

Strategic Analysis of Shopee's Business Approach in Navigating E-Commerce Competition in Indonesia

Anya Rosanna Syam¹, Bambang Santoso²

¹ Undergraduate Student, Business Administration Program, Faculty of Law, Social and Political Sciences (FHISIP), Universitas Terbuka

² Lecturer, Business Administration Program, Faculty of Law, Social and Political Sciences, Universitas Terbuka

Correspondence: anyarosannasyam1998@gmail.com

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ABSTRACT

The rapid growth of Indonesia's e-commerce sector has triggered intense competition among digital platforms, pushing major players like Shopee to continuously innovate to maintain their market leadership. Facing strong rivalry from competitors such as Tokopedia and Lazada, Shopee has implemented a series of tailored strategies to meet the unique demands of the Indonesian market. This study assesses these strategies using a qualitative approach through literature review and SWOT analysis. Findings reveal that Shopee's success is largely attributed to aggressive digital marketing efforts, including mobile-based campaigns and influencer collaborations, which have been effective in acquiring new users and maintaining customer loyalty. Additionally, Shopee's large-scale discount strategies have provided a competitive edge in a price-sensitive market. However, over-reliance on price-based approaches may threaten long-term profitability. Therefore, it is recommended that Shopee focuses more on service innovation, especially by enhancing logistics systems and leveraging advanced technologies, to sustain its competitive position in the evolving e-commerce landscape. Based on the SWOT analysis, Shopee's core strengths lie in its mastery of digital technologies, data-driven marketing strategies, and its ability to build an integrated service ecosystem.



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INTRODUCTION

The growth of the e-commerce sector in Indonesia has shown an upward trend, driven by significant shifts in consumer behaviour, with an increasing preference for online shopping. According to Suryani (2016), technological advancements have transformed the way consumers conduct transactions, emphasizing the need for convenience, speed, and comfort in the shopping experience (Riyadi & Lestari, 2021; Marshel & Santoso, 2024). This aligns with the report by Google, Temasek, & Bain & Company (2024), which highlights the rapid expansion of e-commerce in Southeast Asia, particularly in Indonesia, compelling industry players to compete more aggressively to capture consumer attention.

Shopee, as one of the key players in this industry, has successfully established a dominant position in the Indonesian market. Gudiato et al., (2022) explain that Shopee's e-commerce system is designed to enhance competitiveness through large-scale promotions, user-friendly access, and effective integration of logistics services. Various strategies adopted by Shopee, including influencer collaborations and aggressive pricing promotions, have made it one of the most favored platforms in Indonesia (Almujab, 2022).

Shopee's strengths lie not only in its promotional tactics but also in its utilization of technology and effective customer relationship management. Buttle and Maklan (2019) emphasize that customer relationship management is a critical factor in maintaining consumer loyalty, especially in highly competitive industries such as e-commerce. In this regard, Shopee leverages advanced technology and efficient management systems to ensure a positive customer experience, both in transactions and after-sales services. Almujab (2022) notes that Shopee's promotional strategies significantly influence

consumer purchasing decisions, with techniques such as major discounts and free shipping proving effective in capturing customer interest.

Furthermore, a study conducted by Ujung, Adisa, and Nurbaiti (2023) comparing various e-commerce platforms in Indonesia highlights that customer experience is a key indicator in determining the success of business strategies in the digital market. They found that platforms offering a seamless shopping experience and prioritizing customer satisfaction are more likely to foster long-term loyalty.

However, while Shopee has found success in leveraging large discounts and subsidies as marketing strategies, this approach faces challenges in terms of sustainability and financial efficiency. Arnold et al. (2022) argue that intense price competition in the e-commerce sector can lead to diminishing profit margins, and a continued dependence on price-based promotions may negatively affect the company's financial stability. Therefore, it is crucial to analyze Shopee's business strategy within this context to assess whether the company can sustain its operations in the long term without compromising profitability.

This study aims to examine in-depth the business strategies employed by Shopee in navigating e-commerce competition in Indonesia. The research focuses on three key aspects: digital marketing strategies, customer relationship management, and the development of competitive advantages. These three areas are considered fundamental in strengthening user loyalty and expanding Shopee's market share in a highly competitive digital era (Reza et al., 2024). Thus, this study seeks to provide a comprehensive analysis of Shopee's business strategies and evaluate their effectiveness in building customer loyalty and maintaining its market leadership amid the dynamic competition of Indonesia's e-commerce industry (Wahyuni & Hartono, 2021).

