

CHAPTER II

GENERAL OVERVIEW OF PT MATAHARI DEPARTMENT STORE TBK AND RESPONDENTS' PROFIL

This chapter presents an overview of PT Matahari Department Store Tbk and an analysis of respondent characteristics, categorized based on the following criteria: age, gender, marital status, last education level, type of occupation, income, expenses, duration of using Shopee e-commerce, products purchased via Shopee, and how they found out about Matahari products.

2.1 Chronology of PT Matahari Department Store Tbk

PT Matahari Department Store Tbk was established in 1958 by Mr. Hari Darmawan, a prominent Indonesian entrepreneur known for his reputation and experience in the retail industry. In its early years, Matahari began in 1972 as a clothing store selling garments from a local manufacturer on the second floor of Pasar Baru, Central Jakarta. Initially, many of the products were imported from Europe. However, due to the imposition of import tariffs in 1975, Matahari shifted its product offerings to locally made goods. Since then, the company has primarily targeted the middle-income segment.

Today, Matahari Department Store operates 154 stores across 82 cities in Indonesia. For over six decades, Matahari has provided high-quality, stylish, and affordable fashion, beauty, and footwear products to Indonesia's growing middle-class consumers. Matahari's presence is supported by more than 30,000 total staff and sales associates, as well as 600 local suppliers, making it one of the largest and most influential retail companies in the country.

Matahari has earned numerous national and international awards, reinforcing its excellence in sustainability, corporate governance, customer service, and brand value. Recognitions include TrenAsia's ESG Awards 2023 for its ESG commitment, Fashion Retail of The Year 2023 by HIPPINDO, and Top 50 Mid Capitalization Public Listed Company 2023 by IICD for financial performance. Its strong governance was highlighted through awards like Most Improved Investor Relations 2022 by Alpha Southeast Asia and ASEAN Corporate Governance Awards 2022. Matahari's customer service and digital innovation were acknowledged with the Top Digital Company & Best Excellent Service Experience Index Award 2022 by Majalah Marketing. Its market presence was further cemented by rankings in the Top 100 Most Valuable Brand by Brand Finance and Top 500 Retail Asia Pacific by Retail Asia, Euromonitor, and KPMG. Additional accolades, such as the WoW Brand Award 2019, Gold Champion by MarkPlus Inc. and the Stellar Workplace Award 2023, solidify Matahari's position as Indonesia's leading and most trusted department store chain.

2.2 Vision and Mission

The vision and mission of PT Matahari Department Store Tbk are designed to reflect its long-term and short-term goals, as well as the company's commitment to consumers, sustainability, and innovation in the retail industry. Below are the vision and mission statements of PT Matahari Department Store Tbk.

2.2.1 Vision

“ To empower Indonesians to Look and Feel their Best.”

Matahari strives to be a leading fashion retailer, creating value and opportunities across its nationwide store network. Committed to empowering Indonesians to look and feel their best, Matahari’s dedicated team continuously works toward this goal by focusing on customer experience and values, embracing the "House of Specialists" mindset to deliver innovation, quality, and excellence in every aspect of its business.

2.2.2 Mission

“ To curate affordable and accessible lifestyle collections that bring joy to Indonesians.”

Delivering customer satisfaction through aspirational and affordable fashion choices, ensuring that customers always look good and feel good.

2.3 Logo

According to (Carter, 2008), a logo is a company's visual identity, applied across various facilities and corporate activities as a form of visual communication. A logo can also be referred to as a symbol, emblem, or trademark, serving as a representation of a business entity and a distinctive identifier of the company. Companies create logos to establish their brand identity, with the design typically reflecting the mission, vision, identity, and core values of the company. Each element within a logo, including color, shape, and symbol, carries a specific meaning that the company aims to convey to its audience.



Figure 2. 1 PT Matahari Department Store Tbk's Logo

Source: Matahari.com, 2025

The Matahari logo was introduced in 1972, the same year Matahari Department Store pioneered Indonesia's first department store concept. In 2022, Matahari underwent a rebranding, introducing a new logo while maintaining elements of its previous design. The font in the new logo was refined to appear smoother, with a strong emphasis on the red color, symbolizing passion, optimism, and a more feminine touch. Matahari retained its original icon as a tribute to its legacy and longstanding success. The combination of the new design reflects the hard work of the entire team and a brighter future for Matahari.

