
Strategy CV. Sutejo Motor in Facing a Digital-Based Market

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Research Purpose: To analyze how the CV strategy. Sutejo motorcycle is nimble in facing the digital-based market.

Design/method/approach: This study is a qualitative study with a descriptive approach. The data collection method was carried out by interview, observation and documentation techniques. The analysis techniques used are data reduction, data presentation and drawing conclusions.

Research Findings : The results of this study make it easier for business people to enter the market and compete with digital platforms. Some of the themes of the findings include Focusing on consulting services to handle customer complaints, Providing the right solutions, Guaranteeing the authenticity of goods, Offering credit facilities, Improving training for staff, Cooperation with digital platforms, Expanding market reach and Developing delivery systems with subscription consumers.

Theoretical/Originality Contribution: This research adds or develops theories about adaptive marketing strategies.

Practice/Policy Implications: Implement various effective strategies to improve customer service and strengthen its position in the automotive parts industry. The results of this research can be used to help make policies regarding business strategies.

Research Limitations: The limitation of this study is the short research time.

Keywords: Digital Marketing Strategy, Automotive Industry, Customer Service.

1. Introduction

Digitalization has changed the way businesses operate, with the existence of e-commerce, social media, and digital applications, the market is now more dynamic and competitive. Business people who are successful through [1]. e-commerce are qualified in engaging in e-commerce [2]. E-commerce is a means of buying, selling, and marketing goods and services through sophisticated electronic systems such as television, radio, and computers or internet networks [3]. People's spending is shifting to the internet with online shopping [4]. Online business transactions allow business people to reach a wider market

with greater efficiency and effectiveness [5]. Digitalization is important for businesses in today's modern era [6].

The strategy is to increase the knowledge and understanding of the latest economic trends and take advantage of opportunities in promising markets. Strategies and innovations are needed to deal with the economic changes triggered by technologies such as artificial intelligence [7]. This allows companies to operate better companies need to adapt to digital marketing, globalization, and changes in consumer behavior. In the midst of these dynamics, it is important for companies to develop effective adaptation strategies to maintain sustainability and increase their competitiveness [8]. Competition with adaptive advantages and defensive strategies against moderation using traditional method [9].

Adaptation is used to conduct transactions more efficiently [10]. The use of digital technology improves transaction experience and customer loyalty of MSMEs facing challenges of financial access, management skills, human resources are also needed and digital adaptation is important for MSMEs so as not to lag behind competitors who already use digital technology [11] [12] [13]. Without changes that are in line with technological developments, MSMEs can lag behind competitors who have already dominated the market without the right strategy, traditional businesses have the potential to stagnate [14]. A holistic and planned strategy is needed to be able to innovate, retain customers, and compete in the digital market era [15].

MSMEs must dare to innovate so that they can face and new technologies with their adaptation. Adopting digital applications and systems in MSME operations, although many MSME actors are still comfortable with conventional patterns. Digitalization helps MSMEs improve efficiency with smoother data and transaction management [16] [17] [18] [19]. Digital marketing is considered profitable for businesses, but MSMEs must compete not only with distributors, but also producers directly [20]. Adaptability is key for MSMEs to remain competitive, especially through business model transformation, digital media use, and collaboration with a supportive technology ecosystem [21].

In an era of rapidly evolving and rapidly changing economies, change is the only constant that can be relied on. Economic change is changing business, companies must adapt to relevant. Other challenges faced include Improving innovation, productivity, legality, branding, marketing, training, facilities [22]. Buyers can learn, buy online, digital marketing

is more resilient to the future. The ability of MSMEs to adapt in the digital era at this time depends on factors such as capital, technological knowledge, and support as well as government policies [23].

The challenges that MSMEs are now facing in digital adaptation are quite diverse, ranging from budget limitations to lack of access to technology and digital education [24]. Business strategy in the digital age is no longer an option, but has become an urgent necessity for companies by adopting a comprehensive approach that includes *management resources* [25]. Organizational structure, innovation, data security, and continuous learning, the company can survive and thrive in an increasingly competitive environment. Technological developments and changes in consumer behavior affect the business environment, responsive adaptation strategies are important to cope with changes [26].

