Segari's E-Grocer Model: Optimizing Farmer And Consumer Benefits Through Digital Transformation

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Abstract. *Digital transformation in Indonesia's agribusiness sector offers substantial opportunities to resolve persistent structural inefficiencies, especially those arising from elongated supply chains that depress farm-gate prices while inflating consumer costs. Segari's e-grocer model represents a technological innovation that streamlines distribution through a platform-to-consumer architecture supported by digital infrastructure and dark store fulfillment. This study provides a comprehensive assessment of how Segari's business model enhances farmers' economic outcomes and creates value for consumers within a digitized food supply chain environment. A Systematic Literature Review (SLR) was conducted on publications from 2019 to 2025 using Google Scholar, Scopus, ScienceDirect, SINTA, and Portal Garuda. Ten DOI-indexed articles met the inclusion criteria after sequential screening of titles, abstracts, and full texts. Data were analyzed through thematic extraction, conceptual categorization, and narrative synthesis guided by PRISMA protocols to ensure methodological rigor and transparency. The review finds that Segari's disintermediation mechanism enables farmers to secure 15–30% higher selling prices, access more stable urban markets, and utilize data-driven feedback for quality improvement. Consumers benefit from superior product freshness, competitive pricing, and enhanced service reliability enabled by real-time tracking and technology-supported logistics. Furthermore, the adoption of digital traceability strengthens consumer confidence and reinforces Segari's ethical value proposition. Nevertheless, challenges persist, including limited farmer digital literacy, inadequate cold-chain systems, and the need for deeper multi-stakeholder collaboration to support scalability and long-term resilience. Overall, the study concludes that Segari demonstrates an effective integration of digital tools capable of simultaneously generating economic and social value within Indonesia's agribusiness ecosystem. The findings underscore the role of e-grocers as a critical component of future food supply chains that are more efficient, inclusive, and sustainable.*

Keywords: Segari E-grocer; Digital Transformation; Agricultural Supply Chain; Farmer Profit Optimization; Consumer Satisfaction; Digital Agribusiness;

INTRODUCTION

The agricultural sector is one of the main pillars of Indonesia's economy, contributing significantly to the Gross Domestic Product (GDP) and serving as a source of livelihood for approximately 29.96% of the national workforce (BPS, 2024). However, this substantial contribution does not necessarily translate into improved farmer welfare. A large proportion of Indonesian farmers continue to face structural challenges, particularly those related to distribution systems and agricultural supply chains. Traditional distribution structures typically involve long chains with multiple intermediaries such as collectors, middlemen, and wholesalers, which

ultimately create inefficiencies in both the flow of goods and the flow of information (Natania & Dwijayanti, 2024; Zain et al., 2025). Within this system, farmers occupy a disadvantaged position due to limited direct access to markets and a dependence on middlemen to distribute their crops. Consequently, farm-gate prices tend to be very low, while consumers face significantly higher prices as margins accumulate across each intermediary. Beyond pricing issues, the lengthy supply chain also contributes to high levels of post-harvest loss due to inefficient handling and extended distribution times. The FAO (2023) estimates that approximately 20–30% of agricultural output in Indonesia is lost before reaching the final consumer, largely due to inadequate logistics infrastructure, storage facilities, and post-harvest technology. This situation not only reduces farmers' income but also disrupts national food supply stability and undermines the economic efficiency of the agricultural sector. These challenges underscore the need for innovations in food distribution systems that can streamline supply chains while simultaneously improving farmer welfare and consumer satisfaction.

The advancement of the Fourth Industrial Revolution and the increasing internet penetration rate in Indonesia create substantial opportunities for digital transformation across sectors, including agribusiness. According to the We Are Social (2024) report, Indonesia's internet penetration has reached 79%, accompanied by a strong trend of digitalization in consumer behavior. One notable development is the rise of e-grocery platforms, which facilitate online transactions for fresh food and daily necessities. This model has grown rapidly in urban areas, aligned with changes in lifestyle that emphasize convenience, speed, and efficiency. The COVID-19 pandemic further accelerated the adoption of digital platforms in the food sector due to mobility restrictions and heightened consumer preference for online services (Asti et al., 2021; Suhaeni et al., 2022).

