

MSMEs Empowerment Strategy and Traditional Market Arrangement in Serang City: SWOT Analysis of Dinkopukmperindag Serang City

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ABSTRACT

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This research analyzes strategies for empowering Micro, Small, and Medium Enterprises (MSMEs) and developing traditional markets in Serang City using SWOT analysis. Data shows that Serang City has 10,321 MSMEs, far behind Lebak Regency with 50,338 MSMEs. The SWOT analysis shows that the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of Serang City (Dinkopukmperindag) has strengths such as training programs for employees and strategic partnerships with various stakeholders. However, there are also weaknesses such as poor trade area management and lack of access to capital for MSMEs. In order to empower MSMEs and develop traditional markets in Serang City, the right strategy is needed to maximize strengths and opportunities and overcome weaknesses and threats. This research is expected to provide strategic recommendations for Dinkopukmperindag Kota Serang in improving the performance and empowerment of MSMEs and maintaining the sustainability of traditional markets as the center of the local economy.

A. INTRODUCTION

Urban areas are the central point of the population's economy in a country, massive urbanization of the population and increasingly fierce job competition, demanding that each individual population must continue to survive for life. The problem of unemployment continues to increase as more rural residents move to urban areas. In surviving in urban areas, much of the population in addition to working in offices and retail, people also do a lot of small-scale entrepreneurs which can be referred to as micro, small and medium enterprises (MSMEs), according to data from the Central Bureau of Statistics in 2022 banten province has a total of 157,599 MSMEs. Serang City, which is the provincial capital, is far behind Lebak Regency. Lebak Regency has more than 50,000 MSMEs compared to Serang City's 10,000 (Badan pusat statistik provinsi Banten, 2022) .

Table 1.
Data on the number of MSMEs in Banten Province 2022

NO	DISTRICT/CITY	MICRO BUSINESS	SMALL BUSINESS	MEDIUM BUSINESS	TOTAL UMKM
1	Kab Lebak	49.498	825	15	50.338
2	Kab Tangerang	41.155	0	0	41.155
3	Kab Serang	22.667	3.958	284	26.909
4	Kota Tangerang	11.079	633	34	11.746
5	Kota Cilegon	6.446	100	0	6.546
6	Kota Serang	6.495	3.595	222	10.321
7	Kota Tangerang Selatan	7.094	2.488	0	9.582
8	Kab Pandeglang	900	100	2	1.002
TOTAL					157.599

Source: BPS data of Banten province 2022

Apart from paying attention to human resources, the Serang city government must also pay attention to the facilities for MSMEs to sell their products, on average traditional MSME players will sell their products at the people's market center. However, sadly, people's markets or traditional markets are increasingly being eroded by larger modern shops that disrupt the flow of trade in people's markets, based on research from Korenkova et al, modern markets in Indonesia are growing 31.4% per year, while traditional markets are shrinking 8% per year. In 2020 there were 13,450 traditional markets consisting of around 12.6 million small traders (Korenkova et al. 2020).

Serang City as the capital of Banten province has become the central point of Banten's economy. Through Law No. 32 on the establishment of Serang City in Banten Province, Serang City has become an autonomous region (Undang-Undang Republik Indonesia 2007). therefore, the city of Serang has the right to regulate its government affairs by itself. The massive and dynamic development of society, starting from the construction of public and private facilities. Serang City continues to grow rapidly, such as the construction of roads, public markets, buildings, hospitals, parks, places of worship, shopping centers, supermarkets, and others. The Serang city government in carrying out these policies, especially in empowering MSMEs and structuring markets, is managed or the authorized agency, namely the dians of cooperatives, small and medium enterprises, industry and trade of Serang City.

Based on table 1 , to improve the performance of the office and the development of MSMEs and market empowerment, especially traditional markets, it is necessary to conduct a SWOT analysis in the form of strengths, weaknesses, opportunities, and threats that are part of the Dinkopukmperindag Serang City. SWOT analysis is an approach in formulating a policy strategy or a program. In SWOT analysis has two factors and four aspects in formulating related SWOT analysts. In this study, we will examine these four indicators in implementing programs on empowering MSMEs and traditional markets.

