Economic Globalization: Management Strategy and E-Commerce Trends at the Retail Business in Medan City (Indomaret)

Rizka[1], Sri Rezeki[2]
Faculty of Business Management, Sekolah Tinggi Ilmu Ekonomi Eka Prasetya[1]
Universitas Negeri Medan[2]
Medan, North Sumatra, 20212, Indonesia
Correspondence Email: Rizkaoktaviana447@gmail.com

ABSTRACT

This study aims to examine the influence of management strategy and e-commerce trends on economic globalization at the retail businesses in Medan City. The research approach uses a quantitative method with path analysis based on Partial Least Squares Structural Equation Modeling operated through SmartPLS software. The respondents consisted of Indomaret consumers in various branches of Medan City who were selected by incidental sampling technique, where each consumer who was met by chance and met the criteria became the source of the data. The research instrument included a structured questionnaire with indicators for the three latent variables. The results of the analysis show that management strategies have a significant positive influence with moderate strength, while e-commerce trends display a higher magnitude positive influence. Simultaneously, the two constructs are able to explain about two-thirds of the variability in economic globalization. These findings confirm the importance of the synergy of adaptive managerial frameworks and digital capabilities in driving the integration of local markets into global economic networks. The practical implications of the research include recommendations for the implementation of agile iteration-based management transformation protocols and the improvement of omnichannel capabilities to strengthen competitiveness in the digital era.

Keywords: Digital transformation, Economic globalization, E-commerce trends, Management strategy, Omnichannel retail

INTRODUCTION

In the era of economic globalization, a good management strategy will be the main force driving change in various business sectors, including the retail industry. The development of information and communication technology has allowed the emergence of e-commerce as a form of trade that is increasingly in demand by consumers and business people. The development of digital technology has brought great changes in the business world through digital platforms (Timur et al., 2023). This digital transformation accelerates the development of e-commerce which makes business actors have to adapt to new dynamics in marketing and sales (Nur Ihwan Safutra et al., 2024). In North Sumatra, especially in the retail business sector such as Indomaret, this change presents challenges and opportunities that must be managed with the right strategy. Indomaret is one of the main players in the retail business in the city of Medan. With changing consumer trends increasingly leading to online shopping, these supermarkets must adapt to new management business strategies to remain relevant and competitive. Competition with global e-commerce and fast-growing marketplace platforms is a challenge in maintaining market share (Embun Febryanti Panggabean et al., 2023).

In North Sumatra, the retail business ecosystem faces unique challenges compared to other regions, such as local consumer preferences, competition with traditional markets, and geographical characteristics that affect the distribution of goods. Economic globalization not only presents opportunities for business actors, but also tightens competition between local businesses and multinational corporations (Putri, 2024). One of the retailers that experiences fierce competition between other businesses is Indomaret. Along with the times, retail businesses are required to improvise. Although Indomaret already has various branches in Indonesia, they have not been able to adapt to the times which are all demanded online (Sulistyawati & Munawir, 2024). Changes in people's consumption patterns that are increasingly developing according to the times (digitalization) require Indomaret to develop a more flexible and efficient business model globally.

The entry of many foreign products and the ease of cross-border shopping make it easier for customers in Medan to compare prices and find certain items. As a result, profits decline, the number of visitors decreases during off-peak hours, and points programs are less attractive in areas where competition is fierce. The reasons include product choices that are similar to competitors, shopping in stores and applications that are not really connected, and customer understanding per region that is not detailed enough.

The fluctuations of exchange rates, shipping costs, and import rules make the availability of goods uncertain, especially for imported products and basic necessities. The signs can be in the form of repeated empty items at busy moments, price differences between stores, and an increase in damaged or expired goods in a quiet store. This often happens due to over-reliance on one supplier, planning that wears averages without seeing rapid changes in the field, and a lack of stock information on both the supplier and store sides. The application of technology in stores and applications is not evenly distributed. In some locations, cash is still more widely used and app features are rarely used. Often customers do not feel the clear benefits, employees are not used to introducing digital features, and data from physical stores and applications are not well connected, making it difficult to provide appropriate direct recommendations. As a result, cashier queues during peak hours are long, coupons are rarely used, the cost of attracting new users increases, and the results of innovation feel slow. Previous research conducted by Reinartz et al. (2011) shows that management strategy and innovation have significant on economic globalization of retailing.

