

# The Influence Of E-Commerce Toward Internal Factors Of Startup Business Success (Case In Indonesia)

Fivi Rahmatus Sofiyah, Yulinda, Iskandar Muda

**Abstract:** This research aims to find out the influence of e-commerce illustrated through business expansion, sales volume, and promotion media, either directly or indirectly, toward startup business success in Medan, Indonesia. This research is causal and associative research. The sample is collected using purposive sampling technique, taking the research sample based on certain criteria. The samples of this research are owners of startup business located in Medan, Indonesia. Analysis method used is multiple linear regression analysis and path analysis. The primary data is collected by distributing questionnaires and interviewing respondents, while the secondary data is collected using literary review. The research result will provide a description of the influence of e-commerce, either directly or indirectly, toward startup business success in Medan.

**Keyword:** e-commerce, startup business success.

## 1. INTRODUCTION

Nowadays, business world is increasingly diverse and competitive, and the development rate is very unpredictable, so the right strategy will be the main key for a company to be able to compete and to survive. The development of internet results in many things, one of them is online shopping for products or service. Online shopping becomes an alternative for buying goods or service. Online sales have been developed well in terms of service, effectiveness, security, and popularity (Laohapensang, 2009). Currently, buying and selling transactions through network or by online has grown rapidly. According to World Bank record on Indonesia population in 2013, the number of internet users in Indonesia reaches up to 249.9 million. Based on the report from the Ministry of Communication and Information in 2014, the development of e-commerce reaches up to 82 million or equals to the eighth position in the world. Indonesia becomes one of the developing countries with the biggest potential of "E-commerce" in the world besides China, India, Brazil, and Russia (Lestari, 2017). Electronic Commerce or hereinafter referred to as e-commerce is a new concept that can be described as a process of buying and selling products or service on world wide web (www) internet or a process of buying and selling or exchanging product, service, or information through information network, including internet. Applying e-commerce is one of the important factors to support business success. Business success is a process of developing quantity from the company's dimension. Some indicators of business success are related to the increase in capital, the number of production, the number of customers, business expansion, marketing area expansion, physical facilities maintenance, and business income (Dwi, 2003). The use of information technology in running business or commonly called as e-commerce, for companies, can support flexibility in

production, sending and receiving order quickly and economically, and fast transaction without paper. The use of internet enables businessmen to perform marketing with global market target, so it opens the opportunity to reach export market. In today's digital era, a lot of startups begin to appear. However, from most of the companies or organizations developing startup in Indonesia, only few of them are able to survive and to be successful in gaining profit. Why can a startup build its business successfully while other startups fail and give up? Some reasons of the failure are the absence of the right customers, being unable to find the right business model, high competition level, high funding needs, less-solid team, poor business idea, inappropriate timing, and soon (Jaya et al., 2017). Startup is an organization designed to find out a new business model to gain high profit (Blank, 2014). However, many startups fail; based on the record of forbes.com site, 90% of startup in the world fail (Forbes.com, 2015). There are many reasons why those startups fail, and some of them are incorrect prediction of market need, internal conflict, running out of funds, disharmony within team members, and poor company's pattern (Griffith, 2014). Startup is an organization designed to create product/service under uncertain condition (Ries, 2011). Successful startup does not come from successful start, but it can be learned or taught (Ries, 2011).

As we know that technology is growing, business that is able to optimize the use of information technology will take more advantage than those unable to use it. Some benefits of using e-commerce for business are: easy communication between producers and consumers, easy marketing and promotion for goods or service, a wider reach of potential consumers in a wider market, easy buying and selling process, easy payment process due to online system, and easy information dissemination. It is in line with a research result by Sulistyorini et al (2012) who states that the higher the adoption of e-commerce, the more successful the business will be. According to Kuriloff, John M. Memphil, and Dougl's Cloud, business success will also be supported by internal factors in the business itself. Echdar (2013) explains that internal factors in a business, as said by Kuriloff et al, consist of marketing, human resource, finance, and operational (technical competence). Based on a research conducted by Nathasya (2017), it can be concluded that, simultaneously, the internal factors can give significant and

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positive influence toward startup business success in Surabaya. Therefore, the research result is in line with a theory by Kuriloff, John M. Memphil, and Dougl's Cloud. However, with all of those benefits, can the use of e-commerce really influence the startup business success? Moreover, which one is more important in business world for the startup business success? Is it internal factor or the use of e-commerce?

