

# E-commerce and Market Penetration Strategies in Overcoming Geographical Challenges in Indonesia's Retail Industry

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**Abstract.** Indonesia is the world's largest archipelagic country, with over 17,000 islands spread along the equator. This geographical condition creates significant logistical challenges for the retail industry. The emergence of e-commerce as a new distribution channel offers hope to overcome these geographical barriers and open wider market access. This research will highlight the importance of e-commerce in addressing geographical challenges in Indonesia's retail industry. Through a comprehensive literature review, this study will identify successful strategies that have been implemented, as well as the challenges and opportunities present, with the aim of providing recommendations that can support sustainable and inclusive e-commerce development in Indonesia. The research employs a literature review method with a qualitative approach, utilizing data from Google Scholar for the period 2004-2024. The study's findings indicate that e-commerce has emerged as a potential solution to these barriers by leveraging digital technology, collaborating with logistics providers, and employing marketing strategies tailored to local needs. Through case studies of companies such as Tokopedia, Bukalapak, Blibli, and Shopee, it is evident that successful e-commerce in overcoming geographical challenges requires innovation, consumer trust, and government support. Strategies such as Bukalapak's Partner Program, JD.id's use of drones, and Shopee Guarantee feature demonstrate that Indonesian e-commerce companies can overcome various obstacles with creative and adaptive approaches.

**Keywords:** E-commerce, Market Penetration, Geographical, Indonesia's Retail Industry

## 1. Introduction

Indonesia is the world's largest archipelagic country, with over 17,000 islands spread along the equator. This geographical condition creates significant logistical challenges for the retail industry. Difficulties in distributing goods to remote areas and high shipping costs are major obstacles to the growth of conventional retail businesses [1]. The emergence of e-commerce as a new distribution channel offers hope to overcome these geographical barriers and open wider market access.

E-commerce in Indonesia has experienced rapid growth in recent years. According to a report by Google and Temasek, Indonesia's e-commerce market value is projected to reach USD 83 billion by 2025. This growth is driven by increasing internet penetration, changing consumer behavior towards online shopping, and improved digital infrastructure [2]. However, despite this promising growth, various challenges must be faced by e-commerce companies in optimizing market penetration strategies, especially in overcoming geographical barriers.

The main challenge faced by e-commerce companies is the limited logistics infrastructure. In many areas, especially outside Java Island, transportation and logistics networks are still underdeveloped. This leads to high shipping costs and long delivery times, which can reduce the competitiveness of e-commerce compared to conventional retail, which has better local distribution networks [3]. Innovative and efficient logistics strategies are key to successful market penetration for e-commerce in Indonesia.

Besides logistics issues, consumer trust is also a critical factor in the success of e-commerce. Many consumers in Indonesia are still reluctant to shop online due to concerns about transaction security and product quality. E-commerce companies need to build trust through various initiatives, such as providing secure



payment systems, clear return policies, and responsive customer service. Increasing consumer trust will boost sales and help create long-term loyalty [4].

Cultural diversity and consumer preferences in Indonesia add complexity to e-commerce market penetration. Each region has unique characteristics and shopping habits, requiring tailored marketing approaches [5]. For instance, effective promotions in Jakarta may not receive the same response in Sumatra or Kalimantan. E-commerce companies need to understand and appreciate this diversity by developing local and relevant marketing strategies, including using local languages and collaborating with local influencers.

The Indonesian government has recognized the enormous potential of e-commerce in driving economic growth and has taken steps to support the sector. Various policies and initiatives have been launched to strengthen digital infrastructure, improve regulations, and encourage MSME participation in e-commerce. However, implementing these policies still faces various challenges, such as inter-agency coordination and program sustainability. The active role of all stakeholders, including the government, industry players, and society, is essential to creating a conducive e-commerce ecosystem [6].

Technological advancements, particularly in big data and analytics, also provide significant opportunities for e-commerce to enhance the effectiveness of market penetration strategies. Utilizing consumer data allows companies to gain deeper insights into consumer behavior and preferences, enabling them to develop more targeted marketing strategies [7]. Additionally, technologies like AI and machine learning can optimize supply chains and improve operational efficiency.

Innovation is also a key factor in addressing geographical challenges in the e-commerce industry. The use of technology such as drones for delivering goods in remote areas, developing micro-distribution centers, and partnering with local logistics providers are some examples of innovations that can help overcome logistical barriers. Moreover, new business models like social commerce and mobile commerce open new opportunities to reach a broader consumer base and overcome geographical limitations [8].

