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Grocery Store Marketing Strategies In Facing Competition From Modern Minimarkets In Sidoarjo

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Abstract

This study aims to analyze the marketing strategies implemented by grocery stores in facing competition from modern minimarkets in Sidoarjo. This research used a qualitative approach with a case study method. Data were collected through interviews, observations, and documentation involving six grocery stores. The findings show that grocery stores adapt their marketing strategies through product, price, place, and promotion strategies. Adaptations include maintaining product availability and variety, offering affordable and flexible prices, improving store cleanliness and convenience, extending operating hours, and providing friendly and personalized services. Some stores also utilize WhatsApp, TikTok, payment services, and online ordering. Customer relationships, convenient locations, and service flexibility are important resources that support grocery stores in maintaining business continuity amid competition from modern minimarkets.

Keywords: Marketing Strategy, Grocery Store, Modern Minimarket, Sidoarjo.

INTRODUCTION

Rapid economic growth, increasing public purchasing power, and changes in lifestyle and consumption patterns in Sidoarjo Regency over the last five years have driven extraordinary development in the retail trade sector. Sidoarjo Regency, located in the buffer zone of Surabaya City, has a very high population growth rate, supported by the migration of residents from various regions seeking employment and housing. Every year, thousands of new residents settle in various districts of Sidoarjo, so the need for the supply of daily necessities continues to rise sharply. This condition directly opens very

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large opportunities for the development of trading businesses, both large-scale and small-scale.

One of the most striking phenomena that can be directly observed by every level of society is the proliferation of modern minimarket outlets, both national chains and independently managed ones. These outlets no longer stand only in centers of activity or on main roads, but have spread into residential neighborhoods, village areas, and inter-district connecting roads, even standing directly opposite or next to grocery stores that have existed for decades. These minimarkets offer neat layouts, clean and comfortable environments, complete product ranges, long operating hours, and standardized promotion and pricing systems, thereby quickly changing people's shopping habits.

This change has had a profound impact on the sustainability of traditional grocery stores (*toko kelontong*). Many owners report a decrease in the number of buyers, a reduction in daily sales turnover, the loss of regular customers, and even being forced to reduce operating hours or close their businesses. A grocery store is not merely a place for buying and selling, but a pillar of the economy of the family and the surrounding residents, providing conveniences such as purchases in small quantities, flexible payment systems including credit or tabs, and familiar and personal service. However, these advantages have not been fully managed as a directed and planned marketing strategy.

Based on relevant previous studies, the dynamics of this competition occur in various regions with similar patterns but with distinctive features in each area. Rizky et al. (2024) found that the presence of minimarkets has had a significant negative impact on grocery store income in Banyumas Regency; consumers switch because of comfort, completeness, and a more attractive store appearance, while most grocery stores do not yet have a structured strategy to respond to these changes. Septiani and Fadillah (2025), in their study in Tamiang Layang City, revealed that close social relationships remain the main strength, but they are gradually weakening without the support of service innovation and adequate business assistance.

Simanjuntak et al. (2026), in a qualitative study in the Medan area, found something very important: the grocery stores that are able to survive do not imitate the appearance of minimarkets, but instead strengthen their distinctive advantages, namely personal service, the *kasbon* (store credit) system, retail sales in small units, digital payment, free delivery service, long opening hours, and the provision of local products not sold in minimarkets. Meanwhile, Aminurochman and Taqwanur (2026) conducted research in Sidoarjo Regency itself and found that the key to the competitiveness of retail businesses lies in adjusting operations to the characteristics of the local market, not in uniformity. This is highly relevant because it shows that closeness to residents, an

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understanding of neighborhood needs, and tailored service are the most valuable assets that grocery stores possess.

Although these four studies have described various aspects of the competition, none has specifically examined the adaptation of grocery store marketing strategies in Sidoarjo Regency comprehensively using the framework of the marketing mix (4P), SWOT analysis, and the competitive advantage approach based on internal resources (Resource-Based View/RBV). The condition of Sidoarjo, which is growing rapidly and has massive minimarket penetration, creates unique dynamics that need to be explored in depth. Therefore, this study examines the adaptation of grocery store marketing strategies in facing competition from modern minimarkets in Sidoarjo Regency.

Research Problem

Considering the background above, the researcher identifies the problem of how grocery stores adapt their marketing strategies in facing competition from modern minimarkets in Sidoarjo.

Research Objective

In this study, the researcher aims to understand how grocery stores adapt their marketing strategies in facing competition from modern minimarkets in Sidoarjo.

Research Benefits

1. Theoretical Benefits

a. Enriching the body of scientific knowledge, particularly the application of the marketing mix, SWOT analysis, and the Resource-Based View (RBV) approach to traditional micro retail trade businesses.
b. Providing the latest empirical evidence from Sidoarjo Regency regarding the dynamics of competition between grocery stores and minimarkets.
c. Serving as a scientific reference for future researchers interested in examining similar topics in other regions or with different approaches.

2. Practical Benefits

a. For grocery store owners: providing a clear picture, input, and strategic recommendations that are inexpensive, practical, and feasible without having to imitate the minimarket system, which requires large capital.
b. For the local government and related agencies: serving as a consideration in formulating policies, development programs, and assistance for traditional trade business actors.
c. For the community: increasing understanding of the important role of grocery stores in the neighborhood economy.

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d. For STIE Pemuda Surabaya: serving as a scientific work that enriches research in the field of marketing management of small and medium enterprises.

LITERATURE REVIEW

Relevant Previous Studies and Research Originality

1. Relevant Previous Studies

a. Aminurochman & Taqwanur (2026): Strategy for Increasing the Competitiveness of Minimarket XYZ Using the Business Model Canvas and SWOT Analysis

This study analyzed the competitiveness improvement strategy implemented by a minimarket chain in Sidoarjo Regency. Its main focus was how adjustments to the business model and the analysis of strengths and weaknesses can strengthen the position of a retail business in a densely populated residential environment. The methods used included a qualitative approach, business model mapping, and SWOT analysis to formulate development steps suited to the characteristics of the surrounding residents.

Research results: The most effective strategies included adjusting products to the needs of the surrounding residents, using short messages and social media for promotion, purchase delivery services, and active involvement in neighborhood activities. Operational alignment with the habits of the surrounding community proved to be a key to competitiveness that is more influential than the mere completeness of goods.

b. Septiani & Fadillah (2025): Empowerment Strategy of Traditional Grocery Stalls in Increasing Competitiveness in the Era of Modern Minimarkets

This study examined the empowerment efforts and the condition of grocery stores in Tamiang Layang in facing the presence of minimarkets. The focus of the study was to identify the obstacles faced by store owners as well as the role of social relationships and external support in maintaining business continuity. The discussion covered aspects of service, capital, innovation, and the role of assistance and local government policy.

Research results: Family ties and familiarity with residents remain the main strength that keeps regular customers coming. However, this advantage is gradually weakening due to limited capital, a lack of innovation in store arrangement, the absence of adequate assistance, and the absence of zoning regulations that protect traditional businesses. Support in the form of training and easier access to capital is greatly needed so that grocery stores can adapt without losing their identity.

c. Simanjuntak et al. (2026): Analysis of the Survival Strategies of Grocery Stores in Facing Competition from Modern Retail Stores: A Qualitative Study in the MMTC Area of Medan

This study discussed in depth the concrete steps taken by grocery store owners in Medan City to keep being visited by customers despite being located directly adjacent

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to modern retail outlets. The focus of the study was the marketing and service practices that are characteristic of grocery stores but not possessed by large competitors, and how these practices are carried out in daily business.