2.4 Organization Structure

In an organization, structure plays a crucial role in ensuring smooth operations and the effective and efficient achievement of goals. An organizational structure clearly defines the relationships between various positions, roles, and functions within the company, facilitating better communication and coordination toward shared objectives. This structure outlines how tasks, responsibilities, and communication flows are distributed and managed to support the organization's success. The organizational structure of PT Matahari Department Store Tbk is presented in Figure 2.2.

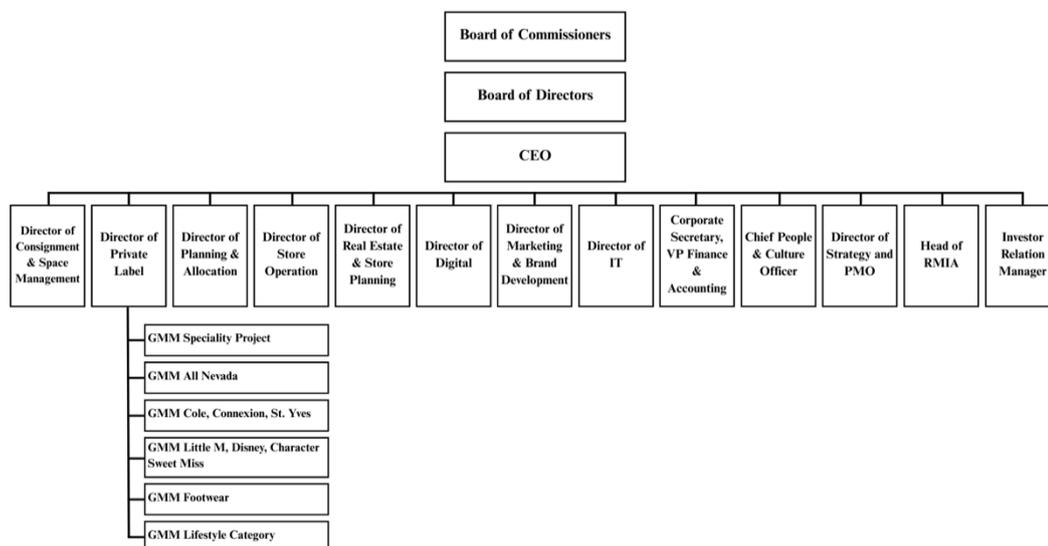


Figure 2. 2 Organizational Structure of PT Matahari Department Store Tbk

Source: Matahari.com, Annual Report 2024

2.4.1 Job Description

- 1) Board of Commissioners
 - a) President Commissioner, responsible to supervises and provides strategic direction to the company while ensuring regulatory compliance.
 - b) Commissioner, Advises the Board of Directors on company policies and strategies.
 - c) Independent Commissioner, responsible to ensures that company decisions remain objective and align with shareholder interests.
- 2) Board of Directors
 - a) President Director, responsible for the overall management of the company, including business strategy, operations, and target achievement.

- b) Vice President Director, supports the President Director and oversees specific functions within the company.
 - c) Independent Director, provides an independent perspective in strategic decision-making.
- 3) Chief Executive Officer (CEO)
- Responsible to leads the company's daily operations, implements business strategies, and ensures organizational goals are met.
- 4) Directorates
- a) Director of Consignment & Space Management, responsible to manages consignment partnerships and optimizes store space to maximize revenue.
 - b) Director of Private Label, oversees the development and marketing of private label products to enhance competitiveness.
 - c) Planning & Allocation Director, plans inventory and product allocation across stores to meet market demand.
 - d) Store Operation Director, manages store operations, ensures optimal customer service, and achieves sales targets.
 - e) Real Estate & Store Planning Director, handles property development and store expansion planning to support business growth.
 - f) Director of Digital, leads digital strategy, including e-commerce, digital marketing, and technology transformation.
 - g) Marketing & Brand Development Director, develops marketing and branding strategies to enhance company image and attract customers.

- h) IT Director, manages the company's IT infrastructure and supports digital transformation.
- i) Corporate Secretary, VP Finance & Accounting, oversees corporate administration, financial reporting, and regulatory compliance.
- j) Chief People & Culture Officer, manages human resources and fosters a positive company culture.
- k) Director of Strategy & PMO (Project Management Office), develops long-term business strategies and oversees key strategic projects.
- l) Head of RMA (Risk Management and Audit), ensures effective risk management and conducts internal audits to maintain operational integrity.
- m) Investor Relations Manager, maintains relationships with investors, providing financial reports and business updates transparently.

