

Improvement and Rejuvenation of Traditional Markets Based on SWOT Analysis in the City of South Tangerang

Fahmi Susanti^{1,*}, Derizka Infa Jaswita¹, Nurwita¹, Iis Novianti¹, Gina Fauziah¹

Universitas Pamulang

JL.Surya kencana No.1 Pamulang, South Tangerang and 15417, Indonesia

Corresponding Author Email: dosen02024@unpam.ac.id

ABSTRACT. The objective of the research is to analyze the appropriate strategy for improvement and rejuvenation of traditional markets in the city of South Tangerang. The study was constructed at Serpong traditional market, Jombang traditional market, Ciputat traditional market, Bintaro Sektor 2 traditional market. The research used combine method, the analysis approach with the case study method, and literature studies. The data collection techniques are collected by interviewing team formation and direct observation. The result showed that the improvement rejuvenation of traditional markets in the city of South Tangerang have not been done optimally. The value of IFAS and EFAS of Serpong traditional market were 3.19 and 3.1. The value of IFAS and EFAS of Jombang traditional market were 3.66 and 3.52. The value of IFAS and EFAS of Ciputat traditional market were 3.66 and 3.44. The value of IFAS and EFAS of Bintaro Sektor 2 traditional market were 3.71 and 3.28. It showed that the strength was stronger than the weakness. The result of SWOT analysis collected from these 4 traditional markets was in quadrant 1. The appropriate strategy on this position was growth-oriented strategy.

Keywords: EFAS, IFAS, SWOT Analysis.

1. INTRODUCTION

Market is a place for seller and buyer to meet up to trade goods or services in form of production and determining prices. Market is an economic element that can bring wealth and prosperity to human life. Another condition to establish market is an encounter of seller and buyer in one place or another. It is divided into two forms, the traditional market and the modern market. The traditional market is a market built by local government, private, cooperative, or community center in form of kiosk and tent shops that is run by small businesses and capital through bargaining in the process of trading (Permendagri, 2007). The traditional market also serves as a center for social-economic sociality, thus the pattern of economic relationships that take place in traditional market gives the results in close social interaction between the seller and the buyer.

Among the first forms of business that underpin economic growth is the presence of traditional market. It has contributed greatly to help achieving stability in dealing with economic dynamics. It even

survived in the storm of the economic crisis, it means that traditional market played a major role in establishing government enterprises to create jobs, increasing income and reducing the number of unemployed in the community. The existence of traditional market itself is a form of improving the economic level and to meet the needs of life of its owners. Traditional market is run by relying on intuition and business. There are many factors which are considered in judging whether it will help developing traditional market or not.

Those include market opportunities, competitive conditions, business trends and so on. In order to become more competitive and to have a good development prospect, it would be best to conduct a more efficient study of business before establishing it. It is helpful to determine whether they will be able to compete and survive among others and see the future development in the form of various aspects and perspectives.

As the time goes by, modern market, such as supermarket and minimarket, has emerged continuously. Eventually, it has cornered traditional

market in metropolitan society even to remote district. Contrary to traditional market, modern market has attracted society for its variegated prices, quality and availability for items, as well as quick services it offered to the customer. These problems cause traditional market to be intimidated by society. Uncomfortable and unsafe environment in traditional market has made it lost to the ambience of the modern market.

According to 'Presidential Regulation number 112 year 2007 concerning Organization and Direction of Traditional Markets, Shopping Centers, and Modern Stores', The government of South Tangerang City has obligation to contribute in solving this problem. One of solutions to achieve the survival of traditional market are to restructure, accelerate rejuvenation, and promote the label of traditional market along with the trend of digital era. These solutions could make traditional market competing with modern market. The process of rejuvenation could be initiated from the rearrangement of traditional market's spatial layout to overthrow the infamous image of traditional market. Later on, optimising the human resources management could be done successfully.

There are some traditional markets in city of South Tangerang which have both physical and intangible problems such as disorganized-spatial building layout, negative image of traditional market, outdated marketing strategy, and declining income as per data stated. As the preceding statements asserted, writer decided to conduct research with the title of it is 'Improvement and Rejuvenation of Traditional Markets Based on SWOT Analysis in The City of South Tangerang'

The formulation of research problems are 'How are the improvement and rejuvenation of traditional market in the city of South Tangerang?' and 'What is the appropriate strategy to improve the condition of traditional market in the city of South Tangerang?'

