

MARKETING COMMUNICATION STRATEGY FOR CHILDREN'S CLOTHING THROUGH SHOPEE E-COMMERCE (A Case Study of SAGA Bandung Online Shop)

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Abstract

This study, entitled “Marketing Communication Strategy for Children’s Clothing Through Shopee E-Commerce (A Case Study of Saga Bandung Store)”, aims to identify and understand the marketing communication strategies implemented by Saga Bandung in marketing children’s clothing products on Shopee. Using a qualitative research method with a case study approach and supported by the Marketing Communication Theory by Schiffman and Kanuk (2004), the Marketing Communication Strategy Theory by the Four A’s (in Sulaksana, 2005), and based on the 4P Marketing Mix Theory by Kotler and Keller (2016). Data were collected through in-depth interviews, observations, and documentation. The findings reveal that Saga Bandung’s marketing communication strategy through Shopee has proven effective by maximizing the platform’s features, maintaining consistency in market analysis, focusing on product volume and store quantity (“store boom”), and integrating the marketing mix (4Ps), namely product, price, place, and promotion. However, a high dependency on Shopee creates vulnerabilities for the business, such as performance decline due to platform penalties, limited distribution channels, and the absence of expansion to other platforms. Additionally, the limited number of staff results in suboptimal responses to customers. These findings are expected to serve as a reference for similar businesses and contribute to the development of marketing communication strategy theory within the context of digital business.

Keywords: marketing communication strategy, Shopee, Saga Bandung, marketing mix

Abstrak

Penelitian ini, yang berjudul “Strategi Komunikasi Pemasaran untuk Pakaian Anak-Anak Melalui E-Commerce Shopee (Studi Kasus Toko Saga Bandung)”, bertujuan untuk mengidentifikasi dan memahami strategi komunikasi pemasaran yang diterapkan oleh Saga Bandung dalam memasarkan produk pakaian anak-anak di Shopee. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan studi kasus dan didukung oleh Teori Komunikasi Pemasaran oleh Schiffman dan Kanuk (2004), Teori Strategi Komunikasi Pemasaran oleh Four A’s (dalam Sulaksana, 2005), serta didasarkan pada Teori Bauran Pemasaran 4P oleh Kotler dan Keller (2016). Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi. Temuan penelitian menunjukkan bahwa strategi komunikasi pemasaran Saga Bandung melalui Shopee terbukti efektif dengan memaksimalkan fitur-fitur platform, menjaga konsistensi dalam analisis pasar,

berfokus pada volume produk dan jumlah toko (“store boom”), serta mengintegrasikan bauran pemasaran (4P), yaitu produk, harga, tempat, dan promosi. Namun, ketergantungan yang tinggi pada Shopee menimbulkan kerentanan bagi bisnis, seperti penurunan kinerja akibat sanksi platform, saluran distribusi yang terbatas, dan kurangnya ekspansi ke platform lain. Selain itu, jumlah staf yang terbatas mengakibatkan respons yang kurang optimal terhadap pelanggan. Temuan ini diharapkan dapat menjadi acuan bagi bisnis sejenis dan berkontribusi pada pengembangan teori strategi komunikasi pemasaran dalam konteks bisnis digital.

Kata kunci: strategi komunikasi pemasaran, Shopee, Saga Bandung, bauran pemasaran

INTRODUCTION

Saga Bandung is a company engaged in the field of Digital Marketing services, which include several services such as product marketing (via marketplace media), goods procurement, and company profile website development. Although located in Bandung, the business scope is designed and ready to serve across regions. With experience since 2019 in marketing and producing quality products, Saga Bandung continues to expand its capabilities. In addition to focusing on Digital Marketing services, Saga Bandung also leverages technological and internet advancements to manage its online business. Through its online business, Saga Bandung offers a variety of children’s clothing, including T-shirts, jackets, sweaters, hoodies, and dresses specifically designed for girls. Currently, Saga Bandung uses the e-commerce platform Shopee to market its products, with a total of 2.3 thousand followers. Throughout its journey in the online business sector, Saga Bandung has experienced fluctuating sales revenue each year. The lowest sales revenue was recorded in 2020, amounting to only IDR 2,705,253 for the entire year, while the highest was achieved in 2021 with revenue reaching IDR 98,905,256 in one year. Within just a one-year span, Saga Bandung experienced a very significant increase in sales revenue.