2.5 Products

2.5.1 PT Matahari Department Store Tbk Products

- a) Women's Clothing. Dresses, blouses, skirts, pants, outerwear, jackets, formal wear, casual wear, and party outfits.
- b) Men's Clothing. Shirts, t-shirts, jeans, jackets, formal wear, casual wear, and accessories such as ties, hats, and belts.
- c) Children's Clothing. Apparel for babies, toddlers, and kids.
- d) Shoes & Accessories. Sneakers, boots, sandals, formal shoes, bags, wallets, sunglasses, jewelry, watches, and belts.
- e) Beauty & Personal Care Products. Foundation, lipstick, eyeshadow, skincare, and perfume.

- f) Home Essentials. Towels, bed sheets, suitcases, and other household items.

2.5.2 Matahari Department Store Tbk Services

- a) Loyalty Program (Matahari Rewards). Members earn points for every purchase they make.
- b) Digital Payment & Transactions. Matahari accepts cash, debit/credit cards, e-wallets (OVO, GoPay), and QRIS.
- c) Online Shopping. Customers can shop through Matahari's online platform on Shopee.
- d) Gift Card & Voucher Services. Matahari offers gift cards and shopping vouchers redeemable at all branches.
- e) Discounts & Promotions. Regular sales like Mid-Year Sale, End of Season Sale, and special holiday promotions.
- f) Gift Wrapping Service. Complimentary gift-wrapping service for customers purchasing gifts.

2.6 Shopee Overview

Shopee Indonesia is one of the leading e-commerce platforms in the country and a subsidiary of Sea Group, headquartered in Singapore. Launched in 2015, Shopee Indonesia quickly gained traction by offering a mobile-first, user-friendly shopping experience supported by integrated logistics and digital payment solutions. The platform caters to a wide range of Indonesian consumers, from urban millennials to suburban families, by combining convenience, affordability, and accessibility.

Shopee Indonesia differentiates itself through several key features such as flash sales, free shipping programs, cashback vouchers, Shopee Live (for live

product demonstrations), and ShopeePay (a digital wallet system). These features are designed to stimulate consumer engagement and encourage frequent transactions. Moreover, Shopee collaborates with both local micro-entrepreneurs and established retail brands to create a diverse and competitive online marketplace.

In recent years, Shopee Indonesia has solidified its position as a market leader in the country's rapidly growing digital economy. According to several industry reports, it consistently ranks among the top e-commerce platforms in terms of monthly active users, website visits, and total transaction volume.

2.6.1 Shopee Product Categories

Shopee Indonesia organizes its online marketplace into various product categories to simplify customer navigation and improve the shopping experience. The main categories include:

- a) Fashion: Includes men's and women's clothing, Muslim fashion, accessories, shoes, and bags.
- b) Health & Beauty: Covers skincare, cosmetics, supplements, personal hygiene, and wellness products.
- c) Home & Living: Encompasses furniture, kitchen tools, home décor, cleaning supplies, and household goods.
- d) Electronics: Consists of gadgets, smartphones, computers, cameras, and electronic accessories.
- e) Mother & Baby: Includes baby clothing, baby food, toys, and childcare products.
- f) Groceries & Pets: Features food and beverage items, daily necessities, and pet supplies.

- g) Sports & Outdoor: Contains sportswear, exercise equipment, and outdoor recreational gear.
- h) Automotive: Provides motorcycle and car accessories, spare parts, and maintenance tools.
- i) Hobbies & Collections: Covers musical instruments, collectibles, games, and books.
- j) Shopee Mall: A dedicated space for official brand stores and well-known retailers that offer guaranteed original products, official warranties, and better after-sales services.

2.6.2 Position of PT Matahari Department Store Tbk on Shopee Indonesia

PT Matahari Department Store Tbk is one of Indonesia's largest and most established retail companies, traditionally operating brick-and-mortar department stores across the nation. As part of its digital transformation strategy, Matahari has expanded its operations into the e-commerce space by launching an official store on Shopee Mall, which is Shopee Indonesia's premium category for authentic and trusted brands.

