# Marketing Strategy Proposal for Mitra Balita Sejahtera as a Means to Compete in the Mom & Baby Industry

**Muhammad Fauzi Ramadhan P**
Institut Teknologi Bandung, Indonesia
Email: terrysandrina@gmail.com

## ABSTRACT

This study proposes a comprehensive marketing strategy for Mitra Balita Sejahtera (MBS) to strengthen competitiveness in the fast-growing mom and baby industry. As digital transformation accelerates and customer expectations shift, MBS faces challenges related to declining online sales, increasing competition, and changing consumer behavior. Using a mixed-methods approach, the research integrates quantitative survey data and qualitative secondary data to analyze both internal capabilities and external market dynamics. Internal analysis through STP, Marketing Mix 7Ps, and VRIO reveals strengths such as a curated product assortment and strong offline credibility, alongside weaknesses in digital marketing capability, operational systems, and reliance on a single marketplace. External assessment using PESTEL and Porter's Five Forces highlights opportunities driven by e-commerce growth, digital adoption, and supportive SME policies, but also threats from intense price competition, platform dependency, and rapidly shifting consumer trends. These insights are synthesized using SWOT and further developed into a TOWS matrix to formulate strategic alternatives. The proposed strategy emphasizes diversifying sales channels, enhancing digital marketing through social media and influencer collaboration, improving customer experience via better inventory and service quality, and leveraging partnerships to build long-term competitiveness. The study concludes that MBS must adopt an integrated, adaptive, and data-driven marketing strategy to sustain performance in a dynamic environment while continuously developing capabilities for future growth.

| KEYWORDS | Digital Marketing Strategy; Mom & Baby Products; SME Competitiveness; SWOT-TOWS Analysis; Consumer Purchase Behavior. |
|---|---|

## INTRODUCTION

In today's modern era, technology is developing rapidly and plays a significant role in everyday life. People can now complete many activities efficiently from anywhere and anytime. The internet, for example, is easily accessible and helps us find information, connect with others from a distance, read books, watch videos or movies, and even shop online.

In Indonesia, as of January 2025 according to We Are Social, there were 212 million internet users or equal to 74.6% of the country's total population. That's an 8.7% increase compared to January 2024. The number of internet users accessing via mobile phones is at 98.7% and on average people spend 7 hours 22 minutes of their daily time using the internet, meaning they spend about 30% of their daily time on their phones.

Through the rapid development of technology, it has also affected people's behavior regarding shopping. According to We Are Social data as of January 2025, the top five websites visited and apps used are social networks, messaging, email, search engines, and shopping platforms. In Indonesia, online shopping first became popular during the pandemic. Several factors contributed to the rise of online shopping during COVID-19. First, limited outdoor activities and mall restrictions made people prefer shopping online to fulfill their daily needs. Second, digital shopping platforms are easy to access, making the process more convenient compared to in-person shopping. Third, during COVID-19 people were forced to

adapt to pandemic conditions where many switched to online shopping or e-commerce as a safer and more effective option.

According to Marsally & Dwiani, (2025), e-commerce is a business transaction activity that uses the internet as the main medium of interaction between sellers and buyers. The development of e-commerce has grown rapidly over the last decade, supported by increasing internet penetration, the rise of mobile commerce, and changes in consumer behavior that rely more on online shopping. In the past five years, e-commerce transactions in Indonesia have experienced significant growth. Based on data from Bank Indonesia, the value of e-commerce transactions increased from Rp 205.5 trillion in 2019 to Rp 487.01 trillion in 2024. The largest surge occurred in 2021, where it increased more than 50% compared to the previous year. This was most likely driven by changes in consumer shopping behavior during the COVID-19 pandemic, which made online transactions increasingly popular.

However, in 2023, e-commerce transactions declined slightly by 4.7%. This decrease may have been caused by various factors, such as post-pandemic economic recovery, changes in import policies, and competition in the industry. Despite the decline in 2023, in 2024, transactions increased again to Rp 487.01 trillion, showing that this sector still holds bright prospects for the future. According to GlobalData, the e-commerce market in Indonesia is projected to reach US$46.6 billion (approximately Rp785.5 trillion) in 2025. Since 2020 to 2024, domestic e-commerce grew from US$18.2 billion to US$40.8 billion. Furthermore, GlobalData estimates that domestic e-commerce will reach US$73.2 billion by 2029, reflecting a compound annual growth rate of 12% starting in 2025, indicating a strong future for the e-commerce market in Indonesia.

Changes in consumer behavior that began during COVID-19 and continue to the present are reflected in e-commerce transaction trends. According to data from We Are Social (2025), Shopee apps became one of the e-commerce platforms with the most average monthly active users, recording approximately 120 million visits per month. Shopee, which is part of Sea Limited, offers a wide range of products including FMCG, fashion, and electronics. It was founded in 2009 and launched in Singapore in 2015 before expanding across Southeast Asia.

Observing the shifting trend in Indonesian society toward increased online shopping, Mitra Balita Sejahtera also decided to enter the market by opening a store on Shopee in September 2023. Mitra Balita Sejahtera or known as MBS is an SME that concentrates on the retail business of Mom and Baby products. Between November 2023 and January 2024, Mitra Balita Sejahtera adopted a Shopee marketing tool called Shopee Ads. Traffic increased during the first two months of using Shopee Ads, but in January 2025, traffic declined while sales actually rose. After conducting a review, it was found that the use of Shopee Ads was not cost efficient because the payment system was based on clicks. As a result, MBS decided to stop advertising through Shopee Ads.

In the last two years, MBS's sales growth on Shopee has slowed down and even tended to decline. Observing this situation, business owners especially Small and Medium Enterprises must think strategically to remain competitive in a very tight market, where many stores sell similar products at more competitive prices. Therefore, business owners need to be cautious in developing efficient marketing strategies while maintaining profitability.

Mitra Balita Sejahtera is an SME that concentrates on the retail business of Mom and Baby products. Established in August 2023, it operates in Ampera, South Jakarta. The vision of MBS focuses on becoming a one-stop solution for all mom and baby needs. It offers essentials from reputable brands as well as items carefully selected to support parents. MBS provides a curated selection of products designed to meet the needs of newborns, infants, toddlers, and expectant mothers, emphasizing both convenience and quality. Its products include diapers, wipes, milk formula, MPASI, skincare, body care, supplements, and UHT milk. Currently, MBS offers around 350 products and collaborates with well-known brands such as Expert Care, Moell, Khnum, and Nutriti. The target market of MBS includes expectant mothers, new parents, and families with children up to five years old in the *Jabodetabek* area. MBS has an offline store located in Ampera, South Jakarta and is also available on Shopee, with additional purchases possible through WhatsApp. This provides customers with a more convenient shopping and delivery experience.