In this context, the researcher chose Saga Bandung’s online shop as the research object to examine the marketing communication strategy applied. What makes Saga Bandung’s online business unique is the number of products, which can reach thousands—compared to other online shops that typically only reach hundreds of products. Furthermore, the product availability in Saga Bandung’s online shop never runs out. However, the owner of Saga Bandung’s online business also faces several challenges in managing the business, especially in terms of communication and marketing. This is because Saga Bandung is not the only business managed by the owner, and the products handled are not limited to children’s clothing. In this regard, marketing strategy plays a crucial role in the sales performance of Saga Bandung’s online shop. Using a qualitative approach, this study focuses on understanding the marketing communication strategy implemented by Saga Bandung’s online shop account.

In Indonesia, smartphone users tend to show a strong preference for using digital platforms, especially e-commerce, for shopping. This phenomenon is evident from the high public preference for applications such as Tokopedia, Shopee, and Lazada to meet various needs practically and efficiently. The internet has evolved into an effective and strategic marketing medium for online shop owners, as it can reach a broad audience and

allows for more targeted market segmentation according to specific consumer characteristics.

Based on data from katadata.co.id (2022), the number of internet users in Indonesia in 2022 experienced a significant increase, reaching 204.7% compared to the total population. According to a report released by wearesocial.com, Shopee ranked 11th with an average of 46.1 million visits per month. Additionally, Shopee was recorded as the e-commerce application with the highest usage rate on mobile devices, both among iOS (App Store) and Android (Play Store) users. These findings indicate the high interest and user base of the Shopee application. Currently, Shopee has succeeded in positioning itself as one of the most popular marketplaces. A statement by Chris Feng, CEO of Shopee, highlights that the strategy of leveraging mobile applications has been the key to Shopee's success in strengthening its market position and providing convenient transactions for users.

In general, Shopee positions itself as a marketplace application that adopts a social approach in its marketing strategy, considering the high intensity of social media usage in Southeast Asia. Shopee facilitates consumers with a wide range of product categories, from fashion to household appliances and other lifestyle needs. Interaction between sellers and buyers is also supported through the chat feature, which allows direct conversations to simplify transactions. Shopee has grown into one of the largest e-commerce platforms in Indonesia through consistent promotional strategies, alongside the growing opportunities for online businesses provided by the platform.

Currently, many business players—both large and small-scale—utilize online platforms such as marketplaces, social media, and other digital channels to market their products. The right marketing strategy plays a crucial role in stimulating consumer interest in the products offered. Therefore, marketing strategy becomes essential, as businesses are required to continuously acquire customers while achieving the expected profits. Marketing strategy also plays an important role in determining budget allocation for marketing activities, including sales planning and selecting the right location for marketing activities (Safitri, 2017:210).

As one of the elements in marketing activities, marketing communication is responsible for delivering messages to the target market to influence, inform, or remind them about the company or its products, thereby encouraging purchasing decisions and customer retention. To compete in the online business, especially in the fashion sector, business owners need to implement effective marketing communication strategies through appropriate promotional methods so that business goals can be optimally achieved. According to Shimp, as cited in Rummyeni and Elysa (2005), marketing communication plays a vital role in the overall marketing mission and serves as one of the main indicators of marketing success. Amid the industrial competition in today's digital era, mastering marketing communication becomes a crucial aspect for business players, as it involves the ability to analyze and understand consumer needs and wants. For online business owners, implementing a marketing communication strategy is critical in promoting their products.

The application of the marketing mix also supports the strengthening of retail strategies, as it can significantly impact consumer decisions in selecting and purchasing products or services. Thus, the marketing mix is considered a set of essential elements that determine the success level of marketing activities.

Several previous studies, such as those by H. Gilang Andika Panjaitan (2021) and Yusniar (2023), share the same focus on the application of each theoretical element used. However, this study has a different focus compared to previous research. This study will focus on one media platform, Shopee, and emphasize the marketing communication strategy applied based on the elements of the Marketing Mix 4P (Kotler and Keller: 2016). This includes analyzing the forms of communication strategies used, the communication media utilized, and the effectiveness of the media in increasing sales. This research is expected to contribute new insights into the study of marketing communication strategies, particularly in the context of utilizing Shopee e-commerce media. By comparing and filling the gaps in previous research, this study aims to provide a more comprehensive understanding of how marketing communication strategies are implemented to create effective communication in marketing a product and increasing sales.

