

Digital Transformation and Marketing Integration in Franchise Minimarkets: Strategic Insights from Indonesia's Retail Leaders

Fitri Rahayu Anggorowati ^{1*}

¹University of Islam Indonesia, Indonesia

*Corresponding Author: 24911017@students.uii.ac.id

ABSTRACT

In this era of rapid digital disruption, the minimarket franchise industry is facing increasing pressure to meet changing consumer expectations, particularly in terms of convenience, personalisation, and service integration. This study analyses how four leading minimarket brands in Indonesia, Alfamart, Indomaret, Circle K, and Lawson, implement business model innovations focused on omnichannel development and integrated marketing communication (IMC). Using a qualitative approach through desk research and descriptive-comparative analysis, this research explores patterns of service innovation, digital platform integration, customer experience strategies, and corporate entrepreneurship. The findings reveal that all four brands have adopted omnichannel strategies through mobile apps, digital wallets, delivery services, and partnerships with external platforms such as GrabFood and Gojek. Key innovations include Alfamart's development of Bean Spot, Indomaret's Indomaret Point concept, Circle K's integration of urban F&B, and Lawson's Japanese-style open kitchen concept. These innovations drive value creation and differentiation while strengthening human capital through digital training and intrapreneurial initiatives. The study concludes that business model innovations integrated with IMC significantly contribute to customer loyalty, operational efficiency, and long-term business sustainability. This research connects the innovation framework with real-world retail practices and provides practical insights for business leaders and academics in navigating the digital retail landscape.

Keywords: Business model innovation, omnichannel, integrated marketing communication, digital transformation, sustainability

DOI: <https://doi.org/10.64458/asbnic.v2.65>

INTRODUCTION

The Relevance of Digital Transformation and Business Sustainability in Minimarkets

Digital transformation and the sustainability of business models in franchise minimarkets are timely topics to explore, as they relate directly to the Sustainable Development Goals (SDGs) and the principles of Education for Sustainable Development (ESD). Digital innovation has proven to enhance business efficiency, promote economic inclusion, and expand service access to previously underserved communities. Digital technologies such as mobile applications, cashless payment integration, and data-driven services have helped many small and medium enterprises (SMEs) survive crises, especially during the pandemic (Hodijah et al., 2025; Juninda et al., 2024).

The application of digital strategies in franchise minimarket business models contributes significantly to reducing unemployment by creating new digitally based jobs, technology training, and collaborations with online economic platforms. This transformation not only creates new economic value but also strengthens public service infrastructure, particularly in the context of urbanization and the penetration of digital economies in peripheral areas. Minimarkets such as Alfamart, Indomaret, Circle K, and Lawson hold strategic positions in Indonesia's modern retail landscape due to their extensive networks, flexible operational structures, and proximity to local communities (Verhoef et al., 2021). The shift in consumer behavior toward being increasingly digital-native has also pushed these companies to change the way they create, deliver, and capture value.

Research Gap and Contribution

Previous studies have addressed innovation topics in the retail sector. Gemilang and Marsasi (2023) discussed the role of loyalty in improving customer retention on e-commerce platforms. Khoirunnisa and Marsasi (2024) investigated the implementation of Integrated Marketing Communication (IMC) in omnichannel strategies in the Tripatria program. Meanwhile, Bessant and Tidd (2015) developed an innovation framework used to analyze business value restructuring in the disruption era. International research by Pantano et al. (2020) highlighted the importance of integrative strategies in responding to customer behavior changes through the use of omnichannel and digital retailing, while Lemon and Verhoef (2016) emphasized that cross-channel customer experiences play a key role in building emotional engagement and long-term loyalty.

However, most of these studies have focused on e-commerce firms, digital startups, or hypermarkets and have not specifically explored the context of franchise minimarkets as a unique and widespread retail format in Indonesia. Minimarkets operate in limited spaces, rely on franchise partner networks, and often connect directly with consumers in residential, semi-urban, and even rural areas. As such, the business model innovation strategies they adopt must account for space efficiency, operational flexibility, and service simplicity. Furthermore, few studies have examined how digital elements like apps, e-wallets, or delivery services are strategically integrated into a comprehensive and adaptive business model that supports sustainability.

