

# Semi-Modern Market Competitiveness Strategy In The Era of Digital Disruption

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## Abstract

The bad stigma in traditional markets has resulted in some of the visitors looking for alternative shopping places. Existing market management has not been able to anticipate changes that occur in society. The existence of modern retail rivals traditional markets. The emergence of several new business models such as e-commerce and market places has made consumer spending patterns shift from conventional to digital. The purpose of this study is to analyze the internal and external factors of traditional markets, formulate traditional market competitiveness strategies using the SWOT matrix and formulate traditional market priority competitiveness strategies using the analytical hierarchy process (AHP). This research was conducted in the traditional market of Cicurug, Sukabumi Regency, Indonesia. The sample used in this study were 4 market experts. The sample was selected by the judgment sampling method. The method used is descriptive exploratory. The data is processed using AHP. The result of IFE calculation is 3.093 and EFE is 2.82975 so it can be concluded that market conditions are in quadrant IV in the IFE and EFE matrix with suggestions for using a diversification strategy. The weighting using the AHP method shows that the strategy with the highest value is the strategy (SO).

## Keywords:

Traditional Market, Competitive Strategy, Digital Disruption Era

## 1. Introduction

The development of digital technology and the presence of innovations in the digital field have changed many things in life. This digital innovation effect causes massive disruption. Disruption is a digital innovation, disruption replaces old technology that is all physical with digital technology that produces something new and more efficient and more useful (Prihanisetyo, et al., 2018; Andria, et al., 2021). Various activities underwent changes, these changes turned out to provide comfort to users due to the speed and ease of access offered. One of them is consumer behavior in shopping that wants to be more practical, it can be noticed that people have started to get used to shopping online (Natasuwarno, 2019). Eriyanto (2018), said that the trend of online shopping occurred with the rapid development of e-commerce companies and market places.

The development of this transaction has a disruptive effect on the conventional market. When the platform changes, consumers also move indirectly (Tsaniyah and Ayu, 2019). Most of businesses are failed due to the lack of innovation, or innovative capacity, as well as, lack of technology adoption and or disruptive technology aiding on overall firm's performance (Muharam, 2020). The advantages of the online shopping system make the conventional market begin to dim. Conventional markets are physical places where buyers and sellers gather to exchange goods and services (Suryani, 2016). One of the conventional markets is the modern market. Examples of modern markets are supermarkets, hypermarkets, supermarkets, and minimarkets. According to Rusham (2016), the modern market for consumer goods is retail. Currently in the world, there are so many modern markets that open online shopping places because they are afraid to be disrupted by digital innovation, and start joining e-commerce and market places.

Similar to modern markets, traditional markets need to keep up with the times to improve their competitiveness. The concept of traditional markets which are identical to dirty, slum, smelly, causes people to be uncomfortable shopping (Sari and Indra, 2017). Such conditions have made many traditional markets revitalized into semi-modern markets by the government to increase their competitiveness. According to Yunesa (2017), semi-modern markets are markets that

are built and managed by the government, private sector or cooperatives whose management is carried out in a combination of traditional and modern markets. The modern semi market is a market whose buildings are modern in shape but with a traditional market system. As stated by Wardana (2019), the semi-modern concept market is a market built with traditional sales procedures, however, this market has adopted a modern market facility.

Modern market revitalization alone is not enough to increase competitiveness, innovation is needed to keep up with the times, especially the physical market whose existence is decreasing with the presence of the digital market. Based on the results of field observations, the problems that occurred in the Cicurug Market revitalization program did not fully show success. The problem that occurs in the Cicurug Semi Modern Market is a market that has been revitalized, but is not used properly. The number of stalls closed makes the market tend to be quieter. The market potential that should have been maximized has been neglected, because there are few visitors, and the market does not operate properly so that the building becomes unkempt, damaged and dusty so that it interferes with the beauty of tidiness and the comfort of market visitors when shopping at the Cicurug Semi Modern Market. The following are shop houses, guki, kiosks, stalls, and counters that are open and closed:

Table 1. Potential of Cicurug Semi Modern Market in 2020

Name	Open	Close	Quantity
Total	806	591	1.397

Source: Secondary Data UPTD Pasar Cicurug January, 2020

Table 1. shows the potential of the Cicurug Semi Modern Market which is not functioning as it should. Many potential markets are empty due to the abandonment of their owners, this is possible because the Cicurug Semi Modern Market is unable to compete with the online and modern markets that are starting to appear around the Cicurug Semi Modern Market. The less significant increase in the income of market traders due to changes in the position of the place to sell. The policy of placing development between the modern semi market and modern retail is also less monitored, such as the Indomart retail which is right next to the Cicurug Semi Modern Market. Of course this is not in accordance with the zoning system that should be, such as the distance between the Cicurug Semi Modern Market and the modern market which is too close. The market zoning system greatly affects people's interest in shopping, as research conducted by Suryani (2016), most people prefer to shop at modern markets which are not so far away from semi-modern markets.

The problems that occur in the Cicurug Semi Modern Market are thought to be the cause of the decline in market retribution taxes in the past 4 years. The decline in tax revenue is thought to be due to lack of consumers and because they cannot compete with modern markets and cannot keep up with the development of digital technology that continues to grow, this can be seen in interviews with 30 market traders regarding digital innovation, and the results show that many market traders do not understand and reluctant to move from conventional to digital. In line with research conducted by Andria, et al., (2021), that one of the benefits that can be felt by the community for the presence of fintech payments is the ease of financial services, such as making it easier to transfer payments as well as providing services for depositing various bills such as telephone, electricity, water bills, even motorbike installment bills so there is no need to queue anymore because you can make payments via smartphone. This technological development has not been able to be adopted by market traders in providing convenience to customers. Based on the results of the initial survey, it shows that many traders know about the existence of a digital market, even from 30 traders 26 of them say they know the digital market, and they admit that the presence of the digital market makes customers less and less. However, out of 30 traders, only 4 traders joined the digital market, most of the traders who did not join said they did not understand how to sell online in the digital market.

## 2. Literature Review

Competitiveness is the ability to maintain market position in meeting product supply on time and at competitive prices flexibly to respond to changes in demand quickly and through successful product differentiation by increasing innovation and effective marketing capacity according to (Pitoyo and Suhartono, 2018; Tosida, et al. al., 2020). Danuari (2019), digital technology is an information technology that prioritizes activities carried out on a computer/digital basis rather than using human labor, which tends to be fully automated and sophisticated operating systems with computerized systems/formats that can be read by computers. Digital innovation according to Skog et al., (2018), The effect of this digital innovation causes disruption on a large scale. Various activities tend to experience changes, these changes turn out to provide comfort to users due to the speed and ease of access offered. One of them

is consumer behavior in shopping that wants to be easier and faster, which can be noticed that people have started to get used to shopping online and are gradually changing their shopping patterns (Natasuwarna, 2019; Andria, et al., 2021).

According to Nurhakim (2018), digital disruption is an innovation that has succeeded in transforming an existing system or market, by introducing practicality, ease of access, convenience and economical costs. According to Basshori (2018), the era of disruption is a period when changes occur so unexpectedly, fundamentally and in almost all aspects of life, so that the movement of the world is no longer linear.

### 3. Methodology

The objects in this study are internal factors in the form of management, marketing, finance, operations, research and development, management information systems from the Cicurug Semi Modern Market, and external factors in the form of economic, social, cultural, demographic and environmental, political, government and legal , technology, competitive from Cicurug Semi Modern Market.

