

THE IMPLEMENTATION OF MARKETING MIX STRATEGIES IN MODERN RETAIL: EVIDENCE FROM TOSERBA SUNAN DRAJAT, TUBAN

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ABSTRACT

The increasing competition in the retail business requires business actors to implement effective marketing strategies to attract consumers. This study aims to analyze the implementation of the marketing mix strategy (Marketing Mix 7P), analyze its role in attracting consumers, and analyze the supporting and inhibiting factors based on the SWOT approach at Toserba Sunan Drajat, Kerek District, Tuban Regency. This study employed a qualitative method with a descriptive approach. Data were collected through observation, interviews, and documentation, while data analysis was conducted through data reduction, data presentation, and conclusion drawing. The results showed that the implementation of the Marketing Mix 7P has been carried out quite well through the application of product, price, place, promotion, people, process, and physical evidence elements, which were able to attract consumers through the provision of diverse products, competitive prices, good service, and a comfortable store environment. Based on the SWOT analysis, the supporting factors include product completeness, strategic location, and service quality, while the inhibiting factors include less optimal digital promotion and increasing business competition. Therefore, strengthening promotional strategies and improving service quality are needed to enhance competitiveness and consumer loyalty.

Keywords: *Marketing Mix 7P; Marketing Strategy; SWOT; Modern Retail*

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Article History:

Received : April 15, 2026

Revised : May 1, 2026

Accepted : May 21, 2026

I. INTRODUCTION

Retail business is one of the continuously growing sectors, driven by consumers' increasing demand for convenient access to a wide range of everyday products. Retailers serve as an important link between producers and consumers by selling goods or services in smaller quantities while providing diverse product choices that meet consumer needs (Syukur et al., 2023). Amid this development, competition among retail businesses, both modern and traditional, has become increasingly intense. Retailers are therefore required to develop effective marketing strategies that can create and sustain competitive advantages. One widely adopted approach is the marketing mix, which combines product, price, place, and promotion strategies to deliver value to consumers while achieving organizational marketing objectives (Tenda et al., 2022). Effective implementation of the marketing mix can enhance consumer attraction, customer satisfaction, and loyalty, ultimately contributing to improved sales performance.

Recent research indicates that the marketing mix remains a relevant approach for strengthening business competitiveness. Tenda et al. (2022), for instance, demonstrated that marketing mix strategies could increase sales in a roasted-peanut business through the optimization of product, price, distribution, and promotional activities. Similarly, Anjani et al. (2024) found that the implementation of marketing mix strategies at PT Sentral Retailindo Dewata (PEPITO) contributed to consumer satisfaction and the competitiveness of modern retail businesses. Saputri and Priyono (2024) further reported that the implementation of the 7P marketing mix supported the sustainability of traditional grocery stores amid increasing market competition. In addition, Faturohman (2025) emphasized that marketing mix strategies play an important role in maintaining the viability of grocery stores amid increasingly competitive pricing conditions. Collectively, these findings demonstrate that the marketing mix remains an important strategic framework for improving marketing performance across various retail businesses.

Despite these findings, previous studies have predominantly focused on grocery stores, small and medium-sized enterprises (SMEs), and large-scale modern retailers, while research examining the implementation of marketing mix strategies in pesantren-based modern retail remains limited. Mufarrihin et al. (2024), who examined Toserba Sunan Drajat in Paciran, Lamongan, primarily focused on marketing strategies for attracting consumers' shopping interest rather

than providing a comprehensive examination of how the marketing mix is implemented within the operational context of modern retail. This situation indicates a research gap concerning how pesantren-based modern retailers implement marketing mix strategies in response to changing consumer behavior and increasingly competitive market conditions.

Toserba Sunan Drajat in Kerek, Tuban, is a modern retail outlet that provides a variety of essential consumer goods. Based on preliminary observations conducted by the researchers, several challenges remain, including unstable customer traffic, limited product variety, and promotional activities that have not yet fully utilized digital media. At the same time, changing consumer behavior, particularly the growing reliance on social media as a source of product information, requires retailers to continuously innovate their marketing strategies to remain competitive. These conditions highlight the importance of evaluating the implementation of the existing marketing mix to identify aspects that should be maintained, improved, or further developed. This study is expected to contribute academically by expanding research on marketing mix implementation in pesantren-based modern retail while also providing practical insights for the management of Toserba Sunan Drajat in developing more adaptive and competitive marketing strategies.