The vision of MBS is to become a trusted and leading baby and family care retail partner in Indonesia, providing easy access to high-quality and competitive price FMCG products that support the wellbeing of every family. The mission is to deliver reputable value to customers through high-quality products, excellent service, and a seamless shopping experience for both offline and online, while fostering sustainable growth and long-term partnerships. MBS operates based on four core principles. First, creating a positive and supportive work environment by providing a healthy, safe, and empowering workplace where every employee is respected, encouraged to learn, and motivated to achieve their personal and professional best. Second, building a culture of trust and shared responsibility through promoting integrity, transparency, and collaboration, where every team member understands their role in contributing to the overall success of the company. Third, ensuring quality, affordability, and customer satisfaction by offering consistent, high-quality mom and baby products at the most competitive prices to meet the needs of parents, babies, and families while exceeding customer expectations. Fourth, strengthening strategic partnerships with a collaborative approach by developing strong and long-lasting relationships with suppliers, logistics partners, and digital platforms through mutual trust, innovation, and shared commitment to customer satisfaction.

The organizational structure of MBS ensures smooth daily operations through clear roles and responsibilities. The Business Owner is responsible for overall strategy and business decisions. Under the business owner, there is an Administrative staff responsible for handling daily operations including cashier duties that manage customer payments and ensure accurate transaction records, handle documentation, sales reports, data updates, and support customer communication. The staff is also responsible for managing stock, organizing inventory, and preparing customer orders for delivery or pickup. Each role works together to keep the store organized, maintain good customer service, and support efficient store performance.

The main FMCG segments can be classified as Personal Care, Household Care, Branded and Packaged food, and Tobacco. Especially for SMEs like Mitra Balita Sejahtera, FMCG is highly segmented with sub-segments such as oral care, soaps and detergents, health and hygiene products, cosmetics, hair care products, food and dairy-based products, and tea and beverages. FMCG is characterized by a well-established distribution network, low

penetration levels, low operating costs, lower per capita consumption, and intense competition between organized and unorganized segments.

In the past two years, MBS's sales growth on Shopee has slowed down, stagnated, and even tended to decline. MBS had previously used Shopee Ads as a marketing tool; however, the results were not cost-efficient, leading the company to rely on organic sales from February 2024 onwards. Both product visitors and items added to cart experienced a year-over-year decline of up to 60%. Historical data shows that sales development in 2023 was much better when compared to 2025. This has become a major issue, creating a gap between the company's growth ambitions and its current condition, which requires MBS to spend its marketing budget as efficiently as possible.

In analyzing the business situation of Mitra Balita Sejahtera, it is essential to understand how internal and external factors interact and influence each other. A Rich Picture is a qualitative tool commonly used in systems thinking to illustrate complex business environments and stakeholder relationships in a holistic manner. It helps researchers and decision-makers capture the big picture of an organization's problem by representing processes, challenges, and opportunities in one integrated diagram. For Small and Medium Enterprises like MBS, the Rich Picture approach is particularly valuable because it enables a deeper understanding of how limited resources, market competition, customer behavior, and digital transformation interconnect to affect performance. This visualization shows that sales for mom and baby products on MBS is declining rapidly, making the company's sales problems an urgent matter that must be resolved immediately. If sales continue to stagnate, the company will not be able to compete with the many stores that continue to invade the market, and the company is threatened with stagnation or bankruptcy. With such understanding, MBS needs to adopt a strategic approach that has a significant effect on product visibility, advertising cost, and return on investment.

The urgency of this research is underscored by the precarious position of MBS. Continued sales stagnation threatens the company's viability in a market crowded with competitors. Without a strategically sound and efficiently executed marketing plan, MBS risks not only lost market share but potential business failure. The findings of this study are therefore critically important for providing MBS with an evidence-based roadmap to reverse its declining performance, ensuring its survival and creating a foundation for future growth. This timely intervention is essential for the company to capitalize on the growing e-commerce market rather than being marginalized by it.

Based on the business issue of Mitra Balita Sejahtera, this study will address the following research questions: What influences someone in purchasing mom and baby products? How does the internal environment impact Mitra Balita Sejahtera's business? How does the external environment impact Mitra Balita Sejahtera's business? What are the suited digital marketing strategies for MBS and what digital marketing strategy should be implemented? The objectives of this research are to identify what reasons consumers have in purchasing mom and baby products, to investigate any internal factors impacting Mitra Balita Sejahtera's business, to investigate any external factors impacting Mitra Balita Sejahtera's business, and to develop and choose a suitable strategy in digital marketing that can be implemented to MBS which is suitable with the current both internal and external conditions.

The scope of this single case study findings are highly contextual to assist Mitra Balita Sejahtera and may not be directly generalized to other mom and baby companies in the same industries. To focus on the business issue, this research will concentrate on understanding the reasons consumers purchase mom and baby products, understanding the internal and external factors, and choosing the suitable digital marketing strategy to implement on MBS. Data access constraints and reliance on management's willingness to share internal performance metrics and customer data may limit the depth of qualitative analysis. Time constraints will be based on the academic timeline, and long-term tracking of strategy implementation and results is beyond the scope of this study. Interview bias will be considered, because insights derived from qualitative interviews may be influenced by personal perceptions, recall bias, or organizational positioning. This study focuses on Mitra Balita Sejahtera, a retail business in the Mom and Baby category that has operated both offline and online since 2023. The research will use a mixed method by distributing questionnaires in the form of Google Forms to the Mitra Balita Sejahtera community and using descriptive analysis in describing the data found in the field.

## METHOD

### Type of Research

This research was categorized as applied research, aiming to address specific, practical problems currently faced by a specific organization, in this case, Mitra Balita Sejahtera (MBS). Applied research aims to develop solutions to pressing business problems through practical, real-world approaches, utilizing scientific methods to collect and analyze data that can be used to inform decision-making and problem-solving.

This research uses a case study approach, allowing for in-depth investigation of complex business phenomena in a real-life context. This method is particularly appropriate for SMEs like MBS because it allows researchers to analyze the specific conditions and managerial decisions that shape the company's performance outcomes. The case study approach is particularly relevant for SMEs operating in dynamic environments where adaptability and contextual understanding are crucial for business survival.

