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Strategic Online Growth For Sport Retailer Using Analytical And Behavioral Models

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ABSTRACT

This research explores strategies to increase website transactions for ISD Indonesia, a sports retailer, using the Analytical Hierarchy Process (AHP) alongside the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB). The study identifies three key factors impacting e-commerce performance: User Acquisition, User Experience, and Purchase Convenience. AHP analysis reveals that User Acquisition is the most significant factor, highlighting the need for increased brand visibility and trust. The study recommends prioritizing Alternative 2: Balanced Omnichannel, which integrates online and offline strategies, to boost brand awareness and customer engagement. This approach includes leveraging expert endorsements and in-store digital tools like QR codes. Alternative 1: Enhance Website Features and Alternative 3: Lifestyle-driven Commerce are proposed as medium- and long-term strategies, respectively, to improve user experience and build customer loyalty. By enhancing website features such as real-time inventory and customer reviews, and fostering community-driven engagement, ISD Indonesia can differentiate itself from competitors. The proposed technological roadmap offers a phased approach for ISD to strengthen its online presence and compete effectively in the growing digital marketplace. This study provides valuable insights for brands transitioning from marketplace dependence to developing a sustainable e-commerce platform.

INTRODUCTION

The advent of the internet in the late 20th century marked a pivotal moment in the evolution of commerce, laying the foundation for the modern e-commerce industry. In 1989, Tim Berners-Lee, a computer scientist at CERN, proposed a system that allowed scientists to share information using hypertext, leading to the creation of the World Wide Web (Berners-Lee et al., 1995). By the mid-1990s and early 2000s, the internet had begun to commercialize, and

companies worldwide recognized the need for an online presence. Initially, websites served as informational hubs where brands could provide details about their products and services. However, over time, the role of websites evolved from being merely informational to becoming transactional platforms, as brands began leveraging these sites to connect directly with customers. This transition marked the beginning of e-commerce, a system that allowed businesses to conduct buying, selling, and distributing activities online, reshaping the way companies and consumers interacted (Kotler & Keller, 2016).

In Indonesia, the growth of e-commerce began with the establishment of IndoNet in 1994, the first Internet Service Provider (ISP) in the country. This development allowed businesses to connect with customers through telecommunication technologies and display their products online. The rise of local e-commerce platforms like Kaskus and Bhinneka.com in the late 1990s further accelerated the growth of digital commerce in Indonesia *(Fashola & Kusuma, 2024)*. The Indonesian government recognized the potential of e-commerce and began implementing strategies to support the digital economy, including investing in infrastructure, increasing smartphone penetration, and introducing policies that would facilitate the growth of online businesses. Laws such as Trade No 7/2014, Government Regulation No 71/2019, and Minister of Trade Regulation No 5/2020 were enacted to create a regulatory framework that supports digital commerce *(Zayats & Yakob, 2024)*. These policies, coupled with the growing accessibility of the internet, spurred the emergence of online marketplaces, which brought together multiple sellers and buyers on a single platform.

Marketplaces like Tokopedia, Shopee, and Lazada have become dominant forces in Indonesia's e-commerce landscape. These platforms offer businesses significant advantages, such as increased visibility, access to a large customer base, dynamic pricing, promotional tools, and backend services (payment systems, delivery logistics, and customer support). As a result, many brands have increasingly relied on these marketplaces for their online sales, often at the expense of their own e-commerce websites. While marketplaces offer convenience and efficiency, they also present challenges for brands. The most significant issue is the loss of direct consumer relationships, as brands no longer control the customer experience on these third-party platforms. Furthermore, businesses often face higher fees and commissions when using marketplaces, which can erode their profit margins. Additionally, the reliance on marketplaces means that brands have limited access to valuable customer data, which hinders their ability to tailor marketing strategies and improve their offerings *(Singh & Yousuf, 2024)*.

