

# THE EVOLUTION OF CREATIVE ONLINE BUSINESS MODELS: INTEGRATION BETWEEN E-COMMERCE AND DIGITAL TECHNOLOGIES

Jeremy Chondro<sup>1</sup>

<sup>1</sup> Department of Management and Leadership, Faculty of Business and Economics, RMIT  
University, Melbourne, Australia

E-mail: <sup>1)</sup> [jeremy.chondro@gmail.com](mailto:jeremy.chondro@gmail.com)

## ABSTRACT

*This research discusses the evolution of creative online business models, especially the integration between e-commerce and digital technology. Through a qualitative approach and literature study, this study analyzes how the latest online business model development trends combine e-commerce elements with various digital technology innovations. The results of the study show that the creative online business model continues to undergo transformation by utilizing an increasingly complex digital ecosystem, from the use of e-commerce platforms, the use of social media, the development of mobile applications, to integration with technologies such as artificial intelligence, big data, and the Internet of Things. This research contributes to a more comprehensive understanding of the dynamics of online business models in today's digital era and provides insights for business actors to develop adaptive and innovative business strategies.*

**Keywords:** *online business model, e-commerce, digital technology, innovation, business transformation*

## 1. INTRODUCTION

In today's digital era, *e-commerce* has become one of the main pillars in the development of creative business models. Companies are increasingly leveraging *digital platforms* to create more engaging and efficient consumer experiences. This research aims to analyze the evolution of creative *online business models* and how the integration between *e-commerce* and *digital technology* has triggered significant changes in the industry.

The adoption of technology in *e-commerce* has been a key factor in improving the performance and competitiveness of small and medium enterprises (SMEs) in Indonesia. Research shows that various factors, including technology, organization, and environment, have a significant influence on the adoption of *e-commerce* by SMEs. According to Ausat et al., the adoption of *e-commerce* not only improves the performance of SMEs, but also allows them to innovate in product service and marketing. This is in line with Nurjaman's findings which emphasise the importance of support from financial institutions to assist SMEs in adopting (Almaududi Ausat, Astuti, and Wilopo 2022) *digital technology*, given their concerns about the security of *online transactions* (Nurjaman 2022).

Furthermore, Pribadi et al. explained that the implementation of e-commerce-based information systems in SMEs can help them adapt to rapid market changes and improve operational efficiency. In this context, Legowo et al. highlight the importance of (Pribadi et al. 2022) *digitalization programs to improve the competitiveness of SMEs, allowing them to reach international markets and expand business networks* (Legowo, Prayitno, and Indarto 2021; Mardhiyah 2022; Tan 2022; Winata 2022). Thus, the adoption of *digital technologies* in *e-commerce* is not just about the use of tools, but also about broader strategies to improve business performance and sustainability.

The perception factor of ease of use and usefulness also contributes to the interest of SMEs in using *e-commerce* technology. Purnama shows that a positive perception of the convenience and usefulness of technology can increase the intention to adopt the technology. This is reinforced by the

research of Kurniadi et al. who used the Technology Acceptance Model (TAM) to show that these factors have a significant influence on consumer purchase intent in the context of (Purnama, Kroon, and Suryadi 2023)*e-commerce*(Agung Ayu Puty Andrina et al. 2022; Arma 2022; Putri 2022; Setiawan 2022). Thus, a good understanding of these perceptions can assist businesses in designing more effective strategies for technology adoption.

However, despite the great potential of *e-commerce*, there are still challenges faced by SMEs in adopting this technology. According to Firmansyah, technical and non-technical obstacles are often obstacles to the implementation of *e-commerce* in Indonesia. Therefore, it is important for the government and relevant agencies to provide adequate support and training so that SMEs can overcome these barriers and make optimal use of technology. Overall, the adoption of technology in (Firmansyah 2018)*e-commerce* is an important step for SMEs to remain competitive in an increasingly *digital* market. By understanding the factors influencing adoption and providing the necessary support, SMEs can improve their performance and contribute to broader economic growth.

*E-commerce* has experienced rapid growth, especially since the COVID-19 pandemic, which has prompted many companies to adapt to new business models. According to Eka et al., the use of information technology in business, including *e-commerce*, has increased significantly, facilitating the process of marketing products and services through the internet. This is in line with the findings of Ausat et al. which show that the adoption of (Eka et al. 2022)*e-commerce* has a positive impact on the performance of SMEs, enabling them to provide better services to consumers. Thus, (Almaududi Ausat et al. 2022)*e-commerce* not only serves as a transaction *platform*, but also as a tool to improve the operational efficiency and competitiveness of companies.