This research uses a combination of qualitative and quantitative methods. Qualitative methods allow researchers to explore rich and detailed aspects of the research topic, uncovering and interpreting meanings, beliefs, and motivations that are not easily quantified or measured. Meanwhile, quantitative data from the questionnaire survey was analyzed using descriptive statistics to summarize and interpret consumer responses, providing a clear and structured picture of the demographic characteristics and behavioral patterns of respondents.

### Population and Sample

The population in this study consisted of mom and baby product consumers who purchased through online and offline platforms. This demographic was selected due to its dominant role as the consumer base for the case study company, Mitra Balita Sejahtera. Respondent inclusion criteria included: first, parents with at least one baby or toddler; second, experience purchasing baby products; and third, active users of social media or e-commerce platforms, particularly Shopee.

The sampling technique used in this study was purposive sampling, a non-probability approach used to select participants who met specific research criteria. This method is

suitable for ensuring data relevance and alignment with the research objectives. In non-probability sampling, the probability of inclusion of an element in the population is unknown and may even be zero for certain elements. This means that participant selection is not based on random or equal probability, but rather on subjective criteria or convenience.

To determine the minimum sample size, the Bernoulli formula (proportion) was used with a 95% confidence level and a 5% margin of error. The calculation used a Z-score of 1.96 for a 95% confidence level, a population proportion of 0.5 (due to the unknown), and a margin of error of 0.05. The calculation results indicate that the minimum required sample size is 385 respondents. Because the potential population of mom and baby product consumers in the study area is unknown, this formula allows for calculating the number of representative respondents needed to ensure the validity and reliability of the research results.

## Data Collection Techniques

Data collection in this study utilized primary and secondary data. Primary data was collected directly and is of an opportune nature, obtained for the first time through the researcher's own efforts. Primary data was collected through questionnaires administered to mom and baby product customers. The questionnaire was designed to measure internal and external factors influencing consumer purchasing decisions.

The internal questionnaire covered constructs such as trust, convenience, price perception, purchase intention, and sales perception, measured through various questions adapted from previous research. The external questionnaire covered customer behavior in digital channels, sensitivity to promotions and logistics, the role of social media and digital content, and perceptions of competition and platform choice. The initial section of the questionnaire included screening questions to confirm that respondents met the study's inclusion criteria.

Secondary data was collected from various pre-existing sources, including internal company data, public records, books, journals, reports, and publications. Document analysis played a crucial role in this study, examining various types of documents, such as sales reports, operational cost reports, and supply chain reports. Secondary data sources provided additional information and perspectives that complemented the primary data.

This study employed data triangulation to enhance the credibility and validity of the research findings. Triangulation involved the use of various techniques, such as questionnaires, interviews, observations, and field notes to enhance the completeness and validity of the research. The integration of primary and secondary data enhances the credibility of the research by validating the results across multiple data sources.

## Data Analysis Techniques

Data analysis in this study utilized a combination of methods to provide comprehensive insights. First, thematic analysis was used to identify recurring patterns in qualitative data, which were interpreted and presented as themes or overarching statements. These themes captured central ideas or concepts emerging from the data, providing in-depth insights into the research topic and enabling comprehensive exploration to generate meaningful insights.

Second, quantitative data obtained from the questionnaire survey were analyzed using descriptive statistics to summarize and interpret consumer responses. Descriptive analysis provided a clear and structured picture of respondents' demographic characteristics and behavioral patterns, such as frequencies, percentages, and means, enabling the identification

of trends in purchasing behavior, preferred digital platforms, and marketing factors influencing consumer decisions in the mom and baby product category.

Third, various strategic frameworks were used to analyze MBS's business situation. The internal analysis used the STP, Marketing Mix 7Ps, and VRIO frameworks to examine the company's internal capabilities. The external analysis used PESTEL and Porter's Five Forces to identify external challenges. The synthesis of these analyses was then integrated through SWOT and TOWS matrices to generate strategic alternatives tailored to MBS's resource constraints and competitive environment.

Findings from descriptive statistics complement the qualitative insights gained from the thematic analysis, offering a comprehensive foundation for formulating strategic recommendations for MBS. This systematic analytical approach ensures that the resulting business strategy is grounded not only in theory but also in primary data collected from the target market.

## RESULT AND DISCUSSION

### SWOT Analysis

After analyzing the external and internal environment that affect Mitra Balita Sejahtera (MBS), the insights are synthesized into Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis) (Rothaermel, 2013). This framework allows MBS to evaluate its current situation and future prospects by simultaneously considering both internal and external factors.

The internal analysis identifies the company's strengths and weaknesses, which include factors such as digital capability, brand awareness, product variety, and marketing performance. Meanwhile, the external analysis focuses on opportunities and threats in the Mom & Baby retail industry, including the growth of e-commerce, rising consumer demand, and increasing competition from established brands.

**Table 1.** Mitra Balita Sejahtera SWOT Analysis (Author, 2025)

| Strengths | Weaknesses |
|---|---|
| 1. Offers a complete range of mom & baby product essentials, providing one-stop convenience for customers. | 1. Limited marketing budget and a small team, constraining the scale of promotional activities |
| 2. Operates both offline and online retail channels (physical store and Shopee online store), giving customers flexible shopping options. | 2. Low brand awareness compared to competitors. |
| 3. Maintains trusted supplier partnerships, ensuring reliable product supply and quality. | 3. Heavy dependence on a single channel which Shopee for sales |
| 4. Provides customer-oriented service with fast response times, | 4. Lack of an official website and minimal multi-channel presence beyond the one marketplace, |
| 5. Competitive pricing for middle-income families. | 5. Inconsistent promotional activities. |
| 6. Strong product assortment and curated selection. | 6. No dedicated marketing PIC to handle content, campaign, or branding. |
| 7. Stable positive ratings and reviews on online platforms | 7. Low optimization in social media and Shopee Live. |
| **Opportunities** | **Threats** |
| 1. Growing number of young mothers in Indonesia. | 1. Highly competitive mom & baby market dominated by big players. |
| 2. High internet and smartphone penetration (74.6% of the population as of 2025). | 2. Price wars and aggressive discounts by larger brands/sellers. |
| 3. Supportive government programs for SMEs digitalization. | 3. Changes in Shopee policies and commission |

| | |
|---|---|
| 4. Rising preference for e-commerce and convenience shopping.<br>5. Partnerships with affiliate, influencer programs, or parenting communities.<br>6. Rapid growth of social commerce (TikTok Shop, Shopee Live).<br>7. Potential to expand into multi-channel (Tokopedia, Lazada, or website). | structure.<br>4. Dependence on imported goods and exchange rate fluctuation.<br>5. Customer loyalty easily shifts to lower-priced sellers.<br>6. Saturation of similar mom & baby stores online (especially on Shopee).<br>7. Platform algorithm changes (on Shopee or social media) that reduce organic visibility for MBS<br>8. Increased cost of ads and affiliate commission.<br>9. Risk of negative reviews or low store rating. |

By applying the SWOT framework, MBS can understand its strategic position in the market, capitalize on opportunities such as digital transformation and online customer engagement, and anticipate threats like price competition and shifting consumer behavior. This analysis supports the company in formulating effective strategies to sustain growth and strengthen its competitiveness in Indonesia's dynamic baby product industry.

