

Digital Car Showroom Business Strategy in the Automotive Industry: Its Impact on Consumer Behavior in PT. Carro Indonesia

Muhammad Fahmi Fahrurrodzi^{1*}, Raden Aswin Rahadi²

Institut Teknologi Bandung, Indonesia

Email: muhammad_fahrurrodzi@sbm-itb.ac.id^{1*}, aswin.rahadi@sbm-itb.ac.id²

*Correspondence

ABSTRACT

Keywords: digital car showroom, adoption factors, hierarchical process analytics, business strategy, online services.

This study aims to identify consumer behavior towards the development of business models carried out by showrooms and dealers, especially Carro Indonesia which is based on digital startups, and create a strategic position to gain a competitive advantage in the car buying and selling industry. To analyze the environmental factors of this business externally using PESTEL and Porter's 5 strengths, then internal analysis through VRIO and SWOT. This research method uses qualitative and quantitative methods, with data collection conducted online and offline, using in-depth interviews and questionnaires. Data analysis was conducted using content analysis and Analytical Hierarchy (AHP) survey process. As for determining critical adoption factors for consumer behavior in buying a car by doing 4 criteria and 15 sub-criteria. AHP is a methodical framework that establishes a hierarchical structure with interdependent layers, analyzes the weights of various aspects, and evaluates potential actions with regard to existing structures. AHP has been used to prevent contradictory situations in research. As a result, interview data must be presented in quantitative form, i.e. how AHP ensures consistency of its findings because statements in qualitative interviews can be weighted. Then from the results of this study, each stakeholder can use this research as a basis for decision making to determine the company's steps to increase the level of adoption of services that are used as company products that are in accordance with the car buying and selling market.



Introduction

Motorized vehicles are one of the things that cannot be separated from community activities in a country (Samson, Mehta, & Chandani, 2014). Especially in Indonesia, Personal transportation is a basic need for everyone who has activities outside the home, not only for flexibility in using it but also for comfort and safety in traveling compared to

public transportation (Veza & Hernuning, 2020). The number of vehicle owners in each region of the country also changes over time. The number increases every day in several areas. The continued emergence of new products the national automotive market offers supports this. Based on vehicle data per island published on the page korlantas.polri.go.id, Tuesday (4/10/2022), total vehicle ownership in Indonesia is 150,786,747 units, including private car users with a total of 20,099,273 units and motorbikes being The type of vehicle most widely used by Indonesian people with a user figure of 123,377,429 units (Cymbidiana, 2012).

Private vehicles are still the prima donna in carrying out the activities of Indonesian society, especially in big cities like Jakarta (Zolkifly, Yusof, & Baharom, 2017). Private transportation mobility in Jakarta is very high because public transportation is still unable to cover several areas, and its quality still needs to be improved. This is reflected in BPS data, which shows that private transportation users in Jakarta continue to increase every year.

Jenis Kendaraan	Jumlah Kendaraan Bermotor Menurut Jenis Kendaraan (unit) di Provinsi DKI Jakarta		
	2019	2020	2021
Mobil Penumpang	3 310 426	3 365 467	4 111 231
Bus	34 905	35 266	-
Truk	669 724	679 708	785 600
Sepeda Motor	15 868 191	16 141 380	16 519 197
Jumlah	19 883 246	20 221 821	21 758 695

Sumber : Ditlantas Polda Metro Jaya :Data Bus Tahun 2021 sedang dikonfirmasi

Figure I
Data on private transportation users in Jakarta (Source: DKI Jakarta Central Statistics Agency, 2022)

This data explains the growth of private transportation, primarily cars, in DKI Jakarta, which has increased significantly from 2019 to 2021, around 800,000 units (Qazzafi, 2019). This indicates that cars have become part of the commodities Indonesian people need, especially Jakarta people, for their activities. Even though several regulations have been designed to suppress the rapid growth of private vehicles, the data shows that it continues to increase (Iswandi, Siwi, & Lianto, 2022).

The increase in private vehicle growth data in Indonesia can always be connected to the contribution of the national automotive market, which continues to encourage the movement of the automotive business in Indonesia. Both new and used cars are among the objects that turn the wheels of the national automotive business (Widitya, Yuwono, & Saleh, 2024). Moreover, with today's sophistication, many entrepreneurs in this field have modified their marketing methods to stimulate their business. One example is by adopting an online system (Saragi, Harianja, Purba, Khaira, & Siregar, 2024).

