

Business Model Improvement: A Study Case of Channeling through E-commerce

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ABSTRACT

Micro, Small, and Medium Enterprises or MSMEs contribute to domestic economic growth. However, in the course of business, MSMEs still have obstacles. From the standpoint of internal, namely aspects of non-financial capacity such as management, personnel, marketing, and production, as well as financial aspects such as access to sources of financing, profitability management, and profit growth. External factors, namely political, economic, social, technological, and health situations, have an impact on the stability of business performance. Advances in technology, supported by infrastructure and ease of regulation, have encouraged the growth and development of digital-based businesses. This business coaching method focused on the activities at XYZ's Crackers Business, an Indonesian MSME. The purpose of this business coaching activity is to develop marketing channels for XYZ businesses. Data was collected through interviews, observations and surveys. The data is then collected and analyzed through Business Model Canvas analysis, SWOT and TOWS Business Model Canvas analysis, PESTEL analysis, market opportunity analysis (STP), Marketing Mix analysis, and Gap analysis. The solution obtained is to improve the business model, namely the channel element in the form of adding an online store through e-commerce.

Keywords: Business Coaching, Business Model, Channel, Coaching, Online

JEL Classification Codes: M10, F43, L30, L81

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are businesses that carry out activities in various types of industries, such as manufacturing, trading and the service industries. According to Law No. 20 of 2008 on Micro, Small, and Medium Enterprises, MSMEs have the goal of expanding their operations so that they can contribute to domestic economic growth.

Based on data from the Ministry of Cooperatives and Small and Medium Enterprises, the following is data on the development of MSMEs and large enterprises in 2017 – 2018. MSMEs have a contribution to the economy of 54.93% of 2017 GDP and 54.88% of 2018 GDP, experiencing growth in the number of units of 2.02% in 2018 from 2017, and have the capability to create jobs, with the workforce experiencing growth in 2018 of 0.47% (The Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, 2020). The important role of MSMEs in the national economy can certainly support economic growth through business movements that can create income for the workers they employ and encourage their purchasing power and meet the demands of the community. From this data, MSMEs contribute to domestic economic growth. However, in the course of business, MSMEs still have obstacles. MSMEs need to prepare, develop, and update themselves to be able to compete in a competitive situation that has created pressure along with the emergence of the role of technology and the changing behavior of very demanding consumers.

Technological advances supported by infrastructure and ease of regulation have driven the growth and development of digital-based businesses. The results of the 2020 E-Commerce Survey, where every year there is an increase in the number of new businesses operating. It is recorded that 45.93 percent of new businesses started operations in the 2017-2019 period. As many as 38.58 percent of businesses have started their businesses in the period 2010 - 2016, and only 15.49 percent of businesses have been operating for more than ten years. The massive development of internet technology in recent years has had an impact on various fields, including the trade sector. The ease of accessing the internet has increased the quality and quantity of trade. Many business actors who initially sold using a conventional system are now becoming interested in opening a business online (Central Bureau of Statistics, 2020). The government states that digitization is an important part of the transformation program for MSMEs and cooperatives. What's more, currently, people's consumption patterns have changed due to the Covid-19 pandemic. Consumers prefer to shop online because it is considered to reduce the risk of transmitting a virus. This new trend will become a habit of society for the foreseeable future (Media Indonesia, 2021). This situation is inevitable because now is the era of digitalization, so it requires new, innovative approaches to be able to also get new target market opportunities, such as the role of online platforms to support the accelerated increase in customer expansion, which is expected to improve business performance. Understanding of the shift in consumer behavior needs to be anticipated by providing other media as a customer channel that makes it easier for customers to get the value offered by MSMEs. Yusuf (2020), in his article, provides information on the estimated 26 million new jobs in 2022 as a result of the digital economy, which is mostly influenced by the development of micro, small and medium enterprises (MSMEs).

