

Adapting Marketing Strategies and Transforming Customer Value in the Digital Era

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ABSTRACT

Digital technology encourages retail companies to adapt their marketing strategies to create new value for customers. Digitalization not only facilitates transactions but also creates new experiences that influence how customers perceive value in shopping activities. This study aims to understand how marketing strategies adapt to transform customer value in the digital era through the use of the Alfagift application. This study used a qualitative method with a phenomenological approach. Data were obtained through in-depth interviews with three informants: one Alfamart manager and two customers using the Alfagift application, supported by observation and documentation techniques. Data analysis was conducted using a phenomenological analysis model. Research shows that utilizing the Alfagift app as part of a digital marketing strategy can provide easy access to product and promotional information, increase shopping efficiency, and provide various additional benefits through promotional programs and digital vouchers. Furthermore, the use of the app also influences customer behavior in the purchasing decision-making process. This study concludes that adapting a digital-based marketing strategy not only serves as a promotional tool but also transforms customer value toward a more practical, efficient, and modern shopping experience.

INTRODUCTION

Digital transformation has become a key driver of change in modern business systems. Advances in information and communication technology have not only impacted companies' operational aspects but also transformed how organizations create, deliver, and manage value for customers (Sahhar & Loohuis, 2021; Cioppi et al., 2023). Digitalization, supported by technologies such as big data, artificial intelligence, cloud computing, and digital platforms, is forcing companies to adjust their business strategies to adapt to increasingly competitive market dynamics (Pascucci et al., 2023; Greenwald & Lai, 2025).

Changes in consumer behavior in the purchasing decision-making process. Consumers utilize digital technology to search for product information, compare prices, read user reviews, and conduct transactions through various digital platforms (Barouki et al., 2021; Rahman et al., 2022). These changes have resulted in a more complex customer journey as customer interactions with companies occur through multiple, integrated channels (Piepponen et al., 2022). Customer value was originally understood as the ratio of the benefits received by customers to the costs incurred in the purchasing process (Becker & Jaakkola, 2020). Recent developments have shown that customer value is no longer solely concerned with functional benefits but also encompasses the emotional, experiential, social, and symbolic dimensions customers derive from their interactions with a company (Bansal, 2023; Zha et al., 2023).

Customer value drives companies to adapt their marketing strategies to create more relevant value propositions for customers. Modern marketing strategies increasingly emphasize the importance of leveraging customer data, personalizing services, and integrating multiple marketing channels to create a more effective customer experience (Pascucci et al., 2023; Weidig et al., 2024). Leveraging customer data enables companies to understand customer preferences more deeply and design marketing strategies that are more responsive to customer needs.

The development of digital technology also opens up opportunities for value co-creation between companies and customers. Digital platforms enable customers to actively participate in the value creation process by providing feedback, sharing experiences, and engaging in product and service development (Hilken et al., 2020; Cioppi et al., 2023). Customer involvement in this value creation process strengthens the relationship between companies and customers.

Customer expectations regarding their interactions with companies have also increased with the development of digital technology. Customers expect services that are fast, easily accessible, and deliver experiences that are relevant to their needs (Greenwald & Lai, 2025). Ease of digital access is a key factor influencing customer perceptions of value because it can reduce the time and effort involved in the purchasing process (Hoyer et al., 2020).

Beyond ease of access, data-driven service personalization is a crucial element in building customer value in the digital age. Personalization enables companies to offer product recommendations, promotions, and marketing communications tailored to customer preferences (Weidig et al., 2024). This

personalization increases the relevance of the offerings customers receive and strengthens the emotional connection between customers and brands.

Integrating various marketing channels through an omnichannel approach is also a crucial strategy for improving the customer experience. An omnichannel approach allows customers to interact with companies across multiple channels in an integrated manner without experiencing inconsistencies in information or services (Rahman et al., 2022). This channel integration plays a role in creating a more consistent customer experience and increasing customer satisfaction.

The digital transformation in the retail industry is driving companies to develop digital platforms that support more efficient customer shopping activities. Digital platforms enable customers to access product information, receive real-time promotions, and conduct online transactions (Zha et al., 2023). This situation demonstrates that customer value in the retail industry is no longer solely related to product price and quality, but also encompasses an integrated shopping experience across digital and physical channels.

Implementing digital marketing strategies doesn't always result in the same experience for every customer. Variations in customer experiences indicate that customer value transformation is a process influenced by individual customer experiences interacting with digital services (Bansal, 2023). Therefore, a deeper understanding of how customers perceive value from digital experiences is crucial for companies in designing more effective marketing strategies.

