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# Optimizing Digital Marketing Strategies For Indonesian Retail Companies Through SWOT Analysis And Strategic Development

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## ABSTRACT

The purpose of this study is to find the best digital marketing strategy and its development strategy for retail companies in Indonesia. This study uses a qualitative approach of SWOT analysis, and data collection through interviews and direct observation, in five retail companies in Indonesia, namely Indomart, Alfamart, Alfamidi, Carefour and Lottemart. The results of the study show that each company has advantages in terms of wide market reach, marketing cost efficiency, and ease of interaction with customers through digital platforms. As a development strategy, this study recommends several main steps, including: (1) Improving digital HR competency through technology-based marketing training, (2) Utilizing AI and Big Data technology to personalize customer experiences, (3) Diversifying digital marketing platforms, including using live shopping and influencer marketing strategies, (4) Strengthening customer data security to increase user trust, and (5) Expanding omni-channel and e-commerce services to increase sales effectiveness.

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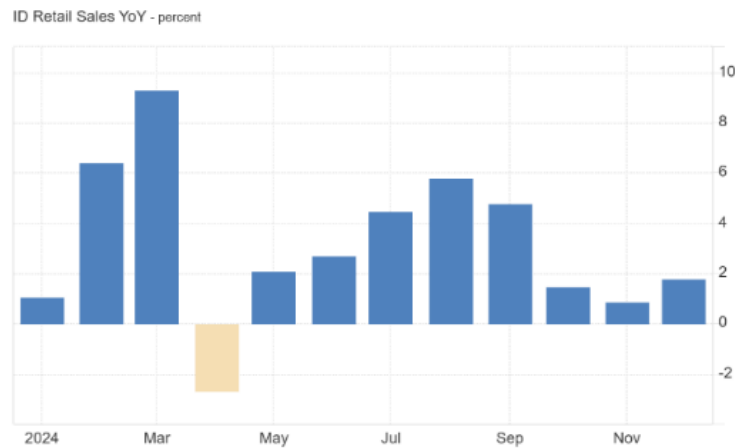
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## INTRODUCTION

The retail industry has experienced major changes as a result of advances in digital technology, which allows businesses to reach more customers using various digital platforms such as technology-based applications, e-commerce, and social media. Digital marketing strategies are becoming

increasingly important for retail companies to increase competitiveness and maintain market share as the use of the internet and mobile devices increases in Indonesia.. The retail industry in Indonesia in 2024 will show significant dynamics, influenced by various economic factors and changes in consumer behavior [1], [2]



Source: Bank Indonesia, Trading Economics, 2025

**Figure 1.** Retail Sales in Indonesia, 2024.

Based on [Figure 1](#), it is known that retail sales in Indonesia increased by 1.8% year-on-year in December 2024, up from an eleven-month low of 0.9% in November and marking the fastest pace since September. The latest reading also marked the eighth consecutive month of expansion in retail trade, driven by a surge in sales of automotive parts and accessories (13.0% vs 7.2% in November). At the same time, turnover increased further for food (2.3% vs 2.5%) and clothing (0.6% vs 0.6%). Meanwhile, sales declines were less pronounced for information and communication (-5.9% vs -23.1%), cultural and recreational goods (-0.9% vs -2.4%), and household appliances (-6.8% vs -7.2%). In contrast, fuel sales grew at a much slower pace (3.9% vs 8.8%). Retail sales are expected to rise by 0.4% in January. On a monthly basis,

retail sales grew by 5.9% in December, the highest in nine months, recovering from a 0.4% decline.

In December 2024, retail sales in Indonesia increased by 1.8% year-on-year (yoy), up from 0.9% in November 2024. This increase was mainly driven by a 13.0% surge in sales of automotive spare parts and accessories, as well as a 2.3% increase in sales of food and clothing and a 0.6% increase in sales. However, sales in the information and communication sector decreased by 5.9%, although better than the 23.1% decline in November 2024.

Despite the growth, it is projected that the retail sector growth will decline to around 4.8% in 2024, compared to 5.3% in the

previous year. This decline is due to several economic factors, including the five-month deflationary trend at the beginning of the year and the impact of the government transition [3].

Changes in consumer behavior also affect the retail industry. For example, Unilever experienced a decline in market share in Indonesia, from 38.5% in the third quarter of 2022 to 34.9% in the same period in 2023. This decline was largely due to a boycott triggered by pro-Palestinian groups regarding Unilever's business activities in Israel, as well as a shift in consumers to more affordable local brands. [4], [5].