In this context, e-grocers such as Segari have emerged as promising innovations. Segari claims to offer a more efficient distribution system by reducing the number of intermediaries, enabling farmers to receive fairer prices while allowing consumers to access fresher products at more affordable rates. The platform integrates digital technologies with adaptive logistics through the use of dark stores fulfillment centers that do not serve walk-in customers and decentralized warehousing systems to shorten delivery times and maintain product quality (Varia, 2021). Consequently, Segari serves not merely as an e-commerce platform but as an ecosystem enabler that connects farmers, logistics partners, and consumers within an efficient and transparent digital supply chain. Furthermore, Segari's business model represents a concrete form of agricultural digitalization aimed at creating a win-win solution for all stakeholders (Hidayah et al., 2022). On one hand, farmers gain broader market access and fairer pricing mechanisms. On the other hand, consumers obtain fresh products at competitive prices with reliable quality assurance. However, several underlying challenges persist, including business scalability, dependency on digital and logistical infrastructure, and the need for adaptive and sustainable supply chain management. Additionally, consumer trust in the quality of fresh products purchased online remains a crucial factor influencing the success of e-grocer platforms (Susanto, 2023).

Finally, examining Segari's business architecture is crucial to understanding how digital transformation can be strategically implemented within the agricultural sector. Such analysis is essential not only to evaluate Segari's effectiveness as an e-grocer but also to identify key success factors, implementation barriers, and the long-term sustainability prospects of digital agribusiness models in Indonesia. A comprehensive understanding of these dimensions is expected to contribute to the development of policies and innovations in technology-based agriculture, ultimately supporting the realization of a more efficient, inclusive, and equitable food system.

LITERATURE REVIEW

This literature review examines previous studies relevant to the development of Segari's e-grocer business model, the digital transformation of the agricultural sector, and efforts to optimize food supply chains through technological innovation. Overall, the existing literature indicates that agribusiness digitalization is not merely a temporary trend but a structural strategy capable of improving economic efficiency, empowering farmers, and enhancing consumer experience. Afridhianika and Lestari (2025) emphasize the importance of implementing digital marketing

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strategies in the development of agricultural MSMEs. Their findings show that the adoption of digital marketing expands market access, increases product visibility, and strengthens the bargaining position of small-scale agribusiness actors. This suggests that digital transformation offers opportunities for farmers and agribusiness players to overcome the limitations of traditional distribution channels. In the context of Segari, this concept is reflected in the use of digital technology to connect farmers directly with consumers while reducing the number of intermediaries that typically dominate agricultural distribution. Furthermore, studies by Arvianti et al. (2019) and Setiawan (2024) highlight the significance of digital literacy in supporting successful technology adoption in agriculture. Limited digital skills among farmers remain a major barrier to utilizing agricultural e-commerce platforms. Farmers unfamiliar with digital transactions, app-based logistics, or traceability systems often fall behind in the transformation process. Thus, improving digital literacy is a fundamental requirement for ensuring that e-grocer models like Segari function optimally and inclusively. These findings underscore that digital technology is not only an infrastructural issue but also one of mindset transformation among key supply chain actors.

From the consumer behavior perspective, Asti et al. (2021) assert that trust, perceived value, and positive attitudes significantly influence repurchase intention in e-grocery services. Trust becomes especially crucial because consumers purchase fresh products without conducting direct physical inspection. This is supported by Hanifah (2022), who finds that consumer satisfaction and trust mediate the relationship between logistics service quality and customer loyalty. Hence, Segari's success depends not only on distribution efficiency but also on the company's ability to build long-term relationships through reliable services, on-time delivery, and transparent product information.