In facing the digital era, MSMEs need to use a holistic and integrated approach [27]. Companies need to make strategic adjustments taking into account market trends, consumer needs, and the right technology to create a culture of innovation [28]. MSMEs can face challenges in the digital market by utilizing social media and digital payment systems [29]. Based on this, it is considered important to conduct research related to strategies for MSMEs in dealing with the digital market. Although there has been a lot of research related to MSME strategy management, research with strategies with a qualitative approach to MSMEs is still rarely done and moreover CV Sutejo Motor faces significant obstacles in the development of digital platforms, where the management system still relies on conventional manual and traditional approaches.

The author observes that the development of digital technology has changed the way of doing business as a whole, including the car spare parts business. Conventional stores, such as Sutejo Motor in Nganjuk, must adapt to digital and *e-commerce* platforms to remain competitive and retain customers.

1.1. Problem Statement

CV. Sutejo Motor often faces several obstacles, including a lack of understanding of the effective use of social media. Therefore, CV. Sutejo Motor uses another strategy that still needs to be analyzed whether it is effective or not.

1.2. Research Objectives

The purpose of this study is to analyze the strategy of CV. Sutejo Motor.

2. Methods

The approach used in this study is a qualitative approach. Qualitative research is research that uses a scientific background, with the intention of interpreting phenomena that occur and are carried out by involving various existing methods [30]. With descriptive research techniques. Descriptive is a research method that moves on a simple qualitative approach with an inductive flow, This type of qualitative descriptive research is generally used in social phenomenology [31]. The data source used in this study is primary data. Primary data was obtained from an in-depth interview process related to the CV Owner. Sutejo Motor. The data collection technique for this research is to conduct an interview process with the company owner to obtain important information and problems that occur in the company and carry out documentation. The data collection procedure is through observation, interviews and documentation. Meanwhile, the data analysis technique goes through data reduction, data presentation and drawing conclusions.

In this study, researchers used purposive sampling method to select informants. Only one informant, the owner of CV Sutejo Motor, was selected as the main data source. This selection is because the owner is the person who knows the most complete information about the company, including history, business development, and operational strategies.

In qualitative research, after data was collected from the main informant (the owner of CV Sutejo Motor), the data categorization and analysis process was carried out through several systematic stages. First, the researcher transcribed the in-depth interviews that had been conducted with the company owner, turning the audio recordings into written documents that could be analyzed. Then, the researcher conducted coding by carefully reading the entire transcript and assigning codes to statements relevant to the research objectives, such as information about company history, business strategy, operational challenges, and development plans.

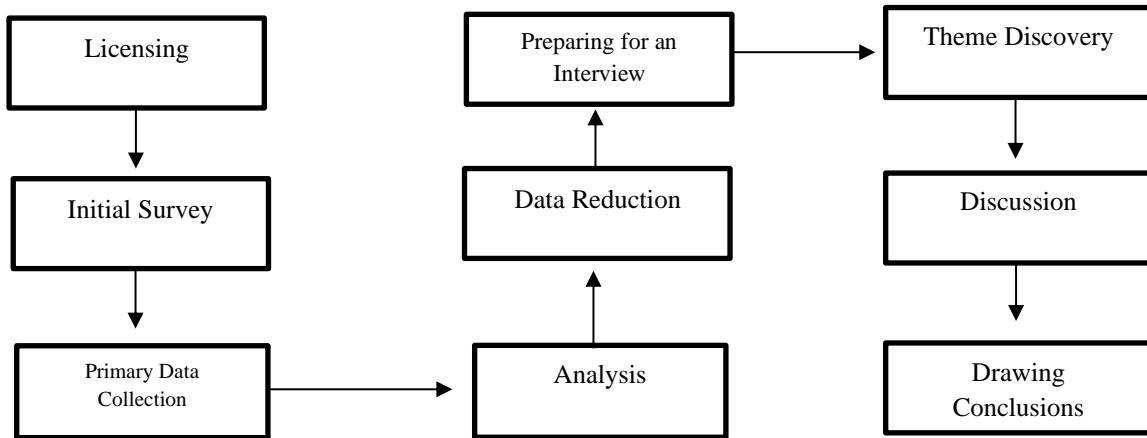


Figure 1. 1Research Flow

3. Results and Discussion

Result

The researcher conducted a small discussion with informant I before entering into the findings of the relevant and valid research theme. The following are the results of the interviews conducted by the researchers, including below:

Researcher Name : Leo Indra Leksmana

Name Information : Sutejo (Informant 1)

Position : Owner of CV. Motor Suit

Day and Time : Monday, November 25, 2024

Researcher: What is the history of the establishment of CV Sutejo Motor?.