In understanding Shopee's business strategies in navigating e-commerce competition in Indonesia, it is essential to refer to relevant theoretical frameworks in the fields of digital marketing, customer relationship management, and competitive advantage. These theories not only offer a systematic conceptual foundation but also serve as a basis for evaluating the effectiveness of the strategic approaches implemented by Shopee. By referencing these concepts, this study can examine business strategies more objectively and comprehensively, particularly within the context of a highly dynamic and competitive e-commerce industry.

The following discussion outlines key theories and previous studies relevant to this research, providing a strong theoretical foundation for analyzing Shopee's strategic positioning and aligning the study within the broader academic discourse.

Business Strategy in E-Commerce

Business strategy in the e-commerce context refers to a long-term, systematic plan developed by companies to achieve a primary objective: gaining a competitive advantage in a highly dynamic digital marketplace. Competitive advantage can be achieved when a company effectively manages and utilizes its internal resources and capabilities. In practice, there are two primary approaches commonly adopted by e-commerce firms: cost leadership and differentiation strategies.

Cost leadership involves minimizing operational costs covering production, distribution, and digital marketing enabling the company to offer products or services at lower prices than its competitors. This approach is particularly effective in attracting price-sensitive market segments. On the other hand, differentiation focuses on creating added value and uniqueness that are difficult for competitors to replicate. Such uniqueness may lie in product features, service quality, digital accessibility, or a more personalized and interactive customer experience.

According to Grant (2019), in a technology-driven business environment like e-commerce, the sustainable application of differentiation strategies is crucial to building customer loyalty and strengthening brand positioning. Thus, the selection and execution of the right business strategy becomes a key factor in sustaining competitiveness, especially in Indonesia one of Southeast Asia's largest digital markets.

Shopee maximizes the effectiveness of its digital marketing strategies through data-driven approaches and content personalization. Social media engagement and influencer collaborations are consistently utilized to reach younger demographic segments, who represent the majority of the platform's user base. This strategy not only extends market reach but also reinforces Shopee's brand image as a platform aligned with current digital trends among urban consumers.

Customer Relationship Management (CRM)

Digital Marketing

Digital marketing has become a core component of modern e-commerce strategy. Chaffey and Ellis-Chadwick (2019) define digital marketing as the use of digital technologies primarily the internet to create, communicate, and deliver value to customers. Digital marketing activities span across various channels, including social media, email marketing, search engine optimization (SEO), and mobile app-based campaigns.

Customer Relationship Management (CRM) is a systematic approach used by companies to manage ongoing interactions with customers (Santoso & Kasih, 2024). Buttle and Maklan (2019) emphasize that the goal of CRM is to foster customer loyalty through deeper insights into customer preferences and behavior. In e-commerce, CRM is often implemented through product recommendation systems, loyalty programs, and app-based customer service (Syahputra, & Ratnasari, 2022).

Shopee applies CRM principles through user experience personalization, reward point systems, and product review features. These initiatives aim to create an emotional connection between users and the platform. A consistent application of CRM allows Shopee to retain users over the long term and encourage repeat purchases.

Competitive Advantage

Competitive advantage is defined as a strategic position that enables a company to achieve superior performance compared to its competitors. Barney (1991) argues that this advantage can only be sustained if the company possesses resources that are valuable, rare, inimitable, and non-substitutable (VRIN). In Shopee's case, such advantages are reflected in its integrated logistics system, extensive service ecosystem, and financial strength to support long-term promotional activities (Santoso, et al., 2023).

However, reliance on subsidized pricing and large-scale discounts presents sustainability challenges. A price-focused strategy can erode profit margins and pose long-term financial risks if not accompanied by service innovation and operational efficiency improvements.

Consumer Behavior in E-Commerce

Consumer behavior in online shopping exhibits unique characteristics that differ from those in traditional retail settings. Suryani (2016) explains that modern consumers are increasingly drawn to digital channels due to their practicality, accessibility, and time and location flexibility. In the e-commerce context, consumers also respond more actively to promotional stimuli such as discounts, flash sales, and free shipping.

Shopee responds to these behavioral patterns by offering features that support a fast, affordable, and secure shopping experience. Personalization of app interfaces, integration of digital payment methods, and simplified return processes are among the platform's adjustments to meet the expectations of digital consumers. Understanding these behavioral shifts enables the company to formulate more adaptive, market-oriented strategies.