In the context of supply chain management, the study by Betti et al. (2021) contributes an important perspective on digital traceability as an instrument for enhancing transparency and sustainability within food distribution systems. Through traceability, every stage of the supply chain from farmers and warehouses to final consumers can be digitally monitored. This strengthens consumer confidence and provides incentives for farmers to maintain quality and safety standards. For Segari, traceability serves as a core foundation for building a reputation as an e-grocer that prioritizes freshness, safety, and product transparency. Moreover, Suhaeni et al. (2022) find that post COVID-19, there has been a significant increase in consumer acceptance of locally based e-grocery services. This behavioral shift is driven by growing demands for convenience, time efficiency, and safety in purchasing food products. The findings demonstrate a structural transition in urban consumption patterns in Indonesia, moving toward greater digitalization. This reinforces the argument that Segari's business model has strong sustainability prospects, supported by increasing digital readiness and consumer preference for online transactions. Conversely, Sudarwati and Nasution (2024) highlight the importance of multi-stakeholder collaboration in building an inclusive and sustainable digital agribusiness ecosystem. They argue that synergy between government, private sector, and farmer communities is essential for the success of digital technology implementation in agriculture. Such collaboration is needed to address infrastructural constraints, expand digital training programs, and develop regulatory frameworks that support business innovations like e-grocers. In Segari's case, public policy support and strategic partnerships with logistics providers and local producers are crucial for ensuring scalability and long-term operational resilience.

Overall, the reviewed literature suggests that Segari's e-grocer model represents a concrete manifestation of digital transformation that integrates marketing, logistics, and information technology to create value for both farmers and consumers. The literature also demonstrates that the success of such a model depends not only on technological efficiency but also on socio-economic factors such as digital literacy, consumer trust, and cross-sector collaboration. Thus, examining Segari's business model is essential for understanding how digitalization can serve as a strategic instrument for building a more equitable, efficient, and sustainable agricultural supply chain in Indonesia.

RESEARCH METHOD

This study employs a Systematic Literature Review (SLR) method with the aim of identifying, evaluating, and synthesizing prior research findings relevant to e-grocer business models in Indonesia particularly Segari within the context of agribusiness supply chain optimization and digital transformation in the agricultural sector. This method was selected because it enables researchers to obtain a comprehensive overview of existing research trends, gaps, and future directions in the development of agribusiness digitalization concepts.

The SLR approach differs from conventional narrative literature reviews in that it is systematic, transparent, and replicable (Kitchenham & Charters, 2007). Each stage of the review process is conducted by following standardized procedures designed to ensure the quality, rigor, and objectivity of the resulting synthesis.
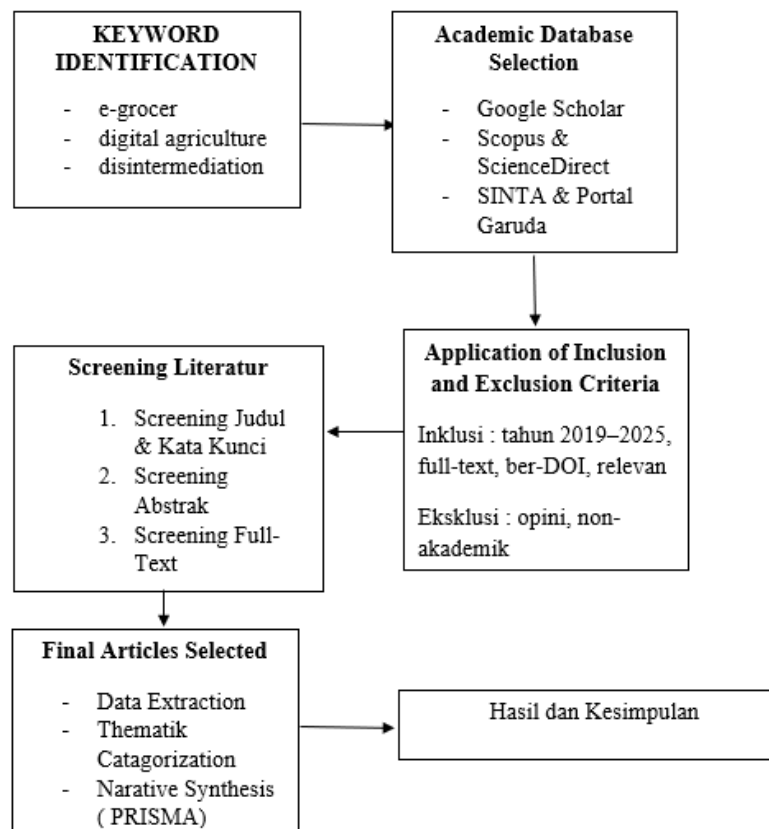
Focus and Scope of the Review