The increasing competition in the online business industry encourages Saga Bandung to continue innovating and designing strategies to produce comfortable children's clothing that appeals to the market. The presence of numerous competitors in the same field requires Saga Bandung to implement various efforts to maintain its online business competitiveness. These steps are taken as a form of adaptation to the dynamics of business competition in today's digital era. To achieve the set objectives, well-planned marketing communication strategies are required. Without effective communication strategies, Saga Bandung will face difficulties competing in the online children's clothing industry, considering the high competition level in the digital era, where business players strive to design and implement the best strategies to dominate the targeted market. Therefore, this research aims to examine and describe the marketing communication strategies employed by Saga Bandung.

METHOD

In this study, the researcher emphasizes the use of a qualitative approach as the chosen research method. This study employs a qualitative approach because the research objectives, objects, and the type of data to be obtained are analyzed in-depth and contextually, rather than using numbers or statistics. Based on the research objective, which seeks to explore and understand in depth the marketing communication strategy employed by the Saga Bandung online shop in marketing children's clothing products through the Shopee e-commerce platform, the case study method was chosen as the research approach. According to Stake, case studies aim to explore in depth the characteristics or uniqueness inherent in the case being investigated.

In this study, the researcher employed specific methods or techniques to collect data so that the accuracy of the information obtained could be accounted for. The techniques required in this qualitative research include steps such as interviews, observations, and documentation. In the context of this research, the researcher adjusted the type of

interview to the research topic, with a tendency to use structured interviews. A detailed interview guide was prepared to ensure that the information obtained was accurate and provided in-depth explanations regarding the issues related to the marketing communication strategy carried out by Saga Bandung. Observations were conducted to obtain information that aligns with the reality of the phenomena occurring in the field. Through these observations, a clearer and more in-depth understanding of social life can be obtained. Observations are also crucial when there is limited information or explanation about the issues being studied.

In this study, the documentation collected consisted of images and data from Saga Bandung's archives related to marketing/promotional activities as well as communication with customers through the Shopee e-commerce platform. These data sources include direct documentation at the research site, as well as information from the internet and other digital media. As for the implementation of this research, the research subject determined by the researcher was the owner/person in charge of the Saga Bandung online shop account. Meanwhile, the research object was based on the research title, namely the marketing communication strategy for children's clothing products through Shopee e-commerce by Saga Bandung. This research was conducted at Saga Bandung's office, located at Warung Ma Eloh, Jl. Babakan Baru No.27, RT.01/RW.11, Sukapada, Cibeunying Kidul District, Bandung City, West Java 40125.

RESULTS AND DISCUSSION

Research data was obtained through interviews conducted at the research location, namely Saga Bandung's office, located at Warung Ma Eloh, Jl. Babakan Baru No.27, RT.01/RW.11, Sukapada, Cibeunying Kidul District, Bandung City, West Java 40125.

Shopee E-Commerce as a Platform for Marketing Saga Bandung Children's Clothing Products

Based on previously obtained data, Shopee has become the most widely used e-commerce platform on mobile devices, both in the App Store for iOS users and the Play Store for Android users. Currently, Shopee has grown into one of the most popular marketplaces. The reasons why the owner of Saga Bandung chose Shopee as the platform for marketing children's clothing products are as follows:

“Shopee’s application is very easy to understand, rich in sales features—from mass product uploads, product photo storage/gallery, numerous promotional features, affiliate features, to Shopee’s export program. The advertising feature is very easy to understand and learn. Shopee’s mass upload feature greatly benefits sellers who want to sell many products without spending much time uploading them. Shopee’s mass upload file is also utilized and serves as a reference by Saga Bandung for building stores on other platforms.”

From the interview responses above, it is not difficult for the owner to master the features provided by the Shopee e-commerce platform. This can be seen from the owner's expertise in this area. However, as shown in Figure 4.6, many promotional features remain underutilized. Moreover, mastering Shopee's features does not mean there are no

challenges or obstacles faced by Saga Bandung in managing its online shop. This statement aligns with what the owner of Saga Bandung said:

“The main challenge is the synchronization between marketing and production because both must comply with the time requirements for product distribution set by the e-commerce platform. Failure to meet these requirements can result in penalties, leading to decreased visitor traffic, lower sales, and exclusion from promotional events organized by the e-commerce platform.”

During the observation process, the researcher found that the challenge mentioned above was not the main issue faced by Saga Bandung. Instead, the problem lies in Saga Bandung’s dependency on Shopee e-commerce.

