



sutrisno upgris &lt;sutrisno@upgris.ac.id&gt;

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## Reviewer's report\_Corporate & Business Strategy Review

1 pesan

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**Olha Lytvynenko** <olha.lytvynenko@virtusinterpress.org>  
Kepada: sutrisno upgris <sutrisno@upgris.ac.id>

13 Desember 2023 pukul 17.48

Dear Sutrisno,  
please find the reviewer's report and the editorial note attached below. The paper "*Analysis of E-commerce Adoption by SMEs in Indonesia During the Covid-19 Pandemic*" requires certain adjustments before it can be accepted.

Please be so kind as to address the comments provided by the reviewer and the editorial team and to send your revised manuscript by **December 27**.

Please mark the introduced changes in the manuscript (with some colour, if possible) or please provide a table/a letter to the reviewer that includes information how the reviewer's comments were addressed.

If you have any questions, please let me know.

*Please kindly confirm the receipt of this email.*

Kind regards,  
Olha

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**Olha Lytvynenko**

Senior Managing Editor, Managing Editor of the journals "Corporate Ownership and Control", "Journal of Governance and Regulation", "Risk Governance and Control: Financial Markets & Institutions", and "Corporate & Business Strategy Review"

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### 2 lampiran

 **Editorial Note.pdf**  
116K

 **Reviewer's report\_CBSR.pdf**  
229K

## Editorial Note

- 1) The length of the paper should amount to no more than 8,000 words.
- 2) The editorial team of the journal suggests to use the following title of the article: “*Analysis of E-commerce Adoption by SMEs During the Covid-19 Pandemic*” in order to increase the readability of your paper and the citation rate.
- 3) Please add at least 3 JEL classification codes for your research. You can use the link: <https://www.aeaweb.org/jel/guide/jel.php>
- 4) In order to enhance the readability of the manuscript, please add in the section «Abstract» a short description of the conclusion and relevance of the paper. The appropriate length would be 150-200 words.
- 5) It is preferable that the „Abstract” contains 1-2 in-text citations of the sources mentioned in the list of references that the research is based on or that the research contributes to.
- 6) The recommended structure of a scholarly paper is as follows:  
1. Introduction, 2. Literature review and Hypotheses Development, 3. Research Methodology, 4. Results, 5. Discussion, 6. Conclusion. Please, adjust your titles of the sections, if possible.
- 7) In the Introduction, is it recommended to indicate literature gap(s), research aim(s) and question(s), the theoretical/conceptual framework applied, relevance and significance of the study, research methodology used, main findings/contributions.
- 8) In the “Introduction” section please add one more paragraph describing in detail the general structure of the paper. (e.g. *The structure of this paper is as follows. Section 2 reviews the relevant literature. Section 3 analyses the methodology that has been used to conduct empirical research on...*)
- 9) It is recommended to merge sections “Literature Review” and “Hypotheses Development”, as the hypotheses should be developed on the basis of the literature review and not stated as a separate section.
- 10) We suggest reducing the number of subsections in the “Literature review” section so that the paper has a more scholarly structure.
- 11) “Research Methodology” section should also contain description of alternative methods that would be suitable for conducting the research.
- 12) We recommend splitting up the section “Results and Discussion” into two different parts: “Results” and “Discussion”.
- 13) Please compose the “Conclusion” as a whole section, don’t include subsections therein. That is, please delete titles of subsections in **bold**. It will enhance the readability of the manuscript.
- 14) The list of references and all the in-text citations should be formatted in APA style:  
For journals:  
Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Periodical*, volume number (issue number), pages. <https://doi.org/xx.xxx/yyyy>  
For books:  
Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Publisher.  
For electronic sources:  
Author, A. A., & Author, B. B. (Date of publication). *Title of article*. Publisher/Website. Retrieved from <http://www.someaddress.com/full/url/>

15) Please reduce the list of references up to 50-60 sources as the current list of references seems to be a bit redundant and it shifts the focus away from the main idea and research questions of the article.

16) Please make sure that all the references cited in the paper are included in the reference list and all the sources in the reference list are properly cited in the paper.

17) Please provide editable versions of figures.

18) The paper requires English proofreading (language and typos) so that your paper may be read and cited by a wide audience of readers throughout the world.

If you want the team of Virtus Interpress to do English proofreading of your paper, you may order this service at a moderate fee (90 EURO). We'll do this work professionally, qualitatively and within a short period of time (up to one week).

