

# Digital Marketing Mix 7P Challenges and Opportunities in Direct-to-Consumer (D2C) Business Models in Indonesia

Original Article

Betania Kartika Muflih<sup>1\*</sup>, Abdul Halid Latif<sup>2</sup>

<sup>1\*</sup>International Islamic University Malaysia, Selangor, Malaysia

<sup>2</sup>Universitas Muhammadiyah Enrekang, Indonesia

Email: <sup>1\*</sup>[betania@iium.edu.my](mailto:betania@iium.edu.my)

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## Abstract

The rapid growth of Indonesia's digital economy has accelerated the emergence of Direct-to-Consumer (D2C) business models, enabling firms to establish direct relationships with consumers through proprietary digital platforms. However, the Indonesian D2C ecosystem faces significant structural challenges related to infrastructure fragmentation, platform dependency, consumer heterogeneity, cybersecurity concerns, and digital trust formation. This study examines the challenges and opportunities associated with implementing the Marketing Mix 7P framework within Indonesia's D2C environment. Using a qualitative literature review approach, this study synthesizes empirical and theoretical findings from digital marketing, e-commerce, omnichannel strategy, and social commerce literature published between 2018 and 2025. The findings indicate that product personalization, first-party data utilization, omnichannel integration, and influencer-driven promotion create substantial opportunities for D2C firms to strengthen customer engagement and competitive advantage. Nevertheless, logistics inequality, high consumer price sensitivity, uneven digital literacy, and marketplace dominance remain critical barriers to sustainable growth. The study further reveals that trust-building mechanisms, including secure digital processes, transparent communication, and consistent digital brand representation, function as central determinants of customer loyalty in emerging digital markets. Theoretically, this article extends the contextual application of the Marketing Mix 7P framework by integrating perspectives from relationship marketing, service-dominant logic, and platform economy theory within emerging-market digital ecosystems. Practically, the findings provide strategic insights for digital-native firms operating in highly dynamic and platform-driven markets such as Indonesia.

**Keywords:** Direct-to-Consumer, Marketing Mix 7P, Digital Marketing, Social Commerce, Omnichannel

## 1. Introduction

Digital transformation has fundamentally reshaped global retail structures by enabling firms to establish direct relationships with consumers through digital platforms. The rapid development of e-commerce, social commerce, and mobile technology has encouraged many firms to transition from intermediary-based distribution systems toward Direct-to-Consumer (D2C) business models. In this model, companies distribute products directly to consumers through proprietary channels such as websites, mobile applications, and social media platforms, thereby reducing dependence on traditional retailers and distributors.

The emergence of D2C business models is closely associated with the broader transformation of platform economies, data-driven marketing, and digital customer engagement. Contemporary marketing literature argues that digital environments have



shifted competitive advantage from distribution ownership toward customer data control, personalized interaction, and ecosystem integration (Kannan & Li, 2017; Sridhar & Fang, 2019). In this context, D2C firms leverage first-party data to strengthen customer relationships, optimize marketing efficiency, and reduce intermediary dependency. Recent studies further suggest that digital-native brands increasingly rely on omnichannel integration and social commerce ecosystems to sustain customer engagement in highly competitive online marketplaces (Lemon & Verhoef, 2016; Verhoef et al., 2021).

Indonesia represents one of the most significant emerging digital markets in Southeast Asia. The country has experienced substantial growth in internet penetration, smartphone adoption, digital payment systems, and social-media-driven consumption behavior. Indonesia's e-commerce market accounts for more than half of Southeast Asia's digital commerce transactions, demonstrating the strategic importance of the country within the regional digital economy ecosystem. Tayibnapi et al. (2018) explain that Indonesia's digital economy growth is strongly influenced by increasing internet accessibility, changing consumer lifestyles, and the expansion of financial technology services.

Indonesia also represents a particularly important setting for examining D2C dynamics because emerging-market digital ecosystems differ substantially from developed economies in terms of infrastructure maturity, logistics capability, institutional trust, and consumer heterogeneity (Sheth, 2011). These contextual differences influence how firms implement digital marketing strategies and adapt customer experience management practices. Indonesian consumers demonstrate highly diverse preferences influenced by geography, religion, purchasing power, and digital literacy levels. Consequently, D2C firms operating in Indonesia face unique strategic challenges that differ from those encountered in developed markets.