On Shopee Indonesia, Matahari is primarily positioned within the Fashion category. It offers a wide range of men's, women's, and children's clothing, including casual wear, workwear, Muslim fashion, and seasonal apparel. Matahari's product offerings also span across footwear, bags, and fashion accessories, allowing the brand to serve a wide demographic from young adults to working professionals and families.

As an official brand on Shopee Mall, Matahari benefits from increased consumer trust, higher visibility during major sale events (such as 9.9, 11.11,

12.12, and Ramadan campaigns), and access to platform-exclusive promotional tools. These features help Matahari remain competitive in the digital retail space while leveraging its long-standing brand equity to build customer loyalty online.

In addition to its presence in the Fashion category, Matahari also offers select products that align with the Home & Living and Beauty categories, such as household essentials and personal care items. This cross-category strategy allows Matahari to diversify its product range and meet evolving consumer needs in Indonesia's dynamic e-commerce market.

In summary, Matahari's integration into Shopee Indonesia specifically under the Shopee Mall umbrella and Fashion category reflects its commitment to adapting to digital consumer behavior. Through Shopee, Matahari continues to grow its online presence, attract new customer segments, and reinforce its reputation as a trusted and accessible fashion retailer in Indonesia's competitive retail landscape.

2.7 Respondents Characteristics

This study outlines the respondents' characteristics to provide insights into their background in relation to the research topic. The respondents were chosen based on specific criteria, including being at least 17 years old and domiciled in Semarang, actively using Shopee E-Commerce, having purchased PT Matahari Department Store Tbk products on Shopee at least three times, having interacted

with PT Matahari Department Store Tbk through Shopee chat, and willingly agreeing to fill out the questionnaire for research purposes.

This study involved 100 respondents who completed the questionnaire entirely online via Google Forms, distributed by the researcher. Respondents used a Likert scale to rate the questionnaire items and provided reasons for their scores. The characteristics of the respondents were classified based on age, gender, marital status, last education level, type of occupation, income, expenses, duration of using Shopee E-Commerce, products purchased via Shopee, and how they found out about Matahari products.

2.7.1 Respondent Characteristics Based on Age

The respondents in this study were required to be at least 17 years old. Demographic data according (Arifin et al., 2024) shows that the majority of active Shopee users are within the age range of 20–24 years (24%) and 25–29 years (23%). Although there are users aged 15–19 years, their proportion is smaller, at around 7%. This indicates that users aged 17 and above are more likely to have sufficient online shopping experience to provide relevant assessments of perceived value, customer satisfaction, and repurchase intention. The following table presents the distribution of respondents based on the predetermined age range:

Table 2. 1 Respondent Age

No.	Age Range (Years)	Frequency (People)	Percentage (%)
1.	17-23	52	52
2.	24-30	32	32
3.	31-37	9	9
4.	> 38	7	7
Total		100	100

Source: Data Primary Processed, 2025

Table 2.1 shows that most respondents in this study are between 17-23 years old (52%) and 24-30 years old (32%), indicating that the majority are young adults. A smaller group of respondents are aged 31-37 years (9%), while only 1% are 38 years or older. This distribution suggests that Matahari's customers on Shopee are primarily younger consumers who are active in online shopping

2.7.2 Respondent Characteristics Based on Gender

The respondent characteristics based on gender are divided into two categories female and male. The table presenting the respondent data based on gender is as follows:

Table 2. 2 Respondent Gender

No.	Gender	Frequency (People)	Percentage (%)
1.	Female	70	70
2.	Male	30	30
Total		100	100

Source: Data Primary Processed, 2025

Table 2.2 shows that most of the respondents in this study are female, making up 70% of the total 100 respondents. Meanwhile, male respondents make up 30% of the total.

2.7.3 Respondent Characteristic Based on Residential Area

The respondents' characteristics based on their residential areas are divided into five regions in Semarang City. The table below presents the respondent data according to residential area:

Table 2. 3 Respondent Residential Area

No.	Residential Area	Frequency (People)	Percentage (%)
1.	Central Semarang	42	42
2.	East Semarang	14	14
3.	South Semarang	18	18
4.	West Semarang	16	16
5.	North Semarang	10	10
Total		100	100

Source: Data Primary Processed, 2025

Table 2.3 shows that most respondents reside in Central Semarang, accounting for 42% of the total. This is followed by South Semarang with 18%, West Semarang with 16%, East Semarang with 14%, and North Semarang with 10%.