This review focuses on empirical and conceptual studies published between 2019 and 2025, with primary topics covering:Model bisnis *e-grocer* dan inovasi digital pada sektor pertanian;

- E-grocer business models and digital innovations in the agricultural sector;
- Optimization of agricultural supply chains and value chains;
- Digital transformation in agribusiness;
- The impact of digitalization on farmer welfare and consumer behavior;
- E-grocer models in Indonesia, with particular emphasis on Segari as a representative case study.

The selection of the 2019–2025 period is based on the increasing relevance of digitalization following the COVID-19 pandemic, which significantly accelerated the adoption of digital technologies in food distribution systems.

Data Collection Strategy and Process

Figure 1. Road Map of collection process carried out systematically through several stages

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a. Keyword Identification

The literature search was conducted using a combination of Indonesian and English keywords to ensure broad coverage. The keywords used included: *"e-grocer," "digital agriculture," "agri–supply chain optimization," "digital transformation in agriculture," "Segari Indonesia," "farm-to-consumer model," "farmers," "disintermediation,"* and *"consumer benefits."* These keywords were structured using Boolean operators such as **AND**, **OR**, and **NOT** to refine and narrow the search results in accordance with the research context.

b. Selection of Academic Databases

The literature sources were obtained from major academic databases that index reputable and DOI-registered journals, including:

• Google Scholar, to capture multidisciplinary literature;
• ScienceDirect and Scopus, to access high-quality international publications;
• Portal Garuda and SINTA (Science and Technology Index), to obtain accredited national journals relevant to the Indonesian context.

c. Inclusion and Exclusion Criteria

To ensure that the reviewed literature met the required relevance and quality standards, the following criteria were applied:

- **Inclusion Criteria:**
    1. Peer-reviewed journal articles or conference proceedings published between 2019 and 2025;
    2. Publications with a DOI and accessible in full text;
    3. Studies discussing e-commerce or e-grocery related to fresh or agricultural products;
    4. Literature relevant to supply chain management, agribusiness digitalization, or e-grocer business models in Indonesia;
    5. Studies presenting empirical findings, conceptual frameworks, or case studies that can be systematically analyzed.

- **Exclusion Criteria:**
    1. Opinion articles, popular news, or other non-academic sources;
    2. Publications lacking empirical data or not providing a clear methodological description;
    3. Literature outside the specified publication period;
    4. Studies discussing general e-commerce without relevance to the agribusiness or food sector.

Literature Selection and Screening

The screening process was conducted through three layers of evaluation to ensure source relevance and quality:

1. Initial screening based on titles and keywords to ensure alignment with topics related to e-grocers and agribusiness supply chains.
2. Second screening based on abstracts to determine whether the studies addressed the relationship between digitalization, farmers, and consumers.
3. Final screening based on full-text evaluation to verify the methodology, context, and contribution of each article to the topic of Segari or similar e-grocer models.

Following this selection process, a total of ten DOI-indexed journal articles met all inclusion criteria and were used as the primary sources for analysis.

