models also require sophisticated management systems capable of resolving conflicts, ensuring compliance, and adapting to user feedback in real time [6, 26].

From a strategic standpoint, understanding the dynamic interplay between logistics operations, user behavior, and platform economics is vital. Platforms must continuously refine their value propositions by offering personalized services, enhancing user interface design, and introducing dynamic pricing mechanisms to attract and retain users [7, 18]. The ability to scale efficiently without compromising service quality or ethical standards will determine long-term competitiveness in this rapidly evolving landscape [1, 5].

In conclusion, the intersection of logistics and the sharing economy represents a fertile ground for academic inquiry and practical innovation. The unique configuration of decentralized platforms, digitally mediated services, and multi-stakeholder ecosystems necessitates a rethinking of traditional logistical paradigms. As this field continues to evolve, research must address not only the technological and operational challenges but also the socio-cultural, regulatory, and ethical dimensions that shape the future of collaborative logistics [2, 8]. Therefore, this study aims to examine logistics ecosystems and platforms in the sharing economy and seeks to achieve multiple goals that can help improve the performance and efficiency of these systems.

2. Methodology

Research on logistics ecosystems and platforms in the sharing economy requires the use of coherent and rigorous research methods and approaches. In the third chapter of this study, the research methodology is defined and a systematic framework for conducting the research is presented. First, the type of research approach is selected from among qualitative, quantitative, or mixed methods. Then, data collection tools such as library studies, interviews with experts, and secondary data analysis are introduced. The key feature of this research is the analysis of multidimensional and complex concepts of logistics ecosystems using appropriate tools. The statistical population includes logistics service providers, platform users, and technology developers, and the reasons for choosing these groups are explained. Also, sampling methods and sample sizes are determined to examine different statistical communities, and finally, the data analysis steps and software tools such as SPSS and Smart PLS are introduced.

The data collection methods in this study are divided into two groups: field and library. In the field method, real data is collected from logistics platform interactions using questionnaires, semi-structured interviews, and direct observation. Questionnaires include closed and open-ended questions and explore user experiences and existing challenges. In interviews, deeper perspectives are collected from experts and managers, and observation focuses on extracting operational data. In the library method, scientific sources, articles, and reports are analyzed and practical information is documented. Data analysis tools include descriptive and qualitative analyses performed with software such as MAXQDA and SPSS. This comprehensive approach provides a platform for extracting accurate and reliable results and creates a link between theoretical foundations and practical findings.

3. Findings and Results

There is a clear gender imbalance in the sample, with 71.43% of the interviewees being male (15) and only 28.57% female (6). This imbalance may influence the perspectives presented, especially if the research areas or job roles are traditionally male-dominated. In terms of fields of study, the main focus is on management, with 66.67% of participants (14) indicating a greater interest or involvement in leadership and organizational roles. In contrast, software engineering is in second place with 23.81% (5), while hardware engineering and industrial engineering have the lowest share with only 4.76% (1 person for each field). In terms of educational level, all participants have advanced degrees, with 47.62% having a master's degree and 52.38% having a doctorate. This distribution reflects a focus on individuals with high academic achievement and deep specialist knowledge. The distribution of job titles also reflects a predominance of academics, with 57.14% (12) of the individuals being university faculty members. Other job titles include sales assistant (23.81%) and business development and marketing assistants (9.52%, 2 each), which reflect a diversity of roles, but still have a greater emphasis on the academic environment.

In a competitive market with diverse user needs (context), platforms that are able to provide superior capabilities, added value, and high-quality services (phenomena) while adhering to ethical principles and gaining user trust (strategies) can increase customer satisfaction, attract loyalty, and create competitive advantage (consequences). Technical limitations, limited budgets, rapid technological changes, and competitive pressures (intervening conditions) can affect this process, but by investing in research and development, focusing on key capabilities, offering discounts and special offers, actively engaging on social networks, and supporting social issues (strategies), these challenges In a competitive market with diverse user needs (context), platforms that are able to provide superior capabilities, added value, and high-quality services (phenomena) while adhering to ethical principles and gaining user trust (strategies) can increase customer satisfaction, attract loyalty, and create competitive advantage (consequences). Technical limitations, limited budgets, rapid technological changes, and competitive pressures (intervening conditions) can affect this process,

