Differentiation Strategy and Digital Marketing for Revitalizing Traditional Retail Stores

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Abstract: This research examines the application of product differentiation and effective digital marketing strategies for revitalizing traditional retail stores, using Kios Maju Berkah as a case study. In an era of increasingly intense competition between traditional retail, modern retail, and e-commerce, traditional stores face significant challenges to survive. This study highlights the importance of unique local products, high-quality customer service, and targeted digital marketing in attracting and retaining customers. Through SWOT and TOWS analysis, this research finds that appropriate product innovation and the implementation of digital marketing strategies can enhance the competitiveness of traditional retail stores. The recommendations from this study include optimizing digital marketing strategies and collaborating with local communities to maintain the relevance and sustainability of traditional retail businesses.

Keyword: Digital Marketing, Product Differentiation, Retail Revitalization, SWOT, Traditional Retail

INTRODUCTION

The development of technology and digitalization in the retail sector has created major challenges for traditional retailers, especially those based on MSMEs (Micro, Small, and Medium Enterprises). In Indonesia, traditional retailers still play an important role in the local economy, especially as providers of daily necessities in urban and rural areas. However, with the emergence of e-commerce platforms and the presence of modern retailers such as supermarkets and minimarkets, consumer preferences have begun to shift. They tend to prefer the ease and convenience offered by online shopping and more structured services from modern retailers. This has had a significant impact on the sustainability of traditional retailers, which have experienced declining sales, and in some cases have even been forced to close their businesses.

In this context, traditional retail stores face a major dilemma: on the one hand, they must maintain the local and traditional characteristics that are their main attraction, while on the other hand, they need to adapt to technological developments and increasingly competitive market trends. Traditional kiosks such as Kios Maju Berkah play an important role for people looking for quality local products at competitive prices. However, major challenges remain in maintaining the existence and competitiveness of these stores in the midst of the digitalization era.

Revitalizing traditional retail stores is a must so that they can compete with modern retail and e-commerce. One of the main strategies that can be adopted is product differentiation, where traditional retail stores must be able to offer unique products that are not available in modern retail or e-commerce. In addition, digital marketing strategies also need to be implemented to expand market reach and increase interaction with consumers. The combination of these two strategies, namely product differentiation and digital marketing, will create a sustainable competitive advantage for traditional retailers. This study aims to examine how these strategies can be implemented effectively by Kios Maju Berkah in an effort to revitalize and increase sales. This study also discusses how traditional retail stores can adapt to changes in consumer preferences and digital technology to stay relevant in an increasingly dynamic market.

METHOD

This study uses a qualitative approach with a case study method at Kios Maju Berkah, a traditional kiosk selling various local foods and traditional products. Data were collected through in-depth interviews with owners and customers and observations of kiosk marketing and sales activities. SWOT, BCG and PEST analysis were used to evaluate strengths, weaknesses, opportunities, and threats, in order to formulate strategies that can strengthen the kiosk's position in competing in the traditional retail market. The following is the flow of the research conducted.
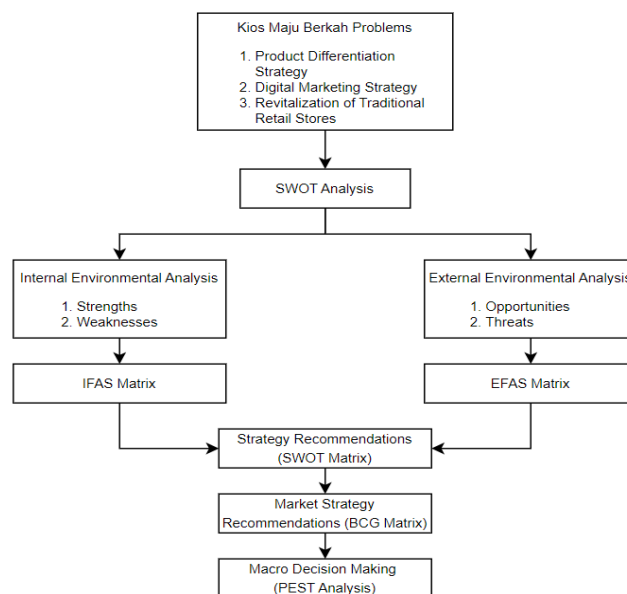
Source: Research Results
Figure 1. Research Flow Diagram

RESULTS AND DISCUSSION

Product differentiation strategy is one of the important pillars in building competitive advantage by creating unique added value for consumers. This approach aims to position the

product as a more valuable choice even though there are other alternatives in the market. In the context of traditional retail, the implementation of differentiation strategy is increasingly crucial in order to compete with homogeneous products sold by modern retail and e-commerce platforms, which tend to be more uniform and operationally efficient.

