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Technology Usage Strategy And Distribution Channel In Increasing Customer Satisfaction From Service Offerings Available In The Marketplace (Go International)

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ABSTRACT

This research is motivated by the challenges in ensuring customer satisfaction with marketplace services, which are still hindered by gaps in users' digital literacy, the complexity of distribution channels, and various conditions of logistics infrastructure in different regions. This study aims to evaluate the extent to which technology usage strategies and the effectiveness of distribution channels can contribute to increasing consumer satisfaction levels in marketplace based on service offerings. The research method used is descriptive quantitative, with data collected through an online questionnaire sent to marketplace users, which is then analyzed using PLS SEM to test the strength and significance of the influence between variables. The main results indicate that both research variables significantly affect customer satisfaction, with a stronger contribution coming from the distribution channels. In conclusion, strategies for technology use and the effectiveness of distribution channels both contribute to increasing customer satisfaction in service marketplace. The implications of this research emphasize that increasing customer satisfaction in the marketplace cannot be achieved solely by updating the interface in digital use or accelerating the delivery process separately, but rather requires synergy between technology use strategies and a well-functioning distribution channel network.

Keywords: Customer Satisfaction, Distribution Channel Effectiveness, E-commerce, International Marketplace, Technology Usage Strategy

INTRODUCTION

The development of the digital economy over the past two decades has transformed the face of services in various parts of the world. As technology permeates all aspects of life, many parties have utilized it for economic activities. The advancement of technology and the sophistication of the internet now greatly assist humans in fulfilling their needs, especially when conducting trade transactions (Fauziah et al., 2021). Global marketplaces like Amazon, Alibaba, and eBay are no longer just selling physical products, but are also developing a variety of service offerings, ranging from ride-hailing and food delivery to entertainment streaming and digital financial services. Competition in the marketplace world is very fast-paced, including in Indonesia, which has shown a significant increase in shopping activity through online platforms. Some widely recognized marketplaces include Tokopedia, Shopee, Lazada, Bukalapak, and others. (Rachmadi & Arifin, 2021). Their success is strongly supported by two main strategies: the utilization of advanced technology, including big data analytics to map customer behavior, artificial intelligence in chatbots and recommendation engines, and elastic cloud computing infrastructure; as well as the management of distribution channels that prioritize speed and flexibility from omnichannel delivery to last-mile logistics and real-

time tracking systems to minimize wait times and increase transparency for consumers. Logistics companies are the type of company that plays an important role in the transportation or delivery of goods (Stephanie & Siagian, 2025). Therefore, when using port logistics services, customers interact with and consequently gain satisfaction from those components (Le et al., 2020).

In Indonesia, with a population of over 270 million people and spanning around 17,000 islands, digital economic growth has become one of the most dynamic engines of the economy in Southeast Asia. Internet penetration, which is now approaching 75 percent, and massive smartphone adoption have spurred a surge in e-commerce transaction values projected to exceed USD 80 billion by 2024, and have turned Tokopedia, Shopee, and Bukalapak into 'super-apps' that provide on-demand services such as online transportation, food delivery, digital payments, and even healthcare services. However, the geographical challenges and diverse logistics infrastructure compel marketplace players to introduce distribution innovations, ranging from the establishment of micro-fulfillment centers in major cities to partnerships with online motorcycle taxis and local agents to reach remote areas, while integrating tracking systems and notifications to ensure customers are always informed about their service status. The integration of digital technologies such as self-service kiosks, augmented reality, and omnichannel shopping experiences has proven to enrich the customer experience and increase their satisfaction. Interactivity through social media also strengthens the relationship between customers and brands, in line with the principles of Marketing 5.0 (Kembau et al., 2024). Marketplace users allow many sellers to offer their products on one platform, this encourages competition among SMEs to develop their businesses by creating websites or regularly using the marketplace to promote and enhance creativity in product marketing to maximize in attracting consumers (Sari et al., 2024).