Digital marketing is a modern and promising form of marketing to improve the company's business performance. The advantage of this strategy is that it allows advertisers to communicate directly with potential customers without any obstacles caused by time and geographic location constraints [6].

Digital marketing is a marketing strategy that utilizes electronic devices such as personal computers, smartphones, and mobile phones, and to involve stakeholders in the marketing process. In its application, digital marketing techniques are able to integrate several aspects of marketing communications and existing conventional media channels, so that they can expand the marketing mix [7], [8].

According to Chaffey and Chadwick (2016:11) [9], David (2011) [10] basically digital marketing is a marketing activity that uses digital media using the internet which utilizes media in the form of the web, social media, e-mail, database, mobile/wireless and digital TV to increase consumer targets and to find out the profile, behavior, product value, and loyalty of customers or target consumers to achieve marketing goals. Retail industries

such as Indomaret, Alfamart, Alfamidi, Carrefour, and Lottemart have undergone significant changes in recent years, especially with the increasing adoption of digital technology and changes in consumer shopping behavior. These retail companies have begun to adopt digital marketing strategies to maintain competitiveness amidst increasingly fierce competition, in facing challenges as well as opportunities in optimizing digital marketing strategies to increase sales effectiveness and customer loyalty. Entrepreneurs must follow changes in market demand which will indirectly change the current business model. [11]

Similarly, digitalization is changing consumption patterns in the Indonesian retail sector. Consumers are increasingly relying on online platforms to make transactions, compare prices, and find information about products. This means that retail companies must adopt more creative and successful digital marketing strategies to meet increasing consumer expectations. However, many retail companies still face problems when optimizing their digital marketing strategies, such as a lack of understanding of digital consumer behavior, limitations in integrating online and offline marketing channels, and a lack of understanding of analytical technology. The use of digital media is very helpful in marketing products or services quickly, widely and cheaply [9].

SWOT is a method used to evaluate the strengths, weaknesses, opportunities and threats in a business. Generally, SWOT is depicted in a table on a large paper size to facilitate the analysis of the relationship between its aspects. Making a SWOT analysis involves specific business objectives and identifying internal-external factors to achieve those objectives [12].

The purpose of this study is to find the best digital marketing strategy for Indonesian retail companies. This study is expected to provide strategic advice for retail companies that want to increase brand visibility, customer loyalty, and long-term growth in the internet era by understanding the components that influence the effectiveness of digital marketing, for that reason the

## RESEARCH METHOD

This study uses a qualitative approach to gain a deeper understanding of Digital Marketing Strategies for Indonesian Retail Companies such as Indomaret, Alfamart, Alfamidi, Carefour and Lottemart. This is the basis for developing a digital marketing model that can be used as one of the inputs in decision making in the industry.

Sugiyono (2018) [13] explains that qualitative research is a method that examines natural conditions (different from experiments), where the researcher acts as the main instrument. Data collection techniques are carried out through triangulation (using various methods), data analysis is inductive, and qualitative research results focus more on meaning than generalization.

In this study, the researcher conducted interviews with the informants. At this

author uses the SWOT analysis method, because this method can identify the factors needed to formulate a company strategy. SWOT analysis focuses on maximizing strengths and opportunities, and minimizing weaknesses and threats, so that it can increase marketing competitiveness work.

interview stage, the researcher asked several questions about the SWOT analysis related to their research project. The researcher used a qualitative approach to collect data through written or oral collection. In the interview, the researcher asked several questions related to the SWOT analysis, which is one of the focuses of this study.

The SWOT matrix will facilitate the formulation of strategies that need to be carried out by a business activity. Basically, the alternative strategies taken must be directed at efforts to use strengths and improve weaknesses, take advantage of opportunities and anticipate threats. So that the SWOT matrix will obtain four alternative groups called SO strategies, WO strategies, ST strategies and WT strategies (Kuncoro, 2015). The SWOT analysis matrix can be seen in [Table 1](#) below.

Opportunities (O)	Strength (S)	Weaknesses (W)
	<b>SO Strategy:</b> Using all available strengths to take advantage of existing opportunities	<b>WO Strategy:</b> Overcoming all weaknesses by utilizing all available opportunities
Threats (T)	<b>ST Strategy:</b> Using all strengths to avoid threats	<b>WT Strategy:</b> Minimizing weaknesses and preventing threats

Source: Rangkuti, (2006) [4]

**Table 1.** SWOT analysis matrix

According to Rangkuti (2006) [4] if the strategy in [Figure 2](#). is linked to business strategy, then the business strategy choices that need to be made are as follows:

1. SO (Strengths-Opportunities) strategy, in this situation the company needs to carry out aggressive business development, namely using substantial strength to create new businesses or develop existing businesses. The strategy in the SO quadrant is called an aggressive strategy.
2. ST (Strengths-Threats) strategy, in this situation the company needs to diversify its products or business, by developing superior products. The strategy in the ST quadrant is called a diversification strategy.
3. WO(Weaknesses-Opportunities) Strategy, in this situation management must analyze the weaknesses so that they can eliminate the main weaknesses. The strategy in the WO quadrant is called a reversal strategy.
1. WT (Weaknesses-Threats) strategy, in this situation management must analyze the main weaknesses that exist while avoiding threats. The strategy in the WT quadrant is called a defensive strategy. After analyzing all the variables above, then the internal strategy factors and external factor strategies are poured into a SWOT analysis diagram as presented in [Figure 2](#).



Source: Rangkuti, (2016) [4]

**Figure 2.** SWOT analysis diagram

- Quadrant I : It is a profitable situation because the company has opportunities and strengths so that it can take maximum advantage of opportunities so that it is able to implement strategies that support aggressive growth.
- Quadrant II: Despite facing various threats, companies in situations like this use their internal strengths to take advantage of long-term opportunities by using product diversification.
- Quadrant III : It is a situation where the company faces great opportunities but faces internal constraints. Focusing the company's strategy on such a position can minimize the company's internal constraints.
- Quadrant IV : It is an unfavorable position. The company faces various internal threats and constraints.

## RESULT AND DISCUSSION

The purpose of this study is to find and optimize digital marketing strategies for retail companies in Indonesia such as Indomaret, Alfamart, Alfamidi, Carrefour, and Lottemart. And here are the results of the analysis based on the four main components of SWOT:

### 1. Strengths Analysis

The strength analysis of retail companies in Indonesia is as follows:

- a. Wide Distribution Coverage:  
Indomaret, Alfamart, and Alfamidi have thousands of outlets throughout Indonesia, while Carrefour and Lottemart have large store chains spread across major cities.
- b. Strong Brand Image:  
These five companies, namely Indomaret, Alfamart, Alfamidi, Carrefour and Lottemart, have a good reputation and are widely known by the Indonesian people.
- c. Utilization of Digital Technology:  
These five companies, namely Indomaret, Alfamart, Alfamidi, Carrefour and Lottemart, have adopted mobile applications, digital loyalty programs and marketing through social media.
- d. Company efforts to increase sales:  
These five companies, namely Indomaret, Alfamart, Alfamidi, Carrefour and Lottemart, offer a wide range of products ranging from daily necessities to premium products, which attract various customer segments.
- e. Cooperation with E-Commerce:  
Several companies such as Alfamart and Indomaret have collaborated with e-commerce platforms to expand their market reach.

### 2. Weakness Analysis

- a. Dependence on Physical Location:  
Even though digital marketing is growing, most sales still depend on physical stores.
- b. Lack of Digital Optimization in Some Regions:  
Even digital infrastructure hampers the effectiveness of online marketing in certain areas.
- c. Internal Competition:  
The tight competition between Indomaret, Alfamart, and Alfamidi which have similar business models can limit market growth.
- d. Limited Big Data Management:  
The use of customer data for marketing personalization is still not optimal in some companies.
- e. Limitations of Digital Innovation:  
Some companies still rely on traditional marketing methods rather than digital innovations based on AI and big data.

### 3. Opportunities Analysis

- a. Growth of E-Commerce and Digital Payments:  
The increasing adoption of digital payments and online shopping opens up new opportunities for digital marketing strategies.
- b. Increase in Internet and Smartphone Users:  
More and more people are using the internet and smartphones for shopping.
- c. Government Support for Digital Transformation:  
Government policies that encourage business digitalization can accelerate the optimization of digital marketing.
- d. Omni-Channel Development Potential:

Integrating online and offline shopping experiences can increase customer satisfaction.

- e. Influencer Based Marketing and Social Media:  
Using influencer marketing strategies and digital advertising can increase customer engagement.

**4. Threat Analysis**

- a. Tight Competition with E-Commerce Platforms:  
Tokopedia, Shopee, and Lazada continue to grow and can replace the role of conventional retail stores.
- b. Changes in Consumer Behavior:  
Changing customer preferences demand rapid adaptation in marketing strategies.

- c. Strict Regulations:  
Regulations related to digital tax, personal data protection and e-commerce can be operational barriers.
- d. Cyber Security Threats:  
The risk of data leaks and cyber attacks can harm a company's reputation and reduce customer trust.
- e. Economic Fluctuations:  
Economic instability can affect people's purchasing power and consumption patterns.