Based on this background, this study aims to analyze the implementation of marketing mix strategies at Toserba Sunan Drajat, Kerek, Tuban, and to identify the challenges encountered in their implementation. The findings are expected to contribute theoretically to the development of marketing management, particularly research on marketing mix strategies in the modern retail sector, while providing practical input for the management of Toserba Sunan Drajat in evaluating its marketing practices and strengthening its competitiveness.

II. LITERATURE REVIEW

The marketing mix is a set of marketing strategies used by companies to create value for consumers while achieving organizational objectives. This concept is not merely understood as a combination of product, price, place, and promotion, but also as an interconnected system that influences consumer decision-making. Each element of the marketing mix should be implemented in an integrated manner to provide a competitive advantage for the company. Over time, the marketing mix concept has expanded into seven elements (7Ps), namely product,

price, place, promotion, people, process, and physical evidence, particularly in the service sector (Khairat, 2024).

Product is a fundamental element of the marketing mix because it represents the value offered by a company to consumers. High-quality products, a comprehensive product variety, and the ability to meet market needs can increase consumer satisfaction and encourage repeat purchases. In addition, setting prices that are appropriate to product quality and consumers' purchasing power is an important factor in creating a favorable perception of value. Meanwhile, selecting a strategic business location and ensuring convenient distribution access can improve consumers' convenience in obtaining products. Promotion also plays an important role because it functions to inform, persuade, and remind consumers about the products offered through various marketing channels, including digital media (Khoiriyah et al., 2024).

In this study, the implementation of marketing mix strategies is analyzed using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) approach. SWOT analysis is used to identify the company's internal and external conditions in order to determine the strengths that should be maintained, weaknesses that need to be improved, opportunities that can be utilized, and threats that need to be anticipated. Through this analysis, companies can formulate more appropriate marketing strategies to respond to increasingly competitive business environments. Therefore, the combination of the marketing mix concept and SWOT analysis provides a relevant theoretical foundation for evaluating the implementation of marketing strategies at Toserba Sunan Drajat, Kerek District.

Research on the implementation of the marketing mix has been widely conducted across various types of businesses. Tenda et al. (2022) found that the implementation of marketing mix strategies could increase product sales through appropriate management of product, price, place, and promotion. Anjani et al. (2024) showed that the implementation of the marketing mix in a modern retail company had been relatively well established, although the promotion and location aspects still required further development. Saputri et al. (2024) also demonstrated that the implementation of the 7P marketing mix had a positive impact on the sustainability of grocery stores, particularly when supported by effective customer service and digital promotion. Other studies by Khairat (2024), Astuti et al. (2023), Hidayah et al. (2025), Mutiara et al. (2025), and Fitriani and Machali (2026) indicate that the success of marketing strategies is strongly

influenced by a company's ability to integrate all elements of the marketing mix according to market characteristics.

Nevertheless, most previous studies have focused on MSMEs, grocery stores, or general retail companies, while research examining the implementation of marketing mix strategies in modern retail businesses managed by Islamic boarding school institutions remains relatively limited. In addition, previous studies have largely emphasized the effect of the marketing mix on increasing sales without examining in depth the supporting and inhibiting factors affecting its implementation. This condition indicates a research gap that provides the basis for the present study. Accordingly, this research is expected to make a scholarly contribution by expanding the study of marketing mix implementation in pesantren-based modern retail businesses and by providing strategic recommendations to enhance business competitiveness.

III. RESEARCH METHODOLOGY

This study employed a qualitative approach using a case study design to examine the implementation of marketing mix strategies at Toserba Sunan Drajat, Kerek District, Tuban Regency. Qualitative research is conducted in natural settings, with the researcher serving as the primary research instrument, while data are collected through various techniques and validated through triangulation (Sugiyono, 2016). The study was conducted at Toserba Sunan Drajat from February to May 2026. The research subjects consisted of the owner, employees, and consumers, who were selected using purposive sampling because they were considered to have relevant knowledge and direct involvement in the implementation of the marketing mix strategies. The data consisted of primary and secondary data. Primary data were obtained through observations and interviews, while secondary data were collected from company documents, archives, photographs, and relevant literature. The research instruments included the researcher, interview guidelines, observation sheets, documentation, and field notes (Sugiyono, 2016). Data were collected through observation, interviews, and documentation to obtain comprehensive information regarding the implementation of marketing mix strategies, including the supporting and inhibiting factors affecting their implementation. The data were analyzed using the Miles and Huberman model, which consists of data reduction, data display, and conclusion drawing (Qomaruddin, 2024). Data credibility was ensured

through source, technique, and time triangulation to enhance the validity and trustworthiness of the findings.

