

Application of Integrated Marketing Approaches in Enhancing Sales in Modern Retail Businesses in Victoria Mart

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ABSTRACT

This study aims to explore and analyze the marketing strategies implemented by Victorio Mart Minimarket in increasing sales and sustaining its presence amid intense market competition. The research employs a descriptive qualitative method, utilizing data collection techniques such as observation, interviews, and documentation. Informants include the business owner, employees, and consumers. The study focuses on examining the application of the 4P marketing mix (Product, Price, Place, Promotion) at Victorio Mart, while also identifying supporting and inhibiting factors, including the influence of consumer behavior trends such as FOMO (Fear of Missing Out). The findings reveal that the product strategy is primarily directed at fulfilling the community's basic needs, accompanied by competitive and flexible pricing. The store's strategic location serves as a major advantage. However, promotional efforts remain conventional, relying largely on banners and direct promotions. The study concludes that although Victorio Mart's marketing strategy has been relatively effective in attracting customers and boosting sales, improvements are needed in areas such as digital marketing, inventory management, and loyalty program innovation to effectively address the competitive challenges of today's modern retail environment.

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1. INTRODUCTION

The growth of the business sector in Indonesia is no longer concentrated solely in major cities but has expanded to smaller regions, including the Muara Sabak Timur District. This development reflects a shift in consumer behavior and societal needs toward more modern and efficient services, particularly within the retail sector (Tarmuji et al., 2024; Utami & Nisak, 2025). Amidst this trend, various retail business actors are striving to seize the opportunities presented by the continuously growing market. Nevertheless, it must be acknowledged that this situation also presents unique challenges for local businesses. Intensifying competition—especially due to the expansion of national minimarket chains such as Indomaret and Alfamart into remote areas—demands that local businesses innovate and develop adaptive marketing strategies to remain competitive in a dynamic market environment (Ishma, 2024; Ulfanora & Almaududi, 2024).

Minimarkets, as a component of modern retail, have experienced rapid development and are now the preferred choice for consumers in fulfilling their daily needs (Andi Ayu Frihatni, 2020; Ibad & Nugroho, 2025). Their presence offers advantages such as shopping convenience, cleanliness, a wide range of products, and modern payment systems compared to traditional stores. One local business operating in this segment is Victorio Mart in the Muara Sabak Timur District. Despite its promising market potential, Victorio Mart must contend with the reality of operating in close proximity to an Indomaret store. This situation generates intense competitive pressure, wherein Victorio Mart feels left behind in implementing effective marketing strategies and begins to experience the phenomenon of FOMO (Fear of Missing Out), particularly in terms of promotional innovation and consumer responsiveness (Nisak et al., 2025).

Shifting consumer behavior further compounds these challenges (Habib et al., 2021). Consumers have become increasingly selective in choosing shopping venues, taking into account factors such as price, product quality, service, and accessibility. They are not only seeking economical options but are also evaluating the added value offered by retailers. In the face of dominant brands like Indomaret, local businesses such as Victorio Mart are required to gain a precise understanding of consumer expectations and respond with well-targeted marketing strategies. Promotional strategies such as sudden discounts, product bundling, flash sales, and social media marketing—already employed by competitors—serve as concrete examples of the evolving marketing approach in the digital era, which is beginning to shape shopping behavior even in rural areas (Leary et al., 2021; Sharma et al., 2025).

Victorio Mart's suboptimal utilization of marketing strategies raises questions regarding the effectiveness of its current approach. The minimarket continues to face challenges in establishing consumer trust and loyalty amidst the presence of national brands that are structurally, financially, and technologically more robust. A failure to quickly adapt to trends such as digital marketing, interactive promotions, and the use of consumer data in decision-making processes could lead to a gradual loss of market share. This condition underscores the need for a comprehensive analysis of the marketing strategies implemented, as well as an evaluation of their alignment with the dynamics of the local market.

