

Company Business Strategy in Supermarkets in Makassar City

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Abstract

This research aims to identify the strengths, weaknesses, opportunities, and threats of supermarkets. Develop the right business strategy for supermarkets. The research method uses a qualitative approach to describe phenomena that occur at the research location. Data collection techniques through interviews, observation, and documentation studies. Data analysis analyzes SWOT which starts by listing the indicators of strengths, weaknesses, opportunities, and business threats faced by Supermarkets. All indicators have their weighted values calculated after previously assigning weights and values to each indicator. The combination of weighted values of internal factors and external factors determines the strategic choices deemed appropriate for supermarkets. Results The high intensity of competition is very influential for supermarkets. Supermarket companies are required to continue to survive. SWOT analysis shows that supermarkets should use a growth strategy. The combination of market development strategy, market penetration strategy, and product development strategy is the right growth strategy for supermarkets.

Keywords: Business Strategy, Company, Supermarkets

1. Introduction

Retail trade plays a very important role, both from the consumer's point of view and from the producer's point of view. From a manufacturer's point of view, a retail trader is seen as a person or party who is an expert in the field of selling their company's products. He is the spearhead of the company and will determine whether the company's products will sell or not. In addition, through retailers manufacturers can obtain valuable information about their goods. Manufacturers can interview retailers about consumer comments on the shape, taste, durability, price, and everything else about their products. From retailers, manufacturers can also find out about the strengths of their competitors. Meanwhile, if viewed from the consumer's perspective, retail traders also have a very important meaning. Retail traders act as agents who buy, collect, and provide goods and services to meet consumers' needs or requirements.

Diverse consumers give rise to many types of retail stores. Such as furniture stores, jewelry stores, toy stores, clothing stores, sports stores, food stores, necessities stores, bookstores, and others. One of these consumer needs is the need for school supplies. Such as school uniforms, hats, ties, socks, and so on. School supplies are a mandatory attribute used by all children receiving formal education in Indonesia.

The development of the business world, especially the retail business, is growing rapidly because the prospects are getting better due to the huge market potential. The very large population in Indonesia is a potential market. So in business, there will also be an expression, "There is sugar and there are ants". That is, if there is a promising business, many new players will quickly emerge. The increasing number of business people will inevitably affect the

distribution of business "cakes". The increasing number of business players also increases the intensity of competition

2. Research Methods

Qualitative methods are methods that focus on observing in-depth phenomena. Therefore, researchers using qualitative methods are expected to produce a comprehensive study.

2.1. Data Collection Technique

- a. Survey Method This research uses a survey method to collect data. This survey method uses direct (face-to-face) interview techniques with respondents. Respondents in this research are supermarket owners.
- b. Observation Method Apart from the survey method, this research also uses the observation method. The observation method is the process of systematically recording behavioral patterns of subjects (people), objects (things), or events without any questions or communication with the individuals being studied.
- c. Documentation studies as a complement to existing methods, utilize existing data such as archives at supermarket companies, and official notes at evaluation meetings held every week.

2.2. Data Analysis

Every data collected is subjected to SWOT analysis as an existing data analysis method. Systematically identify various factors to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities but can simultaneously create weaknesses. The SWOT matrix is seen as a tool that links various critical factors determining a company's success, namely threats and opportunities originating from the external business environment as well as weaknesses and strengths developed by management. It is hoped that this tool will facilitate strategy designers

3. Results and Discussion

The results obtained during research on supermarkets include product variations and types, employee lists, supplier lists, competitor lists, and regular customer or network lists. In supermarkets there are 8 kinds of variations of goods or products, namely:

- a. Scout equipment which has 8 types of items with 92 kinds of items.
- b. School supplies which have 6 types of items with 30 kinds of items.
- c. Office equipment that has
- d. 4 types of goods with 32 kinds of goods.
- e. School Uniforms which have 6 types of items with 113 types of items.
- f. School and office infrastructure which has 3 types of goods with 15 kinds of goods.
- g. Worship equipment which has 5 types of items with 24 types of items.
- h. A flag that has 3 types of items with 45 types of items. 62
- i. Miscellaneous products that have 6 types of goods with 35 kinds of goods.