“The current obstacle is that product sales are highly dependent on e-commerce, including working hours, holidays, shipping times, and sales policies. There is also no transition toward marketing through live streaming features, social media, or websites yet because the focus is still on boosting the store and products. As a result, Saga Bandung cannot operate independently without relying on e-commerce.”

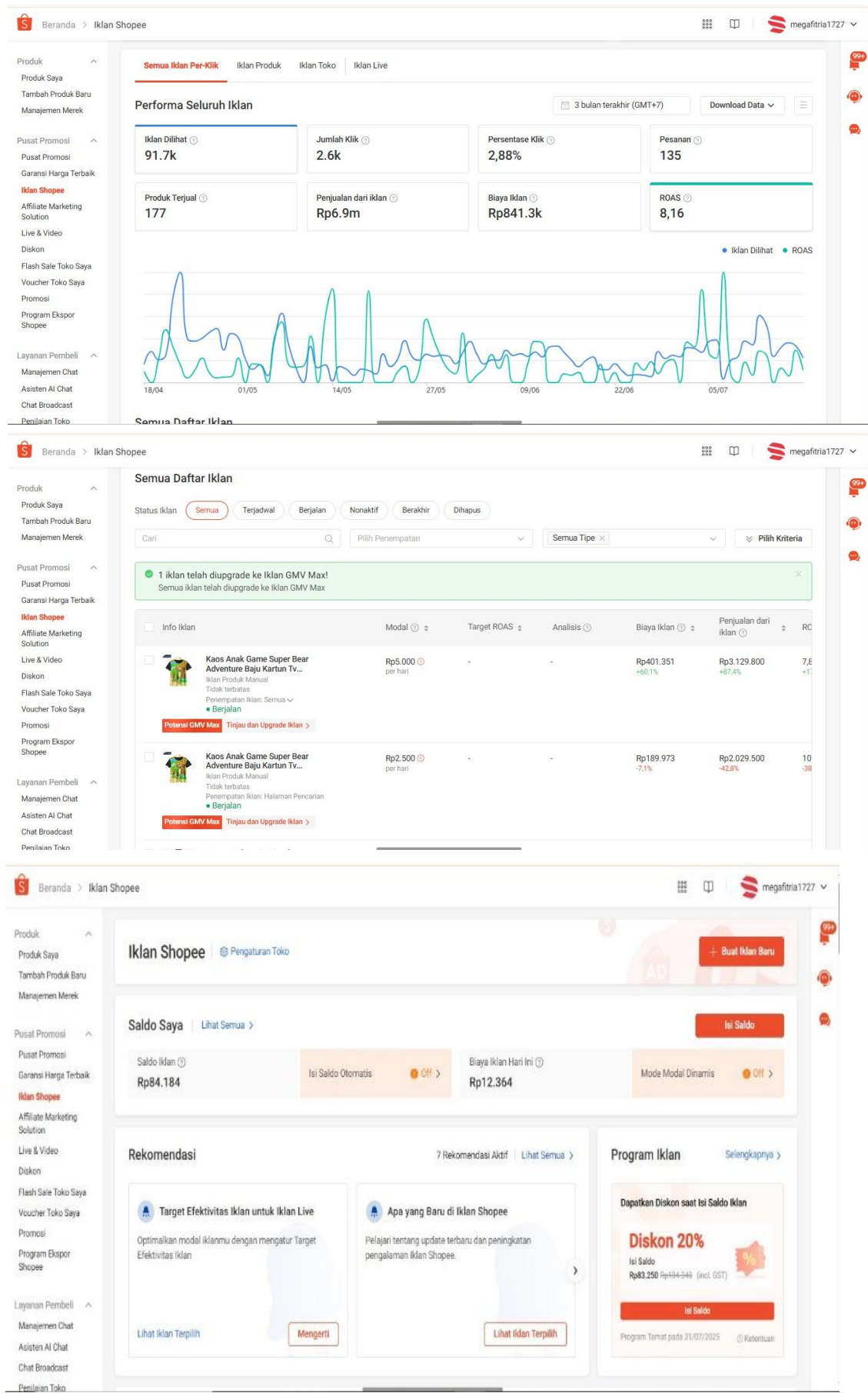
This dependency has led to less responsive customer service on the Saga Bandung account, especially since the owner manages multiple accounts simultaneously..