2.7.4 Respondent Characteristics Based on Marital Status

The respondents' characteristics based on marital status are divided into two categories, single and married. The table below presents the respondent data.

Table 2. 4 Respondent Marital Status

No.	Marital Status	Frequency (People)	Percentage (%)
1.	Single	77	77
2.	Married	23	23
Total		100	100

Source: Data Primary Processed, 2025

Table 2.4 shows that most respondents are single, making up 77% of the total. Meanwhile, the remaining 23% of respondents are married.

2.7.5 Respondent Characteristics Based on Last Education Level

The respondents in this study are categorized into five education levels: elementary school (SD), junior high school (SMP), senior high school/vocational school (SMA/SMK), diploma (D3), and bachelor's/master's/doctoral degree (S1/S2/S3). The table below presents the data on respondents based on their last completed education:

Table 2. 5 Respondent Last Education Level

No.	Last Education Level	Frequency (People)	Percentage (%)
1.	Elementary School (SD)	0	0
2.	Junior High School (SMP)	0	0
3.	Senior High School/Vocational School (SMA/SMK)	25	25
4.	Diploma (D3)	10	10
5.	Bachelor's/Master's/Doctoral Degree (S1/S2/S3)	65	65
Total		100	100

Source: Data Primary Processed, 2025

Table 2.5 shows that most respondents in this study have completed bachelor's/master's/doctoral degrees (S1/S2/S3) making up 65% of the total 100 respondents. The second-largest group consists of those with a Senior High School/Vocational School (SMA/SMK), accounting for 25%. Meanwhile, the minority of respondents have a diploma (D3), with only 10%. This distribution indicates that the majority of respondents have a relatively high level of education, which can influence consumer behavior, including preferences and repurchase intention for PT Matahari Department Store Tbk products on Shopee.

2.7.6 Respondent Characteristics Based on Type of Occupation

The respondents in this study have diverse occupations. There are five main categories of jobs, representing the primary activities individuals engage in to meet their daily needs. The following table presents respondent data based on their occupation:

Table 2. 6 Respondent Occupation

No.	Occupation	Frequency (People)	Percentage (%)
1.	Private Sector	21	21
2.	Students/College Student	46	46
3.	Government Employees	25	25
4.	Entrepreneurs	7	7
5.	Housewife	1	1
Total		100	100

Source: Data Primary Processed, 2025

Table 2.6 shows that most respondents in this study are students or college students, making up 46% of the total 100 respondents. The second-largest group is government employees (PNS) at 25%, followed by Private Sector/Private Employees at 21%. Entrepreneurs make up 7%, while Housewife have the smallest percentage at 1%. Students in this category are at least 17 years old and currently studying in high school or college, meeting the research criteria. This distribution suggests that most respondents are students and government employees, who may have specific preferences when buying and repurchasing PT Matahari Department Store Tbk products on Shopee.

2.7.7 Respondent Characteristics Based on Income

The respondent characteristics based on monthly income are divided into four income ranges. The income level is used to determine the amount of income received by respondents each month. The following table shows the distribution of respondents based on their monthly income:

Table 2. 7 Respondent Monthly Income

No.	Monthly Income	Frequency (People)	Percentage (%)
1.	≤ Rp1.500.000	11	11
2.	Rp1.500.001 – Rp3.000.000	27	27
3.	Rp3.000.001 – Rp5.000.000	40	40
4.	> Rp5.000.001	22	22
Total		100	100

Source: Data Primary Processed, 2025

Table 2.7 shows that most respondents earn between Rp3.000.001 and Rp5.000.000 making up 40% of the total. The second largest group earns between Rp1.500.001 and Rp3.000.000 with 27%. The income group earning > Rp5.000.001 is 22%, while those earning ≤ Rp1.500.000 make up 11%. This distribution shows that most respondents fall into the income ranges of Rp3.000.001 – Rp5.000.000 and Rp1.500.001 – Rp3.000.000. Income levels can affect consumers' ability and willingness to make repeat purchases.