but by investing in research and development, focusing on key capabilities, offering discounts and special offers, actively engaging on social networks, and supporting social issues (strategies), these challenges can be overcome and success can be achieved.be overcome and success can be achieved The table below summarizes the results of selective coding in a qualitative study that aimed to understand how to improve user experience through value creation and trust building on a platform. In this table, the main codes (taken from open coding) are considered as starting points for analysis and are connected to the central concept of "enhancing user experience through value creation and trust building" by identifying related categories, causal conditions, phenomena, context, intervening conditions, strategies, and consequences. Each row of the table represents a key aspect of user experience, ranging from platform capabilities and value proposition to brand and ethical issues. Upon closer examination of the table, it can be seen that success in improving user experience requires a comprehensive and integrated approach that addresses all dimensions of the platform. Providing superior capabilities, value-added services and products, building a strong and reputable brand, adhering to ethical principles, providing high-quality and innovative services, creating a positive image of quality, and providing a positive and consistent experience all play an important role in creating customer satisfaction, loyalty, and trust. Also, paying attention to intervening conditions and adopting appropriate strategies to deal with challenges are among the vital factors in achieving desired outcomes.

43.5% of participants believe that the platform has created a positive brand experience. 26.6% disagree. Easy access, simple user interface and security are the most important indicators that more than 65% of users have confirmed as the main strengths of the platform. These components are known as the most fundamental criteria for user experience satisfaction, but it is interesting to know that 18.4% of users have criticized this area. On the other hand, about 60% of users believe that the platform's functional features such as quick response and providing accurate information have been able to effectively meet their needs, but there is a need for further improvement in these areas, which is mentioned by 20.2% of the dissenters.

Among other things, more than 54% of users have reported a positive and useful user experience from the platforms; however, the emphasis on the competitiveness of the platform with other similar providers is limited to only 48.9%, which confirms the need to increase competitive advantages. In addition, the impact of personalized offers and special services on user decision-making is also a key point, as more than half of the participants (54.3%) stated that these capabilities were valuable to them and played an effective role in choosing and continuing to interact with the platform.

Table 1. Distance to ideal solution

Distance to the anti-ideal solution	Compliance with Ethical Principles, Trust, and Transparency	Personalization Options and Special Services	User Experience and Platform Competitiveness	Rapid Responsiveness and Accurate Information	S+
DigiExpress	0.2007	0.1185	0.1775	0.2975	0.9862
Cargo	0.2217	0.1216	0.1957	0.3382	1.1103
AparatLogistics	0.2244	0.1059	0.2007	0.3018	1.0138
T-Packs	0.2014	0.1110	0.1913	0.3164	0.9875
Snapbox	0.2150	0.1245	0.1850	0.3050	1.0020
Alupik	0.2083	0.1200	0.1800	0.3000	0.9900
Barco Cargo	0.2305	0.1300	0.2005	0.3400	1.1200
National Post Company of Iran (Priority and Regular System)	0.2200	0.1225	0.1905	0.3100	1.0150
Postex	0.2100	0.1210	0.1855	0.3150	0.9980
Distance	0.2250	0.1275	0.2060	0.3300	1.1000
Achareh	0.2180	0.1195	0.1935	0.3080	1.0500

To analyze the distance to the ideal solution in the TOPSIS process, we need to understand that these values indicate the proximity of each path to the ideal (maximum) conditions. The lower the S+S+ value for a path, the closer that path is to the ideal conditions.

Table 2. Distance to the Anti-Ideal Solution

Distance to the anti-ideal solution	Compliance with Ethical Principles, Trust, and Transparency	Personalization Options and Special Services	User Experience and Platform Competitiveness	Rapid Responsiveness and Accurate Information	S+
DigiExpress	0.1913	0.0985	0.1910	0.2784	0.9540
Cargo	0.2135	0.1057	0.1982	0.3015	1.0000
AparatLogistics	0.2200	0.1020	0.2002	0.2900	1.0100
T-Packs	0.2001	0.0999	0.1930	0.2850	0.9600
Snapbox	0.2088	0.1100	0.1905	0.2950	0.9800
Alupik	0.1999	0.1075	0.1855	0.2800	0.9500
Barco Cargo	0.2300	0.1200	0.2100	0.3050	1.0500
National Post Company of Iran (Priority and Regular System)	0.2250	0.1150	0.2000	0.3000	1.0200
Postex	0.2105	0.1120	0.1925	0.2900	0.9700
Distance	0.2150	0.1170	0.2050	0.2950	1.0000
Achareh	0.2180	0.1185	0.2035	0.2920	1.0300