According to Gartner's Hype Cycle Theory, brand e-commerce websites are currently situated between the "trough of disillusionment" and the "slope of enlightenment." This positioning reflects the difficulties that brands face in acquiring customers and maintaining website traffic, especially in the face of marketplace dominance. Unlike marketplaces, which have matured and established trust with consumers, brand websites often struggle with issues such as complex checkout processes, limited payment options, and lack of integrated logistics solutions. Building a competitive website requires significant investment in infrastructure, search engine optimization (SEO), advertising, and content creation, all of which demand substantial resources. The challenge for brands lies in finding ways to effectively differentiate their official websites from the more established and resource-rich marketplaces (Ahmad et al., 2024).

In light of these challenges, brands must refine their online strategies to regain consumer attention and drive traffic to their official websites. For companies like ISD, a French sports retailer that has expanded into the Indonesian market, the situation is no different. ISD operates offline stores in Indonesia but has struggled to achieve significant success with its e-commerce platform. Despite its offline presence, the brand has faced difficulties in driving traffic to its website. The reasons for this include limited social media engagement, weak digital marketing efforts, price discrepancies between the official website and marketplaces, and a lack of dynamic pricing strategies. Additionally, ISD's promotions are perceived as less competitive compared to

those offered by marketplaces, further discouraging consumers from making purchases on the brand's official platform (Liu, 2024).

To address these issues, ISD is exploring several strategic alternatives to enhance its online presence and increase website transactions. One strategy involves improving the website's features to provide a better user experience, which could include optimizing the site's design, streamlining the checkout process, and enhancing its mobile-friendliness. Another strategy is to adopt a balanced omnichannel approach, integrating online and offline experiences by using interactive QR codes in physical stores and promoting click-and-collect activities. A third approach involves building a lifestyle commerce platform centered around partnerships with sports communities to create a more personalized and engaging online experience for consumers. These strategies aim to strengthen the brand's online presence and drive sustained growth in the digital marketplace *(Rochefort & Ndlovu, 2024)*.

The purpose of this research is to evaluate these strategic alternatives and identify the most effective approach to increasing website transactions for ISD Indonesia. By understanding the factors that drive customer engagement and sales on brand websites, this study aims to provide actionable recommendations that will help ISD better align its digital strategy with consumer needs and expectations. Ultimately, this research seeks to offer insights that will allow ISD to leverage its website as a competitive advantage in the increasingly marketplace-dominated e-commerce ecosystem.

In conclusion, the e-commerce landscape in Indonesia is rapidly evolving, with marketplaces playing a dominant role in the online retail sector. For brands like ISD, the challenge lies in finding ways to strengthen their e-commerce websites and drive customer engagement in an environment where marketplace platforms offer significant advantages. This research will explore various strategic options and provide recommendations for how ISD can improve its online sales performance, increase website traffic, and enhance its overall digital strategy.

LITERATURE REVIEW

In this section, the theories of the Analytical Hierarchy Process (AHP) and the integration of the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB) will be discussed in relation to their application in strategic decision-making for e-commerce platforms.

The Analytical Hierarchy Process for Alternatives Planning

The Analytical Hierarchy Process (AHP) is a decision-making framework developed by Thomas L. Saaty in the 1970s, with the creation of the Expert Choice software in 1983 in collaboration with Ernest Forman. AHP helps simplify complex problems by organizing criteria into a hierarchical structure, allowing decision-makers to evaluate different alternatives based on weighted criteria. The AHP framework divides the decision process into three hierarchical levels: the overall goal (Level 1), the criteria (Level 2), and the alternatives (Level 3). Through pairwise comparisons, AHP quantifies the relative importance of each criterion and sub-criterion, enabling a more structured approach to decision-making. For each sub-goal or objective, experts provide their assessments through surveys and pairwise comparisons, helping to determine the relative weight and priority of each alternative (Basheleishvili, 2020).