1. Strength: Mitra Balita Sejahtera (MBS) is a trusted and growing Mom & Baby retail brand that operates both offline and online through platforms such as Shopee. With consistent operations and good supplier relationships, MBS understands its customers, the target market, and how to compete in Indonesia's baby product industry. Its wide product range including diapers, baby milk, skincare, and accessories allows the company to cater to diverse consumer needs at various price levels. In the digital space, MBS has an established presence with growing followers and engagement on Shopee and social media, which serves as a foundation to further strengthen digital branding and online visibility through consistent campaigns and content optimization.

2. Weakness: Mitra Balita Sejahtera (MBS) still faces several challenges, such as limited capital resources, which constrain large-scale marketing and promotional activities compared to bigger brands. The company also depends heavily on third-party e-commerce platforms, making it vulnerable to policy changes or commission fees. Additionally, the lack of a dedicated digital marketing team and inconsistent social media content reduce its potential online reach. In terms of internal operations, inventory management is still partly manual, and product differentiation remains limited in certain categories, leading to similarity with competitor offerings. As a result, MBS must improve its digital optimization strategy and develop more consistent marketing communication to maintain competitiveness.

3. Opportunities: Indonesia's large young population and high birth rate provide strong potential for the Mom & Baby industry. With more than 210 million internet users and rapid growth in e-commerce transactions (APJII, 2024), the digital market for baby products continues to expand. This gives MBS the opportunity to reach new customers nationwide and strengthen its presence through digital marketing, affiliate programs, and influencer collaborations. Furthermore, the rising concern for baby health, safety, and product authenticity encourages parents to choose trusted local retailers like MBS. The company can also leverage trends such as personalized marketing, CSR initiatives for mothers, and participation in digital parenting communities to enhance its brand reputation and loyalty.

4. Threat: The Mom & Baby retail industry is highly competitive, with strong brands such as MamyPoko, Sweety, Merries, and Pampers dominating both offline and online markets. Price wars, frequent promotions, and low switching costs make it difficult for smaller retailers to maintain consistent margins. In addition, the rising number of online resellers offering similar products at discounted prices adds more pressure to the market. Other threats include logistics and infrastructure challenges, such as shipping delays or high delivery costs, and the dependence on non-cash payment systems that are still developing in some regions. The rapid evolution of digital platforms and algorithms also forces MBS to continuously adapt its marketing and customer engagement strategies to remain visible and competitive.

**TOWS Matrix**

TOWS Matrix is a chart that illustrates how store or company's internal pieces (Strength and Weaknesses) facing a particular corporation can be matched with external aspects (Opportunities and Threats) to create four sets of possible alternatives (Wheelen & Hunger, 2012). TOWS matrix would help the brand to make an understanding of many strategies. These are four sets of alternative strategies (Wheelen & Hunger 2012). The four strategies are:

**Table 2.** TOWS Matrix of Mitra Balita Sejahtera (Author, 2025)

| | Strengths | Weaknesses |
|---|---|---|
| | 1. Offers a complete range of mom & baby product essentials, providing one-stop convenience for customers. 2. Operates both offline and online retail channels (physical store and Shopee online store), giving customers flexible shopping options. 3. Maintains trusted supplier partnerships, ensuring reliable product supply and quality. 4. Provides customer-oriented service with fast response times, 5. Competitive pricing for middle-income families. 6. Strong product assortment and curated selection. 7. Stable positive ratings and reviews on online platforms | 1. Limited marketing budget and a small team, constraining the scale of promotional activities 2. Low brand awareness compared to competitors. 3. Heavy dependence on a single channel which Shopee for sales 4. Lack of an official website and minimal multi-channel presence beyond the one marketplace, 5. Inconsistent promotional activities. 6. No dedicated marketing PIC to handle content, campaign, or branding. 7. Low optimization in social media and Shopee Live. |
| **Opportunities** | **SO-Strategy** | **WO-Strategy** |
| 1. Growing number of young mothers in Indonesia. 2. High internet and smartphone penetration (74.6% of the population as of 2025). 3. Supportive government programs for SMEs digitalization. 4. Rising preference for e-commerce and | - Leverage MBS's dual offline-online presence and wide product range (S2, S1) to capitalize on the rising preference for e-commerce (O4) and broad internet usage (O2). - Utilize MBS's excellent customer service and positive online reputation (S4, S7) to expand into emerging social commerce channels (O6) and partnerships (O5). - Highlight MBS's competitive | - Address MBS's over-reliance on a single platform and lack of a website (W3, W4) by expanding into multiple online sales channels (O7). This multi-channel expansion, supported by government SME digitalization programs if available (O3), will diversify revenue streams. - Combat low brand awareness and a weak social media following (W2, W7) by aggressively utilizing social media marketing and influencer partnerships (O5, O6). |

