

OMNICHANNEL STRATEGY ON THE 'MY SUZUKI' APPLICATION FOR SPARE PARTS SALES IN SAMARINDA WITH SWOT AND VPC ANALYSIS

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ABSTRACT

The rapid growth of online purchasing behavior and the increasing integration of digital and physical sales channels have pushed automotive aftersales businesses to adopt omnichannel strategies that connect customers seamlessly across touchpoints. This study analyzes the My Suzuki application as an omnichannel strategy for automotive spare parts sales in Samarinda using SWOT (Strengths, Weaknesses, Opportunities, Threats) and Value Proposition Canvas (VPC) analysis. This study uses a mixed-method descriptive combining qualitative and quantitative through the distribution of questionnaires to 30 internal and 30 external respondents. The analysis was conducted using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to determine the strategic position of the application. The results indicate that the My Suzuki application is positioned in Quadrant 1 (growth-oriented strategy), with an internal coordinate value of 0.50 and an external coordinate value of 0.74, reflecting strong internal capabilities and significant external opportunities. Key strengths include comprehensive product information, stock availability, standardized pricing, and product authenticity. Meanwhile, the VPC analysis indicates a strong alignment between customer needs and the value proposition offered. However, this study also identified the need for further development of the digital payment system and service-time transparency. These findings suggest that the 'My Suzuki' application has a strategically favorable position as an omnichannel channel for automotive spare parts, and this study contributes an integrated SWOT–VPC analytical framework for evaluating omnichannel readiness in the automotive aftersales sector. Practically, the findings offer managerial direction for strengthening digital payment options and service-time communication to improve customer experience.

Keywords: Omnichannel; SWOT; IFE, EFE; Value Proposition Canvas; Automotive; My Suzuki; Aftersales

INTRODUCTION

In a highly competitive business environment, companies increasingly rely on distribution channels to deliver customer service before, during, and after a purchase, since this service is an important component of any business that affects customer satisfaction, loyalty, and retention (Surahman et al., 2023). In addition, the development of new trends and technologies is changing the development of modern distribution channels. Samarinda City Communication and Informatics Office (Hayati et al., 2023), shows data on users of information and communication technology devices, namely 97.23% of Samarinda people make online purchases and 100% use smartphones.



Figure 1. Data Samarinda City who is shopping online (Hayati et al., 2023)

As businesses grow, an omnichannel distribution model that integrates online and offline sales channels becomes necessary, giving customers the option to purchase either through a mobile device or in a physical store. Suriانشa (2021)—demonstrated that omnichannel implementation successfully integrates online and offline sales channels through technology to create an optimal customer experience. Similarly, Firdausy and Ahmadi (2025) examined omnichannel marketing as a trend and innovation shaping consumer experience in the digital era, showing that combining online and offline channels supported by technologies for personalization and operational efficiency increases customer satisfaction, loyalty, and engagement. The development of digital technology has driven a significant transformation in distribution and marketing strategies, particularly through an omnichannel approach that integrates various customer interaction channels simultaneously (Verhoef et al., 2022). This approach not only improves operational efficiency but also plays a role in creating a more holistic and integrated customer experience.

According to data from Badan Pusat Statistik Provinsi Kalimantan Timur (2025)—the number of registered motorcycle users in East Kalimantan reached 3,834,286 units in 2025, of which 1,062,755 units were registered in Samarinda city. The scale of this local and national motorized-vehicle market is one of the factors driving Suzuki to develop the 'My Suzuki' application as an omnichannel channel for spare parts sales. Prior omnichannel research has largely concentrated on general retail settings, leaving the automotive aftersales sector, where product authenticity, service scheduling, and spare-parts logistics create distinct customer-experience challenges, comparatively under-examined, and recent evidence confirms that consumer responses to omnichannel operations in the automotive aftermarket differ from

general retail, depending on how deeply rather than how broadly channels are integrated (Li et al., 2024). This study addresses that gap by offering novelty through the integration of two complementary analytical approaches, SWOT and Value Proposition Canvas, to evaluate omnichannel strategy in this under-researched sector, in contrast to previous studies that have generally focused on general retail. This raises the research question of how the 'My Suzuki' application's omnichannel strategy is positioned from the company's internal and external strategic perspective, and how well its value proposition aligns with customer needs. Accordingly, this study aims to (1) evaluate the internal and external strategic position of the 'My Suzuki' application using SWOT analysis, and (2) assess the alignment between the value offered and customer needs using the Value Proposition Canvas.

