

Market Dynamics in Digital Business in Indonesia: a Study of Competition, Innovation, and Consumer Trends

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This study aims to analyze the influence of competition, innovation, and consumer trends on market dynamics in digital businesses in Indonesia. The rapid development of the digital economy requires businesses to be able to adapt to changes in the business environment, technology, and consumer behavior. The study used a quantitative approach with a survey method of 100 respondents consisting of business owners, managers, and employees in the digital business sector in Indonesia. The sampling technique used purposive sampling with the criteria of respondents having at least one year of experience in digital businesses. Data collection was conducted through an online questionnaire using a Likert scale. Data analysis used multiple linear regression with the help of validity tests, reliability tests, classical assumption tests, t-tests, F-tests, and coefficients of determination. The results of the study indicate that partially, competition has a positive and significant effect on market dynamics, innovation has a positive and significant effect and is the most dominant variable, and consumer trends also have a positive and significant effect on market dynamics. Simultaneously, competition, innovation, and consumer trends have a significant effect on market dynamics with a contribution of 61.2%. These findings indicate that the success of a digital business is largely determined by the company's ability to face competition, create sustainable innovation, and understand changing consumer needs. This study is expected to be a reference for the development of digital business strategies in Indonesia.

Keywords: Competition, Innovation, Consumer Trends, Market Dynamics, Digital Business.

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1. Introduction

Management is the process of planning, organizing, directing, and supervising organizational resources to achieve goals effectively and efficiently. In the modern era, the concept of management is no longer limited to human, financial, or operational resource management, but also encompasses an organization's ability to respond to rapidly changing business environments. These changes have become increasingly evident since the rise of digitalization in various economic sectors. According to Laudon and Traver (2021), digital transformation has changed the way companies operate, interact with customers, and build competitive advantage in the global marketplace. Therefore, modern management is required to be able to analyze market changes and develop adaptive, technology-based strategies.

One of the key phenomena in current management studies is market dynamics in digital businesses. Digital markets are systems for exchanging goods and services that utilize electronic platforms such as marketplaces, social media, mobile applications, and websites. The existence of digital businesses creates faster, more flexible, and more geographically bounded transaction models. According to Chaffey and Ellis-Chadwick (2022), digital markets are characterized by rapid change, information transparency, and

increased consumer power in determining product and service choices. This suggests that digital businesses must employ more responsive strategies than conventional businesses.

In Indonesia, the digital market has shown rapid growth in recent years. Indonesia has become one of the largest digital economies in Southeast Asia, supported by its large population, increasing internet penetration, and widespread smartphone use. According to Google, Temasek, and Bain & Company (2023), Indonesia's digital economy continues to grow, making it the largest contributor in the ASEAN region. This situation makes Indonesia a relevant research location for examining market dynamics in digital businesses, particularly regarding changes in consumer behavior and competition between businesses.

The dynamics of the digital market in Indonesia are influenced by several key factors, namely competition, innovation, and consumer trends. Competition between digital platforms is increasingly intense due to the large number of companies offering similar products at competitive prices, attractive promotions, and fast service. According to Kotler, Kartajaya, and Setiawan (2021), in the digital market, companies compete not only on price but also on customer experience and emotional connection through technology. Furthermore, innovation is a crucial factor for companies to survive and thrive. Innovation can take the form of developing application features, digital payment systems, personalized services, or data-driven marketing strategies. According to Tidd and Bessant (2024), continuous innovation is a key source of competitive advantage in a rapidly changing business environment.

Another crucial factor is consumer trends. Digital consumers tend to prioritize ease of transactions, speed of service, payment security, customer reviews, and interactive promotions on social media. According to Schiffman and Wisenblit (2022), digital consumer behavior is heavily influenced by user experience and online recommendations. This means that changing consumer trends must be continuously monitored so companies can adapt their marketing strategies and maintain customer loyalty.