The following table shows the data on problems in Economic Globalization:

Table 1. Data on Economic Globalization Problems

Yes	Problem	Causes of the Problem	Major Impact On The Field	Source
1	Instability of the supply chain of goods and prices of basic necessities/imports	Fluctuations in international logistics rates and costs drive up HPP	Out of stock at certain times such as holidays. The price variation between outlets also differs depending on the central policy. Trust also declined	Information
2	City and last mile logistics costs in Medan	Rising global energy costs and urban infrastructure	Cost per order increases, delivery delays due to traffic jams or	Latest and Updated Indomaret Data | Databox

			challenges exacerbate last-mile costs	floods, experience decreases	
3	Gap in the adoption of non-cash payments and indomaret click application features	Digital payment trends are increasing nationally, local adoption is uneven	Long queues of cashiers; application features are less used; Acquisition costs rise	Statistics of Payment Systems and Financial Market Infrastructure (SPIP)	
4	National product standards with the tastes of local consumers in Medan	National/global product flow is strong, local preferences are less accommodated	The product feels "uniform"; low sales of local products; Community Resistance	media.neliti.com	
5	The pressure of modern retail competition is tight in Medan	Expansion of national modern retail network raises service standards and price expectations	Price wars; depressed margins; Moving customers from nearby channels	Latest and Updated Indomaret Data	Databox	

Management strategies in economic globalization require a lot of investment, both in terms of technological infrastructure, application development, and human resource capacity building. Business management is a strategy that harnesses the strengths and ideas of others to participate in an activity aimed at achieving a specific goal (Janah et al., 2024). Increased internet access and the use of digital devices have changed consumer preferences in shopping. Consumers now prefer convenience, speed, and ease of transactions. Indomaret is still using the old strategy and is undergoing renovations, but it is not yet comprehensive, so the impact of the management strategy carried out is not yet known whether it is optimal or not.

Competition with marketplaces, quick commerce, and delivery apps that offer aggressive promotions is driving margin erosion and shifting traffic from physical outlets to digital channels. E-commerce is a marketing system or the use of the internet, websites, and mobile applications as well as browsers used on mobile devices to make transactions (Pramesti et al., 2023). Indomaret's omnichannel experience in Medan is still patchy: real-time stock is not consistent between stores, clicks and collect are sometimes delayed due to inventory mismatches, and prices and promos are not always parity across channels, which lowers trust. Product differentiation is also limited, private label and hyperlocal curation (e.g. Medan MSME snacks, ready-to-eat local flavors) are not evenly distributed, making price comparison the only battlefield. The digital capability gap between frontliners, store managers, and area teams hinders the execution of transformations: the adoption of app features, the pick-pack process for online orders, and stock reconciliation are not yet disciplined. Governance of promotional data and digital transactions is prone to loopholes, ranging from weak access controls to infrequent promo audits, increasing the risk of fraud and customer data leakage. Previous research conducted by Gerybadze & Reger (1997) It also shows that management strategies and innovation have significant influence on economic globalization R&D Markets.

Table 2. Data Related to Management Strategy

Yes	Problem	Explanation of Each Problem
1	Route inefficiencies in the logistics section	Distribution to many dense outlets in Medan is often carried out through small trips with low load factors and manual scheduling, making shipping costs rise and delivery SLAs unstable. The strategies needed are delivery clusters per corridor, order consolidation, and determination of delivery time slots based on demand data.
2	Omnichannel is not yet seamless (real-time stock and SLA)	Indomaret's online-offline shopping experience in Medan is disrupted by inaccuracies in real-time stock and manual pick-pack processes, so click & collect or delivery is often delayed. Management needs to integrate the POS of the customer's application inventory in real-time, standardize fulfillment SOPs, and lock in 30 - 45 minute SLAs for quick orders.
3	Price wars eroding margins	Online–offline price differences and overlapping promotions lower customer confidence and erode price-sensitive category margins.

Economic globalization and e-commerce trends require Indomaret to overhaul traditional management methods to be more dynamic and digital-driven. The E-Commerce trend is part of ebusiness, where the scope of e-business is broader, not only business but also includes collaboration of business partners, customer service, and job vacancies (Minan, 2021). E-commerce trends are also the direction or trend of development found in the e-commerce industry (Thoyib & Wijaya, 2023). But today many operational decisions are still made based on intuition and old experience, rather than customer data insights or real-time market trends. As a result, the response to changes in demand is slow and often misses out on online sales opportunities. Indomaret's rigid hierarchical system also hinders collaboration between departments such as marketing, logistics, and IT, even though cross-functional integration is crucial to support omnichannel retail. The trend of e-commerce retailing can also meet customer expectations as well as support long-term business growth. Changes in consumer behavior due to digital technology can also cause a shift in the structure of the globalization of the retail market economy. Physical stores that used to be prima donna now have to compete with online platforms that offer various advantages, such as more competitive prices, attractive promos, and convenience in shopping without having to leave the house. Success in adapting e-commerce trends depends not only on technological innovation, but also on the readiness of the company's management to face changes (Hidayat & Kholik, 2024).