Research Focus and Problem Formulation

Beyond technology, human resource (HR) development is a vital component of digital transformation in franchise minimarkets. Building a culture of intrapreneurship, empowering frontline employees, and managing digital training programs are all crucial to the success of this transformation. Examples such as Alfamart's "Bean Spot" and Lawson's "open kitchen" concept demonstrate that innovation involves not only technological tools but also the formation of new service units and the diversification of offerings to enhance business value. A multidimensional approach involving technology integration, strategic marketing management, and organizational capacity building is increasingly important in facing global economic challenges and competition from major digital platforms.

Franchise minimarkets have a competitive edge in community trust and emotional closeness with their customers. However, to maintain relevance and competitiveness, they must adopt strategies that are not only innovative in terms of technology but also aligned with sustainability values and local needs. In this context, Integrated Marketing Communication (IMC) and omnichannel approaches are two central pillars in delivering a consistent customer experience and strengthening brand loyalty.

Thus, there is a significant knowledge gap in current academic literature. Few studies have specifically examined how the integration of digital innovation strategies, IMC, and omnichannel

approaches is implemented within the business models of franchise minimarkets. This study therefore poses the following key research question: How do the digital transformation strategies implemented by franchise minimarkets in Indonesia support the integration of omnichannel and Integrated Marketing Communication (IMC) in creating a sustainable business model?

LITERATURE REVIEW

Integrated Marketing Communication (IMC)

IMC is a strategic approach that aligns various forms of marketing communication. This approach integrates advertising, sales promotion, public relations, direct marketing, and digital media into a consistent and cohesive brand message. The goal of this approach is to create a unified customer experience across all touchpoints. This approach also enhances message effectiveness, cost efficiency, and strengthens brand equity (Khoirunnisa & Marsasi, 2024).

In the highly competitive modern retail context, companies view cross-channel message consistency as a key element in building customer loyalty. Franchise retailers consider IMC implementation a top priority as consumer behaviour becomes increasingly dynamic. Consumers are also increasingly using digital channels.

IMC strategies enable companies to deliver consistent messages through mobile apps, e-wallets, and physical media such as promotional banners and store displays. Research by Khoirunnisa and Marsasi (2024) shows that synergy between digital and offline channels within the IMC framework can enhance the effectiveness of corporate communication. This synergy also strengthens the emotional bond between the company and its customers.

Research by Lemon and Verhoef (2016) confirms that customer experience is shaped by the continuity of communication throughout the consumer journey. Meanwhile, Hollebeek and Macky (2019) state that digital marketing content as part of IMC plays an important role. Digital content builds trust and long-term engagement. This reinforces the importance of message integration across platforms.

Business Model Innovation in the Retail Industry

Business model innovation refers to the process of redesigning how organisations create, deliver, and capture value. This innovation is not limited to the development of new products or technologies. Bessant and Tidd (2015) emphasise that business model innovation encompasses changes in the value structure of a company. These changes include the integration of new services, the utilisation of customer data, and innovative revenue mechanisms. In the retail sector, companies implement business model innovation through customer experience-based services. Examples of such services include self-service systems, app-based delivery services, and e-commerce platforms integrated with physical stores.

Franchised minimarkets in Indonesia, such as Alfamart and Indomaret, have implemented innovative strategies. They have launched digital services like Alfagift and Klik Indomaret. These services integrate digital payment systems, loyalty programmes, and promotional adjustments based on customer preferences. Meanwhile, Circle K and Lawson have introduced new service approaches. They have opened urban café-style outlets and Japanese-style fast food restaurants. These innovations not only strengthen brand appeal but also open up opportunities for new business models that drive revenue diversification and market segment expansion.

Anees-ur-Rehman, Wong, and Hossain (2016) state that digital business model innovation is a key factor in maintaining a company's competitiveness. Juninda et al (2024) also emphasise that the retail industry must adopt flexible and digital-based business models to remain relevant to evolving customer expectations.