LITERATURE REVIEW

Omnichannel distribution involves offering products through multiple channels such as physical stores, e-commerce, social media, and mobile apps with the aim of creating a seamless shopping experience for customers regardless of which channel they choose with a modern distribution channel strategy approach that integrates customers both online and offline (Surahman et al., 2023).

In conducting data analysis, researchers used SWOT, a method introduced by Albert Humphrey, a consultant management at the Stanford Research Institute in the 1960s which was carried out for evaluate companies big in the United States (Oktavera, 2023). SWOT analysis is a strategic planning approach for examining internal strengths and weaknesses together with external opportunities and threats. A recent integrative literature review confirms that SWOT remains a widely used and valid strategic planning tool across marketing, management, and other applied fields (Benzaghta et al., 2021).

Then researchers complete the analysis using VPC as a visual tool developed by Alex Osterwalder, Yves Pigneur, and Alan Smith to help teams and organizations in design, test, and build proposition mark in a way more effective (Asiva et al., 2025). VPC allows more matching systematic between need users (customer profile) and solutions offered (value map).

Taking together, these three streams of literature explain why the two analytical tools are used jointly in this study rather than separately. Omnichannel integration is theorized to improve customer experience mainly by removing friction across touchpoints (Verhoef et al., 2022), but this improvement only materializes when a firm's internal capabilities and external market conditions actually support it, which is precisely what SWOT is designed to diagnose. SWOT, in turn, identifies strategic position but does not by itself indicate whether what a company offers matches what customers value, a gap that the Value Proposition Canvas is designed to close by mapping customer jobs, pains, and gains against a firm's products, pain relievers, and gain creators. Applying SWOT and VPC together therefore allows this study to assess both the strategic feasibility and the customer-experience relevance of the 'My Suzuki' omnichannel initiative, a combination that has been more common in general retail and small-enterprise contexts than in automotive aftersales.

Thus, this research not only provides empirical contributions, but also offers a more comprehensive strategic analysis model in the development of customer experience-based omnichannel systems.

RESEARCH METHOD

In this process, the researchers uses a mixed-method design combining a naturalistic qualitative approach and with a quantitative approach to strengthen the analysis (Harrison et al., 2020). The data obtained were then analyzed and described to facilitate reader understanding through SWOT analysis combined with the Value Proposition Canvas approach (Clara & Abdilla, 2025) on the 'My Suzuki' application in Samarinda.

A purposive sampling technique was used to select both respondent groups, a non-probability method chosen to ensure that participants possessed the specific expertise, operational involvement, or direct user experience needed to provide relevant input for the SWOT and VPC matrices. The 30 internal respondents were active employees or management personnel at authorized Suzuki dealerships in Samarinda (e.g., PT Samekarindo Indah) positioned in departments directly managing the digital ecosystem, spare parts logistics, or customer touchpoints (Part Counters, Digital Marketing Admins, Service Advisors, and Branch Managers), with a minimum employment tenure of six months to ensure familiarity with Suzuki's operational and digital transformation processes. The 30 external respondents were residents of Samarinda who had downloaded and actively used the 'My Suzuki' application and had completed at least one omnichannel transaction within the preceding 12 months, defined as checking part availability or ordering through the application followed by fulfillment or installation at an authorized Suzuki dealer. Data from internal respondents were used to construct the SWOT matrix, while data from external respondents were used to map the Customer Profile (Jobs, Pains, and Gains) in the VPC. The questionnaire instrument was tested for validity and reliability prior to use, with an average Likert-scale (1–5) validity score of 4, indicating an acceptable level of item validity.

SWOT

By conducting a SWOT analysis, you can identify internal and external strengths and weaknesses and get the right strategy to utilize the strengths you have through the results of research that has been carried out (Surahman et al., 2024). SWOT analysis according to Hapsari and Setiawan (2021) is carried out through data collection comprising interviews, observations, and questionnaires, using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, with each sample consisting of 30 respondents (Amalia et al., 2022).

Internal Factor Evaluation (IFE)

Group internal factors on Strengths and Weaknesses object based on interviews, observations and questionnaires through 30 internal respondents resulting in 7 identifications Strengths factors and 3 identifications Weaknesses factors as approach qualitative in table 1.

Table 1. Identification of Internal Factors in the 'My Suzuki' Application

Internal Factors	
Strengths (S)	Weaknesses (W)
1. Information spare parts complete.	1. There is a delivery fee to your home.
2. Availability spare parts national.	2. Payment system only uses bank transfer (no QRIS yet).
3. Easy smartphone app.	3. Service during working hours.
4. National spare part prices are the same.	
5. Spare parts original.	
6. Experience shopping spare parts online.	
7. Available option service between to home & take it to the nearest dealer.	

