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Digital Marketing Strategy to Enhance Competitive Advantage in Offline Mobile Phone Retail Stores in the Greater Jakarta (Jabodetabek) Area: A Systematic Literature Review

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Abstract: Offline mobile phone retail stores in the Greater Jakarta (Jabodetabek) area face increasing competitive pressure due to the growth of e-commerce, shifts in consumer behavior, and the rising adoption of digital marketing and digital payment systems. Meanwhile, the growth of the national smartphone market has not been fully accompanied by improved performance of physical retail outlets. This condition indicates a gap between industry growth and the competitiveness of offline stores, highlighting the need for a strategic model that integrates operational capabilities with digital marketing practices. This study aims to develop a conceptual model explaining the roles of supply chain management, service quality, customer experience, and digital payment in influencing competitive advantage, with digital marketing as a mediating variable and strategic flexibility as a moderating variable. The research employs a qualitative approach using a Systematic Literature Review (SLR) design, following stages that include formulating research questions, establishing inclusion–exclusion criteria, searching scientific databases, selecting relevant articles, extracting data, and conducting thematic analysis to synthesize prior research findings. The review results indicate that operational capabilities and service quality contribute to competitiveness, digital marketing strengthens value perception and purchase decisions, and strategic flexibility enhances the effectiveness of strategies in responding to market dynamics. However, prior studies generally examine these relationships partially and do not integrate them into a comprehensive model. In conclusion, the integration of operational and digital marketing factors through mediation–moderation mechanisms is necessary to enhance the adaptive and sustainable competitive advantage of offline mobile phone retail stores.

Keywords: Competitive Advantage, Digital Marketing, Strategic Flexibility, Service Quality, Supply Chain Management, Customer Experience, Digital Payment.

INTRODUCTION

The offline mobile phone retail business in Indonesia is facing increasingly complex dynamics. The rising penetration of smartphones and internet usage, particularly in the Greater Jakarta (Jabodetabek) area, has driven device demand (APJII, 2023). However, the rapid growth of e-commerce and social commerce has shifted purchasing patterns toward digital channels (OECD, 2023). Consumers now compare prices in real time, read online reviews, and utilize digital promotions and payment systems prior to making purchases. This transformation intensifies competitive pressure on physical stores that previously relied on strategic location and direct interaction as primary sources of advantage (Verhoef et al., 2021). Consequently, store sustainability is increasingly determined by the integration of digital marketing strategies with service excellence to create added value and maintain competitive advantage (Chaffey & Ellis-Chadwick, 2022; Chatterjee et al., 2021).

Indonesia's smartphone market recorded a 3.8% growth in the first half of 2024, reaching sales of IDR 48.9 trillion (www.ragam.indonesia, 2024). The IDR 1–3 million price segment dominated the market, with brands such as Samsung, OPPO, and Xiaomi leading competition (www.industri.kontan.co.id, 2024), while overall market share reflected intense rivalry (www.kompas.co.id, 2024). Despite national market growth, many offline stores in Jabodetabek have experienced declining sales, indicating a disparity between macro-level industry expansion and the performance of physical retail outlets.

Competitive advantage is a key determinant of business sustainability and extends beyond pricing strategies to include value creation through service quality, trust, customer experience, and transaction convenience (Kraja & Osmani, 2022; Ida Farida et al., 2022). Digital marketing plays a strategic role in enhancing visibility, engagement, and value perception through digital platforms such as social media and marketplaces (Dwivedi et al., 2021; Chaffey & Ellis-Chadwick, 2022; Verhoef et al., 2021). Strategic flexibility is equally essential to respond effectively to market dynamics and to strengthen the impact of digital marketing initiatives (Fainshmidt et al., 2021; Wang & Luo, 2021; Miroshnychenko et al., 2021).