The sampling method is done intentionally (judgment sampling) (the sample selection process is based on personal considerations). This method considers the selection of respondents from internal and external markets who have the expertise, experience, and knowledge of the Cicurug Semi Modern Market. that is:

- a. The sample for the SWOT analysis was given to 4 experts, namely:  
 Head of UPTD Cicurug Modern Semi Market = 1 respondent, Treasurer of UPTD Cicurug Modern Market = 1 respondent, K3 UPTD Pasar Sukabumi Regency = 1 person Head of Sub-Division of Trade Office of Sukabumi Regency = 1 respondent.
- b. The sample for the Analytical Hierarchy Process was given to 1 expert, namely the Head of UPTD Pasar Semi Modern Cicurug = 1 respondent.
- c. The sample for collecting data on traders' knowledge in the digital market was given to 30 traders who were in the Cicurug Sukabumi Semi Modern Market.

The data analysis method uses IFE, EFE, SWOT analysis and also uses AHP where all the analytical tools cannot be separated in this study because both are interconnected with each other, this is because the strategies prioritized by AHP in this study are the results of strategies generated in the IFE-EFE and SWOT analysis.

#### 3.1 Analysis Model AHP

The steps taken in the AHP method are as follows:

- a. Define the problem and determine the desired solution. Create a hierarchical structure that starts with the main goal.
- b. Create a pairwise comparison matrix.
- c. Defines pairwise comparisons so that the total number of raters is  $n \times [(n-1)/2]$ , where n is the number of elements being compared. The scale table (See Table 2) consists of equal values, moderate strong very strong extreme and doubtful values between adjacent values, which are as follows:

Table 2. Pairwise comparison rating scale

Intensity of Interest	Information
1	Both elements are equally important
3	One element is slightly more important than the other elemen
5	One element is more important than the other elements
7	One element is very important from the other elements
9	One element is absolutely more important than the other elements
2,4,6,8	The value of the value between two adjacent consideration values
opposite	If activity i gets 1 point compared to activity j then j has the opposite value compared to i

Source: Munthafa and Mubarak Secondary Data, 2017

- d. Calculate the eigenvalues and test their consistency.
- e. Repeat steps 3,4, and 5 for all levels of the hierarchy.

- f. Calculates the eigenvectors of each pairwise comparison matrix which is the weight of each element for determining the priority of the elements at the lowest hierarchical level until reaching the goal.

The complete flow of this research is shown in Figure 1 below:

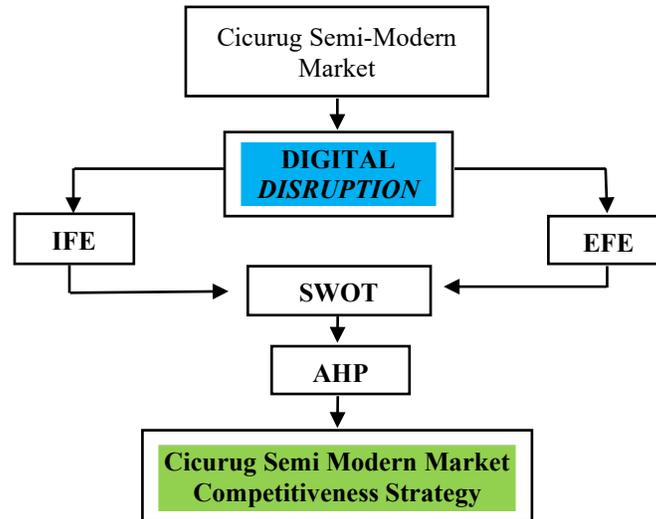


Figure 1. Research framework

#### 4. Analysis and Discussion

At the initial stage, the research will be carried out with an assessment in the Cicurug Semi Modern Market based on internal and external factors, internal and external factors. Internal and external factors in the form of strengths, weaknesses, opportunities and market threats that have been obtained through interviews and observations of researchers on market administrators are then formulated as follows in Table 3.