The results of the next research are employee data at supermarkets. There are 13 employees at the supermarket, with 1 grandson who handles the store's finances, 2 permanent employees who work as Storekeepers and sales assistants, and 10 casual employees. List of

Supermarket employees. List of suppliers in Supermarkets. Supermarkets have many loyal suppliers, 55 permanent suppliers always deliver merchandise every month. Apart from permanent suppliers, there are still many suppliers who do not always come every month. These suppliers are usually called seasonal suppliers because they only come in certain seasons, for example, the August season.

Along with the rapid development of the supermarket business, there are many competitors involved in this business. It is recorded that there are 21 supermarket competitors in the city of Makasar. List of supermarket competitors. After 30 years of existence, it certainly has many regular customers. It has been recorded that since 2007 the Supermarket has had 76 regular customers who always order goods and buy goods at the Supermarket every year. The following is a table listing the regular customers of supermarkets.

3.1. SWOT Analysis of Company Business Strategy in Supermarkets

The results of the research conducted at the supermarket will then be analyzed using SWOT analysis through the following steps:

3.2. List of Company Business Strategy Indicators in Supermarkets

Internal and External Factors SWOT analysis begins by making a list of the business strengths, weaknesses, opportunities, and threats faced by the Supermarket. The list of indicators was created by the supermarket management together with the author by considering internal and external factors that are expected to influence the future of the supermarket over the next five years. List of indicators for internal and external factors of supermarkets, namely:

- a. Strengths of Supermarkets 1) Store image 2) Store location 3) Product variety 4) Capital accumulation 5) Customer service 6) Employee welfare 7) Employee loyalty
- b. Weaknesses of Supermarkets 1) Quality of human resources 2) Owner interference 3) Lack of promotion 4) Store management 5) Provision of new products
- c. Supermarket Business Opportunities 1) Population growth 2) Consumer loyalty 3) Government policy 4) Changes in consumer mindset 5) Alliances with suppliers
- d. Threats to the Supermarket Business 1) Intensity of competition 2) Decline in purchasing power 3) Political stability 4) Less modern image. The list of internal factor indicators for supermarkets can be seen visually in Table 4.13 below. Table

Table 1. List of Internal Environmental Factor Indicators for Supermarket Stores

No	Description	Component
1	Business Power	1. Store image 2. Store location 3. Product variety 4. Capital accumulation 5. Customer service 6. Employee welfare 7. Employee loyalty
2	Business Weaknesses	1. Quality of human resources 2. Owner interference 3. Lack of promotion 4. Store management 5. Provision of new products

A list of indicators for supermarket external factors can be seen in Table 2 below.

Table 2. List of External Environmental Factor Indicators for Supermarkets

No	Opportunity	Indicator
1	Business opportunities	1. Population growth 2. Consumer loyalty 3. Government policies 4. Changes in consumer mindset 5. Alliances with suppliers

2	Business Threats	1. Intensity of competition 2. Decrease in purchasing power 3. Political stability 4. Less modern image
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3.3. Giving Weight to Company Business Strategy in Supermarkets

Each Indicator Gives weight to each indicator (item) by comparing the role of one particular indicator with other indicators.

Giving more weight is related to the comparison of the size of the role between indicators. The maximum weight given to each category, for example for company strength only, is 1 or 100 percent. The maximum weight is then distributed to all indicators in that category according to the degree of influence of each indicator.

Based on in-depth observations by management and authors, nine indicators of supermarket excellence were determined to have the following weights: store image = 20%, store location = 15%, product variety = 20%, capital accumulation = 15%, customer service = 20%, employee welfare = 5%, employee loyalty = 5%. Five indicators of weaknesses in supermarkets are determined as follows: quality of human resources = 10%, owner interference = 20%, lack of promotion = 25%, store management = 25%, and provision of new products = 20%. 75 Five indicators of supermarket business opportunities are determined to have the following weights: population growth = 25%, consumer loyalty = 20%, government policy = 25%, changes in consumer mindset = 15%, and alliances with suppliers = 15%. Four indicators of supermarket business threats are determined to have the following weights: competitive intensity = 45%, decline in purchasing power = 20%, political stability = 20%, and less modern image = 15%. The weighting for each indicator of the strengths, weaknesses, opportunities, and threats of supermarkets is listed in Table 1 below.

