Challenges And Optimization Strategies Of Shopee Indonesia To Face Digital Economy 2030

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ABSTRACT. This study examines the challenges and optimization strategies of Shopee Indonesia in navigating the rapidly evolving digital economy toward 2030. Using a descriptive qualitative approach, this research analyzes multidimensional factors that shape Shopee's competitiveness and long-term business sustainability, including technological advancement, regulatory transformation, consumer behavior dynamics, and logistical efficiency. The findings indicate that Shopee encounters various strategic challenges, such as increasingly fierce competition with major e-commerce players like Tokopedia, Lazada, and TikTok Shop; rapid shifts in user preferences driven by social-commerce trends; and the impact of government policies related to digital taxation, data protection, and fair competition. In addition, Shopee faces internal challenges connected to cybersecurity risks, platform trust, and the need for continuous improvement in supply-chain integration. To address these issues, Shopee implements a series of adaptive strategies that emphasize technological innovation—including the utilization of artificial intelligence, automation, and big data analytics—to enhance personalization, operational efficiency, and risk mitigation. Shopee also strengthens MSME empowerment programs, improves customer experience through advanced service features, and develops an end-to-end logistics ecosystem designed to accelerate delivery performance. Looking toward 2030, Shopee's optimization efforts focus on sustainable digital transformation, cross-sector collaboration, the adoption of environmentally friendly logistics (green logistics), and the enhancement of digital literacy for its workforce. These strategies demonstrate Shopee's proactive adaptation in supporting the national e-commerce landscape and contribute to Indonesia's inclusive and sustainable digital economic growth.

Keywords: Shopee Indonesia, digital economy, optimization strategy, technological innovation, MSMEs, logistics.

INTRODUCTION

In today's digital era, the development of information and communication technology has brought significant changes to various aspects of human life, including international trade. The widespread, fast, and affordable access to the internet has greatly facilitated information acquisition and streamlined cross-border trade transactions. The digital era has spawned various innovations in trade that have transformed the interactions between companies, consumers, and business partners. These innovations are embodied in technological systems known as electronic commerce (Istiqomah et al., 2024). The presence of e-commerce not only provides consumers

with easier access to products and services but also creates strategic opportunities for Micro, Small, and Medium Enterprises (MSMEs) to expand their markets beyond geographical boundaries. This condition has shaped a more dynamic and competitive business ecosystem, where adaptability, innovation, and speed in decision-making become key determinants of success (Arjang, Wadu, & Kraugusteeliana, 2025). Shopee Indonesia is one of the e-commerce platforms that has successfully leveraged digitalization. Beyond functioning as a marketplace connecting sellers and buyers, Shopee has developed various features and business strategies that enhance its competitiveness in national and regional markets. Programs such as free shipping, cashback, flash sales, gamification, customer review systems, and integrated logistics services have proven effective in increasing customer satisfaction and user loyalty. Empirical studies indicate that electronic service quality (e-service quality) and e-logistics performance significantly influence customer satisfaction and loyalty on the Shopee platform (Farika & Sari, 2025). Moreover, based on the DeLone & McLean evaluation model, system quality, information quality, and service quality are key determinants of Shopee's success as the largest e-commerce application in Indonesia. Studies such as the Marketplace Application Success Analysis using Modified DeLone & McLean confirm that reliable information system performance and effective customer service interactions contribute to increased user satisfaction and loyalty (Sinulingga & Hartomo, 2022).

Nevertheless, Shopee's success is not without strategic challenges. Intense competition with major players such as Tokopedia, Lazada, and TikTok Shop requires Shopee to continually innovate and maintain its competitive advantage. In addition, increasingly complex consumer behavior, evolving government regulations (particularly regarding personal data protection and digital taxation), and the need for efficient technological and logistics infrastructure are critical factors for Shopee's business sustainability. To address these dynamics, Shopee Indonesia focuses not only on short-term problem-solving but also on optimizing long-term strategies. These efforts are realized through sustained investments in digital technology (such as AI, big data, and intelligent recommendation systems), strengthening partnerships with MSMEs, improving customer service quality, and expanding the national logistics network. Shopee also emphasizes adaptive digital marketing strategies, utilizing social media, influencer marketing, and data-driven approaches to better understand consumer needs.

Analyzing Shopee Indonesia's challenges, solutions, and strategic optimization efforts in navigating the digital economy toward 2030 is crucial for understanding how e-commerce companies can sustain their business amid rapid technological and market behavioral changes. This research is expected to provide meaningful contributions to industry practitioners, academics, and policymakers in maximizing the potential of the digital economy as a driver of sustainable economic growth in Indonesia..

