

Serpong Community Market Development Strategy South Tangerang

Agus Iwan Mulyanto, Islamic University Syekh-Yusuf, ai_mulyanto@unis.ac.id
Anggih Perian Guswan Putra, STAI Putra Galuh Ciamis, anggih.pgp@gmail.com
Erialdy, Islamic University Syekh-Yusuf, erialdy@unis.ac.id
Iman Rais Juliawan Galuh, Islamic University Syekh-Yusuf, imanrais21@gmail.com

Abstract

The purpose of this research is to formulate a community market development strategy based on local wisdom in alleviating poverty in Serpong. Research respondents were 18 officers of the people's market in Serpong. The results show that the strengths in the future are product diversity, local product uniqueness, product quality, merchandise arrangement, flexible pricing, and strategic location. Its weaknesses are the availability of a parking area, transaction processing, promotion, cooperation with the tourism industry, orderly zoning, market cleanliness, availability of public facilities, and customer service. Opportunities for the people's market in the future are the level of people's income, the rate of inflation growth, the revitalization policy of the people's market, security stability, social concern for the people's market, public appreciation, changes in people's tastes, and the adoption of information technology, while the elements that pose a threat are the existence of modern markets. in South Tangerang and its surroundings as competitors and the population growth demographic bonus. Based on the results of the SWOT analysis, the position of the people's market business is at the basis of its development strategy, namely "Growth and Development Strategy".

Keywords: business opportunities, threats, opportunities, strengths, weaknesses,

A. Introduction

In the Preamble of Law no. 7 of 2014 concerning Trade in point c. Considering that the role of Trade is very important in enhancing economic development, but in its development it has not fulfilled the need to face the challenges of national development, so it is necessary to take sides in a political economy that provides more opportunities, support and development of the people's economy which includes cooperatives and micro, small and medium enterprises as pillars. main national economic development; In the current era of globalization, the movement towards world economic liberalization is increasingly open and will certainly have an impact on market players, including the traditional retail market. The Regional Government undertakes development, structuring and fostering that is equal and fair to people's markets, shopping centers, supermarkets,

and grocery stores to create business certainty and a balanced cooperative relationship between suppliers, retailers and continue to pay attention to siding with cooperatives and micro, small and medium.

From the provisions contained in the law, it can be argued that both the central and regional governments protect the people's markets which we know as traditional markets. The people's market as referred to is carried out in the form of: a. Development and / or revitalization of people's markets; b. Implementation of professional management management; c. Facilitating access to the supply of goods with good quality and competitive prices; and / or d. facilitate access to finance for traditional market traders. Category A people with daily market operations, the total capacity of traders is at least 400 (four hundred) people, and / or land area of at least 5,000 m² (five thousand square meters).

The traditional market or traditional market of Serpong is a category A market that grows amid the entry of multi-corporate forces in the form of the construction of modern retail shopping centers with the operation of hypermarkets in large and medium cities, and the proliferation of minimarkets to the outskirts of the city, which is clearly difficult to stem in the era of the people's retail industry and Modern retail is one of the strategic industries in Indonesia explaining that this industry is the second largest sector in terms of employment, especially for lower middle class workers, the United Nation Population Fund predicts the number of micro, small and medium enterprises (MSMEs) in Indonesia. in 2018 as many as 58.97 million people, the total population of Indonesia in 2018 is predicted to reach 265 million people.

Data from the Deputy for Financing of the Ministry of Cooperatives and SMEs (Kemkop UKM), the number of micro businesses is 58.91 million units, 59 small businesses 260 units and large businesses 4,987 units. And almost 60 percent of Indonesian people still rely on the people's market, there are quite a lot of middle and lower class workers absorbed, this shows that the existence of the people's market cannot be used synergistically by the managers and traders of traditional markets.

The weakening of public appreciation and pride for things that have people's content has begun to appear abandoned, this is marked by a shift in shopping trends among various segments, from conventional public markets to modern markets that are professionally managed around Serpong Market in the region. Kota Tangerang Selatan as well, the modern market Alam Sutra, the modern market in Bintaro and the modern market in Cisauk.

The development of people's markets wisely without abandoning local wisdom, actually has a more strategic position in strengthening the people's economy because it can create business fields and jobs by involving more of the livelihoods of the surrounding community.

