

Bukalapak Online Store's SWOT-Based Service Quality Improvement Strategy

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Abstrack: *The purpose of this research is to be able to analyze the strengths, weaknesses, opportunities and threats of using the Bukalapak online store. The research conducted is qualitative in nature. As for collecting data using questionnaires. As for the data processing technique used is to use the SWOT method. Population determination involves internal and external parties. The technique used is to use the SWOT method. Where internal parties involve admin sellers who have direct access to consumers while external parties are students who are in the Palembang city area. The results of the study show that from the internal side it is at coordinates 0.54, while in the factor matrix while on the external side it is at coordinates 0.37. So from the internal matrix mapping and external matrix it shows that Bukalapak is still in a strong position and still has business opportunities.*

Keywords: *Strengths, Weaknesses, Opportunities, Threats, Service Quality, Bukalapak*

1. INTRODUCTION

Bukalapak is one of the largest marketplaces, occupying the fifth largest position in Indonesia. Bukalapak is under the auspices of Garena (changed its name to SEA Group), an Internet company in Southeast Asia. By running the C2C (customer to customer) mobile marketplace and online mall business model that Bukalapak carries, it allows its presence to be easily accepted by various levels of society, including in Indonesia. Bukalapak was finally officially introduced in Singapore in 2015, followed by Malaysia, the Philippines, Taiwan, Thailand, Vietnam and Indonesia.

The vision for Bukalapak is "Become the No. 1 C2C Mobile Marketplace in Southeast Asia", Bukalapak is under the auspices of CEO, Chris Feng, the best graduate from the National University of Singapore which allows its users to buy or sell goods through applications available on the iOS platform. and Androids.

Bukalapak Indonesia was officially introduced in Indonesia in December 2015 under the auspices of PT Bukalapak International Indonesia. Since its launch, Bukalapak Indonesia has experienced very rapid development, even as of October 2017 the application has been downloaded by more than 25 million users. Offering a one stop mobile experience, Bukalapak provides a live chat feature that makes it easy for sellers and buyers to interact with each other easily and quickly. Bukalapak Indonesia as a means of buying and selling online

provides a variety of products to support daily activities that include fashion, gadgets, cosmetic tools, electronic equipment, hobbies and collections, photography, sports equipment, automotive, vitamins and supplements, home equipment, food and beverages, souvenirs and parties, to shopping vouchers .

Bukalapak in achieving its vision and mission requires strategies to improve service quality. Service quality can be identified by looking at internal factors and external factors through an analysis, namely SWOT analysis. SWOT analysis can assist in determining strengths, weaknesses, threats and opportunities in a company or organization. By conducting a SWOT analysis, it is hoped that it can help realize the vision and mission of Bukalapak and can assist in preparing a mature plan to achieve the goal of maximizing revenue receipts at Bukalapak. Therefore, this research is needed to analyze the strengths, weaknesses, opportunities and threats to the quality of service that Bukalapak provides to consumers.

2. LITERATURE REVIEW

Quality is a dynamic condition that influences products, services, people, processes and the environment that meet or exceed expectations (Tjiptono, 2001). So that the definition of service quality can be interpreted as an effort to fulfill the needs and desires of consumers and the accuracy of delivery in balancing consumer expectations (Tjiptono, 2007). Service quality can be identified by comparing consumers' perceptions of the service they actually receive/obtain with the service they actually expect/want against the service attributes of a company. If the service received or perceived (perceived service) is as expected, then service quality perceived as good and satisfactory, if the service received exceeds consumer expectations, then the service quality is perceived as very good and of good quality. Conversely, if the service received is lower than expected, then the service quality is perceived as poor. Six principles of service quality according to Wolkins cited by (Saleh, 2010) include leadership, education, planning, review, communication, appreciation and recognition.

According to Kotler (2002: 83) the definition of service is any action or activity that can be offered by a party to another party, which is basically intangible and does not result in any ownership. Production can be linked or not linked to one physical product. Service is the behavior of producers in order to meet the needs and desires of consumers in order to achieve satisfaction with the consumers themselves. Kotler also said that this behavior can occur during, before and after the transaction. In general, a high level of service will result in high satisfaction and more frequent repeat purchases. The word quality contains many definitions and meanings.