IV. RESULTS AND DISCUSSION

RESULTS

Based on the findings obtained through observations, interviews, and documentation involving the owner, employees, and consumers of Toserba Sunan Drajat, Kerek District, Tuban Regency, the study found that the marketing mix strategy implemented by the store consists of seven elements: product, price, place, promotion, people, process, and physical evidence. The implementation of these seven elements indicates that Toserba Sunan Drajat has adopted a marketing strategy in conducting its business operations, although several challenges remain and require improvement to strengthen the store’s competitiveness.

Table 1. Implementation of the 7P Marketing Mix Strategy at Toserba Sunan Drajat, Kerek District

7P Marketing Mix Element	Research Findings
Product	The store provides a variety of essential goods, food, beverages, and household products. However, some products occasionally experience stock shortages.
Price	Product prices are relatively affordable and competitive with those offered by other retail stores in the Kerek District area.
Place	The store is strategically located, easily accessible, and has a relatively well-organized product layout.
Promotion	Promotional activities still rely primarily on conventional methods, while the use of digital media has not yet been optimized.
People	Employees provide reasonably good customer service and assist consumers throughout the purchasing process.

Process	The purchasing process is relatively simple, beginning with product selection and continuing through the payment process.
Physical Evidence	The store is relatively clean and comfortable, with product shelves, signage, and other supporting facilities.

Product Strategy

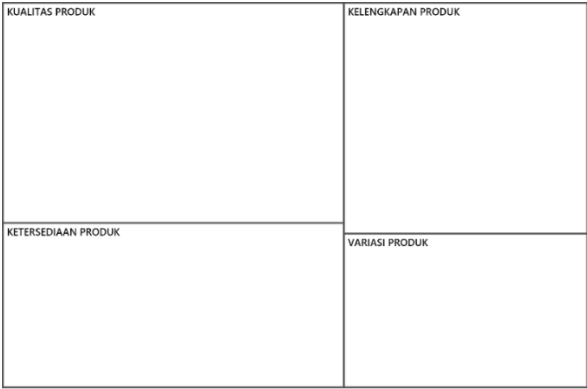


Figure 1. Product Hierarchy Chart

The findings indicate that product quality is the most prominent aspect, encompassing not only product availability but also product completeness and variety. This suggests that consumers perceive Toserba Sunan Drajat as providing a relatively comprehensive range of products that are easy to find and capable of meeting their daily needs.

Price Strategy

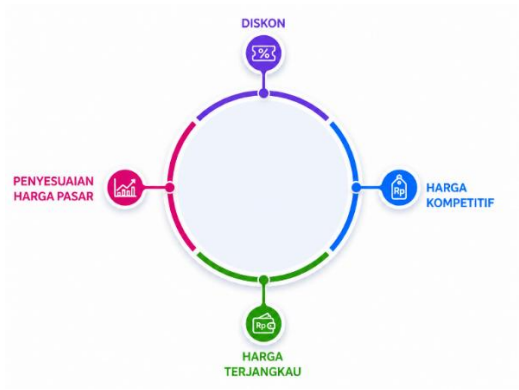


Figure 2. Price Cluster Analysis

The price strategy implemented by Toserba Sunan Drajat, Kerek District, Tuban Regency, includes setting competitive and affordable prices, adjusting prices to market conditions, and offering discounts on selected products. These strategies are implemented to ensure that consumers can obtain products at prices that match their purchasing expectations while encouraging customers to shop at Toserba Sunan Drajat, Kerek District, Tuban Regency.