Online shops have been busy lately due to the rise of marketplace startups such as Shopee, Tokopedia, and Bukalapak in the Indonesian needs market. However, this online shop is not only used by retailers in the fashion and F&B sectors. At this time, many entrepreneurs in the automotive sector have started to convert their business to online.

For example, several conventional car showrooms have started to shift the way they sell their cars online, and recently, there have even been digital car showrooms, one of which is Carro.id or Carro Indonesia, which is startup-based car buying and selling. They have a showroom, marketplace, and mobile apps/web to market new and second-hand cars according to their preferences (Mariati, Wahyuni, & Wirayuda, 2023). This provides comfort and security for customers in choosing their dream car with a complete package without spending time going around conventional dealers.

With the shifting market that occurs when buying a car using the conventional method, especially visiting showrooms and dealers directly through self-check, now with just one hand and the car already on the spot, it can change consumer preferences in choosing a car because they get easier access to information about the destination car. This change can change consumer purchasing habits and influence the number of car purchases in Indonesia.

As a newcomer to the Indonesian automotive industry with a new business model, digital car showrooms like Carro must adapt to existing potential, maximize the business model, and maintain their competitiveness. Competition in the automotive industry, especially cars in Indonesia, has been very tight in recent years, and digital business disruption must be used as momentum to better understand customer preferences and behavior to win the market.

Company Profile

Carro is an online car marketplace company in Southeast Asia designed to simplify car transactions using artificial intelligence technology. The company provides complete services for all aspects of car ownership and uses AI-powered technology to transform the buying and selling experience by offering a trustworthy and transparent experience. Carro challenges the traditional way of buying and selling cars through proprietary pricing algorithms and AI-powered capabilities.

They provide a wide range of services across the car ownership ecosystem, including in-house car financing solutions, innovative car insurance products, flexible car ownership experiences, and after-sales car maintenance, servicing, and repair services. Carro has pioneered innovative services such as Singapore's first contactless online car purchasing service, the first car rental subscription service, and behavior and usage-based car insurance solutions across the region.

Vision

"We aim to lead the automotive and mobility solutions market by providing better experiences, democratizing information, and advancing the automotive industry."

Mission

"To be the marketplace of choice for all automotive needs, providing customers with a trustworthy alternative for increased mobility. We will catalyze change in the automotive ecosystem by driving higher standards, reshaping the industry with our solutions, and empowering everyone with the experience they deserve."

The digital era has brought many changes to the business world, including online-based businesses. The online business model is one of the fastest-growing forms of

business in the current digital era, especially after Covid-19. COVID-19 has affected the way people carry out transactions, including online transactions. This has become commonplace because there are many benefits to digitizing businesses. Following the pandemic, online sales increased significantly and are expected to continue to increase. This is caused by changes in consumer behavior, such as those who prefer to shop and do business online to save time. The pandemic has triggered faster development of e-commerce technology.

In the post-COVID-19 era, e-commerce technology is expected to continue to develop and present innovations that can facilitate and improve the online shopping experience, and the same applies to the automotive sector (Latif & Hasbi, 2021). Online car sales continue to grow with technological advances and increasingly widespread internet access. The availability of easy-to-use services and safe and reliable transactions also influences the growth of online car sales. Data shows that in 2019, online car purchases only contributed 4% of the total. Meanwhile, in 2020, as of July, online car purchases had reached 43%. What is unique is that 71% of purchases were made via the official website, according to the data shared on that occasion. Meanwhile, 22% of car purchases were made via e-commerce (Detik Oto, 2020).

Research Methods

Data Collection

In research, data collection is crucial because it gathers evidence regarding the problem being studied to obtain information. The data collection process must be carried out correctly to use the results for future needs. A good data collection process also requires careful planning in order to achieve the desired results effectively and efficiently. This research will collect data using two methods: the qualitative method in the form of 1-on-1 in-depth interviews with 29 respondents and the qualitative method using questionnaires to determine the most critical factors for consumers in buying a car in a showroom or dealer. Then, secondary data will be collected using references from published scientific works such as books, papers, journals, and previous research.

Qualitative Approach

What has been mentioned above is that in-depth interviews will be conducted with correspondents using a one-on-one method in this research. In this interview, several stakeholders will need to be asked for information, such as car buying and selling entrepreneurs, consumers of dealers or showrooms, and car enthusiasts. And policymakers. General people will be asked for opinions and included in secondary data. The list of names of interview respondents is listed in Appendix Table A, and the list of questions asked is listed in Appendix B. The participants from this research correspondence were taken using the author's network and qualitative research sampling to obtain information to support this research.