Research results: There are seven most effective survival strategies: personal and familiar service, the provision of credit or tabs based on trust, the supply of goods in small retail packaging, the acceptance of digital payments, free purchase delivery service, long and flexible operating hours, and the provision of distinctive goods or special needs not sold in minimarkets. The most solid competitive advantage turned out not to come from imitating the competitors' appearance, but from strengthening social relationships and service flexibility.

d. Rizky et al. (2024): Strategic Management: The Dynamics of Grocery Store Competition in Facing the Existence of Minimarkets in Banyumas Regency

This study explained the impact of the presence of minimarkets on the income and shopping habits of residents as well as the responses shown by grocery store owners in Banyumas Regency. The study highlighted changes in visiting patterns, the reasons customers switch, and the readiness of store owners to adjust their marketing strategies.

Research results: The presence of minimarkets has had a significant negative impact on both the number of customers and the income level of grocery stores. The main factors behind customer switching are the comfort of the store, the completeness of product types, and periodic discount programs. Most grocery store owners do not yet have a structured marketing strategy; the adjustments made are still reactive, unplanned, and do not yet fully utilize the advantages they possess.

2. Research Originality

Based on the previous studies, the differences between this study and the previous studies can be seen in the object, location, and analytical framework used, and the same study has never been conducted before.

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Table 1: Research Originality

No	Researcher, Year, and Title	Similarities	Differences	Originality of This Study
1	Aminurochman & Taqwanur (2026), Strategy for Increasing the Competitiveness of Minimarket XYZ Using the Business Model Canvas and SWOT Analysis	Both discuss retail business competition and use SWOT analysis to examine the internal and external conditions of the business.	That study focused on a modern minimarket in Sidoarjo, while this study focuses on traditional grocery stores.	This study examines marketing strategy adaptation from the side of traditional grocery stores in facing modern minimarkets in Sidoarjo Regency.
2	Septiani & Fadillah (2025), Empowerment Strategy of Traditional Grocery Stalls in Increasing Competitiveness in the Era of Modern Minimarkets (Case Study in Tamiang Layang City)	Both use a qualitative approach and discuss the adaptation strategies of grocery stores in facing modern retail.	The study by Septiani and Fadillah was conducted in Tamiang Layang City, while this study was conducted in Sidoarjo Regency.	This study extends the scope of study to the Sidoarjo context by mapping adaptation through product, price, place, promotion, service, and internal resources.
3	Simanjuntak et al. (2026), Analysis of the Survival Strategies of Grocery Stores in Facing Competition from Modern Retail Stores: A Qualitative Study in the MMTC Area of Medan	Both examine grocery store strategies in facing modern retail competition using a qualitative approach.	That study was located in the MMTC area of Medan, while this study is located in Sidoarjo Regency and focuses on marketing strategy adaptation.	This study emphasizes the forms of grocery store marketing adaptation based on the findings from six informants in Sidoarjo.

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No	Researcher, Year, and Title	Similarities	Differences	Originality of This Study
4	Rizky et al. (2024), Strategic Management: The Dynamics of Grocery Store Competition in Facing the Existence of Minimarkets in Banyumas Regency	Both discuss the dynamics of competition between grocery stores and minimarkets and the need to adjust business strategies.	The study by Rizky et al. focused on Banyumas Regency, while this study focuses on the process of marketing strategy adaptation in Sidoarjo Regency.	This study explores the forms of adaptation carried out by grocery store owners and links them to the marketing mix, SWOT, and RBV.

Definition of Terms

1. Marketing Strategy Adaptation

Marketing strategy adaptation is the adjustment effort made consciously or unconsciously by grocery store owners to the marketing elements, including product, price, place, and promotion, as a response to changes in the business environment, especially the presence of modern minimarkets, with the aim of retaining, maintaining, and increasing the number of customers and sales turnover.

2. Traditional Grocery Store

A traditional grocery store is a micro-scale retail trade business owned and managed by an individual or a family, with limited capital and a simple business place that is often integrated with the residence, which provides daily necessities, builds familiar relationships with customers, and applies a flexible payment system, including the provision of credit or tabs based on trust.

3. Modern Minimarket

A modern minimarket is a retail trade outlet managed in a structured and professional manner, either as part of a national chain or independently, with a neat and standardized arrangement of goods, a clean and comfortable space, long operating hours, a complete range of products, and a fixed payment system that does not accept credit or deferred payment.

4. Marketing Mix (4P)

The marketing mix is a set of controllable tactical marketing tools that are used in an integrated manner to achieve business goals in the target market, consisting of four

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elements: Product (completeness, quality, retail or local packaging), Price (price level, fairness, payment flexibility), Place (location, cleanliness, arrangement, opening hours, additional services), and Promotion (friendliness, stock notifications, short messages, neighborhood participation).

5. SWOT Analysis

SWOT analysis is a strategic analysis framework used to map the position of a business comprehensively by identifying the strengths, weaknesses, opportunities, and threats it faces, so that strategies can be formulated in accordance with the real conditions, capabilities, and characteristics of grocery stores without blindly imitating competitors.

6. Resource-Based Competitive Advantage (RBV)

Resource-based competitive advantage, or the Resource-Based View, is an approach that emphasizes that long-term advantage does not arise from external appearance or the size of capital, but from the utilization of unique assets owned by the business that are valuable, rare, difficult to imitate, and not easily substituted, including residents' trust, proximity of location, family relationships, understanding of local needs, and service flexibility.

7. Competitiveness

Competitiveness is the ability of a grocery store to continue to be visited, trusted, and chosen by residents as a place to shop even though there are other alternatives such as minimarkets nearby, as indicated by the maintenance of the number of customers, sales turnover, and business continuity over time.

8. Community Shopping Habits

Community shopping habits are the patterns or ways in which residents repeatedly meet their daily needs, including the place chosen, the time of visit, the type of goods purchased, the quantity purchased, and the reasons for choosing a shopping place, which may change with the presence of new shopping alternatives.

9. Sidoarjo Regency

Sidoarjo Regency is the research location that is the focus of data collection, characterized by rapid population and economic growth, high penetration of minimarket outlets into residential neighborhoods, and many grocery stores standing directly adjacent to modern competitors.

10. Digital Payment (QRIS)

Digital payment is a non-cash payment method that uses technology through the scanning of a QR code, enabling transactions to be carried out quickly and easily. It is one form of simple adjustment that grocery stores can apply to remain relevant to the habits of residents who increasingly use electronic payment systems.

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11. Purchase Delivery Service

Purchase delivery service is a form of additional service in which the store owner delivers the purchased goods to the customer's home, either directly or upon order. It is a practical and personal advantage that large minimarkets cannot always provide.

12. Local or Distinctive Products

Local or distinctive products are goods that are specifically liked and needed by the surrounding residents but are not necessarily available in minimarkets, such as local specialty foods, worship necessities, or goods related to local customs. These products can become a distinguishing feature and a particular reason for customers to shop at grocery stores.

Theoretical Framework

1. The Concept of Traditional Grocery Stores

The grocery store is one of the oldest, most commonly found, and most evenly distributed forms of retail trade business throughout Indonesia, from remote rural areas to densely populated areas on the outskirts of cities as well as city centers. Fundamentally, a grocery store can be defined as a business trading daily necessities that is owned and managed individually or by a family, with relatively small capital and a simple place of business, and that builds familiar and personal relationships with its customers. The place of business is often integrated with the owner's residence, so the existence of the store is closely related to the social and economic life of the owner and the surrounding residents.

The main characteristics of grocery stores include independent ownership by an individual or a family, limited but low-risk sources of capital, a location integrated with residential settlements, the sale of basic necessities in both large and small retail packaging, direct and personal service, a flexible payment system including the provision of credit based on trust, and operating hours adjusted to the habits of the surrounding residents. The role of grocery stores is not limited to providing daily necessities, but also extends to being part of the social and economic life of the surrounding community.

