3.3 Measurement

The measurements used in this study are four stages of analysis, namely identification of Alfamart digital payment elements, external and internal factor evaluation, SWOT matrix, and alternative strategies ranking.

4 RESULTS AND DISCUSSION

The results of internal factors analysis revealed a total score of 3.4732, while those of external factors analysis had a total score of 3.0000. Furthermore, the total score of the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrix showed values above 2.5, meaning that the strengths and opportunities possessed by Alfamart's retail marketing electronic transaction services can overcome existing weaknesses and threats. Additionally, based on IFE and EFE findings, the quadrant position of the electronic transaction services marketing strategy at Alfamart can be seen in the SWOT analysis diagram (Figure 4). The quadrant position was obtained by calculating the margin in the total score of opportunities and threats (i.e., vertical axis) and that of total scores of strengths and weaknesses (i.e., horizontal axis). The calculation depicting the margin in total scores obtained the ordinate of –0.1916; 0.4890, located in quadrant 3.

The position of quadrant 3 demonstrates that electronic transaction services lie between opportunities and weaknesses, which can be utilized for the development of electronic transaction marketing services at Alfamart, potentially attained by supporting development policies with the implementation of turnover strategies. Based on the ranking results, the applied turnover strategy aims to optimize the marketing opportunities of electronic transaction services through three following alternatives:

- Increasing the value of Alfamart electronic transaction services so that customers do not switch to substitute products.
  - ➢ Currently, Alfamart Kotabumi branch allows customers the freedom to choose which products to consume. They also start to be smart to consider the opportunity and switching costs in this industry.
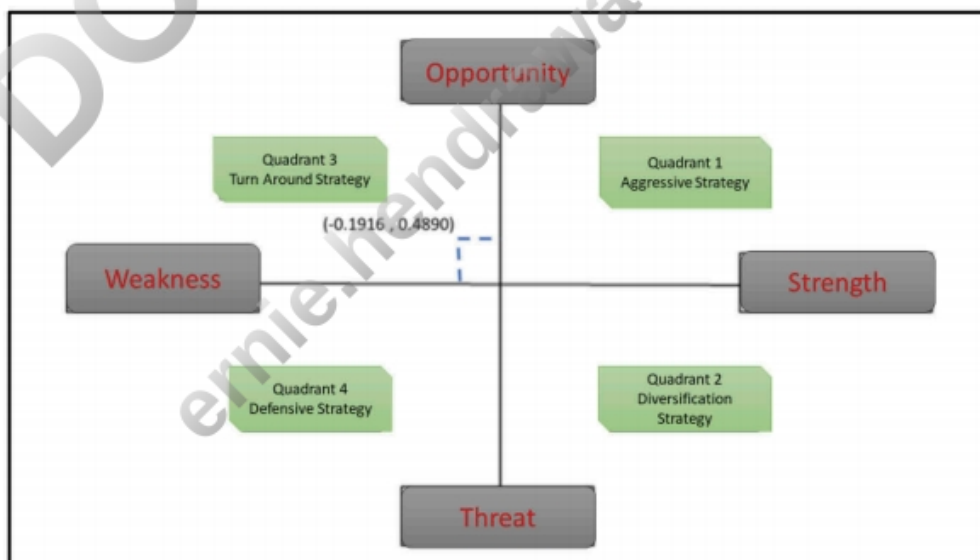

Figure 4. SWOT diagram.

- Conducting community-based social marketing.
  - ➢ Alfamart should cooperate with communities around the store to market its products, for example, encouraging the immediate community to pay electricity bills in the Alfamart close to its residential area. In addition, other communities that could be the target market for fee-based services are social gatherings.
- I am adding service points by opening new outlets or stores.
  - ➢ The strategy to develop new service points by opening new Alfamart outlets is one of the strategies to overcome the consumer complaint of long distance to the store and limited service time.

5 CONCLUSION

The analysis of SWOT in this study found alternative strategies to market the Alfamart electronic transaction service based on the marketing mix in quadrant 3. This quadrant in the SWOT matrix shows that Alfamart should follow the alternative turnover strategy to market its e-commerce. The researchers hope that the application of the turnover strategy enables consumers to be more interested in using digital payment services offered at Alfamart. Furthermore, it is suggested that the managers should increase the values of this store, conducts community-based social marketing, and add service points by opening new stores. The three proposed strategies are expected to be a reference to raise the implementation of electronic transaction services at Alfamart.

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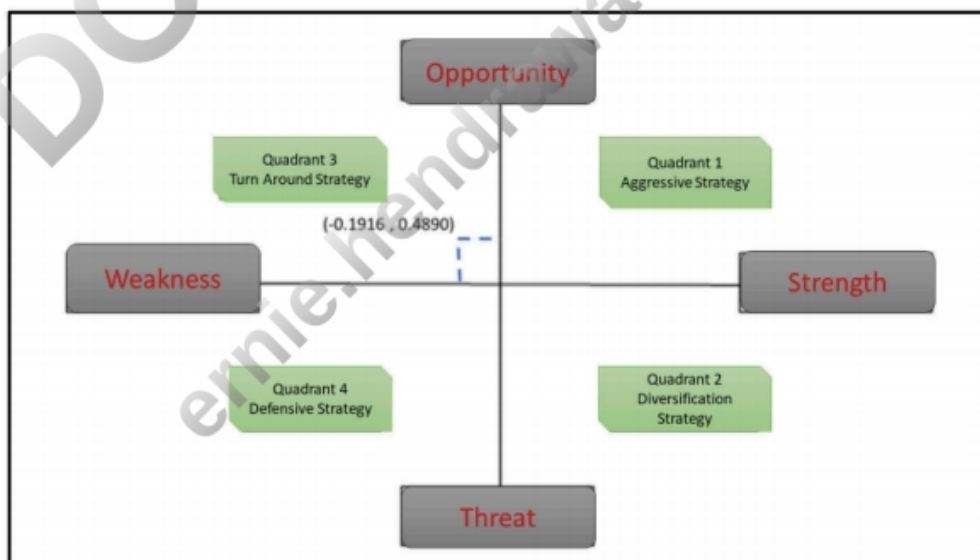

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