In the context of ISD Indonesia, AHP can be applied to evaluate and prioritize various strategic alternatives for improving the brand's website. These alternatives include: (1) enhancing website features, (2) building a balanced omnichannel system, and (3) creating a lifestyle commerce platform. The first criterion for evaluation is User Acquisition, which focuses on how effectively ISD Indonesia can attract new users to its official website. Sub-criteria under this category might include offering first-time buyer discounts, exclusive promotions, product demos, and educational content to guide potential customers. The second criterion is User Experience

(UX), which evaluates how well the brand can tailor the shopping experience to individual customers, providing them with seamless navigation, flexible payment options, and personalized product displays. The third criterion is Purchase Convenience, which analyzes how easy and efficient it is for customers to complete their transactions on the website, considering factors like customer support, delivery options, and return policies. Each of these criteria will be further broken down into sub-goals, which will be evaluated using pairwise comparisons. By applying AHP, ISD Indonesia can gain a clearer understanding of which strategic alternatives are most likely to enhance website performance and drive long-term growth.

The Analytical Hierarchy Process Formula

To apply AHP in forecasting potential alternatives and minimizing risks, decision-makers follow a structured process. Initially, the main objective is defined — in this case, determining the most effective approach to increasing website transactions for ISD Indonesia. After identifying key uncertainties and alternatives, the decision-making process is organized into three levels: (1) goals, (2) criteria, and (3) alternatives. For each level, decision-makers use Saaty's 9-point scale to perform pairwise comparisons between the criteria and alternatives. The comparisons produce a Pairwise Comparison Matrix, where the relative importance of each criterion is rated. A consistency check is applied to ensure that the comparisons are logical. The Consistency Index (CI) is calculated using the formula:

$$CI = \frac{(\lambda_{max} - n)}{(n-1)}$$

Where λ_{max} is the largest eigenvalue of the matrix and n is the size of the matrix. A Consistency Ratio (CR) is then computed:

$$CR = \frac{CI}{RI}$$

Where RI is the Random Index based on the size of the matrix. If the CR is less than 0.1, the comparisons are deemed consistent. Once the pairwise comparisons are made and consistency is confirmed, the Final Weighted Score for each alternative is calculated by multiplying the weight of each criterion by the performance score of each alternative. The Expected Value (EV) formula is used to calculate the expected performance of each strategy:

$$EV = \sum_{i=1}^{m} P(i) \times S(i)$$

Where $P(i)$ is the probability of each alternative, $S(i)$ is the expected outcome, and mmm represents the total number of alternatives. This approach helps identify the most resilient strategy under uncertain future conditions. A sensitivity analysis is conducted to assess the robustness of the selected strategy. This involves adjusting the weights and probabilities to observe how the decision changes. The Standard Deviation (σ) is calculated to measure the risk of the decision:

$$\sigma = \sqrt{\sum_{i=1}^{m} P_i (S_i - EV)^2}$$

A larger standard deviation indicates higher sensitivity to changes in the decision-making factors, highlighting which criteria most impact the outcome.

The Integration of Technology Acceptance Model and The Theory of Planned Behavior

The Technology Acceptance Model (TAM), developed by Fred Davis in 1986, is a theory used to analyze users' attitudes towards new technologies. It focuses on two primary factors that influence technology acceptance: perceived usefulness and perceived ease of use. Perceived usefulness refers to the user's belief that using a particular technology will enhance their performance and meet their needs, while perceived ease of use refers to the user's belief that the technology will be easy to use (Wicaksono & Maharani, 2020). TAM has been widely applied to study consumer behavior in the context of e-commerce, as it helps identify the factors that drive user engagement and satisfaction with online platforms.

The Theory of Planned Behavior (TPB), introduced by Icek Ajzen in 1985, expands on the Theory of Reasoned Action (TRA) by incorporating perceived behavioral control, which accounts for external factors that may hinder or facilitate behavior. According to TPB, an individual's intention to perform a behavior is influenced by three key factors: attitude toward the behavior, subjective norms, and perceived behavioral control. Attitude refers to the positive or negative feelings a person has toward a behavior, subjective norms refer to the social pressures to perform or avoid a behavior, and perceived behavioral control reflects a person's belief in their ability to perform the behavior (Norlia & Mastura, 2020).

