

E-commerce telah menjadi platform digital yang banyak digunakan di dunia saat ini. Di Indonesia *E-commerce* mulai muncul dan melanani konsumen sesaat setelah munculnya internet. Pada tahun 2005 *e-commerce* mulai booming di Indonesia dengan munculnya banyak marketplace dan toko online yang menawarkan sistem yang lebih aman dan mudah digunakan. Banyak dari platform *e-commerce* yang beroperasi di Indonesia bertahan seumur jagung. Shopee sebagai platform yang paling banyak digunakan tidak hanya di Indonesia dan bahkan di Malaysia. Shopee mulai beroperasi pada awalnya di Singapura pada tahun 2015 dan kemudian beroperasi juga di beberapa negara kawasan Asia Tenggara termasuk Indonesia dan Malaysia. Kerangka *E-commerce Competitiveness* digunakan sebagai pendekatan untuk melihat mengapa Shopee relatif lebih unggul daripada perusahaan serupa di Indonesia dan Malaysia. Dengan membandingkan Shopee di Indonesia dan Malaysia akan dapat menemukan perbedaan dan persamaan fokus pada platform Shopee. Tulisan ini melihat perbandingan kedua negara bagaimana strategi Shopee agar meningkatkan daya saing platformnya menjadi yang paling banyak digunakan konsumen.

Kata kunci : *E-commerce*, Shopee, Firm Strategy, daya saing, Indonesia, Malaysia

E-commerce has become a digital platform that is widely used in the world today. In Indonesia, e-commerce began to emerge and serve consumers shortly after the emergence of the internet. In 2005, e-commerce began to boom in Indonesia with the emergence of many marketplaces and online stores that offered systems that were safer and easier to use. Many e-commerce in Indonesia have failed. Shopee is the most widely used platform not only in Indonesia but also in Malaysia. Shopee started operating initially in Singapore in 2015 and then also operated in several countries in Southeast Asia region. The E-commerce Competitiveness framework is used as an approach to see why Shopee is relatively superior to competitor in Indonesia and Malaysia. By comparing Shopee in Indonesia and Malaysia you will be able to find differences and similarities in focus on the Shopee platform. Comparison between the two countries on Shopee's strategy to increase the competitiveness of its platform to become the one most widely used by consumers.

Keywords: *E-commerce, Shopee, Firm Strategy, Competitiveness, Indonesia, Malaysia*