### Reviewer's Report

<b>Journal:</b>	Corporate & Business Strategy Review		
<b>Title of the paper:</b>	Analysis of E-commerce Adoption by SMEs in Indonesia During the Covid-19 Pandemic		
<b>Date of the Review completion:</b>	13 December 2023		
<b>Please choose options that can characterize the paper:</b>			
<b>Originality and importance</b> of the paper to the field of research:	Medium		
<b>The structure</b> of the paper:	Needs to be slightly corrected		
Please tick relevant for the <b>abstract</b>	The abstract provides an accurate summary of the manuscript (including aim, methods, key results and relevance of the study)	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
	The abstract contains unnecessary information (please explain)	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
	Is the abstract of appropriate size? (150-200 words)	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
Please tick relevant for the <b>introduction</b>	Does the introduction identify the purpose of the paper or hypothesis and set the paper within the broader research perspective?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
	The introduction puts the rest of the paper into perspective (explains paper's structure)	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
<b>Methods</b> used in the paper:	Suit the aim of the research		
	Does the methodology part allow replicating or reproducing results (to check them or to perform a similar study)?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
	If empirical study: is the sample size large enough and was selected in an appropriate way (leave blank if not acceptable)?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
<b>Results and discussion:</b>	Are the interpretations provided by the author(s) supported by the findings obtained in the study?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
Are there any <b>figures or tables</b> that have to be corrected / deleted?	No, everything is fine		
	Are the figures and/or tables clear and you can understand their essence?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
<b>Conclusions:</b>	Do not reveal main findings of the paper		
	Conclusions are supported by the findings, analysis and interpretations of the author(s)	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
	Does the conclusion section repeat the abstract of the paper?	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
<b>References</b>	Are all references in the list used in the paper?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
	Are the number, relevance and "age" of the citations appropriate?	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
<b>Language</b> of the paper:	Is adequate (small mistakes)		
<b>Length</b> of the paper:	Is appropriate		
<b>What is your main verdict?</b>	Accept paper with the changes that should be made by the author/authors		
<b>Field for the comments of the reviewer:</b>			
<p>Thank you for your hard work in discussing an interesting topic: Analysis of E-commerce Adoption by SMEs in Indonesia During the Covid-19 Pandemic. The paper still needs substantial developments before it can be considered for publication in this journal. I have some concerns that can be outlined as follows:</p> <ol style="list-style-type: none"> <li>1. Kindly revise the abstract specially the part of the results to make the sentences more relevant and connected.</li> <li>2. The motivations and contributions should be well addressed in the introduction which is missed.</li> <li>3. In the literature review section identification of the main gaps in the extant literature must be</li> </ol>			

addressed and articulation of the key contributions.

4. The conclusion should reflect the study's primary policy and practitioner implications, limitations, and future recommendations, so the conclusion paragraph must be revised by merging and comparing the paper results and previous studies.

 **Reviewer's report\_CBSR.pdf**  
229K

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**sutrisno upgris** <sutrisno@upgris.ac.id>  
Kepada: Olha Lytvynenko <olha.lytvynenko@virtusinterpress.org>

18 Desember 2023 pukul 19.14

Dear Editor,  
I have received this revision note, I will fix what needs to be fixed immediately.

Thank you.  
Best regards  
[Kutipan teks disembunyikan]

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**Olha Lytvynenko** <olha.lytvynenko@virtusinterpress.org>  
Kepada: sutrisno upgris <sutrisno@upgris.ac.id>

18 Desember 2023 pukul 19.15

Dear Sutrisno,  
thank you for your reply and receipt confirmation.  
I am looking forward to hearing from you.

Kind regards,  
Olha  
[Kutipan teks disembunyikan]

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**sutrisno upgris** <sutrisno@upgris.ac.id>  
Kepada: Olha Lytvynenko <olha.lytvynenko@virtusinterpress.org>

18 Desember 2023 pukul 22.17

Dear Editor,

I am pleased to report that I have successfully revised my manuscript in accordance with the latest directions from the journal reviewers/editors. I have carefully considered each comment and suggestion, and implemented the necessary changes in my manuscript.

I also agreed to have the Virtus Interpress team proofread my paper for an affordable 90 EURO.

Thank you for this opportunity. I believe this revision has met the journal's standards and is ready for further processing. Please find attached my revised manuscript.

Sincerely,  
Dr. Sutrisno  
[Kutipan teks disembunyikan]

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 **Dr Sutrisno\_Analysis of E-commerce Adoption by SMEs During the Covid-19 Pandemic .docx**  
469K



sutrisno upgris &lt;sutrisno@upgris.ac.id&gt;

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## Reviewer's report\_Corporate & Business Strategy Review

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**Olha Lytvynenko** <olha.lytvynenko@virtusinterpress.org>  
Kepada: sutrisno upgris <sutrisno@upgris.ac.id>

24 Januari 2024 pukul 18.22

Dear Dr. Sutrisno,  
thank you again for the provided revised version of the paper and your work.  
Still, the paper requires a few more corrections before it may be accepted, namely:

- 1) The length of the paper should amount to no more than 8,000 words.
- 2) Kindly revise the abstract specially the part of the results to make the sentences more relevant and connected.
- 3) In the Introduction, is it recommended to indicate literature gap(s), research aim(s) and question(s), the theoretical/conceptual framework applied, motivations and contributions of the study, research methodology used, main findings/contributions.
- 4) In the literature review section identification of the main gaps in the extant literature must be addressed and articulation of the key contributions.
- 5) "Research Methodology" section should also contain description of alternative methods that would be suitable for conducting the research.
- 6) The list of references and all the in-text citations should be formatted in APA style.
- 7) Please provide editable versions of figures.

Please provide your final revised manuscript by **January 31**.

I am looking forward to hearing from you.

Kind regards,  
Olha

[Kutipan teks disembunyikan]