2. The Concept of Modern Minimarkets

A minimarket is a form of retail trade business that is professionally managed with a centralized and standardized management system, providing daily necessities with a neat, comfortable, and easily accessible layout for buyers, with a sales floor area generally not exceeding 200 square meters. Its presence in various residential neighborhoods over the last two decades has tangibly changed the face of retail trade in Indonesia, changed shopping patterns, and created competition never before experienced by grocery stores.

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The impact of the presence of minimarkets is two-sided. On the one hand, it makes it easier for people to shop with comfort and certainty; on the other hand, it exerts real competitive pressure on grocery stores that are not ready to adapt. The shift in shopping habits can take place gradually. The two forms of business do not have to cancel each other out: minimarkets offer comfort and completeness, while grocery stores offer closeness, familiarity, and flexibility, which are characteristics of local businesses. The challenge is to adjust strategies to remain relevant amid these environmental changes.

3. The Marketing Mix as the Basis of Strategy

The marketing mix is a set of controllable tactical marketing tools used in an integrated manner to achieve marketing objectives in the target market, consisting of four interrelated elements: product, price, place, and promotion. This concept serves as the basic framework for formulating marketing strategies in various types of businesses, both large and small.

In line with this, Farizal and Fitralisma (2021) explain that the four elements of the marketing mix are interrelated; a weakness in one element can reduce the effectiveness of the other elements, while an advantage in one element can become the main strength that distinguishes a business from its competitors. In traditional businesses, product and price are often already strengths, while place and promotion still need improvement so that the business becomes better known and more frequently visited by buyers. This means that strategic adjustments can focus on improving what already exists rather than building something entirely new.

The description of each element in the context of grocery store adaptation is as follows:

a. Product: This includes the availability of goods most needed by residents every day, guaranteed quality, small retail packaging that makes it easier for buyers with daily income, and local distinctive goods that are not necessarily sold elsewhere. The most basic goods must always be available, because repeated stockouts will push customers to look for other places, and switching habits form slowly.
b. Price: Prices do not have to be the lowest compared with minimarkets, but they must not be much more expensive. If there is a slight difference, it can be explained honestly with understandable reasons: timely availability, personal service, or ease of payment. Openness maintains trust better than hiding a price difference, however small.
c. Place: The main advantage of grocery stores is their location close to residential areas. There is no need to relocate; it is enough to improve what already exists: cleanliness, tidiness, lighting, an arrangement of goods that is easy to reach, and consistent operating hours. Simple improvements have a large impact without high costs.

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d. Promotion: A sincere greeting, friendly service, polite notification of new stock, and word-of-mouth recommendations that grow from customer satisfaction are the most effective promotion and cost nothing. Customer satisfaction can encourage word-of-mouth recommendations and help the store gain new customers without large advertising costs.

4. SWOT Analysis as a Framework for Strategy Adaptation

SWOT analysis is a strategic analysis framework used to map the position of a business comprehensively by identifying the internal and external factors that affect business continuity, in order to formulate strategies that are in accordance with actual conditions.

In line with this, Affandy (2022) explains that SWOT analysis serves to provide a comprehensive picture of the environmental situation being faced, so that it becomes the starting point for strategic decision-making. Each element is interrelated: strengths must be used to seize opportunities, weaknesses must be corrected so that they do not become threatened, and opportunities must be turned into concrete steps. For grocery stores, this means not only recognizing the advantages they already have, but also being honest about the things that still need to be improved.

5. Application of SWOT Analysis to Grocery Stores in Sidoarjo

a. Strengths: Residents' trust built over many years, proximity of location that competitors cannot imitate, payment flexibility including a trust-based credit system, and personal service that minimarkets do not have.
b. Weaknesses: Limited capital, which makes it difficult to add stock all at once; arrangement and cleanliness that are not always maintained consistently; and the still low use of digital payments in many places.
c. Opportunities: Many residents still want a shopping place that is close and familiar as long as the service remains good, digital payment can be adopted easily at almost zero cost, and short messages can be used for stock notifications without advertising costs.
d. Threats: The continuously increasing number of minimarket outlets in the surrounding environment, periodic discount and promotion programs, and changes in the community's shopping lifestyle that occur slowly but continuously.

6. Resource-Based Competitive Advantage Theory (RBV)

This approach emphasizes that sustainable competitive advantage does not come from market position alone, but from the utilization of unique internal resources that are valuable, rare, difficult to imitate, and not easily substituted.

The most valuable assets for grocery stores are trust, family relationships, proximity of location, and a deep understanding of the needs of the surrounding residents, which competitors cannot build in a short time. Minimarkets can build more attractive

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buildings, arrange tidier shelves, or hold bigger discounts, but they cannot build the familiarity that has grown over decades among residents. This is the most solid advantage and must be maintained and strengthened over time.

Zahrotun et al. (2024) explain that the Resource-Based View approach places internal resources as the main key to competitiveness. By utilizing what is uniquely owned, small businesses can survive even when facing competitors with far greater capital. The focus is not on imitating competitors, but on strengthening what only the business itself possesses.

Furthermore, Rofi' and Adib (2024) add that in an era of rapid change, advantage does not only come from the resources currently owned, but also from the ability to adapt and develop new resources continuously. For grocery stores, this means maintaining the existing familiarity while remaining open to simple improvements such as cleanliness, tidiness, and digital payment. This is the most solid advantage: no amount of money can replace relationships that grow from sincere daily interactions.

7. Strategy Adaptation Theory

Strategy adaptation is the ability of a business to adjust to changes in its surrounding environment in order to survive and grow. Environmental changes cannot be avoided, but the accuracy of the response to change determines the continuity of the business.

Rofi' and Adib (2024) explain that the ability to adapt can be seen from three things: creating appropriate changes, focusing on customer needs, and continuously learning and developing better ways of working. For grocery stores, adaptation does not mean changing the entire form of the business into a minimarket, but improving things that can be enhanced gradually: maintaining cleanliness, accepting digital payments, serving orders through short messages, and continuing to greet customers sincerely.

Businesses that do not adapt will slowly fall behind, even if they were once highly trusted. Conversely, businesses that are open to small but consistent improvements will continue to be chosen by residents because they combine familiar closeness with increasingly convenient service.

Adaptation does not have to be carried out simultaneously and on a large scale. Small steps taken every day will produce real results. What matters most is realizing that the environment is changing and that the business also needs to change along with it, not by turning into a different place, but by becoming a better version of itself.

8. Strengthening Promotion through Digital Media

The development of communication technology provides opportunities for small businesses to expand their promotional activities by utilizing digital media. Shafira, Zaman, and Anisa (2026), in a study entitled *Digital Promotion Strategies through Instagram to Drive Consumer Purchase Intention in MSMEs*, explain that promotion

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through Instagram can be carried out by combining attractive visual content, responsive two-way communication, customer testimonials, and collaboration with micro-influencers. The study used a qualitative approach through interviews, observation of Instagram accounts, and documentation involving MSME actors and consumers in Jakarta. Its findings show that active interaction and relevant content can strengthen consumer engagement and trust (Shafira et al., 2026).

These findings can serve as a reference for understanding the importance of adjusting promotion in grocery stores. Their application does not have to imitate all of the digital marketing strategies used by MSMEs, especially paid strategies or influencer collaborations that require costs. Grocery stores can adjust them to the capabilities of the business, for example by using WhatsApp to convey information on the availability of goods and to receive orders, and by using product photos or simple information to introduce the goods being sold. Fast, friendly, and personal interaction still needs to be maintained because it is the characteristic that distinguishes grocery stores from modern minimarkets. Thus, digital media functions as a supporting means of promotion, not as a replacement for the advantage of the direct relationship between the store owner and customers.