Marketing, as a strategic business function, plays a crucial role in determining the success of a company (Wijaya et al., 2025). Conceptually, marketing is not merely an exchange of goods or services but also entails value creation that satisfies consumer needs and wants. The primary objective of marketing is to enhance customer satisfaction and ultimately drive increased sales and profitability. In the retail business context—particularly minimarkets—a comprehensive and integrated marketing strategy is essential for establishing a strong competitive position (Bayu et al., 2025). Companies must possess in-depth knowledge of their target market and develop marketing plans that effectively address external challenges.

A widely adopted framework in marketing planning is the marketing mix, which comprises four core elements: product, price, place, and promotion. These elements are interrelated and must be managed in a balanced manner to achieve optimal outcomes. Appropriate product selection stimulates purchase interest, competitive pricing broadens market reach, efficient distribution ensures product availability in strategic locations, and creative promotion enhances brand awareness and shapes favorable

consumer perceptions (Fitri et al., 2024; Sutiani et al., 2025). Effective management of the marketing mix is key to maintaining competitiveness, especially in the modern retail market, which is highly dynamic and fragmented.

The rapid growth in the number of minimarket outlets in Indonesia serves as tangible evidence of the retail industry's expansion. According to data from KataData.co.id, the number of minimarket outlets reached 36,146 in 2020, reflecting an increase of over 10,000 outlets compared to five years earlier. This rise demonstrates consumers' growing demand for more practical and organized shopping systems. However, it also results in heightened competition among business players (Sofiatin et al., 2025). Companies are required to develop competitive advantages through innovative marketing strategies that are responsive to changing consumer behaviors. For local businesses like Victorio Mart, this necessitates concrete actions in designing strategies that can attract and retain customers amidst the pressures from large-scale competitors.

Evaluating each element of the marketing mix is a critical step in identifying the strengths and weaknesses of Victorio Mart's marketing strategy. The products offered must be relevant to the needs of the local community, competitive pricing must be aligned with perceived quality, store location must support comfort and accessibility, and promotional efforts must be creatively designed to resonate emotionally and rationally with consumers (Leeflang et al., 2014). Advantages such as spacious parking areas can serve as added value, but they are insufficient without effective and consistent promotional strategies. In this regard, there are indications that Victorio Mart's promotional activities have not yet succeeded in establishing strong brand differentiation, necessitating a more systematic and targeted integrated marketing strategy.

The importance of this research lies in its effort to comprehensively understand how the marketing strategies implemented by Victorio Mart influence consumer decision-making and contribute to increased sales. This study not only provides practical insights for local business operators in formulating more effective marketing strategies but also enriches academic discourse in the field of marketing management, particularly in the context of modern retail in developing regions (Pratama et al., 2025). The urgency of this research is further underscored by the strategic role that local minimarkets like Victorio Mart play in strengthening the regional economy and creating employment opportunities—roles that are increasingly at risk if they cannot compete with large retail chains. Therefore, an in-depth examination of the effectiveness of the applied marketing strategies is a pressing necessity.

2. METHODS

This study employs a qualitative descriptive research approach (Conrad, 2014), which is particularly suited for exploring phenomena in their natural contexts and understanding the subjective perspectives of individuals involved. Qualitative research allows for in-depth exploration of social realities, focusing not only on what is happening, but also on how and why it happens. In this case, the research aims to investigate the marketing strategies employed by Victorio Mart, a local minimarket operating in Muara Sabak Timur District, in response to the growing competition from large-scale national minimarket chains. As an exploratory study, it seeks to identify and understand key issues, develop insights, and uncover potential patterns relevant to the challenges faced by local businesses in dynamic retail environments. The research subjects consist of human participants, namely the manager, owner, and several employees of Victorio Mart, who serve as key and main informants. The researcher serves as the primary instrument in data collection and interpretation, engaging directly in the research field to gain contextual understanding.