Table 3. Weight Table of Internal and External Factor Indicators for Supermarkets

No	Analysis	Factor and Indicator Categories	Weight
1	Business Power	a. Store image	20 %
		b. Store location	15 %
		c. Product variety	20 %
		d. Capital accumulation	15 %
		e. Customer service	20 %
		f. Employee welfare	5 %
		g. Employee loyalty	5 %
		Total	100 %
2	Business Weaknesses	a. Quality of HR	10 %
		b. Owner intervention	20 %
		c. Lack of promotion	25 %
		d. Store management	25 %
		e. Providing new products	20 %
		Total	100 %
3	Business opportunities	a. Population growth	25 %
		b. Consumer loyalty	20 %
		c. government policy	25 %
		d. Change in consumer mindset	15 %
		e. Alliances with suppliers	15 %
		Total	100 %

4	Business Threats	a. Competition intensity	45 %
		b. Decrease in purchasing power	20 %
		c. Political stability	20 %
		d. Less modern image	15 %
		Total	100 %

3.4. Giving Values to the Size of Support and Barriers to Supermarket Companies

The third step in the SWOT-4K analysis is to provide an assessment of the size of the support or obstacles provided by each indicator toward achieving company goals, especially for one period of strategic plan preparation. Management from the beginning needs to differentiate whether the influence each factor category has is positive or negative on company performance. Assessment of each indicator is usually carried out by giving a score from 1 to 5 for the company strength and business opportunity categories because these two-factor categories have a positive relationship with company performance. The assessment is given a negative score ranging from -1 to -5 for the weakness and threat factor categories because these two factors have a negative relationship with the company's performance achievement.

To assess the support or obstacles provided by each internal indicator for supermarkets, management, and the author used a comparison approach with competitors and decided to use a score ranging from 1 to 5. In assigning this internal score, supermarkets will be compared with five competing stores. The location is closest to supermarkets, namely King Store, Mixed Store, Amin Store, Sun Sharp Store, and Berdikari Store.

Management and the author provide an assessment of each supermarket's strength indicator as follows:

- a. Store image The image or image of a store is the personality of a store that describes what consumers see and feel. This supermarket has been around for 35 years since its inception and has built an image as a Store with the best customer service. And until now this image is still maintained and is always being improved (results of interviews with Store owners). Based on the author's observations, Supermarkets provide friendly service, fast service, accepting orders by telephone, good service for every complaint, after-sales service in the form of exchanging goods without time limits, free bed sewing for every purchase of school uniforms, free makeover of school uniforms, and free delivery service for purchases over a certain amount. These services are what competitors do not have. Based on the above, the store management and the author agreed to give a value of 4 to the store image factor.
- b. Store location The supermarket location, as seen in the picture, is located at the eastern end of the row of scout Stores on Jalan Ibu Ruswo. Jalan Ibu Ruswo is the center for scout Stores in Makasar and is widely known throughout the Special Region of Makasar and Central Java. The location of the Store, which is at the eastern end of the row of scout Stores, provides a distinct advantage for supermarkets. This is because traffic flows from east to west. So that potential consumers coming from the east will see the Supermarket as the first Scout Store they will see. This is very profitable because potential consumers will stop and become consumers of supermarkets. Because the supermarket location is strategic compared to other stores, the management and author give a score of 4 to the store location factor.
- c. Product variations Supermarkets have 14 types of product variations, Mixed Stores have 12 types of product variations, Amin Stores have 13 types of product variations, King Stores have 11 types of product variations, Sun Sharp Stores have 16 types of product variations, and Berdikari Stores have 4 types of product variations. product. Based on the data above, supermarkets deserve to be given a score of 4 for their

product variety factor. Data regarding the list of types and variations of goods in supermarkets and competitor Stores.

- d. Capital accumulation The accumulated capital owned by supermarkets is quite large. However, when compared with competing Stores, the accumulated capital in each competing Store is relatively the same as that of a supermarket (source from interviews with supermarket owners). Therefore, the capital accumulation factor is given a value
- e. Customer service Compared to other competing stores, Supermarket service is much better. Service at supermarkets is faster, friendlier, accepts orders by telephone, there is a delivery service and good after-sales service. For these reasons, supermarkets deserve to be given a score of 4 on the customer service factor.
- f. Employee welfare Employee welfare is the main thing that is held by supermarket owners. Employees seem to be "spoiled" by the supermarket owner. Employees are given higher wages and meal allowances when compared to employees of competing stores. Store owners are not "stingy" in providing wages and food money for the reason that employees work hard and are honest, so they don't steal Store money if the owner is not in the Store (results of interviews with supermarket owners).