On the monetary front, Bank Indonesia (BI) Governor Perry Warjiyo stated that transforming food MSMEs into a digitally connected ecosystem is critical for economic recovery, price stability, and improving people's welfare. In order to make the shift to food MSMEs successful on a global scale, four key strategies must be applied. First, the term "corporatization" refers to the process of turning a business into a corporation. The second phase comprises improving finance and marketing production capabilities. The third phase involves increasing access to financing, including financial technology, from both banking and non-banking sources (fintech). The fourth step is digitalization, both in terms of manufacturing and marketing (Kristanus, 2020).

Bank Indonesia has also taken policy steps as a follow-up to the policy synergy of the Financial System Stability Committee (KSSK) in the Integrated Policy Package for Increasing Business Financing in the context of Accelerating Economic Recovery, one of which is encouraging collaboration between e-commerce, MSMEs and the government to strengthen the power and competitiveness of domestic MSME products for both domestic and export sales (Bank Indonesia, 2021).

Based on Mullins and Walker (2013), marketing management is a process of analyzing, planning, implementing, coordinating, and controlling programs, including the conception, pricing, promotion, distribution of products, services, and ideas, to create and maintain profitable exchanges with target markets to achieve company goals. In designing a strategic marketing program for product-market entry decisions, there are four categories of the main marketing variables that managers can control in the short term, namely the 4 P's, which consist of elements of product, price, promotion, and place of marketing programs. Because decisions on each element must be consistent and integrated with other elements, these four components are often referred to as the marketing mix (Mullins & Walker, 2013).

According to Ebert and Griffin (2017), a marketing mix is a combination of strategies for the product, pricing, promotion, and the place (distribution) used to market products. In

the marketing mix, a place is how and where consumers can get the purchased product. Products must be obtained by consumers through places (locations) such as retail stores, on the internet, or directly sent to consumers. Companies must make decisions regarding the channels used for the distribution of their products.

XYZ's cracker business is an MSME with an individual business form that sells crackers made from cow skin. XYZ has been in business for about 20 years, since the end of 1999. The crackers that are traded are crackers for direct consumption as a snack and for processed dishes such as Krecek. The target consumers of XYZ's current business are retail consumers and traders in the market, with the distribution of business results still conventional. There are challenges currently faced by XYZ's cracker business: the impact of the Covid-19 pandemic on the declining turnover of its business. Sales before the Covid-19 pandemic occurred, which could reach a minimum average of Rp. 8 million per day, have decreased to only half, which is an average of Rp. 3 - 4 million per day. And this situation is still ongoing today. The drop in sales was due to the drop in demand from existing customers, which has been the main source of sales so far. XYZ said that his business could not only rely on current customers, but the majority of traders in traditional markets tended not to increase but also had to increase the number of customers to become another source of current sales. XYZ wants to use another channel, an online platform, to help XYZ get new customers and, at the same time, support the increase in the revenue stream.

To maintain income continuity, operational agility is needed to capture opportunities as well as emerging strategies so that the business can remain sustainable in the long term. This situation cannot be avoided because we are living in the digitalization era, which necessitates new innovative approaches to obtaining new target market opportunities, such as the role of online platforms in supporting the acceleration of increasing customer expansion, which is expected to improve business performance. Understanding of the shift in consumer behavior needs to be anticipated by providing other media as a customer channel that makes it easier for customers to get the value offered by the business. By doing business coaching, the coach found a functional problem in marketing, causing the revenue stream to be difficult to increase. This issue may arise because the current business model is not optimal for achieving the predicted conditions.

According to Osterwalder and Pigneur (2010), the business model explains how an organization creates, delivers, and captures value. The business model can be well explained through nine basic building blocks that show how a company generates revenue. The nine blocks cover four main areas of business: consumers, supply, infrastructure, and financial viability.