The objectives of the research are to comprehend and analyze descriptively the improvement and rejuvenation of traditional market in the city of South Tangerang and the appropriate strategy to improve the condition of traditional market in the city of South Tangerang.

1.1 Human Resources Management

Human Resources Management is a sequence of efforts to adjust to the progress of globalization in

order to press the wasting with accurate and meticulous attitude.

1.2 The Design of Rejuvenation

The design of rejuvenation is a way or activity that regulates things or objects before an action is taken so that it has more value and benefits. Design is physical translations of social, economic and human life aspects that reflect the cultures itself.

1.3 Image

Image is an impression or representation that appears naturally based on its appearance. Appreciation toward observation is commonly used as responses in many forms, such as creation, activity, or target that have been determined. There are two types of responses, the positive response, the one that is supportive and commendable toward creation or activity. The other type is negative response that contains rejection and discord. Thus, the image of market is the satisfaction benchmark of society which expressed by opinion, memory, or response. Image is established upon benefit-orientation.

2. METHODS

2.1 Time and Location

The research has been conducted for 6 months. It took place in four different traditional markets in the city of South Tangerang: Serpong Traditional Market, Ciputat Traditional Market, Bintaro Sector 2 Traditional Market, and Jombang Traditional Market.

2.2 Research Method

The research used combination approach method, those are triangulation technique and SWOT analysis which obtained materials will be studied thoroughly and written in form of narration and digits. This method is used to explore and analyze problems that will provide formulation of strategy that are considered better and more tactical in the effort of developing market. The result of sequences of analysis will provide alternative concern.

2.3 Population and Sample

The purposive sampling technique is to set the informant. The sample are Chief of Industry and Trade Service (Dinas Perindustrian dan Perdagangan) in the city of South Tangerang, market keepers market managers, and buyers. The

population are sellers and buyers in these four traditional markets.

2.4 Data Determination Techniques

It consists of: secondary data and primary data.

2.5 Data Analysis Method

The method used in this research were:

2.6 Construct Validation

Construct validation with intention of guaranteeing the validation of data that was obtained. The research used triangulation technique which is the process to check the truth of the item by comparing the material obtained from other sources when conducted research in field or at different times (Nasution, 2003:115). The technique used were source triangulation and triangulation method.

- Source Triangulation means the researchers do comparison data from some different sources and verification of information in qualitative research
- Triangulation Method is a method to check validation of obtained information by comparing regular pattern at different time.

A. SWOT Analysis

Later on, the triangulation technique was combined and forwarded to "IFAS EFAS Matrix" with the intention of considering what appropriate technique would be implemented to make it more productive, and also with anticipation of producing and applying the right planned strategy. Then it would create strategy formulation that valued better and more tactical in effort of developing the market. The result of these sequences would provide alternative recommendation.

3. RESULTS AND DISCUSSION

3.1 Internal Strength Factor

Strategic location, generally close to health facilities, provided complete daily needs, and inexpensive.

3.2 Internal Weakness Factor

The dense number of street vendors make traffic jam, no renewal on the market so that commodities and services tend to be outdated, bargaining activities that are difficult to change, too crowded, poorly managed waste management, many extortions (around 50,000 people/day), muddy road, the unpleasant smell on market, narrow parking lot,

public transportations that park carelessly.

3.3 Opportunity Factor

The orderly distribution of vendor stalls according to the goods that are sold so the buyer is not confused in looking for what they need, garbage or waste can be used as fertilizer, inorganic waste can be used as handicrafts so that it can open up new jobs for the community, the traditional market is a wholesale center for retail vendors, the intervention of the government or private parties in developing this market, the market can work with the public to add parking

3.4 Threat Factor

Rapid technology development makes traditional markets left behind, for example in the transaction process is still using cash and no other alternatives, a lot of modern markets are flock in close ranged resulting a competition which sometimes weaken traditional markets, coordinated environment hygiene makes the modern market more comfortable, the modern market marketing strategies such as sales and price discounts, short duration for traditional markets, compared to modern markets which can be more than 10 hours.