A phenomenological approach allows researchers to understand customers' subjective experiences interacting with digital services and identify the meanings that emerge from those experiences (Becker & Jaakkola, 2020). This approach provides a more comprehensive understanding of how customers interpret the value changes that arise as a result of adapting marketing strategies in the digital era.

LITERATURE REVIEW

Marketing Strategy in the Digital Age: Digital technology has fundamentally changed the way organizations design and implement marketing strategies. Digital transformation enables companies to leverage data, digital platforms, and communication technologies to reach consumers more effectively and personally (Chaffey & Ellis-Chadwick, 2022; Kotler, Kartajaya, & Setiawan, 2021). In this context, marketing strategies no longer focus solely on product promotion but also on creating valuable customer experiences through various digital channels. The digital era is characterized by the increasing use of the internet, social media, big data, and artificial intelligence, enabling companies to understand consumer behavior more deeply (Tiago & Veríssimo, 2021; Dwivedi et al., 2021). Digital technology also enables companies to develop data-driven marketing approaches that can improve the effectiveness of marketing decision-making (Kumar et al., 2021). Therefore, companies are required to adapt their marketing strategies to remain relevant to changing consumer behavior as it becomes increasingly digital.

Adapting marketing strategies in a digital environment encompasses various aspects such as utilizing social media, content-based marketing,

community-based marketing, and integrating various marketing channels into an omnichannel approach (Verhoef, Kannan, & Inman, 2021; Lemon & Verhoef, 2020). This approach enables companies to create stronger interactions with customers and increase long-term consumer loyalty. Furthermore, digital marketing also enables companies to build more interactive relationships with customers through two-way communication. Consumers are no longer merely recipients of marketing messages, but also active participants who can provide feedback, share experiences, and influence market perceptions through social media and other digital platforms (Dwivedi et al., 2021; Kannan & Li, 2020).

Marketing Strategy Adaptation

Marketing strategy adaptation is the process of adjusting marketing policies, tactics, and activities to changes in the business environment, technology, and consumer behavior. In the dynamic digital era, an organization's ability to adapt is a key success factor in maintaining competitiveness (Kotler et al., 2021; Chaffey & Ellis-Chadwick, 2022). Changing consumer behavior, which increasingly relies on digital technology, requires companies to develop flexible and responsive marketing strategies. Modern consumers tend to search for product information online, compare prices, read customer reviews, and make purchases through digital platforms (Lemon & Verhoef, 2020). Therefore, companies must be able to adapt their marketing strategies to increasingly digital and information-driven consumer behavior.

Adapting marketing strategies also relates to an organization's ability to leverage digital technology to increase the effectiveness of marketing activities. Technologies such as big data analytics, artificial intelligence, and customer relationship management (CRM) enable companies to understand customer needs more accurately and provide more personalized service (Kumar et al., 2021; Davenport, Guha, Grewal, & Bressgott, 2020). Furthermore, adapting marketing strategies also involves integrating online and offline strategies to create a consistent customer experience. The concept of omnichannel marketing is becoming increasingly important as customers frequently use multiple channels in the purchasing process (Verhoef et al., 2021). Companies that can effectively integrate various marketing channels will have a competitive advantage in creating a superior customer experience.

Customer Value

Customer value is a crucial concept in modern marketing that describes consumers' perceptions of the benefits received relative to the costs incurred in acquiring a product or service (Kotler et al., 2021). Customer value relates not only to the functional aspects of a product but also encompasses the emotional, social, and experiential aspects experienced by consumers. In an increasingly competitive business environment, companies must be able to create unique and relevant value for customers to maintain customer loyalty (Kumar & Reinartz, 2020). Customer value is also a key factor influencing purchasing decisions and customer satisfaction (Lemon & Verhoef, 2020).

Digital transformation has transformed the way companies create and deliver value to customers. Digital technology enables companies to deliver more

personalized, interactive, and data-driven experiences (Verhoef et al., 2021). For example, the use of recommendation algorithms, content personalization, and AI-based customer service can enhance customers' perceived value. Furthermore, customer value is also influenced by the quality of interactions between companies and consumers. Positive interactions through social media, digital customer service, and online communities can increase customer engagement and strengthen long-term relationships between companies and consumers (Hollebeek, Srivastava, & Chen, 2020).

Transforming Customer Value in the Digital Era

Customer value transformation refers to changes in how customers perceive, perceive, and evaluate the value of a product or service due to advances in digital technology. In the digital era, customers have broader access to information and a wider range of product choices, leading to increased expectations of the value companies provide (Lemon & Verhoef, 2020). Digitalization enables companies to create customer value through various innovations such as digital services, personalized customer experiences, and the integration of various technology platforms (Verhoef et al., 2021). Companies that effectively leverage digital technology can create a superior customer experience compared to their competitors.

