

Digital Transformation and Sales Performance of Air Rifle SMEs in the Society 5.0 Era: A Case Study of CV. Serdadu Rifle Kediri

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ABSTRACT

This study aims to analyze the digital transformation implemented by CV. Serdadu Rifle and its impact on the sales performance of air rifles in the Society 5.0 era. The research employed a descriptive qualitative method with a case study approach. Data were collected through in-depth interviews, observations, and documentation. The findings reveal that CV. Serdadu Rifle began its digital transformation in 2019 by utilizing YouTube, Facebook, and Instagram, which later expanded to the optimization of Search Engine Optimization (SEO) strategies in 2024. The digital transformation has significantly enhanced the company's sales performance, as reflected by an annual revenue of approximately IDR 1.2 billion, an expanded customer base reaching regions beyond Java, and an average daily engagement of 80–120 customer inquiries. Within the Society 5.0 framework, CV. Serdadu Rifle represents a small and medium-sized enterprise (SME) that integrates digital technology through a human-centered approach by establishing a well-structured multimedia team and a collaborative production network across multiple cities.

INTRODUCTION

The concept of Society 5.0 represents a vision of a future society that emerged as the next stage in the evolution of human civilization following the Society 4.0 era. While Society 4.0 was characterized by the rapid advancement of information technology and internet connectivity that enabled people to interact and communicate digitally, Society 5.0 introduces a more comprehensive paradigm by integrating digital technologies into every aspect of human life to create a more prosperous and sustainable society. This concept was first introduced

by the Japanese government through the *Fifth Science and Technology Basic Plan* as a national strategy to address increasingly complex social challenges in the twenty-first century. These challenges include population aging, a declining productive workforce, socioeconomic inequality, climate change, environmental degradation, and the growing demand for more effective and efficient public services. Unlike the Fourth Industrial Revolution, which primarily focuses on industrial automation and the application of advanced technologies to enhance economic productivity, Society 5.0 places human beings at the center of technological transformation. Consequently, it is widely recognized as a human-centered society, where technological innovation serves not only to improve efficiency but also to address social challenges and enhance people's overall quality of life. In this context, technological advancement should generate tangible benefits for society rather than create new forms of social and economic inequality. The emergence of Society 5.0 is rooted in the recognition that rapid technological development may produce unintended negative consequences when it is not accompanied by a human-centered approach. Although digital technologies have substantially improved productivity and operational efficiency across various sectors, they have also contributed to challenges such as the widening digital divide, job displacement caused by automation, and declining levels of social interaction. Society 5.0 therefore seeks to harmonize technological innovation with human needs, ensuring that technological progress remains aligned with social, cultural, and humanitarian values. Through this framework, Japan aims to build a society capable of leveraging technological advancement to address critical social issues, including labor shortages resulting from population aging, increasing healthcare demands, and the need for greater efficiency across economic sectors. The successful implementation of Society 5.0 in Japan is expected to serve as a valuable reference for other countries seeking to adopt a more human-centered and sustainable approach to digital transformation. (Badar et al., 2025)

Indonesia has experienced a steady increase in internet penetration over recent years. In 2024, the number of internet users reached approximately 221 million, representing 79.50% of the national population. This figure increased to 229 million users (80.66%) in 2025 and further rose to 235 million users (81.72%) in 2026. (Indonesian Internet Service Providers Association [APJII], 2026)

Tabel I
Internet Users in Indonesia 2024-2026

Year	Number of Users	Percentage
2024	221 Million	79,50%
2025	229 Million	80,66%
2026	235 Million	81,72%