Table 4. Wage Income per Day of Supermarket Stores

No	Store Name	Wages per Day	Food allowance per day
1	Supermarkets Store	Rp. 125.000	Rp. 10.000
2	Mixed Store	Rp. 100.000	Rp. 10.000
3	Amen Store	Rp. 100.000	Rp. 10.000
4	King Store	Rp.100.000	Rp. 10.000
5	Sun Sharp Store	Rp. 100.000	Rp. 10.000
6	Independent Store	Rp.100.000	Rp. 10.000

Employee loyalty Employee welfare has a positive effect on employee loyalty in supermarkets. Over the past 5 years, no employees have left the supermarket. The current employees are old employees who have worked faithfully for more than 5 years. This reason is the basis for giving a score of 4 to the employee loyalty factor. Data on employees leaving supermarkets and competitor stores can be seen in Table 5 below.

Table 5. Data on employees leaving supermarkets and competing stores

No	Store Name	Number of Employees Leaving
1	Supermarkets Store	0
2	Mixed Store	2
3	Amen Store	2
4	King Store	3
5	Sun Sharp Store	0
6	Independent Store	5

Management and the author provide an assessment of each supermarket's weakness indicator as follows: a. The quality of human resources for supermarket employees on average has a junior high school education. The low quality of human resources is the weakness of supermarkets.

- a. The quality of human resources of employees at competing stores is on average middle and high school. Supermarkets do not require employees with higher education as permanent employees, so a junior high school graduate is considered sufficient.

However, because the quality of human resources for junior high school graduates is low, sometimes Store owners have to step in to handle certain problems. For this reason, management and the author give a value of -3 for the Supermarket HR quality factor. Data regarding the educational list of supermarket employees

- b. Owner intervention Supermarket owners are directly involved in this business. This also happens to competing Stores. During 18 hours of store operation, the Supermarket Owner directly supervises operations in the store for 12 hours. Based on the author's observations, the high level of intervention from supermarket owners can be seen in the employees having to frequently communicate and report to the Store owner if the Store owner is not in the Store. In addition, wholesalers of goods are very dependent on Store owners, so sometimes Store owners do not buy the goods consumers are looking for. All decisions are in the hands of the Store owner. Due to the high level of interference from supermarket owners in this business, the author gives it a score of -4.
- c. Lack of promotions On average, almost all scout Stores do not carry out promotions. The existence of scout Stores, especially supermarkets, is only known based on word of mouth. The absence of promotions is what makes the existence of supermarkets sometimes unknown to potential consumers. The only promotion carried out by competing stores is promotion through the Yellow Pages. Yellow pages is a business directory managed by Infomedia, usually presented on the back page of telephone address books issued by Telkom Indonesia. A competing Store that carries out promotions via Yellow Pages is the King Store. Because on average competing Stores do not carry out promotions, the author gives a value of -3 for the indicator of a lack of promotions for supermarkets.
- d. Store management The fourth weakness of supermarkets is store management. Like most of its competitors, supermarkets also have less organized administration and bookkeeping systems. Every sales transaction is always recorded by supermarket employees, but every expense is not recorded by the Store owner. Because of this, sometimes the money spent is not tracked. The author and management gave a score of -4 for poorly organized store management.
- e. Providing new products Supermarkets are relatively slow in the process of providing new products needed by consumers. Supermarkets must first find suppliers who supply the new goods. If there are no suppliers who have new goods, supermarkets sometimes make the goods themselves in small quantities and in a relatively long time. Management and the authors gave a value of -3 to the indicator of providing new products.

Management and the author provide an assessment of each indicator of supermarket business opportunities as follows:

- a. Population growth The population growth rate of DIY for the 2010 period increased by 159.1 thousand people compared to the 2005 period and tends to increase every 5 years. Population growth economically means an enlargement of the market for goods and services. DIY's population growth rate which continues to increase is a business opportunity for supermarkets. The population growth rate contributes to a good influence on the Pesatuan Store so the management and author give this indicator a value of 4. The table regarding the population growth rate in DI Makasar is in Table 6 below.

