

Marketing Strategy Formulation for Shopee Marketplace Using SWOT Analysis

Jordan Putra Dewangga¹, Putu Anggi Suryantari², I Gusti Ayu Sri Deviyanti^{3*}

^{1 3} Industrial Engineering Study Program, Institut Sains dan Teknologi Terpadu Surabaya

² Master's Program in Information Technology, UPN "Veteran" Jawa Timur

*Corresponding author: srideviyanti@gmail.com

ABSTRACT

The development of information technology has transformed trading activities through digital marketplaces. Shopee operates in Indonesia's competitive e-commerce sector. This study aims to analyze Shopee's marketing strategy using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) method. A quantitative descriptive approach was employed, with data collected through questionnaires from 50 university students in Surabaya who had used Shopee. The data were analyzed using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, followed by a SWOT Cartesian diagram and SWOT matrix. Based on respondents' reports, the analysis yielded scores of 1.94 for strengths, 1.53 for weaknesses, 2.12 for opportunities, and 1.60 for threats. The SWOT Cartesian diagram placed Shopee in Quadrant I, with coordinates of (0.205, 0.26), indicating that a growth-oriented strategy may be considered by leveraging the identified strengths and opportunities. In the SWOT matrix, the SO strategy obtained the highest score of 4.06, followed by WO at 3.65, ST at 3.54, and WT at 3.13. These findings reflect the perceptions of the 50 respondents and are not based on Shopee's official internal data. Therefore, the results should be interpreted within the scope of the respondents and cannot be generalized to all Shopee users in Indonesia.

Keywords: Shopee, marketplace, marketing strategy, SWOT, e-commerce.

1. Introduction

The rapid advancement of information technology has significantly transformed various aspects of human life, including trade and marketing activities (Berutu et al., 2024). The widespread use of the internet has shifted transaction patterns from conventional systems toward digital platforms that offer greater convenience and efficiency (Amory & Mudo, 2025). One major outcome of this development is the emergence of marketplaces as e-commerce platforms that connect sellers and buyers within a single digital application (Alamin et al., 2023). Marketplaces have become increasingly popular because they allow consumers to search for products, compare prices, and complete transactions quickly without limitations of time and location (Nur et al., 2023).

Shopee is one of the prominent marketplace platforms in Indonesia and has been widely adopted by various groups of consumers (Rahmawati & Suwarni, 2023). The platform offers a broad range of product categories, digital payment methods, promotional programs, and shipping services across Indonesia (Rozita et al., 2025). These features support Shopee's competitiveness amid the rapid growth of the e-commerce industry (Santoso et al., 2024). In addition, Shopee continues to introduce innovations and improve its digital services to attract users and enhance the online shopping experience. Nevertheless, maintaining competitiveness in a dynamic marketplace environment requires continuous evaluation of marketing strategies in response to changing consumer expectations, competitive pressures, and operational challenges.

Several challenges may affect customer satisfaction and trust in the platform, including delayed deliveries, discrepancies between received products and catalog descriptions, product quality that does not meet expectations, and limited responsiveness in handling customer complaints (Sariatin & Ekawati, 2023; Nadira, 2024). Such issues may influence consumers' perceptions of service quality and their purchasing decisions. At the same time, competition among marketplace platforms continues to intensify as

businesses seek to attract consumers through service improvements, competitive pricing, and promotional offers (Yuliyanti et al., 2024). These conditions indicate that Shopee's marketing strategy should be evaluated not only in terms of its existing competitive advantages but also in relation to its internal limitations, external market opportunities, and potential competitive threats.

SWOT analysis provides a systematic framework for evaluating these conditions by identifying internal strengths and weaknesses alongside external opportunities and threats. In marketing strategy formulation, this framework can help businesses assess their competitive position and develop strategic alternatives that correspond to their internal capabilities and external environment. However, the effectiveness of SWOT analysis depends on how the identified factors are prioritized and translated into relevant strategic actions. Therefore, applying this framework to a digital marketplace requires consideration of the platform's specific characteristics, competitive environment, and marketing challenges.