Sumber: Survei Internet APJII 2026

The continuous growth in internet usage has become a major driving force behind various transformations across society, particularly within the economic sector. Amid this digital transformation, Micro, Small, and Medium-sized Enterprises (MSMEs) have emerged as one of the sectors most significantly affected while simultaneously presenting substantial opportunities for growth. As the largest contributor to employment in Indonesia, MSMEs are required to continuously adapt to the evolving digital landscape. The adoption of digital technologies enables business owners to improve operational efficiency, expand market reach, strengthen competitive advantage, and create new business opportunities. Consequently, digital transformation has fundamentally reshaped the way MSMEs conduct business activities and foster innovation. Social media platforms such as YouTube, Instagram, TikTok, and Facebook have evolved beyond their traditional roles as communication and entertainment tools to become highly effective digital marketing channels. These platforms enable MSMEs to promote their products, establish brand identity, engage directly with customers, and implement marketing strategies at relatively low costs compared with conventional promotional methods. Through the creation of engaging digital content, MSMEs can also reach broader markets without requiring the substantial promotional budgets typically associated with large corporations. (Kotler et al., 2021) Despite these opportunities, the digital transformation of MSMEs continues to face several significant challenges. Limited access to digital technologies, inadequate digital capabilities and literacy, financial constraints, and other structural barriers often hinder the effective implementation of digital transformation initiatives. (Salam & Imilda, 2024) MSMEs play a pivotal role in Indonesia's economy. This sector accounts for approximately 99% of all business entities operating nationwide and contributes around 60.51% of the country's Gross Domestic Product (GDP). Moreover, MSMEs constitute the largest source of employment, absorbing nearly 97% of Indonesia's total workforce. (Coordinating Ministry For Economic Affairs of The Republic of Indonesia, 2024) These figures underscore the strategic importance of strengthening MSME competitiveness through digital transformation. Nevertheless, the benefits of digitalization cannot be uniformly realized across all MSME sectors. Each industry possesses distinct characteristics, operational requirements, and challenges in adopting digital technologies. MSMEs operating in the culinary, fashion, handicraft, and consumer goods sectors generally enjoy greater flexibility in utilizing digital marketing platforms. In contrast, businesses operating in highly regulated industries require a more cautious and carefully managed approach to digital transformation. One such example is the air rifle industry. (OECD, 2021) Although air rifles are not legally classified as firearms under Indonesian criminal law, their ownership, distribution, and commercialization remain subject to the provisions of Indonesian National Police Regulation (Perpol) No. 1 of 2022. These regulatory requirements directly influence the permissible scope of digital marketing and product distribution, thereby creating unique challenges for businesses operating within this industry. (Chief of The Indonesian National Police, 2022)

Previous studies on the digital transformation of Micro, Small, and Medium-sized Enterprises (MSMEs) in Indonesia have predominantly focused on the culinary (Hasan et al.,

2021), fashion (Azmi et al., 2024), and handicraft sectors (Telagawathi et al., 2022). In contrast, empirical research examining digital transformation among MSMEs operating in regulated-product industries remains relatively limited. The air rifle industry represents one such underexplored sector, particularly within the context of Society 5.0, which emphasizes the strategic use of technology to enhance both societal well-being and economic activities. This limited body of literature reveals a significant research gap that warrants further investigation. Compared with MSMEs in more conventional industries, businesses operating in the air rifle sector face greater operational complexity. They are required not only to optimize the use of digital technologies for marketing and business development but also to ensure strict compliance with security regulations and licensing requirements imposed by the relevant authorities. These distinctive characteristics make the sector an important context for examining how digital transformation can be implemented within a highly regulated business environment.

One MSME that exemplifies this context is CV. Serdadu Rifle Kediri, which has been operating since 2019. Through the consistent adoption of digital technologies, the company has successfully expanded its business and established a customer base across various regions of Indonesia. With an annual revenue of approximately IDR 1.2 billion and a marketing network that reaches customers nationwide, the company represents a suitable case for investigating digital transformation practices within regulated-product MSMEs. Accordingly, this study aims to examine how digital transformation has been implemented by CV. Serdadu Rifle Kediri, analyze its contribution to improving the company's sales performance, and interpret these findings through the perspective of Society 5.0, which advocates the utilization of digital technologies to support more effective, human-centered economic activities.