## 2. LITERARY REVIEW

### 2.1. Business Success

Business success is an increase in business activities expected and achieved by entrepreneurs (Indriyatni, 2013). Business success is basically a success in achieving the business' goals. Business success is the main goal of a business through all of its activities to reach success. In general, success shows a condition that is better than the past.

### 2.2. E-commerce

The benefit of using e-commerce for business is the company is able to reach the worldwide customers. Expanding the existing business means increasing profit. Moreover, e-commerce offers the reduction on unnecessary budget. According to Turban et al (2012), electronic commerce or abbreviated as e-commerce covers some processes of buying, selling, transferring, exchanging products, and giving service or information through computer networks, including internet. Some people view the term e-commerce for only explaining transactions that can be performed between business partner

### 2.3. Business Expansion

Business expansion is needed by a company to reach efficiency, to be more competitive, and to increase the company's profit. Business expansion can be conducted by improving the existing activities of the company. In other words, the company improves the activities or adds some more activities to do. If a company wants to survive in business world, it has to be able to compete with others, to be greater. Espinola-Arredondo, Esther, and Félix Muñoz-García (2009) state that: "Firms regularly have to make decisions about expanding their businesses by acquiring new technologies, enlarging the size of their plant or hiring more workers. This expansion may have a direct effect on the firms' profits by reducing costs or by facilitating serving a larger group of customers".

### 2.4. Sales Volume

Sales is a transaction between individuals to do a face-to-face meeting to create, to improve, to control, or to maintain an exchange process relationship so that they will give benefits to each other. According to Fandy Tjiptono (2008), sales is the peak of all company's activities reaching for the expected goals and is the source of income needed to cover all the company's costs, hoping for getting profit.

### 2.5. The Increased Number of Customers

According to Greenberg (2010), customer is and individual or a group that is used to buying goods or service based on its consideration of benefits or price, that then makes a relationship with the company by telephone, letter,

or other facilities to get a new offer from the company. Based on the above definition, it can be concluded that customer is an individual or a group that buys or uses a product or service regularly, that then makes a relationship with the company to get new offer. Therefore, the increased number of customers is a positive thing for a company for the number of products and service offered will increase as well.

### 2.6. Promotion Media

Promotion is one type of communication often used by marketers. According to Kasmir, promotion can be carried out through several media, namely (Kasmir, 2004):

1. Advertisement
2. Sales promotion
3. Publicity
4. Personal sales

### 2.7. Internal Factors of Business

Some internal factors are really related to all business activities to reach business success. Those factors are explained by Echdar (2013), namely: technical competence, marketing competence, financial competence and human relation (Nathasya, 2017).

Conceptual Framework

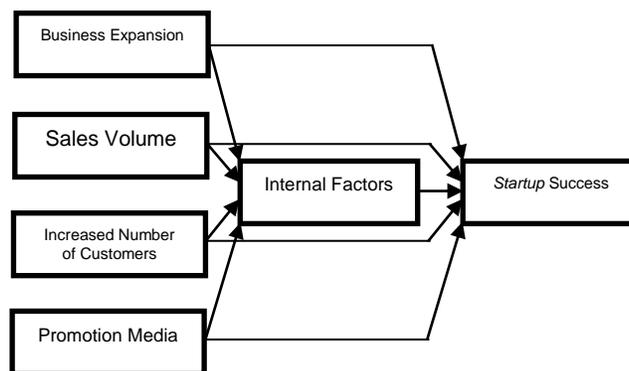


Figure 1. Conceptual Framework

## 3. RESEARCH METHOD

Type of this research is causal and associative research which aims to find out the influence of independent variables toward dependent variable. The number of samples is 100 people, selected using purposive sampling method. The samples that become the respondents in this research are the owners of startup business in Medan, especially in Medan Johor, Medan Baru, Medan Maimun, Medan Petisah, and Medan Area. Primary data is collected by distributing questionnaires and interviewing respondents, while secondary data is obtained from literary study. The analysis method used is Multiple Linear Regression and Path Analysis. Ghazali (2011) explains that linear regression is regression used to measure the strength of relationship between two or more variables, as well as to show the

direction of the relationship between dependent variable and independent variable. Meanwhile, path analysis is also used