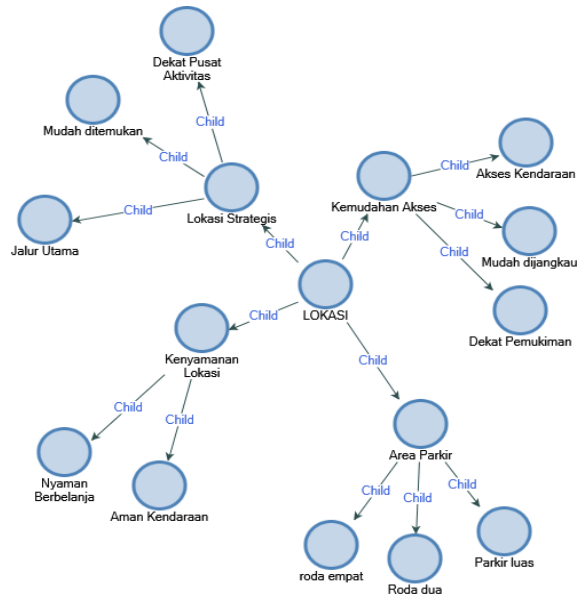


Figure 3. Project Map

Location is one of the factors supporting consumer convenience and accessibility when shopping at Toserba Sunan Drajat, Kerek District, Tuban Regency. The visualization indicates that location is associated with several key indicators, including strategic location, accessibility, location convenience, and parking facilities. The store's location along a main route, its visibility, and its proximity to activity centers make it easier for consumers to visit the store. In addition, convenient vehicle access and the store's proximity to residential areas provide added value for consumers. In terms of convenience, consumers feel more comfortable shopping because the location is considered safe and supportive of shopping activities. The availability of a spacious parking area that accommodates both two-wheeled and four-wheeled vehicles is also an important supporting factor.

Promotion Strategy



Figure 4. Word Frequency Analysis of Promotion

The promotion strategy implemented by Toserba Sunan Drajat, Kerek District, Tuban Regency, primarily focuses on delivering information to consumers through various media. This is reflected in the prominence of the words promotion, media, social, information, discount, banner, and WhatsApp, which appear larger than other terms in the visualization. These keywords indicate that promotional activities utilize social media and direct information channels to reach consumers. Promotion is not limited to introducing products but also serves to communicate store programs and offers, thereby encouraging consumers to visit and make purchases at Toserba Sunan Drajat, Kerek District, Tuban Regency.

People Strategy



Figure 5. People Hierarchy Chart

The people strategy implemented by Toserba Sunan Drajat, Kerek District, Tuban Regency, includes providing friendly customer service, improving employee responsiveness in addressing customer needs, and conducting human resource (HR) training. These strategies are intended to improve service quality so that consumers feel comfortable, have a positive shopping experience, and develop greater satisfaction and interest in returning to Toserba Sunan Drajat, Kerek District, Tuban Regency.

Process Strategy

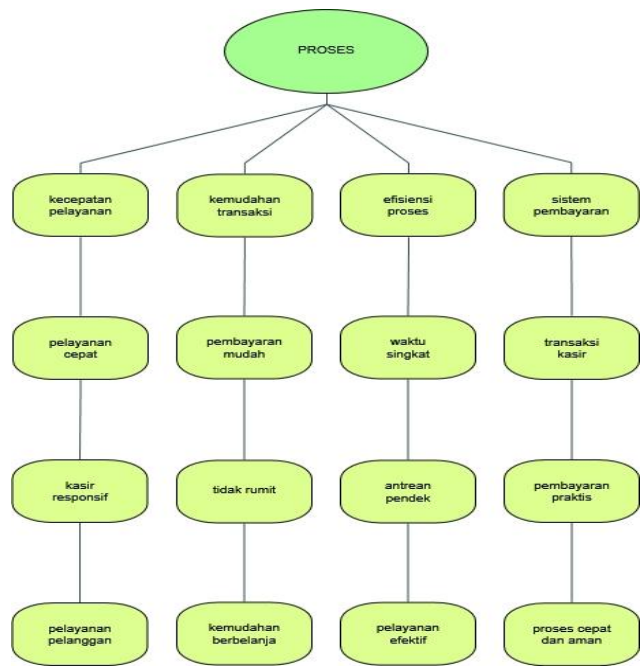


Figure 6. Process Hierarchy Chart

The process strategy implemented by Toserba Sunan Drajat, Kerek District, Tuban Regency, focuses on service speed, transaction convenience, process efficiency, and payment systems. Service speed is achieved through prompt and responsive assistance to consumers. Transaction convenience is reflected in a simple and straightforward payment process. In addition, process efficiency is pursued to reduce service time and improve overall service effectiveness. The payment system is also designed to be practical, fast, and secure, allowing consumers to feel comfortable throughout the shopping process.