Previous studies have applied SWOT analysis to examine Shopee's competitive position and marketing conditions. Fatimah and Adinugraha (2024) analyzed Shopee's e-commerce system using a qualitative descriptive approach based on direct observation of the application. Their study identified Shopee's reputation as a major strength and proposed strategies based on the relationships among strengths, weaknesses, opportunities, and threats. Ariska and Guntur (2024), in contrast, examined factors influencing Shopee's e-business performance among 93 management students at Universitas Islam Indragiri. Their findings highlighted user-friendly features and competitive prices as strengths, while identifying technological dependence and changing consumer preferences as weaknesses. The study also recommended improvements in customer service, feature innovation, and cross-sector collaboration. Furthermore, Lubis et al. (2025) examined Shopee's marketing strategy using SWOT analysis supported by Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. Their findings placed Shopee in a position associated with progressive growth strategies. These studies demonstrate the applicability of SWOT analysis to Shopee, but they also illustrate differences in analytical focus, data collection, and the strategic factors emphasized.

Building on these studies, the present research focuses on formulating marketing strategies for Shopee Marketplace by relating its internal and external strategic factors to actionable strategic alternatives. Rather than assuming that SWOT analysis has not previously been applied to Shopee, this study positions its contribution in the context-specific identification and integration of strategic factors to support marketing strategy formulation.

The research gap lies in the need to establish how the factors identified in the present research can be translated into coherent marketing strategies that respond to Shopee's competitive conditions. The relevance of this contribution depends on the study's specific data, factor assessment, and strategy formulation process, which distinguish its findings from those of previous investigations.

Based on this research gap, this study aims to formulate marketing strategies for Shopee Marketplace using SWOT analysis. The analysis examines internal strengths and weaknesses as well as external opportunities and threats to develop strategic alternatives that align Shopee's capabilities with market conditions and competitive challenges. The study contributes to the application of strategic management concepts in digital marketplace marketing by providing a structured connection between SWOT factor identification and marketing strategy formulation. Practically, the resulting strategies are expected to provide insights for evaluating marketing priorities and strengthening Shopee's competitiveness in the evolving e-commerce industry.

2. Methods

This study employed a descriptive quantitative approach using SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to formulate marketing strategies for Shopee Marketplace. SWOT analysis was selected because it provides a systematic framework for identifying internal and external factors that influence business competitiveness and translating these factors into strategic alternatives. The research consisted of four main stages: data collection, IFAS and EFAS assessment, SWOT Cartesian diagram analysis, and SWOT matrix formulation.

2.1 Data Collection

Primary data were collected through questionnaires distributed to university students in Surabaya. The target respondents were university students who had experience using Shopee for product searches or online shopping transactions. Students were selected because they represent a relevant consumer group in the digital marketplace environment and can provide assessments based on their experiences with the platform. A purposive sampling approach was used to identify respondents who met the research objectives. A total of 50 respondents participated in the study. The sample size reflected the scope of this descriptive investigation, which focused on identifying and assessing factors relevant to SWOT analysis rather than estimating population parameters or testing causal relationships. Consequently, the findings were interpreted within the context of the respondents included in the study and were not intended to represent all Shopee users in Indonesia statistically.

The questionnaire responses served as the primary data for identifying internal strengths and weaknesses and external opportunities and threats associated with Shopee's marketing strategy. The identified factors were subsequently used in the IFAS and EFAS assessments and the formulation of strategic alternatives.

2.2 IFAS and EFAS Weighting and Rating

The questionnaire items were intended to capture respondents' assessments of Shopee's marketing characteristics and competitive environment. Before the analysis, the questionnaire items were reviewed for clarity, relevance, and alignment with the research objectives. The collected responses were then organized and examined to identify factors that could be classified into internal strengths, internal weaknesses, external opportunities, and external threats.