The following [table 2](#) are the results of the SWOT matrix.

**Table 2.** SWOT Matrix

<b>Internal</b>	<b>Strength</b>	<b>Weakness</b>
	<ol style="list-style-type: none"> <li>1. Wide distribution reach</li> <li>2. Strong brand image</li> <li>3. Utilization of digital technology</li> <li>4. Product Diversification</li> <li>5. There is cooperation with E-Commerce</li> </ol>	<ol style="list-style-type: none"> <li>1. Dependence on Physical Location</li> <li>2. Lack of Digital Optimization in Some Regions</li> <li>3. Internal Competition</li> <li>4. Limited Big Data Management</li> <li>5. Limitations of Digital Innovation</li> </ol>
<b>External</b>	<b>SO Strategy</b>	<b>WO Strategy</b>
	<ol style="list-style-type: none"> <li>1. Leveraging digital technology to improve efficiency and marketing.</li> <li>2. Developing an omni-channel system to be more integrated.</li> <li>3. Taking advantage of e-commerce and digital payments trends.</li> </ol>	<ol style="list-style-type: none"> <li>1. Overcoming dependence on physical locations by enhancing online services.</li> <li>2. Improving big data management for marketing personalization.</li> </ol>

Threats (Threats)	ST Strategy	WT Strategy
	<ol style="list-style-type: none"> <li>1. Strengthen data security to reduce the risk of cyber attacks.</li> <li>2. Adapting to regulatory changes related to digital tax and data protection.</li> <li>3. Developing more flexible marketing strategies to address changes in consumer behavior.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reducing dependence on conventional marketing methods.</li> <li>2. Optimizing digital strategies to be more competitive than big e-commerce</li> </ol>

Based on the results of the SWOT analysis in [table 2](#), optimization of digital marketing strategies for Indomaret, Alfamart, Alfamidi, Carrefour, and Lottemart can be done through the following steps:

1. Enhancing Digital Innovation by using AI technology and big data for marketing personalization.
2. Developing an Omni-Channel Strategy to make the customer shopping experience more integrated between online and offline.
3. Strengthening Data Security by investing in customer data protection systems.
4. Leveraging Influencers and Social Media to increase customer engagement and loyalty.
5. Enhance Partnership with E-Commerce to expand market reach and increase online sales.

With the right strategy, retail companies such as Indomaret, Alfamart, Alfamidi, Carrefour, and Lottemart can optimize digital marketing and maintain competitiveness in the digital era [\[14\]](#).

And to increase retail sales for Indomaret, Alfamart, Alfamidi, Carrefour, and Lottemart, then the optimal development strategy must be based on the results of the previous SWOT analysis. Here are the strategies that can be applied:

### 1. Indomaret

- a. The digital marketing strategies implemented are [\[15\]](#):
  - 1) Developing more interactive Indomaret Online features with AI-based product recommendation features.
  - 2) Optimizing marketing through social media (Instagram, TikTok, and YouTube) with daily promotional content.
  - 3) Increase flash sale promotions & bundling discounts through the Indomaret Poinku application.
- b. The Omni-Channel & E-Commerce strategy that is implemented is [\[16\]](#):
  - 1) Improving the integration of Indomaret Online with Tokopedia, Shopee, and Blibli.
  - 2) Expanding “Click & Collect” service in all stores to accelerate customer shopping experience.
  - 3) Provides monthly subscription features for everyday products.
- c. Strategies for building customer loyalty & digital payments are as follows [\[17\]](#):

- 1) Developing Indomaret Poinku loyalty program with more rewards & cashback.
- 2) Provides payments with more digital wallets such as OVO, Dana, ShopeePay.
- 3) Increase cooperation with local banks for special credit/debit card promotions.

## 2. Alfamart

- a. The digital marketing strategies implemented are [18]:
  - 1) Leveraging big data & AI to personalize product recommendations in the Alfagift app.
  - 2) Using live shopping strategies on TikTok & Instagram to increase customer engagement.
  - 3) Maximize product promotions based on seasons & trends (eg Ramadan or Back to School product promotions).
- b. The Omni-Channel & E-Commerce strategy implemented is as follows [19]:
  - 1) Develop Alfamart Express with fast delivery service (1-2 hours).
  - 2) Strengthening collaboration with Gojek (GoMart) and GrabMart for instant shopping.
  - 3) Providing subscription-based purchasing services for routine needs such as milk, rice, and drinking water.
- c. Strategies to build Loyalty & Payment Innovation [20]:
  - 1) Develop a gamification-based point rewards system to make customers more active in shopping.
  - 2) Integrating QRIS & e-wallet across all outlets for fast and

easy transactions.