Table 6. Population Growth Rate in DI Makasar 2000-2025

City name	Period
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Year	2000	2005	2010	2015	2020	2025
Macassar	3,121.1	3,280.2	3,439.0	3,580.3	3,694.7	3,776.5

- b. **Consumer loyalty** Consumers who are loyal to supermarkets are consumers who return to the store to buy or order products sold at supermarkets. Based on data obtained from Store owners, there are around 76 customers who always return to the Supermarket every year to order goods. Customer loyalty is a good opportunity for supermarkets. Based on this, management and the author agreed to give a value of 4 to the customer loyalty indicator.
- c. **Government policies** The birth of government policies that favor scout Stores is quite a good opportunity for supermarkets. These policies include Decree no 100/C/kep/D/1991 concerning the obligation to wear school uniforms and the ratification of the Scout Movement Law in Indonesia (Imam Sukamto, 2010, accessed 16 December 2010 from <http://www.tempointeractive.com>). Because this reason is quite influential for supermarkets, the management and author agreed to give a score of 3 to the government policy indicator.
- d. **Changes in consumer mindset.** Citizens or consumers are more likely to buy ready-made clothing, because there are more patterns and models, and the price is also cheaper than having it made by a tailor. Buying basic clothes and having clothes made by a tailor is indeed more fitting to body size, but sometimes the delivery is not done on time as promised (Resti, 2010, accessed 17 December 2010 from <http://www.beritaregion.com>). Changes in consumer mindset from Sewing clothes to buying ready-made clothes is a business opportunity for supermarkets. Prospective consumers are switching from sewing uniforms to buying ready-made school uniforms, for the reason that it is faster and more practical. If something doesn't fit, for example, the school uniform sold in a Store is too long, then consumers just have to make adjustments. Because changes in consumer mindsets are a good opportunity for supermarkets and management, and the author agreed to give the number 4.
- e. **Alliances with suppliers** Based on the results of interviews with supermarket owners, supermarkets always build good relationships with their suppliers. The stronger the alliance between supermarkets and suppliers, the easier it will be for supermarkets to resolve problems related to suppliers. For example, faster delivery of goods, assistance with special orders, promotional assistance, returning goods if there is a problem, and financing support that makes things easier for supermarkets. Because good relationships are always maintained with suppliers, which is why supermarkets never have difficulties or shortages of merchandise. Alliances with suppliers are one of the business opportunities that have a good impact on supermarkets, therefore management and the author agreed to give a score of 4 for this indicator.

Management and the author provide an assessment of each indicator of the threat to the supermarket business as follows:

- a. **The intensity of competition** The increasing intensity of competition between scout Stores causes the distribution of the "cake" portion for supermarkets to decrease. In the city of Makasar alone, as shown in table 4.11, there are 21 potential competitors. The high intensity of competition causes margins to become thinner. This is an influential business threat for supermarkets. On the competitive intensity factor, management and the authors agreed to give a value of -4.
- b. **Decreasing purchasing power** The increase in the basic electricity tariff has not had a major impact on increasing production costs but has caused people's purchasing power to decrease (Jibi, 2010, accessed 16 December 2010 from

<http://www.harianjogja.com>). The purchasing power of people in DIY province fell by 74.5 points (West Java Regional Government, 2010, accessed 16 December 2010 from <http://www.jabarprov.go.id>). The decline in people's purchasing power is a business threat that has quite an impact on supermarkets. For this reason, management and the authors agreed to give a value of -3 for the indicator of decreasing purchasing power.

- c. Political stability Political instability affects the nation's economic growth (Brando Lubis, 2010, accessed 16 December 2010 from <http://www.ekonomi.kompasiana.com>). Political instability also creates business uncertainty. Changing leadership every 5 years in Indonesia means changing Government officials, Government policies can also change suddenly. This is a significant threat to supermarkets. Based on these reasons, management and the authors gave a value of -3 for the political stability indicator.
- d. Less modern image. The old-fashioned impression attached to traditional Stores such as supermarkets is quite a threat to the development of the supermarket business. Cooperatives and traditional Stores are generally plagued by typical problems, such as the impression that the appearance of business facilities is less attractive, including dusty shelves and tables, some goods/commodities have expired and employees are less responsive in serving buyers. In traditional Stores, consumers have to pay with cash, while the current payment trend is to use electronic payment cards. Because of this, the old-fashioned impression of supermarkets emerges among young people and modern urban society. A less modern image is a threat that can hamper the development of the supermarket business. Based on this, management and the author agreed to give a value of -3 to the less modern image indicator.