Based on simple observational surveys, it appears that Indonesians are increasingly accustomed to using digital platforms to purchase daily necessities, fashion, food, and even transportation services. Consumers also tend to compare prices across platforms before making a purchase. Meanwhile, many small businesses are shifting to digital systems to expand their market. However, some businesses still face challenges in technological innovation, price competition, and customer retention.

An interesting research phenomenon in digital business in Indonesia today is the increasingly rapid changes in market behavior influenced by technology and people's lifestyles. Consumers no longer shop solely based on needs, but are also influenced by viral trends, influencer recommendations, user reviews, and real-time promotions via social media. The emergence of social commerce, live shopping, artificial intelligence in customer service, and digital payment systems demonstrates the continued evolution of the digital market. According to Kotler et al. (2021), modern consumers tend to desire a fast, personalized, and digitally integrated shopping experience. Furthermore, many micro, small, and medium enterprises (MSMEs) have begun to enter the digital ecosystem through marketplaces and social media, thereby increasing the openness and competitiveness of the market. This phenomenon demonstrates that the success of a digital business is determined not only by the products sold, but also by the ability to quickly and accurately analyze market changes.

On the other hand, various problems persist in the dynamics of the digital business market in Indonesia. Excessively fierce price competition often reduces profit margins and triggers promotional wars between platforms. Many small businesses are also unable to adapt to digital technology due to limited capital, human resource competencies, and access to innovation. Furthermore, consumer loyalty is relatively low because customers easily switch to other platforms offering lower prices or faster service. Other issues

include data security, online fraud, inconsistent service quality, and unequal internet access in some regions. According to Chaffey and Ellis-Chadwick (2022), the main challenge for digital businesses is not only attracting new customers but also maintaining long-term customer trust. Therefore, this research is crucial to analyze how competition, innovation, and consumer trends impact the sustainability of digital businesses in Indonesia.

Numerous studies have shown that market dynamics in digital businesses are heavily influenced by competition, innovation, and changes in consumer behavior. Research by Prasetyo and Hidayat (2021) found that the level of marketplace competition in Indonesia encourages companies to improve the quality of digital services, delivery speed, and data-driven promotional strategies to retain customers. Furthermore, a study by Sari, Nugroho, and Putri (2022) explained that technological innovations such as the use of artificial intelligence, chatbots, and product recommendation systems have a positive impact on digital consumer satisfaction and loyalty. Research by Rahman and Akbar (2023) also confirmed that Indonesian consumer trends are increasingly moving toward practical transactions, cashless payments, and a preference for platforms that provide the best user experience. Meanwhile, research by Wijaya et al. (2024) showed that MSMEs that adopt digital platforms are able to expand their market share and increase their competitiveness, despite still facing digital literacy and limited capital. Furthermore, research by Lestari and Firmansyah (2025) stated that the success of digital businesses is largely determined by a company's ability to integrate sustainable innovation with marketing strategies that are responsive to changing consumer trends. Based on the research results, it can be concluded that competition, innovation, and consumer trends are strategic factors that are interrelated in shaping the dynamics of the digital business market in Indonesia.

Based on various previous studies, there are *research gap* This needs further study. Most previous studies tend to discuss the influence of competition, innovation, or consumer behavior separately, resulting in few studies integrating these three variables into a comprehensive analytical framework. Prasetyo and Hidayat's (2021) research focuses more on marketplace competitive strategies, while Sari et al.'s (2022) focuses on technological innovation in increasing customer satisfaction. Rahman and Akbar (2023) examine changes in digital consumer behavior but do not simultaneously link them to competitive pressures and corporate innovation strategies. Furthermore, Wijaya et al.'s (2024) focus more on the context of digital MSMEs, while Lestari and Firmansyah's (2025) research focuses on sustainable innovation without outlining the direct influence of market competition dynamics. Thus, there remains an empirical gap regarding the simultaneous relationship between competition, innovation, and consumer trends in shaping digital business market dynamics, particularly in the Indonesian context, which has very unique and heterogeneous market characteristics.