In this context, *website* quality and brand awareness also play an important role in consumer purchase decisions. Sambhodo emphasized that *good website* quality and effective promotion can improve purchasing decisions on *e-commerce platforms* such as Tokopedia. In addition, research by Hamdani shows that (Sambhodo, Pradiani, and Rahman 2023)*e-commerce* allows companies to reach a wider market and improve customer service, which in turn can increase profitability. Thus, the integration between (Hamdani and Sari 2023)*e-commerce* and *digital* technology not only improves the consumer experience but also provides a competitive advantage for companies.

Creative companies are also implementing various innovative strategies to leverage *digital platforms*. For example, Santoso and Nurwati used the Business Model Canvas to build an effective business model for MSMEs in the context of *e-commerce*(Mulyono 2024; Rolando et al. 2022; Santoso and Nurwati 2022; Wijaya 2022). In addition, Aras et al. highlighted the importance of the use of technology in increasing the competitiveness of start-ups in the field of technology, suggesting that innovation and adaptation to *digital* technologies are key to surviving in a competitive market. Thus, the strategies applied by creative companies in utilizing (Aras, Sucipto, and Sari 2021)*digital platforms* are very diverse and focus on innovation and efficiency.

The impact of the integration of *e-commerce* and *digital technology* on the consumer experience is also very significant. According to Pahmi et al., changes in consumer behavior during the pandemic showed an increase in the use of *e-commerce*, which was accompanied by a change in the way consumers interact with products and services. This shows that companies need to continue to adapt to changing consumer needs and preferences. In addition, research by Kurniadi et al. shows that factors such as the ease of use of technology and perception of usability greatly influence consumers' interest in shopping online (MA Pahmi, AFM Ayob, and G Suprayitno 2022) (Agung Ayu Puty Andrina et al. 2022; Widjaja 2025). Therefore, companies need to pay attention to these aspects in designing a better consumer experience.

Overall, the evolution of creative *online* business models that integrate *e-commerce* and *digital* technologies has brought significant changes in the industry. Companies that are able to adapt quickly and implement innovative strategies will have a greater competitive advantage. By continuing to leverage technology and understand consumer behavior, companies can create more engaging and efficient experiences for consumers, as well as improve their operational efficiency.

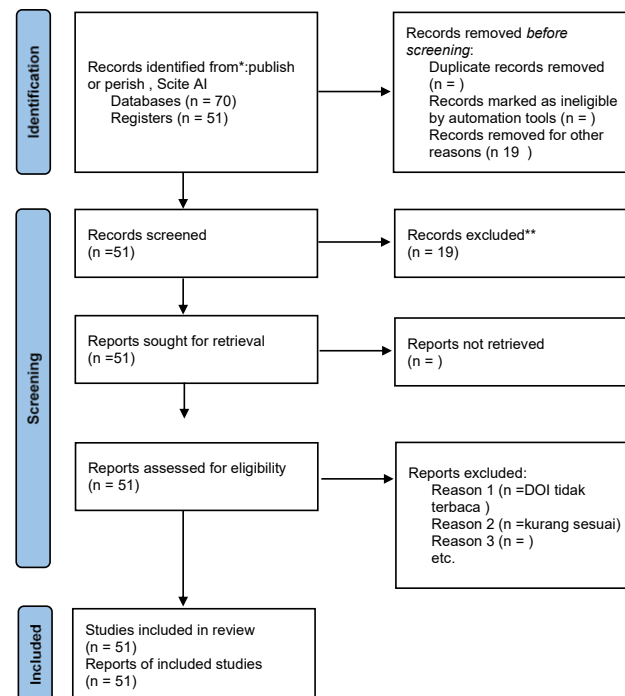
Overall, the evolution of creative *online* business models that integrate *e-commerce* and *digital* technologies has brought significant changes in various industry sectors. This transformation includes not only changes in the way companies run their operations, but also in the way they interact with consumers and design a more personalized user experience. Technological developments, such as artificial intelligence (AI), big data analytics, and automation systems, have enabled companies to present more targeted, efficient, and responsive solutions to the needs of the ever-evolving market.

Companies that are able to adapt quickly to market dynamics and take advantage of technological innovations will have a greater competitive advantage. Not only can they improve their competitiveness in the face of competitors, but they can also strengthen their position as industry leaders. The implementation of innovative strategies, such as the use of *digital platforms* for personalization of the customer experience or the use of real-time data for more informed decision-making, is key to achieving success in this increasingly connected business ecosystem.