In practice, traditional retail differentiation strategy can be realized through various innovations, especially by utilizing local product elements that reflect the richness of local culture. Local products not only offer uniqueness, but also provide intrinsic value that is difficult to imitate by competitors from modern retail. The aspect of raw material quality is also an important pillar in increasing product appeal among consumers who are more critical of quality and health. The use of high-quality materials helps build a positive image of the product in the eyes of consumers who are increasingly concerned about sustainability aspects.

In addition, attractive and culturally relevant packaging also strengthens product differentiation. Modern consumers are increasingly interested in products that are not only functionally qualified, but also reflect aesthetics and ethical values, such as environmentally friendly packaging and designs that are relevant to local cultural identity. This aspect enriches the consumer experience and strengthens the added value of traditional retail products.

Not only the product aspect, customer service also plays a big role in forming a unique shopping experience. More personal service and focus on consumer needs can create more emotional and authentic interactions compared to services in modern retail. This consumer-oriented shopping experience has the potential to increase loyalty, create a closer relationship between consumers and retailers, and strengthen the competitive position of traditional retailers in an increasingly competitive market.

Digital marketing is now a key strategic tool for traditional retailers in an effort to expand their market and increase sales, especially amidst rapid digitalization. Digitalization allows traditional retailers to reach a wider and more diverse audience through various online platforms such as social media, marketplaces, and e-commerce sites. With digital marketing, traditional retail stores that previously had geographical limitations can now operate in a wider market at a relatively low cost compared to conventional marketing. Digital marketing also helps a business to be able to improve its brand. This can be more optimal if in the process using a green marketing approach. With this practice, of course, it can attract more consumer interest. (Ferdhy Febryan & Mochammad Mukti Ali, 2024).

One significant digital marketing strategy is search engine optimization or SEO (Search Engine Optimization), which helps increase store visibility in search engines when consumers search for relevant products. In addition to SEO, social media also plays an important role in supporting digital marketing through platforms such as Instagram, Facebook, and WhatsApp. Social media allows traditional retailers to build loyal communities and increase consumer interaction through interesting content, special promotions, and interactive campaigns. This approach allows traditional retailers to implement a more personal and humanistic marketing strategy, which is different from large retailers that generally use formal and massive marketing. Digital marketing is basically one of the superior marketing techniques, because it can be implemented in all types of businesses including MSMEs and banking. (Nunung Ayu Sofiati (Efi) & Yoyo Sudaryo, 2020)

On the other hand, paid advertising on social media or platforms such as Google Ads helps expand the reach of consumers with more specific targets. Consumers today tend to do online research before making a purchase, showing the importance of a strong digital presence for traditional retailers. Digital marketing, in addition to driving online sales, also influences consumer purchasing decisions in physical stores.

Revitalizing traditional retail through product innovation and effective digital marketing strategies is a major challenge in maintaining relevance in a market increasingly dominated by digital technology and modern retail. One of the keys to successful revitalization of traditional retail is maintaining the relevance of local products and creating a unique shopping experience.

Traditional retailers that are able to adapt to changes in technology and market trends will be better able to survive in the midst of increasingly fierce competition, even thriving in the era of global competition.

This revitalization also does not only talk about the products sold, but also how traditional retail stores can improve their operational efficiency. For example, traditional retail stores can start adopting more modern inventory management technology to ensure that stock is maintained properly. This is important so that they can meet consumer demand in a timely manner and avoid stock shortages that are often a problem in managing traditional retail.

In addition, product innovation must continue to remain competitive in the market. For traditional retailers, this innovation can be in the form of developing new products that are more relevant to current consumer needs, or updating packaging designs to be more attractive and in line with market trends. Today's consumers are not only looking for quality products but also those that have added value, such as environmentally friendly packaging or products that are made in an ethical manner.

As part of the revitalization, traditional retail stores also need to consider collaborating with local communities and utilizing digital technology more widely. With an integrated approach, such as combining the strength of local products with effective digital marketing, traditional retailers can expand their market share, strengthen brand loyalty, and create sustainable competitiveness.

