



## SWOT and VPC analysis in R3 building shop in Palaran

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### ARTICLE INFO

#### Article history:

Received Nov 30, 2025

Revised Dec 09, 2025

Accepted Jan 29, 2026

#### Keywords:

Building Material Business Development Strategy; Digital Marketing; SWOT Analysis; Value Proposition Canvas (VPC); Store In Samarinda

### ABSTRACT

This research assesses the business development strategy of building materials store in Samarinda using SWOT analysis and Value Proposition Canvas (VPC). The impetus for this study stems for the growing impact of digital transformation in the retail industry, which compels small and medium enterprises to adapt in order to maintain their competitive edge. The methodology employed in this research is descriptive qualitative, utilizing a case study approach focused on the R3 Building Materials Store in the Palaran District. Data was gathered through observation, comprehensive interviews, and documentations subsequently analyzed using Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) to ascertain the store's strategic position and customer value mapping via VPC. Results indicate strengths in personal customer interactions, competitive pricing, and advantageous location; weaknesses in digital operations and promotion; and opportunities from rising building material demand, infrastructure development, and accessible digital technology. Practically, this study shows that traditional building materials retailers can improve their competitiveness by adopting affordable digital strategies, including social media promotions, a simple inventory management system, and sameday delivery services. Managerially, these findings suggest that through a SWOT analysis and Value Proposition Canvas (VPC) enables small retailers to make more effective, customer centric strategic decisions in the digital era.

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## INTRODUCTION

The advancement of digital technology today has a profoundly significant impact on various economic sectors, including the retail industry Ramazanov et al. (2021). Digitalization reshapes how people interact and transact while transforming business operations through the interaction between businesses, society, and technology, driving innovation on the digital economy (Van Veldhoven and Vanthienen 2022). The retail sector has experienced substantial transformation through the adoption of digital technologies such as social media, online marketplaces, data-driven systems, and digital marketing strategies Sharopova (2023). This transformation is also evident among retailers in Samarinda, a rapidly developing city in East Kalimantan, where infrastructure

and housing growth has increased demand for building materials An Nabil (2025). However, intensified competition and shifts in consumer behavior toward digital information sources compel building supply stores to adapt to technological advancements Sima et al. (2020). Consumers today demand not only competitive prices but also easy access to information, prompt service, and efficient shopping experiences S. M. Lee and Lee (2020).

In response to these challenges, digital marketing has emerged as an effective strategy to expand market reach, enhance brand visibility, and strengthen customer relationships Morokhova et al. (2023). Platforms such as social media, websites, and e-commerce applications enable retailers to promote products and engage customers interactively Rosário and Raimundo (2021); Surahman et al. (2025). Consequently, digital marketing serves not only as a promotional tool but also as a competitive advantage in the evolving retail market (Malesev and Cherry 2021).

Kementerian Perdagangan RI (2024) highlights that retail digitalization requires adjustments in store management, including inventory control, payment systems, and customer service. These aspects can enhance operational efficiency while simultaneously increasing customer value Mithas et al. (2022). Therefore, it is crucial to comprehend the relationship between digitalization, the retail industry, and marketing strategies in order to develop a business model that is flexible, competitive, and sustainable in the context of the digital economy Acciarini et al. (2022). In responding to changes in the digital era, traditional building materials stores in Samarinda face different internal and external challenges. Internally, strong personal relationships with customers and competitive pricing provide added value, but digital capacity and online promotions pose challenges. Externally, opportunities arise with rapid infrastructure advancements and readily accessible digital technology, while intensifying competition from modern, digitally-enabled retailers presents significant challenges. Therefore, the primary challenge affecting competitiveness lies not in market potential, but in the limited implementation of practical digital operational and marketing strategies. Several prior studies have applied SWOT analysis in retail and SME contexts. Kiki Noviadi, Puji Isyanto (2022) employed SWOT to formulate marketing strategies in building material SMEs, while Rahmawati and Sutantri (2019) used SWOT to strengthen traditional retail competitiveness. Other studies emphasize delivery services, social media promotion, and reputation as key competitive factors Emt and Pramudya (2023); Indayani, Novitasari, and Fitri (2024). Nevertheless, these studies primarily focus on factor identification rather than practical digital implementation. Consequently, most prior research has not integrated internal and external analysis with concrete digital and promotional strategies for traditional building material stores in secondary cities such as Samarinda.

To address this gap, this study integrates SWOT analysis with digital marketing and the Value Proposition Canvas (VPC) to formulate practical and customer oriented business development strategies. SWOT identifies strategic positioning through internal and external factors, while VPC aligns customer needs with value creation to enhance competitiveness. By combining these approaches, this research aims to develop a flexible, relevant, and applicable digital based business model for traditional building material SMEs in digital era.