Table 3. Market internal and external factors

<b>Strengths of the Cicurug Semi Modern Market (strength)</b>	
<b>S1</b>	There are efforts to provide better services through the development and construction of traditional markets into semi-modern markets.
<b>S2</b>	The Cicurug Semi Modern Market is well known by the public.
<b>S3</b>	The Cicurug Semi Modern Market is easy to reach.
<b>Weakness Factors of Cicurug Semi Modern Market (Weakness)</b>	
<b>W1</b>	The quality and quantity of human resources are not sufficient.
<b>W2</b>	His efforts have not been maximal in keeping up with the times.
<b>W3</b>	Not optimal training of traders regarding the online market.
<b>Cicurug Semi Modern Market Opportunities Factors (Opportunities)</b>	
<b>O1</b>	There is an online market shopping application.
<b>O2</b>	The high interest of consumers to shop online.
<b>O3</b>	There are ICT volunteers who provide counseling about online/digital markets for markets in Indonesia.
<b>Threat Factors for Cicurug Semi Modern Market (Threat)</b>	
<b>T1</b>	Cultural shifts and people's behavior in shopping.
<b>T2</b>	Many online shopping places are taking over the market.
<b>T3</b>	The Covid virus has caused people to be afraid to shop at the market.

After obtaining the criteria for the factors of strength (Strenght), weakness (Weakness), opportunities (opportunities), and also threats (Threats) then the internal and external factors can be weighed using the IFE matrix and the EFE matrix where the weight data is obtained from the questionnaire results. and the rating is obtained from the internal expert of the Cicurug Semi Modern Market. This can be shown in Table 4. and Table 5. Cicurug Semi Modern Market.

Table 4. IFE Semi Modern Market Cicurug

NO	INTERNAL FACTORS	Evaluation		
		Weight	Rating	Score
<b>Strength</b>				
1	There are efforts to provide better services through the development and construction of traditional markets into semi-modern markets.	0,151	2,5	0,377
2	The Cicurug Semi Modern Market is known by the public.	0,242	4	0,968
3	The Cicurug Semi Modern Market is easy to reach.	0,242	4	0,968
	Sub Total			2,313
<b>Weakness</b>				
1	The quality and quantity of human resources are not adequate.	0,151	2,5	0,377
2	His efforts have not been maximal in keeping up with the times.	0,136	2,25	0,306
3	Not optimal training of traders regarding the online market.	0,075	1,25	0,093
	Sub Total			0,776
<b>Total</b>		1		3,093

Table 5. EFE Semi Modern Market Cicurug

NO	EXTERNAL FACTORS	Evaluation		
		Weight	Rating	Score
<b>Opportunity</b>				
1	There is an online market shopping application.	0,158	2,5	0,395
2	the high interest of consumers to shop online.	0,142	2,25	0,3195
3	There are ICT volunteers who provide counseling about online/digital markets for existing markets in Indonesia.	0,079	1,25	0,09875
	Sub Total			0,81325
<b>Threat</b>				
1	Cultural shifts and people's behavior in shopping.	0,190	3	0,57
2	Many online shopping places are taking over the market.	0,206	3,25	0,6695
3	The Covid virus has caused people to be afraid to shop at the market.	0,222	3,5	0,777
	Sub Total			2,0165
<b>Total</b>		1		2,82975

After weighting and rating IFE and EFE, it is found that the value for the internal matrix is 3.089 and the external matrix is 2.82975. After obtaining these values, it can be continued in determining the internal external matrix in order to find out the quadrant of the company's position then the total score of each factor can be detailed, strengths 2,313 weaknesses 0.776 opportunities 0.81325 threats 2.0165. Then it is known that the difference in the total score of the strength and weakness factors is 1.537, while the difference in the total score of the opportunity and threat factors is (-) 1.20325. Figure 2 below is an IFE and EFE matrix of SWOT analysis for the Cicurug Semi Modern Market, Sukabumi Regency. Figure 2 below shows that the market is in quadrant IV which means the market is in a condition of facing various threats but has internal strength. The market is advised to use a diversification strategy while continuing to improve itself, including the following strategies:

- a) Horizontal diversification where the market can add new innovations that are not related to existing products, but are sold to the same customers (Tosida, et al., 2020). For the Cicurug market, what should be done through this strategy are: Cicurug market assets in the form of kiosks, stalls and counters totaling 1,397 with 806 operating assets and 591 non-operating assets. 509 damaged and empty market assets can be revitalized in the block area behind the market, because the most empty assets are in the back block area, it was revitalized into a canteen or food court so that traders who sell food and drinks in any place can have a special place to sell. The existence of a food court in Cicurug Market can be an attraction or new innovation for the market and visitors who rent futsal balls on the third floor of the Cicurug Market building to eat and rest, as well as market visitors who shop and sell traders. In addition, it is used to expand the parking area for the Cicurug Market, and create a park so that the market looks more attractive, so that the market is not only a place for shopping but can also be an attractive destination for fun shopping, besides improving repairs on damaged assets. , and changing the market layout because the previous market layout was too stuffy and narrow so that when the market layout was changed, traders would feel at home in trading, and market visitors could feel more comfortable when shopping at the market.

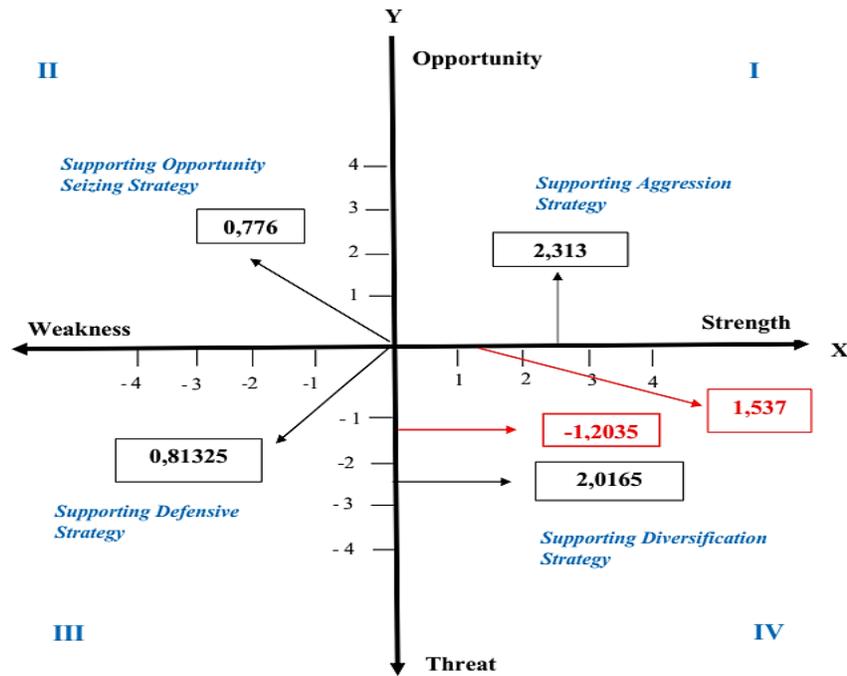


Figure 2. IFE and EFE Matrix

- b) Concentric diversification where the new innovations introduced have links or relationships in terms of marketing, technology and existing products (Muharam, et al., 2020). For the Cicurug market, what must be done through this strategy are: This can be done by providing counseling to traders in the market, providing training on digital marketing, and doing it regularly and continuously until traders understand and do it, besides that traders are taught in good financial bookkeeping with the application of simple accounting or by using a business financial records application. Cashbook is a daily financial record application for businesses / stalls / MSMEs that is useful as a daily financial record book and digital accounts payable that can help record financial transactions and monitor accounting and daily financial records of businesses, stalls, and MSMEs. Bookkeeping of daily transactions, sales and recording of accounts payable is more effective and helps increase profits.
- c) Then do partnerships, where partners contribute their skills or skills and experience for a joint business development, to build alliances with digital start-up market place companies, or create special applications on google play store for Cicurug Semi Modern Market. This is to target merchants to start trying to sell their products online to take advantage of the online market to increase sales volume. The existence of this will increase the sales channel of traders. Registering processed food and beverage products and collaborating using Go-Food, Grab-Food, which is a food delivery message feature that if market traders want to reach a wider target of food and beverage consumers, besides registering vegetable and fruit products on shopping applications vegetables and fruits that can be reached by people throughout Indonesia. Start collaborating with fintech companies in using online payment tools or electronic money (Tosida, et al., 2021). In addition to the things above, the company can also seek support to carry out the strategy so that it runs smoothly. Namely, with suggestions for the main manager of the Cicurug Market, namely the Sukabumi Regency Government to collaborate with PMV to cooperate in the form of providing venture capital to develop the semi-modern market towards the digital market so that the market can develop better so that it can have better competitiveness.

