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The Marketing and Brand Strategy of Shopee Indonesia in Covid-19 Era

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Abstract

The use of technology has driven business growth mainly due to the impressive array of information that can be presented remotely. E-commerce is one of the advances in information technology, where a system serves buyers online through computer network media. Technology presents e-commerce as an alternative transactional platform that is accepted by the public as Indonesia is the largest region with the fastest-growing e-commerce in Southeast Asia. The number of e-commerce businesses in Indonesia encourages companies to have attractive marketing strategies in order for consumers to visit e-commerce platforms and ultimately influence consumers to make purchasing decisions. In the middle of the situation with the outbreak of the Covid-19 pandemic, people are required to carry out their activities at home and maintain social distancing by recommendations of the Indonesian government. In supporting the government, Shopee declared itself to be a leading fighter on e-commerce for shopping from home with its campaign program called #ShopeeDariRumah (#ShopeeFromHome). The purpose of this paper is to find out the marketing and brand strategy of online purchase decisions at Shopee during the Covid-19 pandemic era. The results of this study prove that the website, search engine marketing, web banners, social media campaigns, and online purchase decisions have a positive and significant impact on Shopee's marketing and brand image.

Keywords: Covid-19, Marketing, E-commerce, Brand, Shopee

1. Introduction

Shopee is a platform specifically designed to provide an easy, safe, and fast online shopping experience with a substantial payment system and logistics support. Shopee has a goal of developing into the e-commerce of choice in Indonesia. Shopee has a wide selection of product categories, ranging from electronics, home appliances, health, beauty, mother-and-baby, fashion, sports equipment, etc. Shopee is a subsidiary of the Sea Group and was first launched in 2015 simultaneously in 7 countries, such as Singapore, Malaysia, Thailand, Taiwan, Indonesia, Vietnam, and the Philippines. With technology, Sea Group has a mission to improve consumers' quality of life and small entrepreneurs for the better. The Sea Group is listed on the NYSE (New York Stock Exchange) under the name of SE. Since its launch, Shopee Indonesia has experienced very rapid development. The level of Shopee visits during August 2021 indicated that this platform has 26.92 million unique daily active users accessing Android mobile devices in Indonesia.

Shopee's goal is to believe in the transformative power of technology and want to change the world for the better by providing a platform to connect buyers and sellers in one community. And for Internet users across the region, Shopee offers a one-stop online shopping experience that provides a wide selection of products, a social gathering for exploration, and seamless fulfillment services. To describe who Shopee is—how they speak, act, and react to certain situations, their principles are simple, happy, and together. These core values are always visible in every step of the Shopee journey (Shopee, 2021).

2. Research Methods

This study employs a qualitative descriptive research design to analyze Shopee Indonesia's marketing and branding strategies during the Covid-19 pandemic. The descriptive approach was chosen to provide an in-depth understanding of how Shopee implemented its marketing mix, brand positioning, and digital innovation to maintain competitiveness and consumer loyalty in the Indonesian e-commerce market.

The study relies on secondary data obtained from various credible sources, including academic journals, government reports, company websites, and industry analyses. Primary data was not collected directly from respondents; instead, existing publications and datasets related to Shopee's marketing performance, promotional

activities, and brand image during the pandemic were systematically reviewed. The sources include statistical reports from We Are Social, Hootsuite, World Bank, and McKinsey, as well as internal publications by Shopee Indonesia, Sea Group, and related case studies from 2019 to 2022.

The data used in this research were drawn from:

1. Scientific Journals and Conference Papers – providing theoretical frameworks on e-commerce marketing, consumer behavior, and brand strategy.
2. Official Company Reports – from Shopee Indonesia and Sea Group, detailing marketing campaigns and financial performance.
3. Industry Reports and Media Publications – such as Boxme Blog, Campaign Asia, and iPrice, providing quantitative and qualitative insights into Indonesia's e-commerce landscape.
4. Previous Research Studies – focusing on variables such as advertising, promotion, brand image, and consumer purchase decisions.

The collected data were analyzed using content analysis to identify recurring themes and strategic patterns. The analysis focused on the implementation of Shopee's marketing mix (product, price, promotion, and place), brand positioning, and strategic adaptation during the Covid-19 crisis. The data were categorized according to internal (strengths and weaknesses) and external (opportunities and threats) factors, following the SWOT analytical framework to evaluate Shopee's competitive advantage.