Novelty The essence of this research lies in an integrative approach that combines three main determinants: competition, innovation, and consumer trends, as factors shaping market dynamics in digital businesses in Indonesia. This research not only analyzes each variable partially but also examines the interrelationships between variables in explaining changes in digital market structure more comprehensively. Furthermore, this research presents the current context of Indonesia's rapidly growing digital market through social commerce, live shopping, data-driven personalization, and the increasing involvement of MSMEs in the digital ecosystem. Another novelty is the effort to formulate an adaptive business strategy model that business actors can use to respond to market changes quickly and sustainably. Thus, this research is expected to provide new contributions both theoretically in the development of digital marketing management science and practically for companies in winning competition in the digital economy era.

2. Literature Review and Problem Statement

Strategic Management

Strategic management explains how organizations formulate, implement, and evaluate decisions to achieve competitive advantage. In digital business, this theory is relevant because companies must quickly adapt their strategies to changes in the market, technology, and consumer behavior. Competitive advantage is achieved through service differentiation, cost efficiency, and continuous innovation. According to David and David (2022), strategic management helps organizations systematically analyze external opportunities. Meanwhile, Wheelen et al. (2021) emphasize the importance of adaptive strategies in a dynamic business environment.

Market Competition

Market competition explains how companies compete to gain customers, market share, and profits through price, quality, and innovation. In digital markets, competition intensifies because barriers to entry are relatively low and pricing information is highly transparent. According to Porter (2021), the intensity of competition is influenced by competitor strength, the threat of new entrants, and product substitution. Furthermore, Kotler et al. (2021) explain that modern competition is not only about products, but also customer experience and service speed.

Innovation

Innovation theory emphasizes the importance of updating products, processes, and business models to create new value for customers. In digital business, innovation can take the form of new applications, digital payment systems, artificial intelligence, and personalized services. According to Tidd and Bessant (2024), innovation is a key driver of growth and sustainability for modern businesses. Meanwhile, Rogers (2022) explains that innovation adoption is influenced by perceived benefits, ease of use, and suitability to consumer needs.

Consumer Behavior

Consumer behavior describes the process by which individuals search for, select, purchase, use, and evaluate products or services. In the digital context, purchasing decisions are influenced by online reviews, social media promotions, ease of transactions, and platform trust. According to Schiffman and Wisenblit (2022), digital consumer behavior is heavily influenced by psychological factors and user experience. Furthermore, Solomon (2023) states that changes in digital lifestyles are shaping faster, more convenience-based consumption patterns.

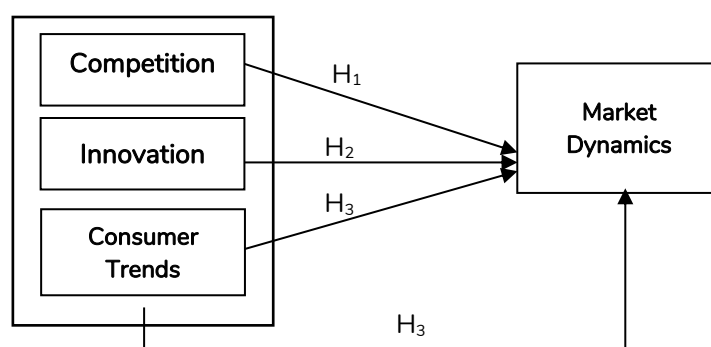


Fig.1. Thinking Framework

Hypothesis:

H₁: it is suspected that there is an influence of competition on market dynamics.

H₂: it is suspected that there is an influence of innovation on market dynamics.

H₃: it is suspected that there is an influence of consumer trends on market dynamics.

H₄: it is suspected that there is a simultaneous influence of competition, innovation and consumer trends on market dynamics.

3. Method

Research methods are systematic steps used to obtain data and scientifically answer research questions. In this study, a quantitative method was chosen because it can objectively explain the relationships between variables through numerical measurements. With a structured design, the research is expected to yield empirical findings regarding the influence of competition, innovation, and consumer trends on market dynamics in digital businesses in Indonesia (Sugiyono, 2022).