At this stage the SWOT Matrix is used which can describe what strategies the Cicurug Semi Modern Market can do, after analyzing the market's strengths, weaknesses, opportunities and threats. The SWOT matrix is a matching tool that can help the Cicurug Semi Modern Market in developing its competitiveness. The SWOT matrix is carried out by matching internal factors with external market factors so that it can produce alternative strategies that are feasible for the market in dealing with existing threats. The SWOT Matrix is shown in Table 6.

Table 6. SWOT Matrix

	Strength	Weakness
<b>Internal factors</b>	<b>S1</b> There are efforts to provide better services through the development and construction of traditional markets into semi-modern markets <b>S2</b> Cicurug Semi Modern Market is known by the public <b>S3</b> Easy-to-reach market access	<b>W1</b> The quality and quantity of human resources are not sufficient <b>W2</b> The market's efforts are not maximal in keeping up with technological developments <b>W3</b> Not yet optimal training of traders regarding the online market
<b>External factors</b>		
Opportunities	S-O	S-T
<b>O1</b> There is an Online Market shopping application. <b>O2</b> high consumer interest to shop online. <b>O3</b> The existence of ICT Volunteers who provide counseling about online/digital markets for existing markets in Indonesia	<b>(ST1)</b> Optimizing the development and revitalization of the Semi Modern market with easy access for visitors and traders to shop and trade digitally. S2+S3+O1+O2+O3+T1+T2+W2+W3	<b>(ST2)</b> Updating the market management system to keep up with current technological developments.  T3+O1+O2+O3+T1+T2+W1
Threat	W-O	W-T
<b>T1</b> Cultural shifts and people's behavior in shopping <b>T2</b> The number of online shopping places taking over the market <b>T3</b> The Covid virus causes people to be afraid to shop at the market	<b>(ST3)</b> Development of traditional markets through promotion of traditional markets to the public and traders by utilizing technology by opening new shopping channels for consumers in the online market. O1+O2+O3+T2+T1+T2+T3 + W2+W3	<b>(ST4)</b> Conducting counseling or training for traders, Increasing the development of traders to change the mindset, regarding promotions to attract visitors T1+T2+W3+W2

The results of the SWOT matrix analysis obtained alternative competitive strategies for the Cicurug Semi Modern Market, Sukabumi Regency, as follows:

1. **SO Strategy:** Optimizing the development and revitalization of the Cicurug Semi Modern Market with easy access for visitors and traders to shop and trade digitally.
2. **ST Strategy:** Updating the market management system to keep up with current technological developments. This strategy is to update the management of the Cicurug Semi Modern Market which has been implemented with the aim of maximizing activities between employees or employees with traders and buyers.
3. **WO Strategy:** Development of the Cicurug Semi Modern Market through market promotion to the public and traders by utilizing technology by opening new shopping places for consumers in the online market.
4. **WT Strategy:** Conducting counseling or training for traders, Increasing the development of traders to increase traders' insight in marketing products, especially promotions to attract visitors/community.