To ensure validity, multiple data sources were cross-referenced to confirm consistency and credibility. Triangulation was applied by comparing findings from academic studies, company statements, and market research reports. Reliability was maintained through the use of up-to-date and reputable publications, ensuring that interpretations were aligned with the actual context of Shopee's business environment during the Covid-19 pandemic.

The research focuses exclusively on Shopee Indonesia's strategies within the timeframe of 2020–2021, corresponding to the Covid-19 pandemic period. It does not cover post-pandemic developments or financial performance outside this period. The use of secondary data limits the ability to capture primary consumer perceptions or internal company perspectives but allows for a comprehensive overview of Shopee's marketing and brand management strategies based on documented evidence.

3. Results and Discussions

3.1 STP Analysis

Marso (2021) conducted a study about The Influence of Web Views and Prices on Purchase Intention with Trust as Intervention Variables on Shopee E-Commerce and stated that companies must implement marketing strategies to deal with competitor's tailored to the community's needs. This is by marketing itself, namely interpreting and responding to human and social needs. As well as the main idea of marketing, namely understanding the needs of consumers and developing assumptions to offer superior value. Companies need a marketing strategy to deal with all the internal and external changes and weaknesses. Before carrying out various kinds of promotions or other marketing approaches in marketing science, companies must first clearly target segmentation, targeting, and positioning.

Adiguzel (2020) explained the high competition in the business world demands a competitive advantage that every Company must own to remain competitive. One of the advantages that a company must acknowledge is the right marketing strategy. The right marketing strategy is not limited to promoting its products but also includes product segmentation, namely dividing product marketing based on target customers and targeting the intended market, as well as positioning desired by the company in the minds of consumers so that consumers always remember the products sold by a company. A company's marketing strategy serves to obtain comprehensive segmentation, targeting and positioning to strengthen consumer loyalty to the offered products. This marketing activity requires time and an excellent strategy to promote its products so that the marketing carried out can be effective. A good marketing strategy can avoid the losses in a company caused by ineffective and inefficient promotions.

Shopee uses a combination of segmentation techniques, including geographic, demographic, and behavioral segmentation, to develop its firm into a technologically advanced organization that will assist customers and businesses in using the internet's immense potential.

**STP of Shopee Indonesia
Segmentation**

Geographical: Indonesia

Demographic:

-Female and male, young and adults

-Range of age between 15-44. In terms of age, Shopee's most significant share of users is users aged 20–24 years (24%). Below those are users aged 25–29 years (23%), 30-34 years (19%), and 35–39 (17%) and followed by users aged 40–44 years (10%) and 15–19 years (7%).

-Lower, middle, and upper classes. The percentage of social course in Indonesia is as follows: the group towards the middle class has 114.7 million people or around 44%. The second is the vulnerable group with 61.6 million people or 23.6%. The third is the middle class, with 53.6 million people or 20.5%. Then there is the poor class, totaling 28 million people, or 10.7%, and the upper class, numbering 3.1 million people, or 1.2 percent (The World Bank, 2020). Because Shopee's target market is Indonesians from all social classes with the percentage mentioned, the products offered are varied, from low prices to high-priced goods tailored to consumers' needs and purchasing capabilities.

-Rural to urban area

Behavioral

-Loyalty: Hardcore, softcore (switchers)

-Benefit: products assortment, convenience, competitive prices.

-User status: non-users, potential, first-time, regular, or ex-users.

Targeting: Shopee targeted full market coverage that presents many types of products to meet the needs of its consumers. Full market coverage means a business tries to serve all consumer groups with the products or services they might need. In a mass marketing strategy, a company goes after the whole market with one offer. It requires a lot of capital, and usually, only big corporations can achieve it. A full market coverage approach is appropriate when consumers' preferences are not so relevant and the industry doesn't manifest natural segments (Carniel, 2021). Shopee's target market is lower, middle, and upper-class consumers (evenly split between genders) with PCs or intelligent devices aged 15-44 as of 2021. Additionally, 60% of Shopee's target market is from urban areas, which prefer shopping online for convenience, fast delivery, and competitive prices. Shopee offers discounts and free shipping every day for all products on their system and always gives special prices during the single day each month: 1.1, 2.2,...,10.10, 12.12.

Positioning: Shopee positions itself as the cheapest and most up-to-date online mall. Shopee strives to provide products with guaranteed lowest prices among other competitors and has a high level of security to create convenience in shopping and easy access for consumers who transact in it. Shopee has established itself as the leading pioneer of online shopping activities via mobile phones. This marketing strategy is obtained from research results indicating that mobile phone users are enormous in Indonesia. The most significant number of orders every day comes from mobile phones. The primary key used in the marketing technique is product sales content that is clear, known to everyone, the right target, and relatable.