Then results questionnaire as approach quantitative processed with weighting order every factor and then rate each factor use scale 1 to 4 with evaluation from very weak to very strong. Multiply weight with ratings and calculate the total for each Strengths group and Weaknesses group. Point values horizontal coordinates with Strength's value minus Weaknesses in table 2 are 0.50 for get quadrants in the SWOT diagram process. Following Hapsari and Setiawan (2021) IFE procedure, the weights of all internal factors (Strengths and Weaknesses combined) sum to 1.0, each factor is then rated on a 1–4 scale, and the weight–rating products are summed separately for the Strengths and Weaknesses groups; the horizontal coordinate (Strengths total minus Weaknesses total) is 0.50.

Table 2. Matrix Internal Factor Evaluation For 'My Suzuki' application

IFE					N = 30
No.	Strengths	Weight	Rating	WxR	
1	Information spare parts complete	0.23	3.80	0.86	
2	Availability spare parts national	0.19	3.17	0.60	
3	Easy smartphone app	0.13	3.10	0.39	
4	National spare part prices are the same	0.14	3.90	0.54	
5	Spare parts original	0.07	3.13	0.22	
6	Experience shopping spare parts on line	0.09	3.13	0.27	
7	Available option service between to home & take it to the nearest dealer	0.17	3.80	0.63	
Total S		1		3.50	
No.	Weaknesses	Weight	Rating	WxR	
1	There is a delivery fee to your home	0.22	3.00	0.65	
2	Payment system only uses bank transfer (no QRIS yet)	0.32	3.00	0.97	
3	Service during working hours	0.46	3.00	1.38	
Total W		1		3.00	
S-W					0.50

External Factor Evaluation (EFE)

Continue group factor external to the Opportunities and Threats objects based on interviews, observations and questionnaires through 30 external respondents produce 3 identifications Opportunities factors and 3 identifications Threats factor as approach qualitative in table 3.

Table 3. Identification of External Factors in the 'My Suzuki' Application

External Factors	
Opportunities (O)	Threats (T)
1. Need feature other aftersales services.	1. There is a risk in shipping.
2. Range consumer expanding.	2. Competition with the general Marketplace.
3. Potential special promotion program request.	3. Service online using internet quota.

And then results questionnaire as approach quantitative processed with weighting order every factor and then rate each factor use scale 1 to 4 with evaluation from very weak to very strong. Multiply weight with rating and total count for each group Opportunities and Threats groups. Get mark point coordinates vertical with mark Opportunities minus Threats in table 4, which is 0.74 for get quadrants in the SWOT diagram process. Using the same convention, the weights of all external factors (Opportunities and Threats combined) sum to 1.0, each factor is

rated on the same 1–4 scale, and the weight–rating products are summed separately for the Opportunities and Threats groups; the vertical coordinate (Opportunities total minus Threats total) is 0.74.

Table 4. Matrix External Factor Evaluation For 'My Suzuki' application

EFE				N = 30
No.	Opportunities	Weight	Rating	WxR
1	Need feature other aftersales services	0.33	3.97	1.32
2	Range consumer expanding	0.21	3.10	0.65
3	Potential special promotion program request	0.46	3.90	1.78
Total O		1.00		3.75
No.	Threats	Weight	Rating	WxR
1	There is a risk in shipping	0.47	3.03	1.42
2	Competition with the general Marketplace	0.19	3.00	0.57
3	Service on line using internet quota	0.34	3.00	1.03
Total T		1.00		3.02
O-T				0.74

SWOT Diagram

SWOT diagram is available quadrant 1 as, supports aggressive strategy own opportunities and strengths, quadrant 2 as support diversification strategy use strength for utilize opportunities, quadrant 3 as support process improvement turn-around strategies minimize internal problems, quadrant 4 as support defensive strategies show a very unfavorable situation profitable, because face various internal threats and weaknesses. And researchers enter IFE and EFE from horizontal value 0.50 and value vertical 0.74 processed with a SWOT diagram, namely get point coordinate (Fitriyani et al., 2021), quadrant 1 in figure 2, which shows very favorable situation own opportunities and strengths, so implementation of strategy is support policy aggressive (Growth-oriented strategy).