The data collection process involved multiple qualitative techniques to ensure rich and valid findings (Onwuegbuzie et al., 2012). The primary data were gathered through participant observation, semi-structured interviews, and documentation. Observations were conducted to directly examine the implementation of marketing mix strategies—product, price, place, and promotion—both in offline and online contexts at the minimarket. Semi-structured interviews were held with the owner, manager, and employees to collect detailed insights on their perceptions, practices, and experiences regarding

marketing strategies and their impact on sales. The flexibility of the interview process allowed the researcher to adapt questions based on the flow of discussion, enabling deeper exploration of emerging topics. In addition, supporting data such as promotional materials, sales reports, photographs, and store layout sketches were collected through documentation. Secondary data were obtained from official documents and internal records provided by the business, serving as complementary sources to enhance the validity of the primary findings. Throughout this process, the researcher ensured ethical compliance by maintaining respondent confidentiality, seeking informed consent, and building cooperative relationships with informants.

Data analysis was carried out using thematic analysis techniques (Santos et al., 2020). The analysis involved several stages: open coding to identify emerging concepts, axial coding to group related concepts into categories, and selective coding to synthesize the most relevant themes related to marketing effectiveness. To ensure the trustworthiness of the research, several validation techniques were employed. Triangulation was used by comparing data from interviews, observations, and documentation. Member checking was conducted by sharing initial interpretations with key informants to verify accuracy and relevance. To support transferability, the study describes in detail the setting and characteristics of Victorio Mart, enabling readers to assess the applicability of the findings to similar contexts. Dependability was ensured by documenting all stages of the research process, from data collection to analysis. Finally, confirmability was achieved by maintaining raw data, field notes, and engaging in peer discussion to verify that conclusions were genuinely grounded in the data. Through this structured and rigorous approach, the study aims to provide comprehensive insights into the marketing challenges and strategic responses of local retail businesses in the face of intensifying competition.

3. FINDINGS AND DISCUSSION

This study was conducted at Minimarket Victorio Mart, located in Muara Sabak Timur District, Tanjung Jabung Timur Regency, Jambi Province. This district is one of the fastest-growing areas in terms of infrastructure and economic activity, particularly in the trade and services sectors. Geographically, Muara Sabak Timur is situated in the eastern part of Jambi Province, covering an area of approximately 388.06 km² and comprising 2 urban villages (kelurahan) and 10 rural villages (desa). It borders the South China Sea to the north, Nipah Panjang and Rantau Rasau Districts to the east, Dendang and Rantau Rasau to the south, and Kuala Jambi and Muara Sabak Barat to the west. The presence of Victorio Mart in the heart of a commercial zone makes it a tangible representation of a local MSME (Micro, Small, and Medium Enterprise) that is thriving amidst intense competition with national minimarket chains. The store not only fulfills the daily needs of the local community but also serves as a relevant object for analyzing the application of localized marketing strategies.

The research subjects comprised three main groups: the business owner, the operational manager, and store employees. The business owner is responsible for strategic decision-making and overall policy direction, while the operational manager oversees day-to-day management and serves as a bridge between strategic planning and execution. Employees act as the frontline personnel in service and marketing, maintaining direct interaction with customers. All subjects were selected purposively based on their relevance and contribution to the marketing strategies employed at Victorio Mart. The combination of these three groups offers a comprehensive perspective for understanding the marketing dynamics of the store and their impact on sales growth and business competitiveness.

Based on direct observations and in-depth interviews with the owner, employees, and customers, it was found that Victorio Mart's marketing strategy is structured around the 4P marketing mix: product, price, place, and promotion. In terms of product, the minimarket offers a wide range of essential goods and daily consumer products such as rice, cooking oil, instant noodles, bottled water, soap, and snacks. The owner stated during an interview, "We adjust our product offerings based on local demand. During the rainy season, instant noodles and coffee sell more, so we increase stock accordingly." Product selection is also guided by profit margins and availability from local distributors. Regarding pricing, the strategy is relatively flexible due to the absence of franchise constraints.

Financial records provided by the store indicate adjustable margins, and the owner added, "We can sell cheaper than Indomaret because we don't bear franchise fees." Observational data showed that the store is located along a main road, close to a market and school, which enhances accessibility. Products are neatly categorized, and the parking area is adequate. However, promotional efforts remain limited to banners and price discounts. A cashier remarked, "Sometimes we offer spontaneous discounts for regular customers, but we haven't had time to promote on Facebook or WhatsApp because there's no one assigned to it."

