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Comparative Analysis of Innovations in Alfamart and Indomaret Minimarkets: A Study in Indonesia

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Abstract

Minimarket is one of modern retail types that has a shopping recreation concept by offering various innovations, facilities and products as well as being close to residential areas. Generally, in Indonesia and specifically in Bandung, there are two dominating minimarkets, namely Alfamart and Indomaret. This study aims to determine the differences of innovation in Alfamart and Indomaret based on the perspective of customers in the city of Bandung. The population of this study were people who had shopped at Alfamart and Indomaret minimarkets with a research sample of 200 respondents. This research uses the analysis method of independent sample t-test. The results showed that there was no significant difference between overall innovations at Alfamart and Indomaret. The results of this difference are indicated by the probability value (sig-t) of 0.52 which is above the level of significance with the parameter 0.05 so that Ho is accepted. It can be concluded that there is no significant difference between innovations in Alfamart and Indomaret minimarkets where the average innovation Alfamart is 40.78 while the average innovation for Indomaret is 40.19.

1. Introduction

In fulfilling their needs, people will usually shop at retail stores that sell a variety of primary and secondary needs of humans such as food, beverages, clothing, household appliances, and many more. In fulfilling life needs, people do not have to come to the factory to find the goods they want to buy because all the goods are already available in retail stores. Due to the importance of the retail industry, it makes the retail sales index in Indonesia high, at 180.65 in February 2021 (theglobalconomy.com). Compared to other countries such as Finland, Sweden, Taiwan, and Hong

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Kong, with index scores at 115.30, 112.30, 101.87, and 71.30, respectively in the same period, they still lost far to Indonesia. Even South Korea, which is one of the countries that has a good economy, only has an index score of 105.90 (Soliha, 2008).

Retail can be differentiated into traditional retail and modern retail. Traditional retail is a retail that does not implement a specific strategy and has no innovation in selling its merchandise. In addition, traditional retail usually uses only a small amount of capital by offering minimal facilities. While modern retail is a retail that implements a special strategy and innovates in improving its sales and services to consumers. In general, modern retail has a large number of outlets and has complete and modern store facilities. The concept offered from modern retail varies greatly, namely supermarkets, hypermarkets, minimarkets, and department stores. Among modern retail concepts, minimarket is the easiest to find by the public. Mini Market is a place to shop that has the same concept as supermarkets but has a smaller size and sells fewer products (Utomo, 2011).

Of the few Minimarket that are often found, Alfamart and Indomaret are two of the most dominating minimarkets in Indonesia. Alfamart is a minimarket brand derived from PT. Sumber Alfaria Trijaya while Indomaret is from PT. Indomarco Prismatama, a subsidiary of PT Indoritel Makmur Internasional Tbk. Based on the Annual Report of each company, at the end of 2019 Alfamart has 16,133 outlets while Indomaret has 17,622 outlets. With a fantastic number of outlets make the location of both minimarkets are always close to each other. Some are only a few blocks apart, some are opposite, some are next to each other as if the two Mini Markets do not want to lose in dominating every existing region so that the two minimarkets become popular in the eyes of the public (Heru Andika & Hati, 2018).

Judging from the tight competition between Alfamart and Indomaret, the question arises which minimarket is better. To be the best minimarket, both require innovation as the mini market is a modern retail industry whose rules are constantly changing. The end line has no permanent victory and must move in the same direction as customers want, according to Scarborough & Cornwall, (2015) that innovation is the key to success in the future because the market and competitors change and move too fast.

Innovation comes from latin, ‘inovare’ which means 'to create something new'. According to (Tidd et al., 2005) Innovation is the process of turning opportunities into new ideas and bringing them into widely used practices. Innovation is one of the business advantages emerges in new and different products and processes and with an outstanding marketing approach. According to (Irawati & Anugerah, 2007) as quoted from (H Andika & Hati, 2018), minimarket is a modern store that offers the concept of recreation shopping or shopping tours close to home. Therefore, minimarkets are in desperate need of innovation. Currently, the minimarket has implemented several innovations to improve service to its customers. Some innovations that we often encounter is accepting any payment such as phone credit, tickets, and other bills, offering a variety of attractive promos, even some minimarkets provide ATM machines, foodcourts, and children's toy places.