E-commerce is one form of marketing strategy in the form of buying and selling products that is conducted through online application platforms (Saputra et al., 2025). An online marketplace or e-marketplace is an online market that connects sellers and buyers without the need for face-to-face meetings (Mustika et al., 2024). Marketplaces available in Indonesia include Tokopedia, Shopee, Bukalapak, Lazada, and Blibli. Tokopedia, which started in 2009, adopts C2C and B2C models, empowering millions of SMEs to sell directly to consumers. The utilization of these marketplaces provides great opportunities for SMEs, especially in expanding markets overseas and increasing sales volume (Rusdianto, 2024). Since the entry of Shopee in 2015, competition has become increasingly fierce: Shopee has positioned a mobile-first strategy, gamification, and live streaming as pillars of interaction with users. Bukalapak (2010) stands out through the "Warung Mitra" program, which helps traditional traders to digitally upgrade. Lazada, a subsidiary of Alibaba that entered Indonesia in 2012, leverages the strength of global supply chains and focuses on fast delivery with an integrated logistics infrastructure. SC is responsible for all physical movements and holding storage of items, raw materials, components, semi-finished goods, and items from the supplying point to the consumption point (Anwer AL-Shboul, 2022). On the other hand, Blibli combines the experience of omnichannel online shopping with the option of in-store pick-up to reach the urban middle-class segment.

The development of technology and information, especially the internet, is progressing very rapidly and the development of internet technology has changed various aspects of human life because the internet has now become a basic necessity for everyone (Leonardo et al., 2021). The marketplace also provides opportunities for many sellers to market their products on a single integrated platform. This condition encourages MSME actors to compete healthily by developing their businesses, for example by creating personal websites or by consistently utilizing the marketplace to promote products and

enhance marketing strategy creativity to attract more consumers (Khatimah et al., 2023). Marketplaces can be categorized into two main types, namely pure marketplaces and consignment marketplaces. Pure marketplaces serve as intermediaries that bridge transactions between sellers and buyers. Meanwhile, consignment marketplaces are digital platforms where sellers can only deposit their products without being directly involved in the sales process (Aryani & Susanti, 2022).

Although technology adoption in Indonesia continues to rise, the gap in digital literacy remains a major barrier. Many users, especially in non-metropolitan areas, still struggle to understand the ordering processes or navigate complex applications. Technical terms, layered menus, and a lack of interactive tutorials make them vulnerable to input errors or cancellations during transactions. As a result, the transaction failure rate increases, diminishing consumer trust in the platform. One of the issues with online sales is the difficulty in building consumer trust. Consumers have less control over meeting their expectations because they cannot see the products or sellers directly (Suryani & Koranti, 2022). The uneven internet connectivity also triggers serious problems. In areas with weak signals or high data rates, applications often experience timeouts, fail to load product images, or lag during payments. Advanced features like real-time tracking are forced to be automatically disabled to maintain the stability of the application, but as consequence, users lose visibility of their order status. This inconsistent experience leads to frustration and an escalation of complaints to customer service. Thus, reviews from consumers are needed, and it is very important to have Customer Relationship Management (CRM). CRM is an approach that views customers as the core of its business, and a company's success depends on how effectively they manage their relationships. This concept increasingly penetrates various business applications, making CRM a business process or strategy that is interesting to discuss (Solechan & Kusumo, 2022).

The technology ecosystem in Indonesia is also fragmented; each application or marketplace has different data formats, APIs, and security protocols. Integration with various e-wallets and local banks often encounters issues due to outdated SDK versions or system incompatibility, leading to payment verification failures or notification duplication. Consumers using more than one platform are forced to adjust to each interface and procedure, without any standardization of experience, resulting in confusion and decreased efficiency. From a security and privacy perspective, although there are already PSE regulations from Kominfo and PCI-DSS standards, many gaps remain: security patch updates are delayed, end-to-end data protection is not always enabled, and protection against phishing or skimming attacks is weak. When news of a data leak spread, consumer concern surged, reducing their willingness to pay and even triggering churn to competitors perceived as safer. Lastly, technical support and organizational culture change are often overlooked. Internal IT teams of SMEs or distribution partners have not been adequately trained to respond to bugs, develop new features, or educate customers about application updates. Without a change management roadmap, each new version leads to confusion rather than improvements. On the consumer side, the lack of educational channels such as video tutorials or chatbot guides makes them reluctant to try new features that could actually enhance comfort and satisfaction. Customer satisfaction reflects the level of trust customers have in the likelihood or ability of a service to provide a positive experience or impact (Damayanti et al., 2023). Previous research conducted by Asawawibul et al. (2025) shows that technology usage, service quality, transportation time, and product have significant influence on customer satisfaction in the ecommerce logistics sector.