Informant 1: Sutejo Motor Nganjuk was founded on June 2, 2006 by myself, my own name became the forerunner of the formation of CV. Sutejo Motor.

Researcher: How many employees do you currently have?

Informant 1: The number of employees now amounts to 3 people.

Researcher: What are the types of spare parts products sold?.

Informant 1: Spare parts sold are diverse, from local and original car and truck spare parts, car and truck oil, car and truck tires, and car and truck accessories.

Researcher: Who are the main target markets or consumers at CV Sutejo Motor?.

Informant 1: My target market is four-wheeled car users and truck users. Our main customers are auto and truck repair shops and restoration workshops.

Researcher: How has the sales system been run?

Informant 1: Our sales system is still conventional, the advantage of us using the system is minimal expenses. We don't have to spend a lot of money on website maintenance, digital advertising costs, or a large marketplace commission. Even for record-keeping, we still use books, which is much more economical than having to buy cashier software or subscribe to a digital POS system.

Researcher: What do you think about the current development of the digital market?

Informant 1 : My opinion is that the development of the digital market can be an opportunity and a threat to CVs. Sutejo Motor. Price competition has become very fierce. Online stores can offer cheaper prices because they don't have to cover operational costs like store rent, electricity, and as many employees as I need. This has made many of my customers switch to digital platforms.

Researcher: What do you think are the opportunities and challenges that arise from the rise of the digital market?

Informant 1: Actually, the digital market opens up opportunities for us to reach customers outside the city, especially for rare or specific parts. Many workshops in the area have difficulty getting certain truck spare parts. If we can take advantage of digital platforms, we should be able to serve them. But the challenges are also not small. First, this spare parts business needs high trust. Our customers are mostly mechanics and workshop owners who have been subscribed for many years. They prefer to come in person to physically check the goods, ensure authenticity, and have technical discussions. This is difficult to replace with photos or online descriptions.

Researcher: What is the impact of the digital market on the conventional business?

Informant 1: The most noticeable thing is the increasingly fierce price competition. In online marketplaces, many sellers can offer cheaper prices because they take it directly from importers or even sell KW goods. Meanwhile, those of us who sell original goods at reasonable margins look expensive in the eyes of consumers.

Researcher: Do you feel a change in consumer behavior since the rise of the digital market? If so, what kind of change do you feel?

Informant 1: Yes, I as a business owner also feel it, the change in customer behavior is also very felt. Now, before coming to the store, they already browse prices online and compare frequently. Sometimes there are those who come just to physically check the goods, but still buy them online because they are cheaper. This obviously affects the turnover of our store.

Researcher: Does CV Sutejo Motor already have a presence on digital platforms? If so, what platforms are used? If not, what is the reason?

Informant 1: Not yet, our store's operational system that is already running smoothly will require significant changes if it switches to digital platforms. We use and **cooperate with digital platforms**. Especially in the payment system, a large investment is needed to develop a digital inventory system, employee training, and a special team of payment platform managers.

Researcher: What strategies do you apply to deal with competition with online stores?

Informant 1: Firstly, we **focus on consulting services to handle customer complaints**. If a customer comes with a complaint in their car, our team can immediately identify the problem and provide the right solution. This is what you can't get in an online store. The mechanics who come here also often have technical discussions before buying spare parts. Second, the issue of the authenticity of the goods. We cooperate directly with authorized distributors. Customers can physically check the goods directly, hold them themselves, and if there is a problem, they can come directly to the store. No need to bother sending goods if there are problems. Third, we are flexible about payments. For subscription workshops or transportation companies, we provide credit facilities. They can take the goods first, pay for them later. This is based on a trust that has been built up over the years. We always try to keep the stock of goods complete and can find

items that are not available quickly. We also provide free delivery services for purchases above a certain nominal. Personal relationships with customers are very important to us, we reward regular customers with bonuses or discounts. **We also guarantee the authenticity of the goods.**

Researcher: Are there any changes in the system, marketing, payment system, procurement system, customer service?