3.2 SWOT Analysis

Vlados (2019) explained SWOT analysis assesses an organization's internal strengths and weaknesses and external opportunities and threats. Using a practical method to analyze finance, management, infrastructure, procurement, production, distribution, marketing, reputational aspects, and innovation, the internal analysis finds resources, capabilities, core competencies, and competitive advantages. The internal investigation is essential for determining the source of competitive advantage. It identifies the resources that must be developed to remain competitive. The external analysis finds market opportunities and dangers by looking at the rivals' environments, the industry environment, and the overall environment. The goal of a SWOT analysis is for a company to use the knowledge it knows about its environment to determine its strategy.

The details of Shopee's e-commerce analysis:

Strength:

- The ease with which product images can be uploaded to be marketed there. Up to 9 images can be uploaded simultaneously on Shopee
- Shopee has a vast network of sellers throughout Indonesia
- Discounts and free shipping every day
- In the sales section, some features will make it easier for sellers when waiting for payment, products that must be sent, and the status of transactions that have been completed

- e. There is a unique "blocked item" feature that can make it easier for users when there are problems with the products being sold
- f. Product variant features that will make it easier and very suitable for selling products that have a variety of colors, motifs, or sizes
- g. There is a feature to take photos from Instagram and add hashtags, up to a maximum of 18 hashtags
- h. The app is available for the play store (Android) and Apple store
- i. Currently, there are still many promotional programs such as postage deferrals, and promotions on the front page are still free
- j. There is a chat feature that buyers can use to ask the seller which Shopee has provided.

Weakness:

- a. Fraud is easy to happen in an online shop
- b. It can only reach cities and communities that have access to the internet
- c. No law regulates internet marketing, so if there is a problem, you can't sue
- d. Many people do not fully trust online shopping
- e. For free shipping promo on certain items, sometimes the conditions that must be met seem difficult and inconvenient for buyers
- f. Some sellers who post photos of the goods don't match the original condition of the goods
- g. Some sellers don't respond to the questions asked by buyers.

Opportunity:

- a. Trends that are constantly changing make online shops more adaptable because online shops are more flexible
- b. Technology development that always makes online shops also continue to grow
- c. Significant global business expansion
- d. Rapid business growth and a broad scope
- e. Goods are always available 24 hours
- f. Provides a cash-on-delivery feature that makes it easy for buyers if they don't have e-money to pay
- g. It has a network of sellers from abroad that make more choices for consumers to choose products or online stores.

Threat:

- a. A large number of competitors
- b. Changes in the market environment
- c. Product innovation must always be done because competitors continue to grow with their innovations
- d. There is no privacy because customer data will be known for shipping purposes only
- e. The mindset that still thinks online shopping is hazardous
- f. Threats from hackers who can steal buyer and seller data
- g. Scams everywhere.

3.3 Competition

In Indonesia, online shopping has become a habit amid the COVID-19 pandemic for many people. Currently, Indonesia is the largest e-commerce market in Southeast Asia. According to We Are Social and Hootsuite data, almost 90% of internet users in Indonesia have shopped online.



Figure 1. Ecommerce activity overview 2021
 Source: We are social (2021)

The McKinsey Report of 2019 estimated that by 2022, the volume of e-commerce sales will reach 65 billion USD. This estimate was made in 2019, when the COVID-19 pandemic, which caused a change in shopping patterns from offline to online, had not occurred (McKinsey, 2019). Many parties are tempted to enter this huge market potential. Judging from the sales platform, the five largest marketplaces in Indonesia based on the number of monthly visitors in the second quarter of 2020 are Shopee, Tokopedia, Bukalapak, Lazada, and Blibli (Sirclo, 2020). Each of these marketplaces has its market. Shopee, for example, was initially known as a marketplace for fashion and beauty products. However, in its development, Shopee has penetrated all daily necessities products and brought together many brands and retail sellers.