In addition to the core strategy, several supporting and inhibiting factors influence the effectiveness of Victorio Mart's marketing. Interviews with the operational manager revealed key enablers such as strategic location, competitive pricing, friendly service, a wide product assortment, and extended operating hours (06:30–22:00). One loyal customer stated, "I like shopping here because it opens early—I can stop by before going to work." Conversely, the store faces constraints including competition from franchised minimarkets, limited capital, and price volatility from suppliers. The owner acknowledged, "Sometimes distributor prices suddenly rise, and we're torn between increasing prices or selling at a loss to maintain customer trust." Other challenges include a lack of skilled labor and suboptimal digital promotion. Sales reports for the first half of 2024 indicate a decline in transaction volumes during certain months, believed to be linked to inconsistent promotional efforts and the growing popularity of online shopping. This is supported by the owner's comment: "Young people now prefer to shop through e-commerce, so we need to think about how to compete."

Customer response to Victorio Mart is generally positive, especially in terms of accessibility, pricing, and service. Interviews with five customers revealed satisfaction with the store's fast service and friendly staff. A housewife noted, "It's easy to shop here, service is quick, and prices are affordable." Observations also showed that most customers are local residents who shop regularly. However, complaints emerged regarding frequent stockouts of certain products, particularly on weekends. One customer said, "By Friday evening, instant noodles are often sold out, and we have to wait until the next day for restocking." Additionally, almost all customers expressed that current promotional activities are unappealing and inconsistent. They suggested that the store become more active on social media, organize raffles, or share promotional updates via local WhatsApp groups. These findings indicate that while Victorio Mart has strengths in pricing and location, improvements are necessary in stock management, digital promotion, and marketing innovation to remain competitive in an increasingly modern and dynamic retail landscape.

Victorio Mart has implemented the 4P marketing mix in a functional yet modest manner. Its product strategy reflects a sound understanding of the local market. Core commodities such as staple foods, snacks, and household goods are aligned with the consumption patterns of the surrounding community. Seasonal stock adjustments and consumption trends add operational flexibility and responsiveness, consistent with marketing theories that emphasize the importance of aligning product offerings with consumer needs and behavior. Although not yet supported by deep data analytics, this approach demonstrates Victorio Mart's capability to gauge local demand effectively.

The store's pricing strategy reflects an adaptive and competitive approach. Unbound by franchise pricing models, the owner has the autonomy to set profit margins and selling prices. This flexibility allows the store to offer more competitive prices than modern minimarkets such as Indomaret. The practice aligns with the concept of value-based pricing, where prices are set according to perceived consumer value and local purchasing power. Although profit margins may be lower, this approach fosters long-term customer loyalty. The owner's ability to undercut franchise stores highlights a clear competitive advantage in pricing that should be maintained and further leveraged.

Strategic location is a key factor contributing to Victorio Mart's marketing success. Positioned along a major road and close to dense residential areas and public facilities, the store enjoys high accessibility. Convenient access is a significant determinant of consumer purchasing decisions, especially in suburban areas like Muara Sabak Timur. The systematic layout of products and availability of parking enhance the shopping experience, reflecting an awareness of physical and

customer comfort factors, even if not fully optimized. This attention to comfort—often neglected by small businesses—represents a competitive edge that should be emphasized.

Promotion remains a notable weakness in Victorio Mart's marketing strategy. The limited use of social media and digital marketing channels suggests that the store has not fully tapped into modern promotional opportunities. Its reliance on conventional methods, such as banners and occasional discounts, underscores a lack of promotional innovation. The absence of a dedicated staff or division to manage digital promotion hinders the store's visibility and market reach. In the digital era, online presence and engagement are critical for reaching broader customer segments. Consumer demand for social media engagement indicates a need for two-way communication that has not yet been addressed. This weakness could significantly hinder long-term growth if not remedied through promotional innovation.