The integration between conventional retail businesses and e-commerce is a strategy that is widely applied by global companies in facing the digitalization era (Farhan & Rogers, 2024). Indomaret can implement an omnichannel approach, where online and offline shopping experiences are combined to provide maximum convenience for customers. In addition to competition with similar retail companies, another challenge faced by Indomaret is government regulations and policies related to electronic commerce. Regulatory changes can affect the business strategy and investments made by companies. This is also made clear by Sinaga et al. (2023) that the postal ordering industry, which was once a disruptor of the retail business, has also been affected by the rise of e-commerce. The impact of e-commerce on traditional industries is enormous, leading to disruption and new opportunities for growth. To survive and thrive in this new

landscape, traditional businesses must adapt to the changing environment and embrace the potential of e-commerce to drive innovation and development.

The growth of e-commerce in Indonesia is driven by increased internet penetration and high smartphone usage throughout the archipelago (Lie et al., 2022). E-commerce in North Sumatra is still constrained by inequality in digital infrastructure. Although national internet penetration touched 74.6%, BPS North Sumatra data shows that non-urban areas only reach around 70.3%. The APJII 2024 survey noted that only 42% of retail workers have e-commerce training, while the adoption of omnichannel platforms requires skills ranging from content management to order processing. The high adoption of digital technology in this region has given rise to new expectations from consumers for the online retail services they use (Darno & Sri Yanthy Yosepha, 2022). The following is a table of Indomaret's supporters that describes the E-commerce Trend as a cause of Economic Globalization:

Table 3. E-Commerce Trend Strategy Problem Data

Problem	Benchmark	2024 Value	Source
Inequality of internet access in non-urban areas	Internet penetration Medan City	70,3%	Central Statistics Agency of North Sumatra Province
Low digital literacy of retail staff	% e-commerce trained retail staff	42%	Indonesian Internet Service Providers Association
Adoption of local MSME e-commerce is still low	% of MSMEs in Medan City sell online	34,5%	Central Statistics Agency of North Sumatra Province

Economic globalization is driving rapid changes in shopping behavior in the city of Medan, including modern retail networks such as Indomaret. Customers are increasingly accustomed to fast-paced, transparent, and integrated digital shopping experiences. This opens up new opportunities, but it also raises operational, marketing, and customer service challenges that must be answered systematically in order not to fall behind pure e-commerce and marketplace competitors.

Indomaret in Medan City faces promotional challenges, where marketing messages are often inconsistent between physical stores, apps, social media, and marketplaces. Targeting accuracy is also an issue: digital campaigns are often mass-based, so they don't maximize the potential of local data (shopping patterns per district, peak hours, category preferences). In addition, the limitations of hyperlocal content and collaboration with the Medan community reduce relevance, resulting in low click-through and conversion rates compared to aggressive competitors in location-based promotions. On the online ordering side, stock misalignment between the system and store shelves leads to cases of "stock-out" after checkout, triggering cancellations and lowering trust. Delivery costs and times vary depending on the distance and traffic density of Medan, making delivery time estimates less precise and disrupting customer expectations.

In addition, the application user experience can still be hampered by less intuitive product searches, confusing promo bundling, and a lack of personal recommendations that are relevant to the daily shopping habits of the local community. Digital payment methods are wide-ranging, but challenges arise in the consistency of e-wallet/card promo availability and clarity of terms, which often leaves customers confused at checkout. Transaction failures also still occur during peak hours, extending the order completion time. In addition, the payment security literacy of some customers varies, so anti-

phishing education support and fast refund handling are needs that have not been fully met. The transparency of order tracking is also uneven, the status often stops at "processed" without details of the picking, packing, and out-for-delivery phases, making customers anxious when orders are late. The integration of real-time communication between couriers, stores, and customers is still limited; Small changes such as item substitutions are not always confirmed quickly, triggering dissatisfaction. Online after-sales services (chat, call center, and ticketing) face long lines at rush hour, with problem resolution (refunds, replacement of damaged products, misshipments) that sometimes require manual escalation between units.

This research presents an in-depth case study on Indomaret as a representation of traditional retail that is being transformed. The main novelty lies in E-Commerce management strategies and trends In addition, the study introduces agile sprint-based management transformation protocols for retail, testing its effectiveness through field experiments and analysis of its impact on economic globalization. Thus, the study not only fills the literature gap, but also offers a practical guide for decision-makers in mid-sized retail to address problems on economic globalization. This study aims to find out whether there is an influence on management strategies and e-commerce trends on economic globalization in the retail business in the city of Medan (Indomaret).