In addition, service quality, as an intangible aspect, serves as a critical determinant of store differentiation (Ali et al., 2021; Zeithaml et al., 2020; Kotler & Keller, 2022; Rather, 2021). Supply Chain Management (SCM) supports product availability and operational efficiency, thereby influencing customer satisfaction (Flynn et al., 2021; Christopher, 2022; Li et al., 2021) (). Customer experience contributes to loyalty formation and competitive perception (Verhoef et al., 2021; Lemon & Verhoef, 2021; Rather, 2021). Meanwhile, digital payment systems enhance transaction efficiency and customer convenience (Dahlberg et al., 2022; Bank Indonesia, 2023; Setiawan et al., 2021).

Pre-survey results involving 30 store owners/managers in Jabodetabek indicate that competitive advantage remains relatively low (58.7% disagreed). Digital marketing implementation is not yet optimal (58.7% disagreed), strategic flexibility is insufficient (56.7% disagreed), and service quality as well as SCM are at a moderate level. Customer experience is perceived as relatively good (54% agreed), while digital payment adoption is considered satisfactory (58% agreed), although it has not been fully leveraged as a strategic tool to enhance competitiveness.

Previous studies demonstrate that service quality (Putra & Pradana, 2020; Ali & Raza, 2017), SCM (Li et al., 2006; Thatte, 2007; Sukati et al., 2012) customer experience Gentile et al., 2007; Lemon & Verhoef, 2016), digital marketing (Chaffey & Ellis-Chadwick, 2019; Wardhana, 2015; Pradiani, 2018), digital payment (Dahlberg et al., 2015; Setiawan et al., 2020), and strategic flexibility (Sanchez, 1995; Grewal & Tansuhaj, 2001; Brozovic, 2018) contribute to competitiveness. However, studies integrating all these variables within a single comprehensive model, with digital marketing as a mediating variable and strategic flexibility as a moderating variable, remain limited.

The urgency of this research lies in addressing the gap between national smartphone market growth and the relatively weak competitiveness of offline stores in Jabodetabek. Therefore, the study entitled "Digital Marketing Strategy to Enhance Competitive Advantage in Offline Mobile Phone Retail Stores in Jabodetabek" aims to develop an integrative mediation–moderation model that contributes theoretically and provides practical implications for formulating adaptive and sustainable business strategies.

METHOD

This study employs a qualitative approach using a Systematic Literature Review (SLR) design. SLR is a structured, systematic, and transparent method of reviewing literature aimed at identifying, selecting, evaluating, and synthesizing findings from prior studies relevant to the topic of digital marketing strategies in enhancing competitive advantage in offline mobile phone retail businesses in Jabodetabek. The qualitative approach was selected to facilitate an in-depth understanding of the phenomenon, emphasizing meaning construction and conceptual interpretation. According to Sugiyono, (2020:9), qualitative research is used to examine natural conditions with the researcher acting as the key instrument and employing inductive data analysis. Furthermore, Sugiyono, (2020:291), explains that literature studies constitute theoretical investigations based on scientific references to establish a theoretical foundation and strengthen research arguments.

The SLR process in this study was conducted through several systematic stages. First, research questions were formulated to guide the scope and direction of the review. Second, inclusion and exclusion criteria were established, such as selecting indexed journal articles published within a specific time frame and focusing on variables related to competitive advantage, digital marketing, service quality, supply chain management, customer experience, digital payment, and strategic flexibility. Third, literature searches were performed using structured keywords across scientific databases including Scopus, ScienceDirect, Emerald, SpringerLink, and Google Scholar.

The article selection process followed identification, screening, and eligibility stages to ensure relevance and quality. Subsequently, data extraction was conducted by documenting key information from each selected study, including authors, publication year, research methods, variables examined, and principal findings. Finally, thematic analysis was applied to integrate and synthesize previous research results, enabling concept mapping, strengthening of the theoretical foundation, and identification of research gaps particularly concerning the role of digital marketing as a mediating variable and strategic flexibility as a moderating variable in enhancing competitive advantage.