Physical Evidence Strategy



Figure 7. Coding and Documentation of Toserba Sunan Drajat, Kerek

The physical condition of Toserba Sunan Drajat, Kerek District, Tuban Regency, was assessed based on the research documentation. The visualization indicates that shelf arrangement, product availability, the storefront area, lighting, and the condition of the shopping space are among the physical aspects that support consumer comfort while shopping.

DISCUSSION

The findings indicate that the implementation of the 7P marketing mix strategy at Toserba Sunan Drajat, Kerek District, Tuban Regency, encompasses product, price, place, promotion, people, process, and physical evidence. Overall, the seven elements have been incorporated into the store's daily marketing and operational activities, although their level of implementation varies across dimensions. The findings suggest that the store's marketing strategy is primarily supported by product availability and variety, competitive pricing, a strategic location, responsive customer service, relatively simple transaction processes, and a clean and comfortable shopping environment. However, the implementation of digital promotion remains relatively limited. This indicates that the store has established several fundamental elements of the marketing mix but still has opportunities to strengthen its marketing activities in response to changes in consumer behavior and the increasing role of digital communication.

The product dimension represents an important component of the marketing strategy at Toserba Sunan Drajat. The findings show that the store provides a relatively broad range of daily necessities, including food, beverages, household products, and other essential goods. Product completeness and variety make it easier for consumers to obtain multiple types of products in one location.

In a modern retail context, this condition is relevant because consumers tend to value convenience and efficiency when fulfilling routine shopping needs. However, the occurrence of stock shortages indicates that product availability remains an operational issue that requires attention. Product variety alone may not provide optimal value if frequently demanded products are unavailable when consumers need them. Therefore, inventory monitoring and demand-based stock management are important components of maintaining the effectiveness of the product strategy.

The price dimension is reflected in the store's efforts to provide relatively affordable and competitive prices, adjust prices to market conditions, and offer discounts on selected products. These findings indicate that price is managed not merely as a nominal value but as part of the store's effort to maintain consumer perceptions of affordability and competitiveness. In a retail environment where consumers can compare prices across different stores, competitive pricing can support the store's market position. However, price strategy should be implemented together with product quality and service considerations. Excessive emphasis on price reduction without appropriate cost and margin management may create operational pressure. Consequently, the price strategy at Toserba Sunan Drajat needs to maintain a balance between consumer affordability, market competitiveness, and business sustainability.

The place dimension shows relatively favorable conditions. The store is located along an accessible route, is relatively easy to identify, and is close to residential and community activity areas. The availability of parking facilities for both two-wheeled and four-wheeled vehicles further supports consumer accessibility. These findings demonstrate that place in modern retail is not limited to geographic location but also includes accessibility, visibility, convenience, and the physical conditions surrounding the store. A strategic location can reduce the effort required by consumers to reach the store and may therefore contribute to a more convenient shopping experience. In this context, the physical accessibility of Toserba Sunan Drajat represents an important supporting factor in its marketing strategy.

The promotion dimension, however, represents an area that still requires further development. The findings show that promotional activities are conducted through conventional media such as banners as well as communication channels

such as WhatsApp and social media. The prominence of terms related to promotion, information, social media, discounts, banners, and WhatsApp in the visualization indicates that the store has already recognized the importance of communicating product and promotional information to consumers. Nevertheless, the use of digital media has not yet been fully optimized. This is particularly relevant as consumers increasingly encounter product information, promotional offers, and purchasing references through digital platforms. Therefore, the issue is not the absence of promotional activities but the need to develop a more systematic and integrated digital promotion strategy. Such development could include regular promotional content, product updates, discount information, seasonal campaigns, and more consistent interaction with consumers through digital channels.

The people dimension demonstrates the importance of employees in delivering the retail experience. The findings indicate that employees provide friendly service, assist consumers during the purchasing process, and are expected to respond to customer needs. These findings reinforce the view that retail employees function not only as operational personnel but also as direct representatives of the business in interactions with customers. Friendly and responsive service can support consumer comfort and contribute to a positive shopping experience. However, maintaining consistent service quality requires continuous human resource development. Employee training should therefore address not only technical operational skills but also communication, responsiveness, product knowledge, complaint handling, and customer-oriented behavior.