| | | |
|---|---|---|
| convenience shopping.<br>5. Partnerships with affiliate, influencer programs, or parenting communities.<br>6. Rapid growth of social commerce (TikTok Shop, Shopee Live).<br>7. Potential to expand into multi-channel (Tokopedia, Lazada, or website). | pricing and curated product assortment (S5, S6) in marketing campaigns to appeal to Indonesia's growing segment of young, budget-conscious mothers (O1). By emphasizing value-for-money along with product quality, MBS can tap into the large online consumer base (O2) that is increasingly shopping via e-commerce (O4).<br>- Leverage trusted supplier partnerships (S3) to support expansion into new online channels (O7) and digital marketing initiatives (O6). | - Mitigate MBS's limited marketing budget (W1) and lack of dedicated digital marketers (W6) by implementing cost-efficient digital marketing tactics (O5).<br>- Tackle inconsistent promotions and limited content creativity (W5, W6) by standardizing marketing campaigns across all channels with the help of digital trends (O4, O6). |
| **Threats** | **ST-Strategy** | **WT-Strategy** |
| 1. Highly competitive mom & baby market dominated by big players.<br>2. Price wars and aggressive discounts by larger brands/sellers.<br>3. Changes in Shopee policies and commission structure.<br>4. Dependence on imported goods and exchange rate fluctuation.<br>5. Customer loyalty easily shifts to lower-priced sellers.<br>6. Saturation of similar mom & baby stores online (especially on Shopee).<br>7. Platform algorithm changes (on Shopee or social media) that reduce organic visibility for MBS<br>8. Increased cost of ads and affiliate commission.<br>9. Risk of negative reviews or low store rating. | - Use MBS's excellent customer service and engagement (S4) to build strong customer loyalty programs that can withstand aggressive competition (T1, T2).<br>- Emphasize MBS's curated product assortment and comprehensive range (S1, S6) to differentiate the brand from dominant competitors and low-cost resellers (T1, T5).<br>- Utilize the existing physical store and community presence (S2) as a strategic asset to counteract heavy dependence on Shopee (T3).<br>- Exploit MBS's strong supplier partnerships (S3) to reduce vulnerabilities from import and economic uncertainties (T4). This strength in supply management also helps in keeping product quality consistent, preventing negative experiences that could lead to bad reviews (T9). | - Given the intense competition and price pressure (T1, T2), MBS must improve its financial planning to compensate for its limited budget (W1).<br>- To avoid the threat of external platform disruptions (T3, T7) exacerbated by MBS's lack of an independent website (W4), the company should invest in developing and promoting its own online store.<br>- Low brand awareness and inconsistent outreach (W2, W5) mean MBS is at risk if the market tightens or economic conditions change (T5, T8).<br>- The absence of dedicated marketing staff (W6) is dangerous in a fast-changing online landscape (T7). |

1. S–O Strategy → Mitra Balita Sejahtera (MBS) should leverage its strong product assortment, trusted partnerships, and growing online presence to fully exploit Indonesia's expanding digital market. By integrating its 350+ high-quality mom and baby products with strategic digital initiatives—such as affiliate marketing, influencer collaborations, and multi-platform expansion (Shopee, Tokopedia, TikTok Shop, and its own website)—MBS can maximize opportunities from Indonesia's rapid e-commerce growth and high internet penetration (We Are Social, 2025; Tech in Asia, 2025). The company's reliable product quality and customer trust (Khan, 2014) can serve as a foundation for digital

branding efforts and content-driven marketing on social media, where consumer engagement significantly influences purchase decisions (Syrdal, 2016; Galvan, 2016). Furthermore, as SMEs contribute 61% of Indonesia's GDP and are supported by various government programs (Rameshbhani, 2021), MBS can take advantage of national SME empowerment initiatives to enhance digital literacy, access funding, and improve operational capabilities. This S–O strategy focuses on using internal strengths—product credibility, partnerships, and operational flexibility—to capture external opportunities such as e-commerce growth, government support, and digital consumer behavior, aligning with Rothaermel's (2021) AFI Framework, which emphasizes leveraging strengths to capitalize on emerging market opportunities for sustainable competitive advantage.

2. W–O Strategy → To overcome its internal weaknesses while taking advantage of external opportunities, Mitra Balita Sejahtera (MBS)should strengthen its digital marketing capabilities and diversify its sales channels beyond Shopee. The company's current limitations in marketing efficiency and dependence on a single platform can be mitigated by expanding into multi-channel e-commerce ecosystems such as Tokopedia, Lazada, and TikTok Shop, as well as developing its own website to establish brand independence and customer retention (Zenani et al., 2024). According to Rothaermel (2021), digital diversification reduces industry vulnerability and allows firms to capture broader market opportunities. In addition, MBS needs to enhance its digital marketing literacy by leveraging social media promotion tools and affiliate or influencer marketing programs, which have been shown to improve consumer engagement and purchase intention (Galvan, 2016; Syrdal, 2016). Supported by Indonesia's growing internet penetration—reaching 74.6% of the population—and increasing government initiatives that encourage SME digital transformation (We Are Social, 2025; Rameshbhani, 2021), this strategy enables MBS to optimize its marketing reach at lower costs. Thus, the W–O approach focuses on converting weaknesses limited marketing expertise and platform dependency—into growth opportunities through digital capability building, multi-channel adoption, and participation in national SME digital programs, ensuring sustainable competitiveness in the fast-evolving mom and baby retail sector.

3. W–T Strategy → To minimize internal weaknesses and protect against external threats, Mitra Balita Sejahtera (MBS) must focus on operational efficiency, risk mitigation, and brand resilience. The company's dependency on Shopee and limited marketing resources make it vulnerable to platform policy changes and intense price competition from new entrants. Therefore, MBS should adopt a cost-efficiency and risk-diversification approach by optimizing inventory management, improving supplier negotiation, and reducing reliance on paid ads—transitioning instead to organic marketing and customer loyalty programs (Rothaermel, 2021). Strengthening internal capabilities through digital upskilling and systematic cost control will help MBS withstand fluctuations in consumer demand and rising operational expenses, especially in the post-pandemic recovery period (Akpoviroro & Owotutu, 2018). Furthermore, building a strong customer relationship management (CRM) system and consistent after-sales service can reduce customer switching tendencies, a critical factor amid high buyer bargaining power in e-commerce (Gamble & Peteraf, 2020). In line with Zenani et al. (2024), SMEs that reinforce their

internal systems and manage competitive pressure through digital resilience and innovation are better positioned for sustainable performance. Hence, the W–T strategy aims to minimize weaknesses such as marketing dependency and cost inefficiency while mitigating threats from competition, policy shifts, and market volatility through operational excellence, risk control, and customer retention initiatives.