LITERATURE REVIEW

The digital economy has become a key driver of business transformation, with e-commerce one of the most dynamic sectors. The role of data, information technology and innovation are determining factors for a company's success in facing global competition. (Gurendrawati et al. 2022) E-commerce like Shopee faces strategic challenges in the form of intense competition, changes in consumer behavior, government regulations, as well as the need for logistics infrastructure and cyber security. These factors require companies to continue to innovate and adapt. This research shows that Shopee Indonesia faces increasingly complex digital economic dynamics approaching 2030. The main challenges it faces include intense competition with other large e-commerce platforms, changes in consumer behavior and preferences, government regulations regarding data protection and digital taxes, as well as the need to improve logistics infrastructure and system security. (Meilany Putri et. 2024)

To face these challenges, Shopee implements various strategies based on technological innovation such as the use of artificial intelligence, big data, logistics automation, and the development of digital intelligence-based features. In addition, strengthening support for MSMEs, improving the quality of customer service, and expanding the national logistics network are key steps in maintaining competitiveness. The results of the analysis also show that e-service quality, e-logistics performance, and the effectiveness of information systems based on the Delone & McLean model are important factors in building satisfaction and loyalty of Shopee users. This effort

supports Shopee's success as the dominant e-commerce platform in Indonesia. (Gurendrawati et al. 2022). Optimizing Shopee Indonesia's Strategy Towards 2030.

a. Sustainable Digital Transformation
- Hyper-Targeted AI & Personalization : Shopee is now developing more sophisticated AI algorithms to analyze user behavior in real-time, producing more precise product recommendations.
- Big Data & Cloud Computing : Used to predict shopping trends, manage transaction spikes, and maintain system scalability.
- Blockchain & Cybersecurity: Transaction transparency and consumer data protection are increasingly strengthened in the face of personal data protection regulations.
- Metaverse Commerce : Shopee is starting to explore interactive virtual shopping experiences as a long-term differentiation.

b. Empowerment of MSMEs
- Shopee Academy 2.0: Training module based on sector needs (fashion, culinary, crafts) with a practical approach.
- Access to Microfinance: Collaboration with fintech and banks to expand MSME working capital.
- Export of Local Products International logistics support so that MSMEs can enter the global market.
- Optimizing MSME empowerment will strengthen the national e-commerce ecosystem and support digital economic inclusion.

c. Sustainable Logistics (Green Logistics) : Optimizing green logistics supports the national sustainability agenda while improving Shopee's image.
- Shopee Express Smart Hub: IoT-based smart warehouse for distribution efficiency.
- Electric Vehicles & AI Routes Use of environmentally friendly transportation and AI algorithms to reduce costs and carbon emissions.
- Green Logistics Startup Collaboration : Accelerate the adoption of sustainable technologies in the logistics sector.

d. Digital Service Quality: Optimizing digital services increases consumer satisfaction and loyalty, which is a strategic asset for Shopee.
- E-Service Quality: Focus on application speed, transaction security and navigation convenience.
- Big Data Based CRM: Customer service is more personal and proactive.
- Customer Experience (CX) Lab: Innovation laboratory to test new services before implementation.

e. Cross-Sector Partnerships: Optimizing cross-sector partnerships strengthens an inclusive ecosystem involving MSMEs, consumers and the government.
  - Collaboration with the Government: Support for national digital literacy programs and digital tax compliance.
  - Alliance with Fintech & Banking: Expanding access to digital payments and microcredit.
  - Partnerships with Global Technology Companies: Adopt the latest innovations to strengthen competitiveness.

Shopee Indonesia faces increasingly complex digital economic dynamics approaching 2030, marked by intense competition, changes in consumer behavior, government regulations, as well as the need for logistics infrastructure and cyber security. By optimizing this strategy, Shopee has the potential to become a national e-commerce role model that not only excels in global competition, but is also able to encourage the development of Indonesia's digital economy in an inclusive, competitive and sustainable manner towards 2030. Overall, optimizing Shopee Indonesia's strategy requires a long-term approach that includes sustainable digital transformation, cross-sector partnerships, the implementation of green logistics, and increasing the digital literacy of human resources. If these strategies continue to be strengthened, Shopee has the potential to become a model company that is able to encourage the development of the national e-commerce

ecosystem while strengthening Indonesia's digital economy in an inclusive and sustainable manner towards 2030.