The process dimension is reflected in the relatively simple purchasing process, including product selection, transaction, and payment. The findings show that service speed, transaction convenience, process efficiency, and practical payment procedures are important elements of the store's operational strategy. In modern retail, a convenient process can reduce unnecessary waiting and effort during shopping. The availability of practical and secure payment methods is also increasingly relevant as consumers become accustomed to various forms of cash and digital transactions. Thus, process improvement should focus on maintaining transaction accuracy and speed while ensuring that the purchasing process remains straightforward for different categories of consumers.

The physical evidence dimension is represented by the physical environment of the store, including shelf arrangement, product availability, storefront appearance, lighting, cleanliness, and the overall shopping area. The findings indicate that these physical elements contribute to consumer comfort. This finding is consistent with the broader understanding of physical evidence as an important component of the marketing mix, particularly in retail environments where consumers directly experience the physical setting during the purchasing process. An organized and clean store can facilitate product search and create a more comfortable shopping environment. Therefore, maintaining cleanliness, shelf organization, lighting, signage, and the overall appearance of the store should remain part of the store's ongoing marketing strategy.

An important implication of the findings is that the seven elements of the marketing mix should not be interpreted as independent activities. Instead, they form an interconnected system that collectively shapes the consumer shopping experience. For example, a wide range of products may be less effective if products are difficult to find because of poor shelf organization. Similarly, competitive prices may not be sufficient if service is slow or the shopping environment is uncomfortable. Likewise, attractive promotional information may generate consumer interest but may not produce a positive shopping experience if the promoted products are unavailable.

This finding supports the argument that marketing mix implementation requires integration among product, price, place, promotion, people, process, and physical evidence rather than isolated optimization of individual elements. Anjani et al. (2024) similarly reported that marketing mix implementation in modern retail contributes to attracting consumers, while other studies have highlighted the importance of integrating marketing mix elements according to the characteristics of the market and business environment. Thus, the findings from Toserba Sunan Drajat demonstrate that the effectiveness of a retail marketing strategy depends not only on the presence of each element but also on the consistency among them.

The findings also extend previous research by placing the marketing mix within the context of a pesantren-based modern retail business. Previous studies have commonly examined marketing mix implementation in MSMEs, grocery stores, or general retail businesses. The present study shows that the same basic marketing mix framework can also be applied to a modern retail business

operating within an institutional environment associated with an Islamic boarding school. However, the findings do not establish that the pesantren context directly causes differences in marketing performance because institutional, religious, or cultural factors were not independently measured in this study. Rather, the pesantren-based context represents the organizational setting in which the marketing strategy is implemented.

The SWOT analysis provides a complementary perspective for interpreting the implementation of the marketing mix. The major strengths identified in the study include product completeness and variety, competitive prices, a strategic location, relatively good customer service, and a clean and comfortable physical environment. These strengths indicate that Toserba Sunan Drajat already possesses several internal resources that can support its position in the local retail market.

The principal weaknesses concern the incomplete optimization of digital promotion, limitations in human resource capacity, and instability in product stock availability. These weaknesses are particularly relevant because they involve areas that can influence the consistency of the customer experience. For example, insufficient stock may reduce the practical value of product variety, while limited digital promotion may restrict the store's ability to communicate its product and price advantages to potential customers.

The opportunities identified include continuing demand for daily necessities, the accessibility of digital communication channels, and the possibility of expanding consumer engagement through social media and other digital platforms. Digital media can provide a relatively flexible channel for communicating promotions, product availability, discounts, and store information. The opportunity is therefore not simply to increase the frequency of promotional messages but to establish a more structured digital communication strategy that is consistent with the store's target consumers. Meanwhile, the main threats are associated with increasing competition among retail businesses and changing consumer behavior. Consumers can compare prices, product availability, promotional offers, and shopping convenience across multiple retail outlets. This situation requires the store to maintain the elements that already support its competitiveness while continuously adapting to changes in consumer expectations.

Based on these SWOT findings, the strategic direction can be understood through the integration of the store's internal capabilities with external market conditions. The strengths–opportunities (SO) strategy can focus on utilizing the store's product variety, competitive prices, strategic location, and existing customer service to take advantage of growing consumer demand and digital communication opportunities. The weaknesses–opportunities (WO) strategy can prioritize strengthening digital promotion, improving inventory management, and developing employee capabilities through training. The strengths–threats (ST) strategy can emphasize the differentiation of the shopping experience through product availability, accessibility, service, and store comfort in response to increasing retail competition. Finally, the weaknesses–threats (WT) strategy can focus on reducing operational vulnerabilities, particularly stock shortages, inconsistent promotional activities, and limitations in human resource capacity.