RESEARCH METHODS

This study focuses on three core components of Shopee's business strategy: technology-driven digital marketing strategies, customer relationship management for fostering loyalty, and the development of competitive advantage through service innovation and operational efficiency (Santoso & Kasih, 2024). These aspects serve as the foundation for evaluating the effectiveness of Shopee's strategic initiatives in maintaining its dominance amidst the increasingly competitive e-commerce landscape in Indonesia.

A descriptive qualitative approach (Santoso et al., 2024), is employed to gain a deeper understanding of Shopee's business strategies in responding to the challenges of e-commerce competition in Indonesia. This approach is deemed appropriate as it allows for an in-depth exploration of the company's strategic actions and policies within the dynamic context of the digital marketplace (Creswell, 2016).

Data for this study is obtained through a literature review, examining relevant secondary sources such as scholarly journals, academic books, popular articles, and industry reports from

organizations including Google, Temasek, and Bain & Company. A purposive sampling method is applied, selecting documents that specifically address e-commerce strategies.

The data is analyzed using qualitative descriptive techniques, supported by a SWOT analysis (Sofiyati & Santoso, 2025) to assess Shopee's internal strengths and weaknesses, as well as the external opportunities and threats it faces. The analysis is concentrated on three strategic dimensions: digital marketing, customer relationship management, and competitive advantage development. These dimensions are used to evaluate the overall effectiveness of Shopee's strategies in sustaining its market position amid intensifying industry competition.

RESULTS AND DISCUSSION

Shopee, an e-commerce platform launched in 2015 by Sea Group formerly known as Garena has achieved significant growth since its inception, particularly in the Southeast Asian region, with Indonesia serving as a crucial market that has driven its expansion. Initially introduced in Singapore, Shopee was designed to offer a safe and enjoyable mobile shopping experience. As the digital economy in Southeast Asia especially in Indonesia experienced rapid development, Shopee swiftly expanded its operations to tap into the immense market potential. According to Google, Temasek, and Bain & Company (2024), Indonesia holds the largest internet user base in the region, a primary factor behind Shopee's aggressive entry into the local market. The country's expanding internet penetration and its digitally active youth demographic further reinforced Indonesia's strategic importance.

In 2017, Shopee began to dominate the Indonesian market through aggressive marketing strategies, including massive discount offers, free shipping incentives, and extensive advertising campaigns across digital platforms. This aggressive approach enabled Shopee to rapidly capture consumer attention and build a strong presence among digitally literate Indonesians. Research by Ahmad & Pratama (2021) indicates that well-integrated promotional programs within e-commerce platforms can significantly enhance customer loyalty, as reflected in Shopee's fast-growing active user base. By 2019, Shopee had secured its position as the leading e-commerce platform in Indonesia in terms of monthly active users, surpassing earlier entrants such as Tokopedia and Lazada.

Shopee's dominance in market share stems not only from its promotional effectiveness but also from its ability to localize and adapt the platform to meet Indonesian consumer preferences. As Anastasya & Santoso (2022) observed, Shopee's marketing strategy emphasizing product diversity and user-friendly access for varying levels of tech literacy has created a competitive advantage. Beyond pricing, Shopee emphasizes a seamless and satisfying user experience. Building on this momentum, Shopee has further reinforced its market position by enhancing customer service capabilities through technologies such as chatbots and innovative Customer Relationship Management (CRM) systems (Suryawan & Widjaja, 2020). These strategies have consolidated Shopee's status as a major player in Indonesia's rapidly evolving e-commerce industry.

Digital Marketing Strategy

Shopee has emerged as one of the leading e-commerce players in executing a robust, integrated multichannel digital marketing strategy. This approach enables Shopee to engage customers through multiple digital touchpoints including mobile apps, social media, websites, and algorithm-driven digital ads simultaneously. Each channel reinforces the promotional message, creating a synergistic effect that enhances brand recall and consumer engagement (Chaffey & Ellis-Chadwick, 2019; Kotler & Keller, 2016). This approach has proven highly effective in Indonesia's densely competitive and fast-moving market landscape.