#### 4.1. Arrange Hierarchy in AHP Hierarchical Structure Chart

After forming the four strategies in the SWOT analysis, an analysis is carried out to determine other alternative strategies for the Competitiveness of the Cicurug Semi Modern Market with the AHP method by carefully defining the situation by compiling a hierarchical model consisting of several levels/levels of detail from the main objectives which are the main problem to be solved, then the criteria and sub-criteria which are important aspects that need to be considered in making decisions on the main goal, then the alternative, which is the final action and is the decision choice of solving the problems at hand. The AHP structure chart for other strategies for the competitiveness of the Cicurug Semi Modern Market using the AHP method is as follows:

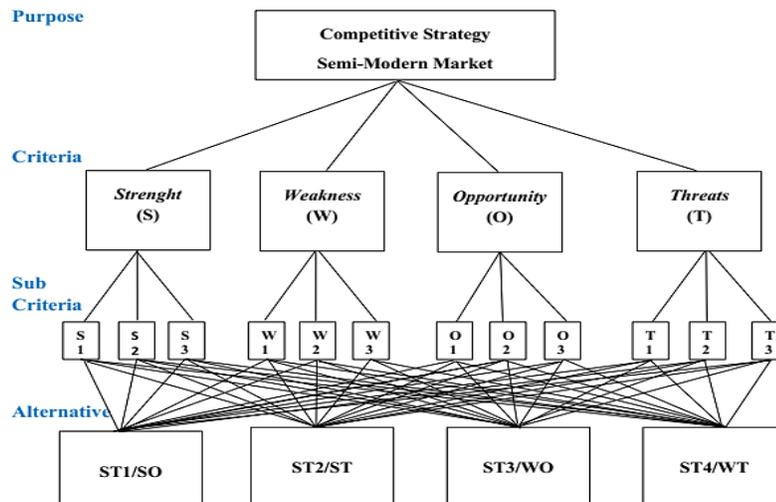


Figure 4. Hierarchical structure of strategy evaluation

#### 4.2. Create a Pairwise Comparison Matrix between Criteria

This step is to create a pairwise comparison matrix between criteria and sub-criteria. The matrix is made based on questionnaire research data (an assessment of the relative importance of two elements at a certain level in relation to the level above it from the informants/or expert respondents). This assessment is the core of the AHP because it will affect the priorities set.

#### 4.3. Create Pairwise Comparison Matrix to determine alternative weights (Pairwise Comparison) between Criteria

This alternative weight is used to determine alternative priority values locally and globally which is the determination of the strategy that will be used at the end of this analysis.

#### 4.4. Formulation of Competitiveness Strategy for Cicurug Semi Modern Market in Sukabumi Regency through the Implementation of Digital Disruption with AHP

Overall assessment needs to be done to find out the best alternative according to stakeholder opinion. The value of alternative local priorities (See Table 7) for the competitive strategy of the Cicurug Semi Modern Market in Sukabumi Regency through the application of digital disruption with AHP can be compared, so this value needs to be normalized first to get an alternative global priority value. This normalization calculation incorporates the value in the criteria priority table, the value in the local priority table, the value in the sub-criteria table and the value in the alternative priority table into the calculation to get the alternative priority value globally.

Table 7. Alternative Priority Values Globally

Criteria	Sub Criteria	SO	ST	WO	WT
S (0,431586)	S1 (0,540)	0,186445	0,128181	0,028916	0,088044
	S2 (0,297)	0,217519	0,106602	0,026758	0,081138
	S3 (0,163)	0,174792	0,142423	0,032801	0,082001
W (0,296894)	W1 (0,155)	0,124399	0,085802	0,023455	0,063535
	W2 (0,247)	0,136274	0,076599	0,025533	0,058488
	W3 (0,598)	0,137462	0,077192	0,02583	0,05641
O (0,067109)	O1 (0,116)	0,029461	0,021743	0,003892	0,012013
	O2 (0,199)	0,033152	0,01718	0,003892	0,012885
	O3 (0,685)	0,032816	0,016979	0,005167	0,012214
T (0,204411)	T1 (0,098)	0,094847	0,053147	0,014513	0,041904
	T2 (0,187)	0,089532	0,054373	0,022281	0,03802
	T3 (0,715)	0,106089	0,049467	0,015126	0,033728