Despite the opportunities offered by digital transformation, Indonesia's D2C ecosystem remains highly complex. Geographical fragmentation, uneven logistics infrastructure, cybersecurity concerns, and strong marketplace dominance create substantial operational barriers for digital-native brands. Large digital platforms such as Shopee, Tokopedia, and TikTok Shop possess integrated ecosystems involving logistics, digital payments, advertising, and customer acquisition capabilities that are difficult for independent D2C brands to replicate.

Within this context, the Marketing Mix 7P framework provides a comprehensive analytical perspective for understanding value creation and customer engagement in digital business environments. Unlike the traditional 4P framework, the 7P model incorporates additional dimensions such as people, process, and physical evidence, which are increasingly relevant in digitally mediated service interactions. In D2C ecosystems, these dimensions significantly influence customer trust, satisfaction, and loyalty formation.

Previous studies on Indonesian digital commerce have primarily focused on marketplace ecosystems, online purchase behavior, and social commerce adoption. Limited attention has been devoted to examining how the Marketing Mix 7P framework operates specifically within D2C business models in emerging digital markets. Existing literature frequently discusses digital marketing variables separately without integrating them into a holistic D2C strategic framework. Therefore, this study aims to analyze the challenges and opportunities associated with implementing the Marketing Mix 7P framework within Indonesia's D2C business ecosystem. The study also seeks to contribute theoretically by contextualizing the Marketing Mix 7P framework within platform-mediated and emerging-market digital environments.

## 2. Literature Review

### 2.1. Direct-to-Consumer (D2C) Business Model

The Direct-to-Consumer (D2C) business model refers to a marketing and distribution strategy in which firms sell products directly to consumers without relying primarily on intermediaries such as wholesalers, distributors, or conventional retail stores. The rapid growth of digital technologies has accelerated D2C adoption because firms can now establish integrated communication, transaction, and relationship management systems through proprietary digital channels. According to Reinartz et al. (2019), digital transformation has significantly altered retail competition by enabling firms to bypass traditional intermediaries and strengthen customer interaction systems.

D2C business models provide several strategic advantages, including stronger brand control, direct customer engagement, improved data ownership, and higher profit margins. By utilizing first-party customer data, firms can personalize communication, optimize product recommendations, and strengthen customer retention strategies. This capability becomes increasingly important in digital environments characterized by algorithmic competition and rapidly evolving consumer expectations. However, previous studies also indicate that D2C success depends heavily on technological readiness, logistics capability, digital trust, and customer experience quality. In emerging economies such as Indonesia, infrastructural fragmentation and marketplace dominance create additional challenges for D2C scalability and sustainability.

### 2.2. Marketing Mix 7P in Digital Commerce

The Marketing Mix 7P framework extends the traditional 4P marketing model by incorporating three additional dimensions: people, process, and physical evidence. This framework is widely used to analyze customer value creation in service-oriented and digitally mediated business environments.

#### Product

Digital products and services are increasingly evaluated not only based on functional quality but also on personalization capability, symbolic meaning, and cultural relevance. Indonesian consumers demonstrate heterogeneous preferences influenced by demographic, geographic, and religious factors. Yuliani et al. (2023) found that halal values and religious conformity significantly influence digital purchasing behavior among young Muslim consumers in Indonesia. Additionally, Salhuteru & Hursepuny (2025) explain that product-related digital attributes significantly influence online purchasing decisions within Indonesian e-commerce ecosystems. These findings indicate that localized product adaptation and customer-centric innovation are essential for D2C competitiveness.

#### Price

Price remains one of the most influential determinants of online purchasing behavior in Indonesia. Erlangga et al. (2024) found that discounts, promotions, and price affordability strongly influence Indonesian online shopping patterns. Similarly, Verina et al. (2024) demonstrated that price variables significantly affect purchasing decisions in live-streaming commerce platforms. The high level of price sensitivity in Indonesia creates intense competition among digital firms. Nevertheless, D2C models also offer pricing efficiency opportunities by reducing intermediary costs and enabling firms to provide better value propositions directly to consumers.

#### Place

The “place” dimension in digital ecosystems refers to platform accessibility, logistics integration, fulfillment capability, and omnichannel connectivity. Salhuteru & Hursepuny

(2025) identified digital accessibility as one of the strongest determinants of online purchasing behavior in Indonesia. However, Indonesia's geographical fragmentation creates major logistical challenges, particularly regarding last-mile delivery efficiency. Tayibnapis et al. (2018) emphasize that infrastructure limitations remain a critical obstacle in Indonesia's digital economy development.