A key tactic includes momentum-based thematic campaigns such as "9.9 Super Shopping Day," "11.11 Big Sale," and "12.12 Birthday Sale." These campaigns not only generate massive consumer traction but have also cultivated new consumption patterns based on seasonal discount events. According to Arnold, Widodo, and Nurul (2022), such promotions intensify price competition and significantly boost transaction volumes within short periods, contributing to Shopee's consistently rising Gross Merchandise Value (GMV) and reinforcing its market leadership.

In addition to price-based promotions, Shopee has invested in creating an interactive and enjoyable shopping experience through gamified features like Shopee Tanam, Shopee Pets, and various digital loyalty programs. These tools encourage repeat engagement while fostering user involvement with the app. Real-time features like Shopee Live and Live Commerce further enrich the platform by

promoting social, immersive shopping interactions. This aligns with global trends where consumers increasingly seek not only convenience but also entertainment in their digital shopping experiences.

To strengthen its brand image and market reach, Shopee utilizes influencer marketing, collaborating with global celebrities such as BLACKPINK and Stray Kids. These partnerships enhance Shopee's appeal among younger demographics especially Gen Z and millennials who are highly engaged in entertainment and pop culture. Anastasya & Santoso (2022) suggest that influential celebrity endorsements create viral marketing effects, heighten brand awareness, and attract diverse consumer segments.

Shopee's social media content strategy also demonstrates adaptability and consistency in addressing evolving digital consumer behaviors. Rather than relying solely on product advertisements, Shopee creates engaging and informative content across platforms like TikTok, Instagram, and YouTube embedding its brand within everyday digital lifestyles. This enhances top-of-mind brand awareness and positions Shopee as a preferred e-commerce platform among online shoppers.

With a comprehensive, adaptive, and content-driven digital marketing strategy, Shopee has succeeded in building a strong brand identity amid fierce industry competition. This success reflects the importance of integrating technology, creativity, and behavioral insights in capturing Indonesia's digital commerce market.

Customer Relationship Management (CRM)

Amid the intense competition within Indonesia's e-commerce sector, Shopee has adopted a comprehensive CRM strategy that emphasizes long-term customer engagement supported by advanced digital technologies. This approach integrates incentives, automated services, and data-driven personalization to establish both emotional and functional connections between users and the platform.

One tangible example is the Shopee Coins loyalty program. By rewarding users with redeemable points from transactions, Shopee encourages repeat purchases and enhances psychological attachment to the platform. Additional benefits such as personalized vouchers, cashback offers, and "Gratis Ongkir Xtra" further reinforce customer interaction and retention.

Shopee also leverages AI-driven customer service systems, including automated chatbots capable of efficiently handling routine inquiries (Santoso, 2025). These bots are powered by machine learning algorithms that evolve to provide increasingly relevant responses. At the same time, Shopee maintains live human support for more complex issues, ensuring a balance between technological efficiency and personalized service. This hybrid model plays a crucial role in maintaining service quality amid rapid user base expansion.

Personalization is another critical aspect of Shopee's CRM approach. By analyzing user purchase history, browsing behavior, and search preferences, the platform provides tailored product recommendations. This data-centric model fosters a more relevant and engaging shopping experience, directly enhancing user satisfaction and loyalty.

Furthermore, Shopee implements a structured customer feedback system. All user reviews whether positive or critical are systematically processed to drive service improvements. This not only improves operational responsiveness but also empowers consumers to participate in service development, reinforcing emotional loyalty and user trust.

Through the strategic integration of technology, data, and relational insight, Shopee's CRM model is designed to cultivate enduring, high-value customer relationships that remain aligned with the evolving preferences of Indonesia's digital consumers.

Competitive Advantage Development

Shopee has successfully developed a robust competitive advantage within Indonesia's e-commerce landscape by effectively leveraging digital technology. Amid intensifying competition, the company has integrated various technological solutions that not only enhance operational efficiency but also strengthen the overall customer experience. Technologies such as big data and artificial intelligence (AI) have enabled Shopee to deliver more targeted services, ultimately achieving both cost efficiency and product differentiation two strategic advantages that are difficult for competitors to replicate.

One of Shopee's primary strategies in building this competitive edge is the strategic use of consumer data to better understand user behavior. By analyzing transaction patterns and user interactions on the platform, Shopee is able to offer product recommendations tailored to individual

preferences. This approach creates a more personalized shopping experience, which in turn increases conversion rates and strengthens customer loyalty. Its data-driven recommendation algorithms allow Shopee to match consumers with the right products, boosting the likelihood of repeat purchases.