Because the interpretation of questionnaire responses depends on the relevance and clarity of the instrument, the identification of SWOT factors was aligned with the research focus and the characteristics of the marketplace. The resulting factors were used as the basis for the subsequent weighting, rating, and strategic formulation stages. Each strategic factor was assigned a weight and rating, and a weighted score was obtained by multiplying the two values. Internal (strength and weakness) and external (opportunity and threat) scores were subsequently compared to determine the SWOT position. The source factor scores are presented in the results tables.

2.3 SWOT Cartesian Diagram

After identifying the strategic factors, the IFAS and EFAS matrices were used to determine internal and external coordinates. For the reported approach, $X = (\text{Strengths} - \text{Weaknesses})/2$ and $Y = (\text{Opportunities} - \text{Threats})/2$. Positive values on both axes indicate Quadrant I, which is conventionally interpreted as a growth-oriented position.

2.4 SWOT Strategy Matrix

The final stage matched internal strengths and weaknesses with external opportunities and threats to formulate SO, WO, ST, and WT strategic alternatives. These alternatives were evaluated using the factor scores reported by the study.

3. Results and Discussion

3.1 Data Collection

The data used in this study were collected through questionnaires distributed to 50 university students in Surabaya who had experience using Shopee. A purposive sampling technique was employed to select respondents with relevant experience, ensuring that their assessments were based on familiarity with the platform. University students were selected as the target respondents because they represent a relevant consumer segment in the digital marketplace environment and can provide insights into Shopee's marketing practices from the user perspective.

The sample size of 50 respondents was determined based on the descriptive scope of this study, which focused on identifying and assessing internal and external factors for SWOT analysis rather than statistically generalizing the findings to the entire population of Shopee consumers. The respondents provided a defined group from which user perceptions could be collected and analyzed within the research framework. Therefore, the findings reflect the assessments of the participating students in Surabaya and should not be interpreted as representative of all Shopee consumers across different demographic groups and geographical areas.

The questionnaire responses were used to identify and assess factors associated with Shopee's marketing strategy, including strengths, weaknesses, opportunities, and threats. These factors subsequently formed the basis for the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) assessments and the formulation of strategic alternatives through the SWOT matrix.

3.2 IFAS and EFAS Assessment

The Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices were used to assess the internal and external factors influencing Shopee's marketing strategy. The IFAS matrix evaluates internal strengths and weaknesses, while the EFAS matrix examines external opportunities and threats. The factors were identified based on the research framework and should be supported by respondent assessments, official information, or credible publications relevant to the Indonesian e-commerce market.

Each factor was assigned a weight representing its relative importance and a rating based on the assessment criteria applied in this study. The initial weights were normalized proportionally to ensure that the total weight of each matrix equaled 1.00. The weighted score for each factor was calculated by multiplying its normalized weight by its rating. For clarity and conciseness, the internal factors are presented together in Table 2, while the external factors are consolidated in Table 3.

Table 1. IFAS: Strength Factors (Respondent-Based Assessment)

No.	Strategic factor	Weight	Rating	Score
1	Return and refund policies that support purchase confidence	0.116	4	0.464
2	Broad product assortment across categories	0.116	4	0.464
3	Responsiveness to emerging product and market trends	0.116	4	0.464

No.	Strategic factor	Weight	Rating	Score
4	ShopeePay convenience, cashback, and promotions	0.063	3	0.189
5	Logistics partnerships (e.g., J&T, JNE, IDExpress)	0.116	4	0.464
	Total of listed factors (reported components)	—	—	2.045

Source: Authors' questionnaire-based assessment.

Table 2. IFAS: Weakness Factors (Respondent-Based Assessment)

No.	Strategic factor	Weight	Rating	Score
1	Inconsistent product quality and damaged items	0.095	3	0.285
2	Differences between product descriptions and delivered goods	0.095	3	0.285
3	Long delivery times	0.095	4	0.380
4	Packaging and product-protection issues	0.095	3	0.285
5	Stock shortages at individual sellers	0.095	4	0.380
	Reported total	0.473	—	1.615

Source: Authors' questionnaire-based assessment.