Furthermore, customer value transformation is also influenced by changing interaction patterns between companies and consumers. Modern consumers demand not only quality products but also easy, fast, and personalized experiences at every stage of the customer journey (Kannan & Li, 2020). Research shows that companies that successfully integrate digital marketing strategies with customer value creation tend to have higher levels of customer loyalty and improved business performance (Dwivedi et al., 2021). Therefore, adapting marketing strategies is a crucial factor in supporting customer value transformation in the digital era.

RESEARCH RESULT

This study employed a qualitative approach with transcendental phenomenology, as its primary objective was to deeply understand the meaning and essence of customer experience within the context of organizational change and marketing strategy adaptation. Three informants were purposively selected based on their relevance to the phenomenon under study. These informants included one manager familiar with the company's marketing strategy and two customers with experience using the Alfigift app in their shopping activities.

The selection of these informants aims to gain a more comprehensive understanding of how digital marketing strategies are implemented by companies and how customers interpret their experiences in using these digital applications.

Table 1.1 Characteristics of Research Informants

No	Informant	Age	Work	Information
1	11	28	Manager	Provide information about marketing strategies
2	12	22	Student	Customers who use the application
3	13	23	Student	Customers who use the application

Based on these characteristics, all informants have experience relevant to the phenomenon being studied, so it is hoped that they will be able to provide an in-depth understanding of marketing strategy adaptation and customer experience in utilizing digital services.

The store manager, the first informant, provided perspective on how the company is adapting its marketing strategy to address digital developments, particularly through the integration of app services with physical stores. Meanwhile, two customer informants provided insights into their direct experiences using digital services for shopping, including how they perceive convenience, digital promotions, and the perceived benefits of using the apps.

The research results were obtained through in-depth interviews with three informants. Data analysis was conducted using a phenomenological approach with Paul Colaizzi's analytical steps: reading the interview transcripts repeatedly, identifying important statements, formulating meaning, grouping meanings into themes, and compiling a comprehensive description of the phenomenon under study.

Based on the analysis process, several main themes were found that describe customer experiences in using digital services and the adaptation of company marketing strategies, namely: 1) Ease of access to shopping information, 2) Customer digital shopping experience, 3) The influence of digital promotions on purchasing decisions, 4) Efficiency and convenience of transactions, and 5) Changes in how customers perceive the value of shopping

DISCUSSION

Digital marketing strategies through the Alfagift app significantly impact customer experiences in obtaining product information, utilizing promotions, and shaping customer value perceptions during shopping activities. These findings demonstrate that digitalization in the retail sector serves not only as a marketing communication tool but also as a mechanism for creating more effective and valuable customer experiences in the digital era.

Adapting Digital Marketing Strategies

Research shows that the use of the Alfagift app is part of a digital marketing strategy implemented by retail companies to reach customers more widely and effectively. The app allows companies to deliver real-time product information, promotions, and customer loyalty programs to consumers. This demonstrates that digital transformation in marketing enables companies to interact with customers more dynamically and responsively.

The results of this study align with research stating that digitalization has shifted the paradigm of marketing strategy from a traditional approach to a

technology- and data-based approach (Kotler, Kartajaya, & Setiawan, 2021; Chaffey & Ellis-Chadwick, 2022). Companies that are able to leverage digital technology in their marketing activities have a greater opportunity to increase the effectiveness of marketing communications and strengthen customer relationships (Dwivedi et al., 2021). Furthermore, digital marketing strategies through apps also enable companies to integrate various marketing activities such as promotions, communications, and customer service within a single digital platform. This aligns with the concept of omnichannel marketing, where companies integrate multiple communication channels to create a consistent customer experience (Verhoef, Kannan, & Inman, 2021; Lemon & Verhoef, 2020).

Ease of Access to Information as Customer Value

One of the main themes identified in this study was the ease of access to information experienced by customers through the use of the Alfagift app. Research informants stated that the app made it easier for them to obtain information about products, prices, and various promotional programs without having to visit the store in person. These findings suggest that digital technology can improve efficiency in consumers' information search processes. In the context of digital marketing, ease of access to information is a critical factor influencing customer experience and perceived brand value (Hollebeek, Srivastava, & Chen, 2020; Tiago & Veríssimo, 2021).

Previous research also shows that modern consumers tend to utilize digital technology to obtain product information before making a purchase (Hamilton et al., 2021). Easily accessible information allows customers to evaluate products more rationally and informed. Furthermore, easy access to information through digital applications can also increase customer engagement. Digital interactions between companies and customers enable companies to better understand consumer needs and provide more personalized service (Kumar et al., 2021; Zaki, 2021).