Alfamart and Indomaret have innovations that are not much different in trying to serve consumers. In addition to some of the innovations mentioned above, both have promos and programs, have private label products to increase the value of their brand, create a membership card system, offer delivery services, even the two minimarkets have online stores available on the web and in smartphone applications, namely "Alfacart" and "Alfagift" from Alfamart and "Klikindomaret" from Indomaret. Based on the description of this background about the phenomenon of competition between the two largest minimarket companies in Indonesia, Alfamart and Indomaret, it is necessary to conduct research on "Comparative Analysis of Alfamart and Indomaret Minimarket Innovations (Customer Studies in Bandung)".

Minimarket

Minimarket is a modern retail store with similar concept as supermarkets and hypermarkets where it is a place to sell fast moving consumers good but with a smaller size and usually located near people's residences Raja, 2011 quoted from Amin & Mahasan, (2019). Minimarket has the concept of *swayalan* or self-service, so that customers can freely pick up the goods they want to buy on the shelf then pay the goods to the cashier (Hati & Novita, 2018)

Innovation

According to (Norman M. Scarborough & Cornwall, 2016), innovation is the ability to apply innovative solutions to problems and opportunities to improve or increase individual living standards. Whereas according to the OECD & Eurostat, (2005), innovation is a new or better product or process (or a combination thereof which) differs significantly from previous products or process units and which have been available to potential users (products) or used by units (processes). This definition uses the general term "unit" to describe the actor in charge of innovation. It refers to institutional units in any sector, including households and their members (Ghozali, 2013).

Types of Innovations

According to (Kuratko, 2013) innovation can be distinguished based on the modification stage, namely:

1) Invention: the creation of new or untested products, services, or methods (revolutionary), e.g. phone.
2) Extension: an upgraded version of an existing service or process. Such definitions make a different application of the current idea, e.g. Facebook.
3) Duplication: replication of the current product, service, or process. Imitate efforts by adding an imaginative touch from entrepreneurs to reinforce or improve ideas and win the competition, e.g. Wal-Mart - a department store.
4) Synthesis: a combination of concepts and factors that exist in new formulations, such as taking various concepts or things that have been discovered and finding ways to develop new applications e.g. FedEx, Starbuck

2. Materials and Methods

Research Design

This research aims to find out how innovations in two minimarkets, i.e. Alfamart and Indomaret based on customer perspective in Bandung so that descriptive research will be used. To find out the difference between innovations in Alfamart and Indomaret from the perspective of customers in Bandung inferential studies will be used through quantitative data. This quantitative data collection will use research strategies, namely survey research or questionnaires (Sugiyono, 2012).

Research Objects and Samples

In this study, the object of this research was bandung resident who had shopped at Alfamart or Indomaret Bandung. The population of the research object is unknown. Therefore, to determine the number of samples in the questionnaire dissemination process if the population is unknown, below formula can be employed (Dermawan, 2003) as follows;

$$\mathrm{n} = \left[\frac{Z_{\frac{\alpha}{2}}.\sigma}{e}\right]^2 \quad (1)$$

$$n = \left[\frac{(1.96).(0.25)}{0.05}\right]^2 = 96.04$$

Note:
n = Number of samples
Z = 0.05, so Z0.05 = 1.96
α = standard population deviation = 0.25 (provision already)
e = error tolerance = 0.05

Based on the calculation of the sample above, the minimum sample required in this study is 97 samples. If the author, however, can get more respondents then it will be better because it can be more representative of the population. Therefore, the author intends to get 200 respondents for this study where 100 respondents are Alfamart customers and 100 respondents are Indomaret customers.

Variable Operationalization

Table 1. Operationalization of Research Variables

Dimension	Indicator	Unit of measure	Scale
Product Innovation (X1)	Duration of service	Duration of service level	Ordinal
	Online marketplace store innovation in App or Web	Level of innovativeness of online market store in App or Web	Ordinal
Process Innovation (X2)	The effectiveness of procurement process	The customer's comfort level when the procurement process	Ordinal
	Availability of innovative delivery service	Level of availability of innovative delivery service	Ordinal
	The innovativeness of transaction process	The level of innovativeness of the transaction process	Ordinal
	Improvement in welcome customers	Level of improvement in welcome customers	Ordinal