Although each marketplace provides functions and conveniences for both sellers and buyers, they often do not pay much attention to the shipping services available in each

region. For example, during major promotions or peak shopping days, shipping services in Indonesian marketplaces frequently struggle to meet the surge in package volume. The expectation of 'express delivery' within 1-2 days that is advertised often clashes or does not align with what is promised based on warehouse capacity and fleet, resulting in sorting queues at depots and backlog of loads at transit points. As a result, estimated arrival times are missed, customers receive outdated shipment status information, and packages may even get mixed up or lost along the way. In urban areas, severe traffic and odd-even systems hinder fleet speed. Meanwhile, in remote areas, damaged or non-existent road infrastructure forces couriers to use alternative modes (boats, beach motorcycles), extending lead times and increasing costs. As a result, the margins of the expedition business are eroded, while customers outside Java - Bali feel that the service is not equal. In addition, many courier parties, specifically for pick up services, do not collect packages on schedule, with various reasons such as the working hours having passed, weather factors, or warehouses being full due to a surge in marketplace orders.

The absence of a single standard among dozens of courier service providers such as JNE, TIKI, J&T, SiCepat, Anteraja, LEX, etc. causes inconsistencies in service quality. Each provider has a different SLA (Service Level Agreement) from the packaging process to handling returns, making it difficult for marketplaces to maintain a seamless customer experience. API integration between platforms and couriers can sometimes be chaotic: the system may fail to synchronize address data, resulting in incorrect print labels or drivers being unable to find the destination, leading to many consumers complaining and getting angry with sellers because they do not realize that the mistakes are due to the courier's negligence. On the technology side, although many couriers have provided tracking applications, the data presented is often not real-time or times out during peak traffic. Customers checking their package status end up frustrated because notifications are delayed, and even the automatic notification systems (SMS, email, push) show a "Delivered" message while the package is still on the way. The lack of interoperability between tracking platforms causes marketplace customer service to be overwhelmed by repeatedly handling the same complaints. Lastly, the last-mile delivery challenge becomes more complicated when marketplaces partner with online motorcycle taxis or local agents to cover "white spots". Although this solution increases coverage, the capacity of motorcycle taxi fleets is limited for large or heavy items, and local agents are often not trained in packing SOPs, resulting in damaged packaging or defective items upon delivery. All these issues lead to a decrease in satisfaction levels, a high return rate, and a decline in consumer loyalty, whereas delivery reputation is one of the main factors influencing online shopping decisions. Previous research conducted by Sumrit & Sowijit (2023) shows that omnichannel logistics service quality and OCLQ attributes have significant influence on customer satisfaction at Thai e-commerce marketplace.

Here are some data showing the development and use of technology in the marketplace:

Table 1. The Use of Technology and Development in Indonesia

Factor	Statistics	Source
The growth of marketplace usage in Indonesia	23.5% per year	Indonesian Ministry of Trade (2024)
Number of internet users	215 million users	APJII (2024)
The increase in the use of AI in marketplace services	35% of companies have adopted AI	McKinsey Indonesia (2024)
Adoption of digital payments	78% of transactions are conducted digitally.	Bank Indonesia (2024)
The influence of personalization strategy on consumer satisfaction	65% of customers are more satisfied with AI services.	Statistics of Indonesia

Digitalization has changed the way customers interact with marketplaces, where convenience and efficiency have become the top priorities in the shopping experience. Consumers increasingly rely on technology in every aspect of the transaction, from service search, ordering, payment, to after-sales support. Therefore, companies must continuously innovate with digital strategies that can optimize customer satisfaction. Information technology refers to the use of technology to handle and manage data (Pramudya & Akbar, 2024). Globalization also opens opportunities for Indonesian marketplaces to reach international markets. Business people or actors in online shops want the products sold in e-commerce or e-marketplaces to have added value so that customers will buy them (Surahman et al., 2020). The strategy of effectively using technology enables companies to meet global standards in customer service, allowing them to compete internationally. Marketplaces that can integrate cross-border payment features, fast shipping systems, and multilingual customer service have a greater chance of success in the global market. With the continuous adoption of evolving technology, marketplaces must ensure that their digital strategies can address various challenges, such as increasingly fierce market competition, changing customer needs, and increased regulation in digital transactions. Companies must continually optimize the use of technology to enhance customer experience and maintain user loyalty.