Informant 1: In the marketing system there has been no change, I still use the Whatsapp Application as the main marketing. In the payment system, there have been changes, I try to use a strategy by using *the Mobile Banking* application thus to take care if there are new consumers who want to use the transfer system, transactions with suppliers now use more bank transfers. It is safer and more practical than carrying cash. Several large suppliers have also started using digital invoicing systems and scheduled payments. In the procurement system, we still use a conventional system that has been running for many years. But now there is a slight modification with the help of WhatsApp for its communication. In the customer service system, there is still no change, Good customer service means giving full attention to customers. On CV. Sutejo Motor, we believe that a good relationship with customers is the key to the success of our business. We always strive to listen to their needs and **provide the right solutions.**

Researcher: How do you maintain loyal customers in the digital age? Informant 1: We try to get to know our customers well. For example, we **offer credit facilities** to partners who subscribe. We record their names and preferences, so that when they come back, we can provide a more personalized experience. This way, when they come back, we can greet them warmly and give them recommendations that suit their needs. This approach not only makes customers feel valued, but also creates a more personalized and enjoyable experience, so they feel more connected to our business. We believe that attention to detail is key to building sustainable customer loyalty.

Researcher: What are the obstacles faced in the process of adapting to the digital market?

Informant 1: Yes, the transition to new technology can be difficult. Many of our staff are used to traditional ways of working, so they need time to learn and adapt to the new system. We also faced challenges in choosing the right platform, as the sheer number of options available left us confused about which one would work best for our business.

Researcher: How do you overcome these obstacles?

Informant 1: We started with internal training to improve our team's skills in the use of digital technology. We are also looking for solutions that are affordable and easy to implement. In addition, we strive to conduct market research in order to better understand digital trends and customer needs. We are also **improving training for staff.**

Researcher: Are there any difficulties in the use of digital technology, HR management, inventory management, price competition with digital platforms?

Informant 1 : So far there have been no difficulties about the use of digital technology, One of the biggest challenges is the lack of understanding of digital technology among our staff. In HR management, I try to train staff to better understand technology, but training time and costs are obstacles. In the management of inventories it is still done manually, although we have tried to use some applications, however, we often struggle in terms of data integration and maintenance. In the price competition with the digital platform, KMI experienced a problem with customers comparing prices online before buying. We strive to compete by providing better service and explaining the added value of our products.

Researcher: What is the future business development plan in facing the digital era?

Informant 1: I hope we can adapt more to digital technology. In addition, we want to stay focused on service quality and build customer loyalty. Our main development is to open branches around the Kediri and Madiun areas.

Researcher: Are there any plans to open your own online platform, join the marketplace, develop a delivery system?

Informant 1: I plan for some time to **expand the market reach**, We would like to improve training for staff and maybe explore cooperation with digital platforms to expand our market reach. Our main focus for the time being is to **develop a delivery system with our subscription consumers** , especially car and truck workshops located in the Nganjuk, Kediri, Madiun and surrounding areas.



Figure 1. 2 Interview Documentation

Based on the interview above, it was found that the themes that the strategies used in dealing with digital-based markets are:

1. Focus on consulting services to handle customer complaints
2. Provide the right solution
3. Guarantee the authenticity of the goods
4. Offers credit facilities
5. Improving training for staff
6. Collaboration with digital platforms
7. Expanding market reach
8. Develop a delivery system with subscription consumers

Discussion

1. Focus on consulting services to handle customer complaints

In the results of the interview, it was found that CV Sutejo Motor Nganjuk ensures an ideal consultation system with easy communication access, quick responses, clear information, and comprehensive solutions to various customer problems. The transparent clarification process and concrete solutions will strengthen the company's image as a reliable business partner in the automotive industry.