The highest number of e-commerce visitors in Indonesia:

Toko Online	Pengunjung Web Bulanan	Ranking AppStore	Ranking PlayStore	Twitter	Instagram	Facebook	Jumlah Karyawan
1 Tokopedia	147.790.000	#2	#4	853.000	3.828.300	6.525.650	4.944
2 Shopee	126.996.700	#1	#1	6.038.000	7.757.940	21.855.970	12.192
3 Bukalapak	29.460.000	#6	#5	215.600	1.661.140	2.518.990	2.316
4 Lazada	27.670.000	#3	#2	430.000	2.975.370	31.364.410	4.126
5 Blibli	18.440.000	#8	#7	529.600	1.622.480	8.598.260	1.979
6 Bhinneka	6.996.700	#21	#17	67.100	42.280	1.036.230	487
7 Orami	6.260.000	n/a	n/a	5.820	6.040	351.770	211
8 Ralali	5.123.300	#26	n/a	2.880	41.160	91.390	176
9 JD ID	3.763.300	#7	#6	42.000	590.670	939.770	1.185
10 Zalora	3.366.700	#5	#8	n/a	720.090	7.989.080	580

Figure 2. Ecommerce visitor in Indonesia 2021
 Source: iPrice insights (2021)

When selling on the marketplace, retail business people take advantage of the official store feature. The Official Store is an exclusive service for official brand owners or legal trademark holders in Indonesia. Each marketplace has its official store designation. For example, at Shopee and Bukalapak, the official stores are called ShopeeMall and BukaMall, while at Tokopedia and Blibli, they are called Official Stores. Official stores offer many advantages over regular stores, namely:

- It is easier to identify and search for because it is given a particular label or symbol
- provided with facilities in the form of a more attractive and unique appearance
- I created a dashboard to analyze sales data
- There is a special promotion
- Access to special features to maximize sales
- More trusted by customers

With the similarities possessed by these e-commerce players, of course, they demand innovation and create their characteristics so that they can make their brand stick in the minds of consumers through advertising in mass media, events, or other campaigns by utilizing Brand Ambassadors. Shopee and Brand Ambassadors work together to persuade, attract audiences, and build brand image. Spending significant money to recruit their brand ambassador in the hope to increase the sale offers.

Shopee has had an electronic money license from Bank Indonesia since the end of 2018 and was named ShopeePay. It can be used for all types of transactions. The e-wallet itself has long been used as the primary payment method for shopping at Shopee, as buyers will get free shipping facilities. However, sometimes a minimum shopping requirement is imposed, and various other benefits such as discounted prices or cashback in the form of ShopeePay points.

Suhendra and Krisnadi (2020) stated the promotion factor is one of the most dominant factors that make Shopee one of the largest e-commerce companies in Indonesia compared to other competitors. Shopee often holds big promotions such as flash sales and special events on specific significant dates and holidays. Almost every product has a discounted price and free shipping, by applicable regulations. The ease of accessing the application,

selecting products, seeing testimonials from other buyers, transaction processing, making payments, monitoring the delivery process, and finally ending the trade after receiving the goods all of which certainly provide an experience for buyers who will later decide to repurchase. Shopee provides a feature that allows users to filter based on the lowest or best-selling prices and see reviews from other buyers before deciding a purchase.

3.4 Shopee Features

On the Shopee Indonesia's website per 2021, many features that support the buying and selling process to be more efficient include:

a. Cashback, Voucher, and Free Shipping

The first feature that Shopee has is the cashback and voucher features that give discounts when purchasing. There are two types of cashback at Shopee in the form of Shopee Pay or the form of Shopee Coins. Both can be used for further spending cuts. To get this feature, it is enough to claim at the time of the offer, and when checking out, the user enters the voucher before agreeing to pay.

The second is a feature called "Shopee Free Shipping." Which gains an advantage to make it easier for sellers and buyers to use Shopee. Sellers can register their shop with the free shipping feature on Shopee straightforwardly. It usually takes a few days for this free shipping feature to be activated, and if it has been approved, the product post will display the free shipping post.

b. Shopee Coin and Shopee Pay

The Shopee Coins are often used as rewards when getting cashback vouchers or playing Shopee Games. Meanwhile, Shopee Pay is electronic money owned by Shopee and can be used for various transactions. It can also be sent to and from the account. Moreover, several stores provide special discounts by using Shopee Pay. With Shopee Pay, users can also shop more easily and quickly.

c. Shopee Pay Later

This credit card-like feature is intended to help buyers who do not have sufficient funds but need an item to be bought on e-commerce. This payment method is called "Pay Later", allowing people to pay for the desired item in stages over the next few months. Shopee PayLater services are provided by PT Commerce Finance and other financial service companies that offer loans for buyers who shop at Shopee. As with officially registered online loan applications, PT Commerce Finance has been registered and supervised directly by the Financial Services Authority (OJK).