RESULTS AND DISCUSSION

The results of the Systematic Literature Review (SLR) were obtained through a systematic and structured process in accordance with the methodological stages described in the previous chapter. The discussion focuses on synthesizing prior research findings relevant to the variables of digital marketing, strategic flexibility, service quality, supply chain management, customer experience, digital payment, and competitive advantage in order to develop a comprehensive conceptual understanding within the context of offline mobile phone retail businesses in Jabodetabek.

The analysis results are presented through thematic mapping that identifies patterns of relationships among variables, highlights consistencies and discrepancies in empirical findings, and examines methodological tendencies employed in previous studies. Most prior research confirms the significant contribution of operational and marketing capabilities to competitive advantage; however, these relationships are often tested independently or within limited structural frameworks. The thematic synthesis also reveals that digital marketing frequently

functions as a direct predictor of business performance, while strategic flexibility is commonly positioned as an organizational capability without being explicitly examined as a moderating variable.

The discussion is conducted critically and integratively to emphasize the theoretical contribution of each variable in strengthening competitive advantage. Service quality, supply chain management, customer experience, and digital payment are identified as key operational and relational drivers, while digital marketing enhances value perception and customer engagement. Strategic flexibility strengthens strategic responsiveness in dynamic market conditions. Nevertheless, a notable research gap persists, as previous studies rarely integrate these variables into a single comprehensive mediation–moderation model. Therefore, this chapter not only summarizes existing literature but also constructs a systematic scientific argument that supports the development of an integrative conceptual model to enhance competitive advantage in offline mobile phone retail stores.

Table 1. Previous Studies

No	Author	Title	Method	Findings
1	Basuki, 2024	The Influence of Supply Chain Management Practices on Supply Chain Performance and Competitive Advantage	Quantitative	Supply chain management practices significantly influence competitive advantage and supply chain performance, while competitive advantage does not significantly affect supply chain management performance.
2	Nur Alif Wijaya & Defrizal, 2024	The Influence of Product Innovation and Product Quality on Competitive Advantage in IGI Bandar Lampung Eating Houses	Quantitative	Product innovation and product quality have a positive and significant effect on competitive advantage. Both regression coefficients are positive, providing quantitative support for achieving competitive advantage through innovation and product quality.
3	Akmal et al., 2019	Disruptive Innovation, Electronic Supply Chain Management in Improving Competitive Advantage and Company Performance	Quantitative	Disruptive innovation affects electronic supply chain management and competitive advantage, which subsequently impacts company performance.
4	Pramanan, 2015	The Effect of Supply Chain Management on Competitive Advantage and Manufacturing Firm Performance in East Java	Quantitative	Supply chain management positively affects competitive advantage and firm performance; competitive advantage also positively affects firm performance.
5	Rachmawati & Sudiyono, 2023	The Influence of Digital Marketing and Destination Image on Visiting Decisions at Merbabu Park Kopeng Tourist Destination	Quantitative	Digital marketing and destination image partially and simultaneously have a positive and significant effect on visiting decisions.
6	Ma'ruf et al., 2024	The Influence of Product Quality, Product Innovation, Brand Image, and Digital Marketing on Purchase Decisions	Quantitative	Product quality, brand image, and digital marketing positively and significantly influence purchase decisions, while product innovation does not have a significant effect.
7	Ma'ruf et al., 2024	The Influence of Digital Marketing and Product Innovation on Sales Volume Improvement in Small Businesses in Makassar	Quantitative	Digital marketing has a positive and significant effect on sales volume. Product innovation is not significant partially but has a positive simultaneous effect.