9. The Effect of Product Quality on Purchase Decisions

Product quality is one of the main considerations of consumers before deciding to buy, especially in online shopping, where goods cannot be seen or examined directly. Nurmalia, Zaman, and Anisa (2026), in a study entitled *Impact of Product Quality and Price on Online Marketplace Consumer Purchase Decisions*, explain that product quality includes durability, conformity of function, reliability, and conformity between the description and appearance of the product on the platform and the condition of the actual goods. The study used a quantitative approach with the PLS-SEM method on 100 respondents who were Indonesian citizens living in Qatar and shopping on the OurShopee.com platform. Its findings show that product quality has a positive and significant effect on purchase decisions, with a path coefficient of 0.642, making it the most dominant factor compared with price.

These findings can serve as a basis for understanding that the assessment of product quality by Indonesian diaspora consumers abroad is not based only on the physical quality of the goods, but also on trust in the accuracy of the information displayed. Its application is not limited to the online market in Qatar; this principle also applies to other online shopping platforms. Sellers need to ensure that product images are clear, descriptions are honest, and quality standards are maintained consistently. This is important because consumers living abroad tend to be more careful in transacting, so quality assurance becomes the key to building trust. Thus, product quality functions as the main foundation that builds consumer confidence before deciding to transact.

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RESEARCH METHOD

Type of Research

This study examines the adaptation of grocery store marketing strategies in facing competition from modern minimarkets in Sidoarjo, so the most appropriate approach is qualitative research with a case study design. According to Nasution (2023), qualitative research is research that produces descriptive data in the form of written or spoken words from people and observed behavior, not in the form of numbers. This approach was chosen because the researcher intends to understand in depth the meanings, experiences, and views of grocery store owners regarding changes in their business environment, which cannot be fully revealed through statistical measures alone. Numbers can show a decrease in turnover, but they cannot tell the feelings when long-time customers switch, the thinking involved in determining the next steps, or the efforts that have been made to adjust marketing strategies in order to survive amid increasingly intense competition. That is why the qualitative approach is the most appropriate choice.

Nartin et al. (2024) emphasize that qualitative research places meaning and process as the main focus, not merely the final result. Data collection is not guided by predetermined hypotheses, but by the facts found in the field. The analysis is carried out inductively, starting from specific facts found at the research location and then constructing them into a broader understanding. Unlike quantitative research, which aims to test assumptions, qualitative research seeks to build understanding from the bottom up, allowing patterns and understanding to emerge from the data itself. The results of the research emphasize depth of understanding rather than overall generalization, meaning that what matters most is understanding in depth how the process of marketing strategy adaptation takes place in the environment being studied, not applying conclusions simultaneously to all other places.

The case study design means an in-depth investigation of a phenomenon that occurs within a specific bounded system, namely grocery stores operating in Sidoarjo Regency and directly facing the presence of modern minimarkets. This study does not intend to generalize the overall conditions throughout Indonesia, but to describe in depth the real conditions, dynamics, and efforts to adapt marketing strategies that occur specifically at the research location. Each region has its own characteristics, and an in-depth understanding of this context is the strength of this study. Operationally, the study is descriptive, describing the phenomenon as it is, as it occurs in the field, without giving treatment to or manipulating any variable (Nasution, 2023). Its main focus is to describe the impacts experienced, the marketing strategies that have been implemented, the adjustments made to the elements of product, price, place, and promotion, and the obstacles faced in the adjustment process.

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Presence of the Researcher

In qualitative research, the researcher is the main instrument as well as the data collector. Nartin et al. (2024) state that no measuring instrument can replace direct human presence in understanding the meaning behind speech and behavior. Numbers can be recorded by machines, but feelings, experiences, and the meanings implied behind words can only be understood by a person who is directly present, listens carefully, and observes sincerely. The presence of the researcher at the location was very important because the data were obtained through direct interaction, observation, and interviews with the informants. The researcher was present to build trust, listen to the experiences of the store owners, and observe the actual condition of the business premises: how goods are arranged, how customers are greeted, how the atmosphere of the place feels, and how daily interactions take place.

The researcher acted as a sincere listener, did not take sides with any party, and tried to understand the point of view of each grocery store owner as they understood it themselves, in line with the principle of naturalistic inquiry (Nasution, 2023). The researcher did not come to judge or suggest what should be done, but to understand what has been and is being done, as well as what is felt from these experiences. This attitude was very important so that the informants felt valued and dared to talk openly and honestly, including about the difficulties they faced and the uncertainties they felt about the future.

Before the interviews began, the researcher openly explained the aims and objectives of the study to each informant, guaranteed the confidentiality of their identity and the information provided, and obtained voluntary consent before conducting interviews or recording data. The informants' real names and any characteristics that could identify them are not displayed in the report, so that the informants could answer honestly without worrying that the information would be known to other parties, competitors, or neighbors. The researcher also explained that participation was voluntary and could be stopped at any time if the informant felt uncomfortable. The principles of confidentiality, voluntariness, and honesty were maintained throughout the research process to keep the atmosphere safe and comfortable for all parties (Nartin et al., 2024).

Data and Data Sources

1. Types of Data

a. Primary Data

Primary data were obtained directly from their sources through in-depth interviews and direct observation at the research location, without intermediaries (Nartin et al., 2024). These data include a general description of the grocery store business since its establishment, the development of the business before the presence of minimarkets in

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the vicinity, the changes felt after the minimarkets appeared, how these changes affected the number of customers and daily turnover, the steps or marketing strategies that the owners have implemented to maintain and develop their businesses, the adjustments made regarding product, price, place, and promotion, the obstacles or difficulties faced in making these changes, and the owners' hopes, suggestions, and views on the future of their businesses. All of this information was obtained directly from the experiences and statements of the parties who know and feel these conditions best, namely the grocery store owners themselves.

b. Secondary Data

Secondary data are supporting data obtained from written sources or other existing documents (Nasution, 2023). They include data on the population and economic growth of Sidoarjo Regency, data on the development of retail businesses and minimarkets in the area, maps of the distribution of business premises, the results of previous studies relevant to the topic, reference books, scientific journals, and official documents related to the study. Secondary data serve as background, comparison, and support so that the understanding is not merely based on individual experience, but also places the findings in a broader and scientifically accountable context.

2. Data Sources

a. Main Informants

The main informants were grocery store owners who met the predetermined criteria: the business had been established at least two years before the presence of a minimarket in the vicinity, so that the owner could compare conditions before and after the presence of the competitor; the business was still operating; the store was located close to or within the same environment as a minimarket; and the owner was willing to become an informant and provide information voluntarily, honestly, and openly.

Informants were selected using purposive sampling, namely the selection of samples based on certain considerations or criteria adjusted to the research objectives (Nasution, 2023). This technique was chosen because the researcher was looking for informants who truly experienced and understood the phenomenon being studied, rather than selecting at random. When needed to deepen the information, this technique was extended with snowball sampling, namely obtaining additional informants based on recommendations from previous informants, so that the information network developed gradually from one person to another. The number of informants was not fixed from the beginning, but was adjusted to the depth of the data obtained. The selection of informants was stopped when the information received was complete, all aspects had been represented, and nothing new was found, which is referred to as the saturation point (Nartin et al., 2024).

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b. Supporting Informants

The supporting informants were residents in the vicinity who shop at grocery stores as well as at minimarkets, in order to complete the picture of changes in community shopping habits and customers' views of the two types of shopping places. Information from residents helps complete a perspective that does not come only from the business owners, so that the picture obtained becomes more complete and balanced. In addition, documents and data from related agencies were also used as supporting data sources to strengthen the background of the study.