<b>Global Priority Value</b>	<b>1,362788</b>	<b>0,829688</b>	<b>0,228164</b>	<b>0,8038</b>
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The calculation results above show that the highest value in the table of the highest global alternative priority values is (SO) with a value of (1.362788), (ST) (0.829688), (WO) (0.228164), (WT) (0.8038) in Table 8. shows that the strategy to increase the competitiveness of the Semi Modern Cicurug market in Sukabumi Regency is a strategy (SO).

Table 8. Alternative Priority Values Locally

Criteria	Sub Criteria	SO	ST	WO	WT
<b>S</b> (0,431586)	<b>S1</b> (0,540)	<b>0,432</b>	0,297	0,067	0,204
	<b>S2</b> (0,297)	<b>0,504</b>	0,247	0,062	0,188
	<b>S3</b> (0,163)	<b>0,405</b>	0,330	0,076	0,19
<b>W</b> (0,296894)	<b>W1</b> (0,155)	<b>0,419</b>	0,289	0,079	0,214
	<b>W2</b> (0,247)	<b>0,459</b>	0,258	0,086	0,197
	<b>W3</b> (0,598)	<b>0,463</b>	0,26	0,087	0,19
<b>O</b> (0,067109)	<b>O1</b> (0,116)	<b>0,439</b>	0,324	0,058	0,179
	<b>O2</b> (0,199)	<b>0,494</b>	0,256	0,058	0,192
	<b>O3</b> (0,685)	<b>0,489</b>	0,253	0,077	0,182
<b>T</b> (0,204411)	<b>T1</b> (0,098)	<b>0,464</b>	0,26	0,071	0,205
	<b>T2</b> (0,187)	<b>0,485</b>	0,274	0,074	0,167
	<b>T3</b> (0,715)	<b>0,519</b>	0,242	0,074	0,165
<b>Priority Value Locally</b>		<b>5,572</b>	<b>3,29</b>	<b>0,869</b>	<b>2,273</b>

Furthermore, after selecting a strategy (SO), the strategy (SO) can be assessed for the advantages and disadvantages of each alternative by sorting the alternative local priority values for each sub-criteria, a high priority value indicates the advantages of the alternative and vice versa. The consideration of determining this strategy is supported by the advantages of the strategy (SO), which is always high in value compared to other strategies.

## 5. Conclusion

Based on the results of the research, analysis and discussion in the previous chapter, it can be concluded as follows:

1. The internal factors of the Cicurug Semi Modern Market obtained the following results:
  - a. Strengths consist of: efforts to provide better services through development and development into a Semi Modern Market, Cicurug Semi Modern Market known by the public, Cicurug Semi Modern Market easy access to reach.
  - b. Weaknesses consist of: inadequate quality and quantity of human resources, not maximal efforts to keep up with the times, not optimal development of traders regarding the online market.
2. External factors of the Cicurug Semi Modern Market obtained the following results:
  - a. Opportunities consist of: online market shopping applications, high consumer interest in online shopping, ICT volunteers who provide counseling about online/digital markets for markets in Indonesia.
  - b. Threats consist of: Cultural shifts and people's behavior in shopping, the number of online shopping places taking over the market, the Covid Virus causing people to be afraid to shop at the market.
3. The alternative strategies suggested by the SWOT strategy matrix are SO Strategy, ST Strategy, WO Strategy, and WT Strategy.
4. The priority strategy based on the alternative strategies suggested by the SWOT matrix strategy with weighting using the AHP method shows that the strategy with the highest value is the strategy (SO), namely (1.362788) namely Optimizing Development and revitalizing traditional markets with easy access for visitors as well as merchants to shop and trade digitally.

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