## Implementation Plan and Justification

Having outlined the strategic solution, MBS needs a clear implementation roadmap to execute these recommendations in an organized and achievable manner. This section presents a phased 3-year implementation plan (2025–2028) that details key initiatives, timelines, and performance indicators. The implementation plan of each business solution:

**Table 3.** Implementation Plan for Strategy 1 (Author, 2025)

| 1. Diversify and Expand Sales Channels | | | |
|---|---|---|---|
| **Action Step** | **How to do it** | **Timeline** | **KPIs** |
| Expand to new online marketplaces (e.g. Lazada, TikTok Shop) | Open official MBS stores on additional e-commerce and social commerce platforms beyond Shopee. Utilize the existing product range and supplier relationships to quickly set up storefronts on these channels and integrate them into operations. This multi-channel expansion mitigates reliance on a single platform. | Year 1 (Q1–Q3) for setup and launch; ongoing in Years 2–3 to optimize presence. | Official stores launched on at least 2 new platforms by end of Year 1; sales from new channels contributing ≥20% of total revenue by Year 3. |
| Launch MBS e-commerce website | Develop an independent online store for direct sales. Secure a user-friendly web platform (e.g. Shopify) and synchronize it with inventory. Invest in basic SEO and mobile optimization to increase visibility and accessibility. | Year 1 (Q2–Q4) develop and launch website; continuous improvement in Years 2–3. | Company-owned website live by end of Year 1; website generates ≥15% of total sales by Year 3; monthly web traffic growing ≥10% QoQ in Year 2. |
| Promote offline store via community events | Leverage the physical store as a brand touchpoint. Host periodic local events (e.g. parenting workshops, product demo days) at or near the store to engage parents and drive foot traffic. Collaborate with nearby mom-and-baby communities or clinics for event partnerships. | Begin in Year 1 Q3 with quarterly events through Years 2–3. | At least one community event per quarter starting Year 1; footfall to store increased by 30% by Year 2; store revenue growth of 15% YoY due to event-driven sales boosts. |

**Table 4.** Implementation Plan for Strategy 2 (Author, 2025)

| 2. Enhance Digital Marketing and Brand Visibility | | | |
|---|---|---|---|
| **Action Step** | **How to do it** | **Timeline** | **KPIs** |
| Strengthen social media content and engagement | Build an active presence on platforms popular with young parents (Instagram, TikTok). Post valuable content regularly (parenting tips, product use demos, customer testimonials) to attract and engage followers. Use consistent branding and respond to comments/messages to foster community. | Start in Year 1 Q1; maintain continuous content calendar throughout Years 1–3. | Social media posting frequency ≥3 posts per week; follower count growing ≥50% YoY; engagement rate (likes/comments) ≥5% by Year 2 indicating active audience. |
| Leverage influencer and community partnerships | Collaborate with "mom" influencers and parenting communities to expand brand reach. Offer free product samples or affiliate commissions to micro-influencers whose audience | Initiate first influencer campaigns by Year 1 Q2; pursue ongoing collaborations | At least 5 influencer partnerships established in Year 1; track referral traffic and sales from influencer campaigns (target ≥15% |

| | | | |
|---|---|---|---|
| | matches MBS's target market. Influencer recommendations can significantly boost brand visibility and trust. Also engage parenting forums/Facebook groups with expert Q&A sessions or special offers. | through Years 2–3 (e.g. quarterly campaigns). | increase in online sales during campaign periods); brand awareness uplift measured by social mentions or survey (target +20% by Year 3). |
| Optimize e-commerce marketing (Shopee & online ads) | Utilize built-in marketplace marketing tools and digital ads to drive traffic. Conduct regular Shopee Live streaming sessions for product demos and Q&A. Join marketplace promotions (flash sales, Shopee Mall campaigns) and implement affiliate marketing so others promote MBS products. Complement with targeted online ads (Google/Facebook) for key products. | Begin Shopee Live sessions by Year 1 Q2 (monthly); ramp up ad spending gradually in Years 1–2 as capabilities grow. | Run at least 1 live shopping stream per month; participation in all major e-commerce promo events yearly; online advertising ROI ≥3:1 by Year 2; overall online traffic increases ≥30% by Year 3 due to campaigns. |
| Build in-house digital marketing skills | Address internal capability gaps through training or hiring. Enroll staff in digital marketing workshops (social media management, SEO, analytics) and consider partnering with a small agency or freelancer for content creation and campaign management. This ensures execution quality within budget. | Training commenced by Year 1 Q4; any necessary hiring/agency engagement in Year 2. | At least 2 staff trainings completed by Year 2; digital marketing handled mostly in-house by Year 3 (reduced reliance on external help); measured improvement in metrics like conversion rate (+5%) and cost per lead (-20% by Year 3). |

**Table 5.** Implementation Plan for Strategy 3 (Author, 2025)

| 3. Strengthen Operations and Customer Experience | | | |
|---|---|---|---|
| **Action Step** | **How to do it** | **Timeline** | **KPIs** |
| Implement integrated inventory management | Deploy a robust inventory management system that syncs stock levels in real time between the physical store and all online channels. This reduces stock-outs and ensures popular items are consistently available. Adequate stock availability directly improves customer satisfaction and loyalty. | System selection in Year 1 Q1; implement and fully integrate by Year 1 Q4; ongoing monitoring in Years 2–3. | Inventory system live by end of Year 1; stock-out incidents reduced to <5% of orders (vs. baseline) by Year 2; inventory accuracy ≥95% across channels. |
| Improve order fulfillment speed | Streamline fulfillment processes to ensure rapid and reliable delivery. Set a target to dispatch online orders within 24 hours of purchase. Partner with reliable couriers or use services like GoSend for same-day local delivery. Monitor delivery times and address bottlenecks. | Introduce 24-hour dispatch standard by Year 1 Q2; incremental improvements through Year 2. | ≥90% of orders shipped within 24 hours by Year 1; average delivery time improved to 2 days by Year 2 (from ~3–4 days baseline); customer delivery satisfaction ratings ≥85%. |
| Launch loyalty program and CRM | Introduce a customer loyalty program (e.g. points or repeat-purchase vouchers) to encourage repeat business. Implement a simple CRM database to record customer purchases (online and in-store) and preferences. Use this data for personalized offers (e.g. targeted WhatsApp/email promotions for new baby products). | Design program in Year 1 Q4; launch in Year 2 and run continuously. | Loyalty program launched by early Year 2 with ≥500 members in first year; repeat purchase rate increases by 20% by Year 3; customer lifetime value (CLV) up by Year 3 (tracked via CRM data). |

| | | | |
|---|---|---|---|
| Enhance customer service & feedback channels | Provide responsive multi-channel customer support to elevate experience. Train staff to handle inquiries knowledgeably (both in-store and online via chat/WhatsApp). Set up a feedback system (post-purchase surveys or reviews) to identify issues. Use feedback to continuously improve service and product offerings. | Customer service training completed by Year 1; feedback collection active from Year 2 onward. | Customer satisfaction (CSAT) scores ≥90% by Year 3; average response time to online inquiries under 1 hour; achieve ≥4.5/5 average product review rating online by Year 3. |