Research Location and Time

1. Research Location

The research was conducted in Sidoarjo Regency, East Java Province, taking locations in districts with high population growth and a proliferation of minimarket outlets in residential neighborhoods. Sidoarjo Regency was chosen based on several considerations: the rapid rate of economic and population growth, which has led to the construction of many new business premises; the large number of grocery stores standing directly adjacent to minimarkets; the limited number of studies that have examined this condition in depth from the perspective of grocery stores; and the ease of access and reachability for the researcher to conduct observations and interviews directly at the location (Nartin et al., 2024). Each location has its own dynamics, and in Sidoarjo Regency rapid growth creates both pressure and interesting opportunities to study, namely how small businesses that have stood for decades try to adjust to the changes taking place around them.

2. Research Time

The research was carried out from September 2026 until completion and was divided into several sequential and interrelated stages:

a. Preparation stage: This included the preparation of the research proposal, the preparation of interview guidelines adjusted to the focus on marketing strategy adaptation, permits, and initial approaches to the location and prospective informants. This stage required time so that the preparation was thorough and initial relationships could be well established, so that an atmosphere of mutual trust had been formed before data collection began.
b. Data collection stage: This involved in-depth interviews, direct observation, and the collection of supporting documents at the location. This stage was not rushed so that the atmosphere remained relaxed and the informants could tell their stories completely without feeling pressed for time. The researcher gave each informant sufficient opportunity to express their experiences freely, including matters they felt were important but had not been included in the list of questions.

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c. Data analysis stage: This involved processing, summarizing, and analyzing the data obtained and organizing them into findings and discussion. This stage took place alongside data collection, so that if anything was unclear or needed further explanation, it could be reconfirmed with the informants.
d. Report writing stage: This involved compiling all of the research results into a complete report that is systematic, coherent, and easy to understand, in accordance with the applicable writing guidelines.

Data Collection Techniques

1. In-Depth Interviews

Interviews were conducted face to face with grocery store owners, using a question guide that was prepared openly and flexibly. According to Nasution (2023), the interviews were unstructured, meaning that the questions were not rigid and could develop according to the answers given by the informants, so that important matters that emerged naturally could be explored in greater depth. The researcher did not stick only to the order of the list of questions, but followed the flow of the story conveyed, because that is where the actual meaning often emerges. The questions covered when the business was established, how it developed before the minimarket existed, what changed after the minimarket appeared nearby, what steps had been taken to retain customers, how the owner arranged goods, prices, the store, and the way of greeting customers, what obstacles were faced when making changes, and what was expected so that the grocery store could continue to operate in the future.

2. Direct Observation

The researcher directly observed the condition of the business premises without changing anything that was happening, covering the arrangement of goods, the cleanliness and tidiness of the store, lighting, the interaction between the owner and customers, operating hours, the payment system used, and other matters visible at the location. Nartin et al. (2024) state that this observation is important to complete information that may not be revealed verbally, as well as to compare what is said with what happens in the daily operation of the business. Sometimes the most meaningful things are not spoken, but are visible in the way the owner greets customers, arranges goods, serves customers, or keeps the store clean. All observations were recorded carefully and objectively in field notes, including descriptions of things as they were, without personal judgment.

3. Document Study

Supporting data were collected from written sources, in the form of official documents, agency reports, location maps, and literature and previous research results relevant to the topic of marketing strategy adaptation. The document study served as a

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theoretical foundation, a comparison, and a complement to the data obtained from interviews and observations (Nasution, 2023). Thus, the findings are not based solely on individual experience, but are also viewed in a broader context and supported by accountable sources.

Research Instruments

1. The Researcher as the Main Instrument

In qualitative research, the researcher is the main instrument who also plans, collects, processes, and concludes the data. Nartin et al. (2024) emphasize that the researcher's ability to listen carefully, ask the right questions, build trust, and understand the meaning behind speech and behavior is the key to the quality of the data obtained. No supporting tool can replace sensitivity, sincerity, and the ability to interact directly with people.

2. Interview Guidelines

The interview guidelines were a list of main questions arranged systematically but still flexibly, covering all aspects studied, namely the condition of the business before and after the presence of minimarkets, the marketing strategies implemented based on the marketing mix (product, price, place, promotion), the obstacles faced, and the owners' expectations. These guidelines served as a guide so that the discussion remained focused without changing the order or the way the informants answered. The questions were written in simple and easily understood language, in accordance with the informants' daily life, so that there was no difficulty in conveying their meaning (Nasution, 2023).

3. Data Collection Aids

a. A voice recorder, used with the informants' permission to record the entire interview, so that no information was missed or altered during note-taking.
b. A field notebook, used to record important matters, impressions, observations, and brief notes during interviews and observations (Nartin et al., 2024).
c. A camera, used with permission to document the condition of the business premises as a complement to the observation data.

Data Analysis Techniques

Data analysis was carried out continuously from the beginning of data collection until completion, through the following stages:

1. Data Reduction

The data obtained were selected, summarized, and simplified. Field notes, interview recordings, and documents were sorted into important parts, and unrelated matters were set aside, so that the remaining data were ready to be processed and used to answer the research problem. Reduction was carried out continuously throughout the

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study, so that the research focus became increasingly clear and sharp. The data were grouped, coded, and sorted into main themes that emerged from the field rather than being determined from outside, including: a description of the business, the impact of the presence of minimarkets, product strategy, price strategy, place strategy, promotion strategy, adaptation obstacles, and expectations and recommendations. Whenever new information completed or deepened the understanding, reduction was carried out again so that the picture formed became increasingly complete and in-depth.

2. Data Display

The reduced data were organized into narrative descriptions so that they were easy to understand. The data were arranged according to the predetermined groups: a general description of the business, the impact of the presence of minimarkets, strategies based on the marketing mix, SWOT analysis, the obstacles faced, and recommendations and expectations. A structured presentation makes it easier for both the researcher and the reader to see the overall picture coherently. The relationships between themes are explained as interconnected, so that they do not stand alone but form a single understanding of how grocery stores adapt their marketing strategies amid changes in their environment.

3. Conclusion Drawing

Meaning was drawn from the data presented and then formulated into conclusions that answer the research objective. The conclusions were checked again for their consistency with the initial data, so that their truth could be accounted for. Conclusions were not drawn beyond the existing data; every statement was based on evidence obtained from the field. This process was inductive, moving from the specific facts found toward a broader and deeper understanding (Nasution, 2023). The conclusion is not a closed final answer, but an understanding of the form of marketing strategy adaptation that best suits the conditions of grocery stores in Sidoarjo Regency.

Data Trustworthiness Techniques

1. Credibility

a. Prolonged engagement: The researcher spent sufficient time at the location to understand the conditions in depth, rather than merely coming and going briefly. A long presence builds trust and ensures that the data obtained truly reflect reality. The researcher interacted not only during the interviews, but also observed the atmosphere of the environment, daily interactions, and developments that occurred throughout the research process.
b. Triangulation: The researcher compared information from various sources, namely store owners, resident customers, and supporting documents, and compared the data obtained through interviews with the results of direct observation, so that if

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the various sources gave a consistent picture, confidence in the findings became stronger. If there were differences of opinion, these were also recorded and explained as part of the dynamics occurring in the field.

c. Member checking: Summaries of the findings were returned to the informants to check whether they were in accordance with what they meant, so that there were no misunderstandings in interpretation. This also gave the informants an opportunity to add to or correct anything that had not been fully revealed.

2. Transferability

The findings are presented in an in-depth, detailed, and complete description so that readers can understand the conditions realistically and judge whether these results can be applied in other places with similar characteristics. The researcher does not claim that the results apply everywhere, but provides a description in such a way that readers themselves can assess its suitability. The description covers the location, business conditions, environmental dynamics, and the strategies implemented in detail.

3. Dependability

All research processes were recorded systematically and transparently, so that the flow of conclusion drawing can be traced back. Complete records allow readers to see where the findings came from and how the conclusions were drawn. Each stage, from the selection of informants, the conduct of interviews, and data processing to the drawing of conclusions, was recorded clearly so that it can be accounted for.