Forms of Marketing Communication Strategies Used by Saga Bandung in Selling Children’s Clothing Products on Shopee E-Commerce

The use of online platforms, especially online stores, provides convenience for the public as it allows them to shop anytime and anywhere without time constraints. The rapid growth of online stores has made shopping easier for consumers but has also intensified competition among online business players in marketing their products. One of the businesses facing this fierce competition is the Saga Bandung online shop. The increasing number of online stores, especially those offering children’s clothing products, has made competition in this industry even tougher. This condition demands that business players develop marketing communication strategies capable of guiding them toward achieving their established goals. In carrying out its marketing activities, Saga Bandung’s online shop applies various marketing communication strategies through the Shopee e-commerce platform. This is supported by the results of interviews with the owner of Saga Bandung, who stated:

“The marketing communication strategies commonly used by Saga Bandung include utilizing Shopee ads by first conducting keyword analysis and running ads manually to make them more targeted and cost-efficient; utilizing affiliate marketing by offering a 3% commission for all products, with some products offering commissions above 3%; leveraging Shopee’s export program; participating in Shopee invitation events, which are held monthly at the end of the month and on double-date sales events (e.g., August 8 / 8.8); as well as utilizing the mass product upload feature.”

Figure 1. Shopee Advertising Feature of Saga Bandung



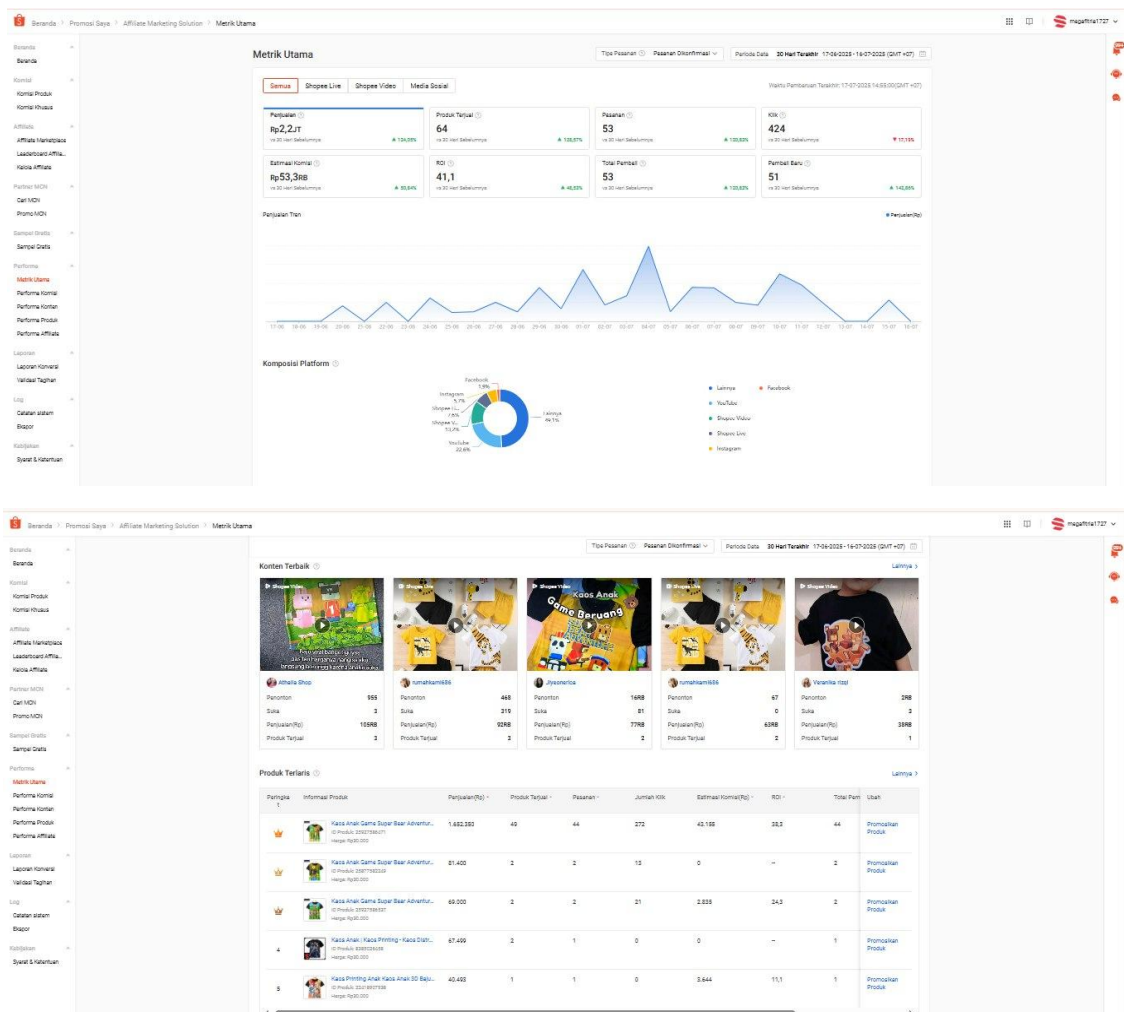


Figure 2. Shopee Affiliate Feature of Saga Bandung

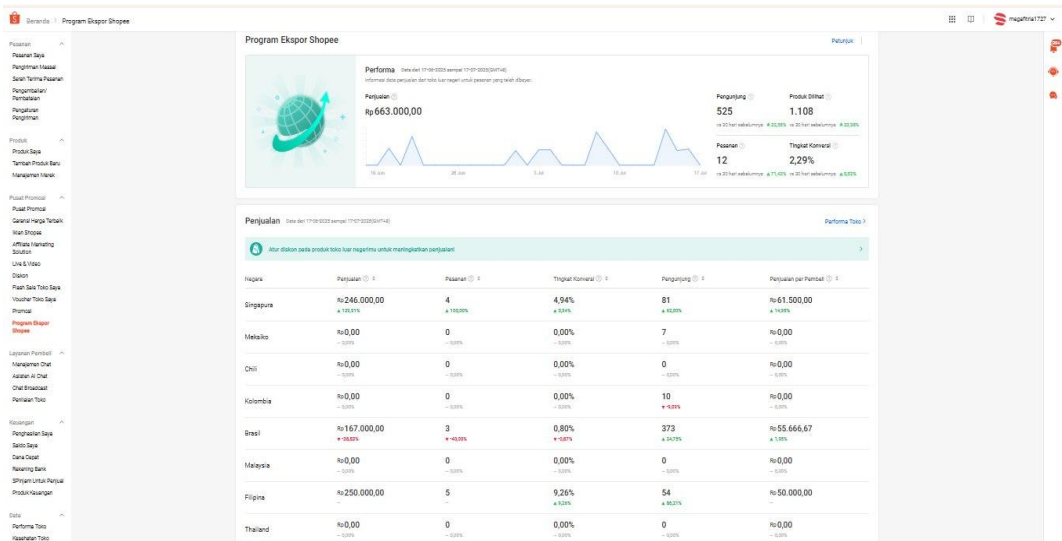
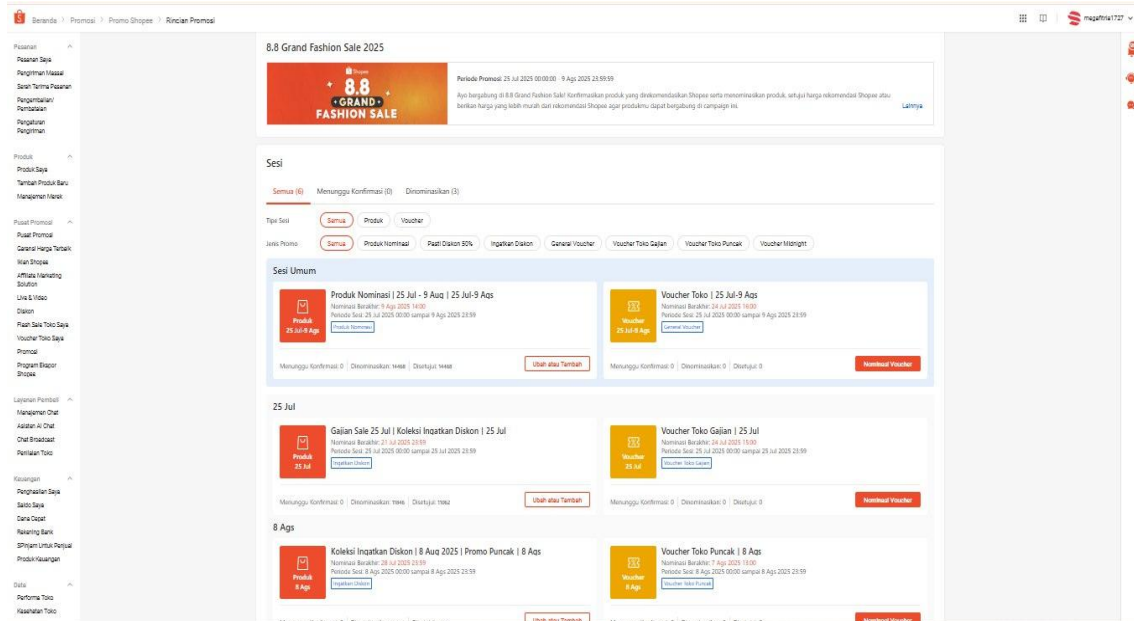