Research Approaches and Types

This research uses a quantitative approach with a survey method. The quantitative approach is used because it emphasizes variable measurement, hypothesis testing, and statistical analysis of numerical data. According to Creswell and Creswell (2023), quantitative research aims to test theories through relationships between variables measured using research instruments. The survey method was chosen because it is effective in obtaining data from a large number of respondents in a relatively short time.

Time and Location of Research

The research was conducted from November 2025 to January 2026. This time period was used for instrument development, questionnaire distribution, data collection, and analysis of the research results. The research location was at Indonesia with a coverage of digital business actors as respondents from various regions through online media, thus enabling a wider and more efficient reach of respondents.

Population and Sample

The population in this study was digital business actors in Indonesia, including business owners, managers, digital marketing staff, and employees involved in technology-based business activities. According to Sekaran and Bougie (2021), a population is all elements that possess characteristics consistent with the research objectives. The sampling technique used was purposive sampling, which selects respondents based on specific criteria. The criterion for respondents was having at least one year of experience in digital business. The sample size was 100 respondents.

Research Variables

This research consists of independent and dependent variables. The independent variables include Competition (X₁), Innovation (X₂), and Consumer Trends (X₃). The dependent variable is Market Dynamics (Y). Competition is measured through competitor intensity, pricing strategy, and product differentiation. Innovation is measured through product development, technology adoption, and new business models. Consumer trends are measured through changes in preferences, digital shopping behavior, and technology adoption. Market dynamics are measured through changes in demand, business adaptation, and market response.

Data Collection Techniques

Primary data was obtained through an online questionnaire using Google Forms. The questionnaire used a Likert scale of 1–5, ranging from strongly disagree to strongly agree. According to Hair et al. (2022), the

Likert scale is effective for systematically measuring respondents' perceptions, attitudes, and opinions. Online media use was assessed based on the characteristics of respondents who actively use digital technology.

Research Instrument Testing

The research instrument was tested through validity and reliability tests. The validity test used the Pearson Product Moment correlation, where an item is declared valid if the correlation value is greater than the table's r value. The reliability test used the Cronbach's Alpha method, with an alpha value > 0.70 being considered reliable (Ghozali, 2021). This test is crucial to ensure that the instrument measures variables consistently and accurately.

Data Analysis Techniques

Data analysis using multiple linear regression with the equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where Y is market dynamics, X_1 is competition, X_2 is innovation, X_3 is consumer trends, β_0 is a constant, β_1 – β_3 is the regression coefficient, and e is the error term. In addition, classical assumption tests were conducted in the form of normality, multicollinearity, and heteroscedasticity. Hypothesis testing used the t -test (partial), F -test (simultaneous), and the coefficient of determination (R^2) to determine the contribution of the independent variables to the dependent variable (Gujarati & Porter, 2022).

4. Results and Discussion

This study presents empirical findings based on data obtained from 100 digital business respondents in Indonesia. The analysis was conducted in stages, starting with respondent characteristics, instrument testing, classical assumption testing, regression analysis, and hypothesis testing. The tabular presentation of the results facilitates systematic and objective data interpretation, in line with the research objectives.

Table 1. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage
Man	58	58%
Woman	42	42%
Total	100	100%

Source: Processed primary data, 2026

The majority of respondents in this study were male (58 people, or 58%), while 42 respondents were female (42%). This composition indicates that the digital business actors surveyed are quite diverse in terms of gender. This indicates that the digital business sector in Indonesia has actively involved both men and women in business activities, digital marketing, and technology-based platform management.

Table 2. Respondent Characteristics Based on Length of Business

Length of Business	Frequency	Percentage
1–3 Years	47	47%
4–6 Years	33	33%
> 6 Years	20	20%
Total	100	100%

Source: Processed primary data, 2026

The majority of respondents (47%) had 1–3 years of business experience. This indicates that digital businesses are highly sought after by new entrepreneurs who are leveraging technological advancements. Meanwhile, 33% of respondents have been running their businesses for 4–6 years, and

20% have been running for more than 6 years. This data demonstrates that digital businesses in Indonesia are growing well among both new and established entrepreneurs.