RESEARCH METHODOLOGY

This study employs a descriptive qualitative approach aimed at gaining an in-depth understanding of the challenges, solutions, and optimization efforts undertaken by Shopee Indonesia in responding to the dynamics of the digital economy toward 2030. The qualitative approach was chosen because it allows for a comprehensive and contextual exploration of phenomena based on the experiences, perceptions, and strategies implemented by individuals directly involved in the Shopee ecosystem (Henderi et al., 2024).

Type and Research Approach

This study adopts a descriptive-analytical research design, in which the researcher seeks to describe the existing realities and analyze the strategies implemented by Shopee Indonesia. Through this approach, the research not only outlines the challenges faced but also evaluates the effectiveness of the solutions and optimization strategies undertaken by the company to maintain its competitiveness in the era of the digital economy (Sahilah et al., 2023).

Data Sources and Data Collection Techniques

The research data were collected using a combination of primary and secondary sources.
a. Primary data were obtained through in-depth interviews with several key informants who are directly connected to the Shopee Indonesia ecosystem, including internal management, MSME practitioners partnering with Shopee, and active consumers using the platform.
b. Secondary data were gathered from various sources, such as Shopee's annual reports, official company publications, academic journal articles, digital economy news, and other supporting documents relevant to the research topic (Lestari & Nurhadi, 2023).

In addition to interviews, the researcher also conducted non-participant observation of promotional activities, digital marketing strategies, and user interactions within the Shopee application to obtain factual insights into the company's operational dynamics.3. Teknik Analisis Data

Data Analysis

Data were analyzed using the thematic analysis method, which involves identifying, categorizing, and interpreting key themes that emerged from interviews, observations, and documentation. The analysis process consisted of several stages (Qomaruddin & Sa'diyah, 2024):
a) **Data reduction**, which involves selecting and filtering relevant information related to Shopee's challenges, solutions, and strategies.
b) **Categorization**, by organizing the data into thematic groups such as technological innovation, marketing strategies, logistics, MSMEs, and regulatory aspects.
c) **Conclusion drawing and verification**, aimed at understanding the relationships among themes and formulating valid and coherent analytical findings.

Data Validity and Research Focus

To ensure the credibility of the research findings, source and method triangulation was applied by comparing interview data with the results of observations and official documents. This approach was used to enhance the validity and reliability of the study, thereby providing an objective depiction of the strategies and challenges faced by Shopee Indonesia (Muslim, 2025). This study is focused on three main aspects:
a) Identifying the key challenges faced by Shopee Indonesia in navigating the digital economy toward 2030.
b) Analyzing the strategic solutions implemented by the company to overcome these challenges.

c) Evaluating and optimizing long-term strategies, including technological innovation, the strengthening of the MSME ecosystem, and the development of logistics systems and customer service.

Through this methodological approach, the research is expected to provide a comprehensive and in-depth understanding of Shopee Indonesia's business model in the digital economy era, while also serving as a strategic reference for the development of the national e-commerce sector in addressing global challenges leading up to 2030.

RESULTS AND DISCUSSION

This section presents the findings of the analysis regarding the key challenges, strategic solutions, and optimization efforts undertaken by Shopee Indonesia in responding to changes and increasing competition in the digital economy era. The data obtained from interviews, observations, and document analysis reveal the dynamics of Shopee's business operations from multiple perspectives.

Challenges Faced by Shopee Indonesia in Navigating the Digital Economy
Intense Competition in the E-commerce Industry

Shopee Indonesia faces increasingly intense competition from other platforms such as Tokopedia, Lazada, TikTok Shop, and Blibli. This competition extends beyond pricing and promotional strategies to include technological capabilities, delivery speed, user experience, and customer loyalty. Shopee's market dominance is now being challenged by live-commerce-based platforms like TikTok Shop, which offer highly interactive and personalized shopping experiences.

Shifts in Consumer Behavior and Preferences

Contemporary digital consumers demand fast, secure, and highly personalized transactions. Trends such as mobile app–based shopping, the adoption of digital payment methods (e-wallets), and the growing importance of after-sales services have become key factors. Shopee is required to continuously adapt to these changes to maintain its relevance, particularly among younger consumers, who represent its largest market segment..

Government Regulations and Policy Challenges

Shopee also faces challenges arising from the continuously evolving e-commerce regulations. The Indonesian government has introduced new policies related to digital taxation, personal data protection, and oversight of cross-border trade. While these regulations are important for ensuring market fairness, they also require companies to adjust their internal systems and incur additional operational costs.

Technological Infrastructure and Data Security

As a platform handling millions of daily transactions, Shopee must ensure system stability, fast access, and the security of user data. Major challenges arise during traffic surges (such as during large promotional events like 11.11 and 12.12), where potential system disruptions can undermine user trust. In addition, threats such as cyberattacks and personal data breaches remain critical issues that must be addressed with advanced security technologies.