Figure 3. Shopee Export Program Feature of Saga Bandung



From the interview results above, it can be concluded that almost all of the marketing communication strategies implemented by Saga Bandung rely on the features available in Shopee e-commerce. Although depending solely on Shopee's features, this approach has been proven effective, as stated by the owner of Saga Bandung regarding the effectiveness of the marketing efforts carried out:

“So far, it has been very effective, but it must always be monitored and updated because of the administrative fees from various e-commerce promotions and the increasing number of competitors.”

The above statement concludes that even though the strategy comes from only one channel, if used optimally and consistently, it can still deliver a significant impact.

Saga Bandung's Marketing Communication Strategy in Selling Children's Clothing Products on Shopee E-Commerce

During the interview process, the owner of Saga Bandung shared his experience and explained in detail his journey in discovering marketing strategies for selling children's clothing products on the Shopee e-commerce platform.

“Regarding Saga Bandung's marketing communication, it all started from real conditions in the field. Many businesses faced problems with excess clothing stock or unsold items, resulting in many businesses suffering losses. When Saga Bandung was first established in early 2020, we sold tactical pants and motorcycle vests for two years. Often, consumer demand did not match the stock conditions, causing customers to leave and the store to suffer losses. Sales were limited because they relied heavily on available stock. Therefore, the owner of Saga Bandung switched to analyzing more effective products according to market demand.

At the beginning of 2023, Saga Bandung began shifting to selling clothing products by utilizing digital printing. Starting with jerseys and children's T-shirts, at this stage, the

number of products sold had not yet reached 1,000 because the business was still using a restocking system. Through e-commerce market analysis, we found that many stores only sold fewer than 1,000 products, while the policy in 2023 allowed a maximum of 2,000 products per store. Therefore, Saga Bandung began producing made-to-order products, where products were always available because clothing production was carried out on-demand according to incoming orders. This created a solution to maximize the number of products with various jersey and children's clothing designs. By using the mass upload feature, sellers could quickly upload products more efficiently.

The next marketing communication strategy step was to maximize promotional features in the marketplace by adjusting selling prices. This required great accuracy because it involved admin fees for promotions, discount percentages, and event requirements for minimum product discounts.

Another strategy was to maximize product advertising by running manual ads. Manual advertising involved manually entering keywords, followed by regular optimization of keywords that were proven effective for sales. Automated ads/GMV Max were not used because the results were ineffective—there was no information on which keywords were effective and which were not. ROAS results from automated ads/GMV Max also showed that automated ads were ineffective.

Finally, the marketing communication strategy also involved maximizing products (product boom) and expanding the number of stores (store boom). Currently, Saga Bandung manages 17 store accounts.”

From the owner's explanation, it can be concluded that Saga Bandung's online shop marketing communication strategy for selling children's clothing products on Shopee e-commerce begins with product management, analyzing products that are more effective according to market demand. It also involves maximizing the number of products available on Shopee e-commerce, utilizing promotional features optimally by adjusting selling prices to remain competitive, using advertising features with analysis to determine the most effective methods, and finally, maximizing the number of stores/accounts managed.

Discussion

Based on the research findings obtained through interviews, observations, and documentation, and connected to the Marketing Mix 4P theory by Kotler and Keller (2016), the following is the analysis and discussion concluded by the researcher:

Product

Kotler and Keller state that the product is the main component in the marketing mix concept because it is something offered to consumers to meet their needs or wants. The main product of the Saga Bandung online shop is children's clothing with diverse designs using a made-to-order system, ensuring continuous product availability. This strategy addresses previous issues related to unsold and piled-up stock while guaranteeing product availability consistency. Additionally, the use of digital designs for children's jerseys and clothing enhances the visual appeal of products on online platforms. This shows that the

product aspect focuses on adapting to market needs (customization) and production efficiency.