4. Confirmability

Conclusion drawing was kept grounded in the data, not in the personal views of the researcher. Every finding is supported by clear evidence from the field. The researcher did not impose views, but let the data speak according to the reality found. When there were different points of view among informants, all of them are presented as they are, without taking sides with or diminishing any of them.

RESULTS AND DISCUSSION

General Overview of the Research Setting

This study was conducted to understand the adaptation of grocery store marketing strategies in facing competition from modern minimarkets in Sidoarjo. The study used a qualitative approach with a case study design. The research informants consisted of six owners or managers of grocery stores, namely Toko Barokah Jaya, Toko Nabila, Toko Lailah Jaya, Toko Sumber Jaya, Warung Ais, and Toko Berkah Lestari. The research data were obtained mainly from interview results that had been paraphrased and then interpreted based on the research focus regarding competitive conditions, marketing strategies, service, customer relationships, and forms of business adaptation.

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The six businesses have relatively diverse founding backgrounds, but they share the similarity of providing the daily necessities of the surrounding community. Toko Barokah Jaya was founded because the owner saw the community's need for daily necessities as well as the owner's desire to have their own business. Toko Nabila was founded as a source of additional family income and to help meet the basic needs of the community. Toko Lailah Jaya was established because of economic needs and the desire to have one's own business. Toko Sumber Jaya also started from the desire to own a business and increase income by providing household necessities. Warung Ais was founded to help the family economy and meet the needs of the community. Meanwhile, Toko Berkah Lestari began operating after the owner entered retirement, with the aim of continuing to have a productive activity while earning income from their own capital.

These different backgrounds show that the grocery stores in this study are not a uniform group of businesses. Each owner has different conditions of capital, location, customer habits, and management methods. Therefore, the marketing strategy adaptations carried out are also not the same. Some stores place more emphasis on personal relationships and service, some adjust the types of stock, some extend their operating hours, some develop payment services, and some have begun to use social media or online sales.

Data Presentation and Research Results

The data presentation is organized based on the results of interviews with six informants. In its presentation, the data are not only described according to the order of the interview questions, but are grouped according to the research focus so that the relationship between competitive conditions and marketing adaptation strategies can be seen systematically. In keeping with the character of qualitative research, the interview results are understood as the informants' experiences and views regarding the business conditions they face.

1. The Condition of Grocery Stores in Facing Competition from Modern Minimarkets

The presence of modern minimarkets is felt with different levels of pressure by the six informants. Toko Barokah Jaya admitted that when minimarkets first appeared, there was concern because minimarkets offered competitive prices, a wide variety of goods, comfortable premises, and fast service. At the beginning of the competition, the store's sales decreased slightly because some customers tried buying certain goods at the minimarket. However, after some time, sales tended to stabilize again because there were still regular customers who were accustomed to shopping at the store.

Toko Nabila experienced a relatively more noticeable condition. The owner stated that after the minimarket appeared, turnover and the number of buyers decreased.

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Nevertheless, regular customers still came, especially those who were already used to shopping at the store. This condition shows that competition does not automatically cause all customers to switch, but encourages the owner to pay more attention to price, service, cleanliness, and the availability of goods.

Toko Lailah Jaya openly acknowledged the competition with minimarkets such as Alfamart and Indomaret. The owner saw that minimarkets have advantages in price, discounts, and promotions. Nevertheless, the store's turnover was considered relatively stable. One of the factors maintained is the completeness of goods and 24-hour operating hours. Under these conditions, the store tries to remain the choice of people who need goods at times that cannot always be served by other shopping places.

Toko Sumber Jaya views competition as part of business conditions. The owner does not only see minimarkets as competitors, but is also aware of the possibility of other competitors in the surrounding environment. Although turnover may change, the owner chose to keep running the business and serving customers. Regular customers still come even though there are other shopping options.

Warung Ais had a somewhat different experience. The owner stated that the presence of minimarkets had not greatly disrupted the business because the minimarket was not located very close. Long-time customers still came, and there were also new customers. Nevertheless, the owner remained aware that sales did not always meet expectations, so the business had to be run with patience and consistency.

Toko Berkah Lestari views the location as one of the important factors. The store is located around a housing area, so the community can easily obtain daily necessities without having to go far. Although there are modern stores, the proximity of the location still provides opportunities for the store to gain customers. More specific challenges actually arise when customers look for certain brands or products that are currently popular and when customers need certain payment services.

From the six informants, it can be seen that the impact of competition is not entirely the same. Some informants experienced a decrease in turnover or the number of buyers, while others felt a relatively limited impact due to location, completeness of goods, regular customers, or operating hours. Thus, the competitive conditions need to be understood based on the characteristics of each store.

2. Advantages of Modern Minimarkets Perceived by the Informants

Based on the interview results, the advantages of modern minimarkets most often mentioned were attractive prices, promotions, store comfort, neat arrangement, product completeness, and service speed. Toko Barokah Jaya mentioned price, promotion, comfort, completeness, and fast service as customer considerations. Toko Nabila also saw promotions, prices, comfort, completeness, and service as the attractions of minimarkets.

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Toko Lailah Jaya mainly highlighted price differences and the existence of discounts. Toko Berkah Lestari added that customers can choose certain brands or products that are currently popular at modern stores. These findings show that the competition is not only in the aspect of price, but also in the shopping experience and the variety of needs that customers can fulfill.

Nevertheless, the informants do not view all the advantages of minimarkets as something that must be fully imitated. Some owners instead maintain the character of their businesses through closeness to customers, flexibility, completeness of local needs, and the ability to serve certain needs outside the minimarket service pattern.

3. The Impact of Competition on Buyers and Sales

Changes in customer behavior were mainly seen in stores that experienced a decrease in turnover or the number of buyers. Toko Barokah Jaya stated that some customers had tried the minimarket for certain goods, but still came back to buy daily necessities. Toko Nabila experienced a decrease in turnover and buyers, although regular customers remained. At Toko Lailah Jaya, customers still came because of the completeness of goods and the long operating hours. Toko Sumber Jaya also still has regular customers.

Warung Ais stated that changes in customer behavior were not very large because of the distance of the minimarket. Meanwhile, Toko Berkah Lestari saw the possibility that customers use modern stores for payment needs or certain needs, so the owner developed additional services so that customers still have reasons to come to the store.

These findings show that the presence of minimarkets produces selective customer responses. Customers do not always choose one place for all their needs. They may buy certain goods at minimarkets, but still use grocery stores for needs that are considered more practical, closer, more flexible, or in line with relationships that have already been formed.

4. Marketing Adaptation Strategies of Grocery Stores

a. Product Adaptation

Product adaptation can be seen from the informants' efforts to adjust the types and quantities of goods to customer needs. Toko Barokah Jaya tries to add variety and ensure that daily necessities are available. Toko Nabila adjusts its stock by increasing fast-selling goods and reducing slow-moving goods so that capital is not tied up for too long.

Toko Lailah Jaya tries to add stock, especially goods that are rarely available in minimarkets or goods needed by customers. Toko Sumber Jaya maintains basic types of goods and adds stock when an item is frequently purchased. Warung Ais tries to provide a variety of community needs, although under certain conditions the stock of goods may decrease, so that frequently requested goods become a priority to be

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restocked. Toko Berkah Lestari adjusts its products to customer needs and tries to ensure that the goods most sought after are available.

Thus, product adaptation in the six stores mostly takes the form of stock adjustments based on actual demand rather than large-scale product changes. The owners use daily experience and observation of frequently sought goods as the basis for determining inventory.

b. Price Adaptation

Price adaptation is most clearly seen at Toko Barokah Jaya and Toko Nabila. Toko Barokah Jaya adjusts the prices of some goods to remain competitive, while Toko Nabila tries to keep prices affordable. Both informants are also aware that price is not the only consideration for customers, because service and comfort also influence shopping decisions.