Omnichannel Integration and IMC in Modern Retail Strategy

An omnichannel strategy is the comprehensive integration of physical and digital channels. The goal of this strategy is to create a consistent, seamless, and personalised customer experience. Khoirunnisa and Marsasi (2024) emphasise that this strategy allows customers to move seamlessly between channels. Customers can order online and then pick up the items at a physical store. The service and brand message remain consistent.

IMC acts as a unifying force that brings together messages across various communication channels. IMC ensures that messages remain consistent and strengthens brand perception. Khoirunnisa and Marsasi (2024) demonstrate that the simultaneous integration of omnichannel and IMC provides benefits. This integration enhances operational efficiency, strengthens service value, and increases customer loyalty. Minimarkets like Indomaret and Alfamart have successfully integrated online and offline channels. They use digital apps, connected loyalty systems, and cross-platform marketing campaigns.

These findings align with the research by Verhoef et al (2021). The study states that digital transformation and omnichannel strategies are at the core of customer-centric innovation. Hodijah, Yani, and Sajili (2025) add that customer experiences within an AI-based omnichannel ecosystem require structured communication. Without proper communication management, customers may feel disoriented. Furthermore, Pantano et al (2020) highlight the importance of an integrative strategy between physical and digital channels. This strategy is key to the adaptation and sustainability of retail businesses during times of disruption, including during the pandemic. JPEG (JPG) are the preferred formats.

RESEARCH METHOD

Approach and Type of Research

This study uses a descriptive qualitative approach with a collective case study design to explore business model innovation strategies and digital transformation in the franchise minimarket industry in Indonesia. This design was chosen because it allows for in depth analysis of the actual practices of several organisations in different but interrelated contexts. This approach was chosen because the four minimarkets studied represent the majority of the modern retail franchise market in Indonesia in the convenience store segment. They also have different innovation strategy approaches (exploitation vs exploration), enabling in-depth comparative analysis. The use of collective case studies provides flexibility in identifying common patterns and distinctions between cases in the systemic context of retail digital transformation. Collective case studies are relevant for understanding the complexity of digital strategies and omnichannel integration in diverse modern retail systems (Creswell & Poth, 2018).

Research Subjects and Objects

The researchers determined the research subjects to be four large franchise minimarket companies operating in Indonesia, namely: PT Sumber Alfaria Trijaya Tbk (Alfamart), PT Indomarco Prismaatama (Indomaret), PT Circleka Indonesia Utama (Circle K), and PT Lawson Indonesia. The research objects include business model innovation strategies, digital service transformation, and the implementation of omnichannel-based marketing communication and IMC (Integrated Marketing Communication) approaches in each of these business entities. The analysis unit focuses on product and digital service development strategies, including technology adoption, distribution channel integration, and approaches to customer loyalty in the era of retail digitalisation (Piotrowicz & Cuthbertson, 2014; Verhoef et al., 2015). Brief overview of the organisation:

1. PT Sumber Alfaria Trijaya Tbk (Alfamart)

Alfamart is a modern minimarket chain managed by PT Sumber Alfaria Trijaya Tbk, established in 1999 and now has more than 17,000 outlets throughout Indonesia. Alfamart is known as a pioneer in the minimarket franchise system, reaching consumers in both urban and rural areas. The company continues to innovate through the digitalisation of services such as the Alfagift app, as well as the development of the Bean Spot concept as part of its transformation towards lifestyle retail (Alfamart, 2023).

2. PT Indomarco Prismaatama (Indomaret)

Indomaret is the largest minimarket chain in Indonesia with over 21,000 stores. The company began operations in 1988 and is part of the Salim Group. Indomaret positions itself as a provider of daily necessities with a modern and efficient approach. Service innovations such as Klik Indomaret, the i.saku e-wallet, and the Indomaret Point concept demonstrate the company's commitment to expanding retail functionality through digital and omnichannel strategies (Indomaret, 2023).

3. Circle K Indonesia

Circle K Indonesia is part of a global retail network from the United States that has been present in Indonesia since 1986. Managed by PT Circleka Indonesia Utama, this minimarket adopts a modern convenience store concept with fast-food services and strategic locations, such as in city centres and tourist areas. Circle K is known for its strong branding among young people and travellers, as well as its digital adaptation through Mobile POS and F&B offerings in-store (Circle, 2023).