2.7.8 Respondent Characteristics Based on Expenses

The characteristics of respondents based on their monthly expenses are divided into four ranges of expenditure. Expenses are defined as the amount of money spent by respondents to meet their daily needs within a one-month period. The table below shows the distribution of respondents based on their monthly expenses:

Table 2. 8 Respondent Monthly Expenses

No.	Monthly Expenses	Frequency (People)	Percentage (%)
1.	≤ Rp1.500.000	34	34
2.	Rp1.500.001 – Rp3.000.000	50	50
3.	Rp3.000.001 – Rp5.000.000	11	11
4.	> Rp5.000.001	5	5
Total		100	100

Source: Data Primary Processed, 2025

Table 2.8 shows that most respondents, 50%, spend between Rp1.500.001 and Rp3.000.000 each month. This is followed by 34% of respondents who spend \leq Rp1.500.000. Another 11% spend between Rp3.000.001 and Rp5.000.000, and 5% spend more than Rp5.000.001. This shows that most respondents fall into the spending range of Rp1.500.001 to Rp3.000.000. How much people spend can affect their ability and likelihood to buy again.

2.7.9 Respondent Characteristics Based on Duration of Using Shopee E-commerce

The next characteristic of respondents is divided based on the duration of using the Shopee e-commerce platform. This question was asked to determine how long respondents have been using Shopee to reflect their loyalty and experience in purchasing products on Shopee. The distribution data of respondents is as follows:

Table 2. 9 Respondent User Duration on Shopee

No.	User Duration on Shopee	Frequency (People)	Percentage (%)
1.	< 1 Year	6	6
2.	1-3 Years	18	18
3.	> 3 Years	76	76
Total		100	100

Source: Data Primary Processed, 2025

Table 2.9 shows that the majority of respondents have been using Shopee e-commerce for 1-3 years, with a percentage of 18%. The second highest group consists of respondents who have been using Shopee for more than 3 years, with a percentage of 76%. Meanwhile, the next group includes respondents who have been using Shopee for less than 1 year, with a percentage of 6%. This distribution indicates that most respondents have used Shopee for a period of 1-3 years. The

duration of using Shopee e-commerce can influence the relevance of their experience in purchasing products on Shopee.

2.7.10 Respondent Characteristics Based on Products Purchased on Shopee

The next respondent characteristic is categorized based on the products from PT Matahari Department Store Tbk purchased through Shopee. There are 6 product categories from PT Matahari Department Store that can be purchased via Shopee.

The distribution data is presented in Table 2.9 as follows:

Table 2. 10 Respondent Products Purchased on Shopee

No.	Products Purchased	Frequency (Products)	Percentage (%)
1.	Kid Collection	20	11
2.	Male Collection	26	14
3.	Female Collection	68	37
4.	Footwear Collection	63	34
5.	Beauty Products Collection	5	3
6.	Bags & Accessories Collection	4	2
Total		186	100

Source: Data Primary Processed, 2025

Table 2.10 shows that most respondents purchased more than one product category from PT Matahari Department Store Tbk on Shopee. Among the total product selections, the Female Collection was the most popular, making up 37% of all items purchased, followed closely by the Footwear Collection at 34%. The Male Collection accounted for 14% of total purchases, while the Kid Collection followed with 11%. Beauty Products and Bags & Accessories were the least selected, comprising only 3% and 2% respectively. This distribution indicates a strong preference among customers for fashion and footwear items, with a tendency to shop across multiple categories rather than limiting their purchase to a single product type.

2.7.11 Respondent Characteristics Based on Source of Awareness About Matahari Products

The final respondent characteristic is categorized based on how they found out about Matahari products. There are several ways respondents discovered Matahari products before purchasing them on Shopee. The distribution data is presented in Table 2.10 as follows:

Table 2. 11 Respondent Source of Awareness About Matahari Products

No.	Source of Awareness	Frequency (People)	Percentage (%)
1.	Social Media	6	6
2.	E-Commerce Platform	28	28
3.	Recommendations from Friends or Family	27	27
4.	Offline Ads	31	31
5.	Online Ads	8	8
Total		100	100

Source: Data Primary Processed, 2025

Table 2.10 shows that most respondents found out about Matahari products through Offline Ads (like billboards and brochures), with 31%. The second most common source is E-Commerce Platforms at 28%, followed by Recommendations from Friends or Family at 27%. Online Ads (TV, Internet) account for 8%, while Social Media (Instagram, Facebook, TikTok, etc.) is the least common at 6%. This shows that traditional ads and online shopping platforms are the main ways people learn about Matahari products.