At Toko Barokah Jaya, there is transaction flexibility through *kasbon* (store credit) for customers who are known and trusted. This flexibility cannot be treated as a general strategy of all stores because the other informants did not report the same practice. Instead, this finding shows that price and transaction adaptations can emerge according to the social relationships and the characteristics of each store's customers.

c. Place Adaptation

The place aspect can be seen in the use of location, cleanliness, tidiness, and operating hours. Toko Berkah Lestari benefits from its location around a housing area, which makes it easier for the community to access daily necessities. Toko Lailah Jaya and Toko Berkah Lestari both highlight 24-hour operating hours as one of their advantages. Warung Ais opens from morning until midnight so that it can serve customers who come at different times.

Toko Berkah Lestari has also improved the physical condition of the store by maintaining cleanliness, tidiness, and ease for customers in finding goods. These findings show that place adaptation does not always mean relocating or carrying out major renovations. Simple improvements to comfort and accessibility are also part of the marketing strategy.

d. Promotion Adaptation

Promotion in the grocery stores in this study tends to be simple and close to customers. Toko Barokah Jaya has not actively used social media and still relies on direct relationships with the surrounding community. Toko Nabila uses WhatsApp to convey information about available goods and promotions. Toko Lailah Jaya has not used social media and still relies on customers who come directly.

Toko Sumber Jaya has also not used social media because the owner does not yet understand how to use it as a marketing tool. Warung Ais occasionally uses TikTok to conduct live broadcasts or introduce the store, but its use has not become a main

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channel. Toko Berkah Lestari tries to use online sales and information to introduce the store and its products.

These findings show variation in the level of digital media use. Digital media is already used by some informants, but direct relationships remain the main source of customers for most stores. Therefore, promotion is not only understood as advertising, but also as direct communication, friendliness, notification of the availability of goods, and social relationships with customers.

5. Service and Customer Relationships as an Adaptation Strategy

Personal service is a theme that emerged consistently in the interview results. Toko Barokah Jaya emphasizes the habit of greeting customers, recognizing customer needs, and providing fast service. Toko Nabila maintains friendliness, cleanliness, affordable prices, honesty, and the quality of goods. Toko Lailah Jaya maintains direct service and friendliness toward both long-time and new customers.

Toko Sumber Jaya prioritizes honest service that meets customer needs. Warung Ais considers a friendly attitude and readiness to serve important to make customers feel comfortable. Toko Berkah Lestari tries to help customers find goods, provide information, and be polite. These similarities show that personal service is one of the internal resources maintained when stores face competition.

Trust is also built through honesty. Several informants explicitly stated that honesty is necessary so that customers do not feel disadvantaged. In the context of grocery stores, trust is not only related to the price and quality of goods, but also to the experience of interactions that take place repeatedly.

6. Adaptation through Operating Hours

Operating hours are a fairly prominent form of adaptation among several informants. Toko Lailah Jaya operates 24 hours a day and makes this an advantage. Toko Berkah Lestari also strives to maintain 24-hour operation so that customers can still meet their needs at night. Warung Ais operates from morning until midnight. Toko Sumber Jaya also emphasizes that the store is open every day so that customers can come whenever they need to.

The adaptation of operating hours shows that grocery stores can use time flexibility as part of their service value. This strategy does not mean that all stores must operate 24 hours a day, because its application needs to be adjusted to the owner's capabilities and the environmental conditions. The research findings only show that some informants use long operating hours as a way to provide wider access to customers.

7. Adaptation through Additional Services

Additional services are most clearly seen at Toko Berkah Lestari. The owner has developed certain payment services, such as services related to the payment of household needs. According to the informant, these services were developed so that

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customers do not only come to buy goods, but also have other needs that can be fulfilled at the store.

This finding shows that marketing strategy adaptation can be carried out by expanding the value offered to customers. However, these additional services were not found as a practice reported by all informants. Therefore, additional services need to be understood as a specific strategy developed by certain stores based on customer needs and the capabilities of the manager.

8. The Effectiveness of the Strategies Implemented

The informants' assessments of the effectiveness of their strategies also varied. Toko Barokah Jaya considers that customer relationships and service help retain regular customers. Toko Nabila sees that although the number of customers is smaller than before, regular customers still come. Toko Lailah Jaya stated that the strategies help as long as the store keeps running and customers still come, but the owner did not state that their effectiveness can be determined from a single factor.

Toko Sumber Jaya considers that business continuity is supported by the store being open every day and the availability of community needs. Warung Ais relies on long service hours and consistency. Toko Berkah Lestari considers that service development, cleanliness, tidiness, and service are quite helpful in achieving sales targets. These differences show that the informants understand the effectiveness of their strategies based on daily business experience, not through quantitative measurement.

DISCUSSION

1. Adaptation of Grocery Store Marketing Strategies in Facing Competition

The results of the study show that the adaptation of grocery store marketing strategies in Sidoarjo takes place through relatively simple and gradual adjustments. The owners do not change the entire character of their businesses to resemble modern minimarkets. Instead, they maintain the resources they already have, such as proximity of location, personal relationships, trust, service flexibility, and knowledge of the needs of the surrounding community.

This finding is in line with the concept of strategy adaptation in the theoretical framework of this study, which emphasizes the ability of a business to adjust to changes in the environment. Rofi' and Adib (2024) explain that adaptation can be seen from the ability to make appropriate changes, focus on customer needs, and continue learning to improve ways of working. The interview results show that these three elements appear in the form of adjustments to stock, service, cleanliness, communication media, operating hours, and additional services.

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Thus, the adaptation found is not a single strategy. It is a series of actions adjusted to the conditions of each store. This is important because the six informants face different levels of competition and business capabilities.

2. Adaptation Based on the 4P Marketing Mix

When linked to the concept of the 4P marketing mix used in this study, the findings show that adaptation occurs in the elements of product, price, place, and promotion. In the product element, owners adjust their stock based on goods frequently sought by customers. In the price element, some stores try to keep prices affordable or adjust the prices of certain goods. In the place element, proximity of location, cleanliness, tidiness, and operating hours are part of the strategy. Meanwhile, in the promotion element, there is the use of WhatsApp, TikTok, online information, and direct communication.

These results show that the 4P in grocery businesses is not applied in exactly the same pattern as in modern retail companies. The form of its application is more flexible and is influenced by the capabilities of the owners and the character of the customers. This is in accordance with the research focus, which places marketing strategy as a process of adaptation to local conditions.

3. SWOT Analysis of the Condition of Grocery Stores

Based on the interview results, the main strengths of grocery stores lie in closeness to customers, easily accessible locations, personal relationships, service flexibility, the completeness of certain goods, and long operating hours in some stores. Toko Barokah Jaya, for example, has emotional closeness with the community. Toko Berkah Lestari benefits from its location around a housing area. Toko Lailah Jaya has completeness and 24-hour operation as advantages mentioned by the informant.

The weaknesses observed include limited stock in several stores, limited use of social media, and limited ability to make major changes. Warung Ais stated that certain stock is sometimes insufficient. Toko Sumber Jaya and Toko Lailah Jaya have not used social media as a main marketing tool. This finding shows that digital adaptation has not been carried out evenly.

Opportunities can be seen from the community's need for a nearby shopping place, the presence of regular customers, the possibility of using digital media, and the development of additional services. These opportunities can be utilized gradually according to the capabilities of each store. Meanwhile, threats come from the prices and promotions of minimarkets, store comfort, product completeness, changes in customer habits, and the increasing number of shopping options.

This mapping shows that grocery store strategies cannot focus only on the weaknesses of competitors. Owners need to strengthen the internal strengths they actually have and gradually reduce the weaknesses that can be corrected. This is in accordance with the SWOT concept used in the theoretical framework of this study.