TABLE 1. The Value Of Ifas And Efes Of Serpong Traditional Market

Factor		"Integrity"	"Rating"	"Score"
"IFAS STRENGTH"				
1	Reachable location	0,08	4	0,32
2	Affordable price	0,15	4	0,6
3	Negotiable price	0,17	4	0,68
4	Near "Business and Education Center"	0,06	4	0,24
				1,84
"IFAS WEAKNESS"				
1	Drainage system	0,06	2	0,12
2	Traffic jam around market	0,15	3	0,45
3	Illegal levies	0,06	3	0,18
4	Narrow parking lot	0,06	2	0,12
5	Security	0,06	3	0,18
6	Numerous street vendors	0,15	2	0,30
Total		1,0		1,35 3,19
"EFAS OPPORTUNITIES"				

1	Wholesale center	0,05	4	0,2
2	Market's rejuvenation	0,1	2	0,2
3	Demography	0,15	4	0,6
4	Support of regional government	0,1	3	0,3
5	Payment modernization	0,1	2	0,2
				1,5
"EFAS THREAT"				
1	"Modern market"	0,1	4	0,4
2	Change of lifestyle	0,1	4	0,4
3	Change of spatial layout	0,1	3	0,3
4	Illegal levies	0,1	3	0,3
5	Security coordination	0,1	2	0,2
Total		1		1,6 3,1

TABLE 2. The value of IFAS and EFAS of Jombang traditional market

Factor		"Integrity"	"Rating"	"Score"
"IFAS STRENGTH"				
1	Reachable location	0,04	4	0,16
2	Variegated items	0,15	4	0,6
3	Affordable price	0,16	4	0,64
4	Negotiable price	0,15	4	0,6
5	Open 24 hours (non-stop)	0,04	4	0,16
				2,16
"IFAS WEAKNESS"				
1	Traffic jam around market	0,12	4	0,48
2	Unpleasant smell of market's waste	0,03	3	0,09
3	Old building	0,12	3	0,36
4	Narrow parking lot	0,1	3	0,3
5	Located on side street	0,09	3	0,27
Total		1,0		1,5 3,66

"EFAS OPPORTUNITIES"				
1	Bargaining is applicable	0,10	4	0,40
2	Demography factors	0,1	4	0,40
3	Market's rejuvenation	0,12	3	0,36
4	Wholesale center	0,10	4	0,40
5	Payment modernization	0,12	1	0,12
				1,68

"EFAS THREAT"				
1	"Modern market"	0,12	4	0,48
2	Change of lifestyle	0,12	4	0,48
3	Change of spatial layout	0,10	4	0,40
4	Market competition	0,12	4	0,48
Total		1,0		1,84 3,52

TABLE 3. The value of IFAS and EFAS of Bintaro Sektor 2 traditional market

Factor		"Integrity"	"Rating"	"Score"
"IFAS STRENGTH"				
1	Negotiable price	0,12	4	0,48
2	Wide parking lot	0,10	3	0,30
3	Affordable price	0,12	4	0,48
4	Accessible	0,09	3	0,27
5	Cleanliness	0,12	4	0,48
				2,01

"IFAS WEAKNESS"				
1	Unstrategic location	0,11	4	0,44
2	Market's nameplate	0,1	3	0,30
3	Conventional payment system	0,12	4	0,48
4	Short operating duration (6 hours)	0,12	4	0,48
Total		1,0		1,7 3,71

"EFAS OPPORTUNITIES"				
1	Market's access	0,12	3	0,36
2	Market's building	0,10	4	0,4
3	Completeness of items	0,12	4	0,48
4	Payment modernization	0,12	4	0,48
				1,66
"EFAS THREAT"				
1	"Modern market"	0,15	4	0,60
2	Change of lifestyle	0,15	2	0,30
3	Promotion	0,12	3	0,36
4	Society's paradigm	0,12	3	0,36