Moreover, by continuing to leverage the latest technology and understanding consumer behavior more deeply, companies can create more engaging, relevant, and efficient experiences for consumers. A personalized user experience-focused approach not only improves customer satisfaction, but also strengthens long-term customer loyalty and retention. On the other hand, by improving operational efficiency through technology and automation, companies can optimize resources, reduce costs, and improve overall productivity. This, in turn, supports the achievement of larger business goals, including sustainable growth and increased profits.

## 2. RESEARCH METHODS

This research began with the collection of various journals, both national and international, which initially amounted to around 70 journals. After going through the screening and selection stage, around 47 journals relevant to the research topic were obtained. Furthermore, content analysis and comparison of these journals were carried out to compile a synthesis that describes the evolution of creative *online* business models, especially those that integrate *e-commerce* with *digital technology*. The qualitative approach was chosen because it is considered the most appropriate in exploring the complex and dynamic phenomena related to the transformation of online business models.



**Figure 2.** PRISMA flowchart from this study

In order to conduct literature research, researchers first conducted searches in databases and registries. In this case, the researcher used Scopus as the primary source. Initially, as many as 70 records or articles were found through this search. However, along with the more in-depth research process, 19 records were removed as they were deemed irrelevant to the established research topic. After the deletion process, 51 records were retained for further screening. This screening process involves evaluating inclusion and exclusion criteria to ensure that the retained records are still relevant to the focus of the research. After the screening stage, a number of eligible records are selected for further assessment, while those that do not meet the criteria are excluded.

The number of records searched or obtained during this process is not described in more detail in the scenario, but at this point, the research continues by reading and analyzing the selected records to obtain findings or information that can be used in the context of further research. Using the PRISMA diagram, the process of identifying and filtering this literature can be visually illustrated, making it easier to understand and ensuring transparency regarding the flow of the research methodology.

**Table 1.** Literature Review

<b>TOTAL CITED</b>	<b>JOURNAL NAME</b>	<b>RESEARCHERS</b>	<b>JOURNAL YEAR</b>
9	Impact of Shopping Website Design on Customer Satisfaction and Loyalty: The Mediating Role of Usability and the Moderating Role of Trust	Guo et al.	2023
7	Analysis of Factors Affecting E-Commerce Adoption and Its Impact on SME Performance in Subang Regency	Ausat et al.	2022
7	The Influence of Information and Communication Technology on the Poverty Rate in Indonesia in 2012-2017	Nisa et al.	2020
5	E-Commerce Empowerment Among MSME Actors in Indonesia	Nurjaman et al.	2022
4	Data Breach and Identity Theft in E-Commerce	Nafi'ah et al.	2020

Table 1. The Highest Number of Citations from Journals Obtained by Cites Authors Title Year. In addition, case studies of several companies that have successfully implemented creative online business models are also analyzed to enrich empirical understanding of practices in the field. In the context of the research on "The Evolution of Creative Online Business Models: Integration between *E-Commerce* and Digital Technology," the selection of the right research methods is crucial to achieve valid and reliable results. The methods considered include qualitative, quantitative, and systematic literature analysis. A qualitative approach is adopted to gain an in-depth understanding of aspects such as user behavior and technology adoption in *e-commerce*. For example, using semi-structured interviews to explore user perceptions of technology among SMEs, while proposing a systematic analysis of the literature network to identify relevant articles, provides insight into the dynamics of (Purnama et al. 2023)(Ardiansyah 2021a)*e-commerce* and *digital* technologies. This approach allows researchers to collect rich data on the user experience and the challenges faced in the integration of *digital technologies with online business models*.

In addition, quantitative approaches play an important role in measuring variables related to *e-commerce* and *digital* technology. For example, using a Technology Acceptance Model (TAM)-based survey to measure the adoption of m-commerce technology, it generates statistically analyzed numerical data to understand the factors influencing technology adoption in (Stuart 2022)*e-*

*commerce*. Another study using questionnaires to evaluate the influence of (Sambhodo et al. 2023; Wigayha, Rolando, and Wijaya 2025a) *website* quality and promotion on purchase decisions in *e-commerce*, shows the importance of a quantitative approach in mapping consumer behavior patterns.

