



Competitive Strategy Analysis of Electronic Retail On E-Commerce Shopee (Thomas Electronics Case Study)

Rila Putri Lesmana¹, Arnis Budi Susanto², Intan Nurul Awwaliyah³
^{1,2,3} Faculty of Economics and Business, Universitas Jember, Jember, Indonesia

Article Info

Article history:

Received January 10, 2025
Revised December 25, 2025
Accepted March 29, 2026

Keywords:

E-Commerce,
Electronics Retail,
Competitive Strategy,
SWOT,
QSPM

ABSTRACT

This study aims to analyze the competitive strategy of electronic retail on e-commerce Shopee (Thomas Electronics case study). The design of this study uses Mixed-Method. The method used is Sequential Explanatory which combines data from one method with another. The object of research needed is an electronic retail business company in Jember Regency, East Java Province, namely Thomas Electronics for approximately 4 (four) months. Determination of informants in this study was carried out using a purposive approach. This study will use primary and secondary data. The processing of this data is entered to develop a strategy to build loyalty through service quality in the electronic retail business with a strategic management concept approach. Qualitative analysis uses SWOT analysis and Quantitative Strategic Planning Matrix. Based on the discussion analysis, the conclusions are: 1) Based on the SWOT Matrix analysis, the internal factors of Shopee Thomas Electronics consist of the strengths and weaknesses of Shopee Thomas Electronics. Furthermore, the external factors of Shopee Thomas Electronics consist of opportunity and threat factors; 2) After going through data input, matching, and decision stages in the QSPM analysis, the main strategy that gets the highest attractiveness value (6.518) in the QSPM is obtained; 3) The planning of the development of the Shopee Thomas Electronics business model in facing business competition is based on the strategy with the highest priority, namely carrying out flash sale activities at certain moments.

This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license



Corresponding Author:

Rila Putri Lesmana
Faculty of Economics and Business, Universitas Jember
Jember, Indonesia
Email: 220820101047@mail.unej.ac.id

1. INTRODUCTION

The 2023 National Socio-Economic Survey shows an increase in information openness and public acceptance of technological developments, which drives the trend of digital product marketing. The growth of the e-commerce market in Indonesia is accelerating, especially after the end of the pandemic, which changed the lifestyle and trading activities [1]. E-commerce, which uses the internet and computer technology for business transactions, is now the main alternative for Indonesians to search and buy

products. The rapid adoption of online shopping platforms shows a shift in consumer decision-making patterns toward digital channels [2].

E-commerce, which involves digital platforms and mobile apps, is growing rapidly, with Shopee as one of the most popular platforms in Indonesia. In the third quarter of 2023, Shopee was recorded as the e-commerce platform with the highest visitors, reaching 216.7 million users, and ranked first in terms of visits in Indonesia [3]. This aligns with the global trend that mobile-first e-commerce platforms are dominating user engagement across Asia [4].

Shopee Thomas Electronics sales report from January to May 2024 shows that although the company's revenue increased at the beginning of the year, there was a decline in May. The decline needs attention, considering that business competition in the electronics industry is getting tighter. Similar fluctuations are common in the electronics sector due to high market sensitivity and rapid changes in consumer preferences [5].

To formulate an appropriate development strategy, Strength, Weakness, Opportunity, Threat (SWOT) analysis can be used. This method evaluates internal and external factors affecting the company and helps in formulating alternative strategies [6]. In addition, according to Hany et al. (2016), Quantitative Strategic Planning Matrix (QSPM) analysis can also be applied to design a more focused marketing strategy. Recent studies also show that QSPM is effective in determining the most feasible strategic alternatives in digital business competition [7].

This research aims to analyze competitive strategies for Thomas Electronics through Shopee E-commerce using SWOT analysis and QSPM approaches. The focus of this research is exploring the right strategy to utilize the Shopee e-commerce platform, in contrast to previous studies that focused more on direct-selling companies. Studies have shown that competitive strategy formulation is essential for online retailers to maintain market relevance [8]. Considering the rapid evolution of digital ecosystems, online businesses need to continuously update their competitive strategy to remain sustainable [9]. E-commerce companies also require adaptive marketing strategies to meet rising consumer expectations and maintain competitiveness [10]. Therefore, this study is expected to provide a clear picture of an effective competitive strategy for Thomas Electronics in the face of increasingly fierce e-commerce competition.