d. Shopee Cash on Delivery (COD)

COD (Cash on delivery) is a payment method done directly on the spot after the order is received from the courier and signed by the buyer. There are no fees charged to the seller for the COD payment method. Handling fees that apply to all Shopee users with the following conditions:

- For the first COD order for the sixth time, a 0% handling fee will be charged. For existing users, handling fees will be calculated on a prorated basis, which is based on the number of COD transactions that have been used before January 25, 2021 (example: if the user has ordered three times before January 25, 2021, a handling fee of 0% will only apply to orders from January 26 to January 25).
- A 3% handling fee will be charged from the 7th COD order.

e. Shopee Game

This feature recently appeared on Shopee and made users feel more at home Shopee. Various types of games can be played at Shopee, ranging from Shopee Shake, Shopee Lucky Prize, Shopee Plant, Shopee Candy, and the newest one is Shopee Link. There are many rewards given by this Shopee game, ranging from Shopee coins and various vouchers to attractive prizes such as smartphones for users who have reached the targets set by Shopee.

3.5 Marketing strategy

Shopee prioritizes ongoing product optimizations and localizing user-centered strategies, as its vision is to continually enhance its mobile platform and become Indonesia's leading e-commerce destination of choice. Therefore, the Company applies local slogans for the Indonesian market, such as "*beli semua di Shopee* (buy everything in Shopee)" or "*hanya di Shopee* (only in Shopee)", which can be translated into purchasing all or only in the Shopee platform. Its purpose "to better the lives of consumers and small businesses with technology" is conveyed through creating a convenient and secured, single community platform that connects both buyers and sellers, conducting transactions without the restrictions of place and time. Its hyper-local approach to engaging on the Indonesian market focuses on three main strategies:

a. Free Delivery Nation Wide

The vast territory of Indonesia consisting of numerous islands is a challenge. Therefore, people take high consideration of free shipping or discounts for shopping. The Shopee free delivery program significantly boosts customer satisfaction while maintaining product quality simultaneously, accompanied by ease of payment, speed, and accuracy of delivering goods. Wulandari (2021) stated despite being insignificant in amount and coming with

specific terms and conditions, the promotion alone, combined with important moments or events, has its attractiveness for consumer repurchase of the desired product even though it is not needed, since subsidizing delivery cost is deemed cost saving for users, especially for those living in rural regions in the country.

b. Product Warranty

This value-added service known as Shopee Guarantee was established to protect buyers by withholding transaction payments to the platform sellers until they receive their orders in an agreed-upon condition. Based on the website article of Shopee Indonesia (2021), the warranty period considers the total packaging time by seller plus estimated delivery time by logistic partners. Estimated delivery for the Indonesian capital of Jakarta is five days, while other regions can expect a total of eight days. An additional 24 to 48 hours period will be available, only to finalize after the item is stated received by the logistic courier. The buyer clicks the accepted button within the app, or the Shopee Guarantee has expired. Sellers will have an additional 48 hours to provide the logistic receipt so that the partner logistic company can input it into Shopee's system. Otherwise, the transaction will be considered annulled, and the total sum is returned to the buyer as Shopee Pay credits.

Therefore, every program is managed in linear with Shopee's three key attributes known as (i) simple, to believe that clarity and integrity will make sure that life is honest, down to earth and genuine to oneself; (ii) happy, to be able to spread the joy with every encounter in a friendly, fun-loving and full of energy; and (iii) together, as to spend quality time with friends and family during shopping online (Sea Group, (n.d.)).

Radhinda (2020) stated the employer branding department of Shopee Indonesia also utilizes these attributes for the Company's employee value proposition (EVP) to develop internal and external programs and as the ultimate goal conveyed to employees and prospective employees in ongoing programs in the Company. The five internal values of "We Serve, We Adapt, We Run, We Commit, and We Stay Humble" were formulated to manifest desirable EVP programs for employees that are based on Michael et al. 2001 theory for Exciting Work to Feel Passionate; Great Company, Great Culture, Great Leader; Wealth and Reward; Growth and Development. As a result, it not only attracts potential employees and reduces overall employee turnover but also affects its image in society. It is not surprising that by the end of Q3 of 2021, Shopee Indonesia has reached 12.192 employees, twice the size of the incumbent Tokopedia rival.