4. PT Lawson Indonesia

Lawson is a Japanese convenience store chain managed in Indonesia by PT Lancar Wiguna Sejahtera, a subsidiary of PT Midi Utama Indonesia Tbk (Alfamidi Group). Lawson Indonesia is known for its unique product differentiation, such as bento, onigiri, and Japanese-style ready-to-eat meals, with an open kitchen concept. Lawson has also partnered with digital services such as Gojek and GrabFood to expand customer access through online channels (Alfamidi, 2023).

The selection of Alfamart, Indomaret, Circle K, and Lawson was based on a combination of market share, geographical network, business strategy representation, and secondary data completeness. Two brands (Alfamart & Indomaret) represent scale and systemic strategies, while the other two (Circle K & Lawson) represent niche and exploratory strategies. This composition enables an exploration vs. exploitation analysis as developed by March (1991), while also comparing the effectiveness of omnichannel integration approaches in different contexts."

Data Collection Techniques

Data was collected through desk research using credible secondary sources, such as company annual reports, official websites, scientific journal publications, economic news articles, and online executive interviews. Source triangulation techniques were applied to enhance validity by comparing information from various sources to produce objective and comprehensive interpretations (Patton, 2015).

Analysis was conducted using a descriptive-comparative approach to compare digital transformation strategies and business model innovations across companies. The theoretical framework used includes business model innovation theory (Bessant & Tidd, 2015), the concept of omnichannel retailing (Verhoef et al., 2015), and the principles of integrated marketing communication/IMC (Kitchen & Burgmann, 2015). The analysis focuses on patterns of service channel integration, digital product development, customer loyalty strategies, and the formation of new business units.

This study has the following limitations: it does not involve primary field data such as in-depth interviews or direct observations, so interpretations are based entirely on secondary sources. The analysis is focused on the national level and does not explore differences in implementation across regions or cities. The study results are not intended for generalisation but to provide an in-depth understanding of innovation practices in a specific context. Nevertheless, this approach still contributes conceptually and practically to understanding the strategic direction of digital transformation in the Indonesian franchise minimarket sector.

EMPIRICAL FINDINGS

Innovation strategies

In the context of business model innovation in franchise minimarkets, the analysis focuses on service strategies, customer experience, and the integration of digital and physical channels. This study shows that companies such as Indomaret, Alfamart, Circle K, and Lawson have developed innovative strategies that not only include the adoption of digital platforms and loyalty programmes, but also new service-based lifestyle business models and omnichannel integration. The following table presents a comprehensive comparison between franchise minimarket companies based on aspects of service innovation, digitalisation, customer loyalty, and omnichannel approaches.

Table 1. Comparison of Innovation and Omnichannel Integration Strategies in Franchised Minimarkets in Indonesia

Innovation Aspect	Alfamart	Indomaret	Circle K	Lawson	Type of Innovation
Digital Platform	Alfagift App	Klik Indomaret, i.saku	Mobile POS	GrabFood, Gojek	Digital
Additional Services	Bean Spot (Coffee Corner)	Indomaret Point (Kiosk)	Light F&B	Fresh Japanese Food	Service
Loyalty Strategy	Alfagift Membership, Personal Promo	Reward Points, Digital Coupons	Customer Card, Event Promos	Loyal Customer Discounts	Loyalty
Customer Experience	Loyalty Program & App	Self-service, Digital Kiosks	Lifestyle & Urban-Friendly	Open Kitchen	Service
Omnichannel Approach	Consistent Promotions Across Channels	App and Physical Store Integration	Partial Online-Offline Channels	Channel Collaboration with Partners	Omnichannel
New Business Model	Franchise + F&B	Retail + Financial Services	Retail + Lifestyle F&B	Retail + Japanese Cuisine	Business Model
HR Development / Intrapreneurship	MSME Partnerships & Training	Frontliners & Technology	F&B & Quick Service Teams	In-house Chefs & Operations	Human Resources

Innovation Aspect	Alfamart	Indomaret	Circle K	Lawson	Type of Innovation
Innovation Aspect	Alfamart	Indomaret	Circle K	Lawson	Type of Innovation
Digital Platform	Alfagift App	Klik Indomaret, i.saku	Mobile POS	GrabFood, Gojek	Digital



Figure 1. Flowchart of Omnichannel Service Integration in Franchised Minimarkets

Empirical Insights on Digital and Experiential Retail Transformation

Alfamart: Innovation and Customer Experience Strategy

Alfamart has developed new products and services through the Alfagift application platform, which is integrated with customer loyalty and digital payment systems. This application facilitates customers in making purchases, accessing promotions, and tracking loyalty points efficiently through digital devices. This strategy reflects Alfamart's efforts to adopt digital technology to create new application-based business channels.