LITERATURE REVIEW

Economic Globalization
Globalization is the tendency of investment funds and businesses to move beyond domestic and national markets to other markets around the globe, allowing them to become interconnected with different markets. Accordingly globalization provides organizations a superior competitive position with lower operating costs, to gain greater numbers of products, services and consumers (Savrul et al., 2014). Economic globalization is a global economic activity that is not limited by territory between regions, or global economic life that is free (Astutik, 2019). Based on the definition of economic globalization from the experts above, it can be concluded that economic globalization is the increase in integration and dependence between national, regional, and local economies around the world through the intensification of the movement of goods, services, technology, and capital across national borders. There are several indicators of economic globalization, namely global market expansion, global supply chains, and the diffusion of retail innovation (Reinartz et al., 2011).

Management Strategy
The management strategy is defined as the process of using organization's resources effectively and efficiently with the purpose of accomplishing organizational goals. The management is defined as the process of using organization's resources effectively and efficiently with the purpose of accomplishing organizational goals (Karakaya et al., 2016). A management strategy is a process or series of decision-making activities that are fundamental and comprehensive, accompanied by determining how to implement them, which is made by leaders and implemented by all ranks in an organization to achieve goals (Fahmi & Hakim, 2020). Based on the definition of management strategy from the experts above, it can be concluded that management strategy is the process of planning, implementing, and evaluating a series of decisions that allow an organization to achieve its long-term goals. There are several indicators of the management strategy, namely environment, competitiveness and organizational sustainability (Karakaya et al., 2016).

E-Commerce Trends
E-commerce is a change that changes almost all business functions of the area and every activity, from buying and selling transactions to advertising. With the birth of E-commerce, it is easier for customers to be able to make buying and selling transactions without having to come to their place. E-commerce is a process of buying and selling transactions which in practice are carried out online via electronic media (Puspitasari et al., 2023). E-Commerce distribution channels are the middlemen, purchasers, and vendors through which products move both in their physical form and in the transfer of ownership from manufacturers all the way to end consumers (Rezeki et al., 2023). Based on the understanding of e-commerce trends from the experts above, it can be concluded that e-commerce trends are patterns and directions of development in e-commerce activities that reflect changes in technology, consumer behavior, business models, and operational practices. Lewis & Cockrill, (2002) explained that there are several indicators of e-commerce trends, namely Online marketing, Online ordering, Online payment, Order progress/online sales support.
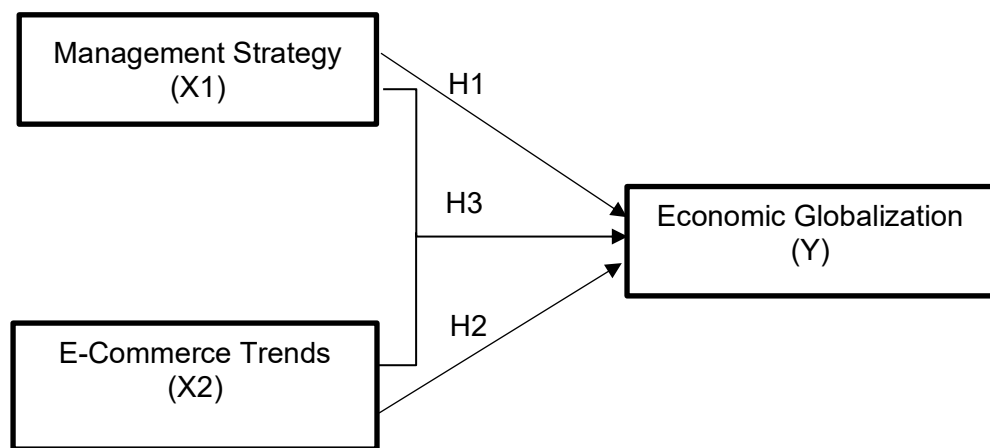

Figure 1. Theoretical Framework

The hypothesis in this study is:
H1: There is an influence of Management Strategy on Economic Globalization
H2: There is an Influence of E-Commerce Trends on Economic Globalization
H3: There is an influence Management Strategy and E-Commerce Trends towards Economic Globalization

