# Competitive Analysis of Sales and Profit Data Between ALFAMART and INDOMARET

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## ABSTRACT

*Indonesia, as the largest archipelagic nation with a substantial population, represents a lucrative market for the retail industry, particularly minimarkets. This study aims to analyze the sales strategies and financial performance of two dominant players in Indonesia's minimarket retail industry: PT. Sumber Alfaria Trijaya (Alfamart) and PT. Indomarco Prismatama (Indomaret). The research employs a quantitative approach, utilizing secondary data analysis, which includes financial statements, sales data, and profit metrics from both companies. The findings reveal that while Indomaret excels in the number of outlets and service reach, Alfamart achieves higher profitability. Alfamart's competitive advantage is attributed to its strategic expansion policy, emphasizing the establishment of outlets in major urban areas with higher market potential. Conversely, Indomaret's expansion into remote regions has proven less effective in maximizing profitability. The study recommends that Indomaret's management reassess its expansion strategy to enhance operational efficiency and effectiveness in the future. These findings provide valuable insights for retail industry stakeholders in formulating business strategies aimed at optimizing profitability.*

*Keywords*: *sales strategy, minimarket, Alfamart, Indomaret, profit, outlet expansion.*

## INTRODUCTION

Indonesia, as the largest archipelago in the world, is home to a massive population, ranking as the fourth most populous country globally (1). Despite its significant population, the nation occupies this position due to its vast land area, spanning approximately 1.9 million square kilometers. This geographical expanse and demographic richness create fertile ground for the retail business, an industry well-suited to meet the daily necessities of clothing, food, and shelter (2).

Economic activities in business, whether conducted by individuals or groups, revolve around producing, purchasing, or selling goods and services with the primary objective of generating profit (3). The profitability target established at the outset of a business venture serves as a critical benchmark for measuring the company's success (4). Achieving or exceeding profit targets is not merely an accomplishment but a testament to management's efficacy in marketing and distributing products to the market (5). Conversely, failing to meet these targets reflects management shortcomings, which may tarnish the product's image, erode consumer trust in innovative offerings, and impact the company's credibility (6).

One of the most lucrative business sectors today is retail (7). Retail involves selling goods or services to consumers in small quantities or individual units for personal consumption (8). This industry plays a pivotal role in the supply chain, acting as the bridge between producers and consumers. The retail

process encompasses a sequence of transactions designed to deliver goods and services directly to consumers, addressing their specific needs (9).

In the effort to capture the market, it is crucial to employ the right strategies, such as providing excellent service, conducting promotions, and selecting the appropriate outlet locations (10). Service quality refers to the total characteristics and attributes of a product or service that support the ability to satisfy customer needs, both directly and indirectly (11). The service quality provided to consumers must be based on their needs and desires, ensuring that their expectations are met (12). This leads to customer satisfaction, motivates them to make purchases, and influences their purchasing behavior. It has been found that service quality has a significant positive effect on consumer purchase intention, while other studies suggest that service quality has a significant negative impact on consumer purchase intention (13). This highlights the inconsistency in research findings regarding the effect of service quality on purchase intention (14). Studies on customer satisfaction with services at Alfamart and Indomaret convenience stores indicate that Indomaret has a higher customer satisfaction rate in terms of service compared to Alfamart (15).

Promotion is one of the strategies employed by companies to capture attention and increase consumer shopping interest (16). It serves as a means to inform, persuade, and remind consumers, both directly and indirectly, about

a product or brand being sold (17). The essence of promotion is a form of marketing communication, which involves marketing activities aimed at disseminating information, influencing/persuading, and reminding the target market about the company and its products, encouraging them to accept, purchase, and remain loyal to the products offered by the company (18). Research has shown that sales promotion has a significant negative effect on purchase intention, while other studies indicate a significant positive effect (19). Promotions have a significant impact on consumer purchasing decisions, with both Alfamart and Indomaret's strategies, which consider timing, media, and discount levels, leading to similar sales increases (20).