The unique attractiveness of the people's market as part of a tourist attraction that is supported by local cultural wisdom, which can be seen as a promising opportunity as long as it is able to work synergistically, all the potential is owned and in turn can improve the welfare of the surrounding community. If the market is not empowered or revitalized and left to die because of the presence of modern markets and hypermarkets, then it is certain that the potential for unemployment will continue to grow and in turn will burden the government.

For this reason, it is necessary to immediately anticipate the various weaknesses that still exist today, which may lead to increasingly unbalanced competition between public market shopping centers and modern markets. When there is a change in people's behavior with the weakening of respect and pride in the people's market, it could indirectly lead to structured impoverishment. Various existing weaknesses, weak market management, including in formulating the vision and mission.

Many people's market management do not have a vision and mission, while every organization should have a vision and mission so that the organization has a clear direction in its operations towards the goals to be achieved. That the mission of an organization is the starting point of a major strategic planning initiative. In addition, the right mission will have a positive influence on the achievement of organizational performance as stated (Darbi, 2012).

Low appreciation of the vision and mission statement also makes the people's market management also have a low understanding of the development of the marketing system, limited space in a narrow yard, unorganized merchandise, an unclean environment, lack of trash collection places, and unavailability of waste storage. market infrastructure facilities in the form of warehousing, as well as low quality control of the goods sold, can make the competitiveness to attract customers very weak compared to modern markets.

The weakness is that in the people's market in Serpong market, there are still tourism objects based on the agricultural sector in a broad sense, which are expected to be the main engine of the local economy for the welfare of the local community. Among the existing threats, it turns out that if you pay close attention, there are still opportunities. This is where a more careful anticipatory analysis of the environment is needed both on the internal and external aspects, so that the people's retail market will certainly be able to formulate a business strategy appropriately.

Strategy formulation based on analysis of the internal and external environment has been carried out by (Helms and Nixon, 2010), and (Antony, 2012). With the right formulation and implementation of business strategies, the existence of traditional markets will continue to exist in maintaining the stability of the regional economy, especially amid the proliferation of modern markets. The central government through the Ministry of Trade has given serious attention to the poor quality of the people's markets, by making

empowerment of people's markets a priority program by considering various key issues based on local wisdom.

Wisdom means wisdom, while local means local, so that local wisdom can be understood as the idea of a local community that is wise, full of wisdom, of good value, which is embedded and followed by members of the community who greatly determine market harmony, particularly three specific aspects that place harmonious relations between man with God, man, and the environment *habbluminallah, wahabblumminannas wa habblumminal'alamiin*.

Competitive strategy is not only considered a function but must be used as a strategic business concept, but must pay attention to all internal and external company environments, which are very specific for each organization, including the people's market.

This is because the company's internal and external factors are different for each company. Even though it has received attention from the government, the Serpong people's market has not shown any significant progress, especially in strengthening competitiveness in a synergistic manner based on local wisdom. This is still evident from some of the weaknesses and threats that are still encountered in the field, especially those related to traditional market management, more specifically related to development strategies, competitive strategies, and marketing strategies.

When competition is increasing, the competitive strategy plays a very important role in maintaining business continuity. With good management, this can create specific uniqueness that can be an attraction, not only for regular buyers but also incidental buyers such as the surrounding community, including traders between islands and even between countries based on local wisdom in an effort to win competition in the global era. hyper competitive. Therefore, innovative creative breakthroughs are needed through strategies for developing people's markets according to stakeholder needs in order to create competitive advantage, which in turn can improve community welfare.

The Research Objectives 1) Knowing the external factors which are opportunities and threats for the development of people's markets in Serpong; 2) Knowing the internal factors which are the strengths and weaknesses for the development of the people's market in Serpong; 3) Determine the position of the people's market business based on internal and external strategic factors in Serpong; 4) Formulating a community market development strategy based on local wisdom in the Serpong market. The success of an organization in achieving its goals, stated by Ingenhoff and Fuhrer (2010), which states that the company's vision and mission statement will drive the creation of a unique corporate identity as an asset to win the competition.