In addition, systematic literature analysis methods are used to identify trends and patterns in the evolution of online business models. Through a literature review, researchers were able to bring together information from various relevant sources to understand how *e-commerce* and *digital technology* develop and interact with each other. The research by, for example, analyzed the factors influencing the adoption of (Almaududi Ausat et al. 2022) *e-commerce* among SMEs, providing important insights that enrich perspectives regarding external and internal factors in online business models. Overall, the combination of qualitative, quantitative, and systematic literature analysis approaches provides a comprehensive view of the evolution of creative *online* business models and the integration between *e-commerce* and *digital* technology. By combining these methods, researchers are expected to be able to dig deeper into the success factors of online business models in the context of dynamic change.

### 3. RESULTS AND DISCUSSION

The use of technology and *e-commerce* has undergone a significant transformation in recent years, especially in Indonesia. With the increasing penetration of the internet and the use of mobile devices, *e-commerce* has become one of the main pillars in product marketing and distribution strategies. According to the We Are Social 2021 survey, around 88.1% of internet users in Indonesia use *e-commerce* services, although in some areas, such as Kuningan Regency, this figure is still relatively low, at 4.63%. This shows that despite the great potential, the adoption of (Stuart 2022) *e-commerce* technology still varies across regions. One of the factors driving the growth of *e-commerce* is *website* quality and brand awareness. Research shows that good *website* quality and effective promotion can improve consumer purchasing decisions on *e-commerce platforms* such as Tokopedia. In addition, the adoption of (Sambhodo et al. 2023) *e-commerce* technology by Small and Medium Enterprises (SMEs) also contributes to their performance. Research in Subang Regency shows that technological, organizational, and environmental factors have a significant influence on *e-commerce adoption* and SME performance. Al., (Almaududi Ausat et al. 2022; Rolando 2025)

Training and assistance in the use of *digital e-commerce platforms* are also very important to improve the understanding and skills of business actors. For example, the training program conducted at MSMEs in Paalmerah Village shows that business owners can utilize social media and *e-commerce* to grow their business. In addition, the use of information technology for product promotion, such as that carried out by leather handicraft MSMEs in Yogyakarta, shows that the integration of social media and (Utami et al. 2023) *e-commerce* can increase competitiveness. In the context of payments, the development of digital payment methods (Himarosa et al. 2023), including *paylater*, has made *e-commerce* transactions easier and attracted the attention of consumers, especially among students. This reflects a change in consumer behavior that increasingly relies on technology in shopping. Research also shows that the use of information and communication technology (ICT) can accelerate poverty alleviation and increase access to markets for small and medium-sized businesses. Overall, the use of technology and (Ansar et al. 2022) (Nisa and Budiarti 2020; Rolando, Widjaja, and Chandra 2025) *e-commerce* not only increases operational efficiency, but also opens up new opportunities for business actors to reach a wider market. With the right support, including training and development of *digital infrastructure*, the potential of *e-commerce* in Indonesia can be maximized to support sustainable economic growth.

One of the main drivers of this evolution is a shift in consumer behavior that is increasingly accustomed to the use of technology, such as *online shopping*, mobile app utilization, and interaction on social media. Technologies such as *Artificial Intelligence (AI)* and *Big Data* provide deeper insights into consumer preferences, allowing creative companies to develop more targeted products or services. In addition, *the Internet of Things (IoT)* also plays a role in creating a more connected business model, allowing for more personalized interactions between products and consumers. *E-commerce* platforms are now not only a place for transactions, but also an ecosystem that supports



product innovation, expands market reach, and creates new collaboration opportunities across various sectors.

However, the journey of integration between *e-commerce* and *digital* technology is not without challenges. While technology offers many opportunities, creative businesses are often faced with obstacles such as limited resources, lack of *digital* skills, and data security and privacy issues. Additionally, rapid technological developments often force businesses to adapt quickly, which can be a barrier for companies that are unprepared for such changes.

### **3.1 The Evolution of the Creative Online Business Model: A Continuous Transformation**

The evolution of this creative *online* business model also shows how every technological development affects the growth direction of the creative industry. Initially, the creative industry was more focused on selling products directly on *e-commerce platforms* such as Tokopedia or Bukalapak, but now more and more businesses are transforming into *collaborative* platforms where communities and consumers can participate in the process of creating products or content. For example, *platforms* like *Etsy* and *Shutterstock* have successfully combined *digital* technology with *e-commerce* to create marketplaces that not only sell products, but also provide a space for creators to offer their products or works globally. This kind of innovation opens up new opportunities in business models, which combine elements of creativity, technology, and entrepreneurship in one mutually supportive ecosystem.