In data analysis, this study utilizes various matrices to highlight the effectiveness of product differentiation strategies and digital marketing implemented by Kios Maju Berkah. One of the main matrices used is the SWOT matrix, which serves as a tool to identify and analyze the strengths, weaknesses, opportunities, and threats faced by Kios Maju Berkah. This SWOT matrix not only provides an overview of Kios Maju Berkah's position in the market, but also helps in identifying internal factors that can be utilized or need to be improved to increase competitiveness. In addition to the SWOT matrix, this study also involves supporting matrices such as the BCG (Boston Consulting Group) matrix and PEST (Political, Economic, Social, and Technological) analysis. The BCG matrix is used to broadcast the position of the product in the business portfolio, allowing management to see which products are stars, question marks, cash cows, or dogs in the context of the market and market share. Meanwhile, the PEST analysis provides deeper insight into external factors that can affect the business, including political dynamics, economic conditions, social trends, and relevant technological advances. By utilizing these matrices, the study aims to assist Kios Maju Berkah in determining the most appropriate growth direction for the revitalization of traditional retail.

Furthermore, as part of this analysis, the IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) calculation matrices will be presented to provide a clearer picture of the internal strengths and weaknesses, as well as external opportunities and threats that have been identified in the SWOT analysis. IFAS serves as a summary of significant internal factors, which will assist in making strategic decisions and planning actions needed to improve the effectiveness of product strategy differentiation and digital marketing. On the other hand, EFAS includes external factors that can affect the performance of Kios Maju Berkah, so that the organization can react to market changes more quickly and effectively. Therefore, this analysis does not only focus on the current evaluation, but also provides concrete recommendations for continuous improvement and growth for Kios Maju Berkah in facing increasingly competitive market challenges.

Table 1. Internal Strengths and Weaknesses Analysis

Internal Strength Factors	Weight	Rating	Score
Quality and distinctive local products	0,05	5	0,25
Personal and friendly customer service	0,10	4	0,4

Internal Strength Factors	Weight	Rating	Score
Strategic location close to community center	0,15	4	0,6
Uniqueness of traditional products compared to competitors	0,10	5	0,5
Loyalty of repeat customers	0,20	4	0,8
Subtotal Strengths			2,55
Internal Weakness Factors	Weight	Rating	Score
Limited capital for expansion	0,10	2	0,2
Lack of efficient stock management	0,05	3	0,15
Reliance on local customers	0,15	3	0,45
Suboptimal digital marketing strategy	0,05	2	0,1
Limited technological innovation for store management	0,05	2	0,1
Subtotal Weaknesses			1
Total Internal Score	1		3,55

Source: Research data

The results of Kios Maju Berkah's internal calculations show an in-depth evaluation of the factors that influence the company's performance and position in the market. Based on the analysis conducted, Kios Maju Berkah scored 2.55 for internal strengths, indicating that the company has a number of advantages that can be utilized to strengthen competitiveness and achieve long-term goals. This score reflects various positive aspects owned by the company, such as product quality, operational capabilities, competent human resources, and innovation that continues to be developed.

However, on the other hand, Kios Maju Berkah also scored 1 for internal weaknesses. This shows that although the company has a number of strengths, there are still areas that require attention and improvement. These weaknesses can include factors such as limitations in resource management, an inefficient organizational structure, or even challenges in maintaining customer satisfaction. A score of 1 for this weakness indicates that the existing problems, although significant, are not yet large enough to threaten the continuity of the company's operations, but must still be addressed so as not to hinder further development.

Taking into account the scores for internal strengths and weaknesses, the total internal score obtained by Kios Maju Berkah is 3.55. This total score provides an overview of the company's overall internal condition, taking into account both the potential strengths that exist and the constraints that need to be fixed. This score shows that Kios Maju Berkah has a fairly solid foundation but still needs to improve several internal aspects to ensure sustainable growth and better competitiveness in the future.

Table 2. External Opportunities and Threats Analysis

External Opportunity Factors	Weight	Rating	Score
Consumer trends shifting to local and organic products	0,05	4	0,2
Growth of communities supporting local businesses	0,10	4	0,4
Potential collaboration with local SMEs or producers	0,15	4	0,6
Digital marketing and e-commerce opportunities	0,10	5	0,5
Innovation of products and services that suit consumer tastes	0,20	5	1

External Opportunity Factors	Weight	Rating	Score
Subtotal Opportunities			2,7

External Threat Factors	Weight	Rating	Score
Competition from modern stores and e-commerce	0,10	4	0,4
Economic fluctuations and declining consumer purchasing power	0,05	3	0,15
Changes in shopping behavior to online	0,15	4	0,6
Dependence on fluctuating raw material prices	0,05	3	0,15
Increased operational costs	0,05	3	0,15
Subtotal Threats			1,45
Total External Score	1		4,15

Source: Research data

The results of the external calculation of Kios Maju Berkah got a score of 2.7 for external opportunities and a score of 1.45 for external threats. The total external score is at 4.15.