The integration of TAM and TPB provides a comprehensive framework for understanding consumer behavior in e-commerce platforms. By combining the insights from both models, researchers can gain a deeper understanding of why consumers choose to engage with a particular platform, whether it's due to perceived ease of use, usefulness, or social and behavioral factors. This integrated approach can help guide businesses in designing strategies to increase consumer loyalty, improve user experience, and encourage positive engagement with their websites (Harahap et al., 2024). These theories can also be applied to analyze the behavior of ISD Indonesia's customers and develop a technology roadmap that promotes customer loyalty and enhances the overall e-commerce experience. By understanding the factors that influence consumer decision-making, ISD Indonesia can refine its strategies to better meet the needs of its users and build a more competitive online presence.

METHODS

The research methodology for this study combines both qualitative and quantitative approaches. The combined approaches are used to address the research objectives with relevant theories and frameworks and to develop actionable recommendations for ISD Indonesia's e-commerce strategy.

Research Design

Research design is a framework planning tool that guides the entire research study. It outlines the methods, procedures, and strategies used to answer the research questions. The research design for this study consists of four phases:

1. Descriptive Research (Qualitative)
   This phase involves analyzing and evaluating the current state of market trends and ISD's website functionality based on primary data gathered from interviews, as well as supplementary data from secondary sources (Adeleke et al., 2024). This will provide a clear understanding of the current challenges and opportunities within ISD's digital presence.
2. Confirmatory Phase (Quantitative)
   In this phase, the findings from the qualitative research are quantified. The user satisfaction, behavioral intention, and influence of the proposed strategic alternatives are measured using Excel Statistic Tools. The Analytical Hierarchy Process (AHP) is used to prioritize strategies for ISD Indonesia. The AHP method will help determine which strategies the company should focus on to improve their website's performance.

3. Exploratory Research (Qualitative)
   The goal of this phase is to understand the attitudes and perceptions of consumers regarding the ISD brand and how it compares to competitors. This phase provides insights into consumer behavior, trust, and expectations regarding ISD's e-commerce offerings.
4. Strategic Evaluation Phase
   Insights from the exploratory research are then analyzed through the lens of the Technology Acceptance Model (TAM) and Theory of Planned Behavior (TPB). This analysis helps create a technological roadmap and defines both short-term and long-term strategies for enhancing the user experience and increasing transactions on ISD Indonesia's website.

Data Collection Method

Data collection is essential for gathering information from research participants. In this section, the customer segmentation and interview protocols for both qualitative and quantitative designs are explained.

1. Quantitative Study
   The quantitative data collection aims to measure consumer preferences and behavior patterns related to marketplace platforms compared to ISD's official e-commerce website. Additionally, it validates key pain points observed through the AHP-based decision-making process with essential criteria such as User Acquisition, User Experience, and Purchase Convenience.
   Participants are divided into the following segments to understand their purchasing behavior:

Table 1 Customer Segmentation for Quantitative Study

Segment	Description	Justifications
Active Marketplace buyers	Customers who have purchased sports products from marketplaces at least once	To gather insights on their preference to shop on marketplaces
Existing Users	Customers who have made at least one purchase on ISD's website, apps, or physical stores	To understand customer perception, feedback, and satisfaction
Dual-Channel Shoppers	Customers who switch between marketplace and ISD's official platforms	To examine decision-making and compare expectations between platforms
Lapsed/Inactive Website Users	Customers who have registered on ISD's website/apps but never made a purchase	To identify abandonment reasons and barriers to engagement
Potential New Customers	Individuals interested in sports but unfamiliar with sports retailers	To assess brand awareness, perception, and motivation for online shopping

Questionnaire Protocols

The quantitative data collection was conducted using a structured questionnaire, categorized into three main strategic areas aligned with the AHP analysis: User Acquisition, User Experience, and Purchase Convenience, involving a sample of 100 respondents. Section A (Demographic Behavior): This section collects demographic information, such as age, email, phone number, and preferred platform for purchasing sports retail products.