8	Br Ginting et al., 2024	The Influence of Digital Marketing Strategies and Digital Payments on MSME Purchase Decisions in the Digital Era	Quantitative	Digital marketing strategies and digital payments influence purchase decisions, although the statistical effect is not significant.
9	Intan Aprilia & Nugroho, 2023	The Influence of Digital Payments and Financial Stressors on Consumptive Behavior of MNC University Students	Quantitative	Digital payments and financial stressors simultaneously affect consumptive behavior, but financial stressors are not significant partially.
10	Amran, 2024	The Influence of Strategy Innovation and Product Innovation on Marketing Performance of Sharia Investment Products with Competitive Advantage as a Mediator	Quantitative	Strategy innovation and product innovation influence competitive advantage and marketing performance. Competitive advantage mediates the relationship.
11	Juli et al., 2021	The Influence of Product Innovation, Product Quality, and Digital Marketing on Purchase Decisions at Angelo Store Ubud Bali	Quantitative	Product quality, product innovation, and digital marketing positively influence purchase decisions.
12	Juli et al., 2021	The Mediating Role of Digital Competitive Advantage on Financial Institution Sustainability	Quantitative	Digital competitive advantage mediates the effect of service innovation on financial institution sustainability.
13	Suharto & Devie, 2018	The Influence of Supply Chain Management on Competitive Advantage and Company Performance	Quantitative	Supply chain management significantly affects competitive advantage and firm performance.
14	Suharto & Devie, 2018	The Influence of Product Quality, Product Innovation, and Brand Image on Wardah Product Purchase Decisions	Quantitative	Product quality and innovation positively influence purchase decisions; brand image also has a significant effect.
15	Suharto & Devie, 2018	The Influence of Product Innovation and Product Quality on Competitive Advantage (Case Study at SAE Milk Cooperative, Malang)	Quantitative	Product innovation and product quality positively affect competitive advantage both partially and simultaneously.
16	Han & Zhang, 2021	Multiple Strategic Orientations and Strategic Flexibility in Product Innovation	Quantitative	Entrepreneurial orientation enhances product innovation through coordination flexibility and resource flexibility.
17	Herhausen et al., 2021	Re-examining Strategic Flexibility: A Meta-Analysis of its Antecedents, Consequences, and Contingencies	Quantitative	Strategic flexibility affects performance, with innovation and market outcomes as mediators.
18	Suharto & Devie, 2018	Supply Chain Performance Measures for Gaining Competitive Advantage: A Review	Qualitative	Supply chain performance measurement is essential for achieving competitive advantage, as a single metric cannot represent the entire chain.
19	João & Olivares, 2014	Analysis of Production Clusters in Rio de Janeiro	Qualitative	Productive clusters significantly contribute to regional development and enhance local consumer options.
20	Flynn et al., 2010	The Impact of Supply Chain Integration on Performance: A	Quantitative	Internal and customer integration are more strongly associated with

		Contingency and Configuration Approach		performance improvement than supplier integration.
21	Wong et al., 2013	The Combined Effects of Internal and External Supply Chain Integration on Product Innovation	Quantitative	External integration is positively associated with product innovation.
22	Wang & Teng, 2022	Digital Innovation and Firm Environmental Performance: The Mediating Role of Supply Chain Management Capabilities	Quantitative	SCM capabilities mediate the effect of digital innovation on environmental performance.
23	Nur Alif Wijaya & Defrizal, 2024	The Influence of Product Innovation and Product Quality on Competitive Advantage in IGI Bandar Lampung Eating Houses	Quantitative	Product innovation and quality significantly influence competitive advantage, contributing 60.6%.
24	Zhang, 2020	Key Factors Influencing the Differentiation Strategy of Digital Payment Systems	Quantitative	Security and convenience enhance differentiation and system quality in digital payment systems.
25	Al-owaidi, 2024	The Effect of Digital Marketing on Competitive Advantage through Banking Service Quality	Quantitative	Digital marketing influences competitive advantage and is fully mediated by banking service quality.
26	Rita et al., 2019	The Impact of E-Service Quality and Customer Satisfaction on Online Shopping Behavior	Quantitative	E-service quality significantly influences customer behavior.
27	Rita et al., 2019	Digital Transformation: A Multidisciplinary Reflection and Research Agenda	Quantitative	Digital transformation requires organizational capabilities and impacts performance measurement.
28	Putra et al., 2023	The Influence of Product Quality, Product Design, and Brand Image on Honda Beat Purchase Decisions	Quantitative	Product quality and design are not significant, while brand image significantly influences purchase decisions.
29	Anh Tuan Pham et al., 2021	The Effect of Payment, Complaint Resolution, Delivery, Product Quality, and Technical Problems Across Demographics	Quantitative	Not all determinants are significant; differences exist based on age, location, and gender.
30	Agarwal et al., 2023	Customer Satisfaction and Customer Experience in Digital Payments: A Meta-Analysis	Quantitative	Service quality and trust are the strongest factors shaping customer experience and satisfaction in digital payments.