Marketing Innovation (X3)	Implementation of new methods of product placing	Level of implementation of new method of product placing	Ordinal
	Implementation of new product promotion methods	Level of implementation of new product promotion methods	Ordinal
	Implementation of new pricing strategies to	Level of implementation of new pricing strategies to market the products	Ordinal
Organizational Innovation (X4)	Improvement in employee development programs	Level of improvement in employee development programs	Ordinal
	Improvement of store layout or store room	Level of improvement of store layout or store room	Ordinal
	Implementation of new collaborations with external parties	Level of new collaborations with external parties	Ordinal

Source: (OECD & Eurostat, 2005)

Validity Test

Validity test is to calculate the correlation between each statement and the total score using the Pearson Product Moment formula.

$$r = \frac{n \Sigma XY - \Sigma X \Sigma Y}{\sqrt{[n \Sigma X^2 - (\Sigma X)^2][n \Sigma Y^2 - (\Sigma Y)^2]}} \quad (2)$$

Note:
r: Pearson correlation value
X: Score each item
Y: The total score minus the item score
n: Number of respondents.

Table. 2 Validity Test Result

Variable	R table (N= 42 / α = 5%)	Alfamart		Indomaret	
		R count	Status	R count	Status
X.1	0.304	0.589	Valid	0.555	Valid
X.2	0.304	0.577	Valid	0.325	Valid
X.3	0.304	0.335	Valid	0.475	Valid
X.4	0.304	0.636	Valid	0.681	Valid
X.5	0.304	0.646	Valid	0.446	Valid
X.6	0.304	0.536	Valid	0.503	Valid
X.7	0.304	0.686	Valid	0.329	Valid
X.8	0.304	0.643	Valid	0.572	Valid

X.9	0.304	0.692	Valid	0.538	Valid
X.10	0.304	0.629	Valid	0.582	Valid
X.11	0.304	0.517	Valid	0.342	Valid
X.12	0.304	0.707	Valid	0.656	Valid

Source: Processed Primary Data (2021)

An item considered valid if the relation coefficient of that item with the overall item that can be notified as R should be higher or equal R table. If R is positive and R ≥ 0.304 therefore the question item is valid. Meanwhile, if R is not positive as well as R < 0.304 therefore the question item is not valid. It can be seen in the table above that R counts from all questions more than R table (R = 0.304). Therefore, it can be seen that all questionnaire items are valid.

Reliability Test

To measure or test reliability, Cronbach's Alpha formula is used as follows;

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum V_i}{V_t}\right) \quad (3)$$

Note:
A : Alpha-Cronbach Coefficient
K : Question Item
ΣVi : Number of item variants
Vt : Total Variants

According to Eisingerich and Rubera (2010: 27), the accepted minimum value for Cronbach's Alpha reliability is 0.70.

Table 4. Alfamart and Indomaret Innovation Variable Reliability Test Results

	Coefficient	Item Question	Status
Innovation of Alfamart	0.832	12	Very Reliable (>0.80 – 1.00)
Inovation of Indomaret	0.721	12	Reliable (>0.60 – 0.80)

Source: Processed Primary Data (2021)

In the table above we can see that the reliability coefficient of Cronbach's Alpha for this questionnaire is more than 0.70. Therefore, this research questionnaire can be said to be reliable.

3. Results and Discussions

Characteristics of Respondents by Gender

Figure 1 below illustrates the frequency of Alfamart respondents by gender. Among 100 people studied, 71 were women and 29 were men. This indicates that most of the respondents were women, but despite these results, both women and men have an interest in shopping at Alfamart.

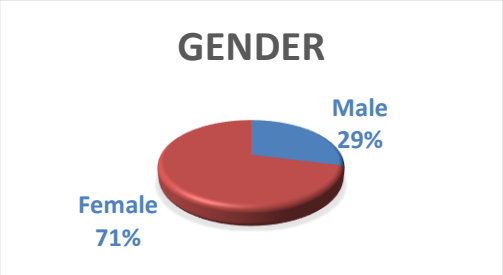


Figure 1. Alfamart Gender Characteristics
Source: Processed Primary Data (2021)