1. Section B (AHP-Based Preference Ranking): Respondents will compare the importance of these criteria using a fatigue-type pairwise comparison matrix. This generates judgment criteria from simulated responses, which will be normalized to ensure consistency.

2. Section C (Technology Acceptance Models and TPB Indicators): This section uses a 9-point Likert scale to assess factors like perceived ease of use, perceived usefulness, attitudes toward usage, social norms, behavior, and purchase intention.

The average completion time for the questionnaire is 10 minutes. All respondents will remain anonymous, and participation is voluntary. Data will be collected and validated before analysis. To provide a more holistic evaluation of ISD Indonesia's e-commerce performance, qualitative data is collected from selected respondents who are familiar with ISD's official platform. The qualitative data collection consists of two main components: Customer Segmentation and Interview Protocols.

Customer Segmentation

The respondents are divided into two groups:

1. Group 1: Non-Users of ISD App/Website (10 participants)
   - All ages
   - Active e-commerce shoppers (Shopee, Tokopedia, TikTok Shop, or brand websites)
   - Have never experienced shopping or using ISD's digital platform (apps or websites)
   - Interested in sportswear, fitness accessories, outdoor gear, etc.
   - Open to testing new brands or platforms
2. Group 2: Existing Users of ISD App/Website (10 respondents)
   - All ages
   - Have previously purchased ISD products from the website or apps at least once in the past 3 months
   - High familiarity with online shopping, mobile apps, and product comparison
   - Willing to engage in a full user journey simulation, from search to checkout

Interview Protocols

The interview protocol consists of four main steps to ensure consistency, professionalism, and ethical data collection:

1. Preparation Stage: Participants are recruited through social media, word of mouth, and personal referrals. Informed consent is obtained prior to the interview, and the participants are ensured of their anonymity. Their data will only be used for research purposes.
2. Execution Stage: All interviews are conducted online via Google Meet or offline meetings. Each interview session lasts approximately 30 minutes per respondent. The researcher ensures neutrality and avoids leading questions. The session begins with a warm-up question to help the respondent feel comfortable.
3. Observation Protocols during Usability Testing: Respondents are asked to share their screens while interacting with ISD's platforms and to verbalize their thoughts as they navigate the website or app. This provides insights into usability challenges and areas for improvement.
4. Post-Interview: A thank you note and vouchers are sent to each participant as a token of appreciation. Data is anonymized before being analyzed.

RESULTS

AHP Consistency Validity & Reliability Check

To assess the reliability of the comparison matrix used in the AHP analysis, consistency ratios (CR) were calculated to verify the consistency of judgments made regarding the three alternatives. According to Saaty and Vargas (2012), judgments are considered acceptable and consistent if the CR value is below 0.1. In this case, all three criteria used in the analysis—User Acquisition, User Experience, and Purchase Convenience—met the required threshold, indicating that the weights assigned are reliable and valid for strategic decision-making. These three criteria were evaluated using a pairwise comparison method, administered through a fatigue-

type questionnaire, designed to assess the respondents' perspectives on the relative importance of these factors. The responses from 100 users were simulated and normalized to reflect the collective perceptions of the participants. The normalized weights for the three criteria are as follows:

Table 2. The Simulated Weight Across All Criteria

Criterion	Simulated Weight
User Acquisition	0.35
User Experience	0.33
Purchase Convenience	0.32

Based on the results, User Acquisition emerged as the most important criterion, with a weight of 0.35, highlighting that visibility, marketing, pricing promotions, and platform accessibility are key drivers of consumer engagement. User Experience followed with a weight of 0.33, emphasizing the importance of speed, design, and convenience in encouraging users to interact with the website. Purchase Convenience received the lowest weight at 0.32, but still plays a crucial role in influencing the final purchase decision. This relatively balanced weight distribution suggests the need for a comprehensive strategy that addresses acquisition, usability, and convenience to meet consumer expectations effectively. However, to prioritize strategies further, a sensitivity analysis is necessary to understand which alternative should be prioritized.