The same thing was conveyed, Millett (2006), and David (2011) stated that a vision is a statement of the future of an organization. David (2011) also states that the mission includes at least the following components: 1) The main components, including:

Specifications for consumer needs that the organization wants to satisfy in their real form in the form of goods and services produced; Specifications of the intended market segments as target groups and marketing areas to be reached; Technology specifications and managerial functions are used to meet the needs of selected customers. 2) Complementary components, including: commitment to survival, growth and profit; Formulation of a profit-oriented organizational philosophy; The concept of identity; The desired PD Pasar image has to be committed to employees or members of an organization and customers; social responsibility to society.

The main components of the mission statement, such as the existence of a product, market and functions carried out by the company, have also been studied (Pakneiat et al., 2010). The company's mission statement has a positive and significant impact on the achievement of company performance, it is revealed from the results of research conducted (Darbi, 2012).

SWOT analysis can be classified as follows: Strength (strength) is a resource of skills or advantages relative to competitors and the market needs of the company that can be served. Weaknesses are limitations or deficiencies in resources, skills and abilities that seriously hinder the effective performance of a company. Opportunities (Opportunities), namely a favorable situation in the main company environment. Threats (threats) are unfavorable situations in the environment of a company, which are obstacles to the company's position. (David, 2011: 30).

Carlsen and Andersson (2011), and Koo et al. (2012): using a SWOT analysis in order to identify opportunities. The entry of new competitors, slow market growth, bargaining power of buyers, changes in technology and new regulations can be a threat to the company. Included in it are threats that arise from various changes in the external environment, and determine the strengths and weaknesses of the company from existing resources as a basis for formulating its business strategy (Antony, 2012).

B. Methodology

The research was conducted in the Pasar Rakyat area of Serpong, and the samples, interviews and observations were 12 of the 18 PD Pasar actors scattered in the Serpong market. The preparation of strategic planning according to David (2011) is taken through three stages, as follows: 1) Data Collection Stage, at this stage the activities carried out are data collection, data classification and data pre-analysis, which are used in two types, namely external and internal data; 2) Analysis stage, in this stage quantitative and qualitative models of strategy formulation are used, after collecting all the information that affects the continuity of PD Pasar. In this research, Internal-External Matrix and SWOT Analysis will be used.

C. Discussion.

The people's market operates as a morning market that sells a variety of household needs and a night market that sells a variety of culinary needs. This market location is very strategic, usually in the middle of the community. The people's market grows into a common income that encourages the economic development of rural communities. This External Internal Matrix was developed from the General Electric model (GE-Model).

The parameters used include the internal strength parameters of the PD Market and the external environmental conditions faced with the aim of obtaining a business position, which is then based on the business position that the business development strategy is chosen to implement.

The matrix is based on 2 key dimensions: the total weighted EFAS score and the total weighted IFAS score. The total EFAS scores assigned a weighting of 1.0 to 1.99 were considered low, with scores of 2.0 to 2.99 being average and 3.0 to 4.0 being high.

Likewise, the IFAS values that are weighted from 1.0 to 1.99 indicate a weak internal position, values from 2.0 to 2.99 are considered moderate-average and values from 3.0 to 4.0 are strong.

Efforts that can be done are by minimizing costs, so as to increase profits, this can be achieved by lowering prices, developing new products, increasing the quality of products or services, or increasing access to a wider market. This method is the most important strategy if the PD Market conditions are in rapid growth and there is a tendency for competitors to engage in price wars in an effort to increase market share.

Thus, companies that have not yet reached critical mass (gaining profit and large-scale production) will experience defeat, unless this PD Market can focus on certain profitable markets. 1). Strategy for concentration and diversification growth, there are two basic strategies and growth at the corporate level, namely concentration in one industry or diversification into another industry. Regional market companies that have good performance tend to hold concentration, their tendency to diversify in order to improve their performance and choose a concentration strategy, to be able to grow through horizontal and vertical integration, internally through their resources, or externally using outside resources, if PD Pasar Choosing a diversification strategy, the company can grow through conglomerate concentration or diversification, both internally through new product development, and externally through acquisitions.