The research gap lies in the lack of empirical studies that simultaneously combine the impact of digital technology usage and the effectiveness of distribution channels on customer satisfaction in the context of international marketplace-based service in Indonesia. Some previous studies focused on a single variable, such as application UX or logistics speed, without considering the synergy between the two. Moreover, the literature on domestic markets expanding into global markets (Going International) is still very limited, and thus it has not revealed how the digital infrastructure constraints in Indonesia, cross-border payment integration, and its distribution partner networks are managed. This research evaluates the role of technology usage and the effectiveness of distribution channels in enhancing customer satisfaction in Indonesian marketplace services.

LITERATURE REVIEW

Customer Satisfaction

Customer satisfaction is the feeling of joy or disappointment that someone experiences from comparing the perceived performance of a product with their expectations (Rezeki et al., 2020). Customer satisfaction is the feeling experienced by consumers after comparing their expectations with the performance or results of a product or service (Meilani & Saputro, 2025). It can be concluded that customer satisfaction is a positive feeling that arises when someone feels that the products or services they receive have met or even exceeded their expectations. The indicators used by Cucu Sumartini & Fajriany Ardining Tias (2019) on the variables of customer satisfaction which are Reliability, Responsiveness, Assurance, Empathy, and Tangible.

Technology Usage Strategy

Technology usage is increasingly recognized as a vital mediator in the relationship between cost and customer satisfaction (Asawawibul et al., 2025). Technology is essential to support the development of human life that is becoming instantaneous; with technology, humans can facilitate many things in sharing information, enhancing knowledge, simplifying long-distance communication, making buying and selling processes easier, and so on (Da Silva et al., 2022). It can be concluded that the strategy of using technology is a systematic approach to optimally utilize technology for achieve the goals of the organization or individual. The indicators used by Sukmasetya et al.

(2020) the strategy variable for technology usage are learnability, memorability, efficiency, errors, and satisfaction.

Distribution Channel

The distribution channel is the flow of products from the company, distributor, to the market so that consumers can meet their needs and desires (Nurseto, 2018). Distribution channels are marketing conducted through an interactive online computer system that connects customers with sellers electronically (Chandra, 2022). It can be concluded that the distribution channel is the path or system used to deliver products or services from the producer to the hands of the final consumer. The indicators used by Sumrit & Sowijit (2023) in the distribution channel variable are information search, order, delivery, pick-up, and return.

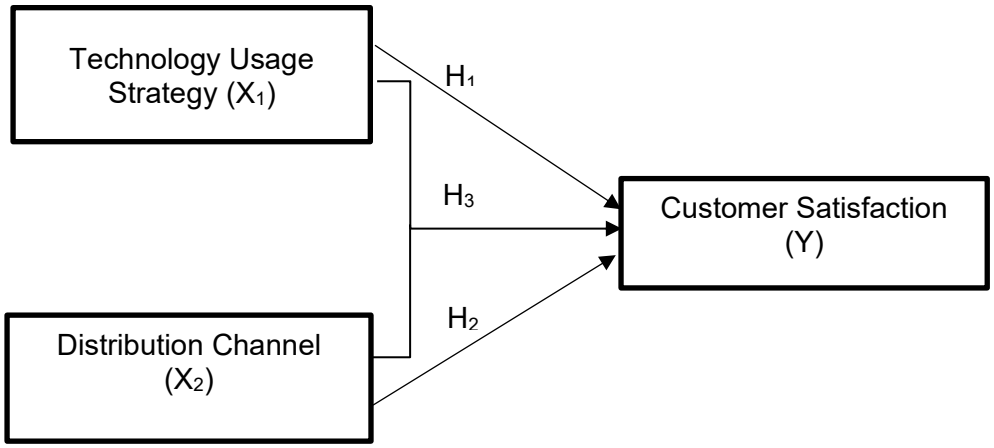

Figure 1. Theoretical Framework

The hypothesis in this research is:

H_1: There is an influence of Technology Usage Strategy on Customer Satisfaction
H_2: There is an influence of Distribution Channel on Customer Satisfaction
H_3: There is an influence of Technology Usage Strategy and Distribution Channel on Customer Satisfaction