The assessed strength factors concern product variety, purchasing convenience, responsiveness to market trends, digital payments, and logistics partnerships. Weaknesses concern product quality, the accuracy of catalog information, delivery, packaging, and stock availability. These factors reflect the participating respondents' assessments and should not be interpreted as an independent audit of Shopee's operations.

Table 3. EFAS: Opportunity Factors (Respondent-Based Assessment)

No.	Strategic factor	Weight	Rating	Score
1	Growth of e-commerce in Indonesia	0.113	4	0.452
2	Expansion of digital payment systems	0.113	4	0.452
3	Sustained consumer interest in online shopping	0.113	4	0.452
4	Service innovation that improves convenience and security	0.103	4	0.412
5	Seller verification and product reviews supporting trust	0.103	4	0.412
	Reported total	0.546	—	2.180

Table 4. EFAS: Threat Factors (Respondent-Based Assessment)

No.	Strategic factor	Weight	Rating	Score
1	Aggressive marketing by competing marketplaces	0.103	4	0.412
2	Security vulnerabilities and privacy concerns	0.082	3	0.247
3	Lower prices or deeper discounts from competitors	0.082	3	0.247
4	Broader assortment or better service offered by competitors	0.093	4	0.371

No.	Strategic factor	Weight	Rating	Score
5	Counterfeit products eroding consumer confidence	0.093	4	0.371
	Reported total	0.454	—	1.649

Source: Authors' questionnaire-based assessment.

The selected opportunity factors encompass e-commerce growth, digital payment adoption, online-shopping demand, service innovation, and trust-building mechanisms. Threat factors include competitor marketing, privacy concerns, price competition, service differentiation, and counterfeit goods. Their interpretation is bounded by the study's sample and rating procedure.

3.3 SWOT Cartesian Position

The authors report a strengths score of 1.94, weaknesses of 1.53, opportunities of 2.12, and threats of 1.60. Using these reported aggregate scores, the SWOT coordinates are:

$$X = (1.94 - 1.53)/2 = 0.205 \quad Y = (2.12 - 1.60)/2 = 0.260$$

The resulting position is in Quadrant I. This interpretation is descriptive and based on the authors' stated aggregate scores; the interpretation remains limited to the respondent sample.

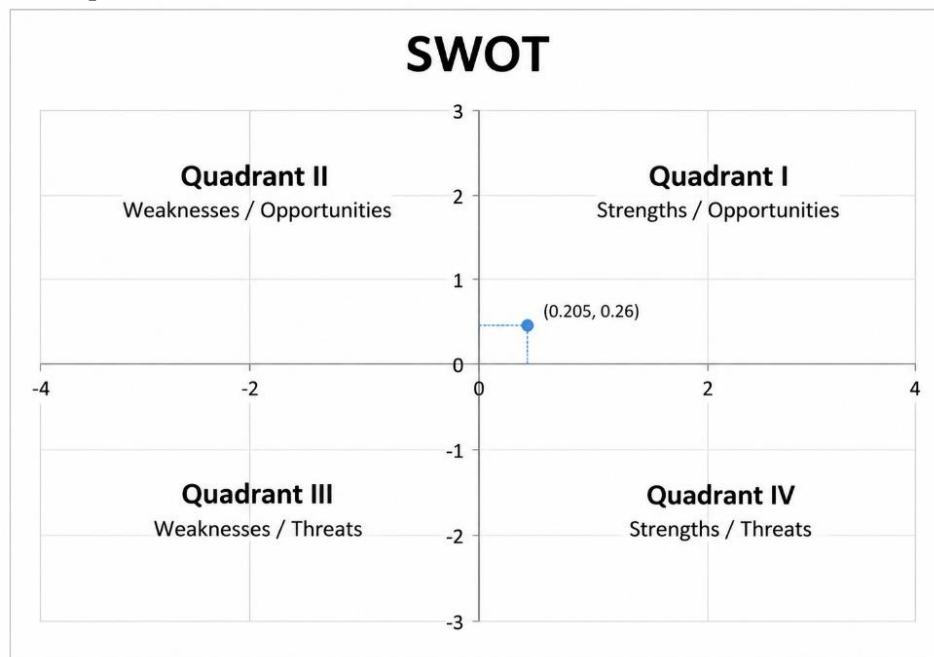


Figure 1. SWOT Cartesian Diagram of Shopee's Marketing Strategy

Source: Figure supplied by the authors.