RESEARCH METHOD

This research was conducted at Indomaret Medan City. This type of research is quantitative research by distributing questionnaires to all consumers who are the object of research and this research uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach to analyze the relationship between latent variables. The analysis was carried out with the help of SmartPLS version 4 software, as this method was judged to be suitable for data with relatively small sample sizes, abnormal distributions, and a focus on prediction and theory development. According to Sugiyono (2022:127), the sample is part of the number and characteristics possessed by the population. The sample criteria in this study are consumers who come to the Indomaret branch in Medan City and make purchases. The sampling technique used in this study is incidental sampling. Sugiyono (2022:133) Defining incidental sampling as a sample determination technique based on chance, that is, anyone who happens to meet the

researcher can be used as a sample, if it is seen that the person who happens to be met is suitable as a data source. Population can be defined as a subject in a specific region and time that will be observed or researched by researchers (Sinaga, 2023). The population in this study is the people of Medan City who buy goods from each branch of Indomaret as many as 240 branches in Medan City after clustering, the number of Indomaret is classified as large in Medan Baru District. Due to the unknown population number, this study will use a hair formula where the number of samples is at least 5 times and the maximum is 10 times the number of indicators. In the study, there were 10 indicators, the number of indicators used was: Minimum sample = number of indicators x 5 = 10 x 5 = 50 respondents, Maximum sample = number of indicators x 10 = 10 x 10 = 100 respondents. In this study, the researcher determined the number of samples to be used was as many as 100 respondents from consumers who made purchases through online shopping applications in Medan Baru District, Medan City.

RESULTS

Table 4. Convergent Validity Test

Code	Management Strategy	E-Commerce Trends	Economic Globalization
SM1	0.698		
SM2	0.546		
SM3	0.804		
SM4	0.807		
SM5	0.752		
SM6	0.743		
TE1		0.672	
TE2		0.719	
TE3		0.783	
TE4		0.608	
TE5		0.665	
TE6		0.659	
TE7		0.542	
TE8		0.650	
GE1			0.583
GE2			0.707
GE3			0.831
GE4			0.615
GE5			0.646
GE6			0.790

Source of Processed Data 2025

Based on the convergent validity test, all loading factor values of the variables of Management Strategy (SM1 – SM6), E-Commerce Trends (TE1 – TE8), and Economic Globalization (GE1 – GE6) variables exceeded 0.50 each, so all items were considered to be convergently valid.

Table 5. Discriminating Validity Test

Code	Management Strategy	E-Commerce Trends	Economic Globalization
SM1	0.698	0.391	0.140
SM2	0.546	0.385	0.177
SM3	0.804	0.485	0.315
SM4	**0.807**	0.332	0.259

SM5	0.752	0.428	0.140
SM6	0.743	0.292	0.154
TE1	0.233	0.672	0.435
TE2	0.335	0.719	0.646
TE3	0.357	**0.783**	0.640
TE4	0.062	0.608	0.373
TE5	0.360	0.665	0.399
TE6	0.412	0.659	0.562
TE7	0.505	0.542	0.351
TE8	0.607	0.650	0.418
GE1	0.205	0.327	0.583
GE2	-0.042	0.404	0.707
GE3	0.206	0.549	**0.831**
GE4	0.239	0.373	0.615
GE5	0.335	0.719	0.646
GE6	0.239	0.572	0.790

Source of Processed Data 2025

The discriminant validity test showed that the correlation of each indicator to its construct was higher than the correlation with other constructs, confirming the instrument's ability to distinguish between constructs well. With the fulfillment of these two criteria, it can be concluded that the research instrument has adequate validity.

Table 6. Reliability Test

Code	Cronbach's alpha	Composite reliability (rho_c)
SM	0.829	0.871
TE	0.819	0.863
GE	0.799	0.851

Source of Processed Data 2025

In the reliability test, the Management Strategy variable obtained a value of Cronbach's Alpha of 0.829 and Composite Reliability (rho_c) of 0.871, the variable of E-Commerce Trends recorded Cronbach's Alpha of 0.819 and rho_c 0.863, while the variable of Economic Globalization showed Cronbach's Alpha of 0.799 and rho_c 0.851, 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 measures these three variables.

Table 7. R Square

	R-square	R-square adjusted
GE	0.647	0.639

Source of Processed Data 2025

The R Square value of the Globalization of the Economic Globalization (GE) variable is 0.647, with an adjusted R^2 of 0.639. This indicates that the variables of Management Strategy (SM) and E-Commerce Trends (TE) are able to explain the variables of Economic Globalization (GE) by 64.7%. So it can be concluded that the model is considered moderate. A high R^2 value indicates good model strength.