Alfamart launched the innovative 'Bean Spot' concept as part of its new business creation strategy. Bean Spot is a food and beverage (F&B) brand offered in Alfamart stores with a 'coffee corner' concept. This concept provides affordable coffee and non-coffee beverages for customers shopping at physical stores. This initiative not only enhances the value of physical store presence but also opens new business opportunities in the food and beverage (F&B) sector, while strengthening Alfamart's position as part of lifestyle retail.

Alfamart is also implementing a growth strategy based on service innovation and vertical expansion into new sectors through the development of Bean Spot. The company is fostering an internal entrepreneurial culture to develop the potential of its marketing team, encourage creativity, and empower local business partners in supporting the expansion of the Bean Spot network across various cities.

Thus, Alfamart is not only focusing on service digitalisation but also applying a holistic approach to business model innovation. This strategy includes the creation of new business units, the development of customer experience-based services, and the strengthening of corporate strategies for long-term and sustainable growth.

Indomaret: Digital Expansion and Community Retailing

Indomaret has solidified its position as market leader by developing digital-based services such as Klik Indomaret and integrating the i.saku digital wallet. Klik Indomaret allows customers to shop online with the option of in-store pickup (click and collect) or direct home delivery, reflecting the modern lifestyle.

Indomaret has also launched Indomaret Point, a store concept that offers a modern hangout atmosphere, complete with ready-to-eat F&B products, seating areas, and free internet. The Indomaret Point concept expands the function of physical stores into technology-based community service centres, offering self-service kiosks, bill payment services, e-money, and food ordering. The implementation of Indomaret Point serves as a means of operational transformation and internal talent development, through the integration of technology in both front-end and back-end systems.

The company fosters an innovative culture by involving employees and partners in new service experiments as part of intrapreneurship practices. With this strategy, Indomaret maintains customer loyalty while demonstrating how systemic innovation can cultivate an adaptive and high-value-added business ecosystem.

Circle K: Urban Lifestyle and Fast-Service Innovation

Circle K adopts an innovative approach that emphasises urban lifestyle and high mobility. The company implements a Mobile POS system to speed up transactions and manage inventory in real time, meeting the needs of consumers who demand efficiency.

Circle K outlets are strategically located in city centres, tourist areas, and campuses, aligning with the preferences of young people and travellers. The location strategy and convenience concept create a unique business model aligned with urban lifestyles. Circle K also offers fast-food services such as coffee, bread, and snacks, creating new business units based on practical solutions.

The company encourages experimentation with business models and adaptation to market trends as forms of innovation and entrepreneurship. This innovative culture also develops staff skills in understanding customers and managing modern technology-based services.

Lawson: Culinary Retail and Digital Collaboration

Lawson Indonesia distinguishes itself through Japanese-style fresh food products such as onigiri and bento, prepared directly in-store with an open kitchen concept. The open kitchen concept provides transparency in the process and a unique experience, while creating added value and a new business line rarely utilised by competitors. This strategy reflects the exploration of niche markets through business model innovation, in line with the theory of expanding the company's value scope (Bessant & Tidd, 2015).

Lawson develops digital channels by partnering with GrabFood and Gojek, enabling online food ordering and expanding market reach. This innovation also drives the development of employees' skills in culinary services and digital service management. The company fosters intrapreneurship and creative human resource development to support sustainable growth. With its unique product strategy, digital services, and customer experience, Lawson creates a distinct shopping experience and demonstrates business growth potential through integrated innovation.