3.6 Marketing Mix

a. Product

Kok (2021) explained Shopee develops country-specific app services for each localized market with a simplified user interface, including a convenient customer experience website designed to meet clients' references. Shopee Indonesia mainly caters to personal care, focusing on cosmetics and fashion, for instance, apparel and health and beauty, including home and living and baby products. Anwar (2020) explained the company's product portfolio consists of (a) The Shopee mobile app, (b) the Shopee website, (c) Shopee ads in-house advertising scheme for sellers, and (d) Shopee game, an in-house engagement strategy for their buyers.

Shopee utilizes a product line stretching from a C2C platform and entering the B2C model. Their C2C provides an enhanced experience with vouchers, Livestream purchases, etc. On the other hand, the B2C is going strong with Shopee Mall. This dedicated portal features thousands of products sold exclusively by leading brands and retailers, offering users a premium online shopping experience.

The implementation of service differentiation includes their e-wallet payment, Shopee Pay, and Pay later to provide ease of order. Delivery benefits with free shipping with the Company's internal logistics or partner logistics. Shopee food delivers real-time dining and food and beverage services directly to consumers and Shopee mall by-invite-only premium retail space portal for Indonesian sellers.

b. Pricing

Shopee utilizes a competitive pricing strategy, precisely in cost leadership (Boxme Blog, 2021). It is then divided into three other sub-strategies:

i) Major Pricing Strategy

Ayudhitama and Pujianto (2020) stated it can be seen as a customer value-based price, as the users leave product reviews that can be seen and rated by peers in terms of a particular product. Direct communication between buyers and sellers can speed up the purchasing process. In turn, the feedback provides good services and sets the guaranteed best price for customers. This strategy ensures that Shopee Indonesia delivers the lowest price compared to competitors, even stating a "Twice the Money Back" if users can find better prices for the exact items. As prices in Shopee are already very affordable, consumers do not doubt their purchases.

ii) New Pricing Strategy

Conduct market penetration to attract consumers to try their latest products by often exhibiting offer sales of newly released products via their flash sales promotion integrated with sales promotion.

iii) Price Adjustment Strategy

Utilize discount allowance pricing in Shopee coins cashback by using specific payment methods and free shipping vouchers if a minimum set of purchasing requirements is met. The usage of promotional pricing can be seen by voucher appearances all over the e-commerce platform to ensure that customers notice sales, especially on special occasions. They also use the promotion of 1 Rupiah sales, which is currently equivalent to 0.000070 US Dollars. Furthermore, Shopee does offer maximum support on shipping fees and free ship coupons to inspire business owners when they register as Shopee members with no hidden commission fees, optional native ads, and purchase paid ads (Murat, 2021).

c. Promotion

Annisa (2020) alongside its mobile-first approach, Shopee combines it with aggressive marketing offers every day plus unique creative marketing, which gains 90% more transactions and positive responses from consumers. The more consumers spend, the more promotions they receive, resulting in consumer loyalty towards purchases on their online store. There are six elements used by Shopee, which includes: (i) advertising, social media exposure such as Youtube, Instagram, Facebook, and Twitter; (ii) direct marketing through email and mobile app newsletters with Choki the Hen as the Indonesian mascot, combined with indirect marketing through giveaway events; (iii) mobile marketing to offer newly released products to attract buyers; (iv) events and gamification experiences through Shopee live-streams, their in-app games, and official merchandising events. Usage of in-app games in Q2 of 2020 for Indonesia reached 10 billion playing times; (v) sales promotion through daily Flash Sales, monthly 8.8 Sales, or yearly Big Ramadan Sale. Other alternatives include tv advertising, Shopee COD, bulk purchasing discount campaign, Shopee and seller promos, etc.; and (vi) public relations. The Company works or collab with partners or organizations to reward users. Such examples are SME surveys between The World Bank with Shopee Indonesia or The Indonesian Ministry of Health regarding free vaccination.