RESEARCH METHOD

This study employed a qualitative research approach using a descriptive research design and adopted a single-case study strategy, with CV. Serdadu Rifle Kediri, East Java, Indonesia, serving as the case under investigation. This approach was selected because the phenomenon of digital transformation among Micro, Small, and Medium-sized Enterprises (MSMEs) operating in regulated-product industries, such as the air rifle sector, is inherently complex and strongly influenced by real-world business conditions. Consequently, an in-depth investigation was considered essential to achieve a comprehensive understanding of the phenomenon. The study utilized both primary and secondary data sources. Primary data were collected through in-depth interviews with the owner and employees of CV. Serdadu Rifle Kediri who were directly involved in business management and the company's digital marketing activities. In addition, non-participant observations were conducted to examine the company's digital business practices and to obtain a comprehensive understanding of the implementation of its digital transformation initiatives. Secondary data were obtained from a variety of supporting documents, including the company's digital platforms, such as YouTube, Instagram, and Facebook, internal sales records, and relevant legal and regulatory documents governing the operation and marketing of air rifle products. Data were analyzed using the interactive model

proposed by Miles et al. (2014), which consists of three interconnected stages: data condensation, data display, and conclusion drawing and verification. To ensure the trustworthiness of the findings, data credibility was established through source triangulation, involving the business owner, employees, and documentary evidence, as well as method triangulation, which integrated data obtained from interviews, observations, and documentation. (Miles et al., 2014)

RESULTS AND DISCUSSION

Profile of CV. Serdadu Rifle Kediri

CV. Serdadu Rifle is a Micro, Small, and Medium-sized Enterprise (MSME) located in Kediri, East Java, Indonesia, which commenced its business operations in 2019. The establishment of the company originated from the founder's participation in an entrepreneurship training program conducted under the guidance of a trainer identified by the initial H. Drawing upon the knowledge and practical experience acquired through this program, the founder subsequently established a business specializing in the marketing and distribution of air rifles. Rather than manufacturing air rifles independently, CV. Serdadu Rifle collaborates with several manufacturing partners located in Bandung, Bojonegoro, Pare, Pasuruan, Lumajang, and Surabaya. These manufacturers function as product suppliers, while the company focuses on marketing and distributing the products through various digital platforms. From an organizational perspective, the company is led by a managing director who is responsible for overseeing all operational activities. Business development is further supported by passive investors who provide financial capital to facilitate the company's long-term growth. As of 2026, CV. Serdadu Rifle employed 18 staff members, organized into several functional divisions according to their respective responsibilities. These include a multimedia division responsible for creating and editing digital content, an administrative and customer service division responsible for managing customer communication, and an operations division responsible for product packaging, quality inspection, and administrative reporting. At the time of its establishment, the company operated with an initial capital investment of IDR 25 million, with assets and liabilities maintained in balance. Through sustained business expansion and the consistent implementation of digital marketing strategies, the company has experienced substantial growth, achieving annual revenues amounting to several billion Indonesian rupiah. The company's primary products are Pre-Charged Pneumatic (PCP) air rifles marketed under the SR Series brand. These products are available in a wide range of models, with prices ranging from approximately IDR 1 million to IDR 24 million, enabling the company to serve diverse consumer segments. Nevertheless, the highest sales volume is concentrated within the IDR 4–5 million price range. This purchasing pattern indicates that the company's customer base is predominantly composed of middle-market consumers, a segment that continues to represent both its primary target market and a key driver of its business growth.