In the questions asked for this research material, there are approximately ten open questions for correspondents to answer in one-on-one interviews to get all perspectives

on the research phenomena given. After each interview was completed, the transcript was quickly reviewed using content analysis and topic analysis.

Quantitative Approach

A quantitative approach is a research method that uses large numbers of numbers. Starting with data collection and ending with data analysis. Meanwhile, research techniques involve thoroughly examining all information to help discover patterns and relationships between various factors, as well as objective evaluation of concepts. In this case, several respondents were collected using a questionnaire distributed online. Then, filtering can be carried out from the collected data. This numerical data is in the form of user-selected adoption variables collected from qualitative data analysis and literature review. This strategy can help uncover patterns and relationships between various elements and test ideas objectively by applying factor calculations.

Research Methodology

This research approach involves collecting primary data directly, along with secondary data. To obtain in-depth information regarding people's habits in selling cars using digital methods in Indonesia, qualitative and quantitative research techniques were used, with in-depth interviews and questionnaires with each service provider as primary data. Secondary data will be collected using references from published works such as books, papers, journals, and previous research.

Research Design

In Indonesia, buying and selling cars online has become something new in recent years, with start-ups even emerging to manage sales of new and used cars to accommodate the automotive market in Indonesia. Therefore, this research aims to determine how consumers' buying habits keep up with the times. For example, in recent years, buying and selling cars still uses conventional methods, and now everything is online. Apart from that, to find facts about the development of the automotive business in Indonesia. The design of this research will be explained with a chart.

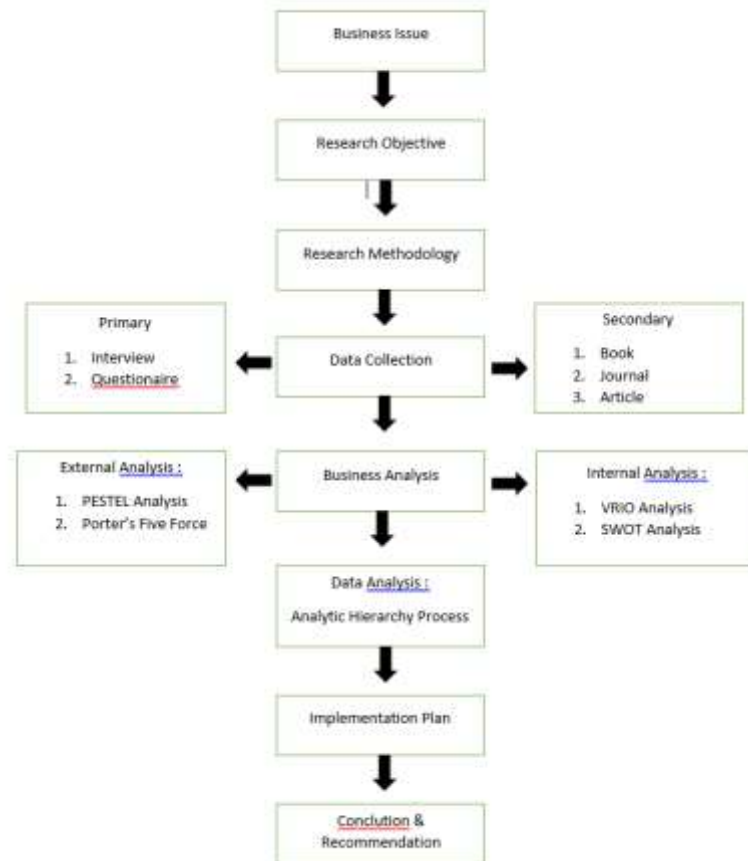


Figure 2 Research Design

Results and Discussion

Qualitative Data Analysis

To obtain information in the form of qualitative data about people's habits in buying cars, researchers interviewed several people who were considered to be representatives of the problems being researched in this project. The purpose of this sampling is to find out people's views on buying a car now, in addition to the widespread technological developments occurring in the world, especially in Indonesia. Appendix 1 displays the names in the list of respondents, then interviews were conducted online and offline with 12 questions that focused on the personal experiences of the respondents when deciding to buy a vehicle in the form of a car. The results of these interviews are then examined to create a summary of the findings based on the main conclusions from the user's perspective.