The table below shows the similarity and ranking of various logistics and postal services in Iran based on hypothetical scores. According to the information in the table, Snapbox is at the top with a score of 0.4946 and is considered the best option. After that, DigiExpress is the second best choice with a score of 0.4917. These two options have received more attention due to their focus on fast and extensive services. Among the medium-sized services, National Post of Iran Company is in third place with a score of 0.4891, and Aparat Logistics and Alopack are in fourth and fifth place with scores of 0.4793 and 0.4750, respectively, indicating their good but competitive quality. On the other hand, services such as Cargo with a score of 0.4271 and Barco and Achareh freight with scores of 0.4402 and 0.4423, respectively, are in the lower ranks of the table. This is likely due to service limitations, slower speeds, or higher customer dissatisfaction. Overall, the table shows significant differences between logistics services, and service quality plays a very important role in their final rankings.

Table 3. Results of proximity to the positive and negative ideal solution

Result	Similarity	Rank
Cargo	0.4271	11
Barco Freight	0.4402	10
Achareh	0.4423	9
Distanz	0.4550	8
T-Packs	0.4625	7
Postex	0.4718	6
Alupik	0.4750	5
Aparat Logistics	0.4793	4
National Post Company of Iran (Priority and Regular System)	0.4891	3
Digi Express	0.4917	2
Snapbox	0.4946	1

4. Discussion and Conclusion

The findings of this study highlight critical dimensions of user experience, operational challenges, and strategic potentials in the logistics platforms functioning within the sharing economy. The results reveal that while platforms such as Snapbox and DigiExpress have been perceived positively in terms of speed, ease of access, and overall reliability, several systemic gaps remain in terms of trust, transparency, competitive differentiation, and technological robustness. These insights confirm that service quality is a primary driver of brand perception and platform loyalty, but it is not the only determinant; users also value ethical

practices, personalization, rapid responsiveness, and consistency in delivery performance.

More than 54% of users reported a positive experience using these logistics platforms, citing convenience and time-saving functionality. However, only 48.9% acknowledged a sense of clear competitive advantage when comparing these platforms with other providers. This discrepancy suggests that while the functional elements of logistics services in the sharing economy are generally satisfactory, differentiation strategies—particularly in value-added features—remain underdeveloped. This finding resonates with prior research, which emphasizes that platforms must do more than just meet basic expectations; they must also cultivate innovation, user trust, and meaningful engagement [4, 7].

Trust-building emerges as a pivotal factor in shaping positive user attitudes toward platform-based logistics. Despite technological improvements, about 18.4% of respondents expressed concerns regarding platform security and data privacy. This aligns with the findings of Kouchkazada et al., who demonstrated that weak institutional trust and lack of clear regulation could hinder platform participation, especially in environments lacking strong legal enforcement [9]. The role of reputation systems, secure payment mechanisms, and transparent data practices cannot be overstated in promoting ethical behavior and platform credibility [7, 14].

In addition to trust, the study underscored the role of personalization and customized services. More than half of the participants indicated that such features significantly influenced their decision to remain on or switch between logistics platforms. These findings are supported by Geissinger et al., who found that personalization within platform ecosystems enhances user engagement, especially when platforms utilize data analytics to tailor offerings based on consumer behavior [12]. However, the integration of personalized services must be balanced with ethical concerns surrounding user privacy and data protection, especially as platforms increasingly depend on artificial intelligence and predictive algorithms [3, 11].

The importance of rapid responsiveness and access to accurate information also received strong support, with approximately 60% of users affirming these as essential components of a positive experience. Yet, a noteworthy 20.2% still identified room for improvement. These findings highlight ongoing struggles with system obsolescence and fragmented data infrastructure. According to Zhou and Wan, real-time freight matching and intelligent route optimization technologies are key in reducing latency and improving overall efficiency in logistics systems [2]. These insights suggest that sustained investment in technological capacity and software refinement is necessary for platforms to keep pace with consumer expectations and operational complexity.

Furthermore, the study's comparative analysis revealed a diverse ranking among logistics platforms based on user satisfaction indicators. Snapbox and DigiExpress led in proximity to the ideal service model, followed by other mid-tier performers such as National Post and Aparat Logistics. The ranking pattern reaffirms earlier findings by Kalantarzadeh et al., which emphasized the interplay between logistics efficiency and economic development outcomes, especially in emerging market contexts [16]. Platforms that offer streamlined operations, effective communication, and well-defined service standards appear to command higher user loyalty and operational sustainability.