Thus, the background of this research highlights the importance of e-commerce in overcoming geographical challenges in Indonesia's retail industry. Through a comprehensive literature review, this study will identify successful strategies that have been implemented, as well as the challenges and opportunities present, with the aim of providing recommendations that can support sustainable and inclusive e-commerce development in Indonesia.

### **1.1. E-commerce**

E-commerce, or electronic commerce, refers to the buying and selling of goods and services through digital platforms or the internet [9]. It encompasses a variety of online commercial transactions, such as shopping at online stores, online banking services, and business-to-business (B2B) transactions. E-commerce leverages technologies like websites, mobile applications, and social media to enable consumers and companies to conduct transactions quickly and efficiently without geographical limitations [10]. The advantages of e-commerce include easy access, a wide range of product choices, and the convenience of transacting from anywhere at any time.

### **1.2. Market Penetration**

Market penetration is a strategy used by companies to increase their market share by selling more products or services to existing customers or attracting new customers [11]. The primary goal of market penetration is to boost sales volume, capture a larger market share, and strengthen the company's competitive position [12]. Common tactics used in this strategy include competitive pricing, aggressive promotion and marketing, improving product or service quality, and expanding into new geographical areas. Market penetration may also involve adapting products or services to meet the needs and preferences of different consumers.

### **1.3. Geographical**

Geographical aspects refer to all matters related to the location, distribution, and physical characteristics of the earth and the phenomena occurring on it [13]. This includes the study of various regions, such as topography, climate, natural resources, and human populations, as well as how these factors interact and influence life on earth. Geographical aspects also cover knowledge about regional boundaries, settlement patterns, infrastructure, and transportation networks that affect accessibility and mobility in an area [14]. Understanding geographical aspects is crucial in various fields, such as urban planning, logistics, environmental studies, and business strategy.

### **1.4. Indonesia's Retail Industry**

Indonesia's retail industry is an economic sector that involves the direct sale of goods and services to end consumers in Indonesia [15]. This industry includes various types of stores, such as supermarkets, convenience stores, department stores, specialty shops, and the rapidly growing e-commerce platforms. The retail industry in Indonesia plays a vital role in the national economy by creating jobs, driving domestic consumption, and enhancing the accessibility of products and services to the broader population [16]. With a large population and a rapidly growing middle class, Indonesia's retail industry offers significant market potential but also faces challenges such as intense competition, changing consumer behavior, and the need to adapt to digital technology.

## **2. Method**

This research employs a literature review method with a qualitative approach to analyze e-commerce and market penetration strategies in overcoming geographical challenges in Indonesia's retail industry. The qualitative approach is chosen because this study aims to deeply understand the various strategies and challenges faced by e-commerce companies in Indonesia and how they overcome existing geographical constraints. Data for this research is sourced from Google Scholar for the period 2004-2024. The data collection process begins by identifying articles relevant to the research topic, namely e-commerce, market penetration strategies, and geographical challenges in Indonesia's retail industry. Initially, 38 relevant articles were found. However, after a rigorous selection process based on criteria such as relevance, quality, and the contribution of the articles to the research topic, the number of articles used in the final analysis was reduced to 25. Descriptive analysis is used to examine the data obtained from these articles. This analysis involves grouping relevant information, explaining key findings, and outlining the strategies used by e-commerce companies to overcome geographical challenges. By using this approach, the research aims to provide a comprehensive and in-depth overview of the conditions and dynamics of e-commerce in Indonesia and effective market penetration strategies within its unique geographical context.

## **3. Result and Discussion**

The e-commerce industry in Indonesia has experienced rapid development in recent years. One of the main driving factors is the increasing internet penetration and smartphone usage. This allows more consumers to access e-commerce platforms and make online transactions. However, this growth is not without its challenges, particularly those related to geography. As an archipelago nation with over 17,000 islands, Indonesia faces significant logistical issues that affect the efficiency of goods distribution. E-commerce companies must develop innovative strategies to overcome these obstacles, such as collaborating with logistics providers and utilizing advanced technology, to ensure products can reach consumers across the country.