2. METHOD

2.1. Strategic Management

A well-structured strategy can assist in structuring and allocating organizational resources into an active and distinctive activity that is based on the company's internal competencies and relative weaknesses and can anticipate changes in the environment. David & David (2017) mentioned that the main benefit of strategic management is to help organizations formulate better strategies through the use of approaches to the choice of strategies that are more systematic, logical and rational.

2.2. Porter's Five Forces

The five competing forces analysis is an analysis model formulated by Michael Porter with the aim of creating a framework as a review medium in improving corporate strategies that contribute to competitiveness and competitive advantage (Hintoro & Wijaya, 2021) Porter believes that the competitive nature of an industry can be seen as a mixture of Five Forces, namely competition among similar companies, the possibility of entering new competitors, the potential to develop alternative products, the bargaining power of sellers/suppliers, and the bargaining power of buyers/consumers.

2.3 Competitive Strategy

Competitive strategy is the formulation of a formula that underlies how a company conducts competition, what are the company's goals, and what provisions are used to meet these goals.

Competition can occur if several companies provide similar products and services. But in reality, competition is present due to the existence of products or services that compete for the fulfillment of consumer needs and also the purchasing power of the same.

2.4. Strategic Planning

Application for determining the main strategies based on the concepts of Fred R. David is carried out through three stages, namely (1) the Input Stage, which contains the basic input information needed/needed to formulate a strategy. The information obtained from the analysis of internal, external conditions and competitive profiles becomes the basic information for the matching stage and the decision stage. (2) the Matching Stage, the stage of formulating and exploring the internal resources and skills of the company with the opportunities and risks created by external factors of the company. Matching important external and internal success factors is key to developing and executing the right strategy for success. (3) Decision Stage, at this stage used the technique of quantitative Strategic Planning Matrix which is abbreviated as QSPM. The technique becomes a tool in deciding the strategy that has been prepared and selected after passing Stage 1 (input) and Stage 2 (matching). QSPM becomes a tool to analyze the strategic decisions that will be used by the company based on the choice of strategies that have been determined. QSPM.

2.5. SWOT analysis

The continuation of the SWOT analysis has the objective that the company can generate a strategy after evaluating the internal and external factors of the company. Internal factors include strengths and weaknesses, while external factors include opportunities and threats. Every company has external opportunities and threats as well as internal strengths and weaknesses that can be aligned to formulate viable alternative strategies.

2.6. Quantitative Strategic Planning Matrix (QSPM)

According to David (2017), QSPM is a tool that allows strategists to objectively evaluate alternative strategies, based on external and internal determinants of success that have been identified. Like other strategy formulation analysis tools, QSPM requires good intuitive judgment. The technique consists of 3 stages. QSPM uses inputs from Phase 1 analysis and matching results from Phase 2 analysis to objectively decide among strategy alternatives. That is, the Efe Matrix and the Ife Matrix forming Stage 1, coupled with the SWOT Matrix forming Stage 2, provide the information needed to prepare the QSPM (Stage 3), which is to prepare the analytical framework for strategy formulation. This technique objectively shows which alternative strategy is best.

3. RESULTS AND DISCUSSION

3.1. Input Stage

The input stage is to collect data to obtain information related to internal and external factors that affect Shopee Thomas Electronics so that the Matrix Ife (Internal Factor Evaluation) and IFE (external Factor Evaluation) are the results of identifying internal and external factors that are in accordance with environmental conditions at Shopee Thomas Electronics. This matrix analysis results in the value of the Ife matrix of 2.610 and Efe matrix of 2.621 which will be plotted into the IE Matrix. The following indicators on the strengths and weaknesses of Shopee Thomas Electronics Jember based on interviews with selected respondents.

Tabel 1. IFE Matrix

No	Indikator	Bobot	Peringkat	Bobot x Peringkat
Faktor Kekuatan				
S1	Shopepaylater	0,125	3	0,375
S2	Become A Star Seller+	0,132	3	0,395
S3	Shopping at Shopee, goods directly brought	0,135	3	0,405
S4	Live Streaming	0,105	3	0,316
Faktor Kelemahan				
W1	Comparison of offline store and Shopee selling prices	0,123	2	0,247
W2	Expensive cost	0,133	1	0,133
W3	Not all products are available	0,120	3	0,359
W4	High advertising costs	0,127	3	0,380
		1,000		2,610

Analysis on external factors composed of opportunities (opportunities) and threats (threats) which both have different indicators based on the external environment. Here are the indicators of opportunities and threats on Shopee Thomas Electronics Jember.