### **3.2 The Influence of Integration between E-Commerce and Digital Technology on the Evolution of Creative Online Business Models**

The integration between *e-commerce* and *digital* technology has had a significant impact on the evolution of creative *online* business models. In recent years, advances in information and communication technology (ICT) have enabled businesses to develop business strategies that are more innovative and responsive to market needs. *E-commerce*, as the primary *platform* for *digital* transactions, has transformed from just a place of buying and selling to an ecosystem that supports a better customer experience and deeper interaction between businesses and consumers. (Qiram et al. 2022)(Almaududi Ausat et al. 2022; Rahardja et al. 2025; Wigayha, Rolando, and Wijaya 2025b)

One of the important aspects of this integration is the improvement of the quality of services offered through mobile applications and *digital platforms*. Research shows that e-service quality and *digital* promotion have a positive influence on consumer purchase decisions. This shows that business actors who are able to utilize (Pramudita and Eka Agustia 2021)*digital* technology to improve the user experience will have a greater competitive advantage. In addition, the use of *the Business Model Canvas (BMC)* as a business model design tool also helps business actors in formulating strategies that are more focused on consumers and product innovation. (Kuncoro and Saptaningtyas 2021; Maha et al. 2025; Wigayha, Rolando, and Wijaya 2025c)

On the other hand, the adoption of *digital* technology in *e-commerce* has also encouraged the growth of Micro, Small and Medium Enterprises (MSMEs). Research shows that technology and organizational factors have a positive effect on *e-commerce* adoption and MSME performance. By leveraging (Almaududi Ausat et al. 2022)*digital platforms*, MSMEs can reach a wider market and improve their operational efficiency. In addition, *digital* marketing training provided to MSME actors also contributes to increasing sales and productivity. Changes in consumer behavior during the COVID-19 pandemic have also been an important driving factor in the evolution of online business models (Setyawan et al. 2023). Many consumers are turning to *online* shopping, and this creates opportunities for businesses to adapt and offer better services through *e-commerce* (MA Pahmi et al. 2022). Research shows that the pandemic has accelerated the adoption of *digital technology* and *e-commerce* in Indonesia, which in turn has increased business competitiveness (MA Pahmi et al. 2022)(Ansar et al. 2022).

Overall, the integration between *e-commerce* and *digital* technology has brought fundamental changes in the way businesses operate and interact with consumers. This transformation not only focuses on operational aspects, but also changes the way companies approach marketing strategies, customer relationship management, and product and service development. The

development of *digital* technology, which includes automation, big data, and artificial intelligence (AI), has opened up great opportunities for companies to understand consumer behavior more precisely and provide more relevant and personalized experiences. Businesses that can leverage this technology to create a better customer experience, as well as adopt more innovative business models, will have a greater chance of success in this increasingly competitive and challenging market.

In addition, the integration of *digital* technology in *e-commerce* has also paved the way for a platform-based business model that connects content creators directly with consumers. This platform-based business model allows manufacturers, artisans, or even creative individuals to offer their products without traditional intermediaries, which often limits their market reach. *Platforms* like *Etsy*, which prioritize individual creativity in selling artwork, crafts, or unique products, have provided a great opportunity for small and medium-sized businesses to reach a larger, more specific market. This is especially important for entrepreneurs who don't have access to expensive and limited traditional distribution channels, such as physical stores or large retailers.

In this context, the integration between *e-commerce* and *digital* technology not only simplifies buying and selling transactions, but also creates space for closer collaboration between businesses and consumers in the process of creating new products or content. For example, some *digital platforms* now offer features that allow consumers to give input or even participate in product design, creating products that are more in line with the market's desires. This forms a more dynamic and interactive relationship between the company and the consumer, which is not only limited to transactions but also to the development of more creative and innovative products.

In addition, the adoption of *digital* technologies allows for greater operational efficiencies throughout the supply and distribution chain. Process automation and the use of cloud-based systems allow companies to manage inventory more efficiently, minimize operational costs, and increase the speed of service to customers. All of this contributes to the company's ability to adapt more quickly to very fast and dynamic market changes, as well as to optimize the customer experience.

Therefore, it can be concluded that the influence of the integration of *e-commerce* and *digital* technology is huge in creating a more dynamic, efficient, and creative business model. Businesses that are able to adopt and make good use of this technology will not only be more efficient and more responsive to consumer needs, but they will also be better prepared to meet the challenges of an ever-evolving market. With the ability to innovate and adapt quickly to change, companies can create a stronger competitive advantage, allowing them to remain relevant and successful in this increasingly connected and complex market.

### 3.3 Challenges Faced by Creative Business Actors in Implementing Digital Technology

In the ever-growing digital era, creative business people in Indonesia face various challenges in implementing *digital* technology. These challenges include a lack of understanding and skills in leveraging technology, limited access to *digital* infrastructure, as well as resistance to changes from traditional business models to more modern and technology-based models.