"When compared across the four cases, Indomaret and Alfamart demonstrate exploitative innovation supported by scale and integration, while Circle K and Lawson reflect exploratory innovation with lifestyle alignment but limited systemic integration. These distinctions suggest that omnichannel effectiveness is closely tied to internal digital maturity and data driven personalization capacity."

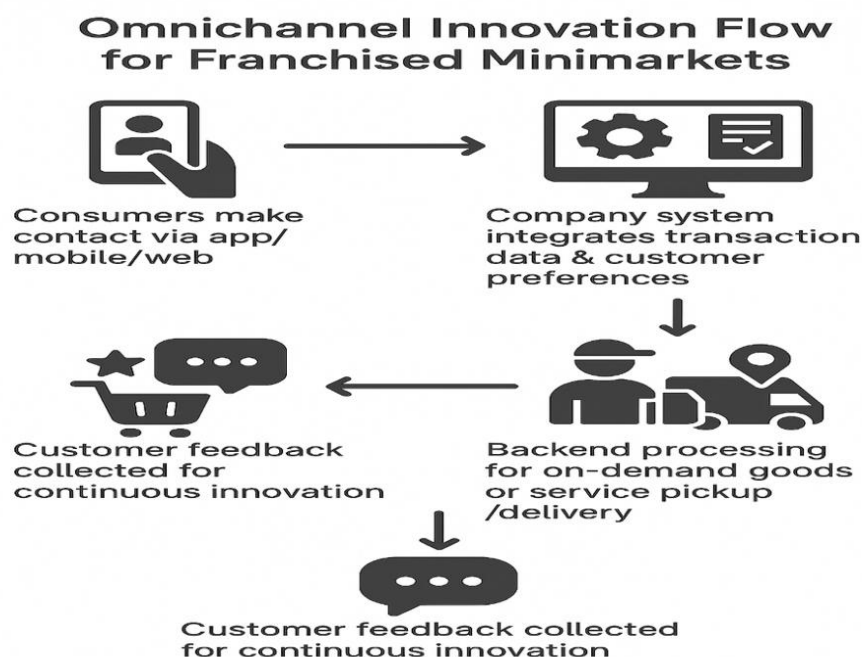


Figure 2. Alur Inovasi Omnichannel Minimarket Waralaba (author's elaboration)

This visualisation illustrates the systemic approach of the omnichannel business model, which emphasises cross-channel connectivity, responsiveness, and service personalisation in the operations of the four minimarkets.

DISCUSSION

Digital Maturity and Systemic Integration: A Competitive Advantage

Although all four franchise minimarkets, Alfamart, Indomaret, Circle K, and Lawson, have adopted business model innovations aligned with digital transformation, the success and depth of implementation vary significantly. Indomaret and Alfamart exhibit a more mature level of digital strategy through the launch and systemic integration of platforms such as Klik Indomaret and Alfagift. These platforms are seamlessly connected with customer loyalty systems, logistics, and cross-channel promotional campaigns. This integration aligns with what Bessant & Tidd (2015) define as systemic innovation capability the ability of a firm to unify disparate innovation elements into a coherent value creation architecture.

Moreover, the broad customer base of Alfamart and Indomaret supports effective application of data driven promotional personalization, utilizing tools like the i.saku digital wallet and electronic bill payment systems. These systems embed customers deeply within their omnichannel ecosystems, ensuring greater stickiness and lifetime value.

Lifestyle-Based Innovation and Strategic Exploration

By contrast, Circle K and Lawson are still navigating the exploratory phase of innovation, emphasizing lifestyle-based differentiation through conceptual models. Circle K's urban café model and Lawson's Japanese-style open kitchen focus on customer experience and niche market appeal, especially among urban youth and culinary enthusiasts. However, these initiatives lack the systemic digital infrastructure and data integration seen in the dominant players. As a result, their business models remain vertically narrow, despite offering strong brand positioning within specific segments.

From a strategic lens, these cases represent different points on the exploration exploitation continuum (March, 1991). Alfamart and Indomaret exploit existing scale, structure, and digital capabilities to drive short-term, scalable outcomes. Circle K and Lawson, in contrast, explore new formats, with potential for long-term disruptive value provided a robust ecosystem supports their evolution.