No	Internal Strategic Factors	Weight (%)	Rating	Score
1	Product diversity	7,49	4,50	0,3371
2	The uniqueness of local products	7,40	4,50	0,3330
3	Product quality	7,48	4,00	0,2992
4	Arrangement of merchandise	7,40	5,00	0,3700
5	Flexible pricing	6,85	5,00	0,3425
6	Strategic location of the market	6,57	3,50	0,2299
7	Availability of parking area	6,85	3,50	0,2398
8	Fast transaction processing	6,85	4,00	0,2740
9	Promotion	6,85	3,50	0,2398
10	Cooperation with the tourism industry	7,22	4,00	0,2888
11	Orderly zoning footprint	7,22	4,00	0,2888
12	Market cleanliness	7,22	3,50	0,2527
13	Availability of public facilities	7,30	4,00	0,2920
14	Friendly service	7,30	4,00	0,3285
Total		100		3,6023

Source: 2018 research data processing results.

2). Growth through concentration can be achieved through vertical integration by means of backward integration (taking over the function of suppliers) or by forward integration (taking over the function of distributors), which is the main strategy for companies that have a strong market competitive position (high market share) in the industry. high attractiveness, to increase its business strength or competitive position, the company must carry out cost efforts and efficient operations to control the quality and distribution of products. Visual integration can be achieved both through internal and external resources. 3). Concentration through horizontal integration. The growth strategy through horizontal integration is an activity to expand the company by building in other locations, and increasing the types of products and services.

If the company is in a very attractive industry, the aim is to increase sales and profit, by taking advantage of the advantages of economies of scale both in production and marketing. Meanwhile, if the company is in a moderate attractive industry, the strategy to be implemented is to consolidate relatively more defensively. that is to avoid losing sales and losing profits. Companies in this cell can expand markets, production facilities, and technology through internal and external development through acquisitions or joint ventures with other companies in the same industry. 4) Concentric diversification. The growth strategy through diversification is generally carried out by companies that have very strong conditions (competitive position) but very low value of industrial attractiveness.

The company tries to use its strengths to make new products efficiently because this company already has good manufacturing and marketing capabilities. The principle is to create synergy ($2 + 2 = 5$) in the hope that the two businesses together can create more profit than doing it separately. and 5) diversification of conglomerates, a growth strategy through unrelated business activities if the company faces a competitive position that is not very strong (average) and the value of its industrial attractiveness is very low. These two factors force companies to enter into other companies. However, when the company reaches a mature stage, a company characterized by an average competitive position tends to decline in performance.

For this reason, a conglomerate diversification strategy is needed. The emphasis of this strategy is more on financial synergy than on product market synergy (as found in the concentric diversification strategy). At the decision-making stage, a quantitative strategy planning matrix is made, namely the application of the existing matrix at the analysis stage with the conditions of the company being analyzed. Furthermore, external strategic factors and internal strategy factors are given weight and rating, which are then multiplied by the rating. Based on the calculation of the weight and rating, the condition of the company will be seen so that decisions can be made about which strategy should be chosen for implementation.

To carry out a series of analyzes and diagnosis of the external strategic environment, first weighting is carried out on the external strategic environment variable indicators and followed by the determination of the rating and finally the total score is calculated which determines whether changes in the external environment provide opportunities or threats to the development of people's markets.

Based on the results of the EFE Matrix analysis, the overall total weight score was 3.7562. From the total weighted value of 3.7562 (greater than the cut off value = 3) it can be said that in the future (2014-2018), Pasar Rakyat will get more opportunities compared to the past period because there is a change in the total score. from 3.0625 to 3.7562. shows the strengths or weaknesses of the people's market development in Serpong, the weight value, which is the multiplication of weight and value, where the total score will be able to conclude whether the company has strengths or weaknesses in general. The total score results show a number of 3.6023.

This means that in the 2014–2018 period, a series of analyzes and diagnoses of the external strategic environment were first weighted to the indicators of internal strategic environmental variables and continued with the determination of the rating and finally the total score that determined changes in the external environment of Pasar Rakyat would show a higher capability. compared to the previous five years.

No	External Strategic Factors	Weight (%)	Rating	Score
1	Community income level	12,50	5	0,6250
2	Inflation growth rate	10,00	4	0,4000
3	Traditional market revitalization policy	12,50	4	0,4000
4	Conducive safety stability	8,75	4	0,3500
5	Social concern for traditional markets	10,00	3,5	0,3500
6	Community appreciation	10,00	4	0,4000
7	Changes in people's tastes	10,00	3,5	0,3500
8	Adoption of information technology	7,50	3,5	0,2625
9	Modern markets as competitors	8,75	2,5	0,2187
10	Population growth	10,00	3	0,3000
Total		100		3,7562

Source: 2018 research data processing results.