Based on the SWOT analysis conducted, an IFE (Internal Factor Evaluation) score of 3.55 and an EFE (External Factor Evaluation) score of 4.15 were obtained, which showed very strong results in the analysis of the company's internal and external factors. A high IFE score reflects the company's ability to utilize internal strengths and overcome existing weaknesses, while a higher EFE score indicates that the company is in an advantageous position to take advantage of available opportunities and anticipate threats from the external environment. Therefore, IFAS (Internal Factors Analysis Summary) and EFAS (External Factors Analysis Summary) mapping need to be carried out comprehensively to further identify specific factors that contribute to the company's performance. This mapping provides a clear picture of Kios Maju Berkah's competitive position in the market and is the basis for formulating more effective strategies in facing challenges and taking advantage of opportunities in the current retail industry. Through in-depth analysis of these internal and external factors, companies can design more targeted and measurable strategic steps in their efforts to revitalize traditional retail sustainably. In essence, the three main focuses to be able to increase marketing strength can be seen from the product, location and brand equity. These three focuses are the key to the success of the marketing level, because these three focuses are the main focuses that are the center of attention of consumers. By paying attention to the product, location and brand equity, consumers will find it easier to choose and buy a product. (Mochammad Reza Firmansyah, Ujang Sumarwan & Mochammad Mukti Ali, 2021)

Table 3. IFAS and EFAS Final Score Mapping

IFAS		EFAS	
Category	Total Score	Category	Total Score
Strength (S)	2,55	Opportunity (O)	2,7
Weakness (W)	1	Threats (T)	1,45
Total (S-W)	1,55	Total (O-T)	1,25

Source: Research data

Based on the results of the IFAS and EFAS matrices, it is known that the final score of IFAS is 1.55 and the total final score of EFAS is 1.25. The results will be further shown through the SWOT matrix quadrants listed below:
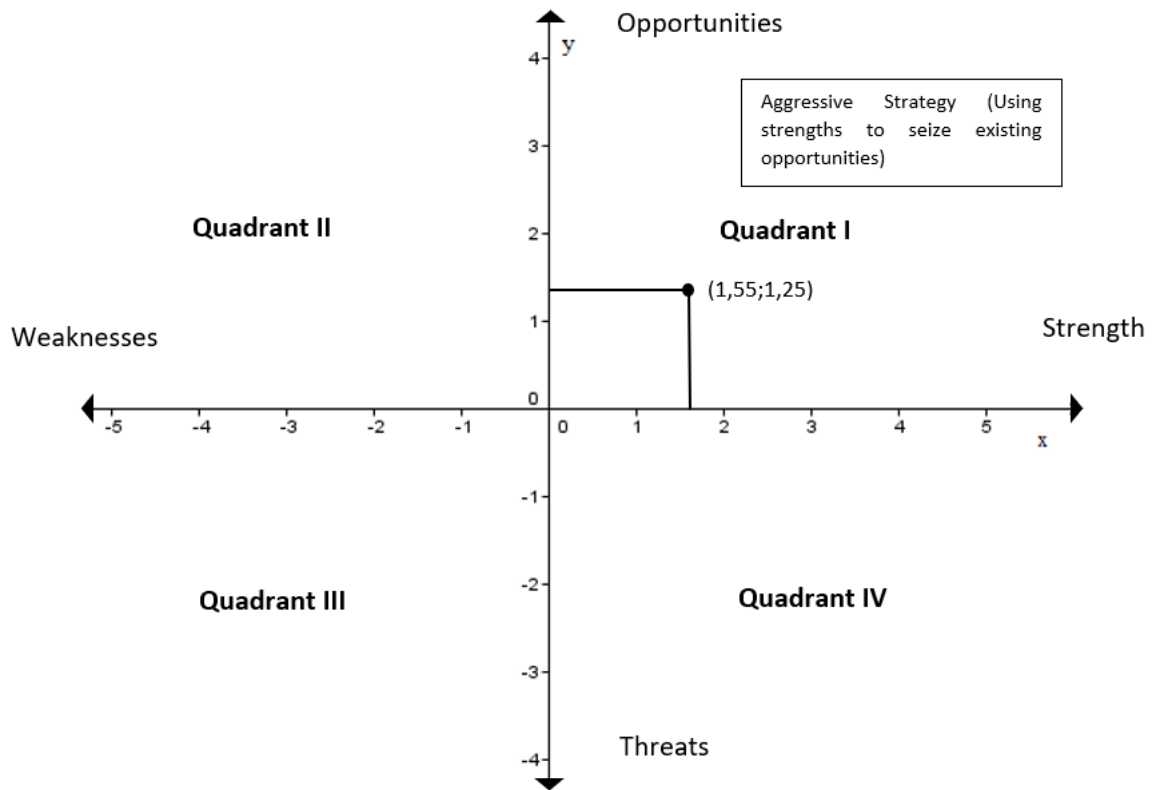
Source: Research Results
Figure 2. IFAS and EFAS Final Score SWOT Matrix