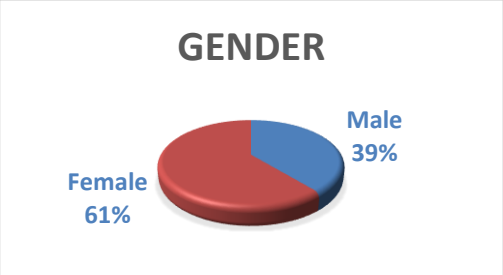


Figure 2. Gender Characteristics of Indomaret
Source: Processed Primary Data (2021)

Figure 2 illustrates the frequency of Indomaret respondents by gender. Among 100 people studied, 61 were women and 39 were men. This shows that most of the respondents are women, but regardless of the results, both women and men have an interest in shopping at Indomaret.

Characteristics of Respondents by Age

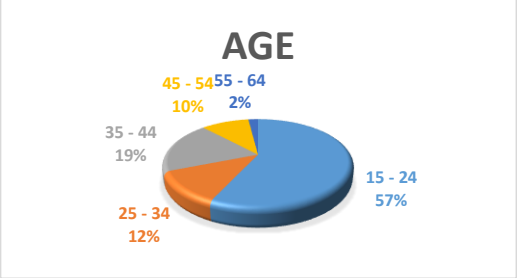


Figure 3. Alfamart Age Characteristics
Source: Processed Primary Data (2021)

Figure 3 illustrates the frequency of Alfamart respondents by age. Among 100 people studied, 57 people aged 15-24 years, 12 people aged 25-34 years, 19 people aged 35-44 years, 10 people aged 45-54 years, and 2 people aged 55-64 years. This shows that most respondents are aged 15-24 years, but regardless of these results, all respondents in various age ranges have an interest in shopping at Alfamart.

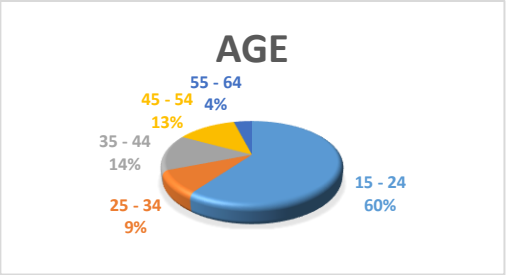


Figure 4. Characteristics of Indomaret Age
Source: Processed Primary Data (2021)

Figure 4 illustrates the frequency of Indomaret respondents by age. Among 100 people studied, 60 people aged 15-24 years, 9 people aged 25-34 years, 14 people aged 35-44 years, 13 people aged 45-54 years, and 4 people aged 55-64 years. This shows that most of the respondents are aged 15 - 24 years, but regardless of these results, all respondents in various age ranges have an interest in shopping at Indomaret.

Characteristics of Respondents by Profession

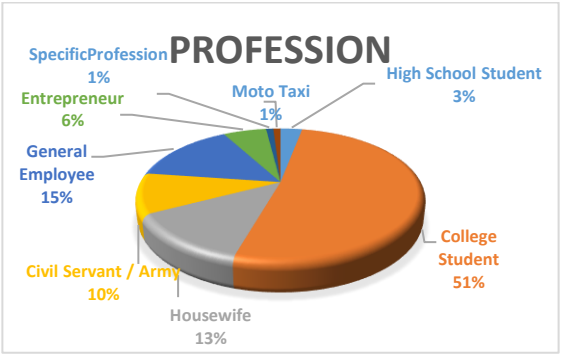


Figure 5. Characteristics of Alfamart Profession
Source: Processed Primary Data (2021)

Figure 5 illustrates the frequency of Alfamart respondents by profession. Among 100 people studied, 3 were high school students, 52 university students, 13 housewives, 10 civil servants / soldiers, 15 public employees, 6 self-employed people, 1 professional (doctor, accountant, etc.), and 1 online motorcycle taxi. This shows that most of the respondents are students, but regardless of these results, all respondents with any profession have an interest in shopping at Alfamart.