Total	1,0		1,62
			3,28

TABLE 4. The value of IFAS and EFAS of Ciputat traditional market

‘Factor		“Integrity”	“Rating”	“Score”
“IFAS STRENGTH”				
1	Strategic location	0,12	4	0,48
2	Negotiable price	0,12	4	0,48
3	Affordable price	0,12	4	0,48
4	Variegated Items	0,1	3	0,3
				1,74
“IFAS WEAKNESS”				
1	Street vendors	0,15	4	0,6
2	Traffic jam around market	0,15	4	0,6
3	Unpleasant smell	0,12	3	0,36
4	Old building	0,12	3	0,36
Total		1,0		1,92
				3,66

“EFAS OPPORTUNITIES”				
1	Wholesale center	0,15	4	0,6
2	Market’s rejuvenation	0,1	2	0,20
3	Demography factors	0,15	4	0,60
4	Payment modernization	0,12	2	0,36
				1,76
“EFAS THREAT”				
1	“Modern market”	0,12	4	0,48
2	Change of lifestyle	0,12	4	0,48
3	Change of spatial layout	0,12	3	0,36
4	Market competition	0,12	3	0,36
Total		1,0		1,68
				3,44

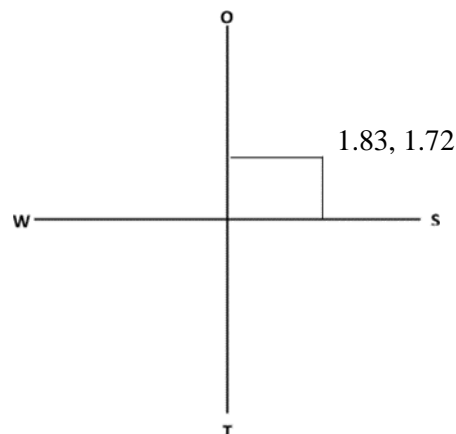


FIGURE 1. SWOT Analysis

4. CONCLUSION

After conducting SWOT analysis, the results of the data collected from Serpong Traditional Market, Ciputat Traditional Market, Bintaro Sector 2 Traditional Market, and Jombang Traditional Market showed that it is in quadrant 1, that means it is in benefit condition. Appropriate strategy that must be implied is aggressive strategy so that it can compete with modern market.

REFERENCES

- [1] Al Masitoh, E. (2013). Upaya Menjaga Eksistensi Pasar Tradisional: Studi Revitalisasi Pasar Piyungan. Bantul: Jurnal PMI.
- [2] Alfianita, E., & Andy, f. (n.d.). Revitalisasi Pasar Tradisional dalam Good Governance (Studi di pasar tumpeng Kab.Malang). Jurnal Administrasi Publik (JAP), 3(5), 758-762.
- [3] Anggraini, G., Amalia, D., Hermawan, F., & Ismiyati. (2016). Standar Revitalisasi Pasar Tradisional; Di Indonesia (studi Kasus Pasar Tradisional Di Kota Semarang). *Jurnal Karya Teknik Sipil*, 5 (2), 211-219.
- [4] ArRosyidi, H. M. (2016). Analisis Implementasi Revitalisasi PT IR Soekarno Kab.Sukoharjo Dalam Rangka Meningkatkan kualitas Pelayanan. *Universitas Diponegoro Semarang*.
- [5] Caroline. (2011). *Studi Kelayakan Pasar Ngaliyan Kota Semarang*. Semarang: Jurnal