The selection of easily accessible, safe, comfortable, and clean locations is one of the key criteria that many consumers consider (21). Alfamart adopts a strategy of choosing locations near residential areas, while Indomaret focuses more on discounts and promotions at easily accessible convenience stores. Both strategies are effective, allowing both brands to compete successfully (22). Specifically, Alfamart's location selection strategy is more focused on large cities, whereas Indomaret extends its outlets to remote villages to expand its geographic reach (23).

Discussing geographic location naturally relates to purchasing power, which is the ability of consumers to make purchases, influenced by the demand for goods in a

market at certain prices, income levels, and time periods (24). This is certainly affected by the income of the population itself, where urban residents tend to have fixed incomes within shorter time cycles, such as receiving monthly salaries (25). In contrast, rural residents, mostly engaged in agriculture, tend to experience longer income cycles, such as having to wait for the sales of harvests. Income levels have a positive effect on the purchasing power of the population (26).

In Indonesia, various retail formats thrive, with minimarkets being a prominent segment. Among the major players dominating this sector are **PT. Sumber Alfaria Trijaya (Alfamart)** and **PT. Indomarco Prismatama (Indomaret)**. The competition between these two companies is fierce, with each implementing distinctive strategies to secure market dominance. Their ultimate goals are to capture market share and maximize profitability.

## 1.      Purpose of the Research

This study aims to analyze the sales performance of Indonesia's two leading minimarket retailers—**Alfamart** and **Indomaret**. The analysis seeks to uncover how their respective sales strategies influence market share, sales volume, and profitability. Key areas of focus include evaluating the effectiveness of marketing strategies, understanding consumer preferences, and

identifying critical factors driving success and challenges in Indonesia's minimarket retail industry (27).

The research also intends to explore the differences in strategies employed by Alfamart and Indomaret. These differences encompass promotional approaches, location choices, product diversity, and customer service quality. By examining sales data, consumer preferences, and marketing strategies, the study aspires to offer recommendations to enhance the competitiveness of both companies in an increasingly challenging market (28).

Furthermore, the research delves into the impact of digital technology and service innovations, such as online shopping platforms, customer loyalty programs, and digital payment methods, on the sales performance of both companies. It will also investigate external factors like regulatory changes, market trends, and socio-economic dynamics that influence the growth of minimarket retail businesses in Indonesia (29).

## 2.      Expected Outcomes

The findings of this study are anticipated to contribute to the development of more effective marketing strategies. They will also offer valuable insights for other retail players aiming to adopt best practices and achieve success in a highly competitive industry (30).
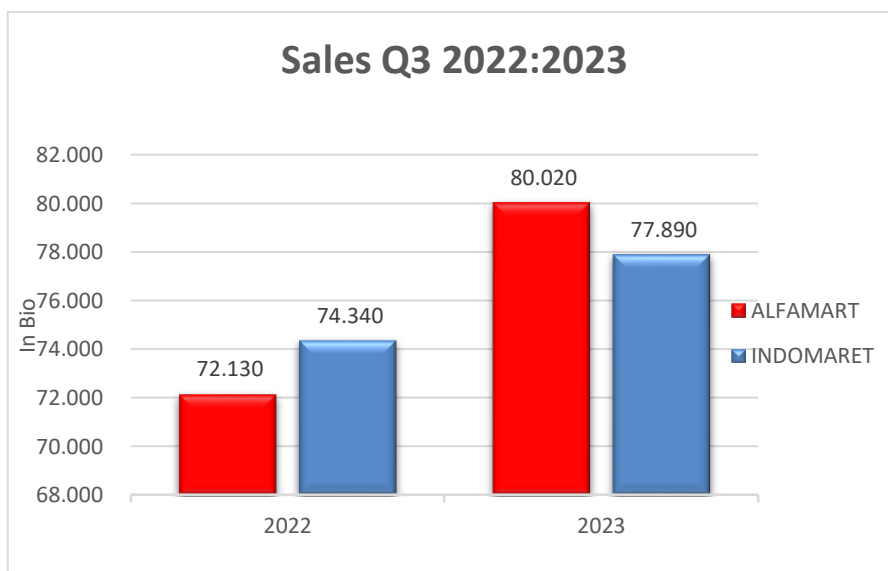
## METHODS