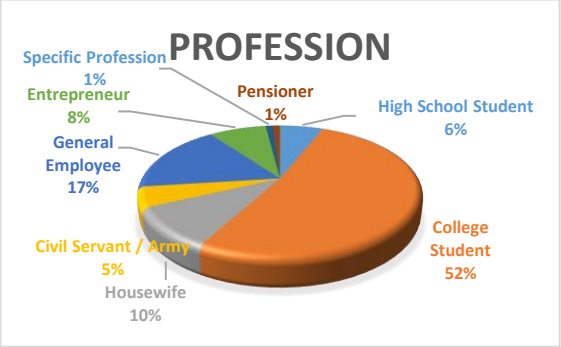


Figure 6. Characteristics of Indomaret Profession
Source: Processed Primary Data (2021)

Figure 6 illustrates the frequency of Indomaret respondents by profession. Of the 100 people studied, 6 high school students, 52 university students, 10 housewives, 5 civil servants / TNI, 17 public employees, 8 entrepreneurs, 1 professional (doctor, accountant, etc.), and 1 retired person. This shows that most of the respondents are students, but regardless of these results, all respondents with any profession have an interest in shopping at Indomaret.

Characteristics of Respondents by Income per Month



Figure 7. Income per Month of Alfamart Customers
Source: Processed Primary Data (2021)

Figure 7 illustrates the frequency of Alfamart respondents based on Income per Month. Among 100 people, 22 have an income per month of < IDR 500.000, 15 have an income per month between IDR 500.001 – IDR 1.000.000, 28 have an income per month between IDR 1.000.001 – IDR 3.000.000, 14 have an income per month between IDR 3.000.001 – IDR 5.000.000, 8 have an income per month between IDR 5.000.001 – IDR 10.000.000, and 13 have an income per month of >IDR 10.000.001. This shows that most of the respondents have an income per month between IDR 1.000.001 – IDR 3.000.000, but regardless of these results, all respondents in any income per month have an interest in shopping at Alfamart.



Figure 8. Income per Month of Alfamart Customers
Source: Processed Primary Data (2021)

Figure 8 illustrates the frequency of Indomaret respondents based on monthly income. Among 100 people, 30 people earn per month <IDR 500,000, 16 people earn per month between IDR 500,001 - IDR 1,000,000, 21 people earn per month between IDR 1,000,001 - IDR 3,000,000, 15 people have income per month between IDR . 3,000,001 - IDR . 5,000,000, 9 people have monthly income between IDR . 5,000,001 - IDR . 10,000,000, and 9 people have monthly income> IDR . 10,000,001. This shows that most respondents earn <IDR 500,000 per month, but regardless of these results, all respondents with monthly income have an interest in shopping at Indomaret.

Descriptive Statistic

This section will show a summary of the descriptive statistical results of the direct average or the mean made into a scale of 1-5 (index) of the responses of respondents to the Alfamart and Indomaret innovation questionnaires.

Table 5. Summary of Index of Each Indicator

Item	Indicators	Alfamart		Indomaret	
		Index	Category	Index	Category
X.1	Duration of service	3.76	Fast	3.82	Fast
X.2	The innovativeness of the online market store	3.88	Innovative	3.90	Innovative
X.3	The effectiveness of procurement process	3.40	Quite unobtrusive	3.72	Unobstrusive
X.4	Availability of innovative delivery service	3.74	Innovative	3.86	Innovative
X.5	The innovativeness of transaction process	4.28	Very Innovative	4.09	Innovative
X.6	Welcoming customers in a friendly manner	4.18	Hospitable	4.22	Very Hospitable

X.7	Implementation of new methods of product placing	4.02	Innovative	3.88	Innovative
X.8	Implementation of new product promotion methods	3.68	Innovative	3.75	Innovative
X.9	Implementation of new pricing strategies to market the products	3.78	Innovative	3.75	Innovative
X.10	Employee development programs	3.63	Good	3.53	Good
X.11	Store layout or store room	4.08	Organized	4.28	Very Organized
X.12	The new types of collaborations with external parties	3.76	Innovative	3.65	Innovative
Average Index		3.85	Good	3.87	Good

Source: Processed Primary Data (2021)

Based on the table above, both Alfamart and Indomaret minimarkets have many indicators categorized at the same level. After the overall index for each indicator is averaged, Alfamart has an index of 3.85 while Indomaret has an index of 3.87, the difference is only 0.02 which means that Alfamart and Indomaret's innovation from the perspective of customers in Bandung is quite the same. Indomaret can be said, however, to be a superior minimarket because it has an average index that is bigger than Alfamart. Whereas for Indomaret itself there are two indicators, i.e., welcoming customers friendly (X.6) and the layout of the store or storage space (X.11) which is categorized as Very Good (Very Friendly and Very Organized), while Alfamart only has one of its indicators, i.e., innovation. transaction processes (X.5) which are categorized as Very Good (Very Innovative).