Digital Promotion in Purchasing Decisions

Research shows that digital promotions available in the Alfagift app influence customer purchasing decisions. Informants stated that they were often interested in purchasing a particular product after seeing promotions or discounts available in the app. Digital promotion is a crucial factor influencing consumer behavior in the digital era. Promotions delivered through digital platforms can increase product appeal and encourage consumers to make purchases (Kannan & Li, 2020; Bala & Verma, 2021).

Other research also shows that digital promotions have a significant influence on purchasing decisions because they provide customers with relevant and timely information (Li, Larimo, & Leonidou, 2021). Furthermore, the use of digital technology allows companies to tailor promotions to customer preferences through a personalized approach. In the Alfagift application, digital promotions serve not only as a marketing communication tool but also as a strategy to increase customer engagement and strengthen consumer loyalty to the brand. This aligns with the concept of customer relationship marketing,

where companies strive to build long-term relationships with customers through various promotions and loyalty programs (Payne & Frow, 2020).

Efficiency and Convenience in Shopping Activities

The efficiency and convenience experienced by customers in shopping activities through the use of the Alflagift application. Informants stated that the application helps them better plan purchases because they can view product information and promotions before visiting the store. Digital technology can improve the quality of the customer shopping experience. Using digital applications allows customers to obtain the necessary information quickly and conveniently, making the purchasing decision-making process more efficient.

Previous research also shows that a positive customer experience is a crucial factor in increasing customer satisfaction and loyalty (De Keyser et al., 2020; Lemon & Verhoef, 2020). Companies that create a convenient and efficient customer experience have a greater chance of retaining customers in the long term. Furthermore, digital technology also enables companies to provide more personalized and responsive services to customer needs (Rust & Huang, 2021). This demonstrates that digitalization in marketing focuses not only on increasing sales but also on improving the quality of the customer experience.

Transforming Customer Value in the Digital Era

The use of the Alflagift app also contributes to the transformation of customer value in shopping activities. Customers no longer solely consider product price when making purchasing decisions, but also consider various other factors such as ease of access to information, convenience of service, and various additional benefits obtained from promotional programs. These changes in how customers interpret value demonstrate a transformation in customer value influenced by advances in digital technology. In this context, customer value is determined not only by product quality but also by the overall customer experience interacting with the company (Kumar & Reinartz, 2020; Verhoef et al., 2021).

Previous research also shows that digitalization has transformed the way companies create and deliver value to customers. Digital technology enables companies to deliver more personalized, interactive, and data-driven experiences (Wedel & Kannan, 2021). Furthermore, the concept of value co-creation is becoming increasingly important in digital marketing, where customers play an active role in creating value through interactions with companies (Ramaswamy & Ozcan, 2020). Digital interactions that occur through applications allow customers to provide feedback, share experiences, and participate in the company's digital ecosystem.

CONCLUSIONS AND RECOMMENDATIONS

The adaptation of marketing strategies through the utilization of digital technology, particularly the Alflagift application, plays an important role in transforming customer value in the digital era. The application functions not only as a promotional tool but also as a marketing communication medium that provides customers with easy access to product information, prices, and various

promotional programs. Ease of access, time efficiency, and a more practical shopping experience are the main factors that enhance customers' perceived value. Thus, the transformation of customer value in the context of digital marketing does not only focus on functional value such as price, but also includes experiential value and convenience in the shopping process. Based on the research findings, retail companies are encouraged to continuously develop innovative digital marketing strategies by enhancing application features, such as personalized promotions, data-driven product recommendations, and service integration between digital platforms and physical stores to create a more integrated shopping experience. In addition, optimizing the use of customer data is necessary to design marketing strategies that are more targeted and relevant to consumer needs. Future research is recommended to involve a larger number of respondents or employ quantitative methods in order to provide a more comprehensive understanding of the influence of digital marketing strategies on the transformation of customer value.

ADVANCED RESEARCH

Future research is expected to expand the study of digital marketing strategies related to the Alfacift application with a broader scope. Subsequent studies may incorporate additional variables such as customer satisfaction, customer trust, digital service quality, and user experience to gain a deeper understanding of the factors influencing customer loyalty. Furthermore, future research may employ quantitative methods with a larger number of respondents so that the findings become more representative and can be generalized. Comparative studies may also be conducted to examine digital marketing strategies between Alfamart and other modern retail companies, thereby providing a more comprehensive understanding of the effectiveness of digital applications in enhancing customer satisfaction and loyalty.

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