One of the main challenges faced by micro, small, and medium enterprises (MSMEs) is ignorance and lack of information about *digital* technology and its application in business. Many MSME actors are still focused on short-term profits and ignore the importance of branding and *digital* marketing. This is revealed in research that shows that MSME actors are often unaware of the great potential that can be obtained through the use of *digital media* in building brand awareness. In addition, other research also emphasizes that digital marketing strategies (Laksmi, Diana et al. 2022) are essential to sustain and grow businesses, especially amid the challenges posed by the COVID-19 pandemic. (Putri Diah Januar Perdamaian, Adinda Puspita, and Frida 2022)

Limited access to *digital* infrastructure is also a significant obstacle for creative business people. In many areas, especially in rural areas, inadequate internet access prevents businesses from utilizing *digital platforms* effectively. Research shows that despite the awareness of the opportunities offered by *digital* trading, many market participants still struggle to make the most of it. This is compounded by the lack of adequate training and technical support to help businesses adapt to new

technologies.(Tarmidzi Anas and Ashari 2022)(Alamin et al. 2022; Ingriana, Prajitno, and Rolando 2024; Rolando and Ingriana 2024)

Resistance to change is also a challenge that cannot be ignored. Many business people who are already used to traditional ways are hesitant to switch to *digital* methods. Research shows that success in the *digital* age relies heavily on the ability of businesses to adapt quickly to market and technological changes. In addition, there are also challenges in building an ecosystem that supports collaboration between (Widya Astuti, Sayudin, and Muharam 2023)*digital* and non-digital creative industries, which are often not well established.(Fajrian, Muhamad Imron Zamzani, and Afrizal 2023; Rolando and Mulyono 2025b)

In this context, it is important for businesses to improve their digital literacy . Research shows that technology skills training can increase the competitiveness of MSMEs and help them face business dynamics in the Society 5.0 era. In addition, the application of (Alamin et al. 2022)*digital* technology in customer relationship management (CRM) can also help businesses understand customer needs and preferences, thereby increasing retention and loyalty.(Prasetyaningrum, Wicaksono, and Nurrofiq 2023)

On the other hand, the existence of social media as a marketing tool also offers great opportunities for creative business people. However, many MSME actors still have difficulty making social media an effective marketing strategy. Research shows that the use of social media can be an effective link in managing customer relationships, but it requires the right approach to be used optimally. The application of (Djatnika and Gunawan 2021)*digital technology* in business can also help business actors to innovate and develop their products. For example, in the food and beverage industry, the implementation of a website-based ordering system has been proven to increase efficiency and simplify the transaction process. In addition, the use of (Rahmadani et al. 2023)*e-commerce* as a distribution channel can also expand market reach and increase sales.(Putri Diah Januar Perdoma et al. 2022; Rolando and Mulyono 2025a)

However, to achieve success in the implementation of *digital* technologies, businesses need to identify and monitor the key factors that affect their success. Research shows that the successful implementation of digital business strategies is highly dependent on the introduction and monitoring of *Critical Success Factors (CSFs)*. (Amalina, Purwanto, and Permatasari 2023) By understanding these factors, business people can formulate more effective strategies to deal with the challenges at hand. In order to support creative business people, the government and related institutions need to provide support in the form of training, access to *digital infrastructure*, and incentives for technology adoption. Research shows that an integrated approach in digital transformation policies can help businesses in overcoming the challenges they face. In addition, collaboration between academics, industry, and the government is also important to create an ecosystem that supports the growth of the creative economy in Indonesia.(Noble 2023)(Arista, Purbaya, and Ngafidin 2023)

Overall, the challenges faced by creative business people in implementing *digital* technology are complex and require a holistic approach. By improving digital literacy, providing the right training, and creating a supportive ecosystem, businesses can be better prepared to face *the digital age* and take advantage of the opportunities that exist for the growth and sustainability of their businesses.