Data Analysis and Synthesis Techniques

The analysis was conducted using a qualitative descriptive approach through three main stages:

1. **Data extraction**, which involved identifying key information from each article, including the authors, year of publication, research focus, methodology, main findings, and relevance to Segari and agribusiness digitalization themes.

2. **Thematic categorization**, in which the selected literature was grouped into major thematic areas such as digital transformation, e-grocer business models, consumer behavior, and supply chain sustainability.
3. **Sintesis naratif**, which involved organizing the extracted findings into overarching patterns that explain the trends, research gaps, and interrelationships among the studies.

The synthesis process followed the principles of PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to ensure transparency and to guarantee that each step of the data selection and analysis procedures remained traceable (Moher et al., 2009).

Validity and Reliability of the Review

To ensure the validity of the findings, cross-checking was performed between national and international sources to minimize local bias. Reliability was maintained by documenting every stage of the selection process in a review matrix that included the criteria used to assess the quality of each article. This approach ensures that the final results are not merely descriptive but offer a strong analytical synthesis that explains the Segari e-grocer phenomenon from both academic and practical perspectives.

Thus, this research method provides a systematic and transparent scientific framework for analyzing the literature on Segari's business model and the broader digital transformation of agriculture in Indonesia. The SLR approach not only maps previous research findings but also facilitates the identification of research gaps and future directions for developing innovative e-grocer business models.

Data Analysis

The collected data were analyzed using a descriptive synthetic approach. The authors identified key thematic areas, including the characteristics of traditional agricultural supply chains, the role of technology in e-grocer platforms, Segari's operational model (logistics, sourcing, and farmer partnerships), and the quantitative and qualitative impacts on farmer profitability and consumer satisfaction. The synthesis process was carried out to develop a theoretical and empirical framework explaining how Segari, as a representation of digital transformation, succeeds in creating value for the entire ecosystem

RESULTS AND DISCUSSION

Characteristics of the Segari Business Model and Supply Chain Disintermediation

Segari's business model represents a form of digital transformation in the agribusiness sector that aims to shorten traditional supply chains through a disintermediation mechanism (Varia, 2021). In conventional supply chains, farmers' harvests typically pass through several layers of intermediaries such as middlemen, local collectors, and wholesalers before reaching the final consumer. Each intermediary layer adds price margins but does not necessarily generate additional value for either farmers or consumers (Zain et al., 2025). Segari disrupts this structure by implementing a **platform-to-consumer (P2C)** model, wherein transactions, ordering, and distribution are conducted directly through a digital platform. In other words, Segari functions as an enabler that connects the production side (farmers) with the consumption side (urban consumers) within a more transparent, integrated, and efficient digital ecosystem.

Operationally, Segari employs a **dark store system**, consisting of small fulfillment hubs located strategically across the Greater Jakarta (Jabodetabek) area. This model enables extremely fast order fulfillment often within hours significantly improving service levels compared to general e-commerce platforms that rely on large centralized warehouses. This efficiency not only enhances customer satisfaction but also reduces storage costs and minimizes the risk of food loss associated with long transit times (Varia, 2021). Thus, Segari's business model not only optimizes **supply chain value** but also serves as a mechanism for redistributing economic value from intermediaries to primary actors farmers and consumers.

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Optimization of Farmer Profitability

The digital transformation implemented by Segari has a direct impact on increasing farmers' income through various economic and social mechanisms.

A. Fairer Selling Prices (Fair Price)

Through direct contract schemes and farmer partnerships, Segari effectively eliminates the dominant role of middlemen, who traditionally act as price setters and often determine prices unilaterally. The removal of these intermediary layers creates a more equitable transaction mechanism in which price determination is no longer driven by information asymmetry but is instead based on price transparency and negotiations informed by actual market data. This data-driven approach enables farmers to obtain more reasonable selling prices, with income increases reported at 15–30% compared to traditional distribution patterns (Zain et al., 2025; Hidayah et al., 2022).