Based on the results of the IFE matrix analysis, the overall total weight score is 3.6023. From the total weighted value of 3.6023 (greater than the cut off value = 3) it can be said that in the future (2014-2018), Pasar Rakyat will gain more capabilities than the past period because there is a change in the total score. from 3.0625 to 3.6023. shows the empowerment of opportunities or threats to the development of people's markets in Serpong, the value of weight, namely the multiplication of weight and value, where the total score will be able to conclude whether the company has strengths or weaknesses in general.

The result of the total score shows a number of 3.6023 This means that in the period (2014-2018), a series of analyzes and diagnoses of the internal strategic environment were first weighted to the indicators of internal strategic environmental variables and continued with the determination of the rating and finally the total score that determined the determination was carried out. changes in the internal environment of the People's Market will show a higher capability compared to the previous five years.

The SWOT analysis which is equipped with an Internal-External matrix approach developed from the General Electric model shows the results of research data processing that the strategic position of the people's market is classified as above the cut off. This condition indicates that the people's market is in fast growth, which is located in the cell one part of the left corner, so it is very prospective for the development of a traditional market marketing system.

Thus, the relevant strategy implemented by public market managers is a Growth Strategy with several alternatives, such as vertical integration, market development, market penetration and product development. The strategic implication is that it can still

be directed to further increase the use of the factors that are part of the opportunities and strengths of the People's Market selectively and at the same time always try to increase creativity through careful planning in order to turn the factors of threats and weaknesses into opportunities. Based on several alternative growth strategies or development strategies for the People's Market, the most likely to be chosen are the market penetration strategy and the product development strategy.

Based on the research findings, several important things can be described as follows: 1) It is necessary to immediately anticipate the various weaknesses and threats that are still visible today, so as not to cause increasingly unbalanced competition between public market shopping centers and modern markets, especially the weaknesses. competence of traders in developing consumer behavior-based people's market marketing system in order to make it a competitiveness to attract customers; 2) In order to further enhance the strategic position of the People's Market, it is recommended that market managers implement a hold and maintenance strategy which consists of two main strategies, namely a market penetration strategy and a local wisdom-based product development strategy, so that upstream and boils down to welfare and the environment. 3) The market penetration strategy is intended to utilize the existing market share by improving the quality of existing services more wisely and wisely. Meanwhile, the product development strategy is to serve a new market share by diversifying products, not only limited to household products but also synergistic development with various souvenir products; 4) The leaders of the people's market managers can make policies that are able to overcome existing weaknesses such as: thinking about allocating funds to better increase the availability of public facilities in the market, inviting academics to provide training for traders so that their competence can be improved.

D. Conclusion

Based on the results of the analysis described above, especially regarding the development strategy of the people's market and its opportunities, the following conclusions can be drawn: 1) Factors that are opportunities for the development of people's markets in Serpong from the current external environment are: the level of community income, security stability, social concern for the people's market, changes in people's tastes, and for the future are: the level of public income, inflation growth rate, public market revitalization policies, security stability, social concern for traditional markets, public appreciation, changes in people's tastes, and adoption of information technology; Meanwhile, the current threats are: the inflation growth rate, the people's market revitalization policy, the public's appreciation, the adoption of information technology, the modern market as a competitor and the development of the population, and in the future are: the modern market as a competitor and the development of the population; 2) The factors that are a strength for the People's Market at this time, are product diversity, local product uniqueness, product quality, merchandise arrangement, flexible pricing, and strategic location, and for the future are: product diversity, product uniqueness local,

product quality, merchandise arrangement, flexible pricing, and strategic location, availability of parking areas, transaction processing, promotions, cooperation with the tourism industry, orderly zoning, market cleanliness, availability of public facilities, and customer service. The current weaknesses of the People's Market are: the availability of parking areas, transaction processing, promotion, cooperation with the tourism industry, orderly zoning, market cleanliness, availability of public facilities, and consumer services, and for the future, the results of predictions and analysis show no weaknesses. that appears provided everything is fixed; 3) Based on the Internal-External Matrix analysis, it shows that the position of the People's Market business, which means that the attractiveness of the industry is still high and its business strength is also high; and 4) Referring to the business position, the most relevant strategies applied by the managers of Pasar Rakyat in Serpong are Growth and Development Strategies, namely strategies consisting of market penetration and product development. The implication for the development of the people's market marketing system is that it needs to be directed to further increase the utilization of the factors that are part of the opportunities and strengths of the People's Market selectively and at the same time always trying to increase creativity through careful planning in order to change the factors of threats and weaknesses. it becomes an opportunity.