- Dinamika Manajemen 2(2).
- [6] Dewar, D., & D, V. (2007). Perubahan fungsi koridor jalan suryono akibat keberadaan Pasar Bulu Semarang. Semarang.
- [7] Dwi, U. (n.d.). *Pengembangan Pasar Tradisional Menghadapi Gempuran Pasar Modern di Kota Yogyakarta*. Semarang: Proceeding Simposium Nasional ASIAN III, Universitas 17 Agustus 1945.
- [8] Ekomadyo, S, A., & Hildayatsyah, S. (2013). Isu, Tujuan, dan Kriteria Perancangan Pasar Tradisional, (Temu Ilmiah IPLBI).
- [9] Fanani, F., & Fitrotun, N. (2013). Manajemen Strategi Pengelolaan Ketertiban Pedagang di pasar Tradisional Jagir Surabaya. (<http://ejournal.unesa.ac.id>).
- [10] G, Q. C. (2014). Model Penataan Pasar Tradisional Berdasarkan Karakteristik Kegiatan. Fasilitas dan Utilitas, Studi Kasus Pasar Tanjung di Kabupaten Jember (<http://repository.unej.ac.id>).
- [11] Genah, T., & JL, K. (2013). Redesain Pasar Tradisional Bersehati di MANado . <http://ejournal.unesa.ac.id>.
- [12] Lukito, Y. N. (2018). Revitalisasi Ruang Pasar Tradisional Melalui Pendekatan Desain dan Interaksi Pengguna Ruang. Yogyakarta: Deepublish (grup penerbitan CV BUDI UTAMA).
- [13] Malano, H. (2011). *Selamatkan Pasar Tradisional*. Jakarta: PT Gramedia Pustaka.
- [14] Nugroho, Asa, B. A., & Nurcahyanto, H. (2014). Strategi Pengembangan Pasar Tradisional di Kota Jakarta. *Jurnal Fakultas Ilmu Sosial dan Ilmu Politik Universitas Diponegoro*:3(<http://download.portalgaruda.org>).
- [15] Peraturan Daerah No 9 Tahun 2013 tentang peraturan Pasar Tradisional. (2013).
- [16] Rufaidah, P. (2008). Peran Teknologi Komunikasi Dalam Rantai Nilai Pedagang di Pasar Tradisional. *Sosioteknologi Edisi 14*, 7, 405-408. Retrieved from <http://download.portalgaruda.org>
- [17] Suartha, N. (2016). Revitalisasi Pasar Tradisional Bali Berbasis Pelanggan (Studi Kasus di Kabupaten Gianyar). Jakarta: Rajagrafindo persada.
- [18] Sugiyono. (2012). *Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta.
- [19] Sugiyono. (2014). Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif Dan R&D . Bandung: Alfabeta.
- [20] Sugiyono. (2016). Metode Penelitian kuantitatif Kualitatif dan Kombinasi (Mixed Methods). Bandung: Alfabeta.
- [21] Susanti, F. (2019). Peran Satuan Polisi Pamong Praja Dalam Penataan Pedagang Kaki Lima studi kasus pada Pasar Serpong (Kecamatan Serpong). *Jurnal Ilmiah Manajemen Forkamma 2(1)*, Unpam Press, 2(2), 1-17. doi:DOI: 10.32493/frkm.v2i2.3402
- [22] Susanti, F., & Novia. (2019). Peran Satuan Polisi Pamong Praja Dalam Penataan Pedagang Kaki Lima studi kasus pada Kota Tangerang Selatan. *Inovasi Jurnal Ilmiah Ilmu Manajemen*, 6(2), 59- 68. doi:DOI: <http://dx.doi.org/10.32493/Inovasi.v6i2.p59-68.3679>
- [23] Undang, U. (2013). Republik Indonesia. Peraturan Menteri Perdagangan RI No 70 Tahun 2013 tentang Pedoman Penataan dan Pembinaan Pasar Tradisional, Pusat Perbelanjaan dan Toko Modern. Jakarta: Sekretariat Jenderal Kementerian Perdagangan.
- [24] Undang, u. (2015). Republik Indonesia. *Standar Nasional Indonesia Pasar Rakyat* . Jakarta: Republik Indonesia.
- [25] (n.d.). Retrieved 2 8, 2020, from <https://sleekr.co/blog/analisis-swot-untuk-bisnis-umkm/>.
- [26] (n.d.). Retrieved 2 8, 2020, from <https://ryuzakifaiz.blogspot.com/2013/12/analisis-swot-kekuatan-kelemahan.html>.
- [27] (2020, 2 8). Retrieved from <https://muamala.net/teoti-analisis-wot/>. (2020, 2 8). Retrieved from <https://makalahperencanaanpembelajaran.blogspot.com/2011/05/analisis-pasar-tradisional-ditengah.html>.
- [28] (2020, 2 8). Retrieved from <https://makalah-smp-sma-lkp.blogspot.com/2013/07/analisis-aksesibilitas-konsumen-pada-html>.