Digital Transformation at CV. Serdadu Rifle Kediri

Since its establishment, CV. Serdadu Rifle has strategically integrated digital platforms as its primary marketing channels. The company initially adopted YouTube, followed by Facebook and Instagram, reflecting the founder's early recognition that conventional marketing approaches were insufficient to reach the geographically dispersed and community-based air rifle market. During the initial stage of business development, Facebook served as the company's most intensively utilized platform, enabling broader market penetration and facilitating access to potential customers across different regions. Meanwhile, YouTube functioned as an educational platform through which the company published product reviews, accuracy testing demonstrations, and user tutorials. Rather than serving solely as promotional content, these videos provided valuable product information that organically strengthened consumer trust and reinforced the company's brand credibility. The effectiveness of this strategy is evidenced by the substantial growth of the company's YouTube channel, which currently has approximately 290,000 subscribers, making it the largest digital audience among all of the company's online platforms. As the business expanded, CV. Serdadu Rifle diversified its digital presence by adopting TikTok while continuing to strengthen its activities on Instagram. However, the company's TikTok account was previously suspended, resulting in a substantial decline in its follower base to approximately 23,000 followers. At present, the company's Instagram account has approximately 9,000 followers. The management of all digital platforms is entrusted to an in-house multimedia team comprising content editors and on-screen presenters responsible for producing digital content. The company's digital engagement is particularly notable, generating an average of 80 to 120 customer inquiries per day, equivalent to approximately 1,600 inquiries per week. This level of interaction reflects a high degree of public interest and consumer trust in the CV. Serdadu Rifle brand. In 2024, the company further strengthened its digital transformation strategy by implementing Search Engine Optimization (SEO) to improve its organic visibility in search engine results. This initiative marked a significant progression in the company's digital maturity, shifting its strategic focus from merely establishing an online presence to optimizing its position within the broader digital search ecosystem. To support these initiatives, the company allocates approximately IDR 15–20 million annually for website maintenance and digital infrastructure. Beyond digital marketing, the company has also digitalized several operational processes. These include the implementation of the Quick Response Code Indonesian Standard (QRIS) for digital payments, the use of digital spreadsheets for order management and sales reporting, and the adoption of an internal administrative system for transaction monitoring and record management.

The Impact of Digital Transformation on Sales Performance

a. Increased Sales Volume

One of the most evident outcomes of digital transformation at CV. Serdadu Rifle is the consistent increase in sales volume over time. The company currently procures approximately 500–600 air rifles annually from its manufacturing partners. This sales volume generates monthly revenues ranging from IDR 100 million to IDR 200 million,

equivalent to approximately IDR 1.2 billion per year. These figures demonstrate substantial business growth compared with the company's initial capital of IDR 25 million at the time of its establishment. This achievement can largely be attributed to the company's digital marketing strategy, which has been implemented since the business was founded. Unlike many MSMEs that continue to rely primarily on physical retail outlets, CV. Serdadu Rifle adopted digital platforms as its principal marketing channels from the outset. This strategic decision has enabled the company to expand its customer base while consistently increasing sales transactions over time.

b. Expansion of Geographic Market Reach

The implementation of digital transformation has also substantially expanded the company's geographical market coverage. Whereas the company's customer base was initially confined to a limited local market, its products are now purchased by customers across numerous regions of Indonesia. In addition to Java, consumers are located in Sumatra, Kalimantan, Sulawesi, Maluku, and several other provinces. Since 2023, West Java has emerged as one of the company's most significant regional markets. This broad market reach demonstrates that digital technologies have effectively eliminated many of the geographical barriers that traditionally constrained MSME growth. Despite operating without branch offices or physical retail outlets outside Kediri, CV. Serdadu Rifle has successfully penetrated nationwide markets through the consistent implementation of its digital marketing strategy.

c. Brand Development and Market Trust

Beyond improving sales performance, digital transformation has played a pivotal role in strengthening the company's brand image and enhancing customer trust. Within the air rifle industry, trust constitutes a critical determinant of purchasing decisions, particularly because most transactions are conducted online and involve relatively high-value purchases, with the average product priced between IDR 4 million and IDR 5 million. To strengthen its market credibility, CV. Serdadu Rifle has strategically positioned YouTube as its primary platform for brand building. The company regularly publishes product reviews, product demonstrations, accuracy testing videos, and educational content related to air rifles, thereby providing prospective customers with comprehensive and reliable product information. As of 2026, the company's YouTube channel has attracted approximately 290,000 subscribers, while its TikTok and Instagram accounts have accumulated approximately 23,000 and 9,000 followers, respectively. These figures reflect a high level of public trust and strong brand recognition. Moreover, this digital content functions as social proof, enabling prospective customers from geographically distant regions, including Sulawesi and Kalimantan, to evaluate product quality before making purchasing decisions. Such a trust-building mechanism would be considerably more difficult to achieve through conventional marketing approaches alone.