This is evidenced by the results of the interview which stated:

"If a customer comes with a complaint in their car, our team can immediately identify the problem and provide the right solution. This is what you can't get in an online store. The mechanics who come here also often have technical discussions before buying spare parts. Second, the issue of the authenticity of the goods. We cooperate directly with authorized distributors. Customers can physically check the goods directly, hold them themselves, and if there is a problem, they can come directly to the store. No need to bother sending goods if there are problems. Third, we are flexible about payments. For subscription workshops or transportation companies, we provide credit facilities. They can take the goods first, pay for them later. This is based on a trust that has been built up over the years. We always try to keep the stock of goods complete and can find items that are not available quickly. We also provide free delivery services for purchases above a certain nominal. Personal relationships with customers are very important to us, we reward regular customers with bonuses or discounts".

CV Sutejo Motor Nganjuk emphasizes easy communication access, response speed, clarity of information, and providing comprehensive solutions. It is important to turn every complaint into an opportunity by providing a satisfactory solution, thereby strengthening the relationship with the customer and creating a positive growth cycle. Customers who feel cared for tend to give positive recommendations to others, thus making recommendations from satisfied customers as an effective marketing tool one of the main strategies carried out by CVs. Sutejo Motor.

The results of this study are in line with the statement "*Customer satisfaction is a function of customer expectations and their perception of the performance of a product or service.*" The one in the theory of Customer Satisfaction Theory developed by Philip Kotler. In addition, the results of this study are in line with other studies that show that service quality and product quality have a significant effect on customer satisfaction, with product quality being the dominant factor [32].



Figure 1. 3 Consulting Services

2. Providing the Right Solution

In the results of the interview, it was found that CV Sutejo Motor is a company that not only sells spare parts, but also provides consultation and recommendations to customers. They have a team of experts who are ready to assist in selecting the appropriate spare parts to prevent purchase errors. The company is also committed to maintaining a complete and diverse stock of goods so that customers can find everything they need in one place. In addition, CV Sutejo Motor also provides an oil change bundling package at affordable prices as well as additional services such as engine and vehicle component inspections. With professional service and oil quality assurance, customers can feel comfortable and satisfied with the maintenance of their vehicle.

This is evidenced by the results of the interview which stated:

"In the marketing system, there has been no change, I still use the Whatsapp application as the main marketing. In the payment system, there have been changes, I try to use a strategy by using the Mobile Banking application, thus to keep in mind if there are new consumers who want to use the transfer system, transactions with suppliers now use more bank transfers. It is safer and more practical than carrying cash. Several large suppliers have also started using digital invoicing systems and scheduled payments. In the procurement system, we still use a conventional system that has been running for many years. But now there is a slight modification with the help of WhatsApp for its communication. In the customer service system, there is still no change, Good customer service means giving full attention to customers. On CV. Sutejo Motor, we believe that a good relationship with customers is the key to the success of our business. We always strive to listen to their needs and provide the right solutions".

CV Sutejo Motor is a leading company in the sale of vehicle spare parts with a focus on good customer service. They offer consultations and recommendations tailored to customer needs, thus avoiding financial losses. With a complete and diverse stock of items, customers can find everything they need in one place. CV Sutejo Motor is also a trusted partner in caring for customers' vehicles, with innovative oil change bundling packages that are consumer-friendly and comprehensive. Experienced technicians provide professional services with assurance of the quality of the oil used. With this approach, CV Sutejo Motor creates a mutually beneficial and sustainable relationship with customers.

The results of this study are in line with the statement "*Service quality consists of five dimensions: reliability, responsiveness, assurance, empathy, and physical evidence*". The theory developed is the Servqual Theory (Parasuraman, Zeithaml, and Berry). The results of this study are in line with the statement of the expert team who provide consultation and recommendations according to customer needs, reflecting the dimensions of empathy and responsiveness [33].



Figure 1. 4 Bundling Package

3. Guaranteeing the Authenticity of the Goods

In the results of the interview, it was found that the process of guaranteeing the authenticity of goods at CV Sutejo Motor is based on professional commitment and strong business ethics. Each product comes with official documentation such as a certificate of authenticity, serial number, and the original manufacturer's label. This makes it easier for customers to verify the authenticity of products and provide comprehensive quality assurance. This transparent approach protects consumers from counterfeit products and creates a trusted trade ecosystem in the automotive spare parts industry.