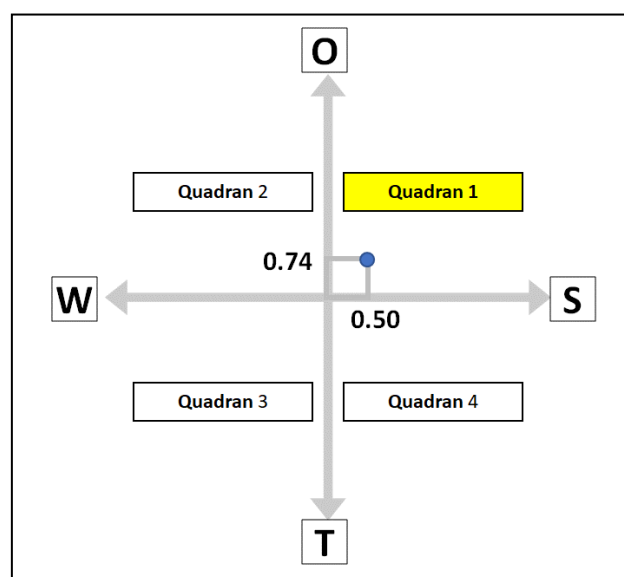


Figure 2. SWOT diagram on the 'My Suzuki' application

VPC

The next stage in this research is to implement the Value Proposition Canvas into the analysis diagram in figure 3. Find information from customer (interview) for fill in part Customer Profile. Observation and evaluation What only what is offered Dealer For fill in Value Map. Match between Customer Job with Products & Services, Customer Pains with Pain Relievers, and Customer Gains with Gain Creators (Zahran et al., 2024).

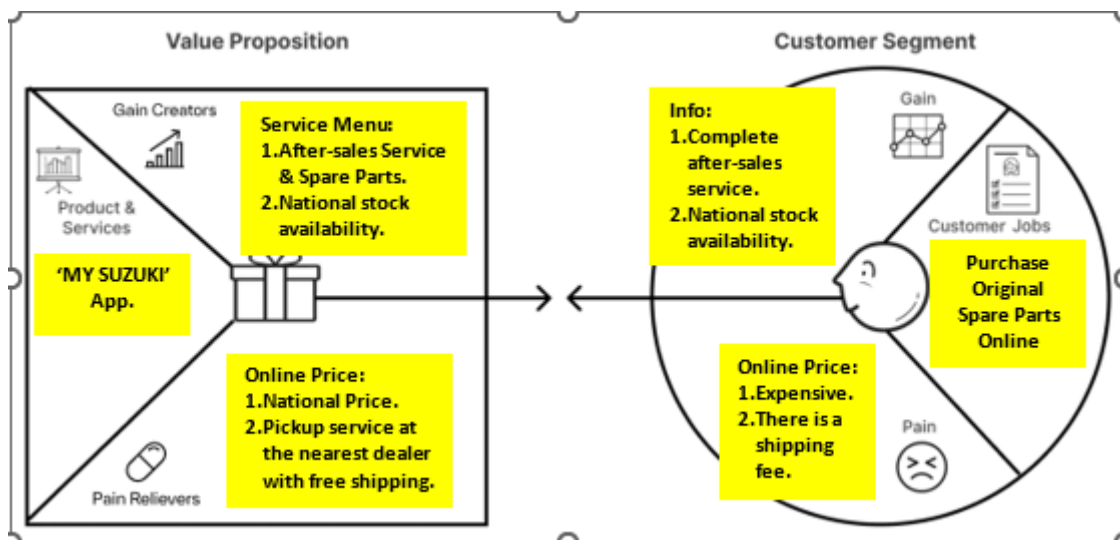


Figure 3. VPC Diagram in the 'My Suzuki' Application.

RESULTS AND DISCUSSION

After analyzing the SWOT and VPC methods, researchers obtained the results of SO strategies that utilize strengths to overcome opportunities, WO strategies that utilize opportunities to overcome weaknesses, ST strategies that utilize strengths to overcome threats, WT strategies that overcome weaknesses to avoid threats (Sunarsi, 2024) in table 5.

Table 5. SWOT Matrix on the 'My Suzuki ' Application

Internal External	Strengths: 1. Information spare parts complete. 2. Availability spare parts national. 3. Easy smartphone app. 4. National spare part prices are the same. 5. Spare parts original. 6. Experience shopping spare parts online. 7. Available option service between to home & take it to the nearest dealer.	Weaknesses: 1. There is a delivery fee to your home. 2. Payment system only uses bank transfer (no QRIS yet). 3. Service during working hours.
Opportunities 1. Need feature other aftersales services. 2. Range consumer expanding. 3. Potential promotional program request special.	SO Strategy 1. Information, stock, price spare parts original complete service for need full sell. 2. Applications on smartphones with option service between to House or at the dealer closest can expand range consumers. 3. Service digital applications include special promo program information which has great potential add mark sale spare parts.	WO Strategy 1. Choose service between to House For comfort, and choose the pickup service to your nearest dealer for free shipping. 2. Expand QRIS payment system services for expand range consumers. 3. Give information service time on the system.