In addition, Shopee's promotional strategies emphasize added value beyond simple price reductions. Loyalty programs such as Shopee Coins, discount vouchers, cashback incentives, and the "Gratis Ongkir Xtra" (Extra Free Shipping) feature provide tangible benefits that encourage frequent purchases. For instance, the Shopee Coins program allows users to earn points with each transaction, which can be redeemed for discounts on future purchases. This incentive-based loyalty scheme effectively drives repeat buying behavior while fostering long-term emotional attachment to the platform.

In customer service, Shopee employs AI-powered chatbots capable of responding swiftly to basic customer inquiries. These bots use machine learning to enhance their contextual understanding over time. However, Shopee also ensures that users have access to human agents via live chat, call centers, or email to address more complex issues. This hybrid approach demonstrates Shopee's commitment to combining service automation with human sensitivity, resulting in a more satisfying customer experience.

Equally important is Shopee's focus on building an efficient logistics system to create a sustainable competitive advantage. Speed and cost of delivery remain critical factors in consumer purchasing decisions. Shopee has invested in logistics technology that enables faster and more cost-effective shipping, thereby reducing operational costs and shortening delivery times. With multiple delivery options including same-day and next-day services, Shopee provides a seamless shopping experience for consumers who value speed and convenience.

Shopee also localizes its marketing strategies to better suit Indonesian consumer behavior. By offering payment methods tailored to local habits, such as digital wallets and non-bank payment options, Shopee enhances convenience and accessibility. This approach illustrates how Shopee successfully combines global technological capabilities with deep local market understanding to deliver a shopping experience that is both relevant and desirable for Indonesian consumers.

Through these strategies, Shopee has established a competitive advantage that relies not only on technology and product innovation but also on creating strong, sustainable customer relationships. Its use of data, efficient service systems, and well-targeted marketing strategies has further solidified Shopee's leadership in the e-commerce industry. In the context of strategic resource theory, Shopee's advantage lies in its ability to leverage unique and hard-to-imitate resources such as high customer loyalty and advanced technological integration that make it a formidable competitor in an increasingly crowded market.

Strategic Challenges and Weaknesses

Despite building a strong digital ecosystem, Shopee continues to face several strategic challenges that could affect its long-term viability. One of the most pressing issues is its reliance on subsidies such as free shipping and large-scale discounts to attract consumers. Although this strategy has proven effective in driving traffic and boosting transaction volume, it also imposes substantial operational costs. In the long run, dependence on such subsidies without corresponding improvements in operational efficiency or increases in Average Order Value (AOV) could undermine profitability. To address this, Shopee must develop long-term strategies focused on creating sustainable value while aligning cost structures with realistic growth targets (Azizah & Mahendra, 2023).

In addition to cost-related challenges, Shopee is confronted with logistics distribution problems, particularly outside the island of Java. Although Shopee Express has expanded rapidly and serves as a backbone for its delivery operations, product distribution in remote areas remains hindered by limited logistics infrastructure. Longer delivery times and higher shipping costs in these regions compromise service quality and could diminish customer satisfaction, especially in smaller towns and border areas. To resolve this, Shopee needs to invest further in enhancing its logistics infrastructure beyond Java by building more efficient distribution centers and expanding delivery coverage across the country. This would ensure equitable service quality across all regions of Indonesia, regardless of urbanization levels (Gudiato, Sediyo, & Sembiring, 2022).

Another critical challenge involves data security and user privacy. In today's digital era, protecting personal data is a top concern for consumers. Although Shopee has implemented several

measures to safeguard user data, threats to data privacy still exist. Any breach or leak could severely damage Shopee's reputation and reduce customer trust. Therefore, it is imperative for Shopee to strengthen its encryption systems and maintain transparency in data management. Ensuring user privacy must remain a strategic priority to sustain long-term customer relationships and avoid the financial and reputational losses associated with data violations (Siallagan, 2021).

From a strengths perspective, Shopee benefits from several strategic factors that support its market position. One such strength is its fully integrated digital ecosystem, which allows the company to combine multiple advanced technologies and features. With an adaptive CRM system and data-driven personalization, Shopee can offer relevant and engaging experiences to its users. Aggressive marketing campaigns also play a critical role in boosting brand awareness, attracting new users, and reinforcing loyalty among existing ones.