RESEARCH METHOD

The object of this research is the Tokopedia, Shopee, and Lazada marketplaces, so the respondents are customers of those marketplaces. This research uses a descriptive quantitative method and is conducted by creating a questionnaire statement and distributing it to respondents who use the marketplace, as well as processing the data using the Smart PLS application software with the PLS SEM method. The population in this study is marketplace users in Medan City. Since the total population is unknown, this study will use the Hair formula where the minimum sample size is 5 times and the maximum is 10 times the number of indicators. There are 15 indicators in the study, so the number of indicators used is: Minimum sample = number of indicators x 5 = 15 x 5 = 75 respondents, Maximum sample = number of indicators x 10 = 15 x 10 = 150 respondents. In this study, the researcher determines that the sample size to be used is 150 respondents from marketplace users in Medan City. This study uses purposive sampling technique. Purposive sampling is a technique for determining samples based on certain considerations (Prof.Dr.Sugiyono, 2022).

RESULTS

Table 2. Convergent Validity Test

Code	Technology Usage Strategy (SPT)	Distribution Channel (SD)	Customer Satisfaction (KK)
SPT1	0.816		
SPT2	0.704		
SPT3	0.827		
SPT4	0.718		
SPT5	0.683		
SPT6	0.774		
SPT7	0.747		
SPT8	0.742		
SPT9	0.627		
SPT10	0.792		
SD1		0.797	
SD2		0.812	
SD3		0.705	
SD4		0.572	
SD5		0.600	
SD6		0.719	
SD7		0.797	
SD8		0.812	
SD9		0.733	
SD10		0.698	
KK1			0.861
KK2			0.785
KK3			0.784
KK4			0.794
KK5			0.772
KK6			0.824
KK7			0.861
KK8			0.785
KK9			0.800
KK10			0.741

Source of Processed Data 2025

Based on the convergent validity test, all loading factor values for the indicators of Technology Usage Strategy (SPT1 - SPT10), Distribution Channels (SD1 - SD10), and Customer Satisfaction (KK1 - KK10) each exceed 0.50, thus all items are considered valid in terms of convergence.

Table 3. Discriminant Validity Test

Code	Technology Usage Strategy (SPT)	Distribution Channel (SD)	Customer Satisfaction (KK)
SPT1	0.816	0.483	0.566
SPT2	0.704	0.399	0.524
SPT3	0.827	0.638	0.470
SPT4	0.718	0.595	0.434
SPT5	0.683	0.456	0.383
SPT6	0.774	0.543	0.485
SPT7	0.747	0.495	0.484
SPT8	0.742	0.450	0.493

SPT9	0.627	0.617	0.306
SPT10	0.792	0.513	0.462
SD1	0.528	0.797	0.477
SD2	0.538	0.812	0.459
SD3	0.525	0.705	0.409
SD4	0.381	0.572	0.385
SD5	0.409	0.600	0.308
SD6	0.543	0.719	0.442
SD7	0.528	0.797	0.477
SD8	0.538	0.812	0.459
SD9	0.524	0.733	0.432
SD10	0.453	0.698	0.479
KK1	0.515	0.454	0.861
KK2	0.471	0.359	0.785
KK3	0.482	0.516	0.784
KK4	0.566	0.670	0.794
KK5	0.524	0.510	0.772
KK6	0.513	0.521	0.824
KK7	0.515	0.454	0.861
KK8	0.471	0.359	0.785
KK9	0.492	0.422	0.800
KK10	0.458	0.452	0.741

Source of Processed Data 2025

The discriminant validity test shows that the correlation of each indicator with its construct is higher than the correlation with other constructs, affirming the instrument's ability to distinguish between constructs effectively. With both of these criteria being met, it can be concluded that the research instrument has adequate validity.

Table 4. Reliability Test

Code	Cronbach's alpha	Composite reliability (rho_c)
SPT	0.911	0.925
SD	0.900	0.918
KK	0.938	0.947

Source of Processed Data 2025

In the reliability test, the Technology Usage Strategy variable obtained a Cronbach's Alpha value of 0.911 and Composite Reliability (rho_c) of 0.925, the Distribution Channel variable recorded a Cronbach's Alpha of 0.900 and rho_c of 0.918, while the Customer Satisfaction variable showed a Cronbach's Alpha of 0.938 and rho_c of 0.947. With all values above the threshold of 0.70, it can be concluded that each construct has good internal consistency and this research instrument is reliable for measuring the three variables.