The research method employed in this study adopts a quantitative approach with secondary data analysis. The data analyzed includes sales and profit reports from PT. Sumber Alfaria Trijaya (Alfamart) and PT. Indomarco Prismatama (Indomaret) over a specific period. These data were sourced from the companies' financial statements, official publications, and other relevant data repositories. This study also utilizes descriptive and comparative analytical techniques to evaluate the performance of the two minimarket chains. The analysis of sales and profit data aims to identify growth trends, assess the contribution of each product category to total revenue, and evaluate the effectiveness of the marketing strategies implemented. Moreover, financial indicators such as net profit margins, revenue growth rates, and market share are examined to gauge each company's success in outperforming competitors in the retail minimarket sector. This comprehensive analysis is expected to provide a detailed overview of the strengths and weaknesses of each entity within the competitive landscape of Indonesia's retail industry (31).

## RESULTS AND DISCUSSION

In the third quarter of 2023, Alfamart recorded sales amounting to IDR 80.02 trillion. This figure marked a significant increase compared to the same quarter in 2022, when sales were only IDR 72.13 trillion, representing a 10.9% growth. In contrast, Indomaret recorded sales of IDR 77.89 trillion, reflecting a 4.8% increase from the previous quarter. This scenario represents a positive outcome for both of these retail businesses, as both experienced sales growth compared to the prior period, although the rate of growth varies significantly. Below is the sales data for Alfamart and Indomaret:



**Figure 1: Sales Q3 2022:2023**

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In line with the sales figures for each retailer, the net profits also demonstrated impressive numbers. Alfamart achieved a net profit of IDR 2.19 trillion in the third quarter, up from IDR 1.75 trillion in the previous period. On the other hand, Indomaret experienced a decrease in net profit, dropping from IDR 937.9 billion to IDR 596.12 billion. The following is the net profit data for Alfamart and Indomaret:
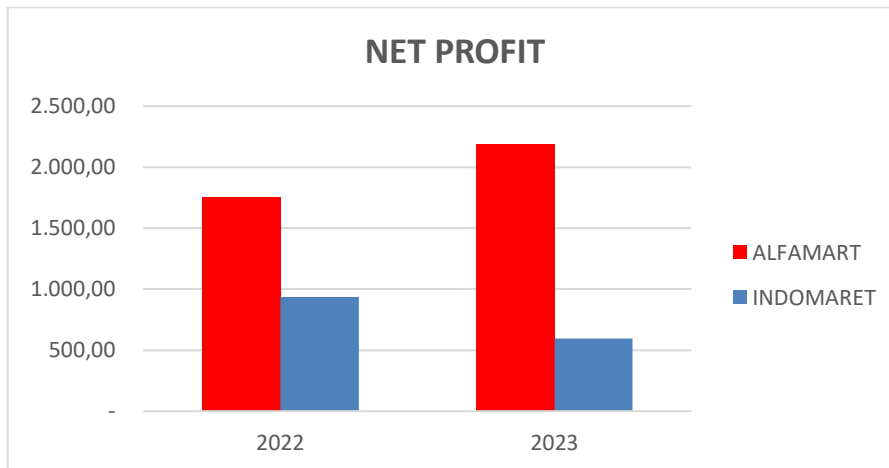