Logistics and Supply Chain Efficiency

Logistics is a vital element in the success of e-commerce businesses. Although Shopee operates its own delivery service through Shopee Express, the company still faces challenges in areas with limited accessibility, delayed deliveries, and high distribution costs. Optimizing the supply chain system is crucial to ensure a consistent customer experience across all regions of Indonesia.

Legal and Regulatory Barriers to the Digital Economy (Kennedy 2024)
1. Overlapping Regulations Between Agencies

Many regulations are issued by different ministries (e.g., Ministry of Communication and Information, Ministry of Trade, Ministry of Finance, etc.) and are not yet harmoniously integrated. For example, differences in the interpretation of e-commerce rules and digital consumer protection can confuse business actors (Diah & Wiraguna, 2024).

2. Inconsistent Protectionist Policies

The government has, at times, banned TikTok Shop for allegedly harming local MSMEs, but there is still no clear and consistent regulation applicable to all digital platforms. Shopee and other platforms must continuously adapt to sudden regulatory changes that can disrupt long-term strategies (Kaffah & Badriyah, 2024).

3. Limited Personal Data Protection Regulation

The Personal Data Protection Law (UU PDP) has recently been enacted, but its implementation remains limited and does not fully protect consumers from data breaches. Platforms like Shopee face challenges in building trust without a strong legal framework (Sagena & Sari, 2025; Emy et al., 2023).

4. Disproportionate Digital Tax Obligations

Some digital businesses are taxed at the same rate as large corporations, even though their scale and profit margins differ significantly. This can hinder the growth of emerging startups and digital MSMEs (Tesalonika & Wala, 2025).

5. Lack of Regulations for Platform-Based Creative Economy

There are currently no specific rules governing live commerce, influencer marketing, and digital content monetization. Shopee Live and other interactive features operate in a legal gray area, which may pose risks in the future.There are some legal aspects of digital economy which contradict or not yet available, such as the followings:

1. Digital Tax and the Principle of Permanent Establishment
a) Issue: Many foreign digital companies (e.g., advertising platforms or cloud services) do not have a physical presence in Indonesia, and therefore are not taxed under the Permanent Establishment principle.
b) Incomplete Solution: The government introduced the concept of Significant Economic Presence (SEP) to levy taxes on foreign digital entities; however, its implementation still faces conceptual and legal challenges.
2. Personal Data Protection
a) PDP Law (2022): Enacted, but not yet fully implemented technically and institutionally (Sagena & Sari, 2025).
b) Conflict: Many digital platforms do not yet have data management systems that comply with PDP standards, particularly regarding explicit consent, access rights, and data deletion (Matheus & Gunadi, 2023).
3. Platform Business Model and Legal Status
a) Legal Uncertainty: It is unclear whether platforms such as Shopee, Tokopedia, or TikTok Shop act as service providers, distributors, or agents. This status affects legal responsibilities toward consumers and sellers.
b) Risk: In case of disputes (e.g., fraud or damaged goods), there is no clear legal guidance on who holds direct responsibility (Kaffah & Badriyah, 2024).
4. Cybersecurity and Digital Crimes
a) IT Law and Its Regulations: Current regulations are not sufficiently specific to address cyberattacks targeting e-commerce or fintech platforms.
b) Legal Gaps: Many cases of data breaches and digital fraud cannot be effectively prosecuted due to the lack of digital evidence or adaptive legal procedures (Kaffah & Badriyah, 2024).
5. Intellectual Property Rights (IPR) in Digital Products
a) Issue: Many digital MSMEs do not understand or register IPR for their products (designs, trademarks, digital content).

b) Conflict: Platforms can become venues for IPR violations, yet there is no clear mechanism for mediation or legal enforcement in the digital domain.