## 4. RESULT AND DISCUSSION

### 4.1. Result

To obtain a good model of research, data should be tested through classical assumption test. Based on the test, it can be seen that the data has been distributed normally and there is no indication of heteroscedasticity and multicollinearity.

#### 4.1.1. Multiple Linear Regression Analysis of Equation 1

Multiple linear regression analysis conducted in this research is to test the hypothesis. Hypothesis test is to test whether dependent variable influences independent variable (Ghozali, 2011). In equation 1, research model formed is to find out the influence of e-commerce illustrated through business expansion, sales volume, the increased number of customers, and promotion media toward the internal factors of startup business in Medan. The result of multiple linear regression analysis in this equation can be seen in the following Table.

**TABLE 1.**  
*The Result of Multiple Linear Regression Analysis of Equation 1*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	4,384	3,623		1,210	,229
Business Expansion	,248	,087	,257	2,854	,005
Sales Volume	,251	,111	,225	2,275	,025
The Increased Number of Customers	,194	,088	,213	2,216	,029
Promotion Media	,164	,127	,148	1,294	,199

a. Dependent Variable: Internal Factors

**TABLE 2.**  
*The Result of Multiple Linear Regression of Equation 2*  
Source: SPSS Result (2018)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	4,909	3,326		1,476	,143
Business Expansion	,247	,080	,271	3,090	,003
Sales Volume	,226	,102	,214	2,227	,028
The Increased Number of Customers	,285	,080	,331	3,546	,001
Promotion Media	,067	,116	,064	,578	,565

a. Dependent Variable: Startup Business

to see the influence of independent variable toward dependent variable, either directly or indirectly.

Source: SPSS Result (2018).

Based on multiple linear regression analysis, it can be formulated the following equation:

$$Y = 4,384 + 0,248 + 0,251 + 0,194 + 0,164 + e$$

Based on the model, it can be interpreted that:

1. Constanta (a) is 4,384. It means that variable value of internal factors of startup business will stay at 4,384 if all independent variables values are zero.
2. Coefficient value of business expansion is 0.248 which means that if the business expansion is increased for one unit, the internal factors of startup business will increase for 0.248 (24.8%) with an assumption that other independent variables values are stable.
3. Coefficient value of sales volume is 0.251 which means that if the sales volume is increased for one unit, the internal factors of startup business will increase for 0.251 (25.1%) with an assumption that other independent variables values are stable.
4. Coefficient value of the increased number of customers is 0.194 which means that if the increased number of customers is increased for one unit, the internal factors of startup business will increase for 0.194 (19.4%) with an assumption that other independent variables values are stable.
5. Coefficient value of promotion media is 0.164 which means that if the promotion media is increased for one unit, the internal factors of startup business will increase for 0.164 (16.4%) with an assumption that other independent variables are stable.
6. e is standard error value in this research, that is, 5% (0.05).

#### 4.1.2. Multiple Linear Regression Analysis of Equation 2

In equation 2, research model formed is to find out the influence of e-commerce illustrated through business expansion, sales volume, the increased number of customers, and promotion media toward startup business success in Medan. The result of multiple linear regression analysis in this equation can be seen in the following table.