d. Operational Efficiency

The benefits of digital transformation extend beyond marketing activities to encompass significant improvements in operational efficiency. CV. Serdadu Rifle has adopted the Quick Response Code Indonesian Standard (QRIS) as its primary digital payment system, enabling faster, more convenient, and more secure financial transactions for both customers and the company. Furthermore, order management and administrative record-keeping are supported through digital spreadsheets, allowing the administrative team to manage sales data, monitor order status, and compile transaction records more efficiently. The adoption of these digital systems has streamlined administrative workflows, accelerated operational processes, and reduced the risk of recording errors commonly associated with manual procedures. Consequently, the digitalization of business operations has not only improved organizational efficiency but has also enhanced service quality and strengthened the company's overall operational management, thereby supporting its long-term business performance and competitiveness.

Society 5.0 in the Context of CV. Serdadu Rifle Kediri

The perspective of Society 5.0, CV. Serdadu Rifle Kediri represents an example of an MSME that has successfully leveraged digital technologies while maintaining a strong human-centered orientation. Rather than replacing human labor, the company's adoption of digital technologies is intended to enhance employees' capabilities, creativity, and productivity, thereby generating added value for both the business and society. This human-centered approach reflects the fundamental principles of Society 5.0, in which technological innovation is designed to empower people rather than substitute for them. The implementation of this paradigm can be observed in several aspects of the company's operations. First, CV. Serdadu Rifle established an in-house multimedia team responsible for managing all digital content and online communication activities. This strategic decision demonstrates the company's commitment to developing employees' digital competencies instead of outsourcing these functions to external service providers. Beyond improving organizational capabilities, this initiative has also created new employment opportunities requiring digital and creative skills, thereby contributing to human capital development. Second, the company has adopted a collaborative production model through partnerships with manufacturing facilities located in several cities across Indonesia. Rather than centralizing production within a single location, the company coordinates its supply chain through an interconnected network supported by digital technologies. This collaborative approach reflects one of the defining characteristics of Society 5.0, namely the creation of value through inter-organizational collaboration, enabling business actors to achieve shared benefits without relying on centralized production systems. Third, CV. Serdadu Rifle has developed a digital business ecosystem by leveraging multiple online platforms, particularly its YouTube channel and air rifle enthusiast communities. These platforms function not only as channels for product promotion and sales but also as spaces for communication, knowledge sharing, and community engagement. Consequently, digital

technologies serve as mechanisms for fostering meaningful social interaction, enabling the company to cultivate trust, strengthen customer loyalty, and encourage collaborative relationships within its user community. In this context, digital transformation extends beyond commercial objectives by facilitating the development of long-term stakeholder relationships founded on mutual trust and shared interests. Overall, the practices implemented by CV. Serdadu Rifle Kediri demonstrate that digital transformation within MSMEs extends beyond improving business efficiency. Instead, it encompasses the enhancement of human capital, the strengthening of collaborative partnerships, and the development of an inclusive digital ecosystem that creates value for all stakeholders. This approach is fully aligned with the core philosophy of **Society 5.0**, which positions technology as a strategic enabler of human well-being and sustainable societal development rather than merely as a tool for automating business processes.