This is evidenced by the results of the interview which stated:

"If a customer comes with a complaint in their car, our team can immediately identify the problem and provide the right solution. This is what you can't get in an online store. The mechanics who come here also often have technical discussions before buying spare parts. Second, the issue of the authenticity of the goods. We cooperate directly with authorized distributors. Customers can physically check the goods directly, hold them themselves, and if there is a problem, they can come directly to the store. No need to bother sending goods if there are problems. Third, we are flexible about payments. For subscription workshops or transportation companies, we provide credit facilities. They can take the goods first, pay for them later. This is based on a trust that has been built up over the years. We always try to keep the stock of goods complete and can find items that are not available quickly. We also provide free delivery services for purchases above a certain nominal. Personal relationships with customers are very important to us, we

reward regular customers with bonuses or discounts. We also guarantee the authenticity of the goods".

The proof of the authenticity of the product of an original product is about the existence of an invoice for the purchase of genuine parts products in collaboration with the dealer, and convincing buyers with a good and excellent service approach.

The results of this study are in line with the statement "*Strong business ethics and transparency in transactions can increase customer trust*"

The Theory of Business Ethics (Trevino and Nelson) emphasizes the importance of integrity and transparency in business practices. The results of this study are in line with the statement that strong business ethics, including the principles of responsibility and transparency, can increase customer trust and sustainable business performance in the MSME sector [34].

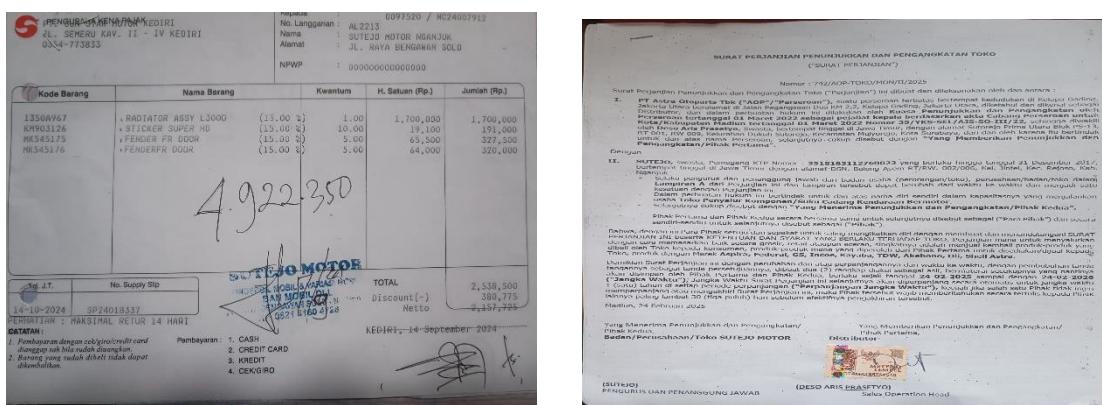


Figure 1.5 Product Authenticity Invoice (Original Genuine Part)

4. Offers Credit Facility

In the results of the interview, it was found that at this stage the offer of credit facilities is only aimed at the main partners, namely partners who cooperate in terms of distributors. This selective credit policy demonstrates CV Sutejo Motor's smart strategy in managing business relationships with key distributors. Through a structured credit scheme, the company provides easy access to capital for business partners, while building mutually beneficial cooperative ties.

This is evidenced by the results of the interview which stated:

"We try to get to know our customers well. For example, we offer credit facilities to partners who subscribe. We record their names and preferences, so that when they come

back, we can provide a more personalized experience. This way, when they come back, we can greet them warmly and give them recommendations that suit their needs. This approach not only makes customers feel valued, but also creates a more personalized and enjoyable experience, so they feel more connected to our business. We believe that this attention to detail is key to building sustainable customer loyalty".

CV Sutejo Motor wants to drive growth together with its distribution partners, creating a sustainable partnership model. By focusing on long-term relationships, the company invests in business continuity and benefits for all parties involved.

The results of this study are in line with the statement "Strong relationships with business partners can improve a company's performance and sustainability."