A relevant example is the strategy implemented by Tokopedia, one of Indonesia's largest e-commerce platforms. Tokopedia has partnered with various logistics providers to address the challenges of delivering goods to remote areas [17]. They use a multi-logistics approach, where several logistics providers are involved in the delivery process to ensure that goods can reach consumers quickly and at a more efficient cost. In this approach, Tokopedia relies on logistics providers and leverages the extensive network of various logistics partners to optimize delivery routes and reduce the time and cost required. This is an example of how collaboration with various parties can help overcome geographical challenges, ensuring that consumers throughout Indonesia, including in remote areas, can enjoy reliable and efficient e-commerce services. This strategy also demonstrates Tokopedia's flexibility and adaptability in facing the challenging geographical conditions in Indonesia.

Additionally, Bukalapak, another e-commerce platform, has also developed strategies to reach consumers in remote areas. Bukalapak introduced the Mitra Bukalapak program, which involves small shops across Indonesia as their partners. Through this program, Bukalapak expands its market reach and helps increase the income of shop owners by providing access to products that were previously difficult to obtain. The Mitra Bukalapak program allows small shops to become distribution points for e-commerce products, making it easier for consumers in remote areas to get the goods they need without relying on costly and inefficient long-distance shipping. Moreover, the program also provides training and support to shop owners, helping them manage their businesses more effectively and enhancing their capacity to serve the local community. This program illustrates how community-based strategies can effectively address geographical challenges and improve economic inclusivity, benefiting all parties involved, including consumers, shop owners, and the e-commerce platform itself.

In addition to logistical challenges, consumer trust is also a crucial issue in e-commerce in Indonesia. Many consumers are still hesitant to shop online due to concerns about transaction security and product quality [18]. Blibli, a major player in the e-commerce industry, addresses this issue by introducing the Blibli Mitra program. This program allows consumers to order items online and pick them up at physical stores that are Blibli's partners, providing assurance to consumers regarding product quality and transaction security. This program allows consumers to check the items directly before taking them home, which helps reduce doubts about product quality. Additionally, the process of picking up items at physical stores provides a sense of security as consumers do not have to worry about problematic deliveries or undelivered items. Blibli Mitra also benefits partner stores by increasing customer visits and potential additional sales, as customers coming to pick up their orders might also be interested in purchasing other available products. This program is a good example of how the integration between online platforms and physical stores can enhance consumer trust and strengthen the e-commerce ecosystem in Indonesia.

In efforts to enhance consumer trust, Shopee, another leading e-commerce platform, has implemented features such as Shopee Guarantee, where consumer payments are only forwarded to the seller after the goods are received and confirmed by the buyer. This feature provides assurance to consumers that their money is safe until they receive the goods as expected, reducing the risk of fraud and increasing the sense of security in online shopping. Additionally, Shopee also provides product reviews from other buyers, helping consumers make better decisions based on others' experiences. These reviews include product ratings, comments on quality, and actual product photos, giving prospective buyers a clearer picture. These features play a crucial role in building consumer trust and loyalty, as they feel more confident and comfortable in making transactions. The implementation of payment guarantees and product review transparency has enabled Shopee to create a safer and more trustworthy online shopping environment, encouraging more consumers to turn to e-commerce and strengthening its position as a market leader in Indonesia [19].

Geographical challenges are also related to the cultural diversity and consumer preferences in Indonesia. Each region has unique characteristics and shopping habits that require tailored marketing approaches [20]). For example, Lazada, one of the largest e-commerce platforms in Southeast Asia, has developed marketing campaigns tailored to local cultures in various regions of Indonesia. Lazada uses popular local influencers and regional languages in their campaigns to connect more closely with consumers in those areas. This approach allows Lazada to create a more personal and relevant connection with consumers, increasing their engagement and trust in the platform. It also enables Lazada to understand the specific needs and preferences of consumers in different regions, allowing them to offer more suitable products and promotions. Additionally, using local influencers helps strengthen the campaign message as these influencers already have a loyal and trusted follower base. This locally-based marketing strategy has allowed Lazada to overcome geographical challenges and leverage cultural diversity as a strength to expand its market reach across Indonesia.

Government support is also a crucial factor in the development of e-commerce in Indonesia. The Indonesian government has launched various initiatives to support this sector, including enhancing digital infrastructure and implementing regulations that facilitate online transactions. One example is the National Movement for 1000 Digital Startups, which aims to create a robust startup ecosystem in Indonesia, including e-commerce [21]. This initiative helps create a conducive environment for e-commerce growth by providing access to resources, training, and business networks. Additionally, the government has improved digital infrastructure by expanding internet access to remote areas, a critical step to ensure the entire population can participate in the digital economy. Supportive regulations, such as those concerning data security and consumer protection, also provide a clear and safe framework for e-commerce players to operate and grow. Other programs, like the Sea Toll Road, contribute by enhancing inter-island logistics connectivity, reducing shipping costs and times, and strengthening the supply chain. With this support, e-commerce players can operate more efficiently and effectively, reach consumers across the nation, and contribute to inclusive and sustainable digital economic growth. This comprehensive government support demonstrates a commitment to advancing the e-commerce industry and creating new opportunities for the Indonesian population.