- 1) Quality includes efforts to meet or exceed customer expectations.
- 2) Quality includes products, services, people, processes and the environment
- 3) Quality is a condition that is always changing.

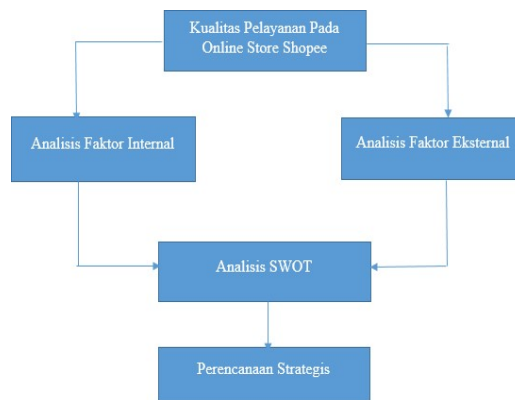
Online shopping is a process where consumers directly buy goods, services and others from a seller in an interactive and real-time manner. without an intermediary media via the Internet (Mujiyana & Elissa, 2013). Online shopping or online shopping via the internet, is a process of purchasing goods or services from those who sell via the internet, or buying and selling services online without having to meet face to face with the seller or the buyer directly (Sari, 2015). So, online shopping is the process of buying and selling goods, services and others that are carried out online without meeting the seller and buyer first.

SWOT analysis is a systematic identification of various factors to formulate a strategy. This analysis is based on logic that can maximize strengths and opportunities, but at the same time can minimize weaknesses and threats (Rangkuti, 2009). To find out the company's position, an approach is used, namely SWOT analysis (Strength, Weakness, Opportunity, and Threat). Strengths and Weaknesses can be identified by analyzing internal factors, while Opportunities and Threats can be identified through external factors.

The following is the definition of Strengths, Weaknesses, Opportunities, Threats according to Pearce and Robinson (2011):

- a. Strengths are resources controlled by or available to the company that make the company relatively superior compared to its competitors in meeting the needs of the customers it serves.
- b. Weaknesses are limitations or deficiencies in one or more of a company's resources against its competitors which become obstacles in meeting customer needs effectively.
- c. Opportunities are the main profitable situations in a company's environment.
- d. Threats (threats) are the main unfavorable situations in a company's environment

The formulation of the flow of thought for this research is to carry out a SWOT analysis related to Bukalapak online store services. SWOT analysis is carried out by looking at internal factors, namely the strengths and weaknesses found in the Bukalapak online store, while external factors consist of opportunities and threats at the Bukalapak online store. After processing the data, the SWOT analysis will produce an overview of the conditions that will be faced by the Bukalapak online store whether they are in strong, weak, opportunity or threatened conditions. Next, a strategic determination is carried out in accordance with the conditions of the Bukalapak online store. The following is the framework for this research:



Gambar : Kerangka Pemikiran

3. RESEARCH METHODOLOGY

3.1. Types of research

The object of this research is a shopping site, namely the online store Bukalapak. This research use descriptive qualitative approach. Descriptive research is research that aims to get an overview or description of how the quality of service provided by the online store Bukalapak. While qualitative analysis according to (Sugiyono, 2005) is a study used to examine the condition of natural objects, where the researcher is the key instrument. Meanwhile, according to (Moleong, 2002) qualitative analysis as a research procedure that produces descriptive data that is analyzed.

3.2. Research Population

In this study, there were two types of population studied, namely the internal population and the external population. The internal population is the population that comes from the admin seller. Admin sellers deal directly with consumers. Admin sellers taken totaled 20 people. While the external population is determined based on the number of students as much 250 people were taken from students in the Palembang city area. Internal and external sampling using sampling techniques in this study was purposive accidental sampling, namely sampling by determining the amount based on criteria. For internal population criteria, the Bukalapak admin seller was chosen for the reason that the shoppe seller admin is a party that deals directly with consumers related to customer service, especially the products offered and prices marketed. As for the external population, there are students at private tertiary institutions in the city of Palembang,

3.3. Data collection technique

The process of collecting data is done in two ways, namely primary data and secondary

data. Primary data is data obtained directly through internal parties using questionnaire media involving seller admins, where the seller admin is the party that deals directly with consumers and serves consumers through the live chat feature found in the Bukalapak online store which allows sellers and buyers to interact about the product being sold. While external parties used questionnaires involving students in the Palembang city area, because Bukalapak users are mostly young people so students are used as samples in the involvement of external parties.