Based on table 5, it can be seen that of the 12 minimarket innovation indicators tested, Indomaret is more dominant because it is superior in 7 indicators over Alfamart, while Alfamart is only superior in 5 indicators over Indomaret. Based on the index for each innovation indicator in Alfamart and Indomaret minimarkets, a mapping can be used by comparing the range of each index from the two minimarkets. The following is a mapping from table 5 to be able to see a comparison of the two minimarket indices based on their innovations.

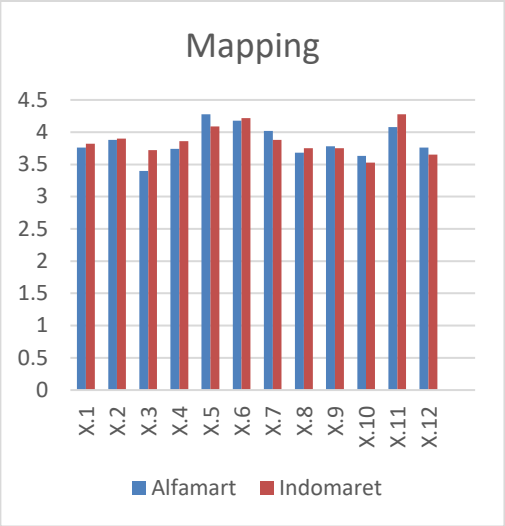


Figure 9. Mapping Index
Source: Processed Primary Data (2021)

Based on the mapping shown in Figure 9, it can be seen that almost every bar that describes minimarket innovation has almost the same height. This means that most of Alfamart and Indomaret minimarket innovations have almost the same value for each indicator. However, there are three indicators that have quite obvious differences, namely in items X.3, X.5 and X.11, i.e., the effectiveness of the procurement process, the transaction process, and the layout of the store or storage space. This means that between Alfamart and Indomaret minimarkets there are quite high differences in innovation on these three indicators.

Results of Independent Sample T-Test at the Variable Level

In this discussion, the author examines the average of all combined dimensions for a significant difference between the average innovation in Alfamart and Indomaret minimarkets.

Indicator:
a. If the value of sig. (2-tailed) < 0.05 (Ho is rejected), there is a significant difference between innovations in Alfamart and Indomaret minimarkets.
b. If the value of sig. (2-tailed)> 0.05 (Ho is accepted), there is no significant difference between innovations in Alfamart and Indomaret minimarkets.

Table 7. T-Test results for Alfamart and Indomaret Innovations

Group Statistics					
Mini_Market		N	Mean	Std. Deviation	Std. Error Mean
Data	Alfamart	100	40.78	6.66	0.67
	Indomaret	100	40.19	6.32	0.63
Independent Samples t-test					

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
Inovasi	Equal variances assumed	0.644	198	0.520
	Equal variances not assumed	0.644	197.4	0.520

Source: Processed Primary Data (2021)

Based on table 7, it can be seen that the value of sig. (2-tailed) is 0.520 > 0.05 (Ho is accepted). Thus, it can be concluded that there is no significant difference between innovations in Alfamart and Indomaret minimarkets where the average innovation for Alfamart is 40.78 while the innovation average for Indomaret is 40.19.

Independent Sample T-Test Results at the Dimensional Level

Although based on the combined average of all dimensions of innovation in the Alfamart and Indomaret minimarkets does not show significant difference, it is still possible to find out which dimensions are almost or significantly different with a partial test. Therefore, an analysis with a similar model is needed to compare each of the dimensions of product innovation, process innovation, marketing innovation, and organizational innovation.

Product Innovation

In this section, we will look for significant differences in product innovation in the Alfamart and Indomaret minimarkets.

Indicator:
a. If the value is sig. (2-tailed) < 0.05 (Ho is rejected), there is a significant difference between product innovation in Alfamart and Indomaret minimarkets.
b. If the value of sig. (2-tailed)> 0.05 (Ho is accepted), there is no significant difference between product innovation in Alfamart and Indomaret minimarkets.