Question 1

Have you ever had an experience bought a vehicle by your self or accompanied a family member, relative or friend?

All respondents in this question answered that they had bought a car, whether for themselves, their family, relatives or the company where they worked

Question 2

What do you think about the car buying process in Indonesia with technological developments on internet platforms?

Most respondents answered this was an excellent step forward in buying a car. However, it must be seen from the consumer's perspective, even though the use of internet platforms in car purchasing is considered very good because it provides cost efficiency and diverse initial information, the provision of services and car buying and selling transactions entirely using internet-based technology has not yet received full enthusiasm from the public. Many people still use conventional methods, such as going directly to the showroom to inspect their car and make direct transactions, because the public still has relatively low trust in digital services, whether buying a new car or a used car.

Question 3

Does the existence of an advertising service provider support you in getting the vehicle you want? Can you give an example of an advertisement that influenced your decision to buy a car?

According to the findings obtained from interviews with respondents, service providers are critical in connecting sellers and buyers. With this service provider, it becomes a tool to help consumers provide an overview of the goods being sold. Advertisements are one of the media services providers provide, so they can be seen freely by people who need them.

The importance of advertising in influencing consumers in making decisions is providing detailed information about the condition of the vehicle, price and payment procedures according to consumer needs. Advertisements are also a comparison tool, especially on YouTube and other online platforms, to make it easier for consumers to compare one product with another, so they do not just focus on one item and have more options.

Question 4

Before you buy a car, would you prefer to look at car catalogs on the internet first or visit the showroom in person?

Currently, with the development of technology on the internet, it can be easily accessed by anyone using a cellphone, most people now start their car buying approach by looking at car catalogs on the internet as an efficient step to save time and money. This catalog is an initial consideration before choosing the car you want. Despite looking at online catalogs, the preference remains for inspections and direct visits to showrooms because more people still believe in coming and seeing the physical goods before making a transaction. After all, cars are not cheap, so people must be conscientious when buying them.

Question 5

What do you think about buying a car conventionally way (visiting the showroom in person)?

Most respondents answered that looking at catalogs or online platforms provides excellent and relevant initial information, but buying a car directly from the showroom has its own experience. Apart from the many offers provided for home service services,

direct service to the showroom will be more convenient because consumers can identify the car they want to buy. Then, they have the opportunity to consult directly with the seller and negotiate prices directly. This is still the best choice for automotive consumers in Indonesia despite the widespread provision of digital-based services.

Question 6

In your opinion, what factors are important in buying a car using the conventional method?

When considering purchasing a vehicle, the main factors that were considered necessary as answered by most respondents were the track record of the car seller or showroom as well as the owner, such as honesty in terms of product information such as the pluses and minuses of vehicles for used cars and reviews from many buyers. Apart from that, the price and quality of the vehicle are also crucial aspects to consider when buying a vehicle. The main factors in purchasing decisions are the certainty of the product displayed, such as the condition of the engine, the price as advertised, the appearance, and the features and technology available in the car. What is no less important is customer service, because buying a vehicle is not a cheap price, the customer's confidence in buying a car in a showroom is a determining factor in identifying how satisfied the customer is with the existing service.

Question 7

What do you think about the Digital Car Showrooms that are now starting to appear (such as OLX autos, Carro.id, Carsome etc.)?

The average opinion of the respondents is that the emergence of digital car showrooms is changing the automotive business landscape to be more inclusive, both from the selling and purchasing side, in line with current technological advances. Compared with consumers' opinions, having a digital car showroom can make it easier to get a car that suits the consumer's wishes. Apart from that, ease of access and openness of detailed vehicle information will be input for consumers when comparing and deciding to choose the car they want. Then, with digitalization like this, security and comfort, which affect efficiency, become a breakthrough that really pampers consumers when deciding to buy a vehicle.

Question 8

What do you think about online car buying services such as home service?

A platform or facility that is very efficient in pampering customers and potential buyers, providing added value through convenience and comfort. This efficiency benefits those with limited free time, allowing consumers to obtain service, negotiate, and ask questions in depth without having to go to the showroom.

Question 9

Which do you prefer, buying a car conventionally (coming to the showroom) or online (Online Service), Why?

Most respondents thought that, even though there is help from checking catalogs on online platforms in finding a suitable vehicle before buying, the low level of trust in online services such as home service means that most consumers still choose transactions

with offline services or conventional methods. This choice is based on the preference to come directly to the showroom, check the condition of the unit, and get detailed information directly. The decision between online or conventional transactions depends on the case and individual needs. However, better prices and quality online are attractive, but if you use conventional methods of offering a car that suits your needs, it can become a top priority.