SWOT analysis is a theory in development planning that has 4 testing aspects, namely: Strength, Weakness, Opportunity, and Threat. SWOT analysis is generally used by certain parties in evaluating the progress and success of a project or organization to determine strategic steps. According to Kotler and Armstrong in (Putra 2019) That is: "SWOT is a comprehensive assessment of the strengths, weaknesses, opportunities, and threats of a company". The quote implies that SWOT analysis is needed in assessing a company or in the context of this article is an organization. This logic-based analysis that maximizes Strengths and Opportunities, but simultaneously can simultaneously minimize Weaknesses and Threats and is always related to the(Threats) and is always related to the development of Vision, Goals, Strategies and Policy Based on the above understanding, the following are indicators in SWOT testing at the Office of Cooperatives, Small and Medium Enterprises, Industry and Trade of Serang City (Irfani, Naziyah, and Widiyarta 2021).

1) Strength

This is one aspect of the SWOT analysis in the form of strengths that exist within the company or organization, in this case the strengths of the agency that can influence their actions and policies.

2) Weakness

This is an aspect of SWOT analysis that describes the weaknesses within the company or organization, in this context the weaknesses that can affect the agency in carrying out its performance.

3) Opportunity

Is an aspect of SWOT analysis in the form of opportunities that can arise in a company or organization to help maximize performance, in this case opportunities that can be used by the agency in supporting their performance.

4) Threat

Is an aspect of SWOT analysis in the form of threats or challenges that must be faced by a company or organization, as in this case, namely threats that can interfere with the stability of the department's performance.

A SWOT analysis, according to Fredi Rangkuli, is an initiative carried out with a logical approach that maximizes opportunities and strengths while minimizing weaknesses and threats. The purpose of SWOT analysis is to systematically identify various factors in order to develop a company strategy.. (Freddy Rangkuti,2008) at (Indrayani Hamin and Isyana Pongoliu 2023). Similarly, the SWOT analysis is divided into two parts Internal and external, namely:

1) Internal Factors

This internal factor includes strengths (Strength) and weaknesses (Weakness), analysis of the internal entity of the organization or company, strengths are positive aspects that exist within the organization or company. while weaknesses are negative aspects that become weaknesses in the internal organization or company.

2) Exernal Factors

This external factor includes Opportunity (Opportunity) and Threat (Threat), analysis on the view from outside the organization or company, on the analysis of opportunities is a situation or condition that can be utilized by the organization in improving organizational performance, while Threat (Threat) is a situation or condition that threatens the continuity or success of the organization that comes from outside the organization.

Strategic SWOT matrix explains how opportunities and threats from factors outside the organization correlate with the strengths and weaknesses contained in the internal organization or company itself. The purpose of this SWOT analysis is to set strategies for organizations or companies in facing opportunities and threats from factors outside the organization by maximizing strengths and evaluating weaknesses. The SWOT matrix is a tool used to develop a strategic plan by combining internal strengths and weaknesses with external opportunities and threats. The resulting four quadrats (SO, WO, ST, and WT) provide a framework for evaluating potential strategies. To choose the best approach, it is important to consider the interaction between the four factors and the implications for the company's market penetration and product development efforts.(Qanita 2020)

B. METHOD

The method used in this research is a method that uses quantitative methods. Which refers to research on a particular population or sample. With this quantitative method, researchers can examine the possibilities that occur using numbers and statistics to process the data obtained with objective presentation and results. In testing the hypothesis that has been formulated, in the process of collecting data, testing is carried out using instruments carried out in the form of questionnaires or questionnaires. After the data is collected, data analysis is carried out using quantitative or statistical methods to obtain accurate and objective research results. In research using quantitative methods can test the hypothesis that has been formulated and validate the test results scientifically.

C. RESEARCH FINDING AND DISCUSSION

Serang City is the capital of Banten province resulting from the expansion of Serang Regency, at the beginning of its formation in 2007 through the regional autonomy law. The city government of Serang has the authority to regulate government autonomously, one of which is in the formation of regional apparatus organizations. In local regulation no 7 of 2016 in section two on regional apparatus article 2, states that the dinkopukmperindag is type A and is tasked with carrying out government affairs in the fields of Trade, Industry and Cooperatives Small and medium enterprises (Peraturan Daerah Kota Serang 2016).