Technology also plays a vital role in overcoming geographical challenges in e-commerce. The use of big data and analytics enables e-commerce companies to identify consumer shopping patterns and optimize their marketing strategies [22]. For example, by analyzing sales data, companies can determine which products are most in demand in specific areas and adjust their stock accordingly. This helps avoid overstocking or shortages of highly sought-after products in certain regions, improving operational efficiency and boosting customer satisfaction. Additionally, analytics technology allows e-commerce platforms to offer personalized product recommendations based on individual shopping behavior, enhancing the shopping experience and encouraging repeat purchases. The use of technologies like machine learning also helps predict market trends and future product demand, enabling companies to plan more accurate and responsive business strategies to changing

market needs. Other technological innovations, such as warehouse automation and AI-based supply chain management systems, also contribute to increased logistical efficiency, which is essential for addressing the geographical challenges faced by Indonesia as an archipelago. Leveraging advanced technology allows e-commerce companies to provide better and faster services to consumers, reduce operational costs, and expand their market reach to previously hard-to-reach areas.

Technological innovation is also evident in the use of drones for delivering goods to remote areas. JD.id, part of the Chinese e-commerce giant JD.com, has conducted trials of drone deliveries in Indonesia. The use of drones can be an effective solution for overcoming logistical challenges in areas difficult to reach by conventional transportation, such as small islands or remote regions isolated by challenging geographical conditions. With drones, deliveries can be made faster and more efficiently, reducing shipping times and the high logistics costs often associated with traditional transportation methods. Although this technology is still in its early stages of development and testing, it shows great potential for improving delivery efficiency and speed. Drone usage can also reduce dependency on existing transportation infrastructure, which often fails to meet the delivery needs of certain areas. If successfully implemented on a larger scale, this technology could transform the way goods are shipped and distributed across Indonesia, making it easier to reach consumers in previously inaccessible areas and strengthening the integration of the e-commerce market nationwide [23].

Moreover, new business models like social commerce and mobile commerce are opening up new opportunities to reach a wider consumer base. Social commerce, which combines social media elements with e-commerce, allows consumers to shop directly through social media platforms like Instagram and Facebook [24]. This is particularly relevant in Indonesia, where social media usage is high, with many people spending time on these platforms to connect with friends, family, and brands. Social commerce leverages the power of social networks to offer products directly where consumers are already active, reducing transaction barriers and utilizing social recommendations and reviews to build trust. Additionally, mobile commerce, which uses mobile apps for shopping, is also a growing trend as smartphone penetration increases nationwide. Mobile apps enable consumers to make purchases anytime and anywhere, offering greater convenience and accessibility. The combination of social commerce and mobile commerce creates a more integrated and accessible shopping experience, aligning with the increasingly digital lifestyle in Indonesia, and helps e-commerce platforms to reach and serve consumers more effectively in this dynamic market.

Another example of innovation in e-commerce is the use of digital payment technology. GoPay, the digital payment service from Gojek, has made it easier for consumers to transact online securely and quickly [25]. The integration of GoPay into various e-commerce platforms allows consumers to make payments without leaving the app, thus enhancing transaction convenience and speed. This integrated payment system simplifies the checkout process and accelerates transactions, reducing the friction that often hinders the online shopping experience. This innovation is crucial in increasing e-commerce adoption among consumers who were previously hesitant to transact online, as it provides a safer and more practical solution compared to traditional payment methods. The security and convenience offered by digital payment technologies like GoPay give consumers more confidence, alleviate concerns about data and transaction security, and facilitate the growth of e-commerce in Indonesia's expanding market.