## RESEARCH METHOD

This descriptive qualitative method in this research employs a case study approach to gain an in-depth understanding of customer strategies and values at Toko Bangunan R3 in Palaran, Samarinda City. This approach was selected because it enables contextual and in-depth analysis of real business phenomena without data manipulation and is particularly suitable for small-scale building materials stores where owners interact directly with customers. R3 Building Materials Store was chosen as the case study because it represents a traditional building material SME in a secondary city that faces increasing competition and digital transformation challenges. According

to Musianto (2002), qualitative research emphasizes interactive and participatory relationships between researchers and research objects, producing natural and contextually relevant data. Data was collected through direct observation focused on operational activities and in-depth interviews. In-depth interviews were conducted exclusively with the store owners, a married couple who have managed the business for over five years and are directly responsible for daily operations and customer interactions. They were selected as key informants because of their comprehensive knowledge of customer characteristics, including shopping frequency and long-term customer relationships. Therefore, the customer perspective is represented indirectly through the owner's narrative. Data validity was ensured through observation and interviews, following Ali et al. (2022). Qualitative data analysis was conducted through data reduction, categorization, and interpretation. Relevant information related to business strategy and customer value was selected and grouped into internal and external factors, which formed the basis for SWOT and VPC analyses. SWOT analysis was used to identify strengths, weaknesses, opportunities, and threats affecting business performance, following the models of Noviadi, Isyanto, and Yani (2022) and Larasati and Nugroho (2023). The analysis involved identifying strategic factors, assigning weights through a consensus-based Focus Group Discussion (FGD) with the business owners, ensuring a total weight of 1.00, rating each factor on a scale of 1-4, and calculating weighted scores by multiplying weights and ratings. The formula applied in the SWOT analysis refers to the research conducted by Larasati and Nugroho (2023), which is as follows:

$$TotalScore = \sum (b_i \times r_i)$$

Information:

$b_i$	=	The weight of the to -i factor indicates the level of importance or influence or that factor on the strategy
$r_i$	=	Rating factor to-i on a scale of 1-4 (1 = very weak, 4 = very strong).
$b_i \times r_i$	=	Weighted score of each factor.
$\sum(b_i \times r_i)$	=	The total IFE or EFE score determines the business's positions in the SWOT quadrant (quadrant I = aggressive, quadrant II = Diversification, quadrant III = Turnaround, quadrant IV = Defensive).

Subsequently, the SWOT results were integrated with the Value Proposition Canvas (VPC) to identify customer value creation. The VPC analysis began with identifying customer jobs, pains, and gains based on interview and observation data, followed by mapping products, services, pain relievers, and gain creators. Strategic recommendations were then formulated by aligning SWOT derived strengths and opportunities with customer needs, while addressing weaknesses and threats. This model is adapted from the BMC framework developed in the research by (Aula, Nasution, and Ardiantono 2019). The research object is R3 Building Materials Store, located in Palaran District, Samarinda City, East Kalimantan. The store has been operating for more than five years and serves local community needs. It was selected because it reflects a small-scale building materials business with direct owner involvement, making it appropriate for in-depth qualitative analysis.

## RESULTS AND DISCUSSIONS

### Analysis of Internal and External Factors of the R3 Building Materials

From the results of the research conducted, starting from interview and analysis of the store, the following were identified:

**Tabel 1.** Internal factor and External Factor

Internal Factor	External Factor
Strenght	Opportunity
1. Already have regular customers around the location.	1. Rising demand for building materials with development growth.
2. The price of goods is relatively competitive with modern shops.	2. Affordable and accessible digital technologies (social media and marketplaces).
3. More personal relationship with consumers.	3. Local need for nearby stores for quick
4. The owner is experienced in selling building materials.	

<p>Weakness</p> <ol style="list-style-type: none"> <li>1. Not yet utilizing technology in operations and promotions.</li> <li>2. Stock transaction recording is still manual.</li> <li>3. No long-term business plan.</li> <li>4. Promotions are not routine and less attractive.</li> </ol>	<p>purchases.</p> <ol style="list-style-type: none"> <li>4. Hybrid shopping trends to reach more consumers.</li> </ol> <p>Threats</p> <ol style="list-style-type: none"> <li>1. Competition from modern stores with a wider variety.</li> <li>2. E-commerce offers ease of shopping and price transparency.</li> <li>3. Shift in consumer behavior to online shopping.</li> <li>4. The shop is located in an alley so it is less visible.</li> <li>5. Material price fluctuations.</li> </ol>
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**Matrix SWOT at the store**