The findings are broadly consistent with Anjani et al. (2024), who found that marketing mix implementation in modern retail plays a role in attracting consumers, although certain elements still require improvement. The present study similarly identifies differences in the implementation strength of each marketing mix element, particularly between the relatively established operational elements and the less-developed digital promotion component.

The findings are also consistent with Saputri et al. (2024), who emphasized the relevance of the 7P marketing mix to the sustainability of grocery retail businesses, particularly when service and promotional activities are appropriately managed. In the present study, customer service and physical accessibility emerge as important operational components, while promotional development remains an area for improvement. This comparison suggests that marketing mix implementation in smaller or locally oriented retail businesses requires attention not only to conventional marketing elements but also to service and communication capabilities.

The findings further complement research by Tenda et al. (2022), which demonstrated the relevance of product, price, place, and promotion in supporting business marketing activities. While the earlier study focused on the traditional 4P framework, the present study adopts the extended 7P framework, allowing the analysis to incorporate employee performance, transaction processes, and physical evidence. This broader perspective is particularly relevant to modern retail

because the customer experience is shaped not only by what consumers purchase but also by how they are served, how easily transactions are completed, and how they experience the physical store environment.

Theoretically, this study contributes to the application of the 7P marketing mix framework in a relatively underexplored setting, namely modern retail managed within a pesantren-related institutional context. The findings demonstrate that the 7P framework can be used not only to identify individual marketing activities but also to examine the interaction between operational, service, and physical components of a retail business. The integration of the marketing mix with SWOT analysis further provides a structured approach for connecting internal marketing capabilities with external competitive conditions.

Practically, the findings suggest several areas for managerial attention. First, Toserba Sunan Drajat can develop a more systematic digital promotion program through social media and messaging platforms. Second, inventory monitoring can be strengthened to minimize stock shortages, particularly for frequently purchased products. Third, employee training can be conducted periodically to improve responsiveness, product knowledge, communication skills, and customer service. Fourth, the store can continue maintaining cleanliness, shelf organization, accessibility, and parking facilities as part of its physical evidence strategy. Finally, price management should remain responsive to market conditions while maintaining an appropriate balance between consumer affordability and business sustainability.

V. CONCLUSION AND RECOMMENDATION

Based on the findings regarding the implementation of the 7P marketing mix strategy at Toserba Sunan Drajat, Kerek District, Tuban Regency, it can be concluded that the store has implemented seven marketing mix elements: product, price, place, promotion, people, process, and physical evidence. Overall, the implementation has been relatively well established, as reflected in the availability of diverse products, competitive prices, a strategic and accessible location, friendly customer service, convenient purchasing processes, and a comfortable store environment. Nevertheless, several challenges remain, particularly the limited optimization of digital promotion, occasional shortages or limitations in product availability, and increasing competition from other modern retail stores and

similar businesses. The implementation is supported by several factors, including product variety, prices that are generally aligned with consumers' purchasing capacity, accessibility of the store location, service quality, and a comfortable shopping environment. Meanwhile, the main constraints identified in the study include the limited utilization of digital media for promotional activities and inventory management that has not yet been fully optimized. These findings indicate that the existing marketing mix provides an operational foundation for the store, while several elements still require continuous improvement and integration. Toserba Sunan Drajat is therefore encouraged to strengthen its use of digital platforms such as Instagram, TikTok, Facebook, and WhatsApp Business to communicate product information, promotional programs, discounts, and other store activities to a broader consumer audience. Inventory management should also be improved to reduce stock shortages and ensure the availability of frequently demanded products. At the same time, the store should maintain service quality, cleanliness, accessibility, and overall shopping comfort. Employees are encouraged to consistently provide friendly, responsive, and professional service. For future research, the study can be expanded by examining digital marketing strategies, consumer behavior, customer satisfaction, or customer loyalty in modern retail. Future studies may also involve multiple retail businesses or broader geographical areas to provide a more comprehensive understanding of strategies for strengthening the competitiveness and sustainability of modern retail businesses.

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