Supporting factors such as strategic location, competitive pricing, product variety, and friendly service provide a solid foundation for Victorio Mart's operations. Customers appreciate the store's accessibility and affordability, and employee service plays a key role in fostering emotional connections with shoppers. These informal personal relationships—though modest—contribute to building customer loyalty. This reinforces the notion that marketing success depends not only on products and pricing but also on the overall shopping experience.

Victorio Mart faces both external and internal challenges. External threats include fierce competition from franchise chains like Indomaret, which benefit from greater capital, standardized systems, and robust distribution networks. Internally, limitations in working capital, price fluctuations from suppliers, and a shortage of professional staff hamper the store's ability to grow. Dependence on inconsistent distributors makes pricing and inventory management unpredictable. These issues require the store to work harder to maintain service consistency. Innovation and operational efficiency are essential for the store's survival in a competitive environment.

Shifts in consumer behavior toward digital shopping also pose significant challenges. Increasing consumer preference for e-commerce in meeting daily needs reflects a broader transformation in retail. Without efforts to adapt, the relevance of physical stores may decline. Victorio Mart should begin considering digital transformation strategies, at minimum by enhancing communication through social media, offering online ordering, or establishing a digital membership system to reward loyal customers. Such adaptations are crucial for keeping pace in a rapidly evolving digital marketplace.

Overall, positive consumer responses suggest that Victorio Mart retains trust and relevance within its local community. Strengths in service, pricing, and location should be preserved, but issues such as frequent stockouts and underwhelming promotional efforts require urgent attention. Inventory instability risks creating negative experiences, particularly when customers are unable to find essential goods. Similarly, monotonous promotion could reduce the store's appeal to new customers. Strategic improvements in stock management and promotional diversity are necessary to enhance customer satisfaction and retention.

Victorio Mart holds significant potential to develop into a competitive local enterprise, provided that it innovates its marketing strategy. While the current marketing mix offers a functional foundation, improvements—particularly in digital promotion and inventory management—are essential. In addition to reinforcing existing strengths, the store must leverage technology to reach wider market segments and boost operational efficiency. Opportunities for growth through community collaboration, social media marketing, and customer loyalty initiatives should be fully explored (Nkegbe & Abor, 2023; Yadav & Rahman, 2018). In today's increasingly complex and dynamic market landscape, the success of small businesses like Victorio Mart hinges on their ability to adapt swiftly and effectively to environmental changes.

4. CONCLUSION

This study addresses the research problem by demonstrating that the marketing strategies implemented by Minimarket Victorio Mart, through the application of the 4P marketing mix—product,

price, place, and promotion—have generally been effective in increasing consumer appeal and maintaining customer loyalty in the Muara Sabak Timur area. The products offered are well-aligned with the needs of the local community, the pricing is more competitive compared to modern retail stores, the store's location is highly strategic and easily accessible, and the service quality is reasonably satisfactory. However, promotional strategies remain a weak point, potentially hindering the store's long-term growth.

The implications of this study suggest that non-franchise minimarkets such as Victorio Mart can remain competitive with modern retail chains as long as they understand the local market and are responsive to customer needs. Nevertheless, challenges such as limited capital, the lack of digital promotion, inventory constraints, and the growing dominance of online shopping demand that business owners adapt more seriously to the changing business environment. Improvements in digital marketing, inventory management, product diversification, and the implementation of digital payment systems are crucial steps that can enhance operational efficiency and business competitiveness in the current digital era. The novelty of this research lies in its focus on a local context and micro-level approach, which are rarely explored in depth, particularly concerning the marketing strategies of independent minimarkets in semi-urban regions such as Muara Sabak Timur. This study highlights how pricing flexibility and emotional proximity to customers serve as distinct competitive advantages for non-franchise stores—advantages that standardized modern retail outlets often lack. Furthermore, the findings offer practical contributions for small and medium-sized enterprises (SMEs) in formulating adaptive, contextual, and community-based marketing strategies in response to shifting consumer behavior amid digital transformation.

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