**Tabel 2. Matrix IFAS**

No.	Internal Factor	Significant	Weight	Rating	Score
A.	Strength				
1.	Already have regular customers around the location	3	0.13	4	0.5
2.	The price of goods is relatively competitive with modern shops.	3	0.13	3	0.38
3.	More personal relationship with consumers	4	0.17	3	0.5
4.	The owner is experienced in selling building materials	2	0.08	3	0.25
	TOTAL	12	0.50		1.63
B.	Weaknesses				
1.	Not yet utilizing technology in operations and promotions	3	0.15	2	0.3
2.	Stock transaction recording is still manual.	2	0.10	1	0.1
3.	No long-term business plan	3	0.15	3	0.5
4.	Promotions are not routine and less attractive	2	0.10	3	0.3
	TOTAL	10	0.50		1.15
	ALL TOTAL				2.78

Based on the IFAS matrix, the total score of all strengths is 1.63 while the total score of all weaknesses is 1.15, so the total IFAS score is 2.78.

**Tabel 3. Matrix EFAS**

No.	Internal Factor	Significant	Weight	Rating	Score
A.	Opportunity				
1.	Rising demand for building materials with development growth.	4	0.14	4	0.6
2.	Affordable and accessible digital technologies (social media and marketplace)	4	0.14	3	0.4
3.	Local need for nearby stores for quick purchases	3	0.11	3	0.3
4.	Hybrid shopping trends to reach more consumers	3	0.11	2	0.2
	TOTAL	14	0.50		1.54
B.	Threats				
1.	Competition from modern stores with a wider variety	3	0.13	2	0.25
2.	E-commerce convenience and price transparency	2	0.08	3	0.25
3.	Shift in consumer behavior to online shopping	3	0.08	3	0.25
4.	The shop is located in an alley so it is less visible	2	0.13	2	0.25
5.	Material price fluctuations	2	0.08	2	0.17
	TOTAL	12	0.50		1.17
	ALL TOTAL				2.70

Based on the EFAS matrix, the total score of all opportunities is 1.54 while the total score all threats is 1.17, so the total EFAS score 2.70. New SWOT factors emerged due to direct observations and interviews that revealed additional weaknesses and threats not initially identified, such as store visibility issues and price fluctuations, reflecting the dynamic operational conditions encountered during fieldwork.

**Matrix IE (Internal External) Building Store R3**

**Tabel 4.** Matrix IE

Total Skor Faktor Strategi Eksternal	Rendah	40	Kuat I	3.0	Rata-rata II	2.0	Lemah III	1.0
	Sedang	3.0	Pertumbuhan IV		Pertumbuhan V		Penciutan VI	
	Tinggi	2.0	Stabilitas VII		Petumbuhan stabilitas VII		Penciutan IX	
	1.0	Pertumbuhan		Petumbuhan		likuditas		

The combined IFAS and EFAS scores place the store in Quadrant V (Growth) of the IE Matrix. This position suggests a growth-oriented strategy emphasizing market retention, operational efficiency, and customer loyalty through consistent service quality and reliable product availability.

**Matrix SWOT**

**Tabel 5.** Matrix Strategy

<p>IFAS</p> <p>Strengths (S)</p> <ol style="list-style-type: none"> <li>Established regular customers in the area.</li> <li>Prices are relatively competitive with modern stores.</li> <li>More personal relationships with customers.</li> <li>Owners are experienced in selling building materials.</li> <li>Location is close to residential materials quickly.</li> </ol>	<p>Weakness (W)</p> <ol style="list-style-type: none"> <li>Not yet utilizing technology in operations and promotions.</li> <li>Stock recording and transaction are still manual.</li> <li>No long-term business plan.</li> <li>Promotions are irregular and less attractive Limited product selection, focused only on basic development needs.</li> </ol>
<p>EFAS</p> <p>Opportunities (O)</p> <ol style="list-style-type: none"> <li>Rising demand for building materials with development growth.</li> <li>Affordable and accessible digital technologies (social media and marketplaces).</li> <li>Local need for nearby stores for quick purchases.</li> <li>Hybrid shopping trends to reach more consumers.</li> </ol>	<p>SO (Strenght-Opportunities)</p> <ol style="list-style-type: none"> <li>Leveraging personal relationship with consumers for social media promotions.</li> <li>Leveraging experiences to adapt to hybrid shopping trends.</li> <li>Offering competitive prices while leveranging support from government programs.</li> </ol>
<p>Threats (T)</p> <ol style="list-style-type: none"> <li>Competition from modern stores with a wider variety.</li> <li>E-commerce convenience and price transparency.</li> <li>Sift I consumer behavior to online shopping</li> <li>Material price fluctuations.</li> </ol>	<p>Strenghts-Treats (ST)</p> <ol style="list-style-type: none"> <li>Fast and personalized service to compete with e-commerce.</li> <li>Emphasize proximity to consumers to compete with modern stores.</li> <li>Maintain customer loyalty as a buffer against price fluctuations.</li> </ol>
	<p>Weaknesses-Opportunities (WO)</p> <ol style="list-style-type: none"> <li>Attend MSME training to improve your digital marketing skills.</li> <li>Utilize marketplace to increase product exposure, even with limited stock.</li> <li>Create a long-term business plan with the help of affordable digital applications.</li> </ol>
	<p>Strenghts-Weaknesses (WT)</p> <ol style="list-style-type: none"> <li>Social media promotion to reduce digital weaknesses and online competition.</li> <li>Digital inventory systems to mitigate management weaknesses and price risks.</li> <li>Selective product variety to prevent customer switching</li> </ol>