### **Promotion**

Promotion strategies in digital commerce increasingly involve social commerce, influencer marketing, and interactive content ecosystems. Hajli (2015) argues that social interaction and user-generated content significantly influence online trust and purchasing intention. Likewise, Lou & Yuan (2019) explain that influencer credibility strongly shapes consumer trust and digital engagement. In Indonesia, promotional competition is dominated by social-commerce ecosystems such as TikTok Shop and Shopee Live. Kangean (2020) found that digital advertising and sales promotion constitute central competitive tools within Indonesia's e-commerce industry.

### **People**

Human resources and digital competencies play strategic roles in D2C competitiveness. Digital business environments require expertise in data analytics, customer relationship management, digital advertising, and platform optimization. Pramadhika et al. (2025) explain that digital literacy and managerial capability significantly influence the success of digital branding strategies among Indonesian businesses.

### **Process**

Digital processes involving transaction systems, payment integration, cybersecurity, and customer support significantly influence consumer trust and satisfaction. Pavlou (2003) explains that perceived risk and transaction uncertainty remain central barriers in e-commerce adoption. In Indonesia, Salhuteru & Hursepuny (2025) found that system security has one of the strongest influences on digital purchasing decisions, emphasizing the importance of secure and transparent digital processes within D2C ecosystems.

### **Physical Evidence**

In digital commerce environments, physical evidence extends beyond physical stores toward digital representations of brand credibility, such as website design, packaging quality, visual consistency, and customer reviews. Rose et al. (2012) emphasize that online experiential quality significantly influences customer satisfaction and loyalty formation in digital retail settings. Pramadhika et al. (2025) further found that visual branding consistency significantly affects digital brand image formation among Indonesian consumers.

## **2.3. Indonesian Digital Commerce Ecosystem**

Indonesia represents one of the fastest-growing digital commerce markets in Southeast Asia. Rapid smartphone adoption, social media engagement, and fintech development have transformed consumer purchasing behavior toward digitally integrated consumption patterns. Simultaneously, social commerce platforms such as TikTok Shop and Shopee Live have shifted online commerce from transactional activities toward entertainment-oriented engagement ecosystems. However, infrastructural inequality, cybersecurity concerns, and platform dependency continue to create structural challenges for digital-native firms seeking sustainable growth within Indonesia's digital economy.

## **3. Methods**

This study employs a qualitative literature review approach to analyze the challenges and opportunities associated with implementing the Marketing Mix 7P framework in Direct-

to-Consumer (D2C) business models in Indonesia. The literature review method was selected because the study aims to synthesize theoretical perspectives and empirical findings from previous research concerning digital marketing, social commerce, e-commerce ecosystems, consumer behavior, and omnichannel strategies within emerging digital markets.

The data sources used in this study consist of academic journal articles, conference proceedings, industry reports, and digital economy studies published between 2018 and 2025. The literature selection process prioritized peer-reviewed and internationally indexed publications discussing digital marketing strategies, Indonesian e-commerce development, consumer purchasing behavior, and D2C business practices. Additional empirical studies from Indonesian contexts were included to ensure contextual relevance regarding local consumer behavior and digital infrastructure conditions.

The analysis process involved three stages. First, the collected literature was categorized according to the seven dimensions of the Marketing Mix framework: product, price, place, promotion, people, process, and physical evidence. Second, the studies were critically analyzed to identify recurring themes, strategic challenges, and emerging opportunities within Indonesia's D2C ecosystem. Third, the findings were synthesized into an integrated conceptual discussion regarding how D2C firms adapt marketing strategies within developing-market conditions characterized by infrastructural fragmentation, platform competition, and evolving digital consumer behavior.

This approach enables the study to provide a comprehensive understanding of Indonesia's D2C environment while simultaneously developing theoretical insights regarding the contextual application of the Marketing Mix 7P framework in emerging digital economies.

## 4. Results and Discussion

### 4.1. Product: Personalization and Market Fragmentation

Indonesia's heterogeneous consumer landscape creates significant challenges for D2C firms attempting to standardize product offerings across regions and demographic groups. Consumer preferences vary substantially between urban and rural areas, income segments, and religious communities. In particular, halal orientation and culturally aligned branding increasingly influence digital purchasing behavior among Muslim consumers (Yuliani et al., 2023).