1. Consumer Segments. It is a distinct group of individuals or organizations that the company aims to achieve and serve. So this customer aspect is to whom the value created by the company will be given and who are the main customers.
2. Value Proposition. It is a bundle of products and services that create value for a specific customer aspect. The value provided is the answer to what the customer needs. The form of value can be quantitative, such as price, speed of service and can be qualitative, such as design, customer experience.
3. Channels. It is a way that the company can provide a value proposition to its customers. Channels can function to raise customer awareness of the company's products and services, help customers evaluate the company's value proposition, serve customers to buy products and services, provide value propositions to customers, and provide post-purchase to serve customers (after-sales service).
4. Customer Relationships (Customer Relationships). It is the type of relationship a company builds with its customers. Relationships can range from personal to automated. This relationship with customers is motivated by customer acquisition, customer retention, and upselling.

5. Revenue (Revenue Streams). Represents revenue received by the company from customers. Each income can have different price mechanisms, namely fixed or dynamic, such as fixed prices, negotiable prices, prices based on volume quantities, auctions.
6. Key Resources. It is the most important asset that makes a business model work. These resources can help companies to create and deliver value propositions, acquire customers, build customer relationships, and generate revenue. Resources can be physical, financial, intellectual, or human resources. Key resources can be owned or leased by the company or obtained from cooperative relationships with partners.
7. Main Activities (Key Activities). It is an activity that a company must perform in order for the business model to work. Activities may vary depending on the company's business model. Some of the main activity categories could be production, problem solving, and platform/networks.
8. Main Partners (Key Partnerships). It is a network of suppliers and partners or partners who can make the business model work. There are several types of partnerships, namely strategic alliances between non-competitors, strategic collaborations among competitors, joint ventures to build new businesses, seller relationships with customers to ensure supply availability.
9. Cost Structure. It represents the costs incurred in operating the business model. The cost structure can have the characteristics of fixed costs, variable costs, economies of scale, and economic scope. There are two classifications of cost structure in the business model, namely cost-driven and value-driven. Cost-driven business models focus on cost minimization. Value-driven business models focus on value creation. A premium value proposition and personalized service are the characteristics of a value-driven business model.

According to Rothaermel (2017), looking inside the company through an analysis of resources, capabilities, and core competencies will provide an understanding of the company's strengths and weaknesses. Ideally, the company will take advantage of its strengths to take advantage of external opportunities and make improvements to weaknesses to mitigate external threats. SWOT analysis is one of the tools that can be used to perform internal analysis.

Birkinshaw and Mark (2015) said that in business, channels are different channels through which products can be received by consumers. Multichannel marketing is how a company uses several channels at the same time, to reach the widest possible customer base or to make a profit. These channels can be in the form of websites, retail stores, mail-order catalogs, direct mail, e-mails. Kotler, Kartajaya, and Setiawan (2019) explain that digital marketing is not intended to replace traditional marketing. Traditional marketing is very important in building awareness and interest in the initial process of interaction between a company and customers. When interactions continue and customers demand a closer relationship with the company, in this case, digital marketing plays an important role. Digital marketing is a way or bridge for marketers to connect with consumers with content and in a much more varied and innovative way (Ryan & Jones, 2009).

Ebert and Griffin (2017), e-commerce, which is short for electronic commerce, is the use of the internet and other electronic devices in retail sales and B2B transactions that have created new market relationships globally. Electronic Commerce (E-Commerce) based on the Organization for Economic Co-Operation and Development (OECD) 2009 is the sale or purchase of goods/services, which is carried out through a computer network with a method specifically designed for the purpose of receiving or placing orders, but payment and delivery of the main goods/services do not have to be made online. According to Kasali (2017), there are many business models that have been developed in the 21st century, one of which is the marketplace model. It is said that this platform

facilitates the interaction of various parties, namely buyers and sellers. The more complete people who trade on the platform, the greater the value for other traders and consumers.

A marketplace or digital platform is a location for buying and selling products where sellers and consumers meet on a digital marketplace/platform. Sellers will sell their goods at stalls that have been provided by E-Commerce with the concept of a digital marketplace/platform. Examples of digital marketplaces and platforms include: Tokopedia, Shopee, Bukalapak and so on (Central Bureau of Statistics, 2020).