Research by Shihab et al. (2022) indicates that advertising, combined with sales promotion and brand image, has a high positive effect on repurchase intention for Indonesian consumers. Event marketing using brand ambassadors are very important to increase brand recognition (see **Appendix B**). Fauziah (2020) explained the rooster selection is influenced by current trends that are viral at their respective time, giving the ability for users to easily remember the imprint of the Shopee brand in their minds.

d. Place and Distribution

Fataron (2021) stated Shopee's e-commerce marketplace consists of its mobile app as the leading consumer platform with more interactive features. A website developed a year after the release of its app in 2015. The website has the "Seller Center" dashboard for sellers to manage their business as a different platform. Shopee Ads are provided for sellers, built in the mind that sellers need to boost sales among rivals in-house. Shopee reads the sellers' provided local data content to promote their local deals on the platform. One example can be its package with Youtube Ads with Shopee 4.4. Mega Electronic Sale, which influenced 44% of the campaign's students' buying interest. And last, there is Shopee Game that engages the buyers with an addictive strategy that is fun, happy, and with the opportunity to gain rewards. Frequent revisits by the users are expected to win gifts in coins, which are redeemable vouchers and claim deals. Channels include Shopee Mall, Shopee University, and Shopee Pay and PayLater. Payments can be delivered via COD, Alfamart, and Indomaret convenience stores, virtual accounts, and bank transfers, credit/debit cards, third-party payments.

As the most significant market with 42% of Shopee's worldwide total gross order in Q3 2020, the importance of multi-supported delivery services is desirable and competitive. By 2021, Shopee Indonesia's website indicates six types of delivery services with 31 logistic options to choose from, including Shopee owned logistics). Shopee integrates local delivery service into their system via 'Shopee Supported Logistic' to facilitate the pick-up delivery process on the seller's end. Therefore, simplifying the need of choosing a trusted official delivery service.

3.7 Marketing Objectives

The report from Econsultancy (2019) specifies three main features that Shopee uses to differentiate its brand strategy from e-commerce competitors:

a. Mobile-First Focus

By grasping mobile penetration growth as the center of their Southeast Asia and worldwide markets, the initial focus for the Indonesian consumers' journey will also be via Shopee's mobile app. With its clean and easy-to-use interface, design, and interlinkable features of Shopee, it accommodates buyers and sellers faster experience from the start of their transactions with intuitive and user-center design UI in less

than 30 seconds. Shopee Indonesia has registered over 430 million orders for the Q4 of 2020, which is equivalent to an average of around 4.7 million orders

b. Hyper Localization

Operating in a highly diverse cultural and social environment, both campaigns and app layouts are adapted to cater to the demands of each market. Shopee Indonesia actively partners with local banks for payment methods and logistics partners to ensure flawless and cost-effective shopping and delivery. Such examples are a dedicated section in the app for Islamic products and the mobile app tuned to work better on slower internet connections in Indonesia.

c. Creative Business Models

Madsun (2020) explained beyond the conventional product-purchase model, Shopee manages to go further by adding value-added services to enhance the whole shopping experience. Services expansion such as Shopee Guarantee and Shopee Live Chat has diversified its product selection, broadening from small- to medium-sized enterprises as C2C to more prominent corporate brands or B2C. Shopee Mall offers various brands, including L'Oréal, Logitech, Maybelline, and Xiaomi. Shopee Feed personalizes a list of items available to allow users to like and follow, Shopee Seller Centre provides operational support with access to a Seller Assistant tool, and Shopee University as an initiative to assist and tutor local entrepreneurs and businesses to set up online. As a result, these strategies have earned a high level of user engagement consistent with Shopee's objective of understanding its users and their lifestyles and allowing them to reach out and engage their users with effectively formulated strategies. Shopee FEED, an Instagram-like feature that utilizes key opinion leaders (KOL) as part of their influencer marketing, aims to show their daily activities by using products seen and available at Shopee. The Peak Day Campaigns are the most frequently exhibited throughout the year, as they are celebrated on double days such as 9.9 Super Shopping Day, 1.1 New Year Day, etc.