The image illustrates a SWOT analysis chart positioned on a Cartesian coordinate system, segmented into four distinct quadrants: Quadrant I (Strengths and Opportunities), Quadrant II (Weaknesses and Opportunities), Quadrant III (Weaknesses and Threats), and Quadrant IV (Strengths and Threats). A specific point is marked at the coordinates (1.55, 1.25) in Quadrant I, which corresponds to an Aggressive Strategy. This strategy is characterized by utilizing a company's internal strengths to effectively exploit external opportunities. It underscores the importance of harnessing positive internal factors, such as resources, capabilities, or competitive advantages, to take full advantage of favorable market conditions, trends, or emerging opportunities. By focusing on leveraging strengths, this strategy aims to position the organization to rapidly grow, innovate, and expand, capitalizing on promising opportunities in the external environment while maintaining a competitive edge. This approach is particularly effective when the company is well-positioned to invest resources and take calculated risks in order to achieve significant growth or market leadership. It represents a proactive, dynamic response to external opportunities that align with the organization's core competencies and vision.

Table 4. Strategic Plan Based on SWOT Analysis Results

External Factors	Opportunity				
Internal Factors	Consumer trends shifting to local and organic products	Growth of communities supporting local businesses	Potential collaboration with local SMEs or producers	Digital marketing and e-commerce opportunities	Innovation of products and services that suit consumer tastes
	1	2	3	4	5
Strength	Strategic S – O (Strength – Opportunity)				
Quality and distinctive local products	1. Develop local products by introducing variations of organic local products. 2. Improve customer experience by creating loyalty programs and personalized services. 3. Establish partnerships with MSMEs to work with local producers. 4. Leverage digital marketing by launching interactive campaigns for promotions.				
Personal and friendly customer service					
Strategic location close to community centers					
Uniqueness of traditional products compared to competitors					
Loyalty of regular customers					

Source: Research data

Based on the previous SWOT analysis that showed good strengths and opportunities for Kios Maju Berkah, now the BCG Matrix (Boston Consulting Group Matrix) is used to expand sales and dominate the kiosk market. In terms of relative market share, Kios Maju Berkah may still be smaller compared to modern competitors or online retailers that sell similar products, such as traditional foods and snacks. The following are the results of the BCG matrix analysis of Kios Maju Berkah.

Table 5. Maju Berkah Kiosk Sales Data Based on Interviews

Kios Maju Berkah Market Share	15% of the total market
Market Share of Largest Competitors	25% of the total market
Sales This Year	Rp. 150.000.000
Sales Last Year	Rp. 120.000.000

Source: Research data

Based on the results of the calculation of relative market share and market growth rate, Kios Maju Berkah can be further analyzed using the BCG Matrix. The relative market share of Kios Maju Berkah is 0.6, which indicates that the market share of this kiosk is still smaller than its largest competitor, which is only 60% of the competitor's market share. With a relative market share below 1, this indicates that the kiosk is in a less dominant position in traditional retail competition. However, the market growth rate for traditional food products sold by Kios Maju Berkah reaches 25%, a figure high enough to indicate that this market has great potential to grow. With a relatively low market share but a high market growth rate, Kios Maju Berkah can be mapped into the Question Marks quadrant in the BCG Matrix. This position indicates that although there are growth opportunities, Kios Maju Berkah still requires significant investment to strengthen its position in the market, increase market share, and compete better with modern retailers and online sellers. The following is the mapping of Kios Maju Berkah based on the BCG matrix analysis.