According to Shimp (in Rummyeni and Elysa, 2005:33), marketing communication is an essential aspect of the overall marketing mission and a determinant of marketing success. Amid the competitive digital industry, mastery of marketing communication becomes crucial for business actors, as it involves the ability to analyze and understand consumer needs and wants. In this context, Saga Bandung uses product descriptions and visualizations (photos) to build perceptions of quality and completeness. This aligns with the objectives of marketing communication correlated with Schiffman and Kanuk's (2004) theory, which states that marketing communication is designed to make consumers aware of a product's existence, encourage them to purchase or commit, create positive perceptions, provide symbolic meaning to the product, and highlight the product's advantages in solving consumer problems compared to competing products—both goods and services—in an effort to build awareness, generate interest, and influence purchase decisions. Moreover, Saga Bandung demonstrates a specific message development strategy in product descriptions. In communication strategy theory (Liliweri, 2011:250), message delivery must align with predetermined targets. Product descriptions and variations become a form of communication directly reflecting market needs and expectations.

Price

Price represents the economic value of a product being offered. It is the form of sacrifice consumers must make to obtain the product. At Saga Bandung online shop, pricing is adjusted based on Shopee's promotional features, including administrative fees and minimum discount requirements. Pricing strategies are aligned with Shopee events such as double-date sales (e.g., 8.8) to remain competitive and attractive. Saga Bandung's owner strategically manages selling prices to maintain profit margins amid promotional and production costs. This strategy aligns with Kotler & Keller's pricing concept, which emphasizes that price is not just about nominal value but also about positioning and product competitiveness.

In marketing communication, attractive pricing can be a key factor in driving purchases. Price adjustments during promotional events reflect an adaptive strategy within the integrated marketing communication mix. This strategy is consistent with the principles of integrated marketing communication, which unifies promotional messages across various media so that consumers receive consistent and easily understood information at the right time when making purchase decisions (Four A's in Sulaksana, 2005).

Place

Place in the marketing mix also covers how products are distributed to reach consumers. Saga Bandung online shop chooses Shopee as the main distribution channel because it offers superior features such as mass upload, photo storage, and export programs. For instance, the mass upload feature greatly facilitates the efficiency of inputting products that can reach thousands of designs. However, Saga Bandung has not yet developed other

distribution channels such as its own website or social media, thus creating full dependence on Shopee. Although distribution efficiency is achieved through e-commerce, this heavy reliance on a single platform becomes a weakness in Saga Bandung's distribution strategy.

Shopee is not only a transaction platform but also a two-way communication medium through features like chat, reviews, and ratings. This fulfills several key elements of marketing communication, such as delivering information and building direct interactions. In communication strategy contexts (Liliweri, 2011:250), using only one medium without variation shows weakness in media or communication channel selection. Ideally, selected media should reach broader audiences and strengthen messages across channels.

Promotion

Promotion is an activity that communicates product benefits and persuades consumers to purchase. Saga Bandung conducts promotions through several methods provided by Shopee's e-commerce platform, such as manual Shopee ads based on keyword analysis, affiliate marketing with commissions above 3%, and monthly promotional events or double-date sales. Unfortunately, Saga Bandung has not yet used live streaming features or external promotions on social media, so the promotion strategy remains limited within the Shopee ecosystem. In fact, Saga Bandung's promotions are quite active and tactical but lack diversification into external channels. Sales promotions are activities and materials designed with specific techniques under the seller's or producer's control, aiming to deliver persuasive and attractive product information, either directly or through influential third parties affecting purchase decisions (Machfoedz, 2010:31). Manual ads and affiliate programs represent persuasive communication forms. However, the absence of social media use indicates that Saga Bandung has not fully optimized integrated marketing communication (IMC), especially in direct marketing elements.

CONCLUSION

Saga Bandung chose Shopee because it is the e-commerce platform with the highest number of users in Indonesia and provides a variety of user-friendly sales features, such as mass upload, affiliate marketing, manual advertising, and promotional events like double-date sales. These features support marketing effectiveness as well as time and labor efficiency, especially in managing thousands of products sold using the made-to-order system. The marketing strategy implemented proved effective in increasing revenue from only IDR 2.7 million in 2020 to nearly IDR 99 million in 2021. Maximizing Shopee's features, maintaining consistency in market analysis, and focusing on product volume and the number of stores (store boom) became the key factors in marketing success.

However, the heavy reliance on Shopee creates vulnerabilities in the business, such as performance drops due to penalties, limited distribution channels, and the lack of expansion to other platforms. Moreover, limited management resources result in less-than-optimal responses to consumers. The author expresses sincere gratitude to

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