Referensi.

- Ahmed, A.M., Zairi, M. and Almarri, K.S. 2006, "SWOT analysis for Air China performance and its experience with quality", *Benchmarking*, Vol. 13 No. 1/2, pp. 160-73.
- Antony Jiju, 2012, A SWOT analysis on Six Sigma: some perspectives from leading academics and practitioners, *International Journal of Productivity and Performance Management*, Vol. 61 No. 6, pp. 691-698.
- Biloslavo Roberto and Lynn Monty, 2007, Mission statements in Slovene Enterprises, *Management Decision*, Vol. 45 No. 4, pp. 773-788.
- Carlsen Jack and Andersson Tommy D, 2011, Strategic SWOT analysis of public, private and not-for-profit festival organizations, *International Journal of Event and Festival Management*, Vol. 2 No. 1, pp. 83-97
- Coman, A. and Ronen, B. 2009, Focused SWOT: diagnosing critical strengths and weaknesses, *International Journal of Production Research*, Vol. 47 No. 20, pp. 5677-89.
- Darbi, W.P.K. 2012, How do high-performing organizations define their mission in Ghana? *African Journal of Economic and Management Studies*, Vol. 3 No. 2, pp. 184-203.

- David Fred R., 2011, *Strategic Management Concept and Cases*, 13th ed. Pearson Prentice Hall.
- Davis Stan, 1993, *Twenty Tips for Developing 20/20 Vision for Businesses*, *Journal of Management Development*, Vol. 12, No. 6, pp. 15-21. Davis
- Evans, C. and Wright, A. 2009, "How to conduct a SWOT analysis", *The British Journal of Administrative Management*, Vol. 24, pp. 10-34.
- Maslen, R and Platts, KW. 1997, *Manufacturing vision and competitiveness. Integrated Manufacturing Systems*, Vol. 8, No. 5, pp. 313-322.
- Millett, S.M., 2006. *Futuring and Visioning: Complementary Approaches to Strategic Decision Making*, *Strategy & Leadership*, Vol. 3, No. 34, pp. 43050
- Nielsen, A.C., 2006, *Asia Pacific Retail and Shopper Trends*, Retail Asia Online, www.centralfoodhall.com, www.fitch.com
- Helms Marilyn M. and Nixon Judy, 2010, *Exploring SWOT analysis – where are we now? A review of academic research from the last decade*, *Journal of Strategy and Management* Vol. 3 No. 3, 2010 pp. 215-251.
- Ingenhoff Diana and Fuhrer Tanja, 2010, *Positioning and differentiation by using brand personality attributes Do mission and vision statements contribute to building a unique corporate identity? Corporate Communications: An International Journal*, Vol. 15 No. 1, pp. 83-101
- Kakabadse, A. and Kakabadse, N. 2001, "Essence of leadership", *Leadership & Organisational Development Journal*, Vol. 22 No. 5, pp. 249-52.
- Koo Hannah, Chau Ka-Yin, Koo Leung-Chi, Liu Songbai, Tsui Shu-Chuen, 2010, *A structured SWOT approach to develop strategies for the government of Macau, SAR*, *Journal of Strategy and Management*, Vol. 4 No. 1, pp. 62-81
- Nimwegen Gertjan van, Bollen Laury, Hassink Harold and Thijssens Thomas, *A stakeholder perspective on mission statements: an international empirical study*, *International Journal of Organizational Analysis*, Vol. 16 No. 1/2, pp. 61-82
- Pakneiat Mohammad, Panahi Monireh and Noori Javad, 2010, *Firm capabilities and diversification: how mission matters*, No. 5, pp. 255-262.