3.4. Data analysis

The stages in data processing are to test the causality of the data. Data causality test consists of data validity and data reliability. Validity test is the level of reliability and validity of the measuring instrument used. The instrument is said to be valid if it shows a valid measuring instrument or can be used to measure something that should be measured. The provisions used as a basis for measuring data validity test are if the t-table value is greater than the t-statistic value (t-count), then the data is declared valid. While the data reliability test is a test that aims to see the level of consistency of the answers given by consumers. If the Cronbach alpha value is above 0.60, the data is said to be reliable. After that do the weight calculation related to internal factors and external factors. There is a weight calculation in carrying out a SWOT analysis, the goal is to provide an assessment or weight regarding how much influence each statement has made on the internal and external company on the company's progress. The weight calculation is provided that the weight is given from 1.0 (very important) to 0.0 (not important). Then from the results of data processing calculations can be calculated internal weights and external weights. The formula for calculating internal and external weights: The value of the questionnaire data processing is divided by the total value of the questionnaire data processing. Then from the results of the calculation of data processing, internal and external weight calculations are carried out with a predetermined formula so that it is likely to have an impact on the company's strategic factors.

The next step is to provide a rating value. Giving rating values for variables consisting of indicators on internal factors which include strengths and weaknesses and external factors for variables which include opportunities and threats. Determination of the internal factor rating has indicator provisions, where strength is given a value of 1 to 4. Determination of value 1 if it is possible that the indicator's performance has decreased compared to the main competitors, for determining the value of 2 if the indicator's performance is the same compared to the main competitors, value 3 or 4 if the indicator is better than the main competitors. Thus the higher the value means that the performance of the indicator will be better when compared to its main

competitors. Meanwhile, the weakness indicator is given a value of 1 if it has an indicator that has many weaknesses compared to its main competitors. Meanwhile, it is given a value of 4 if it has an indicator that is decreasing compared to its main competitors rating.

After giving the rating value, the next step is the internal strategy factor matrix analysis. The internal strategic factor matrix is a matrix which consists of the company's strengths and weaknesses. The way to determine the internal strategic factor matrix is to carry out the weight calculation results and then multiply it by the rating of the strengths and weaknesses which can be used as the x-axis to determine the company's position, whether it is in a strong or weak position. If the calculation results are positive then the company is in a strong position, whereas if the calculation results are negative then the company is in a weakened position. Then the calculation on the x-axis is as follows, namely the x-axis = total weight x rating of strength - total weight x rating of weakness (Rangkuti, 2005). Then perform a matrix analysis of external strategic factors. External Strategic Factor Matrix which consists of the company's opportunities and threats. The results of the weight calculation multiplied by the rating of opportunities and threats can be used as the y-axis to determine how the company's position is, whether it is in a position of opportunity or threat. If the calculation results are positive then the company is in a position of opportunity, and if the calculation is negative then your company is in a threatened position. There is a calculation on the y axis, namely the y axis = total weight x opportunity rating - total weight x threat rating (Rangkuti, 2005). From the x and y axes, we can then draw lines on the SWOT diagram and find out which companies are in quadrants 1, 2,

4. RESEARCH RESULT

4.1. Data Reliability Test

The reliability test can be one of the tests in statistics shows that the reliability of the data shows the level of consistency of the respondents. The results of data reliability testing were obtained by looking at the Cronbach's alpha coefficient value. If the Cronbach's alpha coefficient shows a value of more than 60%, it can be said that the data is reliable, whereas if the Cronbach's alpha coefficient is below 60%, the data indicates that the data is not reliable. Based on the results of the data reliability test, the results obtained were the Cronbach alpha coefficient of 0.939 or 93.90%. This shows that the level of consistency of the questionnaires filled out by respondents is 93.9%, there is a result that the consistency is strong.