Table 8. Results of the T-Test of Alfamart and Indomaret Product Innovations

Group Statistics					
Mini_Market		N	Mean	Std. Deviation	Std. Error Mean
Produk	Alfamart	100	6.54	1.516	0.156
	Indomaret	100	7.33	1.297	0.130
Independent Samples t-test					
		t-test for Equality of Means			

		t	df	Sig. (2-tailed)
Produk	Equal variances assumed	-3.980	198	0.000
	Equal variances not assumed	-3.980	193.4	0.000

Source: Processed Primary Data (2021)

Based on table 8, it can be seen that the sig. (2-tailed) is 0.000 <0.05 (Ho is rejected). Thus, it can be concluded that there is a significant difference between product innovation in Alfamart and Indomaret minimarkets where the average product innovation of Alfamart is 6.54 while the average product innovation of Indomaret is 7.33. This indicates that product innovation at Indomaret is better than Alfamart.

Process Innovation

In this section, we will look for whether there are significant differences in process innovation in Alfamart and Indomaret minimarkets.

Indicator:
a. If the value is sig. (2-tailed) < 0.05 (Ho is rejected), there is a significant difference between process innovation in Alfamart and Indomaret minimarkets.
b. If the value of sig. (2-tailed)> 0.05 (Ho is accepted), there is no significant difference between the innovation process in Alfamart and Indomaret minimarkets.

Table 9. Results of T-Test for Alfamart and Indomaret Process Innovations

Group Statistics					
Mini_Market		N	Mean	Std. Deviation	Std. Error Mean
Proses	Alfamart	100	9.74	2.052	0.205
	Indomaret	100	8.59	1.991	0.199

Independent Samples t-test				
		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
Proses	Equal variances assumed	3.997	198	0.000

	Equal variances not assumed	3.997	197.8	0.000

Source: Processed Primary Data (2021)

Based on table 9 it can be seen that the value of sig. (2-tailed) is 0.000 < 0.05 (Ho is rejected). Thus, it can be concluded that there is a significant difference between process innovation in Alfamart and Indomaret minimarkets where the average Alfamart process innovation is 9.74 while the Indomaret process innovation average is 8.59. This shows that the process innovation at Alfamart is better than Indomaret. This is in accordance with the opinion of (Massa et al., 2022) stating that the results of the study show that there are significant differences between the physical evidence in Indomaret and Alfamart Teling Atas Manado City. And each Indomaret and Alfamart have provided good service quality in terms of physical evidence, but Indomaret has better service quality in terms of physical evidence than Alfamart.

Marketing Innovation

In this section, the author examines if there are significant differences in marketing innovation in Alfamart and Indomaret minimarkets.

Indicator:
a. If the value is sig. (2-tailed) < 0.05 (Ho is rejected), there is a significant difference between marketing innovations in Alfamart and Indomaret minimarkets.
b. If the value of sig. (2-tailed)> 0.05 (Ho is accepted), there is no significant difference between marketing innovations in Alfamart and Indomaret minimarkets.

Table 10. T-Test results of Alfamart and Indomaret Marketing Innovations

Group Statistics					
Mini_Market		N	Mean	Std. Deviation	Std. Error Mean
Marketing	Alfamart	100	14.66	2.665	0.267
	Indomaret	100	14.15	2.727	0.273
Independent Samples t-test					
		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	
Marketing	Equal variances assumed	1.338	198	0.182	
	Equal variances not assumed	1.338	197.9	0.182	

Source: Processed Primary Data (2021)

Based on table 10 it can be seen that the value of sig. (2-tailed) is 0.182 > 0.05 (Ho is accepted). Thus, it can be concluded that there is no significant difference between marketing innovations in Alfamart and Indomaret minimarkets where the average marketing innovation for Alfamart is 14.66 while the average marketing innovation for Indomaret is 14.15. Method decision theory Purchases made by consumers for the goods on offer are strongly influenced by prices, products, services, company, or store locations. However the fact that even though minimarkets have characteristics and strategies that are almost the same as each other, in reality, they can have different sales results, such as (Mustikawati et al., 2018).

Organizational Innovation

In this section, the authors test if there are significant differences in organizational innovation in the Alfamart and Indomaret minimarkets.