Despite these challenges, D2C ecosystems create substantial opportunities for personalized product development through first-party data utilization. Compared to marketplace-based selling, D2C firms can directly collect consumer behavioral information, enabling more adaptive product innovation and customer segmentation strategies. Salhuteru & Hursepuny (2025) found that digital product attributes significantly influence online purchasing decisions in Indonesia, indicating that personalization capability constitutes an important source of competitive advantage for digital-native brands.

### 4.2. Price: High Consumer Sensitivity and Competitive Pressure

Price sensitivity remains a dominant characteristic of Indonesian digital consumers. Erlangga et al. (2024) found that discounts and promotional incentives strongly influence online purchasing decisions. Similarly, Verina et al. (2024) demonstrated that price variables exert the strongest influence within live-streaming commerce environments. This condition creates structural challenges for D2C brands because large marketplace platforms possess greater financial resources for subsidized pricing and promotional campaigns. However, D2C models also provide opportunities to reduce intermediary costs and improve value efficiency

through direct distribution systems. Flexible payment mechanisms such as cash-on-delivery and pay-later systems additionally support transaction accessibility among middle- and lower-income consumer groups.

#### **4.3. Place: Logistics and Omnichannel Integration**

The “place” dimension represents one of the most critical operational challenges within Indonesia’s D2C ecosystem. Indonesia’s archipelagic geography creates logistical fragmentation, high shipping costs, and inconsistent fulfillment quality. Tayibnapis et al. (2018) identify infrastructure inequality as one of the primary obstacles in Indonesia’s digital economy development. Similarly, Salhuteru & Hursepuny (2025) found that digital accessibility strongly influences online purchasing decisions. To overcome these challenges, many D2C firms increasingly adopt omnichannel strategies that combine proprietary websites, marketplaces, and social media ecosystems. Sekarsari et al. (2025) found that omnichannel integration significantly improves customer loyalty and digital engagement in Indonesia.

#### **4.4. Promotion: Social Commerce and Influencer Marketing**

Social commerce has transformed digital promotion into an interactive entertainment-based ecosystem. Platforms such as TikTok Shop and Shopee Live increasingly integrate content consumption and purchasing activities within unified digital environments. Hajli (2015) explains that social interaction significantly influences online trust and purchase intention, while Lou & Yuan (2019) found that influencer credibility positively affects consumer engagement and purchasing behavior. In Indonesia, Kangean (2020) found that advertising and sales promotion constitute key competitive tools within digital commerce ecosystems. Meanwhile, Margianti et al. (2025) demonstrated that localized storytelling and digital-first branding strategies significantly contribute to international market penetration among Indonesian skincare brands.

#### **4.5. People: Digital Capability and Human Resources**

Human resource capability constitutes an essential determinant of D2C competitiveness. Digital business environments require competencies related to data analytics, content production, digital advertising, and customer relationship management. Pramadhika et al. (2025) explain that digital literacy and managerial readiness significantly affect digital marketing effectiveness among Indonesian businesses. The uneven distribution of digital talent outside major urban centers, therefore, creates substantial capability gaps within Indonesia’s digital economy.

#### **4.6. Process: Digital Trust and Security**

Trust and security constitute fundamental dimensions influencing online purchasing behavior in emerging digital markets. Pavlou (2003) explains that transaction uncertainty and perceived risk remain central barriers in e-commerce adoption. Salhuteru & Hursepuny (2025) further found that system security represents one of the strongest determinants of digital purchasing decisions in Indonesia. Consequently, D2C firms must prioritize secure payment integration, transparent communication, and reliable customer support systems to sustain consumer trust. Additionally, the implementation of Indonesia’s Personal Data Protection regulations increases the importance of cybersecurity compliance and responsible data management within digital business ecosystems.

#### **4.7. Physical Evidence: Brand Authenticity and Digital Representation**

In D2C ecosystems, physical evidence extends toward digital representations of trust and professionalism. Website quality, packaging consistency, customer reviews, and visual branding collectively shape customer perceptions regarding brand credibility. Rose et al. (2012) emphasize that online experiential quality significantly influences customer satisfaction and loyalty. Similarly, Pramadhika et al. (2025) found that visual communication consistency plays a central role in digital brand image formation among Indonesian consumers. Therefore, D2C firms increasingly rely on visual storytelling, packaging quality, and user-generated reviews to reduce uncertainty and strengthen digital trust formation.