### **3.4 The Role of Technological Innovation in the Transformation of E-Commerce-Based Creative Business Models**

Technological innovation plays a very important role in the transformation of creative business models based on *e-commerce*. In today's *digital* era , business people must be able to adapt quickly to changes that occur in the market, and technological innovation is one of the keys to achieving this. *E-commerce* not only offers a *platform* to sell products, but it also allows businesses to develop more effective and efficient marketing strategies. By utilizing *digital* technology, businesses can reach a wider range of consumers, increase product visibility, and strengthen relationships with customers. One of the important aspects of technological innovation in *e-commerce* is its ability to improve accessibility and transparency in business transactions. For



example, *e-commerce platforms* allow consumers to easily compare prices, read reviews, and make purchases without having to visit a physical store. This is especially relevant in the context of MSMEs (Micro, Small, and Medium Enterprises) which often face challenges in terms of product marketing and distribution. Research shows that the use of *e-commerce* can help MSMEs to increase their income and competitiveness in an increasingly competitive market;(Hanny, Syah, and Novita 2020)(Alam, Ramadhani, and Patmaniar 2023)

In addition, technological innovations also allow businesses to better collect and analyze customer data. By using the analytics tools available on *e-commerce platforms*, businesses can understand consumer behavior, product preferences, and market trends. This information is invaluable for formulating more targeted marketing strategies and improving the customer experience. Research shows that the utilization of data analytics in *e-commerce* can increase the effectiveness of marketing campaigns and increase customer retention; On the other hand, technological innovations in (Wirapraja and Aribowo 2018)(Ausat and Peirisal 2021)*e-commerce* also create opportunities for collaboration and partnerships between business people. For example, many *e-commerce platforms* allow businesses to collaborate with influencers or other business partners to promote their products. This kind of collaboration not only increases product visibility, but also helps businesses to reach a wider audience. Research shows that collaboration in *digital marketing* can increase consumer trust and drive sales;(Febriana et al. 2023a)(Triwijayati et al. 2023)

However, while technological innovations offer many benefits, businesses also have to face various challenges in implementing them. One of the main challenges is the lack of understanding and skills in using *digital* technology. Many MSME actors still find it difficult to adopt new technology and utilize *e-commerce platforms* effectively. Therefore, it is important for governments and relevant agencies to provide the necessary training and support so that businesses can develop the skills needed to operate in the *digital* (Hardi et al. 2022) age. In addition, other challenges faced are infrastructure and accessibility issues. In some areas, especially in rural areas, limited internet access can hinder businesses from making optimal use of (Hamdani and Sari 2023)*e-commerce*. Research shows that improving *digital* infrastructure is essential to support the growth of *e-commerce* and ensure that all businesses, especially MSMEs, can compete in the global market.(Rosyady et al. 2022)(Mursalat and Rais Rahmat Razak 2021)

Technological innovation can also drive the development of new products and better services. In the context of *e-commerce*, businesses can easily test the market for new products and get direct feedback from customers. This allows them to make the necessary adjustments before officially launching the product. Research shows that product innovation driven by customer feedback can improve customer satisfaction and loyalty. Furthermore, it is important to note that technological innovation in (Hayati, Nurmawati, and Marwoto 2019)(Qiram et al. 2022)*e-commerce* is not just limited to the marketing and sales aspects. Technology can also be used to improve operational efficiency and supply chain management. By using an integrated management system, businesses can optimize the process of procurement, storage, and distribution of products. Research shows that the application of technology in supply chain management can reduce costs and increase the speed of service.(Chusumastuti et al. 2023)(Almaududi Ausat et al. 2022)

In a broader context, technological innovation in *e-commerce* also contributes to overall economic growth. By increasing the competitiveness of business people, especially MSMEs, *e-commerce* can create new jobs and encourage investment. Research shows that *the e-commerce* sector has great potential to contribute to economic growth in Indonesia, especially amid the challenges faced by the COVID-19 pandemic; Overall, the role of technological innovation in the transformation of e-commerce-based creative business models (Alam et al. 2023)(Mulyani 2021) is significant. By utilizing *digital* technology, businesses can improve accessibility, transparency, and efficiency in their operations. However, to achieve sustainable success, it is important for businesses to continue to adapt and develop the skills necessary to face the challenges at hand. Support from the government and related institutions is also very important to create an ecosystem that supports the growth of *e-commerce* in Indonesia.

The COVID-19 pandemic, which forced many businesses to switch to *digital platforms*, has accelerated the adoption of technology and demonstrated the central role of *e-commerce* in maintaining economic viability. Many businesses that previously relied on physical distribution channels are turning to *e-commerce* to still be able to reach consumers. Changes in consumer behavior that prioritize *digital transactions* have also driven the rapid growth of this sector. *E-commerce* is an important solution, not only to maintain business existence, but also as a new driver for the national economy.