Source: Data processed by the researcher (2026)

Based on Table 1, the synthesis of previous studies indicates that various strategic variables such as supply chain management (SCM), product innovation, product quality, digital marketing, digital payment, customer experience, and strategic flexibility contribute to competitive advantage and organizational performance. Studies by Basuki (2024), Pramanan (2015), Suharto and Devie (2018), and Flynn et al. (2010) emphasize that supply chain management practices and internal–external integration significantly enhance competitive advantage and firm performance. Similarly, Wong et al. (2013) and Wang and Teng (2022) demonstrate that SCM capabilities and external integration play important roles in driving innovation and organizational performance.

Furthermore, research by Nur Alif Wijaya and Defrizal (2024), Juli et al. (2021), and Suharto and Devie (2018) confirms that product innovation and product quality positively influence competitive advantage and purchase decisions. However, several studies, such as

Putra et al. (2023) and Anh Tuan Pham et al. (2021), report findings that are not entirely consistent. In addition, studies by Rachmawati and Sudiyono (2023), Ma'ruf et al. (2024), Br Ginting et al. (2024), and Al-owaidi (2024) reinforce the role of digital marketing and digital payment in influencing purchase decisions and achieving competitive advantage, in some cases mediated by service quality. This perspective is further supported by Rita et al. (2019) and Agarwal et al. (2023), who highlight the importance of electronic service quality, customer experience, and trust in shaping consumer behavior within digital systems.

Meanwhile, Han and Zhang (2021) and Herhausen et al. (2021) demonstrate that strategic flexibility plays a strategic role in enhancing innovation and performance through mediating mechanisms and by strengthening inter-variable relationships. Overall, prior literature suggests that the combination of operational capabilities, service quality, digital transformation, and strategic flexibility constitutes a critical determinant of firm competitiveness. However, studies that simultaneously integrate SCM, service quality, customer experience, and digital payment as antecedent variables, with digital marketing as a mediating variable and strategic flexibility as a moderating variable within a single comprehensive model particularly in the context of offline mobile phone retail businesses in Jabodetabek facing digital disruption and shifting consumer behavior remain relatively limited. Therefore, this study offers both theoretical and empirical contributions by addressing this research gap.

CONCLUSION

Based on the synthesis of prior research and the discussion presented, it can be concluded that competitive advantage is the result of integrating various strategic capabilities, including supply chain management, service quality, innovation, customer experience, digital payment, and digital transformation through digital marketing. The majority of previous studies demonstrate positive and significant effects of these variables on performance and competitiveness. However, these relationships have generally been examined partially and have not been integrated into a single comprehensive model.

Furthermore, findings regarding strategic flexibility confirm its role as a reinforcing factor in enhancing strategic effectiveness and organizational performance. In the context of offline mobile phone retail businesses in Jabodetabek, which face digital disruption and shifting consumer behavior, there is a need for a conceptual model that integrates operational and digital marketing factors by positioning digital marketing as a mediating variable and strategic flexibility as a moderating variable. Such an integrative framework provides a more comprehensive explanation of the mechanisms underlying the enhancement of competitive advantage. This integrative mediation–moderation model constitutes the primary contribution of this study in addressing the existing research gap and offering adaptive and sustainable strategic implications.

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