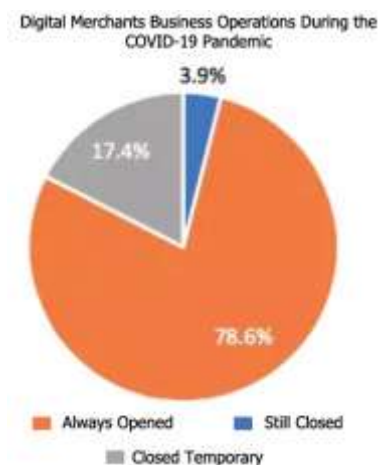
3.8 Strategies During Covid-19 Pandemic

The pandemic has provided significant benefits for Shopee, prioritizing the mobile e-commerce platform. There is a substantial influx of shoppers and brands going online compared to plummeting conventional brick-and-mortar shops. As a result, Shopee adjusts itself to meet rapidly shifting consumer needs and make them continue to stick around after the pandemic. The Company meets two challenges: first is to deliver for its new and existing clients while being mindful of shifting consumer sentiments as the pandemic continues. Secondly, it stimulates its new brands to persevere to turn the pandemic windfall into long-term success. It pushed brands to do more online inspired brands such as L'Oreal's Maybelline brand to sell their Superstay Matte Ink in Indonesia by offering shoppers a chance to participate in a Tiktok #SuperstayChallenge lip-color changing filter. P&G worked with Shopee to launch the Show Me My Home microsite that offers categorized products via rooms. Native brands such as Matahari Department Store and Buttons scarves have benefitted from going online during the pandemic. The convenience of shopping online has also shown positive trend lines, as Shopee Indonesia alone has reached a total e-wallet payment that exceeds \$1 billion a year after its launch in 2019 (Campaign Asia, 2020).

Wihardja (2021) stated that in December 2020, Shopee Indonesia collaborated in a survey with The World Bank and discovered that from 15,000 digital micros, small and medium enterprises (MSMEs), and 80 percent kept their business open. 40 percent quickly change businesses while 17 percent increase product range. In the long-term scope, 23 percent stated that digital skill training was most important for help, especially from the rise of newcomer sellers in their youth, dominantly female students, or part-time workers. Therefore, investment in digital inclusion can help new and existing merchants recover from the pandemic.

Consequently, On April 2021, the #ShopeePilihLokal feature was released to support the local brands and MSMEs with intentions to increase the people in quality local products and share awareness of the importance of society role for the Indonesian economic growth. Users enjoyed up to 80 percent discount offers and 50 percent off vouchers until the end of the Big Ramadan Sale on May 2021. It shows that up to 97 percent of sales were dominated by local sellers, especially in Beauty, Fashion, and Home Appliances (Sea Group, 2021).

Shopee also offers a short onboarding process and help with supply-chain issues and provides seller support packages (education and marketing funds) such as vouchers and free shipping aid during the crisis. TIKI, one of the leading distribution players in Indonesia, has foreseen a 20 percent rise in revenue compared to 10 percent in 2020 during the pandemic in Indonesia.



As for Shopee's Sales percentage by Q3 of 2020, fashion had the most purchases, followed by skincare & beauty and digital products and fashion accessories. Shopee's 9.9 Super Shopping Day was the most recognized campaign among the Indonesian public, reaching 95 percent brand awareness. As a result, the various offers combined with the convenience of the online shopping experience during Covid-19 affect Indonesian consumers' decision to use Shopee's mobile platform and retain their brand loyalty (Boxme Blog, 2021).

4. Conclusion

This paper is set out to investigate and understand Shopee's marketing and branding concept in the Indonesian region during the Covid-19 pandemic. Despite a late entrance into the industry, the company manage to become the second-largest e-commerce platform in Indonesia, eventually overtaking the e-commerce pioneer Tokopedia as the most visited website from Q3 2019 to Q1 2021. Despite reaching 127 million visits per month, only second to Tokopedia at 147 million of Q2 2021, they are way above other rivals including third place Bukalapak reaching less than 30 million monthly visits. The secret to their success can be traced to their branding strategy, starting from their "Mobile First Approach" as the main focus to penetrate the industry. The convenience and simplicity of mobile apps can accommodate users, as Shopee continues to a "Hyper Localized Approach" to adapt and cater to the Indonesian market's demand. They finalized with "Creative Business Models" alongside value-added services to meet the current trends and interests of the Indonesian Market. Their aggressive and viral marketing strategies have let them not only be the top downloaded app in both the Apple Store and Google Playstore but having tens of millions of followers on various social media. For Shopee, is not an exaggeration to claim as having the most recognized marketing campaigns during the Covid-19 pandemic. Finally, there are challenges during the Covid-19 situation, as Shopee needs to take into account the rapid shift in consumer behavior when delivering new and existing users, as well as to influence new brands to keep up and turn the pandemic windfall into long-term success. Collaboration with institutions and partnering with companies to provide help to local brands and MSMEs, is likewise, aligned to their core objective to support the development of Indonesian entrepreneurship in technology. The three key attributes of simplicity, happy and together not only contribute to the external factors of the company but also concerns regarding employee value and their satisfaction. Therefore, it's not surprising that Shopee's 12.192 employee force with low turnover rates will keep on the rise. As the pandemic situation has led to new opportunities in the digital business era, finding new marketing strategies and concepts in the e-commerce industry of Indonesia should always keep up with the latest trends to secure brand exposure in the market.

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