

ABSTRACT

PT. Sumber Alfaria Trijaya, Tbk is a company that focuses its business on the minimarket retail industry in Indonesia. In its development, PT. Sumber Alfaria Trijaya, Tbk is growing through acquisitions and forming new companies to increase competitiveness and expand its reach in the industry while still holding on to its core competencies in the mini-market retail industry. PT. Sumber Alfaria Trijaya, Tbk formed the SAPA, an application-based delivery service program that was launched simultaneously at 32 branch offices throughout Indonesia in 2021 to answer the challenges of the retail industry which is increasingly geared towards digitalization and customization.

This study aims to evaluate the implementation of the SAPA program at Alfamart Manado branch office. Alfamart Manado branch office itself closed 2021 with a rating of 30 out of 32 branches on the performance of the SAPA program monitored through Liga SAPA, a tool to track the performance of the SAPA program of all Alfamart branch offices in Indonesia. Alfamart Manado branch office is relatively behind in all components of the performance assessment of the SAPA program; STD, average consumer transactions, average water gallon sales, order preparation duration, and order delivery duration. This study uses a case study qualitative research method using the Rumelt evaluation framework which has 4 pillars; consistency, suitability, excellence and feasibility as well as the use of SWOT analysis to identify strengths, weaknesses, opportunities and threats at Alfamart Manado branch office in implementing the SAPA program.

The results of this study indicate that the implementation of the SAPA program at the Manado branch office is consistent, appropriate, superior, and feasible according to the criteria of the Rumelt evaluation framework with the main obstacles being the lack of human resources to fulfill SAPA stores, damage to transportation equipment, and controls on applications that hinder order fulfillment SAPA. The recommendation of researchers at the Alfamart head office that determines the procedures for implementing SAPA as well as the Alfamart Manado branch office is to make new regulations in increasing the number of SAPA store personnel according to the level of transactions in stores, create a close order or temporary close order feature in the SAPA store application, conduct training for all SAPA shop crews in operating standard SAPA delivery vehicles, as well as re-intensifying re-Grand Opening activities in areas with the lowest SAPA transactions at the Manado branch office.

Keywords: Rumelt evaluation framework, SWOT analysis, delivery service