Question 10

How do you see the difference between buying a car online and through a conventional showroom? In your opinion, what are the advantages and disadvantages of each method (home service and coming directly to the showroom)?

Buying a car online using a home service has several advantages, including convenience because it is delivered directly to the place we want and time efficiency. However, there are still challenges, namely limited direct interaction with sellers and limitations in trying other vehicle options. As for buying a vehicle conventionally at the showroom, there are many options and you can try many of the physical atmospheres of the vehicle directly so that you have a broad user experience.

Question 11

Can you explain your experience in buying a car? What factors are most important in your decision-making process to buy a car?

In this case, all respondents said that many points in car purchasing decisions were made after paying attention to the details of the vehicle to be purchased and comparing them with the set price. Factors that are taken into consideration include the suitability of the price to the condition and details of the unit, suitability of the specifications sought, the presence of many features on the car, bonuses, discounts, price negotiations, and the vehicle's physical condition. The purchase decision is then determined by the vehicle's condition, a price appropriate or lower than the market price, and the seller's trustworthiness/track record.

Question 12

Looking to the future, how do you envision the evolution of car buying and selling? What changes or improvements would you like to see?

The respondents' future hope as consumers is that the guarantee provided will become the minimum standard for all existing car showrooms so that consumer protection is guaranteed, whether buying a new car or a used car, because buying a vehicle requires quite a lot of money. Digital car showrooms are a good change for the automotive world because, along with technology development, offline showrooms should shift to business management to make it easier for consumers to find their dream car.

Quantitative Data Analysis

Respondents fill out a questionnaire and submit responses to each question. A list of responses and questions can be seen in Attachments 3 and 4. The respondents' questionnaire findings were then filtered in such a way. Of the 40 respondents who filled out the questionnaire, only 29 respondents had their data validated. The survey findings show that a person's behavior in buying a vehicle, in this case, is related to digital car

showrooms, which are becoming popular due to the development of mobile and application-based technology using an analytical hierarchy with four main criteria and 15 sub-criteria. After that, the results of quantitative data collection are displayed as follows:



Figure 3.

1 (Left) Respondent Profile by Sex

2 (Left) Respondent Profile by Sex

The majority of those filling out the questionnaire for this research, if seen from the data table shown in Figure IV.1, are men, 89% with a total of 26 people, considering that the focus of this research is dealing with the automotive world so that it is more familiar to men. Meanwhile, only three women were willing to fill out this questionnaire with a percentage of 10%. This research was distributed to respondents in several age segments, namely from age 20 to over 25. Considering that most Indonesian people at this age, on average, already have experience in buying a vehicle, either for themselves or for their family and relatives. If you look at the data results shown in Figure IV.2, of the 29 respondents who filled out the questionnaire, only 21% were aged 20-25 years, namely six people, and those over 25 years old filled the remaining 79%. The researchers aimed to take samples from 20-year-olds because they wanted to know the results of Gen Z people looking at the phenomenon in this research.



Figure 4

3 (Left) Respondent Profile by Domicile

4 (Right) Respondent Profile by Occupation

Next, domicile classification was done to determine the respondents' origin. The results of filling out the questionnaire show that on average 92% of the people participating in this research live in Jabodetabek, 4% outside Jabodetabek and the remaining 4% currently live outside Java. Then, to indicate that this research was properly

on target, the researchers focused only on people with jobs. Hence, people with jobs were more easily related to automotive matters. The occupation table above shows that most respondents are private employers with 57%, 21% civil servants, 11% teachers, 7% entrepreneurs, and the remaining 4% freelancers. Almost all those who work already have vehicles and use them as daily drivers, both for work and their family's personal matters. This has potential for the automotive market because private vehicles have become essential to support work and family needs.



Figure 5.
5 Respondent Profile by Automotive Stakeholder

In the automotive world, those who own vehicles only use the vehicle as part of their daily needs. However, in this study, table IV.5 shows the results of the 29 respondents who filled out the questionnaire, only around 72%, namely 20 people, bought a vehicle and only used it as a daily driver for their daily needs, and the remaining 17% bought a vehicle. Vehicles in the form of cars are only used as a hobby because they are interested in the automotive world. Apart from that, six respondents out of 29 people with a hobby in the automotive sector usually have a community and do not just make one or two transactions to buy and sell cars. Then, in Table IV.5, it is also shown that several respondents to this research have businesses in this sector, namely 11%. With the percentage figures shown, the comparison between entrepreneurs in this sector is still very far from those who need cars. Therefore, the automotive sector business is still very competitive.