42 Data Validity Test

Data validity test is a data test that shows how valid or appropriate the questions that have been presented to respondents are. To measure the level of validity of a data can be done by comparing the value of t-table with t-statistics. If the t-table value is greater than the t-statistic value (t-count), the data is declared valid, whereas if the t-table value is less than the t-statistic value (t-count), the data is declared invalid or invalid.

Table 1. Validity Test Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation
P1	45.33	48.102	.573
P2	45.37	47,551	.568
P3	45.45	47,356	.522
P4	46.46	42,755	.821
P5	46.42	43,174	.805
P6	46.53	43,573	.762
Q7	46.59	43,589	.766
Q8	45.54	45,178	.703
Q9	45.42	44,006	.789
P10	45.53	44,994	.694
P11	45.65	44,555	.731
Q12	45.50	44,697	.731
P13	45.64	44,039	.752

Source: Research Results (Processed Data)

Based on the results of testing the validity of the data, it shows that the results of the statements presented to the respondents are valid or feasible. This can be seen from the number of questionnaires as many as 270 respondents to the t table of 0.05 greater than the t-count.

43.SWOT analysis

SWOT analysis is a systematic identification of various internal and external factors to determine the quality of service at the online shop at Bukalapak. This analysis based on logic in maximizing internal factors in the form of strengths and opportunities and also in minimizing

external factors, namely weaknesses and threats. The following are some details of internal factors and external factors in the SWOT analysis of the online shop at Bukalapak.

1) Internal factors come from the environment internal online shop at Bukalapak. Where the internal environment in the Bukalapak SWOT analysis is taken based on the Bukalapak admin. The Bukalapak admin has the role of providing services to customers related to merchandise or products being sold. The strengths and weaknesses of the Bukalapak online shop are as follows:

a. Strength

- a) Almost every item needed is available
- b) The capital required is relatively small
- c) Use a professional delivery service

b. Weakness

- a) Difficulty communicating with admin sellers
- b) The description of the goods presented is incomplete
- c) Even though using a professional delivery service, there are still frequent errors in the process of sending consumer goods
- d) Expensive shipping costs

2) External factors come from the external environment, where the external environment is from the online shop user side at Bukalapak, namely students who are in the Palembang city area. The following are the opportunities and threats to the Bukalapak online shop as follows:

a. Opportunity

- a) Can expand or expand the business
- b) Great opportunity to increase income because of the rise of people shopping online
- c) The large number of consumers who subscribe online because of the many products that have good quality

b. Weakness

- a) There is a mindset that shopping online is very risky
- b) The number of cases of fraud that occurred
- c) Changing business environment

3) Internal factors come from the environment internal online shop at Bukalapak. Where the internal environment in the Bukalapak SWOT analysis is taken based on the Bukalapak admin. The Bukalapak admin has the role of providing services to customers related to

merchandise or products being sold. The strengths and weaknesses of the Bukalapak online shop are as follows:

- a. Strength
 - a) Almost every item needed is available
 - b) The capital required is relatively small
 - c) Use a professional delivery service
 - b. Weakness
 - a) Difficulty communicating with admin sellers
 - b) The description of the goods presented is incomplete
 - c) Even though using a professional delivery service is still common there is an error in the process of sending consumer goods
 - d) Expensive shipping costs
- 4) External factors come from the external environment, where the external environment is from the online shop user side at Bukalapak, namely students who are in the Palembang city area. The following are the opportunities and threats to the Bukalapak online shop as follows:
- a. Opportunity
 - a) Can expand or expand the business
 - b) Great opportunity to increase income because of the rise of people shopping online
 - c) The large number of consumers who subscribe online because of the many products that have good quality
 - b. Weakness
 - a) There is a mindset that shopping online is very risky
 - b) The number of cases of fraud that occurred
 - c) Changing business environment
- 5) Internal factors originating from online shop internal environment at Bukalapak. Where the internal environment in the Bukalapak SWOT analysis is taken based on the Bukalapak admin. The Bukalapak admin has the role of providing services to customers related to merchandise or products being sold. The strengths and weaknesses of the Bukalapak online shop are as follows:
- a. Strength
 - a) Almost every item needed is available
 - b) The capital required is relatively small