Table 8. Effect Size

	Management Strategy	E-Commerce Trends	Economic Globalization
SM			0.202
TE			0.361
GE			

Source of Processed Data 2025

The influence of Management Strategy (SM) on Economic Globalization (GE) of 0.202 is considered moderate. Meanwhile, the Influence of E-Commerce Trend (TE) on Economic Globalization (GE) of 0.361 is considered strong.
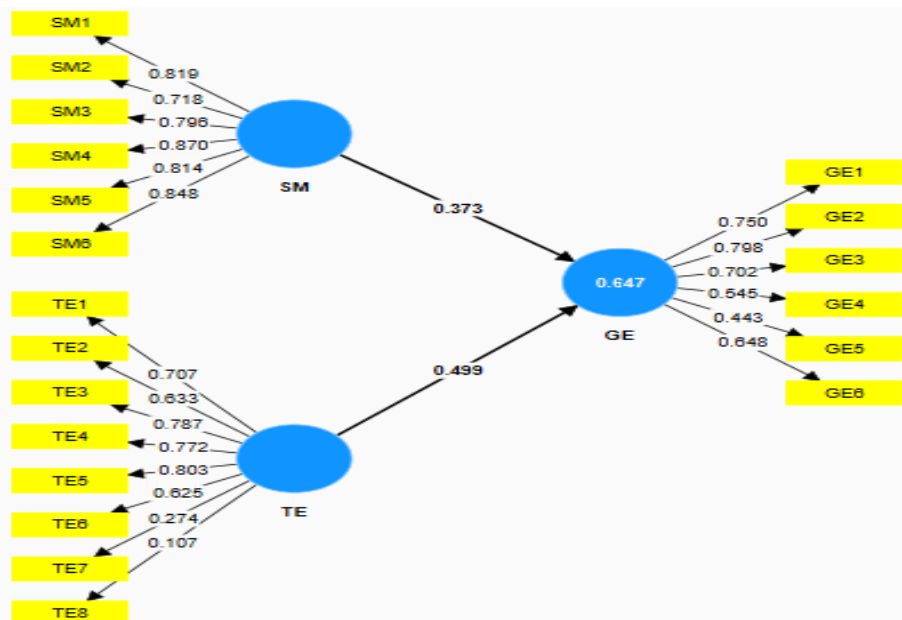

Figure 2. Bootstrapping

Table 9. Hypothesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
SM -> GE	0.373	0.362	0.161	2.313	0.021
TE > GE	0.499	0.521	0.139	3.591	0.000

Source of Processed Data 2025

In the hypothesis test, the results of the path estimation showed that the Management Strategy had a positive and significant effect on Economic Globalization with a path coefficient of 0.373, a statistical t-value of 2.313 >1.96 and a p-value of 0.021 < 0.05. The E-Commerce Trend has a greater impact with a coefficient of 0.499, a statistic of 3.591 and a p-value of 0.000 < 0.05, showing that the E-Commerce Trend has a positive and significant effect on Economic Globalization.

Table 10. Goodness Of Fit (GOF)

	Q²predict
GE	0.580

Source of Processed Data 2025

The Q2 value is 0.580 > 0 and is in the strong category, so the model has predictive relevance or exogenous latent variables, namely Management Strategy (SM) and E-Commerce Trends (TE) are very good (very suitable) as explanatory variables that are able to predict the endogenous variable, namely Economic Globalization (GE).

DISCUSSION

Management Strategy for Economic Globalization in Medan City
A management strategy that has a positive and significant effect means that the improvement of distribution planning, cross-functional coordination, and implementation of operational SOPs in Indomaret is related to increasing the integration of the local market into the wider economic network; This relationship is not a statistical coincidence but is reliable (path coefficient 0.373, t-statistic 2.313, p 0.021). Practically, when management improves cluster delivery, route consolidation, and inventory synchronization (POSapp and SOP pickpack integration), the frequency of stockouts decreases, replenishment lead times decrease, and customer confidence recovers; If management sticks to old practices, long queues, stock mismatches after checkout, and margin erosion will continue to occur. This moderate influence is in line with research conducted by Reinartz et al. (2011) which states that management and innovation strategies contribute to the globalization of retail through the optimization of operational processes and global supply chains

E-Commerce Trends for Economic Globalization in Medan City
Positive and significant ecommerce trends show that the adoption of digital capabilities of online ordering, payment gateways, real-time order tracking, and omnichannel experiences accelerates the integration of local markets into global trade flows with a stronger effect than the managerial variables in this study (path coefficient 0.499, t-statistic 3.591, p 0.000). Real-time stock accuracy between outlets, and promo alignment that serves as a "digital bridge". The smoother the bridge, the more local consumers are connected to national and international offerings; If the bridge is problematic (poor features, low literacy), the void transaction increases and the potential market is wasted. The results of this study support the argument that the adoption of digital platforms and omnichannel models is accelerating the integration of local markets into global trade networks. These results are consistent with the findings Lewis & Cockrill (2002) on the impact of eCommerce on the ability of small retailers to remain relevant in the global market, and in line with the Savrul et al. (2014) which shows the potential of e-commerce to strengthen the competitiveness of MSMEs in a globalized business environment.