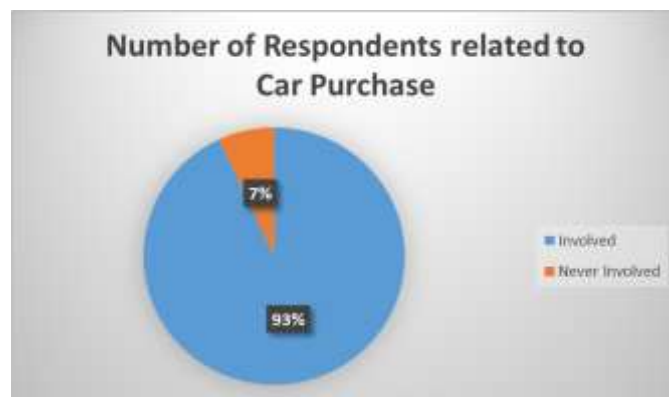


Figure 6.
6 Respondent Profile by Number of Respondents Related to Car Purchase

In this research, researchers need to know whether respondents who fill out this questionnaire when they own or buy a vehicle in the form of a car are involved or not in the initial purchase of a car and until the final process of car ownership. If you look at the data in Table IV.6 above, the average person who filled in for this research answered that they were involved in purchasing a car from the initial process of searching for a car that suits their wants and needs to the process of owning the car, so it can be seen that 93% of them were involved. Of 29 people who know the process. However, some are directly handed over to dealers or showrooms or trusted people to carry out the process from the start of purchasing a car to car ownership, this is recorded in the Table above at 7%.

Hierarchical Process Analysis

In this case, the researcher used AHP to identify the factors that influence consumer decisions to buy a car based on stakeholders' against existing criteria. In addition, the researcher found consumer preferences and understood market segmentation to create a business strategy suitable for companies in this industry.

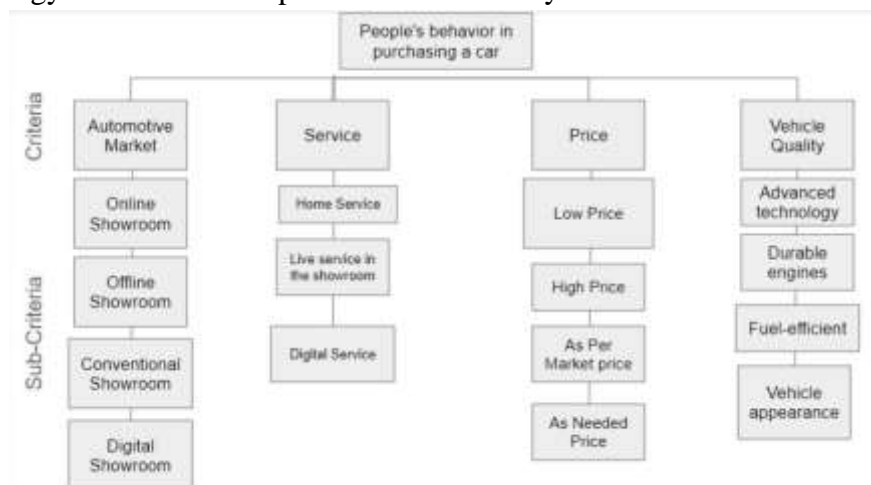


Figure 7
Analytical Hierarchy Process Model

Criteria: The limits set for each option viz

1. Automotive Market
2. Service
3. Price
4. Vehicle Quality

Sub-Criteria: The options available in this problem, in this case there are 15 sub-criteria that have been determined based on previously determined criteria, including:

Table 1
1 Sub-Criteria for Decision Making Factors

Sub-Criteria	Information
Sub-Criteria 1 (Automotive Market)	
1	Online Showroom
2	Offline Showroom
3	Conventional Showroom
4	Digital Showroom
Sub-Criteria 2 (Service)	
5	Home Service
6	Live Service in the Showroom (Live Service)
7	Digital Service
Sub-Criteria 3 (Price)	
8	Low Price
9	High Price
10	As Per Market Price (Market Price)
11	As Needed Price (Needed Price)
Sub-Kriteria 4 (Vehicle Quality)	
12	Advanced Technology (Advanced Tech)
13	Durable Engines
14	Fuel-Efficient
15	Vehicle Appearance

AHP data analysis was carried out using the Super Decision application on the highest average value taken. The next step is to create a hierarchical structure that begins with the aim of determining car purchasing factors according to the predetermined AHP model. The AHP structure designed with Super Decision software can be seen in the following figure.