- c) Use a professional delivery service
 - b. Weakness
 - a) Difficulty communicating with admin sellers
 - b) The description of the goods presented is incomplete
 - c) Even though using a professional delivery service, there are still frequent errors in the process of sending consumer goods
 - d) Expensive shipping costs
- 6) External factors come from the external environment, where the external environment is from the online shop user side at Bukalapak, namely students who are in the Palembang city area. The following are the opportunities and threats to the Bukalapak online shop as follows:
 - a. Opportunity
 - a) Can expand or expand the business
 - b) Great opportunity to increase income because of the rise of people shopping online
 - c) The large number of consumers who subscribe online because of the many products that have good quality
 - b. Weakness
 - a) There is a mindset that shopping online is very risky
 - b) The number of cases of fraud that occurred
 - c) Changing business environment

4.4. Internal Strategy Factor Matrix

Internal factor matrix is a matrix that shows the strengths and weaknesses contained within the company's internal. Strength is all the potential resources owned by the company which shows the utilization of the results of the resources that can be optimized by the company.

SO Strategy Analysis using analysis related to internal factors, namely the presence of strength factors that are used to take advantage of opportunities or opportunities in improving the quality of services provided by the Bukalapak online store. The SO strategy implemented by the company is to improve service quality. The following results of the IFAS matrix analysis are shown in the table below:

Table 2. Results of IFAS Matrix Analysis

Code	Information	Rating s	Weig ht	score
S1	Almost all items needed available	4	0.17	0.68
S2	The capital required is relative small	4	0.17	0.68
S3	Using a delivery service professional	4	0.17	0.68
Total Strength Weight Calculation				2.04
Code	Information	Rating s	Weig ht	score
W1	Difficulty communicating with seller admin	3	0.13	0.39
W2	Description of the items presented not complete	3	0.13	0.39
W3	Even though you use a professional delivery service, there are still frequent mistakes	3	0.12	0.36
W4	Expensive shipping costs	3	0.12	0.36
Total Weakness Weight Calculation				1.50
Total IFAS Matrix Calculation				0.54

Source: Research Results (Processed Data)

Based on the results of the IFAS matrix table above, it can be determined that the x-axis which functions to determine the company's position is in a strong or weak position. Searching for the x-axis is done in a way that is the x-axis = total weight x strength rating - total weight x weakness rating. Based on this formula, the value on the x-axis can be determined, namely the total calculation of the strength weight of 2.04 minus the total calculation of the weakness weight of 1.50 so that the x-axis is 0.54. So from the results of these calculations it can be seen that the position of online store service quality Bukalapak is in a strong position.

4.5. External Strategy Factor Matrix

External strategic factor matrix is useful for formulating external strategic factors for Bukalapak online store services in the framework of Opportunities and Threats by looking at various possibilities for opportunities and threats that will be faced by the online store Bukalapak. The following results of the EFAS matrix analysis are shown in the table below:

Table 3. Results of EFAS Matrix

Analysis

Code	Information	Rating s	Weig ht	score
O1	Can expand widely	4	0.17	0.68
O2	The increasing number of consumers who shop using online media creates a great opportunity to increase income	4	0.17	0.68
O3	Good and cheap goods make consumers many subscribe	4	0.17	0.68
Total Opportunity Weight Calculation				2.04
Code	Information	Rating s	Weig ht	score
T1	There is a Mind Set that shop online very risky	3	0.16	0.48
T2	Lots of fraud going on	4	0.17	0.68
T3	Changing market environment	3	0.17	0.51
Total Threat Weight Calculation				1.67
Total EFAS Matrix Calculation				0.37

Source: Research Results (Processed Data)

From the EFAS matrix above You can determine the y-axis to find out whether the company's position is in a position of opportunity or threat. Finding the y-axis is done in a way that is $y\text{-axis} = \text{total weight} \times \text{opportunity rating} - \text{total weight} \times \text{threat rating}$. Based on this formula, it can be determined that the value on the x-axis is the total calculation of the opportunity weight of 2.04 minus the total calculation of the weakness weight, which is 1.67 so that the x-axis is 0.37. So from the results of these calculations it can be seen that the position of online store service quality Bukalapak is in a position of opportunity.