Threats 1. There is a risk in shipping. 2. Competition with the general Marketplace. 3. Service online using internet quota.	ST Strategy 1. Inform stock national, national price, and spare parts original as superiority compared to general marketplaces. 2. Shopping online through digital applications follow the era majority use smartphone. 3. Use the pickup service to your nearest dealer for free shipping.	WT Strategy 1. Choice service take to Dealer For avoid risk from service shipping. 2. Inform customers to use the services at the nearest dealer if they do not have an internet quota. 3. Service time information is clearly visible on the system.
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And after VPC results in figure 3 are obtained bullet points the to be continued with make table suitability or fitting with evaluate How connection every point on the value map with points on customer profile (Pramudya & Ghina, 2023). If you find a gap between customer needs and what is being offered, and it doesn't fit, this indicates an opportunity for improvement or innovation. Design more targeted strategies, based on real customer needs as a result of research. And in the research regarding the suitability of VPC on 'My Suzuki' application, the result is 'Fit' as in table 6. The 'Fit' determination for each element (Jobs, Pains, and Gains) was made by directly comparing customer statements obtained through interviews with the corresponding features documented in the application's value map, rather than by researcher inference alone.

Table 6. VPC Matrix in the 'My Suzuki' Application.

Element	Customer Findings (Customer Profile)	Solutions offered by the Company (Value Map)	Suitability
Jobs	Purchase Spare Parts Original Online	'My Suzuki' application	Fit: The offered channel directly supports the documented purchase job.
Pains	Online Price: 1. Expensive. 2. There is a shipping fee.	Online Price: 1. National Price. 2. Pickup service at the nearest dealer with free shipping.	Fit: 1. The value map directly addresses price/delivery concerns, subject to actual customer acceptance. 2. The alternative channel reduces one documented pain point.
Gains	Info: 1. Complete after-sales service. 2. National stock availability.	Service Menu: 1. After sales service & spare parts. 2. National stock availability.	Fit: 1. The information offer corresponds to the desired gain. 2. The information corresponds to the desired availability gain.

The SWOT results position the 'My Suzuki' application in Quadrant 1, indicating that the company's internal and external conditions strongly support an aggressive, growth-oriented strategy, while the VPC results indicate suitability between customer needs and the value offered. This positioning suggests that the application combines internal competitive advantages with the ability to respond to external opportunities, consistent (Puyt et al., 2023).

However, a closer reading of the weaknesses identified in Table 1 shows that despite this strong strategic position, several important issues remain, namely limited payment methods, dependence on fixed operating hours, and the flexibility offered by general marketplace competitors. From an omnichannel-theory perspective, these limitations can reduce the quality of the customer experience, which should otherwise be the application's main competitive advantage (Shi et al., 2020).

This study has several limitations. The IFE and EFE weighting and rating procedures, and the VPC 'Fit' determination, rely on the research team's interpretation of interview, observation, and questionnaire data from a relatively small, single-city sample, so the findings should be read as an in-depth strategic assessment rather than a generalizable measurement of application performance. Future research could validate the VPC fit assessment against actual

usage or transaction data and extend the SWOT–VPC framework to other regions or aftersales applications to test its broader applicability.

CONCLUSION

In line with the first research objective, the SWOT analysis places the 'My Suzuki' application in Quadrant 1, showing that its internal strengths, comprehensive product information, national stock and pricing, and original spare parts, align well with external opportunities for expanding the omnichannel aftersales strategy. In line with the second objective, the VPC analysis shows that the value offered by the application is generally aligned with customer needs, particularly for the home-delivery and dealer-pickup service options. Managerially, the home-delivery and nearest-dealer pickup options, together with promotional-information features, represent practical strengths that the company can continue to leverage, while the offline dealer channel remains a useful alternative for customers without reliable internet access. At the same time, the weaknesses identified in this study, namely the absence of QRIS payment, unclear service-time information, and limited flexibility relative to general marketplaces, indicate priority areas for improvement. Addressing these gaps would help the 'My Suzuki' application move toward a more integrative and adaptive omnichannel strategy that better matches evolving digital consumer behavior, subject to the limitations noted above.

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