Strategic Solutions Implemented by Shopee Indonesia

a. Technological Innovation and Digital Transformation

Shopee has made significant investments in artificial intelligence (AI), big data analytics, and machine learning to understand user behavior and improve product recommendation systems. These technologies are also utilized for transaction fraud detection, price optimization, and enhancing data security (Al Humairah, 2025).

b. Strengthening the MSME Ecosystem

Shopee actively develops MSME empowerment programs, such as the Shopee Campus MSME and Shopee Export Program, which assist small and medium enterprises in improving digital literacy, accessing global markets, and enhancing online marketing capabilities. These initiatives not only expand the seller base but also reinforce Shopee's image as a strategic partner of the government in advancing the national digital economy.

c. Improving Customer Service Quality

Shopee enhances its 24-hour customer service system, improves live chat features, and introduces transparent rating and review systems to build buyer trust. Additionally, the Shopee Guarantee feature provides transaction security, which is a key factor in maintaining user loyalty (Mustika Asih, 2024).

d. Development of an Integrated Logistics System

Through Shopee Express, the company seeks to increase delivery efficiency by expanding the network of warehouses, distribution centers, and local logistics partners. Integration of real-time tracking systems and warehouse management automation is also implemented to minimize delivery errors and accelerate distribution processes.

e. Digital Marketing Strategies and Consumer Engagement

Shopee implements data-driven digital marketing strategies, leveraging social media, influencer marketing, and large promotional campaigns such as Shopee 9.9, 11.11, and 12.12 Big Sale. This approach is combined with gamification elements and live streaming commerce, enhancing user interaction and emotional engagement, particularly among younger consumers (Hermawan, 2022).

Digital Business: Ensuring Legality and Sustainability

To ensure that all operational aspects comply with the latest regulations (Personal Data Protection Law, Electronic Information and Transactions Law, E-commerce Regulations, and Digital Taxation). Objective: To ensure that all operational aspects comply with the latest regulations (Personal Data Protection Law, Electronic Information and Transactions Law, E-commerce Regulations, and Digital Taxation).

Steps:

a) Establish an internal legal team or consult with a digital law firm.

b) Conduct periodic audits of privacy policies, seller contracts, and transaction mechanisms.

c) Implement a compliance checklist based on Indonesian regulations.

Optimization of Shopee's Strategy Toward 2030

To address long-term challenges, Shopee Indonesia needs to implement sustainable strategy optimization in the following areas (Ardika, 2025):

- Advanced Digital Transformation – Implement generative AI, predictive analytics, and supply chain automation to enhance operational efficiency and customer satisfaction.
- Multi-Sector Collaboration – Expand partnerships with government, financial institutions, and technology startups to strengthen digital infrastructure and financial inclusion.
- Sustainability & Green Logistics – Develop environmentally friendly logistics systems through the use of electric vehicles, sustainable packaging, and energy efficiency in distribution centers.

520| HUMANIS (Humanities, Management and Science Proceedings) Vol. 06, No.1, December 2025

Special issue: HUMANIS 2025 The Application Of Artificial Intelligence To Develop Digital Transformation In Operational Management

- Cybersecurity and Data Ethics Strengthening – Ensure personal data protection and compliance with increasingly stringent privacy regulations.
- Enhancement of Digital Human Capital Competence – Train employees and MSME partners to develop adaptive capabilities for new technologies and changes in the digital market (Widiantara, 2018).

These optimization efforts are expected to strengthen Shopee's position as a leader in Indonesia's e-commerce ecosystem and serve as a model of success in the national digital economy transformation.

CONCLUSION AND RECOMMENDATIONS

Based on the analysis, it can be concluded that Shopee Indonesia has successfully leveraged digitalization, becoming one of the leading players in the national e-commerce industry. However, despite its success, Shopee faces various strategic challenges, including intensifying competition, shifting consumer behavior, government regulatory demands, data security issues, and logistics efficiency. To address these challenges, Shopee has implemented a range of innovative solutions and strategies, such as at least, Investing in digital technologies through artificial intelligence (AI), big data analytics, and cybersecurity systems, Empowering MSMEs through training programs, digital mentoring, and local product export initiatives, Strengthening customer service and integrated logistics systems to enhance delivery speed and user satisfaction, Implementing adaptive and creative marketing strategies, including gamification and live commerce, to increase consumer engagement and Looking ahead, Shopee's strategy optimization toward 2030 should focus on four main priorities, such as, continuous innovation and deep digital transformation,cross-sector collaboration and strategic partnerships, implementation of sustainability principles in logistics operations,strengthening digital literacy and human resource competencies across the business ecosystem. For Shopee Indonesia, it is recommended to further strengthen technology integration and user data security, as well as to develop efficient and environmentally friendly green logistics systems. For MSMEs, improving digital literacy is essential to fully leverage Shopee's ecosystem to expand market reach and enhance the competitiveness of local products. For government and policymakers, balanced regulations should be formulated to support e-commerce growth while ensuring consumer protection, data security, and equitable digital infrastructure across Indonesia. it is also suggested to conduct quantitative or longitudinal studies to assess the effectiveness of Shopee's strategies over time and to compare its business model with major competitors in the Southeast Asian e-commerce sector.

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