**Table 6.** Implementation Plan for Strategy 4 (Author, 2025)

| 4. Leverage Partnerships and External Support | | | |
|---|---|---|---|
| **Action Step** | **How to do it** | **Timeline** | **KPIs** |
| Form strategic supplier partnerships | Negotiate agreements with key product suppliers or distributors to secure better wholesale pricing, payment terms, or exclusive product lines. Emphasize MBS's growing sales volume and market presence to achieve mutually beneficial terms. This can improve margins and differentiate MBS's product offering. | Identify and approach top suppliers in Year 1; finalize partnership agreements by Year 2. | At least 2 major supplier partnerships secured by Year 2; cost of goods (COGS) reduced by 5–10% through bulk/discounted purchasing; addition of ≥50 exclusive or priority products in inventory. |
| Collaborate on co-marketing initiatives | Team up with complementary businesses and communities in the mom & baby ecosystem for joint promotions. For example, partner with local prenatal clinics or baby product brands for bundled offers, or co-host events with parenting communities. Such alliances expand reach and share marketing costs – the right partnerships can open doors to new customer segments. | Begin outreach for co-marketing partners in Year 1; execute first collaborative campaign by Year 2; continue periodically through Year 3. | ≥3 co-marketing campaigns executed by Year 3 (e.g. joint events or bundle promotions); each partnership event yields at least 200 new customer leads; marketing cost per acquisition reduced by 20% via cost-sharing. |
| Utilize SME support programs | Take advantage of government or industry programs designed to help SMEs. Enroll in training workshops (e.g. digital marketing, inventory management) offered by SME agencies or chambers of commerce. Apply for technology adoption grants or equipment subsidies to offset costs of implementing new systems (such as the website or inventory software). | Research relevant programs in Year 1; enroll in at least one training or grant program by Year 2; apply continuously as opportunities arise. | Participation in ≥2 SME training/mentorship programs by Year 2; at least one successful grant or subsidy obtained by Year 2 (e.g. covering 50% of website development cost); improved business capabilities post-training (evaluated via business performance metrics). |
| Secure external financing for growth | If needed, seek external funding to support expansion initiatives. Options include small business loans, investor partnerships, or government-backed credit programs. Prepare a solid business case to raise funds for projects like opening new channels or upgrading technology, and ensure any financing is used effectively to boost growth. | Develop financing plan in Year 1; pursue funding in Year 2 (after initial traction from earlier steps); deploy funds by Year 2–3. | Additional capital of at least IDR 500 million secured by Year 2 (through loan or investment); funds allocated to specific initiatives (e.g. website, inventory system) resulting in ≥20% ROI by Year 3; debt service maintained on schedule (if a loan is taken). |

**Table 7.** Implementation Plan Timeline (2025-2028) (Author, 2025)

| Action Step | Period 1 | Period 2 | Period 3 | Period 4 | Period 5 | Period 6 |
|---|---|---|---|---|---|---|
| Expand to new online marketplaces (e.g., Lazada, TikTok Shop) | | | | | | |
| Launch MBS e-commerce website | | | | | | |
| Promote offline store via community events | | | | | | |
| Strengthen social media content and engagement | | | | | | |
| Leverage influencer and community partnerships | | | | | | |
| Optimize e-commerce marketing (Shopee & online ads) | | | | | | |
| Build in-house digital marketing skills | | | | | | |
| Implement integrated inventory management & website | | | | | | |
| Improve order fulfillment speed | | | | | | |
| Launch loyalty program and CRM | | | | | | |
| Enhance customer service & feedback channels | | | | | | |
| Form strategic supplier partnerships | | | | | | |
| Collaborate on co-marketing initiatives | | | | | | |
| Utilize SME support programs | | | | | | |
| Secure external financing for growth | | | | | | |

Overall, the implementation timeline is divided into six periods, each period consisting of six months, detailing when each action will start and reach key milestones. This phased approach ensures that MBS can focus on foundational improvements in the first year (e.g. channel expansion and inventory systems), then scale up marketing and partnership efforts in years two and three once the basics are in place. By 2028, the combined execution of these strategies is expected to revitalize MBS's sales growth and improve its competitiveness in the Mom & Baby product industry.

**CONCLUSION**

This study aims to diagnose the causes of MBS's online sales decline and formulate strategies to restore the company's performance. The analysis shows that purchasing decisions for mom and baby products are primarily influenced by product quality and safety, followed by price, brand trust, and ease of transaction. Social media content, reviews, and influencer recommendations are proven to significantly influence purchase intentions. MBS's internal environment, through STP analysis, the 7Ps Marketing Mix, and VRIO, reveals strengths such as curating over 350 branded products, the reputation of its offline stores, and its omni-channel model. However, weaknesses in marketing capabilities, operational systems, and reliance on a single marketplace limit its competitiveness and scalability. Externally, PESTEL and Porter's Five Forces analyses indicate significant opportunities through e-commerce growth, internet penetration, and government support, but also threats from intense competition, ease of entry for new sellers, high buyer bargaining power, and changes in platform algorithms that can impact sales. Based on the SWOT/TOWS synthesis, the most

appropriate strategy for MBS is the implementation of integrated digital marketing that includes diversifying sales channels, increasing visibility through digital content and influencer collaboration, strengthening operations and customer service, and utilizing external partnerships to drive purchase intent and maintain sustainable sales growth. Improving traditional health services requires policies that focus on improving public perception and affordability to be more developed.

## REFERENCES

Akpoviroro, K. S., & Owotutu, S. O. (2018). Impact of external business environment on organizational performance. *International Journal of Advance Research and Innovative Ideas in Education*, *4*(3), 498–505.

Afriza, E. S. D. (2021). Indonesian small medium enterprise (SME) can survive during COVID-19: Facts or illusion? *International Journal of Business, Economics and Law, 24*(2), 47–53.

Altaf, M., & Awan, M. U. (2019). The impact of marketing-mix (7Ps) on customer satisfaction in the healthcare sector: A study of demographic factors. *Journal of Marketing and Consumer Research, 58*, 65–78.

Boone, L. E., & Kurtz, D. L. (2018). *Contemporary marketing* (18th ed.). Cengage Learning.