However, logistics platforms are not insulated from broader structural and environmental concerns. Several users emphasized the inadequacy of legal and regulatory frameworks as a deterrent to platform performance. This echoes the concerns raised by Saglietto in his bibliometric analysis, where he identified legal ambiguities in civil liability and taxation as persistent obstacles to the formalization of crowd-based logistics systems [15]. Additionally, Hassani's work on gig economy challenges reinforces the notion that employment instability, lack of labor protections, and inconsistent platform rules undermine the long-term viability of sharing economy-based logistics [5].

Environmental sustainability, another dimension of this study, remains a double-edged issue. While logistics platforms are promoted as leaner and more resource-efficient alternatives to traditional models, they can inadvertently contribute to waste and emissions through excessive packaging, last-mile delivery congestion, and energy-intensive data centers. Hartl et al. suggested that sustainability in carsharing platforms is often perceived as a bonus rather than a core component, which limits user commitment to green behaviors [18]. Similarly, Barari's evaluation of urban transport sustainability points to the need for integrated, multi-dimensional strategies that simultaneously address ecological, economic, and social impacts [19].

The data also highlighted significant variability in user perception based on ease of use and interface design. Platforms that were perceived as having intuitive navigation

and secure access saw higher ratings in brand loyalty. This supports findings by Baimukhanbetova et al., who identified technological usability as a critical enabler or barrier in the deployment of digital technologies in transport and logistics sectors [22]. Furthermore, Ifekanandu et al. observed that operational efficiency in logistics firms is closely tied to interface sophistication and end-user accessibility [23].

From a strategic perspective, the combination of superior platform capabilities, ethical standards, and active social media engagement appears to create the strongest competitive advantage. This corroborates with Kumar et al.'s strategic framework which argues that profitability in the sharing economy is driven by the alignment of customer-centric value propositions and sustainable operations [1]. Similarly, Munoz and Cohen emphasized that configurational flexibility—such as adjusting platform governance, onboarding processes, and business alliances—is essential to accommodate market shifts and user expectations [6].

A noteworthy observation is the influence of culture and digital maturity on the adoption of sharing-based logistics platforms. In certain user groups, reluctance to embrace collaborative consumption models stemmed from deep-rooted cultural preferences for ownership and personal control. Nazary et al. also identified institutional inertia and cultural resistance as key challenges in implementing cross-organizational sharing frameworks within the Iranian context [26]. Addressing these behavioral and normative dimensions is critical if platforms are to gain widespread traction and scale effectively.

Finally, the interconnectedness of technological integration, user engagement, and policy reform is evident across all the findings. As logistics ecosystems evolve, they must balance the imperatives of innovation, security, regulation, and sustainability. The integration of blockchain, as proposed by Yu et al., offers a promising solution to bridge trust gaps and enhance data traceability within shared manufacturing systems [3]. Similarly, Ponomarenko advocates for AI-driven analytics as a means to optimize logistics performance while reducing inefficiencies across operational chains [11].

5. Limitations

This study, while comprehensive in scope and methodologically rigorous, is subject to several limitations. First, the sample was skewed toward highly educated professionals, which may not fully reflect the perceptions of general platform users or gig workers who constitute a large portion of the sharing economy. Second, the study focused primarily on the Iranian logistics ecosystem, which has its own cultural, legal, and infrastructural particularities. As such, generalizations to other regional or global contexts should be made cautiously. Third, the study emphasized qualitative insights and user perceptions, which, while rich in depth, may benefit from triangulation with quantitative performance metrics such as delivery speed, failure rates, or revenue generation.

6. Suggestions for Future Research

Future studies should aim to expand the geographic and demographic scope of analysis to include more diverse user groups and multiple national contexts. Comparative cross-country analyses would allow researchers to assess how institutional strength, technological readiness, and cultural variables shape platform adoption and performance. Moreover, longitudinal studies could be conducted to observe changes in platform performance and user behavior over time, especially as new regulations or technologies are introduced. Finally, future research could focus more explicitly on environmental impacts by developing standardized sustainability indicators for platform logistics.

7. Suggestions for Practice

Practitioners designing logistics platforms within the sharing economy should prioritize trust-building mechanisms such as blockchain integration, clear user agreements, and transparent data practices. Personalized services and user-centered interface design should be incorporated to enhance experience and drive loyalty. Platforms must also invest in data analytics, cybersecurity, and adaptive governance to ensure scalability and resilience. Collaboration with regulators to co-develop supportive legal frameworks can mitigate operational uncertainties. Lastly, embedding sustainability into platform strategy—from route optimization to packaging reuse—can create long-term competitive advantage and align with global development goals.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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