Prioritization Alternatives Using TAM and TPB

The findings indicate that the significant dependency on marketplace transactions over ISD Indonesia's website stems from higher trust, familiarity, and convenience offered by these platforms. Marketplaces provide seamless transactional experiences that build consumer confidence, making it more challenging for ISD's website to attract similar levels of engagement. To shift consumer behavior towards ISD's website, it is essential to establish trust and build credibility online. Across all three alternatives, the Expert & Athlete Reviews component exhibited a high standard deviation, suggesting that this feature needs to be maximized across both online and offline platforms to influence consumer decisions effectively.

Table 3. Summary of Sensitivity Analysis

Standard Deviation	Alternatives 1: Enhance Website Features	Alternatives 2: Balanced Omnichannel	Alternatives 3: Community Driven-Commerce
User Acquisition	0.00862	0.0349	0.00653
User Experience	0.0296	0.03084	0.02313
Purchase Convenience	0.0300	0.0303	0.02634
Total	0.06822	0.09604	0.04947

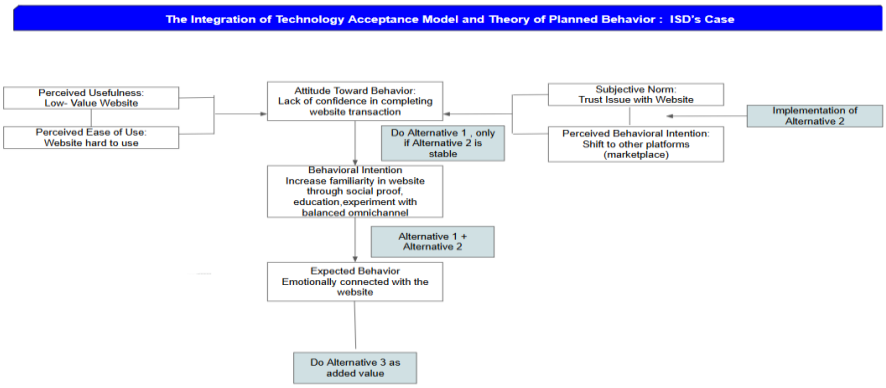
The sensitivity analysis reveals that Alternative 2 (Balanced Omnichannel) has the highest total standard deviation (0.09604), indicating that it is the most sensitive alternative. This means small changes in strategy or environmental factors can significantly impact the outcome. Therefore, Alternative 2 requires immediate attention and action. Based on the findings, Alternative 2 can address ISD's critical gap of low brand awareness on social media, which hinders its reach compared to offline stores. The results indicate that ISD must focus on maximizing its online presence to increase brand awareness among Indonesian consumers.

Despite the strong value of product quality and pricing, ISD is not widely recognized as a familiar sports brand, which limits its appeal beyond niche markets. Expanding its digital

presence is crucial to ensure that ISD does not remain confined to a niche segment but instead attracts a broader audience.

In contrast, Alternatives 1 (Enhance Website Features) and 3 (Community Driven-Commerce) have lower standard deviations, suggesting they are more stable and less sensitive to environmental or strategic changes. Alternative 1 focuses on improving traffic from marketplaces to the website, and can be implemented effectively once the strategy from Alternative 2 stabilizes. Alternative 3, which is centered on long-term loyalty and personalization through lifestyle commerce, can be executed once the foundational strategies from Alternatives 1 and 2 are well-established. Based on these findings, a technological roadmap will be developed to integrate the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB) to guide ISD's digital strategy.

Figure 1. The Integration of TAM and TPB



In the context of ISD Indonesia's website, both the perceived usefulness and perceived ease of use of the platform are low, mainly due to issues like the lack of in-store digital linkages (such as QR codes for product discovery), real-time inventory, and seamless navigation. These shortcomings contribute to consumers shifting their transactions to platforms like Shopee and Tokopedia, even if they have previously engaged with ISD's physical stores.

