



INTISARI

Penelitian ini bertujuan untuk mengidentifikasi praktik terbaik (*best practices*) strategi *omnichannel* global yang dapat diadaptasi oleh PT Global Digital Niaga Tbk (Blibli) serta menganalisis efektivitas penerapan strategi tersebut dalam meningkatkan daya saing di industri ritel digital Indonesia. Dengan menggunakan landasan Teori Kapabilitas Dinamis (*Dynamic Capabilities Theory*), penelitian ini menelaah tiga dimensi utama strategi *omnichannel*, yaitu Integrasi Teknologi dan Data, Keunggulan Pengalaman Pelanggan dan Kapabilitas Organisasi. Pendekatan kualitatif dengan metode studi kasus tunggal digunakan, dengan data primer yang diperoleh melalui wawancara mendalam terhadap tujuh informan kunci, serta data sekunder dari laporan tahunan, publikasi industri, dan literatur akademik terkini (2020–2025). Hasil penelitian menunjukkan bahwa Blibli telah mengadopsi sejumlah praktik terbaik global, khususnya dalam dimensi *Keunggulan Pengalaman Pelanggan*, melalui peningkatan konsistensi kanal dan layanan pelanggan. Namun, masih terdapat kesenjangan pada aspek integrasi data lintas kanal dan pemanfaatan kecerdasan buatan (AI) untuk personalisasi pelanggan. Berdasarkan analisis *Importance–Performance Analysis (IPA)*, ditemukan enam indikator adaptasi prioritas yang perlu diperkuat, yaitu integrasi data *real-time*, personalisasi berbasis AI, optimalisasi logistik tahap akhir, konsistensi kanal, kelincuhan organisasi, dan penguatan ekosistem loyalitas lintas kanal. Melalui analisis *Business Model Canvas (BMC)*, penelitian ini menemukan bahwa strategi *omnichannel* Blibli telah efektif dalam memperkuat posisi kompetitif melalui sinergi ekosistem solusi digital. Namun, peningkatan efisiensi biaya dan inovasi teknologi masih diperlukan agar keunggulan bersaing dapat berkelanjutan. Kesimpulannya, implementasi strategi *omnichannel* Blibli berkontribusi signifikan terhadap peningkatan daya saing jangka panjang melalui integrasi lintas kanal, penguatan loyalitas pelanggan, dan percepatan transformasi digital organisasi.

Kata Kunci: *Omnichannel*, Kapabilitas Dinamis, Strategi Digital, Praktik Terbaik, *Benchmarking*, Adaptasi, Daya Saing, Transformasi Digital



ABSTRACT

This study aims to identify global omnichannel best practices that can be adapted by PT Global Digital Niaga Tbk (Blibli) and to analyse the effectiveness of its omnichannel strategy in enhancing competitiveness within Indonesia's digital retail industry. Grounded in Dynamic Capabilities Theory, the research examines three key dimensions of the omnichannel strategy: Technology and Data Integration, Customer Experience Excellence, and Organizational Capabilities. A qualitative single case study approach was employed, utilizing primary data from in-depth interviews with seven key informants and secondary data from annual reports, industry publications, and recent academic literature (2020–2025). The findings reveal that Blibli has successfully adopted several global best practices, particularly in the Customer Experience Excellence dimension, through improved channel consistency and enhanced customer service. However, gaps remain in cross-channel data integration and the application of Artificial Intelligence (AI) for customer personalization. Based on Importance–Performance Analysis (IPA), six priority adaptation indicators were identified: real-time data integration, AI-based personalization, last-mile logistics optimization, channel consistency, organizational agility, and cross-channel loyalty ecosystem enhancement. Through Business Model Canvas (BMC) analysis, the study concludes that Blibli's omnichannel strategy effectively strengthens its competitive positioning through digital ecosystem synergy. Nevertheless, improvements in cost efficiency and technological innovation are still required to sustain long-term competitive advantage. Overall, the implementation of Blibli's omnichannel strategy significantly contributes to cross-channel integration, customer loyalty reinforcement, and organizational digital transformation.

Keywords: Omnichannel, Dynamic Capabilities, Digital Strategy, Best Practices, Benchmarking, Adaptation, Competitiveness, Digital Transformation