DataReportal, We Are Social, & Meltwater. (2025). *Digital 2025: Indonesia*. DataReportal. (online report on Indonesian internet and social-media usage used in your external analysis).

Dayanti, R. (2024). The effect of affiliate marketing on impulse buying. In R. Hurriyati et al. (Eds.), *Proceedings of the 8th Global Conference on Business, Management and Entrepreneurship (GCBME 2023)* (pp. 621–628). Atlantis Press. https://doi.org/10.2991/978-94-6463-443-3_81 Atlantis Press+1

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics, 5*(1), 1–4. https://doi.org/10.11648/j.ajtas.20160501.11

Fadhillah, N. (2023). Application of segmentation, targeting and positioning in the UMKM marketing strategy in Indonesia. *Jurnal Ilmu Manajemen, 11*(2), 210–222.

Fiorenita, D. (2018). Penerapan analisis Porter's Five Forces pada efektivitas kelangsungan usaha pelaku UKM (Studi kasus UD R***). *Jurnal Manajemen dan Kewirausahaan, 20*(1), 45–56.

Gamble, J. E., Peteraf, M. A., & Thompson, A. A. (2021). *Essentials of strategic management: The quest for competitive advantage* (7th ed.). McGraw-Hill Education.

Haraharvi, T. F., & Nasabi, A. N. A. (2020). A study on consumer attitude towards affiliate marketing for e-business. *International Journal of Innovative Research in Engineering & Management (IJIREM), 7*(4), 59–63. https://ssrn.com/abstract=3703131 SSRN+1

Hidayat, T. (2021). Competitive strategies for micro, small and medium enterprises. *International Journal of Entrepreneurship and Business Development, 5*(1), 55–64.

Hurdawaty, H. (2020). Strategies to increase the competitiveness of micro, small and medium enterprises. *Journal of Islamic Economics and Business, 3*(2), 101–113.

Jatmiko, B., Udin, U., Raharti, R., Laras, T., & Ardhi, K. F. (2021). Strategies for MSMEs to achieve sustainable competitive advantage: The SWOT analysis method. *Journal of

*Asian Finance, Economics and Business, 8*(3), 505–515. https://doi.org/10.13106/jafeb.2021.vol8.no3.0505

Kertiriasih, N. N. R., Yasa, N. N. K., & Giantari, I. G. A. K. (2023). The effect of affiliate marketing on consumer behavior, purchase intention, and purchase decision. *Proceedings of the 2nd International Conference Faculty of Economics and Business*, 2(1), 69–80. journal.undiknas.ac.id

Kotler, P., & Armstrong, G. (2021). *Principles of marketing* (18th global ed.). Pearson.

Kotler, P., & Keller, K. L. (2022). *Marketing management* (16th ed.). Pearson.

Lochmiller, C. R. (2021). Conducting thematic analysis with qualitative data. *The Qualitative Report, 26*(6), 2029–2044.

Luthfiandana, R., Barus, G. A., Nuraeni, N., Yanthy, S., & Pujiati, H. (2024). Marketing strategy: Segmenting, targeting, and positioning for digital business (Literature review). *Siber International Journal of Digital Business, 2*(1), 11–21. https://doi.org/10.38035/sijdb.v2i1.30

Nadira, N. (2025). *Penentuan ukuran sampel dalam penelitian kuantitatif* [Blog post / teaching material]. (In your thesis this is cited as the rule of thumb "5–10× number of items"; please update with the exact URL and publisher once you finalize the source.)

Najib, A. (2024). *A sharia perspective on e-commerce affiliate marketing in Indonesia: A study of Shopee marketplace*. Prophetic Law Review, 6(1), 120–142. https://doi.org/10.20885/PLR.vol6.iss1.art6 Journal Universitas Islam Indonesia

Nugraha, D. E., Oktaviani, F. N., Vebriansyah, D. A., & Sudarmiatin, S. (2024). Analysis of marketing strategy as a business competition strategy in SMEs: A study on achieved.co. *Jurnal Bintang Manajemen, 2*(4), 74–82. https://doi.org/10.55606/jubima.v2i4.3411

Nugraha, D. E., Oktaviani, F. N., Vebriansyah, D. A., & Sudarmiatin, S. (2024). Analysis of marketing strategy as a business competition strategy in SMEs: A study on achieved.co. *Jurnal Bintang Manajemen, 2*(4), 74–82. https://doi.org/10.55606/jubima.v2i4.3411

Patrick, Z., & Hee, O. C. (2019). Factors influencing the intention to use affiliate marketing: A conceptual analysis. *International Journal of Academic Research in Business and Social Sciences, 9*(2), 780–791. https://doi.org/10.6007/IJARBSS/v9-i2/5624 Journal Universitas Islam Indonesia

Rameshbhai, A. T., & Solanki, A. (2021). PASTEL analysis of micro, small and medium enterprises after Covid-19 in India. *Journal of Social Commerce, 1*(1), 8–12. https://doi.org/10.56209/jommerce.v1i1.1

Sagita, D. D., Andayani, N. R., & Sunarto, S. (2020). Business strategy and small and medium enterprises (SMEs) performance. *International Journal of Scientific & Technology Research, 9*(3), 542–548.

Sapitri, J., Darodjatun, M. S., & Mohamad, L. (2025). Influence affiliate marketing, online customer review and online customer rating on Shopee consumers' purchasing decisions. *International Journal of Marketing and Digital Creative, 3*(1), 54–72. https://doi.org/10.31098/ijmadic.v3i1.3072 Research Synergy Press Journals

Saputra, D. Y., Sadat, A. M., & Rahmi, A. (2024). Analysis of the use of the Shopee affiliate program using the Technology Acceptance Model. *Journal of Social and Economics Research, 6*(1), 1311–1334. ResearchGate

Subedi, D. (2021). Explanatory sequential mixed method design as the third research community of knowledge claim. *American Journal of Educational Research, 9*(7), 41–48.

Tech in Asia. (2025). *Data e-commerce Indonesia: Panduan lengkap* [Data article]. Tech in Asia. (used in your Chapter 4 charts for e-commerce GMV and transaction value).

Zenani, N., Moyo, D., & Nyathi, M. (2023). The impact of Porter's Five Forces model on SMEs performance: A systematic review. *International Journal of Research in Business and Social Science, 12*(3), 123–135. https://doi.org/10.xxxx/ijrbss.v12i3.xxx