Based on the result of multiple linear regression analysis, it can be formed the following equation:

$$Y = 4,909 + 0,247 + 0,226 + 0,285 + 0,067 + e$$

Based on the model, it can be interpreted that:

1. Constanta (a) is 4.909. It means that the value of startup business success variable will stay at 4.909 if all independent variables are zero.
2. Coefficient value of business expansion is 0.247 which means that if business expansion is increased for one unit, startup business success will increase for 0.247 (24.7%) with an assumption that other independent variables values are stable.
3. Coefficient value of sales volume is 0.226 which means that if sales volume is increased for one unit, startup business success will increase for 0.226 (22.6%) with an assumption that other independent variables values are stable.
4. Coefficient value of the increased number of customers is 0.285 which means that if the increased number of

- customers is increased for one unit, startup business success will increase for 0.285 (28.5%) with an assumption that other independent variables are stable.
- Coefficient value of promotion media is 0.067 which means that if promotion media is increased for one unit, startup business success will increase for 0.067 (6.7%) with an assumption that other independent variables values are stable.
  - e is standard error value in this research, that is, 5% (0.05).

**TABLE 3. Statistic Test F**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	155,855	4	38,964	18,052	,000 <sup>b</sup>
Residual	205,055	95	2,158		
Total	360,910	99			

Source: SPSS Result (2018).

**4.1.3. Statistic Test (F-test)**

- Dependent Variable: Startup Business
  - Predictors: (Constant), Promotion Media, Business Expansion, The Increased Number of Customers, Sales Volume
- The result of F-test shows that the significant value is 0.000 is smaller than 0.05. The result of F test shows that independent variables simultaneously give significant influence toward dependent variable, that is, startup success. To see which independent variables influencing startup business success partially, t-test (partially-conducted test) is carried out.

**TABLE 4. The Result of Statistic t-Test**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4,909	3,326		1,476	,143
Business Expansion	,247	,080	,271	3,090	,003
Sales Volume	,226	,102	,214	2,227	,028
The Increased Number of Customers	,285	,080	,331	3,546	,001
Promotion Media	,067	,116	,064	,578	,565

- Dependent Variable: Startup Success  
Source: SPSS Result (2018).

Based on Table 4, the partial test result shows that business expansion, sales volume, and the increased number of customers give significant influence partially (individually) toward startup business success. Meanwhile, promotion media does not give significant influence because its significant value is more than 0.05, that is, 0.565. Therefore, promotion media variable will not be discussed more deeply through path analysis due to its insignificant influence toward internal factors and startup business success.

**4.1.4. Path Analysis on Business Expansion toward Startup Business Success**

**TABLE 5. The Result of Path Analysis on Business Expansion of Equation I**

Model	R Square	Beta	t	Sig.
Business Expansion	.214	.463	5.170	.000

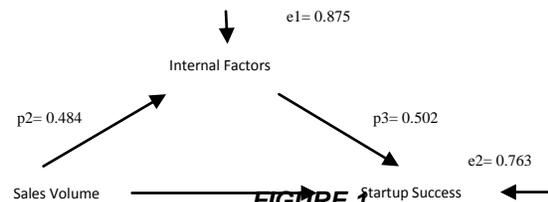
Dependent Variabel: Internal Factors  
Equation II

Model	R Square	Beta	t	Sig.
Business Expansion	.419	.233	2.664	.009
Internal Factors		.506	5.796	.000

Dependent Variabel: Startup Success

Source: SPSS Result (2018).

Based on the output SPSS on the Table above, standardized beta value of business expansion on the Path Analysis of equation I is 0.463 and significance value is 0.000 which means that business expansion give significant influence towards business' internal factors. Standardized beta coefficient value, 0.463, is path value or path p2. On the output SPP of equation II, standardized beta for business expansion is 0.233 and internal factor is 0.506. Plan standardized beta value, 0.233, is path p1 value and standardized beta for internal factor, 0.506, is path p3 value. Value  $e1 = \sqrt{1 - 0.214} = 0.886$  and value  $e2 = \sqrt{1 - 0.419} = 0.762$ .



**FIGURE 1. Path Diagram**

The amount of direct influence of (p1) is 0.233 (23.3%), while the amount of indirect influence is calculated by multiplying its indirect coefficient, that is, 0.463 x 0.506 = 0.234 (23.4%). Based on the result, it can be seen that indirect influence of business expansion toward startup success is higher than the direct influence (0.234 > 0.233).