Tabel 2. IFE Matrix

No	Indikator	Bobot	Peringkat	Bobot x Peringkat
Faktor Peluang				
O1	Twins date and the 25th	0,120	3	0,360
O2	Up to 40% off shopping vouchers from Shopee	0,123	3	0,369
O3	Dropshipper	0,143	3	0,429
O4	Shopee Video	0,107	3	0,321
Faktor Ancaman				
T1	Competitors of the same product	0,144	2	0,289
T2	Competitor prices	0,117	1	0,117
T3	Free Shipping on the seller	0,116	3	0,348
T4	Increase in charge costs	0,130	3	0,389
		1,000		2,621

3.2. Matching Stage

The matching result using Internal-External (IE) Matrix illustrates that Shopee Thomas Electronics is currently in Quadrant V (five), so the general strategy that is feasible for Shopee Thomas Electronics is stability growth. With the SWOT matrix can be prepared with a variety of alternative strategies consisting of 4 (four) strategies, namely so strategy (Strenght-Opprtunities), ST strategy (Strenght-Threats), wo strategy (Weakness-Opportunities), and WT strategy (Weakness-Threats).

Table 3. Internal-External (IE) Matrix

		Total nilai IFE		
	4,0	3,0	2,0	1,0
Total nilai EFE	3,0	I Growth	II Growth	III Growth
	2,0	IV Stability	V Stability Growth	VI Collapse
	1,0	VII Growth	VIII Growth	IX Liquidity

3.3. Decision Stage

QSPM analysis determines the relative attractiveness of various strategies based on how far internal and external key success factors are improved. The sum of TAS (Total Attractiveness Score) is a sampling that is used to find out alternative strategies that will be a priority. This assessment is obtained through assessment by combining alternative strategies on internal and external factors. In Table 4.3 shows the calculation results of QSPM analysis, the alternative strategy that has the highest total attractiveness value is strategy Number 1 , this shows that further strengthening the market network by conducting Shopee marketing campaigns, making flash sales, and store promo vouchers themselves are the most attractive strategies for Thomas Electronics in facing business competition.

Tabel 4. QSPM Analysis Results on Shopee Thomas Electronics

No	Alternatif Strategi	Nilai	Peringkat
1	Strengthen the market network by conducting Shopee marketing campaigns, creating flash sales, and store promo vouchers yourself.	6,518	I
2	Improve the concentration of Service and customer satisfaction.	6,294	III
3	Review the price of goods on Shopee storefront.	6,118	III
4	Improve dropshipper service by providing special promos.	6,055	IV

3.4 Discussion

QSPM determines the relative attractiveness of various strategies based on how far internal and external key success factors are utilized or improved according to David (2016). The calculation of QSPM is based on the input of external internal Matrix weights, as well as alternative strategies at the matching stage. Based on the research, 4 (four) most dominant main strategies are taken that allow for further evaluation. So as to produce a strategy that has the highest total attractiveness value, namely strengthening the market network by conducting Shopee marketing campaigns, making flash sales, and the store's own promo vouchers which have the highest value of 6,518.

Based on the implementation of the strategy directly, Shopee Thomas Electronics has currently implemented an alternative strategy using the so (strength-Opportunities) strategy, namely strengthening the market network by conducting Shopee marketing campaigns, making flash sales, and store promo vouchers themselves. The SO strategy uses the internal strengths of the company to take advantage of external opportunities. This strategy is carried out as an effort to expand the reach of marketing by participating in flash sale activities at certain moments by providing discounts, especially at important moments, namely twin dates, payday dates, Eid al-Fitr celebrations and Christmas celebrations. In practice, in a day Thomas Electronics shares 3 (three) contents in the form of photos and Videos by combining product links for each content, making it easier for prospective buyers to visit Shopee Thomas Electronics and the desired product. This strategy is in accordance with previous research conducted by Iskandar that flash sales, discounts, content 54 marketing have a positive effect

on purchases on shopee. It can be concluded that the better the quality of flash sale promotions and content marketing, the more it is able to attract consumers to make purchase decisions Shopee Thomas Electronics Jember. So it can be concluded that in the process of maintaining stability in winning the competition can not be done by improving products and services to customers only, but the process of maintaining this stability can be done by strengthening the market network according to the SO strategy in research. In line with previous research conducted by Rahayu (2021), the SO strategy is a strategy that uses strength to exploit opportunities by utilizing market research, partnerships, and product or service customization.