Table 4. Technological Roadmap of AHP Results

Strategic Roadmap	Short-Term (Alternative 2)	Medium-Term (Alternative 1)	Long-Term (Alternative 3)
Create digital trust	Integrate unified shopping cart, expert & athlete reviews	Build exclusive promotions available only on IDS website to shift traffic from marketplaces	Engage through community-driven commerce (Lifestyle Commerce)
Build interactive QR codes	Facilitate product discovery and assisted check-out	Update website features: wishlist, customer reviews with videos, real-time inventory, etc.	Create gamified, reward-based community programs
Maximize live-shopping	Utilize user-generated content as social proof	Focus on retention through loyalty campaigns and save-for-later options	Activate niche sport communities with athlete ambassadors

The strategic roadmap suggests that the most immediate actions should be focused on creating digital trust through offline stores with unified shopping carts and expert endorsements, as well as maximizing the use of interactive QR codes for product discovery and seamless check-out. In the medium term, building exclusive promotions and enhancing website features will help retain users and drive traffic. In the long term, the emphasis will shift towards

community-driven commerce and the use of gamified loyalty programs to foster engagement and long-term consumer loyalty.

DISCUSSION

Importance of User Acquisition and Brand Awareness

One of the most striking findings from the AHP analysis is the prioritization of User Acquisition as the most critical factor for ISD Indonesia's website success. With a simulated weight of 0.35, User Acquisition emerged as the most influential criterion, underlining the importance of expanding ISD's reach, visibility, and online presence. This aligns with the observations that ISD faces significant challenges in brand recognition and awareness, especially when compared to dominant players like Shopee, Tokopedia, and Lazada.

The results of the sensitivity analysis further support this, revealing that Alternative 2: Balanced Omnichannel has the highest sensitivity, with a total standard deviation of 0.09604, indicating that it is the most responsive to changes in the environment. This alternative, which emphasizes increasing ISD's digital presence through offline integration, such as in-store digital linkages (QR codes), expert reviews, and social media engagement, directly addresses the brand's low top-of-mind awareness. Maximizing the brand's online presence and leveraging digital touchpoints, such as interactive QR codes and live shopping events, will help bridge the gap between the offline and online worlds, encouraging customers to make the transition to purchasing on ISD's official website. Moreover, the study found that expert and athlete endorsements play a significant role in shifting consumer behavior. The high standard deviation for this factor indicates that both online and offline endorsements are critical in building consumer trust and increasing engagement. As a result, ISD Indonesia must prioritize leveraging expert endorsements and integrating them into both its online content and physical store experiences to enhance credibility and drive consumer loyalty.

User Experience and Website Optimization

The second most important factor identified in the AHP analysis is User Experience (UX), with a weight of 0.33. This reflects the growing importance of providing a seamless, intuitive, and engaging shopping experience for online consumers. Given the competitive landscape, where consumers are accustomed to the ease of use provided by large marketplaces, ISD Indonesia's website needs significant improvements to enhance user navigation, speed, and overall convenience. A critical issue identified is the lack of integrated features like real-time inventory, wishlist functions, and customer reviews with videos—features that enhance the overall shopping experience and build trust. The findings suggest that Alternative 1: Enhance Website Features, with its focus on improving website functionalities, is a necessary step in making the site more attractive and user-friendly. By implementing these features, ISD Indonesia can make its website more competitive and ensure that users feel comfortable making purchases online rather than reverting to marketplaces.

Furthermore, the lack of seamless navigation and user-generated content (UGC) is a barrier that ISD Indonesia must overcome. UGC, including reviews, ratings, and social media engagement, can serve as valuable social proof, helping to build trust and encourage repeat purchases. The incorporation of gamification elements, such as rewards and leaderboards, can also foster engagement and create a sense of community among users, making the platform more interactive and enjoyable.