Indicator:

a. If the value is sig. (2-tailed) < 0.05 (Ho is rejected), there is a significant difference between organizational innovation in Alfamart and Indomaret minimarkets.
b. If the value of sig. (2-tailed) > 0.05 (Ho is accepted), there is no significant difference between organizational innovation in Alfamart and Indomaret minimarkets.

Table 11. Results of the Alfamart and Indomaret Organizational Innovation T-Test

Group Statistics					
Mini_Market		N	Mean	Std. Deviation	Std. Error Mean
Organizational	Alfamart	100	9.842	2.121	0.212
	Indomaret	100	10.110	1.955	0.196
Independent Samples t-test					
		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	
Organizational	Equal variances assumed	-0.929	198	0.354	
	Equal variances not assumed	-0.929	196.7	0.354	

Source: *Processed Primary Data (2021)*

Based on table 11, it can be seen that the sig. (2-tailed) is 0.354 > 0.05 (Ho is accepted). Thus, it can be concluded that there is no significant difference between organizational innovation in Alfamart and Indomaret minimarkets where the average innovation of the Alfamart organization is 9.84 while the average organizational innovation of Indomaret is 10.11.

4. Conclusion

Based on the discussion above, the descriptive analysis of Alfamart and Indomaret customers regarding innovation for each minimarket concludes that, many indicators are categorized at the same level. After the overall index for each indicator is averaged, Alfamart has an index of 3.85 while Indomaret has an index of 3.87, the difference is only 0.02 which means Alfamart and Indomaret innovations according to the perspective of customers in Bandung are quite the same. However, Indomaret is regarded to be a superior minimarket because it has an average index that is greater than Alfamart, especially based on the average index, Indomaret is superior in 7 indicators compared to Alfamart which only excels in 5 indicators. The largest innovation index at Alfamart is the innovation of digital payment transactions. This indicates that digital payment transactions are the most innovative thing at Alfamart and make Alfamart able to develop innovations in terms of digital payment transactions. Meanwhile, the largest innovation average index at Indomaret is about store layout or store space. This indicates that the store layout or storage space is the most innovative thing in Indomaret because the layout of the store or storage space in Indomaret is very organized.

Meanwhile, based on the results of the independent sample t-test for each minimarket innovation, it can be concluded that there is no significant difference between the overall innovation of Alfamart and Indomaret. Despite no significant difference between each innovation, it can still be found which dimensions are almost or significantly different by the partial test. After partial testing, there is a significant difference between product innovation and process innovation in Alfamart and Indomaret minimarkets, where product innovation is better at Indomaret while process innovation is better at Alfamart. Meanwhile, there is no significant difference between marketing innovation and organizational innovation in Alfamart and Indomaret minimarkets.

For Alfamart and Indomaret, evaluation needs to be done to overcome some of the weaknesses that arise based on this research because there are several aspects of Alfamart and Indomaret innovations that are considered still lacking. The effectiveness of the procurement process in the warehouse behind the outlet must be the main focus of Alfamart and Indomaret, because many customers feel that the procurement process makes customers uncomfortable when shopping at Alfamart and Indomaret outlets. Innovation is needed so that the procurement process in the back warehouse becomes more effective, such as rearranging the schedule of the procurement process when there are few visitors or before the outlet opens or after the outlet closes. In addition, Alfamart and Indomaret can build special access. for the procurement process that does not interfere with consumers when shopping. Furthermore, online market stores such as Alfacart, Alfagift, and Klikindomaret are actually innovative things developed by Alfamart and Indomaret and because these are very useful and practical for customers and provide a modern, economical and fast shopping experience. However, the problem is that there are still many Alfamart and Indomaret customers who don't know that Alfamart and Indomaret have online market stores. It would be helpful if Alfamart and Indomaret increasingly announce the existence of their online market store. They can advertise the online store on TV advertisement, google ads, or other media.

It contains conclusions, suggestions, limitations, and further research. Conclusions are conveyed clearly and describe the answers to the hypothesis and/or research objectives or findings obtained in the study. Conclusions are presented in the form of a description, not numerical and based on in-depth analysis. Suggestions present things that will be done related to further ideas from the research. Limitations and further research must be clearly stated.

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