Table 3. Validity Test of All Variables

Item	Variables	r Count	r Table	Information
X _{1.1}	Competition	0.721	0.196	Valid
X _{1.2}	Competition	0.745	0.196	Valid
X _{2.1}	Innovation	0.768	0.196	Valid
X _{2.2}	Innovation	0.782	0.196	Valid
X _{3.1}	Consumer Trends	0.734	0.196	Valid
X _{3.2}	Consumer Trends	0.759	0.196	Valid
Y ₁	Market Dynamics	0.804	0.196	Valid
Y ₂	Market Dynamics	0.791	0.196	Valid

Source: Processed primary data, 2026

All statement items had calculated r values greater than the table r of 0.196, thus all indicators were declared valid. This means that the questionnaire items accurately measured competition, innovation, consumer trends, and market dynamics. These results indicate that the research instrument is suitable for further analysis as it meets statistical validity requirements.

Table 4. Reliability Test

Variables	Cronbach's Alpha	Information
Competition	0.812	Reliable
Innovation	0.845	Reliable
Consumer Trends	0.826	Reliable
Market Dynamics	0.851	Reliable

Source: Processed primary data, 2026

The Cronbach's Alpha values for all variables were above 0.70, indicating reliability. Therefore, all questionnaire items had a good level of internal consistency. Respondents provided consistent responses to the items in each variable, ensuring reliable data for regression analysis and hypothesis testing.

Table 5. Normality Test

Method	Say.	Information
Kolmogorov-Smirnov	0.200	Normal

Source: Processed primary data, 2026

The Kolmogorov-Smirnov test significance value of 0.200 is greater than 0.05. These results indicate that the research data is normally distributed. By meeting the assumption of normality, a regression model can be used to test the relationship between variables. A normal data distribution also indicates that respondents' answers are proportionally distributed and there are no extreme deviations.

Table 6. Multicollinearity Test

Variables	Tolerance	VIF	Information
Competition	0.721	1.387	There is no multicollinearity
Innovation	0.684	1.462	There is no multicollinearity
Consumer Trends	0.702	1.425	There is no multicollinearity

Source: Processed primary data, 2026

The tolerance value for all variables is greater than 0.10, and the VIF value is less than 10. This indicates that there is no high correlation between the independent variables. Thus, the competition, innovation,

and consumer trends variables can be used together in a regression model without causing bias due to multicollinearity.

Table 7. Multiple Linear Regression Results

Variables	Beta Coefficient	t Count	Sig.
Permanent	2.145	-	-
Competition	0.284	3.221	0.002
Innovation	0.361	4.115	0.000
Consumer Trends	0.297	3.567	0.001

Source: Processed primary data, 2026

The regression equation obtained is $Y = 2.145 + 0.284X_1 + 0.361X_2 + 0.297X_3$. All three independent variables have positive coefficients, meaning that increased competition, innovation, and consumer trends will increase market dynamics. The innovation variable has the most dominant influence because it has the largest beta coefficient, namely 0.361. This demonstrates the importance of innovation in digital business.

Table 8. F Test and Coefficient of Determination

Test	Mark
F Count	32.417
Mr. F	0.000
R Square	0.612

Source: Processed primary data, 2026

The calculated F value of 32.417 with a significance level of 0.000 indicates that competition, innovation, and consumer trends simultaneously have a significant influence on market dynamics. The R Square value of 0.612 means that 61.2% of the variation in market dynamics can be explained by the three independent variables, while the remaining 38.8% is influenced by other factors outside the study.

Discussion

This research discussion aims to explain the meaning of the statistical analysis results and relate them to previous theories and research. The main focus of the discussion is to examine the influence of competition, innovation, and consumer trends on market dynamics in digital businesses in Indonesia, both partially and simultaneously, to achieve a comprehensive understanding.