This improvement demonstrates that digitalization not only accelerates transaction processes but also contributes to restructuring supply chain governance toward greater efficiency and fairness. These findings are aligned with Porter's (1985) concept of *value chain upgrading*, which asserts that the use of information technology can strengthen producers' bargaining power by reducing structural inefficiencies and increasing value added at each stage of the supply chain. In the context of Segari, digital efficiency facilitates the redistribution of economic value back to primary producers farmers thereby reinforcing upstream economic sustainability and fostering a more inclusive and competitive agribusiness ecosystem.

B. Expanded and More Stable Market Access

The presence of digital platforms provides strategic opportunities for farmers to access broader markets, particularly urban consumers who possess higher purchasing power and relatively stable demand. With application-based distribution channels, the marketing of agricultural products is no longer dependent on narrow local distribution networks but is redirected toward a more segmented and sustainable consumer base. This expanded market access directly contributes to greater demand certainty, reducing market fluctuations and minimizing price information asymmetry that has long disadvantaged farmers (Afridhianika & Lestari, 2025). In the context of Indonesia's agribusiness landscape, digital models such as Segari play a significant role in addressing **market fragmentation**, a condition in which agricultural markets are divided into small, poorly connected segments. This fragmentation has long been one of the structural barriers responsible for low agricultural productivity, limited access to market information, and weak bargaining power among small producers. Through digital system integration, Segari is able to consolidate these fragmented markets into a unified ecosystem where distribution, demand, and supply processes can be managed more transparently, rapidly, and in a data-driven manner. Thus, e-grocer models like Segari not only expand market access for farmers but also contribute to the broader restructuring of Indonesia's agribusiness sector by creating a more organized and competitive distribution channel capable of supporting sustainable improvements in agricultural productivity.

C. Data-Driven Feedback and Quality Standars

Segari implements a digital feedback loop system that enables all operational activities from sales data and product return rates to consumer preference patterns to be collected, analyzed, and converted into evaluative reports that are periodically delivered to partner farmers (Dipayanti et al., 2022). This data-based information is strategically valuable because it allows farmers to adjust their planting patterns, production volumes, and crop quality in alignment with shifting market demands. In other words, the system facilitates a transition from traditional farming practices to **data-driven farming**, a cultivation approach that relies on empirical data as the foundation for decision-making. This approach forms the basis of **precision agriculture**, where production efficiency, quality consistency, and yield predictability can be significantly enhanced.

Furthermore, the integration of a **traceability system** within Segari's operations strengthens consumer trust in local agricultural products, as every stage of the product journey from cultivation location and harvest date to sorting processes and delivery can be transparently tracked. This high level of traceability not only ensures food safety but also increases consumers' perceived value of the products they purchase. For farmers, traceability systems create opportunities to obtain **premium pricing**, especially for those who meet specific quality standards and produce consistently high-quality outputs (Betti et al., 2021). Thus, the presence of digital technology not only enhances the connectivity between farmers and consumers but also encourages the development of a more adaptive, competitive, and quality-oriented agricultural model.

Enhanced Consumer Value and Satisfaction

In addition to generating economic impact at the upstream level, Segari's e-grocer model also provides significant added value for end consumers, particularly in terms of product quality, transparency, and user experience.

A. Superior Product Quality and Freshness

The shorter supply chain implemented by Segari enables agricultural products to reach consumers with significantly reduced transit time compared to traditional distribution systems. This streamlined distribution channel greatly enhances *time-to-table efficiency*, thereby preserving product freshness and minimizing physical damage or quality degradation during delivery. The application of a dark-store–based logistics system and decentralized fulfillment further accelerates distribution processes, resulting in up to a 20% reduction in post-harvest loss compared to longer, conventional supply chains that are more prone to quality deterioration (Wani et al., 2021).