Challenges Encountered in Digital Transformation

Despite achieving substantial progress in its digital transformation journey, CV. Serdadu Rifle Kediri continues to encounter several challenges that must be addressed to ensure the long-term sustainability of its business. These challenges extend beyond technological adoption and encompass regulatory compliance and digital security, both of which have become increasingly complex as business activities rely more heavily on digital technologies and internet-based platforms. From a regulatory perspective, the company has made considerable efforts to comply with the applicable legal framework by obtaining the necessary business licenses and legal documentation, including the Business Identification Number (Nomor Induk Berusaha/NIB), the Decree of the Ministry of Law and Human Rights, and Police Work Orders (Surat Perintah Kerja/SPK) issued by the Indonesian National Police. In addition, all prospective customers are required to undergo an online identity verification process, during which mandatory supporting documents are reviewed before any transaction is approved. Although this verification system has strengthened regulatory compliance, the company continues to face challenges in retrieving historical transaction records during field inspections conducted by the relevant authorities. To address this issue, CV. Serdadu Rifle has established an internal administrative verification team responsible for reviewing transaction records and ensuring that all documentation is systematically organized and readily accessible whenever required.

In addition to regulatory compliance, cybersecurity represents another critical challenge. The company has previously experienced cyberattacks that compromised several of its digital accounts, highlighting the vulnerability of digital assets owned by MSMEs in the absence of robust cybersecurity measures. Furthermore, the suspension of the company's TikTok account demonstrated the risks associated with excessive dependence on a single digital platform. When a platform restricts or permanently suspends an account, promotional activities, customer communication, and product marketing may be significantly disrupted. Consequently, the company recognizes the importance of adopting a digital platform diversification strategy,

whereby multiple digital channels are utilized simultaneously to ensure business continuity in the event that one marketing platform becomes unavailable.

Overall, the challenges encountered by CV. Serdadu Rifle Kediri demonstrate that digital transformation extends far beyond the adoption of digital technologies. Successful implementation also requires organizations to adapt to evolving regulatory requirements, strengthen administrative governance, and enhance cybersecurity capabilities. Developing these organizational capabilities enables digital transformation to be implemented more effectively, thereby supporting long-term business resilience, operational sustainability, and continued organizational growth.

CONCLUSION

Conclusion

This study produced three principal findings. First, CV. Serdadu Rifle has implemented digital transformation progressively and consistently since its establishment in 2019. The transformation began with the development of the company's digital presence through YouTube, Facebook, and Instagram, and subsequently evolved into the implementation of Search Engine Optimization (SEO) and the digitalization of operational processes in 2024. These initiatives were further supported by the establishment of an in-house multimedia team and a well-structured digital administrative system, which collectively strengthened the company's digital capabilities.

Second, the findings demonstrate that digital transformation has significantly enhanced the company's sales performance. This improvement is evidenced by annual revenue of approximately IDR 1.2 billion, generated from an initial capital investment of IDR 25 million, the expansion of market coverage to customers throughout Indonesia, and an average digital engagement of approximately 1,600 customer inquiries per week, reflecting a high level of market trust. Notably, these achievements were attained without relying on mainstream e-commerce marketplaces; instead, the company successfully developed a digital business ecosystem centered on content-driven marketing and community engagement.

Third, when interpreted through the Society 5.0 perspective, CV. Serdadu Rifle represents an MSME model that integrates digital technologies within a human-centered framework. The company has strengthened internal digital competencies, established a collaborative production network with manufacturing partners, and transformed digital communities into an active business ecosystem that supports sustainable organizational development. These findings demonstrate that digital transformation extends beyond technological adoption and serves as a strategic mechanism for creating economic value while simultaneously fostering human capital development and collaborative business relationships.

Practical Implications

For CV. Serdadu Rifle, it is recommended to diversify its digital platform portfolio to reduce dependence on any single platform, strengthen cybersecurity measures to safeguard its digital assets, and implement a simple Customer Relationship Management (CRM) system to

support the management of its expanding customer base and enhance long-term customer relationships.

For future research, comparative studies involving MSMEs operating in the air rifle industry across different production centers or geographical regions are recommended. Such studies would provide broader empirical evidence regarding digital transformation practices and contribute to a more comprehensive understanding of the implementation of the Society 5.0 paradigm within highly regulated MSME sectors.

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