In addition, the *e-commerce* sector also opens up great opportunities for investment, both from within the country and abroad. As the *digital* ecosystem evolves, more and more investors are interested in investing in the technology and infrastructure that supports this ecosystem. These investments, in turn, contribute to the development of better digital infrastructure, such as faster and wider internet networks, more secure payment systems, and more efficient data management. All of this supports the continuity and development of *e-commerce*, as well as increasing Indonesia's competitiveness in the global market.

Overall, the role of technological innovation in the transformation of e-commerce-based creative business models is significant. By leveraging various *digital* technologies, businesses can expand their market accessibility, increase transparency in business processes, and achieve higher efficiency in their operations. Technologies such as data analytics allow companies to monitor and understand consumer behavior more accurately, which can then translate into more effective marketing strategies and products that are more relevant to market needs. Similarly, the use of artificial intelligence and automation helps companies to improve operational efficiency, reduce costs, and provide a better experience to customers.

However, to ensure long-term success, businesses need to continue to adapt to changes that occur, both in terms of technology, regulations, and changes in consumer preferences. This requires them to always develop the necessary skills to deal with the challenges that arise as technology and market dynamics evolve. Therefore, efforts to improve *digital* skills among entrepreneurs, especially MSMEs, are crucial to ensure that they can compete effectively in the *ever-evolving* digital world.

Support from the government and related institutions is also very important to create an ecosystem that supports the growth of the *e-commerce* sector in Indonesia. The government can play a role in creating policies that support technological innovation, as well as providing adequate infrastructure for businesses to access *digital* technology. In addition, policies that strengthen consumer protection, transaction security, and transparency will increase public trust in *e-commerce*, thereby encouraging more consumers to shop online. Collaboration between the government, the private sector, and educational institutions to increase digital literacy among MSME actors will also be key to creating an inclusive and sustainable business ecosystem.

With these various factors, *e-commerce* has the potential to become one of the main pillars in Indonesia's economic development, creating jobs, encouraging innovation, and increasing business competitiveness nationally and globally. Therefore, it is important for all parties—both businesses, governments, and consumers—to work together to harness the full potential of this *digital* transformation, in order to create a more advanced, inclusive, and sustainable economic future.

#### 4. CONCLUSION

The conclusion of the research conducted in the context of *e-commerce* shows that there are several factors that have a significant influence on consumer purchase decisions. Research by confirms that (Sambhodo et al. 2023) *website* quality has a positive and significant influence on purchase decisions, while *brand awareness* does not show a significant influence. This is in line with the findings of Pramudita and Agustia, which revealed that e-service quality and (Pramudita and Eka Agustia 2021) *e-promotion* also contribute significantly to purchase decisions, with a total influence of 22.1%. This research shows that elements of the user experience, such as *website* design and quality of service, are very important in influencing consumers' decision to make a purchase.

Furthermore, research by shows that (Ardiansyah 2021b) *e-commerce platform modeling* can support business success, especially for Micro, Small and Medium Enterprises (MSMEs) in Indonesia. This research emphasizes the importance of technology integration in business strategies to increase competitiveness in *the digital* market. Thus, *website* quality and effective promotion are two key elements in driving purchase decisions, especially in the context of MSMEs operating on *e-commerce platforms*. In addition, research by highlights the importance of customer engagement in (Utami and Nugraha 2022) *the online* retail business process. This engagement not only creates a better shopping experience, but also serves as a strategy to increase customer loyalty. By engaging consumers in closer interactions, companies can understand their needs and preferences, which in turn can positively influence purchasing decisions. This shows that good interaction between companies and customers can increase trust and satisfaction, which is an important factor in purchasing decisions. In a broader context, research by By explains that (Febriana et al. 2023b) *the era of Society 5.0* provides opportunities for *digital* businesses to thrive and innovate. By leveraging technology and data, companies can create a more personalized and relevant customer experience, which can ultimately improve purchasing decisions. This research emphasizes that adapting to changing technology and consumer behavior is key to success in *the e-commerce* business.

From a regulatory perspective, research by shows that government regulations related to (Confido 2023) *e-commerce* are essential to create an environment conducive to digital business growth. Although the regulation exists, its enforcement is still a challenge. This shows that while there are internal factors that influence purchasing decisions, external factors such as regulation also play an important role in shaping a healthy *e-commerce* ecosystem. Overall, these studies show that purchasing decisions in *e-commerce* are influenced by a variety of factors, including *website* quality, promotions, customer engagement, and regulations. To improve purchasing decisions, companies need to focus on improving the quality of service and user experience, as well as adapting to changes in technology and existing regulations. With a holistic approach, companies can create more effective strategies in attracting and retaining customers in an *increasingly competitive* e-commerce market.

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