Management Strategies and E-Commerce Trends for Economic Globalization in Medan City
Simultaneously, management strategies and e-commerce trends explain the 64.7 % variability of economic globalization (R² 0.647). It indicates that digital capabilities must be supported by an agile managerial framework for optimal results. Technology investments without process changes, data governance, and HR training will result in suboptimal digital capabilities, while managerial improvements without ecommerce capabilities limit market reach; The combination of the two is a prerequisite for Indomaret to be able to strengthen competitiveness and maintain customer loyalty. The results of

this study reinforce the theoretical and empirical argument in the literature that digital transformation is effective only when combined with supportive managerial reforms, as recommended by Reinartz et al. (2011) and the concept of innovation management as outlined by Gerybadze & Reger (1997).

CONCLUSION

A strong and structured management strategy strengthens Indomaret's ability to overcome operational problems such as out-of-stock, long queues, and price misalignment between outlets by improving distribution planning, cross-functional coordination, and operational standards so that daily operations become more reliable; While the mature adoption of eCommerce capabilities expands market reach and reduces barriers to customer access by delivering a seamless omnichannel experience, when the digital system is unstable, there will be problems with canceled transactions, inventory mismatches, and low feature utilization; In essence, effective transformation occurs only when a robust managerial framework goes hand in hand with a reliable digital bridge. Technological investment without process improvement and HR training will be wasted, just as a large powerful machine attached to a fragile frame cannot work optimally, so the combination of the two is a prerequisite for strengthening competitiveness, maintaining customer loyalty, and encouraging the integration of local markets into the wider economic network. Indomaret Medan is recommended to adopt a framework that emphasizes cross-functional collaboration, real-time customer data-driven decision-making, and continuous iteration of operational processes, while accelerating the integration of omnichannel technology to align stock and logistics and ensure uniformity of shopping experience across outlets and digital platforms, digital capability training for all frontliner teams and store management needs to be prioritized so that the use of features E-commerce is increasingly optimized and able to support the personalization of offers. Furthermore, continuity for local market insights and management strategy adjustments can be carried out in a responsive manner will strengthen customer loyalty and maintain competitiveness in the dynamics of economic globalization.

REFERENCES

Astutik, I. (2019). The Influence of Economic Globalization on Indonesia's Economic Development. *Journal of Social and Cultural Perspectives*, *2*(2), 1–9.

Darno, & Sri Yanthy Yosepha. (2022). The Effect of Service Quality and Trust on Customer Satisfaction of Tokopedia Users in East Jakarta. *Innovative Journal of Student Management*, *3*(1), 39–50. https://doi.org/10.35968/3prc2335

Embun Febryanti Panggabean, Hesty Ananta Yunas, Taufiqurrahman Taufiqurrahman, & Nurbaiti Nurbaiti. (2023). The Development of E-Business Technology for Modern Globalization at this Time. *Journal of Management and Creative Economy*, *2*(1), 132–139. https://ukitoraja.id/index.php/jumek/article/view/284

Fahmi, A., & Hakim, L. (2020). Academic Management Strategy in Private Higher Education Institutions. *Journal of Paedagogy*, *7*(4), 289–295. https://e-journal.undikma.ac.id/index.php/pedagogy/index

Farhan, A., & Long, N. A. F. (2024). E-Commerce Technology Maximization Strategy in Improving Business Performance in the Digital Era. *Innovative: Journal Of Social Science Research*, *4*(1), 10110–10119. https://j-

innovative.org/index.php/Innovative/article/view/9066

Gerybadze, A., & Reger, G. (1997). Changes in the Management of. *Innovation*, 1–35.

Hidayat, W. H., & Kholik, N. (2024). Legal Implications for MSME Business Changes: Adaptation Strategies for the Digital Era and E-commerce in Indonesia. *Journal of Legal Analysis*, 7(1), 70–84. https://doi.org/10.38043/jah.v7i1.5052

Janah, A. M., Arzetty, N., Rahmawati, L., Naddyne, N., & Kusumawati, A. A. (2024). The Influence of Management Information Systems on Innovation and Efficiency in E-Commerce. *Proceedings of the National Seminar on Information Technology and Business*, 599–603.