Table 5. R Square

	R-square	R-square adjusted
KK	0.466	0.459

Source of Processed Data 2025

The R Square value of the Consumer Satisfaction variable (KK) is 0.466, which indicates that the Technology Usage Strategy variable (SPT) and Distribution Channel variable

(SD) can explain the Customer Satisfaction variable (KK) by 46.6%. Therefore, it can be concluded that the model is considered moderate.

Table 6. Effect Size

	SPT	SD	KK
SPT			0.093
SD			0.188
KK			

Source of Processed Data 2025

The influence of Technology Usage Strategy (SPT) on Customer Satisfaction (KK) at 0.093 is considered weak. Meanwhile, the influence of Distribution Channel (SD) on Customer Satisfaction (KK) at 0.188 is considered moderate.

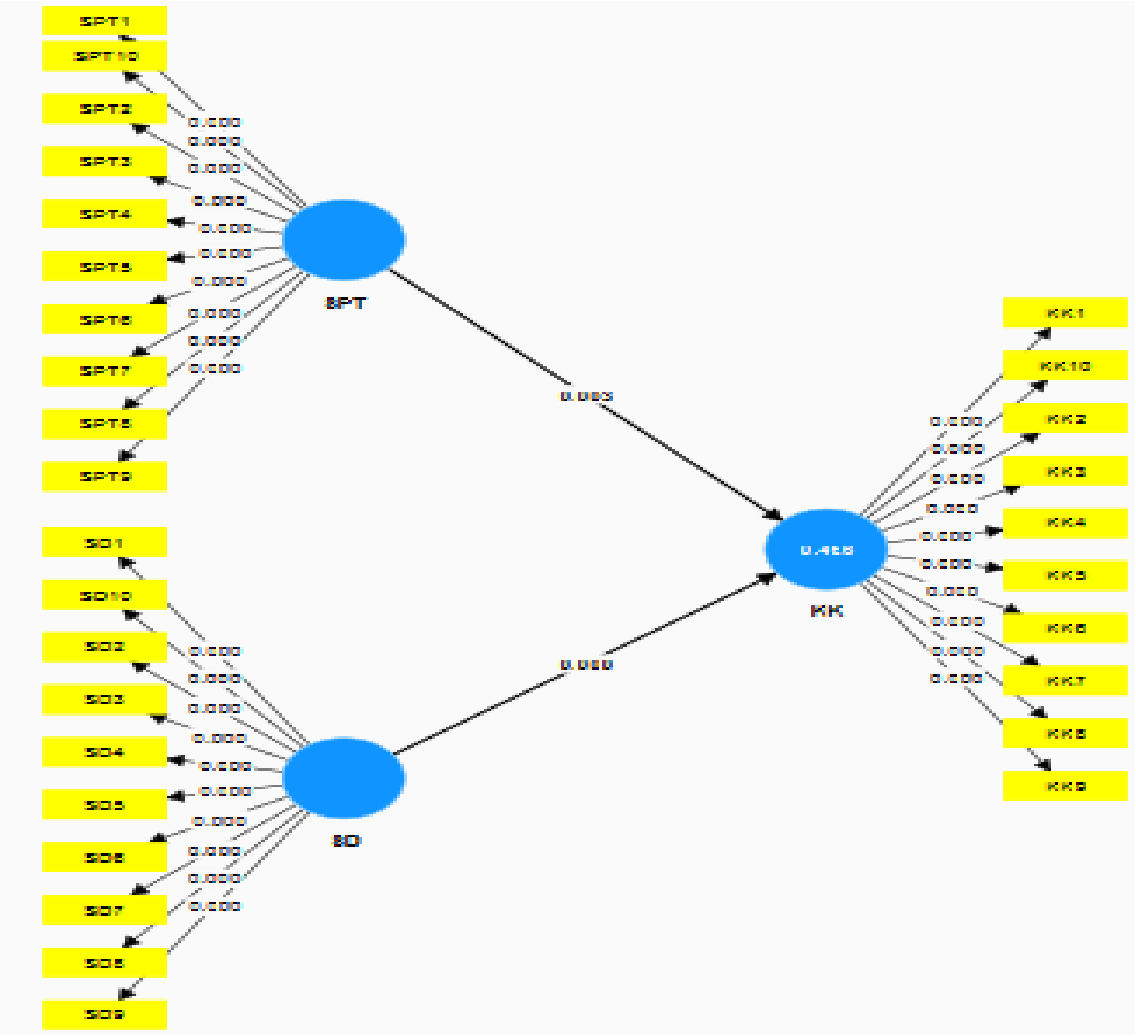

Figure 2. Overview Result

Table 7. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
SPT -> KK	0.306	0.315	0.102	3.006	0.003
SD -> KK	0.436	0.435	0.114	3.810	0.000