The indicated strategic direction is growth-oriented, suggesting that perceived strengths may be used to capitalize on perceived opportunities. Potential actions include retaining broad product choice, strengthening the customer experience, and improving digital promotions and delivery collaboration. These are proposed strategic options, not outcomes observed after implementation.

3.4 SWOT Matrix and Strategic Alternatives

The SWOT matrix combines the five internal strengths and weaknesses with the five external opportunities and threats identified in the study. Table 5 reproduces the

strategy alternatives while separating the factor definitions from proposed actions to improve readability.

Table 5. SWOT Factors Used in the Strategy Matrix

Group	Factors
Strengths (S)	S1. Accessible returns/refunds; S2. broad product range; S3. responsiveness to trends; S4. ShopeePay; S5. logistics partnerships.
Weaknesses (W)	W1. Product quality concerns; W2. catalog mismatch; W3. long delivery times; W4. product protection/security; W5. limited stock.
Opportunities (O)	O1. Potential market expansion; O2. shopping festivals/promotions; O3. new product categories; O4. safe/convenient shopping demand; O5. seller verification/reviews.
Threats (T)	T1. Competing marketplaces; T2. data privacy/security; T3. competitor lower prices; T4. competitor product variety; T5. counterfeiting.

Table 6. Marketing Strategy Alternatives Derived From the SWOT Matrix

Strategy	Proposed action
SO	Improve customer-service responsiveness; follow product trends; expand social-media and online digital marketing; strengthen promotional events and discounts; maintain logistics partnerships; expand product variety.
WO	Improve product quality control; strengthen product security and transaction accountability; optimize delivery and logistics coordination; ensure catalog descriptions match delivered products; improve availability for high-demand items.
ST	Improve service quality to strengthen loyalty; expand interactive promotional features such as Shopee Live; improve accessibility of platform features; maintain product quality and long-term customer trust.
WT	Improve service consistency and product availability; strengthen product verification to minimize counterfeit goods; improve transaction security to maintain consumer confidence.

3.5 Strategic Priority Scores

The strategy-priority matrix reports aggregate scores for four alternatives, as reproduced in Table 7 (Sunaryono et al., 2025).

Table 7. Reported SWOT Strategy Scores

Strategy	Score computation	Reported score
SO	$1.94 + 2.04$	3.98
WO	$1.53 + 2.04$	3.57
ST	$1.94 + 1.64$	3.58
WT	$1.53 + 1.64$	3.17

Source: Authors' SWOT strategy-priority matrix.

Using the scores reported in Table 7, SO has the highest priority, followed by ST, WO, and WT. These alternative strategies reflect the assessed priorities of the respondent sample and require further validation for implementation.

4. Conclusion

This study used SWOT analysis to formulate Shopee marketing strategies from the perceptions of 50 university students in Surabaya. Respondents identified potential internal strengths related to product assortment, digital payment convenience, and logistics partnerships, as well as weaknesses related to product consistency, delivery, and information accuracy. External opportunities included growth in online shopping and digital services; perceived threats included competitor promotions, privacy concerns, and counterfeit products.

Using the aggregate scores reported in the manuscript, the SWOT diagram places Shopee in Quadrant I ($X = 0.205$; $Y = 0.260$), suggesting that growth-oriented alternatives warrant consideration. The SO strategy received the highest reported score in the strategy assessment; nevertheless, the suggested strategic direction remains preliminary and requires further validation.

Because the study used purposive sampling of 50 students in Surabaya, its findings are exploratory and should not be generalized to Shopee's overall customer base or treated as audited internal company performance. Future research should apply clearly specified weighting and rating procedures to a larger and more diverse sample, and validate recommended strategies with additional market evidence.

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