Internal	Strengths	Weaknesses
	<ul style="list-style-type: none"> ✓ Your specialist marketing expertise ✓ A new, innovative product or service ✓ Location of your business ✓ Quality processes and procedures ✓ Any other aspect of your business that adds value to your product or service 	<ul style="list-style-type: none"> ✓ Lack of marketing expertise ✓ Undifferentiated products or services (i.e. in relation to your competitors) ✓ Location of your business ✓ Poor quality goods or services ✓ Damaged reputation
External	Opportunities	Threats
	<ul style="list-style-type: none"> ✓ A developing market such as the Internet ✓ Mergers, joint ventures or strategic alliances ✓ Moving into new market segments that offer improved profits ✓ A new international market ✓ A market vacated by an ineffective competitor 	<ul style="list-style-type: none"> ✓ A new competitor in your home market ✓ Price wars with competitors ✓ A competitor has a new, innovative product or service ✓ Competitors have superior access to channels of distribution ✓ Taxation is introduced on your product or service

Figure 1. Supermarket Company SWOT Matriculation (Source: Examples)

3.5. Weighted Value of Each Supermarket Company Indicator

The fourth step is to calculate the weighted value of each indicator in the one-factor category and add them up. The weighted value is the result of multiplying the weight and value of each indicator. After the weighted value of each indicator is found, the weighted value is added up. The weighted value for the supermarket strength category for each indicator is store image = 0.80; store location = 0.60; product variety = 0.80; capital accumulation = 0.45; customer service = 0.80; employee welfare = 0.20; and employee loyalty = 0.20. The weighted

value for the supermarket weakness category for each indicator is HR quality = -0.30; owner interference = -0.80; lack of promotion = -0.75; store management = -1.00; and supply of new products = -0.60. 89 The weighted value for the supermarket business opportunity category for each indicator is population growth = 1; consumer loyalty = 0.80; government policy = 0.75; change in consumer mindset = 0.60; and alliances with suppliers = 0.60. The weighted value for the supermarket business threat category for each indicator is: competitive intensity = -1.80; decrease in purchasing power = -0.60; political stability = -0.60; and less modern image = -0.45

3.6. Determining the Position of a Supermarket Company

The fifth and final step is to determine the company's position in one of the four quadrants of the SWOT matrix and at the same time determine the competitive strategy that should be implemented based on that position. For this purpose, the difference in weighted value between the company's strengths and weaknesses and also the difference in weighted value between business opportunities and threats is first calculated. If the difference between the two values is positive, then the company's position is in quadrant I, and the company is advised to use a growth strategy.

If the weighted value of opportunities is greater than business threats and at the same time the weighted value of strengths is smaller than the company's weaknesses, then the company's position is in quadrant II and therefore management is advised to use a stabilization strategy. If the difference between the two values is negative, then the company's position is in quadrant III and therefore the company is expected to choose a rescue strategy. If the weighted value of opportunities is smaller than business threats and at the same time the weighted value of strengths is greater than the company's weaknesses, then the company's position is in quadrant IV and the company should implement a diversification strategy.

Table 7. Difference in Weighted Value of Supermarkets

No	Description	Amount
1	Weighted Value of Supermarket Strength	3,85
	Weighted Value of Supermarket Weaknesses	-3,45
	Positive Difference	0,40
2	Weighted Value of Supermarket Business Opportunities	3,75
	Weighted Value of Supermarket Business Threats	-3,45
	Positive Difference	0,30

Based on the calculations listed in Table 7 above, the position of the Supermarket is located in quadrant I. The Supermarket is located in quadrant I because the two differences in weighted values are positive, namely 0.40 and 0.30. Visually it can be seen in Figure 2 below.

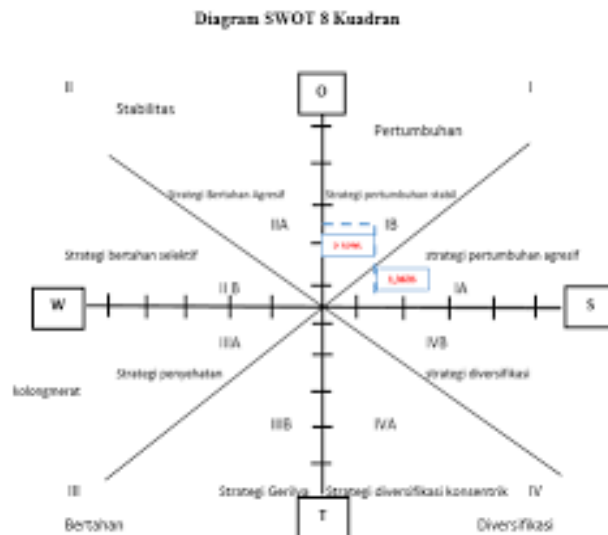


Figure 1. SWOT Quadrant Position of Supermarkets
(Source: Unsrat journal)