Organisational Capabilities and Managerial Implications

The success of digital innovation is not solely attributed to technology, but also to the organisational capability to implement change, foster innovation culture, and scale internal training. Alfamart and Indomaret stand out for their internal intrapreneurship programs and large-scale digital training that support initiatives like Bean Spot and Indomaret Point. These enable more effective rollout of new units and digital services across vast operational networks.

In contrast, the slower pace at Circle K and Lawson may stem from limited structural support, fewer digital resources, or narrower strategic focus. These findings imply that bridging the innovation success gap in franchise retail requires more than adopting digital tools. It calls for a holistic transformation, combining scalable digital infrastructure, strong omnichannel integration, and a culture that supports proactive change and innovation. For retail managers, the implication is clear: sustainable success in digital transformation depends not only on what is implemented, but how well it is aligned across systems, people, and strategic vision.

CONCLUSION

Strategic Differences in Business Model Innovation

This study compares business model innovation strategies among four franchise minimarket brands in Indonesia: Alfamart, Indomaret, Circle K, and Lawson. While all brands have adopted omnichannel approaches, the depth of integration and strategic coherence varies significantly. Alfamart and Indomaret demonstrate more mature and systemic digital transformation efforts by integrating digital platforms, personalized promotions, and loyalty systems. In contrast, Circle K and Lawson focus on lifestyle-based service innovation, with limited integration of digital ecosystems.

Organizational Enablers and Managerial Considerations

The findings reveal that successful innovation in this sector hinges not only on technology adoption but also on the strategic alignment between customer data utilization, omnichannel infrastructure, and organizational capabilities. Indomaret and Alfamart benefit from economies of scale, structured loyalty programs, and stronger internal digital culture, enabling them to implement exploitative innovation effectively. Meanwhile, Circle K and Lawson pursue exploratory innovation with niche offerings like urban cafés and Japanese fast-food formats. From a managerial standpoint, digital transformation should be seen as a holistic shift involving service design, organizational agility, and customer engagement. Companies must cultivate a culture of innovation, empower frontline staff through digital upskilling, and foster intrapreneurship. Strategic partnerships with external digital platforms (e.g., GrabFood, Gojek, e-wallets) can accelerate innovation while minimizing physical expansion costs.

Future Research and Strategic Outlook

The study suggests that franchise minimarkets should evolve into lifestyle and community-based retail models, positioning themselves not merely as product outlets but as personalized service ecosystems.

Adaptive business models, data-driven decision making, and omnichannel consistency are essential to drive loyalty and sustainable growth. For academic development, future research should adopt longitudinal and mixed method approaches to assess the long-term effects of digital strategy implementation on business performance and customer retention. Cross regional and international comparative studies are also recommended to evaluate digital innovation in underdeveloped infrastructure contexts and its contribution to inclusive and sustainable retail ecosystems.

RECOMMENDATIONS

Strengthening Digital Integration and Internal Capabilities. Retail companies should enhance the systemic integration of their digital services across loyalty systems, payment platforms, and supply chains. Investing in digital literacy training, data analytics, and internal innovation mechanisms will empower staff and improve cross-functional agility.

Building Ecosystems through Strategic Partnerships. Partnerships with established digital service platforms like GrabFood, Gojek, and e-wallet providers offer minimarkets the opportunity to extend service reach, reduce overhead, and align their value proposition with modern consumer habits.

Encouraging Adaptive Innovation Models. Retailers should adopt flexible business models that can cater to both mass markets and niche segments. Using customer data for personalized services and implementing omnichannel consistency will enhance customer loyalty and business resilience.

ACKNOWLEDGEMENTS OR NOTES

The author gratefully acknowledges the support from the Master of Management Program at Universitas Islam Indonesia. Sincere appreciation is also extended to the faculty members and peers for their valuable input throughout the writing process. Special thanks to the organizing committee of The 2nd International Conference of ASEAN School of Business Network 2025 for the opportunity to present this research at an international academic forum.