Overall, the strategies used by e-commerce companies to overcome geographical challenges in Indonesia are diverse and involve various innovative approaches. These companies collaborate with logistics providers to improve goods distribution, develop community-based programs like Bukalapak's to expand market reach through local shops, and implement advanced technologies such as drones for remote area deliveries and big data for local demand analysis. These efforts demonstrate that e-commerce companies in Indonesia are committed to overcoming geographical barriers creatively and effectively to enhance product and service accessibility for consumers across the nation. These innovations help address logistical difficulties, improve operational efficiency, strengthen connections with consumers in various regions, expand market reach, and enhance the overall shopping experience. E-commerce companies play a crucial role in creating a more inclusive and responsive market for consumers throughout Indonesia. Therefore, it can be concluded that e-commerce has great potential to address geographical challenges in Indonesia's retail industry. However, success in e-commerce market penetration requires an integrated and collaborative strategy involving technological innovation, a deep understanding of local consumer preferences, and support from various stakeholders, including the government and local communities. With the right approach, e-commerce can effectively overcome geographical barriers and drive inclusive and sustainable economic growth in Indonesia.

Table 1. Key Points on E-commerce Strategies and Challenges in Indonesia's Retail Industry

No	Aspects	Key Points
1	Growth of E-commerce	Rapid growth due to increased internet penetration and smartphone usage

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2	Logistics Challenges	Significant logistical issues due to Indonesia's archipelago geography; innovative solutions like Tokopedia's multi-logistics approach and JD.id's drone delivery trials.
3	Consumer Trust	Initiatives by Blibli and Shopee to build consumer trust through secure payment systems, clear return policies, and customer reviews
4	Localized Marketing	Need for region-specific marketing strategies; Lazada uses local influencers and languages to connect with diverse consumer bases
5	Government Support	Government initiatives like the National Movement for 1000 Digital Startups and the Sea Toll Program to enhance digital infrastructure and logistics.
6	Technological Innovations	Use of big data and analytics to understand consumer behavior; mobile commerce and social commerce trends expanding market reach
7	Community-Based Programs	Bukalapak's Mitra Bukalapak program involving small local stores to expand market reach and support local businesses.
8	Payment Solutions	Digital payment solutions like GoPay integrated into e-commerce platforms to facilitate secure and convenient transactions.
9	Infrastructure Improvements	Investments in transportation infrastructure to reduce logistics costs and improve accessibility, especially in remote areas
10	Collaborative Efforts	Importance of collaboration between e-commerce companies, logistics providers, and the government to address geographical challenges effectively

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#### 4. Conclusion

This research highlights the important role of e-commerce in overcoming geographical challenges in Indonesia's retail industry. As an archipelago of thousands of islands, Indonesia faces significant logistical challenges, which affect the efficiency of goods distribution and market access. E-commerce has emerged as a potential solution to overcome these barriers by utilising digital technology, collaboration with logistics providers, and marketing strategies tailored to local needs. Through case studies of companies such as Tokopedia, Bukalapak, Blibli, and Shopee, it is clear that the success of e-commerce in overcoming geographical challenges requires innovation, consumer trust, and government support. The strategies implemented, such as the Mitra Bukalapak programme, JD.id's use of drones, and the Shopee Guarantee feature, show that Indonesian e-commerce companies are able to overcome various obstacles with a creative and adaptive approach. Government support through initiatives such as the National Movement of 1000 Digital Startups and the Sea Toll programme also play an important role in strengthening e-commerce infrastructure and ecosystem in Indonesia. Suggestions that can be given for the results of this study include:

1. **Logistics Infrastructure Development:** The government and private sector need to continue investing in logistics infrastructure development, especially in remote areas. The development of better transport links and the utilisation of technology such as drones for delivery can help reduce the cost and time of delivery.
2. **Increased Consumer Trust:** E-commerce companies should continue to work on improving consumer confidence through responsive customer service, clear return policies, and secure payment systems. Transparency and product reviews from other consumers are also important for building trust.
3. **Adjustment of Local Marketing Strategy:** Each region in Indonesia has unique consumer characteristics and preferences. E-commerce companies need to adjust their marketing strategies by understanding and appreciating the diversity of local cultures. The use of local languages and collaboration with local influencers can help reach consumers more effectively.
4. **Collaboration with MSMEs:** Involving MSMEs in the e-commerce ecosystem can help expand market reach and increase inclusivity. Programmes such as Mitra Bukalapak that involve small warungs can be an effective model for other e-commerce companies to adopt.
5. **Utilisation of Big Data and Analytics:** E-commerce companies should continue to leverage big data and analytics to understand consumer behaviour and optimise their marketing strategies. Accurate data and proper analysis can help in making better decisions and improving operational efficiency.
6. **Continued Government Support:** The government should continue to support the growth of e-commerce through supportive policies, improved digital infrastructure, and training programmes for MSMEs. Better coordination between government agencies and industry stakeholders is needed to ensure effective policy implementation.

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