**Figure 2: Net Profit**

This is an interesting subject for research, as both retailers added a comparable number of outlets in 2023—approximately 1,274 outlets for Alfamart and 1,200 outlets for Indomaret. The expansion of outlets is one of the strategies both companies have implemented to increase their profits and gain a competitive edge. By the end of 2023, Alfamart had a total of 19,087 outlets, while Indomaret reached 22,400 outlets. Below is the outlet data for Alfamart and Indomaret:

**Table 1: Outlets Alfamart and Indomaret 2019-2023**

| Year | Number of Outlets | | Addition of New Outlets | |
|---|---|---|---|---|
| | Alfamart | Indomaret | Alfamart | Indomaret |
| 2019 | 14,310 | 17.622 | 0 | 0 |
| 2020 | 15.434 | 18.000 | 1.124 | 378 |
| 2021 | 16.942 | 19.500 | 1.508 | 1.500 |
| 2022 | 17.813 | 21.200 | 871 | 1.700 |
| 2023 | 19.087 | 22.400 | 1.274 | 1.200 |
| 2024 | 20.087 | 23.400 | 1,000 | 1.000 |
| Average per year | | | 1.155 | 1.156 |

Source: Processed data, 2024

Based on the data regarding the number of Alfamart and Indomaret outlets from 2019 to 2023, an analysis reveals that both companies have demonstrated significant growth in the number of outlets each year. In 2019, Alfamart had 14,310 outlets, while Indomaret had 17,622 outlets. Despite Indomaret starting with a higher number of outlets, both

companies experienced rapid growth in outlet numbers year after year.

In 2020, Alfamart added 1,124 outlets, while Indomaret added 378 outlets. This increase in outlets reflects Alfamart's aggressive expansion strategy amid the challenges posed by the COVID-19 pandemic, which altered consumer consumption patterns. In 2021, the outlet growth became even more apparent, with Alfamart adding 1,508 outlets and Indomaret adding 1,500 outlets, illustrating the optimism both companies had regarding the expanding retail market opportunities in Indonesia.

The year 2022 presented an interesting scenario, where Alfamart added 871 outlets and Indomaret added 1,700 outlets, highlighting the different expansion strategies between the two companies. Although Alfamart's outlet expansion slowed slightly compared to the previous year, Indomaret continued to accelerate its efforts in opening new outlets. In 2023, Alfamart added 1,274 outlets, while Indomaret added 1,200 outlets, indicating that both companies continued to expand significantly, albeit with a slight decline in the number of new outlets added compared to the previous year.

When calculating the average number of outlets added per year, both Alfamart and Indomaret recorded nearly identical figures: approximately 1,155 outlets for Alfamart and 1,156 outlets for Indomaret. These average numbers suggest that both companies experienced nearly parallel growth rates in terms of new outlet additions.

The increase in the number of outlets undoubtedly has a direct impact on both companies' sales and profits. The more widespread the outlets are, the greater the opportunity to reach consumers in various locations. This provides a competitive advantage in terms of accessibility and convenience for consumers to shop. Therefore, the outlet expansion strategies employed by Alfamart and Indomaret are crucial steps toward increasing sales volume and capturing a larger market share in Indonesia's minimarket retail industry.

Overall, the outlet expansion data indicates that both Alfamart and Indomaret have well-planned growth strategies aimed at expanding market reach and boosting sales. The success of these strategies will depend heavily on each company's ability to maintain service quality, product appeal, and innovation offered to consumers.

## CONCLUSION

Based on the analysis conducted, it can be concluded that the sales strategy implemented by Alfamart is more effective in generating profit compared to Indomaret, despite Indomaret's advantage in terms of the number of outlets and customer service. Alfamart's success is primarily driven by its expansion policy, which focuses on opening outlets in large cities with greater market potential and higher consumer purchasing power. On the other hand, Indomaret's expansion strategy,

which targets more remote areas, has proven to be less effective in supporting the achievement of maximum profit. It is recommended that Indomaret conduct a thorough evaluation of its expansion policy to enhance the efficiency and effectiveness of its efforts in achieving greater profitability in the future.

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