- 3) Enhance Alfamart Membership Premium strategy for frequent shoppers with exclusive benefits.

## 3. Alfamidi

- a. The digital marketing strategies implemented are:
  - 1) Utilize hyperlocal targeting-based marketing to offer promotions according to customer location.
  - 2) Developing video storytelling-based marketing content on social media.
  - 3) Increasing the use of interactive chatbots for customer service on WhatsApp and the Alfamidi application.
- b. Omni-Channel & E-Commerce strategies that are implemented are:
  - 1) Develop pre-order features for special products such as hampers, imported products, and premium meat.
  - 2) Enhance cooperation with GoMart & GrabMart for fast delivery services.
  - 3) Providing wholesale shopping programs for SMEs through the Alfamidi application.
- c. Strategy to build Customer Loyalty & Shopping Experience:
  - 1) Presenting digital membership features with various special promotions for loyal customers.
  - 2) Developing BNPL (Buy Now, Pay Later) based payment services for more flexible transactions.

## 4. Carrefour

- a. The digital marketing strategies implemented are:

- 1) Leveraging Augmented Reality (AR) technology for a more interactive shopping experience (eg, product try-on features).
  - 2) Using a more personalized email marketing strategy with specific product recommendations.
  - 3) Develop health & lifestyle based marketing content, as many Carrefour customers buy fresh & organic products.
- b. Omni-Channel & E-Commerce strategies that are implemented are:
- 1) Strengthening the Carrefour Click & Collect platform to make it easier for customers to pick up orders at the nearest store.
  - 2) Provides bulk product ordering features for hotels, restaurants and cafes.
  - 3) Developing the Carrefour application with scan & go features, so customers can shop without queuing at the cashier.
- c. Loyalty Strategy & Innovative Products
- 1) Maximize the Carrefour Member program with cashback & weekly promotions.
  - 2) Increasing private label brand products to compete with e-commerce.
  - 3) Providing more organic, vegan and halal products to meet the demands of more health conscious customers.

## 5. Lottemart

- a. The digital marketing strategies implemented are:
- 1) Develop customer journey-based marketing (eg, advertising that follows customers' shopping habits).
  - 2) Using content marketing strategies with food recipes & cooking tutorials to increase the appeal of fresh food products.
  - 3) Running membership-based promotions, where customers get exclusive promotions after registering a Lottemart account.
- b. Omni-Channel & E-Commerce strategies that are implemented are:
- 1) Strengthening the Lottemart Online platform to reach more customers who want to shop without having to go to a physical store.
  - 2) Expanding online wholesale ordering services for SMEs and culinary businesses.
  - 3) Developing a subscription box feature for imported and premium products, which are sent automatically every month to customers.
- c. Strategies to build Customer Loyalty & Exclusive Products, namely:
- 1) Presenting exclusive products with the Lottemart private label brand for food, beverages, and household needs.
  - 2) Developing the Lottemart VIP Membership program with special discounts and regular promotions.
  - 3) Leveraging AI & chatbot technology to improve customer service and product recommendations.

## CONCLUSION

Based on the SWOT analysis conducted on Indomaret, Alfamart, Alfamidi, Carrefour, and Lottemart, it can be concluded that digital marketing strategies have an important role in increasing the competitiveness and sales of retail companies in Indonesia. The main strengths of digital marketing are wide market reach, marketing cost efficiency, ease of interaction with customers, and data-based analytical capabilities. Weaknesses that are still faced include limited human resources in digital marketing, customer data security, and dependence on third-party platform algorithms such as Google and social media. Huge opportunities are opening up with increasing internet penetration, the popularity of e-commerce, and government support for business digitalization. Key threats include changes in digital platform algorithms, economic fluctuations that affect consumer purchasing power, and cybersecurity threats that have the

potential to harm companies. And to overcome these challenges and take advantage of the opportunities that exist, more specific development strategies are applied to each company. Indomaret and Alfamart focus on strengthening the digitalization of loyalty programs and expanding omni-channel services. Alfamidi implements hyperlocal marketing and wholesale shopping strategies for SMEs. Carrefour places more emphasis on premium shopping experiences based on digital technology such as AR and Scan & Go features. Lottemart optimizes exclusive products, subscription boxes, and content-based marketing strategies. With the right strategy, it is hoped that these retail companies can increase the effectiveness of digital marketing and strengthen their competitiveness in the digital era. By implementing these strategies, retail companies in Indonesia can continue to grow and maintain their position in an increasingly competitive market.

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