Karakaya, A., Yılmaz, K., & Demiral, G. (2016). Strategic Capabilities of Retail Market Managers: A Field Research in Karabuk. *Social and Behavioral Sciences*, *235*(October), 93–100. https://doi.org/10.1016/j.sbspro.2016.11.004

Lewis, R., & Cockrill, A. (2002). Going global - Remaining local: The impact of e-commerce on small retail firms in Wales. *International Journal of Information Management*, *22*(3), 195–209. https://doi.org/10.1016/S0268-4012(02)00005-1

Lie, D., Siregar, R. T., Silitonga, H. P., Sianipar, R. T., & Putri, J. A. (2022). The Role of E-Commerce Utilization and Product Innovation in Improving MSME Performance. *E-Proceedings 2nd Senriabdi 2022*, *2*, 186–195.

Minan, K. (2021). Analysis of the TAM method approach on the use of e-commerce applications. *Economics, Finance, Investment and Sharia (EEQUITY), 3*(2), 181–187. https://doi.org/10.47065/ekuitas.v3i2.1118

Nur Ihwan Safutra, Asrul Fole, Muhammad Dahlan, & Rahmat Yusuf. (2024). Transforming Lazada's E-Commerce Service Quality with an Innovative Approach with the Importance Performance (IPA) Method in West Sinjai District. *Journal of Industrial Engineering Innovation*, *2*(01), 1–8. https://doi.org/10.58227/jiei.v2i01.116

Pramesti, A., Novitasari, C., & Oktaviani, D. (2023). Operational Management in the Digital Era and the Development of E-Commerce. *Journal of Creative Power and Ambition (JCPA), 1*(02), 1–13. https://doi.org/10.70610/jcpa.v1i02.49

Puspitasari, A., Sri Rezeki, & Muammar Rinaldi. (2023). Analysis of the Use of E-Commerce and Its Impact on Consumer Satisfaction at Mawar Bakery and Cake Shop, Katamso Medan Branch. *Proceedings International Business and Economics Conference (Ibec), 2*(1), 118–127. https://doi.org/10.47663/ibec.v2i1.90

Putri, D. A. (2024). Digital Transformation in the Era of Globalization. *Business, Management, Accounting and Social Sciences (JEBMASS), 2*(2), 87–90. http://putrajawa.co.id/ojs/index.php/jebmass

Reinartz, W., Dellaert, B., Krafft, M., Kumar, V., & Varadarajan, R. (2011). Retailing innovations in a globalizing retail market environment. *Journal of Retailing*, *87*(SUPPL. 1). https://doi.org/10.1016/j.jretai.2011.04.009

Rezeki, S., Suryati, L., Wardana, W., & Simatupang, D. (2023). Product and Channel Difference Mofel Distribution in Increasing Customer Loyalty. *Greenation International Journal of Tourism and Management*, *1*(2), 106–114.

Savrul, M., Incekara, A., & Sener, S. (2014). The Potential of E-commerce for SMEs in a Globalizing Business Environment. *Social and Behavioral Sciences*, *150*, 35–45. https://doi.org/10.1016/j.sbspro.2014.09.005

Sinaga, H. D. E. (2023). *Variables, Operational Definitions, Populations and Quantitative Research Samples in Quantitative Research Methods*. SANABIL.

Sinaga, H. D. E., Chusumastuti, D., Elisabeth, C. R., Nurali, & Suryadharma, M. (2023). Digital Disruption and Economic Transformation: Analyzing the Impact of E-commerce on Traditional Industries. *Western Science Journal of Economics and Entrepreneurship*, *1*(03), 173–185. https://doi.org/10.58812/jekws.v1i03.508

Sugiyono. (2022). *QUANTITATIVE, QUALITATIVE, AND R&D RESEARCH METHODS* (M. Dr. Ir. Sutopo. S.Pd (ed.); 2nd ed.). ALPHABET.

Sulistyawati, U. S., & Munawir. (2024). Building Competitive Advantage through E-Commerce Platforms: A Case Study of Tokopedia. *Journal of Management and Technology*, *1*(1), 43–56. https://doi.org/10.63447/jmt.v1i1.776

Thoyib, O., & Wijaya, H. (2023). E-Commerce: Developments, Trends, and Legislation. *SCIENTIFIC JOURNAL OF ECONOMICS AND BUSINESS*, *16*(1), 41–47.

Timur, B., Oğuz, Y. E., & Yilmaz, V. (2023). Consumer behavior of mobile food ordering app users during COVID-19: dining attitudes, e-satisfaction, perceived risk, and continuance intention. *Journal of Hospitality and Tourism Technology*, *14*(3), 460–475. https://doi.org/10.1108/JHTT-04-2021-0129