Source of Processed Data 2025

The explanation is as follows:

1. The Technology Usage Strategy (SPT) variable obtained a t-statistic value of 3.006 > 1.96 or a p-value of 0.003 < 0.05, hence H1 is accepted, which states that the Technology Usage Strategy affects Customer Satisfaction.

2. The Distribution Channel (SD) variable has a t-statistic value of 3.810 > 1.96 or a p-value of 0.000 < 0.05, therefore H2 is accepted, which means that the Distribution Channel has an influence on Customer Satisfaction.

Table 8. Goodness Of Fit (GOF)

	Q^2predict
KK	0,427

Source of Processed Data 2025

The Q^2 value of 0.427 > 0 and falls into the strong category, indicating that the model has predictive relevance or the exogenous latent variables, namely Technology Usage Strategy (SPT) and Distribution Channel (SD), are very good (very appropriate) as explanatory variables that can predict the endogenous variable, which is Customer Satisfaction (KK).

DISCUSSION

Technology Usage Strategy on Consumer Satisfaction in Marketplaces

The implementation of technology usage strategies has a significant impact on consumer satisfaction ($f^2 = 0.093$). This indicates that the convenience of marketplace features and the availability of educational features such as quick tutorials or chat-bot guides can enhance users' positive perceptions. Although the study's t-statistic (3.006) confirms the significance of its influence, the variability of consumer satisfaction explained by technology alone is still limited. Therefore, the marketplace needs to prioritize real-time data validation mechanisms at each step of the transaction, accompanied by contextual error messages that are constructive and quick links to brief guides for minimize the drop-off rate.

Distribution Channel on Customer Satisfaction in Marketplace

Distribution channels show a stronger contribution to consumer satisfaction with a moderate effect size ($f^2 = 0.188$) and a t-statistic of 3.810. This confirms that the reliability of delivery from pick-up schedules to last-mile delivery speed plays a key role in shaping a positive customer experience. Inconsistencies between expedition services in different regions trigger complaints and churn, especially during periods of order volume spikes.

Marketplaces need to implement geofencing systems and load-balancing for automatic courier scheduling, as well as strengthen real-time notifications for customers and logistics partners. Standardizing SOPs for package handling is also urgent to ensure that pick-up and delivery always meet promises.

Technology Usage Strategy and Distribution Channel on Customer Satisfaction in Marketplace

Both variables together explain 46.6% of consumer satisfaction, indicating that the integration between technology usage strategies and distribution channels is key to achieving optimal consumer satisfaction. Marketplaces cannot simply update their application interface or expedite the delivery process separately. They must create an integrated ecosystem where digital tracking systems, multichannel notifications, and analytics function in line with a reliable logistics network.

CONCLUSION

This research confirms that the strategy of using technology and the effectiveness of distribution channels significantly affect customer satisfaction in Indonesian marketplace services, with distribution channels contributing more. The research results explain 46.6 percent of the variance in customer satisfaction, indicating moderate predictive relevance. This study complements the literature on the synergy between the strategy of using technology and distribution channels and emphasizes that technological advancements need to be accompanied by reliable distribution operations. Based on SmartPLS results, the lowest weighted indicator on the Technology Use Strategy variable. Recommendations that can be aimed at MSME Marketplaces regarding their technology usage are that the platform should introduce a real-time data validation mechanism at every transaction step and also add contextual and solution-oriented error messages, complete with quick links to brief guides or chat-bots, to reduce confusion and lower drop-off rates. Meanwhile, for the channels, an automated pick-up schedule based on geofencing systems and courier load-balancing needs to be implemented, supported by real-time notifications for customers and logistics partners, as well as standardized SOPs so that pick-ups are always as promised.

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