**4.1.5. Path Analysis on Sales Volume toward Startup Business Success**

**TABLE 6. Path Analysis on Sales Volume of Equation I**

Model	R Square	Beta	t	Sig.
Sales Volume	.234	.484	5.472	.000

Dependent Variabel: Internal Factors

Equation II

Model	R Square	Beta	T	Sig.
Sales Volume Internal Factors	.417	.231	2.607	.011
		.502	5.669	.000

Dependent Variabel: Startup Success

Source: SPSS Result (2018).

Based on the table above, standardized beta value of sales volume on path analysis of equation I is 0.484 and significance value is 0.000, which means that sales volume has significant influence toward business' internal factors. Standardized beta coefficient value, 0.484, is path value or path p2. On the output SPSS equation II, standardized beta value for sales volume is 0.231 and for internal factors is 0.502. Standardized beta value of sales volume, 0.231, is path p1 value and standardized beta value of internal factors, 0.502, is path p3 value. The amount of value  $e1 = \sqrt{1 - 0.234} = 0.875$  and value  $e2 = \sqrt{1 - 0.417} = 0.763$ .

The path analysis result shows that the amount of direct influence (p1) is 0.231 (23.1%), while the indirect influence is calculated by multiplying its indirect coefficient, that is,  $0.484 \times 0.502 = 0.243$  (24.3%). Based on that result, it can be seen that indirect influence of sales volume toward startup success is bigger than its direct influence ( $0.243 > 0.231$ ).

**4.1.6. Path Analysis on The Increased Number of Customers toward Startup Business Success**

**TABLE 7. Path Analysis on The Increased Number of Customers of Equation I**

Model	R			
	Square	Beta	t	Sig.
The Increased Number of Customers	.202	.449	4.975	.000

Dependent Variabel: Internal Factors  
Equation II

Model	R			
	Square	Beta	T	Sig.
The Increased Number of Customers	.452	.307	3.646	.000
Internal Factors		.476	5.656	.000

Dependent Variabel: Startup Success  
Source: SPSS Result (2018).

Based on the table above, standardized beta value of the increased number of customers on the path analysis of equation I is 0.449 and significant value is 0.000 which means that the increased number of customers has significant influence toward business internal factors. Coefficient value of standardized bet, 0.449, is path value or path p2. On the output SPPSS of equation II, standardized beta value of the increased number of customers is 0.307 and of internal factors is 0.476. Standardized beta value of the increased number of customers, 0.307, is path p1 value and standardized beta value of the internal factors, 0.476, is path p3 value. The amount of value  $e1 = \sqrt{1 - 0.202} = 0.893$  and value  $e2 = \sqrt{1 - 0.452} = 0.740$ . The path analysis that the amount of direct influence (p1) is 0.231 (23.1%) while the amount of indirect influence is calculated by multiplying its indirect coefficient, that is,  $0.449 \times 0.476 = 0.214$  (21.4%). Based on that result, it can be seen that the direct influence of the increased number of customers toward startup success is bigger that its indirect influence ( $0.307 > 0.214$ ).

**5. DISCUSSION**

**5.1. The First Hypothesis**

The first hypothesis in this research states that e-commerce illustrated through business expansion, sales volume, the increased number of customers, and promotion media influence internal factors of startup business in Medan. Based on the test result, it can be seen that only business expansion, sales volume, and the increased number of customers that influence significantly toward internal factors of startup business in Medan. Meanwhile, promotion media does not give any influence. Internal factors of startup business, in this case, are technical competence, marketing competence, financial competence, and human relation (Nathasya, 2017). As we know, those four factors are very important in running business. Those factors determine why a business can survive or not. In this current technology era, it is undeniably that all elements of life get the effect of the technology development, including business world. It is supported by a research conducted by Ivanovic et al (2015) who states, in his research, that technology development will influence efficiency level in business. Currently, e-commerce becomes a trending topic. It is not separated from e-commerce potential in increasing efficiency and productivity in many fields in business, so e-commerce has significantly taken much attention from many countries (Lawrence dan Tar, 2010). Using e-commerce, internal factors (technical competence, marketing competence, financial competence, and human relation) in business will be influenced.