5. Discussion

A SWOT analysis diagram is a tool used to find out how the coordinates and quadrants are where the company's strategy is. The results of the processing of the internal strategic factor matrix and the external strategic factor matrix can be determined by the position of Bukalapak Online Store service. In the internal strategy factor matrix, the results of the x-axis are at the 0.54 coordinate, while in the external strategy factor matrix the y-axis is at the coordinates 0.37. From these two coordinates it can be determined that the company's position is in coordinates 1,2,3 or 4, each quadrant supporting each strategy. The following is a picture related to the SWOT diagram as follows:

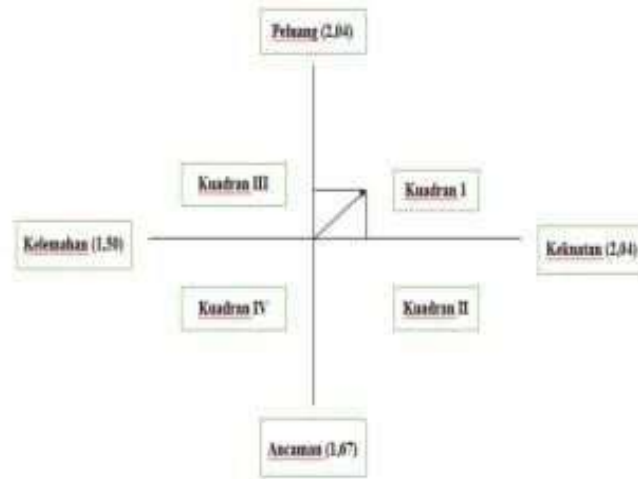


Figure 2. SWOT Analysis Diagram on the Bukalapak Online Store

Based on this figure, the SWOT analysis quadrant above can be seen that the position of service quality service online store Bukalapak is in quadrant one which means it supports an aggressive or growth strategy because the y-axis is in an opportunity position with a value of 0.37 and the x-axis is in a strong position with a value of 0.54 . Based on the IFAS table, there are weaknesses, namely the difficulty of communicating with the admin seller has a weight of 0.39 and the incomplete description of the goods presented in the Bukalapak online store has a weight of 0.39 which can be implemented in a concentration strategy. The concentration strategy can be carried out by maximizing communication, especially the admin seller's response to consumers. Then for incomplete descriptions of goods, Bukalapak should complete consumer requests related to the products offered in order to improve Bukalapak online store services. Therefore, Bukalapak online store needs to develop a strategy in order to improve service quality in an effort to achieve profits every year.

The preparation of the SWOT matrix is based on the internal strategic factor matrix and the external strategic factor matrix then creates new strategies based on these factors. The following SWOT matrix related to Bukalapak online store services is as follows:

Table 4. SWOT Matrix Analysis Results

IFAS efas	Strength(S)	Weaknesses (W)
	1. Almost all goods are needed available	1. Difficulty communicating with seller admin
	2. The capital required relatively small	2. Description of the goods presented incomplete
	3. Using a professional delivery service	3. Even if you use a professional delivery service, you still do errors often occur
		4. Expensive shipping costs
Opportunities (O)	SO strategy	WO strategy
1. Can expand widely	1. Expand Market network	1. Equipgoods needed by consumers on the features of the item description
2. The more widespread consumers do shop online make Great opportunity to increase income	2. Make product variants that are following consumer tastes	2. Increase interactive in the form of communication especially the admin seller role as a customer service
3. Good and cheap goods make consumers subscribe		3. Using a professional delivery service in the form of a partnership to meet the needs customers right on target
Threats (T)	ST Strategy	WT Strategy
1. There is a mindset that shoppingonline is very risky	1. Increase competitiveness quality	1. Improving the quality of Human Resources
2. The number of fraud that occurred	2. Upgrade on service concentration and satisfaction customer	2. Improving the right goods ordering service time
3. The market environment is changing		3. Increase effectiveness advertising on social media

Source: Research Results (Processed Data)

6. CONCLUSION

The conclusion that can be drawn in this study is that the online store service quality Bukalapak is still in a strong position. This strong position can be seen from how the online store Bukalapak takes advantage of its strengths and opportunities and continues to improve its weaknesses and is able to compete with other online stores.

7. SUGGESTION

Suggestions that can be taken based on the results of this study are for future researchers who have similar research to add more representative variables so that they can be used as material for consideration in conducting research.

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