Figure 8

12 Hierarchical Model in Superdecision Software

The results of calculating the hierarchy of components for each criterion and sub-criteria were obtained from the respondents' answers given in the questionnaire. This application uses the Superdecision algorithm as the basis for data processing. The numbers resulting from data processing are displayed by the software.

Business Solution

Business solutions are created using the 5W+1H process which includes examining the company's position and surrounding environment, conducting interviews with stakeholders, and identifying adoption factors using the AHP approach.

Table 2

Carro Indonesia Influencing Development Factors

Arena	Description
What	Focus on pre- and post-purchase vehicles with the development of the Digital Car Showroom, both website applications and social media. Improving service by adapting to current developments using conventional methods in showrooms, online service and home service.
Who	Generally people who have high mobility in activities, workers, students, parents, automotive enthusiasts, people who have businesses in the vehicle sector.
Where	Places that have high mobility for private vehicles, especially the cities of Jakarta, Bekasi, Tangerang, Bogor and Banten. As well as, metropolitan cities and economic support cities
When	1 Quarter of 2025
Why	<ol style="list-style-type: none"> 1. You can easily find your dream car, both new and used, according to your needs 2. You can get good service via home service, conventional service and online service 3. There are various guarantees provided to consumers so as to prevent consumer fear when buying a vehicle in the form of a car
How	Invest in technology, develop service in the showroom both conventionally, online and home service. Partnership with 3rd parties in car buying and selling matters, training employees, educating potential users and strengthening

relationships with stakeholders.

1. What Analysis

In this case, Carro Indonesia focuses on before and after purchasing a car, with changes in consumer behavior in purchasing an item, previously using the conventional method of coming directly to the car showroom, now using various methods, whether using online or home service. Therefore, Carro Indonesia tries to meet consumer needs by providing these three methods. As for the conventional method, this showroom provides dealers in several city branches, so consumers can easily visit and get user experience directly at the showroom. Meanwhile, with online services, consumers can easily find their dream car before buying a car by searching on mobile applications, websites, or social media. Apart from that, you can interact directly and easily using several platforms provided by Carro Indonesia. Then, with online service, consumers can choose to get their car by coming to the showroom or with home service through the Carro Indonesia virtual transaction, which is delivered directly to their doorstep.

The innovation developed by Carro Indonesia to meet consumers' needs in getting the perfect dream car is a commitment to becoming a company ranked at the top of the automotive industry.

2. Who Analysis

Basically, the automotive market can be accessed easily by everyone with various backgrounds, because vehicles have now become a priority for most people. However, most of the target markets reached by car showrooms according to this research are:

a. Family

The family factor is one of the main reasons why people buy a private vehicle in the form of a car, the reason is that if there is high mobility it becomes very crucial for the comfort and safety of family members.

b. Employee

It has become very common for workers to have a private vehicle, a car, because it is not only a tool for daily mobility but can also become a social status among their environment. Apart from that, having a private vehicle in the form of a car can be a factor in making work time efficient when the intensity is high

c. Automotive enthusiast

The most interesting thing is people whose hobbies are in the automotive circle. Because of their interest and love for automotive, they can get several benefits such as community and networking, investment and collection, technology export and innovation, the last thing is something that is often done by people who have a hobby in this sector, especially modification and customization.

d. Entrepreneur in the field of buying and selling cars

Entrepreneurs in this sector clearly need a lot of cars, because cars are the merchandise they sell.

4. Where Analysis

The focus of this vehicle business is usually in densely populated cities with high intensity, metropolitan cities and economic buffer cities such as JABODETABEK. Because having lots of vehicles there can move the wheels of the economy quickly. If you look at it now, villages have also become a focus for the development of the automotive business, but with different vehicle segmentation compared to cities.

5. When Analysis

This can be immediately formulated and formalized in the first quarter of 2025, because there is still a lot that needs to be improved to become a perfect digital car showroom amidst the onslaught of various technological developments and competitors. The target at this time becomes capital so that things that are lacking in this company can be developed even better to increase the market which still has many opportunities in Indonesia.