**5.2. The Second Hypothesis**

The second hypothesis of this research states that e-commerce illustrated through business expansion, sales volume, the increased number of customers, and promotion media influence startup business success in Medan. Based on the test result, it can be seen that only business expansion, sales volume, and the increased number of customers that significantly influence startup business success in Meda. Meanwhile, promotion media does not give influence. As discussed previously, e-commerce will bring more efficiency in business, but e-commerce illustrated through promotion media fail to prove it effect for the startup business success. In the previous hypothesis, it is known that there is no significant influence of e-commerce illustrated through promotion media toward internal factors in business. In this hypothesis, it is also proven that e-commerce, as a promotion media, does not influence startup business success. Why is it so? E-commerce is a new breakthrough that enables consumers to purchase and to exchange products, service, and information through information network like internet. E-commerce, as a promotion media, is supposed to be able to influence startup business success. However, it is applied and proven in this research. It happens because e-commerce is not the only tool that can be used as a promotion media in startup business. E-commerce's focus on startup business is to do all activities of selling/buying through internet, not to be a promotion media.

**5.3. The Third Hypothesis**

The third hypothesis in this research states that indirect influence of e-commerce toward startup business success

in Medan is bigger than the direct influence. Based on the test result, it can be seen that indirect influence of e-commerce, illustrating through business expansion and sales volume, is bigger than the direct influence. Meanwhile, the indirect influence of e-commerce, illustrating through the increased number of customers is smaller than the direct influence toward startup business success in Medan. On the path analysis of business expansion, the indirect influence of e-commerce toward startup business success is bigger than the direct influence. It means that internal factors (technical competence, marketing competence, financial competence, and human relation), makes e-commerce, as business expansion for startup business, be more influencing toward startup business success in Medan. Internal factors are fundamental things in running business and will determine the business success if the business is able to have good internal factors as well as to use e-commerce for business expansion.

## 6. CONCLUSION AND IMPLICATIONS

### 6.1. Conclusion

1. E-commerce, illustrating through business expansion, sales volume, and the increased number of customers can influence business' internal factors and startup business success in Medan.
2. It is proven that with the existence of internal factors as mediator variables, the influence of e-commerce toward startup business success in Medan will be bigger.

### 6.2. Implications

1. It is known that e-commerce, illustrating through business expansion, sales volume, and the increased number of customers, is able to influence startup business success significantly. Therefore, startup business in Medan is recommended to focus on implementing e-commerce in business. With the number of internet users which reaches up to 82 million people in 2013 according to APJII or about 30% of the total population in Indonesia, e-commerce market becomes 'a gold mine' that is really tempting for some people who are able to see the potential in the future. Based on the data of Bolton Consulting Group (BCG), in 2013, the middle class in Indonesia has reached 74 million people or been predicted to increase up to 141 million people or about 54% of the total population in Indonesia in 2020. Based on this data, it is clear and can be ensured that market potential of e-commerce in Indonesia is very promising. With the increase of the middle class, people will easily spend their money to buy various products they want. Therefore, the potential of startup business success will increase.
2. Business startup actors should have good communication skill, so entrepreneurs will be more successful and increase their business. Communication skill will help them build a good human relation. Moreover, business operational management (technical competence) should also be developed by the startup actors, either through management training or business operational training. Marketing can also join with the government by following the government's activity in promoting National product by upholding domestic

product through startup business product originally from Indonesia.

3. The internet development in this globalization era has been growing rapidly. The fast growth of online trading market or well-known as e-commerce in Indonesia happens for sure. Therefore, startup business should be able to be competitive with other traditional business or similar business. Based on the research result, it can be seen that with the existence of business internal factors as a mediator, the influence of e-commerce, illustrating through business expansion, sales volume, and the increased number of customers, will be more influencing toward startup business success. By applying e-commerce properly, the business' internal factors are more formed and stronger to be a foundation of business, and therefore a company will be more ready to compete with similar companies or traditional company. By getting ready, the success level of the startup business in Medan will be higher as well.

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