**Strategi Analysis**

Based on the SWOT analysis, the development strategy should focus on leveraging internal strengths and external opportunities to address competitive market challenges Madureira,

Nunes, and Mata (2024). The Strength-Opportunities (S-O) strategy emphasizes personal customer relationships and owner experience to support hybrid shopping and social media promotional Final and Ade (2024). With competitive pricing and government support programs for MSMEs, the store can expand its market while maintaining close ties with local customers. Meanwhile, the Weakness-Opportunities (W-O) strategy addresses digitalization and management weaknesses through digital marketing, marketplace utilization, and basic stock and financial applications Mitreva, Arsova, and Jovanov (2022). The Strength-Threats (S-T) strategy focuses on strengthening fast and personalized service as a key advantage in competing with modern stores and e-commerce Brüggemann, Martinez, and Pauwels (2025). Proximity and customer loyalty support competitiveness amid price fluctuations and changing consumer behavior. The weakness-Threats (W-T) strategy minimizes weaknesses and external threats through regular social media promotion, simple digital recording systems, and selective product variety expansion Susanto et al. (2021).

Among the proposed strategies, the most prioritized and realistic to implement in the initial stage are WhatsApps-based ordering, social media promotion, and simple digital inventory recording, as these strategies require minimal investment and align with store’s existing resources. The store’s limited financial resources, human capital, and digital capabilities significantly influence the implementation of digital strategies, requiring the adoption of low-cost, easy to use, and gradually implemented solutions rather than complex e-commerce systems. However, this study is limited to a single traditional building materials store which implies that the proposed strategies are highly context-specific and may not be directly generalizable to other retail settings with different resource capacities or market characteristics

**VPC (Value Proposition Canvas)**

**Table 1. VPC**

Value Proposition		
Product & Services	Gain Creators	Pain Relievers
<ol style="list-style-type: none"> <li>1. Selling building materials at competitive service.</li> <li>2. Local delivery service.</li> <li>3. Ordering via WhatsApp/marketplace.</li> <li>4. Promotions/discounts for repeat customers.</li> <li>5. Consultation services for material needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. A closer personal relationship than competitors.</li> <li>2. Loyalty program for repeat customers.</li> <li>3. Fast delivery (same-day local delivery).</li> <li>4. Attractive promotions via social media.</li> </ol>	<ol style="list-style-type: none"> <li>1. A simple inventory system ensures stock is always available.</li> <li>2. Transparent price lists (offline and online).</li> <li>3. Regular promotions to attract customers.</li> <li>4. Faster service than traditional stores/e-commerce.</li> </ol>
Customer Segments		
Gains	Customer Jobs	Pains
<ol style="list-style-type: none"> <li>1. Competitive prices + discounts/promotions.</li> <li>2. Fast, friendly, and personalized service.</li> <li>3. Order via WhatsApp or online.</li> <li>4. Items are delivered directly to your home/location.</li> <li>5. More convenient shopping close to home.</li> </ol>	<ol style="list-style-type: none"> <li>1. Buying building materials is fast and easy.</li> <li>2. Get clear and competitive prices.</li> <li>3. Order without having to come in person.</li> <li>4. Stock is available to meet your needs.</li> <li>5. Receive friendly and reliable service.</li> </ol>	<ol style="list-style-type: none"> <li>1. Items are often out of stock.</li> <li>2. Pricing is not transparent.</li> <li>3. There are no attractive promotions.</li> <li>4. Having to come in person wastes time.</li> <li>5. Tempted to Switch to modern stores/e-commerce.</li> </ol>