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4. Resource-Based Competitive Advantage (RBV)

The research findings can also be understood through the Resource-Based View (RBV) approach. This approach places internal resources as the basis of competitive advantage. In the six stores, the most prominent resources are not large capital or facilities resembling minimarkets, but relationships with customers, knowledge of local needs, proximity of location, service flexibility, and trust.

Nasution (2023), in the theoretical framework of this study, places trust, family relationships, proximity of location, and understanding of residents' needs as important assets of grocery stores. The field findings support this view. Almost all informants emphasized friendliness, honesty, direct relationships, and personal service as ways of retaining customers.

Zahrotun et al. (2024) also explain that internal resources can become the basis of the competitiveness of traditional retail businesses. The results of the study show that these resources are still relevant, but need to be combined with the ability to adapt. This can be seen at Toko Berkah Lestari, which maintains personal service while developing payment services and online information.

5. Adaptation as a Gradual Process

The results of the study show that adaptation is not carried out all at once. Some owners start from the changes that are easiest to make, such as improving service, adding frequently sought goods, maintaining cleanliness, extending operating hours, or conveying information via WhatsApp. This is in line with the view of Nartin et al. (2024), which emphasizes that business adaptation does not have to be carried out on a large scale, but can begin with small steps taken consistently.

This condition also shows that the ability to adapt is influenced by the resources owned by the store. Stores with certain capabilities can develop digital services or online media, while other stores still rely on direct relationships. These differences do not merely indicate differences in willingness, but are also related to business management capabilities and an understanding of the media used.

6. The Role of Personal Service as a Differentiator

Personal service is one of the most consistent findings. Grocery stores have the opportunity to know customers more closely, understand their needs, and provide flexible service. Toko Barokah Jaya recognizes customer needs and provides *kasbon* for certain trusted customers. Toko Nabila emphasizes friendliness and honesty. Toko Lailah Jaya maintains friendliness during its operating hours. Toko Sumber Jaya prioritizes honesty, Warung Ais prioritizes readiness to serve, while Toko Berkah Lestari helps customers find goods and provides information.

This service becomes a differentiator because it is formed through daily interactions. In competing with modern minimarkets, grocery stores do not have to win in

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every aspect of the competition. The results of the study show that owners can maintain the parts that are their strengths, especially relationships and closeness with customers, while making improvements in aspects that can still be enhanced.

7. Comparison of the Strategies of the Six Stores

Table 2: Comparison of the Strategies of the Six Stores

Store	Highlighted Strengths	Forms of Adaptation	Media/Channels
Barokah Jaya	Closeness, personal service, regular customers	Price adjustment, stock variety, service, limited *kasbon*	Direct communication
Nabila	Friendliness, cleanliness, affordable prices	Stock adjustment, service, information on goods and promotions	WhatsApp and direct
Lailah Jaya	Completeness of goods, 24-hour operation	Adding stock of sought-after goods, direct service	Direct communication
Sumber Jaya	Completeness of basic needs, consistency	Adding stock of frequently purchased goods, open every day	Direct communication
Warung Ais	Variety of goods, long opening hours	Adding requested goods, service, occasional promotion	Occasional TikTok and direct
Berkah Lestari	Nearby location, service, long operating hours	Payment services, tidiness, product adjustment, online	Online and direct

The table shows that the six stores have different adaptation patterns. Their similarity lies in efforts to retain customers through service and the availability of goods. Their differences can be seen in the level of price adjustment, the use of digital media, operating hours, and additional services. Thus, the adaptation of marketing strategies in grocery stores is contextual and cannot be standardized.

8. Research Findings

Based on the overall results of the study, there are several main findings. First, modern minimarkets affect grocery stores mainly through price, promotion, comfort, completeness, and service speed. Second, customers do not always switch completely because there are still needs that are more easily met through grocery stores. Third,

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personal service and customer relationships are resources widely maintained by the informants.

Fourth, product adaptation is carried out through stock adjustments based on customer demand. Fifth, price adaptation is carried out selectively by some stores. Sixth, place adaptation is carried out through nearby locations, cleanliness, tidiness, and long operating hours. Seventh, digital promotion has begun to be used by some stores, but it has not yet become a widespread practice. Eighth, additional services are one form of diversification found at Toko Berkah Lestari.

Overall, the results of the study show that grocery stores in Sidoarjo try to face competition not by copying the entire character of modern minimarkets, but by maintaining their local advantages and making improvements in accordance with their respective capabilities. These findings support the research framework that combines the marketing mix, SWOT, RBV, and strategy adaptation.

CONCLUSION

Based on the results of the study on the adaptation of grocery store marketing strategies in facing competition from modern minimarkets in Sidoarjo, it can be concluded that grocery stores adapt gradually in accordance with their business conditions, the capabilities of their owners, the character of their customers, and the surrounding environment. Competition with minimarkets is felt mainly through differences in price, promotion, comfort, completeness of goods, and service speed. The impact on stores varies; some experience a decrease in turnover or the number of buyers, while others feel a relatively limited impact because they have regular customers, nearby locations, certain completeness, or long operating hours.

Adaptation in the product aspect is carried out by adjusting stock based on goods frequently sought by customers. In the price aspect, some stores try to keep prices affordable and adjust the prices of certain goods. In the place aspect, the strategy can be seen through locations close to the community, cleanliness, tidiness, and long operating hours. In the promotion aspect, some informants still rely on direct communication, while others have begun to use WhatsApp, TikTok, or online information and sales.

Personal service, honesty, friendliness, and customer relationships are the internal resources most consistently maintained by the informants. In addition, specific forms of adaptation were found, such as limited *kasbon* for trusted customers, 24-hour operation, opening hours until midnight, and the development of payment services. These findings show that the adaptation of grocery store marketing strategies does not take the form of a single uniform pattern, but is adjusted to the needs and capabilities of each business.

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Viewed through SWOT and the Resource-Based View, grocery stores have strengths in the form of proximity of location, trust, personal relationships, flexibility, and an understanding of community needs. Their weaknesses include limited stock, limited use of digital media, and varying capital capabilities. Opportunities come from the community's need for nearby shopping places and opportunities to develop services, while threats come from the growth of minimarkets, promotions, price differences, and changes in customer habits. Therefore, business sustainability is supported more by the ability to maintain local advantages while making gradual improvements.

Suggestions

For grocery store owners, it is suggested that they maintain good relationships with customers through friendly, honest, and consistent service. Personal relationships are one of the strengths found among most informants, so they need to be maintained as part of the business identity.

Store owners are also advised to keep simple records of the goods most frequently sought by customers. This information can be used to determine stock priorities so that capital is not tied up too much in slow-moving goods. Stock adjustments should be based on the actual needs of customers and the capital capabilities of each store.

In the place aspect, owners can improve cleanliness, tidiness, and the ease with which customers find goods. For stores whose conditions and capabilities allow it, operating hours can be adjusted to the habits of the surrounding community. Long operating hours do not have to be implemented by all stores, but can be considered if they suit the needs of the environment and the capabilities of the manager.

In the promotion aspect, owners who have not yet used digital media can start using it in a simple way, for example through WhatsApp to provide information on the availability of goods or promotions. The use of digital media does not have to replace direct communication, but can serve as a complement so that information about the store is more easily received by customers.

For the local government and related parties, the results of this study can serve as input for considering appropriate forms of assistance for grocery stores, especially in business management, inventory recording, simple marketing, and the introduction of digital media. Assistance should take into account the real conditions and capabilities of each business actor.

For future researchers, this study can be developed by involving a larger number of informants, a more specific research area, or an approach that compares grocery stores based on their level of proximity to minimarkets. Subsequent research can also combine a qualitative approach with sales data or customer number data so that changes in business performance can be analyzed in a more measurable way.

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