An online store is a place for trading activities or buying and selling of goods that are connected to a network (Sarwandi, 2017). Wijaya (2020) said that selling online can provide several advantages, namely not being time-bound, low initial investment, smaller operational costs, no access and location restrictions, cheaper marketing costs, and reaching customers widely. Husnan and Java Creativity (2016) stated the advantages and disadvantages of the online market. The advantages are that it is free to rent a place, there is no limit to the number of items sold, a wide range, without supervision, it can still run, saving time and energy. The drawback is that the product cannot be seen clearly, is subject to shipping costs, and takes time for delivery.

Based on the background, the problem is that the sales channel is not optimal for supporting XYZ's cracker business. The question is "How to add XYZ's cracker business channel to increase sales from Rp. 3-4 million to Rp. 5-6 million per day for the next 6 (six) months starting in June 2021?". The purpose of this Business Coaching activity is to develop marketing channels through e-commerce for XYZ's cracker business. Based on the purpose of Business Coaching, the solution to the problems of MSMEs is expected to be able to increase new potential customers and increase sales.

RESEARCH METHOD

This thesis uses the Business Coaching method. Mr. XYZ, the owner of the cracker business, MSMEs, began business coaching in September 2020, with an introduction between the coach and the coaches or business owner. The coach then makes a schedule of visits with business owners with an agenda regarding the current MSME business problems, data collection, and business observations so that the necessary data can be collected properly. The procedure will be carried out in a series of sessions. The first meeting will be more focused on introductions to business backgrounds and seeking information about MSMEs. Data collection was carried out during the next visit, through interviews, observations, and surveys.

According to Fontana (2009), coaching is working with clients and/or coaches in a motivating and creative process that inspires clients to maximize their personal and professional potential. The data for the business coaching process was gathered through an interview procedure with XYZ, which included the key person, the owner, and the workforce. The set of individual values connected with the variable is referred to as data (Levine, Stephan, and Szabat, 2014).

The interview method, according to Cooper and Schlinder (2014), is one of the qualitative data collection strategies used in research. There are three types of interview structures (Cooper and Schlinder, 2014), namely: First, the Unstructured Interview is one interview technique that has no structural design and the interviewer can make different improvisations depending on the interviewee. Second, the Semi structured Interview is an interview technique that uses a question plan that has been planned and continues with more specific and detailed questions based on the answers obtained from the interviewees. The Structured Interview, on the other hand, is an interview technique in which a list of questions has been prepared.

According to Malhotra, Nunan, and Birks (2017), surveys are a means of gathering data through the distribution of a structured questionnaire to a sample of a population, with questions that can be answered verbally, in writing, on a computer, online, or over the phone. The survey was conducted in the form of an online questionnaire that can be accessed via a computer or smartphone in order to collect data for business coaching reasons.

This survey will be sent to XYZ customers and potential buyers. The goal of this survey is to determine the current state of change in the food sales sector, as well as the ideal standard of marketing channels that customers demand. There are several charts that can be used to explain qualitative data, namely bar charts or pie charts. The bar chart is a graph that shows the qualitative class on the horizontal line and the frequency class on the vertical line. The frequency class is proportional to the height of the bar. A pie chart is a chart that shows the proportion or percentage, i.e., each class represents the total number of frequencies (Lind, Marchal, & Wathen, 2018).

According to Crowther and Lancaster (2008), secondary data collection is the utilization of existing internal data in a corporation for further analysis depending on research needs. This technique is critical for providing a more accurate view of the company's current situation. Internal finance, production, inventory, and purchasing all require secondary data. The required data will be adjusted to suit the research problem and studied further.

The data obtained from the business coaching process will be analyzed using qualitative analysis methods. According to Ary, D., Jacobs, L.C., Sorensen and C., Razavieh, A. (2010), there are three stages of qualitative data analysis, namely familiarizing & organizing, coding & reducing and interpreting & representing.