**Customer Segment**

- a. Product and Services

The company offers building materials at competitive prices, local delivery, ordering via WhatsApps or marketplaces, promotions for loyal customers, and consultation services Egbenya, Nirere, and Osei (2022). These offerings provide comprehensive solutions that address both functional needs and customer experience. This strategy reflects CRM principles focused on ease of interaction and long-term customer relationships.

b. Gain Creators

The elements of value creation explain how companies generate added value that enhances customer satisfaction, as noted by Woratschek, Horbel, and Popp (2019). In this context, companies strive to establish more personal relationships compared to their competitors, offering loyalty programs for regular customers, providing same-day delivery services, and executing engaging promotions through social media. These efforts illustrate a service differentiation strategy that emphasizes personal closeness and service speed as key advantages. Consequently, companies compete not only on price but also on the quality of the emotional and relational customer experience.

c. Pain Relievers

To address customer complaints, the company has implemented a straightforward yet monitored stock system to ensure product availability, presents a transparent pricing list both offline and online, conducts regular promotions to attract customer interest, and offers faster service compared to modern stores or e-commerce platforms, as noted by Aggarwal et al. (2025). These measures serve as pain relievers that directly alleviate customer discomfort. Conceptually, this approach illustrates the implementation of strategies aimed at enhancing operational efficiency and customer satisfaction, aligning with the principles of customer-centric marketing.

#### F. Relationship between Value Proposition and Customer Segments

The mapping results show strong alignment between customer segments and the value proposition. Each customer pain and gain is addressed through products, services, and relational strategies. For instance, the issue of unavailable stock is resolved with a simple stock system and regular monitoring, meanwhile, the need for clear pricing is met with price transparency across both offline and online channels. Fast and personalized service is fulfilled through same-day delivery and direct WhatsApp communication. This demonstrates the company's understanding of customer needs and its ability to create aligned value.

#### G. Relationship Value Proposition Canvas with Analysis SWOT

The integration of SWOT analysis and VPC enables the store to identify customer needs and address market challenges Pratama and Putra (2024). According to Archip (2025), SWOT identifies internal and external conditions, while VPC supports the design of customer-oriented solutions. By fostering a more personal customer relationships and offering delivery service, the store adds value, while manual stock and transaction recording can be mitigated through WhatsApp-based or online ordering. Opportunities such as rising construction demand and accessible digital technologies can be leveraged through digital services and promotions. Threats, such as price fluctuations and competition from modern stores can be addressed through price monitoring and personalized service. According to Lee and Lee (2022), combining SWOT and VPC provides a comprehensive approach by aligning market analysis with customer value creation. The main empirical novelty of this study lies in integrating SWOT analysis and the Value Proposition Canvas (VPC) to translate strategic assessment into customer-oriented and operationally feasible digital actions for traditional retail SMEs, a dimension that is rarely emphasized in previous retail SWOT studies.

## CONCLUSION

Based on the research conducted at Toko Bangunan R3, this study concludes that combining SWOT analysis and the Value Proposition Canvas (VPC) provides a practical framework for formulating digital-based business strategies for traditional building materials SMEs. The analysis shows that customer relationships, competitive pricing, and owner experience are key strengths, while competition from modern retail outlets and e-commerce platforms represents the main threat. The VPC analysis confirms that customer needs for ease of access, price transparency, and prompt service can be addressed through simple and cost-effective digital solutions such as WhatsApp ordering, social media promotion, and local delivery services. The principal scientific contribution of this study lies in its integrative approach, which extends conventional SWOT analysis by systematically translating strategic findings into customer-oriented and operationally feasible digital strategies for traditional retail SMEs with limited resources. However, this study is limited to a single case of a traditional building materials SME, which restricts the generalizability of the findings but allows for an in-depth and context-specific analysis of realistic digital transformation practices. Consequently, this research provides empirical insights into how traditional retail SMEs can enhance competitiveness through gradual and context-driven digital transformation. The authors declare that there are no conflicts of interest associated with this study.

## ACKNOWLEDGEMENTS

The researchers would like to express their sincere gratitude to Mr. Dr. Surahman, M.M., Ph.D, the lecturer for the Retail Marketing course, for his invaluable guidance, direction, and feedback throughout the research process. His support and commitment have been key elements in the success of this study. Additionally, thanks are extended to the Department of Business Administration, the Marketing Management program, and the State Polytechnic of Samarinda for providing the necessary academic support and facilities during the research process. The researchers also wish to thank R3 Building Store located in Palaran District, Samarinda City, for their collaboration and openness in providing data and information that greatly supported this research.

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