#### **4.8. Discussion**

The findings of this study indicate that the implementation of the Marketing Mix 7P framework in Indonesia's Direct-to-Consumer (D2C) ecosystem extends beyond conventional tactical marketing decisions and increasingly reflects an ecosystem-oriented strategic capability. Unlike traditional retail environments where marketing variables operate relatively independently, D2C ecosystems in emerging digital markets demonstrate strong interdependence between technological infrastructure, platform governance, customer trust, and socio-cultural adaptation.

From a theoretical perspective, the study reinforces the relevance of Service-Dominant Logic (SDL), which conceptualizes value creation as a collaborative and interaction-based process rather than a firm-centered transactional activity. In D2C environments, consumers are not merely passive recipients of products but active participants in digital engagement ecosystems through reviews, livestream interactions, user-generated content, and community-driven brand communication. Consequently, value co-creation becomes central to customer relationship formation and loyalty development.

The findings also align with Relationship Marketing Theory, particularly regarding the strategic role of first-party data in strengthening long-term customer engagement. Unlike marketplace-dependent sellers that rely heavily on platform algorithms and external customer acquisition systems, D2C firms utilize proprietary channels to build direct relational assets, personalize customer experiences, and increase switching costs. This supports prior arguments that digital marketing competitiveness increasingly depends on customer insight integration and data-enabled interaction capabilities (Kannan & Li, 2017).

Furthermore, this study contributes to the growing literature on platform economy dynamics by highlighting the paradoxical relationship between D2C brands and dominant digital marketplaces. Although D2C models theoretically seek intermediary disintermediation, the Indonesian context demonstrates that marketplace ecosystems continue to function as critical discovery infrastructures. As a result, many firms adopt hybrid omnichannel configurations where marketplaces support customer acquisition while proprietary channels facilitate retention and data ownership. This finding extends previous omnichannel research by emphasizing that platform dependency and brand autonomy coexist simultaneously rather than functioning as mutually exclusive strategic choices.

Another important theoretical implication concerns the contextual adaptation of the Marketing Mix 7P framework in emerging markets. Existing marketing theories are predominantly developed within relatively mature institutional and infrastructural settings. However, Indonesia's fragmented logistics systems, uneven digital literacy, and heterogeneous cultural landscape suggest that marketing effectiveness in emerging economies is strongly mediated by infrastructural readiness and socio-cultural complexity. Thus, the study supports the argument of Sheth (2011) that emerging markets require context-sensitive

marketing frameworks capable of incorporating institutional and developmental asymmetries.

The study additionally demonstrates that trust functions as a foundational mechanism connecting all dimensions of the Marketing Mix 7P in digital commerce ecosystems. Product credibility, pricing fairness, delivery reliability, promotional authenticity, digital process security, and physical evidence consistency collectively contribute to trust formation. Therefore, in emerging-market D2C ecosystems, trust should not be treated merely as an outcome variable but as an integrative strategic resource shaping customer loyalty and long-term competitive advantage.

Overall, this study extends the Marketing Mix 7P framework by positioning it within the broader context of platform-mediated digital ecosystems, emerging-market institutional conditions, and data-driven customer relationship management. The findings suggest that future D2C marketing theories should move beyond transactional perspectives and increasingly incorporate ecosystem governance, digital trust infrastructures, and adaptive omnichannel capability as central analytical dimensions.

## 5. Conclusion

The growth of Indonesia's digital economy has created substantial opportunities for Direct-to-Consumer (D2C) business models through personalization capability, first-party data utilization, omnichannel integration, and social-commerce-driven engagement. Nevertheless, the implementation of the Marketing Mix 7P framework within Indonesia's D2C ecosystem remains highly complex due to infrastructural fragmentation, marketplace dominance, consumer price sensitivity, digital literacy disparities, and cybersecurity concerns.

The findings demonstrate that product localization, secure digital processes, influencer-driven promotion, omnichannel integration, and strong brand authenticity constitute key strategic factors influencing D2C competitiveness in Indonesia. Simultaneously, logistics inequality, platform dependency, and regulatory compliance continue to represent major structural barriers for sustainable digital business expansion.

Theoretically, this study contributes to the contextual extension of the Marketing Mix 7P framework by integrating perspectives from relationship marketing, service-dominant logic, and platform economy theory within emerging-market digital ecosystems. Practically, the findings provide strategic insights for digital-native firms seeking sustainable competitive advantage within highly dynamic and platform-driven digital commerce environments. Future research is encouraged to employ empirical quantitative approaches to examine the causal relationships between Marketing Mix dimensions, digital trust, customer engagement, and loyalty formation across different D2C industry sectors in Indonesia.

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