Philip Kotler's theory of Customer Relationship Management (CRM). The results of this study are in line with the statement of this study showing that a strong relationship between MSME actors through knowledge sharing and information system support has a positive effect on business performance and sustainability [35] .



Figure 1. 6 Partnership Services

5. Improving training for staff

In the results of the interview, it was found that through a systematic training program, CV Sutejo Motor seeks to transform staff into competent and adaptive professionals. The main focus is to improve technical knowledge of different types of auto and truck parts, as well as develop superior customer service skills.

This is evidenced by the results of the interview which stated:

"We started with in-house training to improve our team's skills in the use of digital technology. We are also looking for solutions that are affordable and easy to implement. In addition, we strive to conduct market research in order to better understand digital trends and customer needs. We are also improving training for staff".

This strategy reflects the company's vision to continue to grow and improve its position in the market. With competent human resources, CV Sutejo Motor can provide the best service to customers and achieve long-term success. The training program is one of the main pillars in the company's business strategy.

The results of this study are in line with the statement *"Sustainable human resource development can improve organizational performance"*

Human Resource Development (HRD) Theory by Leonard Nadler. The results of this study are in line with the research statement showing that training and human resource development programs play an important role in improving employee performance, although their effectiveness is still influenced by budget and bureaucratic limitations [36].

6. Collaboration with Digital Platforms

In the results of the interview, it was found that CV Sutejo Motor implements digital transformation in collaboration with digital payment platforms such as digital wallets or mobile banking. This simplifies the payment process, improves speed and security for customers and business partners. The integration of digital platforms not only provides transactional solutions, but also transforms the customer experience in access to auto and truck parts. This strategy puts the company in a leading position in the innovation of automotive spare parts services, adapting to technology and market needs.

This is evidenced by the results of the interview with the statement:

"Our store's operational system, which is already running smoothly, will require significant changes if we switch to digital platforms. We use and cooperate with digital platforms. Especially in the payment system, a large investment is needed to develop a

digital inventory system, employee training, and a special team of payment platform managers.

With this digital transformation strategy, the company not only focuses on sales but also builds long-term mutually beneficial relationships with customers and increases its satisfaction and competitiveness in a competitive market.

The results of this study are in line with the statement "*Digital transformation can improve efficiency and customer experience*"

The Theory of Digital Transformation by George Westerman. The results of this study are in line with the statement of the implementation of digital transformation through the development of information technology to improve efficiency, transparency, and customer experience in the management of correctional services.

7. Expanding Market Reach

In the results of the interview, it was found that CV. Sutejo Motor systematically designed a strategy to expand the market reach that was originally limited in the Nganjuk area to a wider and more comprehensive distribution area. As an effort, it is to open the 2nd branch which is still around the main store area around a radius of 4 KM. This market expansion effort not only increases sales volume, but also builds a solid and sustainable distribution network in the region. With a strategic approach, the company identifies new market opportunities, analyzes the specific needs of the automotive sector, and designs an approach model tailored to the characteristics of the target region.

This is evidenced by the results of the interview which stated:

"I plan for a while to expand the market reach, We would like to improve training for staff and maybe explore cooperation with digital platforms to expand our market reach".

CV Sutejo Motor has a strong commitment to designing a systematic strategy to expand their market reach. By opening a second branch within a 4 km radius of the main store in Nganjuk, the company not only increased sales volume, but also built a strong and sustainable distribution network in the regional area. This move demonstrates the company's deep understanding of the importance of accessibility and physical presence in strengthening its market position.

The results of this study are in line with the statement "*Market expansion can increase sales volume and strengthen competitive position*"

The results of this study are in line with the statement of market expansion theory by Ansoff, explaining that companies can grow by entering new markets or developing new products [37].