The position of supermarkets is based on the quadrant image above, that supermarkets use a growth strategy. The growth strategy for supermarkets includes the following:

- a. Market development The first growth strategy is a market development strategy. Market development strategy is the company's introduction of existing products to new geographic areas. Supermarkets can develop their market by opening branches in new geographic areas that have not been touched by similar stores.
- b. Market penetration The second strategy is the market penetration strategy. A market penetration strategy is a strategy that seeks to increase market share for a current product or service through greater marketing efforts.
- c. Supermarkets can make efforts Company Strengths Company Weaknesses 0.1 0.2 0.3 0.4 0.1 0.2 0.3 0.4 -0.1 -0.2 -0.3 -0.4 - 0.4 -0.3 -0.2 -0.1 Position of Supermarkets 93 market penetration by increasing the number of sales personnel, increasing promotions through advertisements in regional newspapers, radio, or distributing brochures, brochures for individuals which are distributed on the roads and brochures for agencies sent by post.
- d. Product development The next strategy is the product development strategy. Product development strategies seek to increase sales by improving or modifying current products or services. Supermarkets can implement this strategy by modifying existing merchandise, adding models according to consumer desires, developing products that have various levels of quality, developing products with various sizes and models, improving the quality of merchandise, and providing added value. by providing additional services such as free beds and bed installation for every school uniform purchased. Market development, market penetration, and product development are referred to as intensive strategies.

4. Conclusion

Based on the results and discussions at this supermarket company, several conclusions can be drawn, including the following:

- a. The internal and external environmental indicators of supermarkets are a. Strengths 1) Store image 2) Store location 3) Product variety 4) Capital accumulation 5) Customer

- service 6) Employee welfare 7) Employee loyalty b. Weaknesses 1) Quality of human resources 2) Owner interference 3) Lack of promotion 4) Store management 5) Provision of new products c. Business opportunities 1) Population growth 2) Consumer loyalty 3) Government policies 4) Changes in consumer mindset 5) Alliances with suppliers d. Business threats 1) Intensity of competition 2) Decline in purchasing power 95 3) Political stability 4) Less modern image
- b. Indicators of strengths, weaknesses, opportunities, and threats are then analyzed using the 4-K SWOT matrix model. From the results of the SWOT matrix analysis, it is known that supermarkets are in quadrant I. So it can be concluded that the right strategy for supermarkets is a growth strategy.
 - c. The most suitable growth strategy for supermarkets is an intensive strategy. An intensive strategy is a combination of market development strategy, market penetration strategy, and product development strategy.

5. Suggestion

Based on the discussion and conclusions above for this supermarket company, suggestions can be made as follows:

- a. For the marketing division, considering that primary data and secondary data have been collected, market development to surrounding areas is the right alternative strategy. The selection of the surrounding area as a market development area has several reasons, namely: a) The high number of school-age and non-school-age residents in the surrounding district provides a good market share for supermarkets. The total population in the surrounding district based on the 2005 population survey is 824,065 people and 196,505 of them are school-age children and those who have not yet gone to school. The population in the surrounding districts is shown in the table above below. b) In the surrounding districts there is not yet a special Store that sells school uniforms and scout equipment. The existing Store only provides scout equipment as a side item, not a main or focused merchandise item. The absence of many competitors has created opportunities for supermarkets to grow there.
- b. Supermarket companies are advised to penetrate the market by trying to increase market share for current products or services through greater marketing efforts. Supermarkets can make efforts to penetrate the market by increasing the number of salespeople, increasing promotions through advertising in regional newspapers, radio, or distributing brochures, both brochures for individuals distributed on the roads and brochures for agencies sent by post.
- c. The Product Development Division is advised to develop its products. Product development strategies seek to increase sales by improving or modifying current products or services. Supermarkets can implement this strategy by modifying existing merchandise, adding models according to consumer desires, developing products that have various levels of quality, developing products with various sizes and models, improving the quality of merchandise, and providing added value. by providing additional services such as free beds and bed installation for every school uniform purchased

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