This high level of efficiency serves as one of the key value propositions for urban consumers, who generally exhibit strong preferences for fresh, high-quality, and safe-to-consume products. Moreover, shorter storage duration and minimal product handling throughout distribution help maintain optimal sensory attributes such as texture, color, and aroma. Within the increasingly competitive e-grocery landscape, Segari's ability to preserve product freshness not only enhances consumer satisfaction but also strengthens the company's positioning as a reliable and standardized provider of fresh food products. Thus, product quality and freshness represent strategic dimensions that shape customer loyalty and serve as essential differentiators of Segari's operational excellence as an e-grocer platform.

B. Competitive Pricing and Information Transparency

The implementation of disintermediation within Segari's business model allows the company to offer more competitive prices without reducing farmers' profit margins. By eliminating several intermediary roles inherent in traditional supply chains, Segari is able to optimize cost structures and reduce the price markups that typically accumulate at each distribution layer. These efficiencies are then passed on to consumers in the form of more affordable prices, thereby enhancing platform competitiveness and generating more equitable economic value for all stakeholders. This model has become a key factor in attracting urban consumers who are increasingly selective about the balance between quality and price when purchasing fresh food products.

In addition, Segari places strong emphasis on **information transparency** as a core component of its consumer relationship strategy. The platform provides essential information such as product origin, harvest date, sorting processes, and real-time delivery status. This level of openness not only reduces consumer uncertainty regarding the quality of fresh products purchased online but also builds trust and enhances the perceived reliability of the service. Such transparency reinforces Segari's **brand integrity** as an ethical, accountable, and responsible local platform (Varia, 2021). In the context of rising consumer demand for food safety and product traceability, this approach serves as a strategic differentiator that strengthens Segari's position within the competitive e-grocery market.

C. Pengalaman Pengguna (*User Experience*) dan Kualitas Layanan Logistik

Segari mengadopsi prinsip customer-centric design dengan mengutamakan kemudahan dan kenyamanan pengguna pada setiap aspek pelayanan. Hal ini tercermin melalui antarmuka aplikasi yang intuitif, navigasi yang sederhana, serta fitur pemesanan yang dirancang untuk meminimalkan hambatan dalam proses transaksi. Selain itu, Segari menyediakan berbagai opsi pembayaran yang fleksibel serta layanan pelanggan yang responsif dalam menangani keluhan dan pertanyaan. Menurut Asti et al. (2021) dan Suhaeni et al. (2022), kepuasan pengguna pada layanan e-grocery sangat dipengaruhi oleh dua dimensi utama, yaitu Logistics Service Quality (LSQ) yang mencakup kecepatan, ketepatan, dan kondisi barang saat diterima, serta Policy Service Quality (PSQ) yang meliputi kejelasan kebijakan, kemudahan prosedur, dan perlindungan hak konsumen. Segari berupaya memenuhi keduanya melalui integrasi sistem dan desain layanan yang berorientasi pada kenyamanan pengguna.

Segari berhasil mengoptimalkan aspek LSQ dan PSQ dengan menyediakan fitur pelacakan pesanan secara real-time, mekanisme pengembalian produk yang mudah, serta layanan pengiriman cepat melalui sistem dark store yang terdesentralisasi. Efisiensi logistik tersebut tidak hanya meningkatkan keandalan layanan, tetapi juga memperkuat rasa aman dan kepercayaan konsumen terhadap platform. Seiring meningkatnya pengalaman pengguna yang positif, terbentuklah customer loyalty loop, yaitu siklus loyalitas di mana kepuasan pengguna mendorong penggunaan ulang, rekomendasi, dan engagement yang lebih tinggi. Hal ini pada akhirnya memperkuat posisi Segari sebagai salah satu pemain dominan di pasar e-grocery Indonesia, sekaligus membedakannya dari kompetitor melalui kombinasi nilai, pengalaman, dan kualitas layanan.