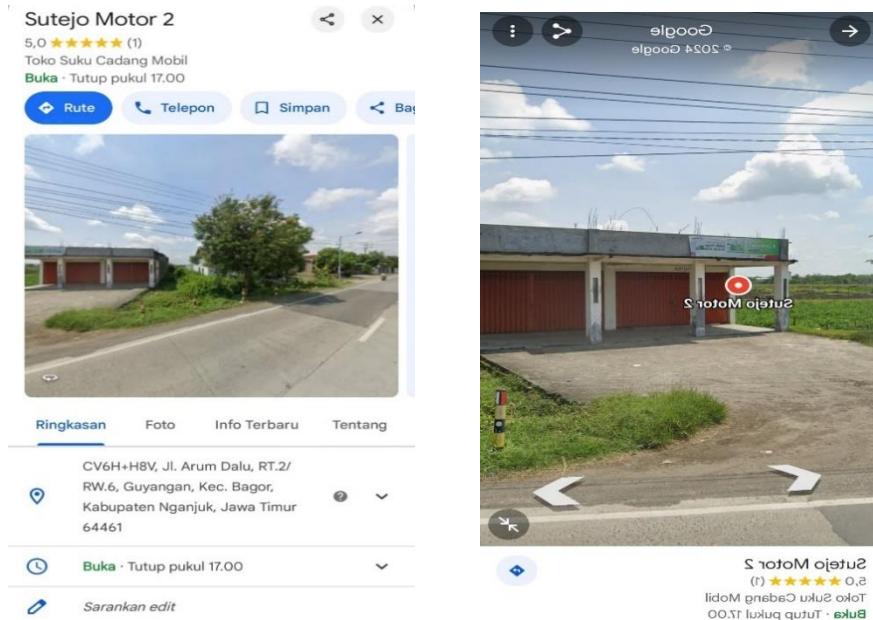


Figure 1.7 Sutejo Motor Branch

8. Developing a Delivery System with Subscription Consumers

In the results of the interview, it was found that CV Sutejo Motor developed an innovative and targeted delivery system specifically for subscription consumers, answering the needs of efficiency and comfort in the procurement of car and truck parts. The system is comprehensively designed to provide excellent service to loyal customers, paying attention to the aspects of speed, accuracy, and reliability of product distribution. Through a systematic approach, the company is able to create a responsive and reliable delivery mechanism.

This is evidenced by the results of the interview which stated:

"Our main focus for the time being is to develop a delivery system with our subscription consumers, especially car and truck workshops that are within the reach of the Nganjuk, Kediri, Madiun and surrounding areas".

CV Sutejo Motor uses a systematic approach to create a responsive and reliable delivery mechanism, paying attention to the importance of delivery speed, precision in delivery, and reliability of product distribution. The company's emphasis on providing a positive experience for customers in every shipment made helps build long-term trust with customers. Thus, the company strengthens its position as a trusted partner in the automotive parts industry, increasing its market share, and the company's overall reputation.

The results of this study are in line with the statement "*An efficient delivery system can increase customer satisfaction*"

Supply Chain Management Theory by Heizer and Render. The results of this study are in line with the statement of efficiency in the delivery of goods contributing to customer satisfaction and overall performance of the company [38].

4. Conclusion

CV Sutejo Motor has implemented various strategies to improve customer service and strengthen its position in the automotive parts industry. The company focuses on responsive consulting services and the right solutions, building trust with customers. Commitment to the authenticity of goods, credit facility offerings, and staff training also improve service quality. The integration of digital platforms and the development of innovative delivery systems show the company's adaptation to technology and market needs. Through a systematic market expansion strategy, CV Sutejo Motor has succeeded in increasing sales and strengthening its distribution network. This approach creates positive growth for the company's long-term success. The digital transformation strategy implemented by CV Sutejo Motor can be a successful example for Small and Medium Enterprises (SMEs) in the automotive sector. The company successfully integrated an e-commerce platform, a digital inventory management system, and social media marketing. This shows that SMEs, despite having limited resources, can undertake a gradual digital transformation. The company's approach of choosing solutions that fit the local market shows that success depends not only on the size of the investment, but also on relevance and proper execution. CV Sutejo Motor's business model of combining personalized

service with digital innovation can serve as a guide for other SMEs to cope with changes in the market.

The novelty of this research is that this research offers a comprehensive perspective that does not just describe digital phenomena, but also analyzes in depth the internal and external factors that affect the strategic adaptation process of a conventional company.

The limitation of this study is the short research time, which can affect the depth of analysis and comprehensiveness of the results obtained. With limited time, researchers may not be able to explore all relevant aspects or conduct broader data collection.

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