4. CONCLUSION

Internal external matrix (IE) analysis shows that Shopee Thomas Electronics 'current strategy position is "stability growth" in the electronics industry in Jember City. This means that Shopee Thomas Electronics has a strategic position and is able to dominate the market. By strengthening the market network, improving the quality of competitiveness, improving service centralization to maintain performance stability needs to continue to be done to maintain that position and become a market leader in the electronics industry. After going through the input data, matching, and decision stages in QSPM analysis, the main strategy that gets the highest attractiveness value (6,518) in QSPM is "strengthening the market network by conducting Shopee marketing campaigns, making flash sales, and store promo vouchers themselves". The strategy is the most attractive strategy for Shopee Thomas Electronics at the moment.

REFERENCES

- [1] A. R. Sihombing, "Post-pandemic digital consumption trends in Indonesia," *Jurnal Ekonomi dan Bisnis Indonesia*, vol. 8, no. 2, 2023. DOI: 10.47291/jebi.v8i2.515
- [2] M. A. Putra & L. Setyono, "Shifts in consumer online purchasing behavior," *Journal of Consumer Sciences*, vol. 7, no. 1, 2022. DOI: 10.29244/jcs.7.1.45-57
- [3] T. Wicaksono & S. Hartati, "Digital platform competitiveness of Shopee in Indonesia," *Jurnal Sistem Informasi*, vol. 19, no. 4, 2023. DOI: 10.21609/jsi.v19i4.1743
- [4] J. Lee & K. Lim, "Mobile-first e-commerce development across Asia," *Electronic Commerce Research and Applications*, vol. 49, 2024. DOI: 10.1016/j.elerap.2023.101276
- [5] S. Nugraha & E. Rahayu, "Market dynamics in the electronics retail sector," *Jurnal Manajemen dan Bisnis*, vol. 20, no. 1, 2023. DOI: 10.38043/jmb.v20i1.4028
- [6] P. Andriani & A. Syamsudin, "Analysis of digital business strategy using SWOT," *Jurnal Pengembangan Wiraswasta*, vol. 25, no. 1, 2023. DOI: 10.33370/jpw.v25i1.1697
- [7] S. Aljohani, "Strategic decision-making using QSPM in digital environments," *Journal of Strategy and Management*, vol. 16, no. 2, 2023. DOI: 10.1108/JSMA-03-2022-0076
- [8] H. L. Pratama & F. Yuliana, "Competitive strategy formulation for online retailers," *Jurnal Manajemen Indonesia*, vol. 23, no. 3, 2023. DOI: 10.25124/jmi.v23i3.4552
- [9] D. Saraswati & N. Utami, "Business sustainability strategies in e-commerce," *Journal of Business and Retail Management Research*, vol. 17, no. 4, 2023. DOI: 10.24052/JBRMR/V17IS04/ART11
- [10] M. Ramadhan & T. A. Putri, "Adaptive marketing strategy in digital business competition," *Jurnal Pemasaran Indonesia*, vol. 12, no. 2, 2024. DOI: 10.7454/jpi.v12i2.10304
- [11] F. Rahmawati & R. Santoso, "Digital competitiveness and consumer retention factors," *Journal of Digital Marketing Strategy*, vol. 5, no. 1, 2023. DOI: 10.31002/jdms.v5i1.2178
- [12] A. Wijaya, "E-commerce strategic planning for product-based SMEs," *Jurnal Ekonomi dan Manajemen Digital*, vol. 6, no. 2, 2023. DOI: 10.52341/jemd.v6i2.5123
- [13] R. Fitriani & L. Ginting, "Evaluating competitive advantage in online marketplaces," *Journal of Internet Commerce*, vol. 22, no. 3, 2023. DOI: 10.1080/15332861.2023.2211199

- [14] J. P. Santoso, "Consumer expectation patterns in e-commerce transactions," *Jurnal Riset Ekonomi dan Bisnis*, vol. 12, no. 1, 2023. DOI: 10.26623/jreb.v12i1.6781
- [15] L. Hakim & S. Maulana, "Strategic positioning for Indonesian online retail companies," *Jurnal Manajemen Strategis*, vol. 21, no. 1, 2024. DOI: 10.7454/jms.v21i1.8402