1. Familiarizing & Organizing at this stage, data analysis is carried out by understanding the data that has been extracted. Verbal data is converted to written transcripts so that it can be more thoroughly interpreted and analyzed. The aim is to reduce subjectivity in data interpretation due to changes in tone intonation. Next, all data is organized and backed up. The aim is to facilitate data search and the effectiveness and efficiency of data analysis can be realized.
2. Coding & Reducing at this stage, the data that has been organized will be simplified and grouped using categories based on classification and the relationship of answers to the objectives of business coaching. Furthermore, a selection is made of the data to make it simpler based on the objectives of business coaching. The purpose of the reduction is to remove unnecessary data so that the existing conclusions can be narrowed down and directed to the purpose of business coaching so that the right solution can be obtained.
3. Interpreting & Representing at this last stage, interpretation is to give meaning and explain the relationship between the data and the objectives of business coaching. The meaning obtained will be presented with graphs, charts, or matrices in order to provide visualization to explain the results obtained.

The data is then collected and analyzed through Business Model Canvas analysis, SWOT and TOWS Business Model Canvas analysis, PESTEL analysis, STP analysis, Marketing Mix analysis, and Gap analysis. The results of the analysis will identify the current condition of the existing problem and its causes for the owner, so that recommendations can be found along with an action plan that will be carried out to fix the problem.

RESULTS AND DISCUSSION

Based on the results of direct interviews with XYZ, observations, and survey results that have been analyzed, some problems require solutions. The problem is that there is a gap between the expected conditions and their realization, one of which is because XYZ's business model canvas is not yet optimal for achieving his expectations. Coach conducts a gap analysis to find out more about the right solution to improve the old business model in Coachee's business. There were several general problems caused by the gap. Each of these gaps will be grouped into several general problems to make it easier to see the urgency and readiness of MSMEs to solve the identified problems. Three main problems occur in XYZ's business, namely:

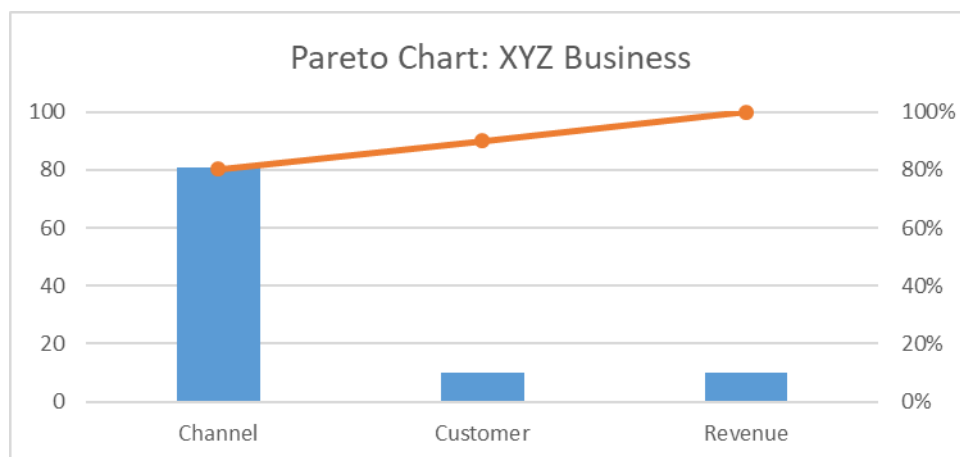
1. The marketing channel (channel) is not maximized.
2. The number of customers is not optimal.
3. Decreasing sales turnover

Regarding problems, a priority scale is made based on the level of importance and the ability of MSMEs to solve them. The priority scale uses Pareto analysis, where problems are sorted by their level of urgency.

Table 1. Pareto XYZ's Crackers Business Problem

No	Gap	Score (S)	Weight (W)	Contribution (SxW)	Distribution (%)	Accumulation (%)
1	Channel	9	9	81	80%	80%
2	Customer	5	2	10	10%	90%
3	Revenue	5	2	10	10%	100%
Total				101	100%	

Picture 1. Pareto Chart



Based on Pareto analysis, it has been found that one major problem with a portion of 80% of the overall problems being faced is the inadequate marketing channel (channel). This issue harms XYZ's cracker business's business turnover, resulting in the development of market share by tending not to grow. So, it is necessary to fix this problem.