REFERENCES

- Alfamart. (2023). Laporan Tahunan 2022. PT Sumber Alfaria Trijaya Tbk. <https://www.alfamart.co.id>
- Alfamidi. (2023). Laporan Tahunan Lawson Indonesia 2022. PT Midi Utama Indonesia Tbk. <https://www.alfamidiku.com>
- Anees-ur-Rehman, M., Wong, H. Y., & Hossain, M. (2016). The Progression of Brand Orientation Literature in Twenty Years: A systematic Literature Review. *Journal of Brand Management*, 23(6), 612–630. <https://doi.org/10.1057/s41262-016-0008-2>
- Bessant, J., & Tidd, J. (2015). *Innovation and Entrepreneurship* (3rd ed.). Chichester: John Wiley & Sons.
- Circle, K. (2023). Tentang Kami – Circle K Indonesia. PT Circleka Indonesia Utama. <https://www.circlek.id>
- Creswell, J., & Poth, C. (2018). *Qualitative Inquiry and Research Design Choosing among Five Approaches* 4th Edition. Los Angeles: Sage Publications.
- Gemilang, A. R. S., & Marsasi, E. G. (2023). Social Commerce Investigation: The Role of Satisfaction and Loyalty on Repurchase Intention. *Jurnal Ilmiah Poli Bisnis*, 15(1), 1–14. <https://doi.org/10.30630/jipb.v15i1.992>
- Hodijah, C., Yani, N. W. M. N., & Sajili, M. (2025). *Komunikasi Bisnis dalam Era Artificial Intelligence*. Padang: Takaza Innovatix Labs.

- Hollebeek, L. D., & Macky, K. (2019). Digital Content Marketing's Role in Fostering Consumer Engagement, Trust, and Value: Framework, Fundamental Propositions, and Implications. *Journal of Interactive Marketing*, 45(1), 27–41. <https://doi.org/10.1016/j.intmar.2018.07.003>
- Indomaret. (2023). Profil Perusahaan dan Layanan Digital Indomaret. PT Indomarco Prismaatama. <https://www.indomaret.co.id>
- Juninda, N. A., Rahmalia, Oktavia, Y., & Sanjaya, V. F. (2024). Strategic Agility Sebagai Strategi Kompetitif Di Era Disrupsi Digital. *Al-A'mal: Jurnal Manajemen Bisnis Syariah*, 1(2), 205–216.
- Khoirunnisa, A., & Marsasi, E. G. (2024). Omnichannel Based Integrated Marketing Communication At Tripatria Innovation Marketing Program. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis*, 12(4), 3913–3924. <https://doi.org/10.37676/ekombis.v12i4.6706>
- Kitchen, P. J., & Burgmann, I. (2015). Integrated Marketing Communication: Making it Work at a Strategic Level. *Journal of Business Strategy*, 36(4), 34–39. <https://doi.org/10.1108/JBS-05-2014-0052>
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>
- March, J. G. (1991). Exploration and Exploitation in Organizational Learning. *Organization Science*, 2(1), 71–87. <https://doi.org/10.1287/orsc.2.1.71>
- Pantano, E., Pizzi, G., Scarpi, D., & Dennis, C. (2020). Competing During a Pandemic? Retailers Ups and Downs During the COVID-19 Outbreak. *Journal of Business Research*, 116, 209–213. <https://doi.org/10.1016/j.jbusres.2020.05.036>
- Patton, M. (2015). *Evaluasi Kualitatif dan Metode Penelitian*. California: Sage Publications.
- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the Special Issue Information Technology in Retail: Toward Omnichannel Retailing. *International Journal of Electronic Commerce*, 18(4), 5–16. <https://doi.org/10.2753/JEC1086-4415180400>
- Purnomo, S. Y., Gunawan, L., Prihatni, A., Gunawan, L., Daeli, H. P. D., & Amzul, T. A. A. (2025). Strategi Inovasi Dalam Pengelolaan Bisnis UMKM:(Studi Kasus Pada Sektor Kreatif Di Indonesia). *Jurnal Tadbir Peradaban*, 5(2), 198–219. <https://doi.org/10.55182/jtp.v5i2.577>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital Transformation: A Multidisciplinary Reflection and Research Agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing: Introduction to the Special Issue on Multi-Channel Retailing. *Journal of Retailing*, 91(2), 174–181. <https://doi.org/10.1016/j.jretai.2015.02.005>