However, a major internal weakness remains: Shopee's heavy dependence on subsidies. While promotions such as free shipping and deep discounts are appealing to consumers, they place a significant burden on the company's operating costs. Without serious efforts to balance transaction volume with profitability, Shopee may struggle to maintain sustainable long-term growth.

Nonetheless, Shopee stands to benefit from significant market opportunities. The rapid growth of internet users in Indonesia presents vast potential for Shopee to further expand its market share. In addition, emerging trends such as live commerce and the use of AR/VR technologies offer avenues for innovation in product presentation and shopping experiences. Strategic collaborations with MSMEs (Syahputra & Santoso, 2024) and (Santoso & Sihab, 2024), also present opportunities to enhance Shopee's digital ecosystem and diversify its product offerings. These partnerships not only broaden the platform's catalogue but also strengthen ties with local businesses an essential element in increasing market penetration (Google, Temasek, & Bain & Company, 2024).

Shopee must also remain vigilant against several external threats. Intensifying competition from platforms like Tokopedia, Lazada, and TikTok Shop could erode Shopee's market share, especially amid increasingly competitive pricing. Such price wars could compress profit margins further. Moreover, stricter government regulations concerning foreign e-commerce platforms particularly on taxation and consumer protection pose challenges that could affect Shopee's business model. Compliance with evolving regulatory frameworks will be essential. Additionally, global economic fluctuations that influence consumer purchasing power must be considered. Unstable economic conditions can reduce spending, thereby affecting transaction volume and sales performance. To maintain its leadership position in Indonesia's e-commerce sector, Shopee must continuously adapt its strategies and operations in response to these dynamic market forces.

CONCLUSION

Shopee has demonstrated strategic maturity in navigating the increasingly complex dynamics of Indonesia's e-commerce industry. Through the implementation of intensive digital marketing strategies and an adaptive customer relationship management (CRM) approach, the company has successfully built long-term relationships with its consumers. Its integrated digital ecosystem which includes personalized features driven by data analytics, emotionally resonant promotional campaigns, and technology support systems such as ShopeePay and Shopee Express has reinforced Shopee's position as one of the dominant players in the market. The combination of technological integration and a deep understanding of consumer behavior has enabled Shopee to deliver a shopping experience that is not only efficient but also enjoyable and contextually relevant.

However, the findings of this study also reveal several challenges that may hinder Shopee's long-term growth. The platform's reliance on subsidy-driven promotional strategies such as free shipping and large-scale discounts while effective in the short term, poses potential risks to operational efficiency and overall profitability. Additionally, logistics challenges, particularly in regions outside of Java, continue to hinder equitable service distribution and may negatively impact customer satisfaction in those areas. Another pressing issue is data security, as public awareness surrounding digital privacy is growing rapidly and any breach could significantly damage consumer trust.

Based on the SWOT analysis (Lase & Santoso, 2024), Shopee's core strengths lie in its mastery of digital technologies, data-driven marketing strategies, and its ability to build an integrated service ecosystem. Key weaknesses include the high operational costs from aggressive promotional tactics, limited logistics reach in remote regions, and persistent concerns regarding data privacy. Significant

opportunities remain available, especially due to the rapid expansion of internet users, the emergence of live commerce trends, the adoption of immersive technologies like AR or VR, and the potential for strategic partnerships with local MSMEs (Satriadi et al., 2022; Santoso & Sihab, 2024). Nonetheless, Shopee must remain vigilant against growing competition from major rivals such as Tokopedia, Lazada, and TikTok Shop, as well as regulatory changes and global economic uncertainties that may impact consumer purchasing power.

In light of these factors, it can be concluded that Shopee's future success will heavily depend on its ability to balance customer acquisition and retention strategies with cost efficiency and sustained innovation. It is therefore recommended that Shopee gradually shift its focus from short-term promotional incentives to more value-driven, sustainable strategies. Strengthening logistics infrastructure beyond Java, enhancing user data security and transparency, and providing more robust support for local MSMEs are all strategic moves that will not only fortify Shopee's ecosystem but also contribute to the growth of Indonesia's broader digital economy.

Beyond merely maintaining its market position, Shopee has the potential to become a leading force in the digital transformation of Indonesia's online retail sector. By continuing to innovate technologically, reinforcing its existing competitive advantages, and maintaining agility in the face of evolving consumer behavior and regulatory frameworks, Shopee can sustain its relevance and expand its influence in an increasingly dynamic and competitive e-commerce landscape.

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