User Experience and Logistics Service Quality

Segari adopts a customer-centric design approach by prioritizing user convenience and comfort across all service dimensions. This is reflected in its intuitive application interface, streamlined navigation, and ordering features designed to minimize friction throughout the transaction process. In addition, Segari provides flexible payment options and responsive customer support to address inquiries and complaints effectively. According to Asti et al. (2021) and Suhaeni et al. (2022), user satisfaction in e-grocery platforms is strongly influenced by two primary dimensions: **Logistics Service Quality (LSQ)** which includes delivery speed, accuracy, and product condition upon arrival and **Policy Service Quality (PSQ)** which encompasses policy clarity, procedural simplicity, and consumer protection. Segari seeks to meet both dimensions through integrated systems and service design tailored to enhance user convenience.

Segari successfully optimizes LSQ and PSQ by offering real-time order tracking, a hassle-free product return mechanism, and fast delivery enabled by its decentralized dark-store system. These logistical efficiencies not only enhance service reliability but also strengthen consumers' sense of security and trust in the platform. As positive user experiences accumulate, they create a **customer loyalty loop**, where satisfaction drives repeat usage, word-of-mouth recommendations, and greater consumer engagement. Ultimately, this reinforces Segari's position as one of Indonesia's leading e-grocery players and distinguishes it from competitors through its strong combination of value creation, user experience, and high-quality service delivery.

General Synthesis

The literature review indicates that Segari demonstrates how the e-grocer model is not merely a technological transformation, but a structural reform of the agribusiness sector that integrates economic, social, and technological value. Through disintermediation, Segari simultaneously optimizes farmer welfare and enhances consumer satisfaction, making it a concrete example of inclusive digital economy implementation within Indonesia's agricultural sector.

CONCLUSION AND RECOMMENDATION

This study concludes that the Segari e-grocer model represents a concrete form of digital transformation that has successfully reshaped the structure of Indonesia's agribusiness supply chain. Through the effective implementation of disintermediation strategies, Segari has shortened the distribution chain by directly connecting farmers and consumers through a transparent and efficient digital platform. This approach not only enhances operational efficiency but also creates new economic value in a win–win arrangement, where farmers receive fairer prices while consumers benefit from fresh products at competitive prices. From the farmers' perspective, Segari contributes to improved welfare by providing wider market access and more stable demand. Price transparency and data-driven feedback systems encourage farmers to shift toward more adaptive and quality-oriented production behaviors. This reflects the emergence of a new pattern in digital agribusiness—data-driven farming—in which farmers begin integrating production decisions with real-time market information. For consumers, Segari delivers a more efficient, rapid, and reliable shopping experience through its dark-store system, fast delivery (including same-day service), and user-friendly application interface. Segari's ability to maintain consistent product quality and service reliability demonstrates how technology can enhance customer experience and strengthen consumer loyalty within the highly time- and quality-sensitive fresh food sector. Theoretically, the findings of this study expand the understanding of digital value chain integration within the Indonesian agribusiness context. Segari's model can be interpreted as a hybrid digital ecosystem, where digital technology functions not only as a transaction medium but also as a mechanism for value creation, profit distribution, and relationship management among supply chain actors. These findings also reinforce the shared value theory (Porter & Kramer, 2011), which posits that business innovation can generate both economic and social value simultaneously without compromising either dimension.

For future research, it is recommended that empirical studies employ mixed-methods approaches to quantify economic impacts and explore the social dynamics underpinning digital interactions between farmers and consumers. Future studies may also investigate how technologies such as artificial intelligence (AI), blockchain, and the Internet of Things (IoT) can enhance transparency, efficiency, and sustainability within Indonesia's e-grocer systems. In conclusion, this review contributes not only to theoretical insights regarding digital integration in agribusiness but also offers practical recommendations for policymakers and industry practitioners to accelerate the transformation of national food systems toward greater efficiency, inclusiveness, and sustainability.

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