Purchase Convenience and Transactional Ease

The third criterion, Purchase Convenience, was assigned a weight of 0.32, emphasizing its role in the final purchase decision. While this factor ranked slightly lower than User Acquisition and User Experience, it still plays a critical role in driving successful transactions. The

convenience of completing a transaction involves multiple components, such as fast shipping, transparent return policies, and efficient payment systems. The sensitivity analysis also revealed that this factor is stable across all three alternatives, which indicates that once the primary issues related to User Acquisition and User Experience are addressed, improving purchase convenience will enhance the overall customer experience.

For ISD Indonesia, the implementation of unified shopping carts, loyalty programs, and real-time order tracking could significantly improve the purchase experience. Additionally, integrating more flexible payment options and reducing friction points in the checkout process will likely improve conversion rates. In fact, consumers are more likely to complete their purchases if they experience fewer obstacles during the transaction phase. These improvements will not only reduce cart abandonment but also increase customer satisfaction and loyalty.

Long-Term Sustainability and Lifestyle Commerce

While the immediate focus should be on improving user acquisition and experience, Alternative 3: Lifestyle-driven Commerce presents a promising long-term strategy. This alternative emphasizes building a community around ISD Indonesia's brand, focusing on loyalty, personalization, and engagement through lifestyle commerce. As highlighted in the results, Lifestyle Commerce and community-driven engagement offer an opportunity to create deeper emotional connections with consumers, ensuring long-term brand loyalty and repeat customers.

To effectively implement this strategy, ISD Indonesia must work on creating personalized shopping experiences and building exclusive communities around sports activities. Engaging customers through athlete ambassadors and reward-based community programs can build stronger emotional ties with the brand, increasing customer retention and lifetime value. Additionally, this strategy aligns well with the integration of TAM and TPB, as it leverages the perceived usefulness and ease of use of the platform to foster positive attitudes and social norms. By creating a brand experience that resonates emotionally with consumers, ISD can drive greater engagement and loyalty over time.

CONCLUSION

The research conducted on ISD Indonesia's e-commerce website reveals critical insights and actionable recommendations for improving website transactions. By employing the Analytical Hierarchy Process (AHP), alongside the Technology Acceptance Model (TAM) and Theory of Planned Behavior (TPB), this study highlights key factors that impact consumer behavior and decision-making. The findings indicate that User Acquisition, User Experience, and Purchase Convenience are the most crucial criteria for driving successful online transactions.

User Acquisition emerged as the most significant factor, emphasizing the importance of building brand visibility, trust, and accessibility, especially in the digital space. Given the high dependency on marketplace platforms, the study suggests that Alternative 2: Balanced Omnichannel, which focuses on integrating online and offline experiences through strategies like QR codes, expert endorsements, and social media engagement, is the most sensitive and should be prioritized for immediate action. This approach will help increase ISD's brand awareness and recognition, especially among consumers who have limited familiarity with the brand. User Experience also plays a crucial role, with a focus on improving website functionality and providing a seamless shopping experience. Enhancing website features—such as real-time inventory, improved navigation, and customer reviews—will help strengthen ISD's position in the e-commerce market, making it more competitive with dominant players. Purchase Convenience is equally important, as it influences final purchasing decisions, requiring enhancements to checkout processes, payment flexibility, and transparent delivery options.While Alternative 1: Enhance Website Features and Alternative 3: Lifestyle-driven Commerce provide valuable long-term strategies, they should be executed after the core improvements from Alternative 2 are

established. Lifestyle Commerce, as a long-term strategy, focuses on personalized engagement and community-driven programs, which are essential for fostering brand loyalty and ensuring long-term customer retention.The study provides a strategic roadmap that recommends building digital trust, improving online visibility, and fostering emotional connections with consumers through community-based strategies. By addressing these factors, ISD Indonesia can improve its e-commerce platform, increase website transactions, and build a sustainable and competitive online presence in the evolving digital marketplace.

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