Based on the current business model and the gap analysis, it seems that they have not been able to achieve XYZ's expectations, namely an increase in sales. The coach's goal in business coaching is to assist coaches in finding a new, healthier business model to overcome the problems they face. The solutions are the result of a series of processes carried out by the coach in order to assist the coach in discovering new ideas or new

perspectives on realizing new business models. The focus on improving the business model is on the channel element in the form of the addition of an online store (e-commerce), which can have an impact on other elements. From business coaching activities, a new canvas business model was obtained for XYZ's business.

Steps that must be taken after carrying out the process of identifying problems and formulating recommendations. The coach discusses with the business owner, namely Mr. XYZ, to confirm and ask for approval of the proposed problem recommendations that have been formulated. Based on the results of the discussion, Mr. XYZ agreed with the solution to improve the business model with a focus on channel elements or marketing channels, which will begin with the opening of an online store on one of the e-commerce sites in Indonesia.

Based on the results of discussions with Mr. XYZ, as a business owner, he chose to develop an online marketing channel through the Tokopedia e-commerce marketplace site. This is about the results of a survey conducted by Coach where the results of the Tokopedia e-commerce site are the most popular results when compared to other e-commerce sites. Before registering and opening an online store, Coach provided several proposals for an existing online store on Tokopedia that could be used as a benchmark for creating an online store on Tokopedia. This was discussed by Coachee so that Mr. XYZ's online store appearance was more attractive and competent in the eyes of potential customers.

Coachee chose the name ABC for its online store on Tokopedia because it is unique and easy for potential customers to remember later, according to Coachee. The shop logo used is the logo that has been used so far in selling his products, where he considers this logo in his market, so that it will be easily remembered by prospective buyers.

The following are the results of achievements related to the implementation that has been carried out during the business coaching process until May 31, 2021, as follows:

Table 2. Achievement of Business Coaching Implementation

Implementation	The Activities	Percentage
Channel Development Through E-Commerce	Online store registration on Tokopedia	100%
	Store design and product information input	100%
	Operational implementation of Online Store	50%
	Evaluation of Online Store Development Implementation	50%
Achievement		75%

The online shop on Tokopedia has been formed. The results of the achievement of marketing channel development through E-Commerce have reached 75%. Due to the results of the implementation and evaluation of the implementation, there are still several things that must be followed up on. According to Coachee, Mr. XYZ intends to delegate his daughter's in-store operations at Tokopedia.

CONCLUSIONS

Based on the analysis of the business coaching activities in XYZ's cracker business, it can be concluded that the most important problem that can be fixed to improve XYZ's business performance is insufficient marketing channels. Marketing is still conventional and there is no access to digital marketing, which causes marketing development to be

very limited. The establishment of an online store on an e-commerce site is intended to allow XYZ's cracker business to expand its market beyond its current market in order to increase sales turnover. The e-commerce site chosen was Tokopedia. Store registration, store design, and product uploading on Tokopedia have been carried out and training for operating the features and their use by owners has also been carried out. 75% of the results of channel development marketing in e-commerce stores for XYZ's business have been achieved.

The business coaching process for XYZ's cracker business has several limitations, including electronic equipment and human resources in the implementation of e-commerce development. This limitation is because the employees they have do not have adequate digital literacy and Coachee is busy managing daily orders and deliveries that are made in the morning.

One of the challenges that coaches face in the business coaching process is a lack of time, which causes business coaching implements to be underutilized. Therefore, the Coach provides several recommendations that should be carried out by MSMEs XYZ's so that implementation can run optimally. The recommendations are:

1. Mr. XYZ provides e-commerce sales management alternately with his daughter. In particular, in the morning, it is managed by Coachee's children, and during the afternoon, until the online shop is closed, it is managed by Coachee.
2. MSMEs must collect data on sales results offline and online to measure the level of achievement and success of implementing the development of these marketing channels.
3. MSMEs can open new channels or other digital marketing channels such as Instagram, Facebook, or other e-commerce (Shopee) if marketing on the existing Tokopedia e-commerce has gone well.

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