The Influence of Competition on Market Dynamics

The research results show that competition has a positive and significant impact on market dynamics. This means that the higher the level of competition among digital businesses, the more rapid market changes will be. Competition encourages companies to improve service quality, pricing strategies, and product differentiation. In a digital context, customers easily compare products, requiring companies to be responsive. This finding aligns with research by Prasetyo and Hidayat (2021), which states that marketplace competition drives increased service innovation and operational efficiency. According to Porter (2021), healthy competition creates positive pressure for companies to continue growing. Thus, competition is a crucial factor shaping digital market dynamics in Indonesia, as it encourages businesses to continually adapt to changing consumer needs and competitor strategies.

The Influence of Innovation on Market Dynamics

Innovation has been shown to have the most dominant influence on market dynamics. This means that companies that actively update their products, technology, and business models are better able to cope with market changes. In digital businesses, innovation can take the form of new application features,

digital payment systems, the use of AI, or data-driven marketing strategies. This finding supports research by Sari et al. (2022), which states that technological innovation has a positive effect on digital customer satisfaction and loyalty. According to Tidd and Bessant (2024), innovation is a key driver of modern business growth. When companies are able to innovate consistently, competitiveness increases and new market opportunities can be created. Therefore, innovation is a key element in maintaining the sustainability of digital businesses amidst a changing business environment.

The Influence of Consumer Trends on Market Dynamics

The research results show that consumer trends significantly influence market dynamics. Changes in customer preferences, digital lifestyles, and the need for fast and easy transactions are driving companies to adapt their business strategies. Consumers today tend to choose platforms that are secure, practical, and offer a personalized experience. This finding aligns with Rahman and Akbar (2023), who found that Indonesian consumers are increasingly turning to cashless payments and app-based services. According to Schiffman and Wisenblit (2022), digital consumer behavior is heavily influenced by user experience and online recommendations. Therefore, companies that accurately read consumer trends will respond more quickly to the market. Conversely, companies that are slow to adapt risk losing customers and market share.

The Influence of Competition, Innovation, and Consumer Trends on Market Dynamics

Simultaneously, competition, innovation, and consumer trends significantly influence market dynamics. This indicates that digital market changes cannot be explained by a single factor but are the result of the interaction of several strategic variables. Competition drives efficiency, innovation creates new value, and consumer trends determine the direction of market demand. This finding supports research by Lestari and Firmansyah (2025), which states that digital business success depends on the integration of innovation and responsiveness to customer behavior. The coefficient of determination value of 61.2% indicates that all three variables contribute strongly to explaining market dynamics. Therefore, digital companies in Indonesia need to manage competitive strategies, continuous innovation, and monitor consumer trends in an integrated manner to survive and thrive in the digital era.

5. Conclusion

Based on the results of this study, it can be concluded that the development of the digital market in Indonesia is significantly influenced by the ability of business actors to face competition, create innovation, and understand changes in consumer behavior. These three variables have been shown to have a positive relationship with market dynamics, both partially and simultaneously. This indicates that changes in the digital market do not occur randomly, but are influenced by strategic factors that companies can manage.

Partially, competition variables significantly influence market dynamics. Competition drives companies to improve product quality, price efficiency, service speed, and business differentiation to remain competitive. Innovation variables are the most dominant factor influencing market dynamics. Companies capable of developing new technologies, updating business models, and providing creative services tend to adapt more quickly to market changes. Meanwhile, consumer trends also have a significant influence, indicating that changes in customer preferences, digital lifestyles, and the need for practical services significantly determine the direction of digital market development.

Simultaneously, competition, innovation, and consumer trends strongly influence market dynamics, contributing 61.2%, while the remainder is influenced by factors outside the study. These findings

emphasize that digital business success requires an integrated strategy that combines competitiveness, continuous innovation, and customer orientation. Therefore, digital businesses in Indonesia need to continuously improve their technological adaptation, understand customer needs, and develop healthy competitive strategies to survive and thrive in a dynamic business environment. This research also contributes academically to the development of digital business management studies in the modern era.

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