GROWTH-SHARE MATRIX

Source: Research Results
Figure 3. Position of Kios Maju Berkah Based on BCG Matrix

Kios Maju Berkah shows high growth potential with a market growth rate of 25%. However, its low relative market share of 0.6 indicates that the kiosk has not been able to compete effectively with major competitors in the market. To strengthen its position and take advantage of existing opportunities, the recommended strategy includes focusing on digital marketing to increase visibility and competitiveness in an era increasingly influenced by technology. In addition, developing product and service innovations that are attractive and relevant to current consumer needs is very important to attract more customers. Kios Maju Berkah also needs to increase partnerships with local communities and MSMEs to strengthen market share in the increasingly popular local segment. With the implementation of these strategic steps, Kios Maju Berkah has the opportunity to transform from a Question Marks position to a Stars in the future.

This will not only increase its competitiveness but also strengthen its position in the increasingly competitive traditional retail market. With the right strategy and innovation orientation, this kiosk can create a unique and relevant shopping experience, which in turn will attract more consumers and drive sustainable growth. To change the position of Kios Maju Berkah from Question Marks to Stars, other considerations are needed in achieving the strategies that have been formulated. One way to do this is by implementing PEST analysis. Based on the PEST analysis for Kios Maju Berkah, there are a number of important factors that must be considered in order to change its position from Question Marks to Stars in the BCG Matrix. From a political perspective, government support for MSMEs through tax incentive policies, capital assistance, and entrepreneurship training provides significant opportunities for the growth of this kiosk. Regulations related to food safety are also crucial factors that must be met to maintain customer trust and loyalty.

Economically, although fluctuations in consumer purchasing power and inflation are challenges that affect operational costs, the potential for partnerships with other MSMEs can be an effective strategy to increase efficiency, expand market reach, and strengthen competitiveness. In terms of social aspects, increasing consumer awareness of local products, healthy food trends, and organic products create great opportunities for Kios Maju Berkah to reach new markets, but changes in shopping behavior to digital platforms require this kiosk to strengthen its presence in e-commerce in order to reach wider and more diverse customers. From a technological perspective, although the kiosk is still less than optimal in using digital marketing, investment in technology such as a digital-based inventory management system and utilization of e-commerce platforms can be key steps to increase visibility, operational

efficiency, and ease of access for consumers. Overall, by taking advantage of existing opportunities and facing challenges through the right and measurable strategies, Kios Maju Berkah can strengthen its position in the traditional retail market and accelerate its growth, thus having a great opportunity to transition to the Stars quadrant and achieve long-term success. In essence, the supporting factor for a business to achieve a star position in the BCG matrix is to optimize the concept of digital marketing to the maximum, especially for retail businesses that are flexible and superior in marketing. Retail businesses can use digital and offline marketing techniques or the general term is omnichannel. With maximum marketing, this will certainly have an impact on consumer shopping interest. (Nunung Ayu Sofiati (Efi), Yoyo Sudaryo, Dayan Hakim Natigor & Rama Chandra Jaya, 2023).

CONCLUSION

Based on the research results, Kios Maju Berkah has successfully implemented an effective product differentiation strategy by highlighting the uniqueness of high-quality local products, especially traditional foods. This strategy has succeeded in attracting customers who value authenticity and quality, supported by personal and friendly customer service that plays an important role in building loyalty and a strong brand image in the local community. The implementation of product differentiation that is in line with consumer preferences helps Kios Maju Berkah remain competitive in an increasingly complex market, although there are still challenges in utilizing the potential of digital marketing and facing competition from modern stores and e-commerce platforms. This study also shows that government support through pro-MSME policies and collaboration with local MSMEs are important factors in the revitalization of traditional retail stores, although there are still obstacles such as limited capital and inefficient stock management.

To ensure the sustainability and growth of Kios Maju Berkah, it is recommended that the store focus more on optimizing digital marketing through social media and e-commerce platforms that can significantly expand market reach. This approach is not only important to attract new customers, but also crucial to retain old customers who have become a strong loyalty base. In this increasingly advanced digital era, the use of information technology is a must, without ignoring the uniqueness of local products and personal services that have become the main differentiation from modern competitors. In addition, the implementation of technology in stock and operational management is very necessary to improve business efficiency, reduce waste, and ensure the availability of products that are in accordance with customer demand. This will help overcome various existing obstacles, such as limited capital and inefficient stock management. Furthermore, this effort can strengthen Kios Maju Berkah's position as a relevant and competitive traditional retail in the digital era, by taking advantage of the increasingly strong digitalization trend. Close collaboration with local communities and MSMEs is also expected to create mutually beneficial synergies, so that stores can better adapt to changing market dynamics and maintain their competitiveness.

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