6. Why Analysis

In its development to become a sustainable digital car showroom, this research provides the best solution for showrooms based on several criteria using AHP. If we look at this research, the initial basis is consumers' assessment of current buying and selling developments. Therefore, this is an important note for the progress of digital car showrooms in Indonesia with very large market segmentation and many potential consumer opportunities.

The development of technology is the basis for consumers to get information according to their needs. Therefore, they want to easily find their dream car, both new and used, according to their needs. Apart from that, you can get good service using conventional service, home service and online service. Then you get various kinds of guarantees provided to consumers, thus preventing consumer fear when buying a vehicle in the form of a car.

7. How Analysis

If Carro Indonesia wants to become a digital car show that is sustainable in Indonesia and gets a large market, there are several ways, especially

a. Invest in technology

Because Carro Indonesia is based on digital showroom methods, they should invest in technology both internally and externally so that what they serve to customers is delivered well.

b. Service development

This research focuses on the role of consumers in buying and selling cars, therefore service is very crucial in getting consumers, both conventionally and online.

c. Partnership with 3rd parties in car buying and selling matters

To be able to strengthen the network in getting consumers in all segments, these alternatives can be tried, such as verification from a well-known inspector, making one of the automotive influencers a brand ambassador and embracing the automotive community.

- d. Training employees, educating potential users and strengthening relationships with stakeholders are the things that are least taken seriously in a large company. In fact, if the ecosystem has good basic things, then everything will be good too.

Vehicle Quality Preference

Nowadays, many cars have various advantages. However, in this research, most of the respondents, who are consumers who already own cars, prefer cars with quality technology that meets their needs. We know that the higher the quality of the car you get, the higher the price. Factors that consumers choose to use in cars with sophisticated technology include excellent safety when driving. Besides that, comfort is an essential factor in choosing a car.

Then, fuel efficiency is most taken into account because this specification indicates whether consumers are interested in a car whose fuel does not meet their needs. The last thing is that if you choose a car with advanced technological quality, the resale price will not fall too low because the technology will still be used well in the future.

Implementation Plan

In this sub-chapter, the recommended implementation plan is outlined so that Carro Indonesia can implement it according to the adoption factors, data analysis, and business solutions that have been found. This aims to carry out a business strategy that can enable the company to continue running well. The following is a business implementation plan.

Action Plan	PIC	2024				2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify Chance Markets for Business	BoM								
Developing marketing strategy that focuses on costumer behavior	CMO								
Integrate marketing campaigns to create a brand image in the society	CMO								
Concentrate and develop On online, conventional and home services as a digital car showroom	CMO								
Cooperation with automotive community	CEO								
Build Strategic Partnership with automotive brand	CEO								
Developing Platform for Data integration and Services	CMO								

Training and Competency Development of Carro Indonesia Workers	HR
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Drive innovation and seek ways to improve operational efficiency as a digital car showroom	COO
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Notes:
BoM : Board of Management
CEO : Chief Executive Officer
CMO : Chief Marketing Officer
COO : Chief Operating Officer
HR : Human Resource

Conclusion

From this research, findings indicate future business strategies for digital car showrooms such as Carro Indonesia. This requires a dynamic business strategy in accordance with the research questions and objectives of this research. Based on the analysis in the previous chapters, the main conclusions can be stated as follows:

Research Question 1: What is the situation of the car buying and selling business in Indonesia?

The buying and selling business situation is developing very rapidly, especially with the existence of technology in the form of an online base, which gives consumers the space to buy anything efficiently. Starting from the COVID-19 pandemic, buying and selling using the digital market began to spread. This has also impacted car sales, many consumers and business actors in this field have innovated to shift their business models to digital, starting from social media, web, mobile applications, and buying and selling platforms.

This is, to achieve continuity between sellers and buyers in this business line. Currently, factors that influence the car buying and selling business are growing rapidly, including the rapid dissemination of information, government policies, changes in lifestyle, and digitalization.

What is the behavior of car consumers in Indonesia with the current advances in buying and selling technology?

With several changes to the progress of buying and selling cars, it is becoming easier for consumers to access the automotive world because the openness of information makes them educated about this matter. Apart from that, efficiency in finding and getting a car is also more accessible, safer and more comfortable. Technological innovation from entrepreneurs in the automotive sector is increasingly widespread because it aims to attract target consumers. Then, with the various service products provided by business actors, such as conventional, home, and digital services in this business line, consumers have more choices when looking for their dream car.

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