Dinkopukmperindag Kota Serang is a regional apparatus organization under the auspices of the Serang city government. In its duties and functions, this office contributes a lot to market structuring and empowering MSMEs and increasing small industries. This office is guided by the vision and mission of the 2018-2023 Serang city government, with a vision of "realizing a cultural city of civilization" and one of its missions, namely "Improving the Regional Economy and Empowering Competitive Communities". In this mission, Dinas kopukmperindag agency with several excellent programs.

The programs of the kopukmperindag office include structuring creative field traders, structuring markets, empowering MSMEs, and other programs. These programs are expected to create better economic conditions for the community.

IFAS Matrix (Internal Factor Analysist Strategic) Strategy of Dinkopukmperindag Serang City in Empowering MSMEs and Traditional Markets

To Analyze the SWOT Strategy at Dinkopukmperindag Kota Serang, we must first analyze the internal environment. In organizations, the internal environment refers to circumstances that specifically come from within the organization itself. Analysis of the internal environment can help determine the strengths and weaknesses of the organization. Based on David (2006) in (Sari 2019), The IFAS matrix states that the internal environment includes: management, marketing, finance/accounting, production/operations, research and development, and management information systems. The IFAS matrix is a formulation measurement tool used to identify the internal factors of an organization by considering strengths (Strength) and weaknesses (Weakness) as the main factors. The following are the results of the IFAS matrix at Dinkopukmperindag Kota Serang.

Tabel.2

IFAS Matrix (Internal Factor Analysist Summary) Strategy of Dinkopukmperindag of Serang City

NO.	STRENGHT	RATIN G OFF	BOBO T	RATIN G ON	SKOR
S1	I have the feeling that this office has a training program for employees.	114	0,04	4	0,13
S2	I feel that the training conducted by the Agency through various methods is appropriate to the needs of the employees.	104	0,03	3	0,11
S3	This agency has received incentives from the Serang city government to encourage infrastructure development and MSME growth	113	0,04	4	0,13
S4	I feel that this Agency has managed incentives from the government well to encourage infrastructure development and the growth of MSMEs.	115	0,04	4	0,14

S5	In my opinion, this Agency has established strategic partnerships with relevant stakeholders.	111	0,04	3	0,13
S6	I feel that these partnerships have proven effective in supporting the growth of industry and trade in the Serang city area	112	0,04	4	0,13
S7	In my opinion, the Department actively maintains and expands relationships with SME players	113	0,04	4	0,13
S8	I feel that connections with SMEs can support local economic growth and progress.	112	0,04	4	0,13
S9	The Department has a system in place to obtain and analyze the latest market data.	117	0,04	4	0,14
S10	In my opinion, the Department's ability to predict market trends helps in directing business decisions more appropriately.	109	0,04	3	0,12
S11	This department has a system to obtain and analyze the latest market data.	112	0,04	4	0,13
S12	In my opinion, the Dinas's ability to predict market trends helps in directing business decisions more appropriately.	108	0,04	3	0,12
S13	In my opinion, the Department has ensured a secure distribution network for goods.	106	0,03	3	0,11
S14	I have a feeling that the distribution network owned by the Service covers a wide area to support the smooth flow of goods.	109	0,04	3	0,12
	Strenght Total	1555	0,51		1,77
	WEAKNESS				
W15	I feel that the poor management of the trading area/market is due to the lack of employee performance.	104	0,03	3	0,11
W16	I feel that the Dinas has improved such management and improved the quality of services in traditional markets.	106	0,03	3	0,11
W17	I feel that the Department has made concrete efforts to organize funds for street vendors and market facilities.	110	0,04	3	0,12
W18	I feel that this Dinas has overcome the obstacles in structuring the fund with a planned and sustainable strategy.	106	0,03	3	0,11
W19	I feel that the Office has planned to improve the quality and service of the infrastructure through renovation and modernization projects.	111	0,04	3	0,13
W20	In my opinion, there are aspects of traditional market infrastructure that need to be improved.	119	0,04	4	0,14
W21	I feel that there are insufficient programs or solutions being considered by the Department to improve access to capital for small industries.	100	0,03	3	0,10
W22	In my opinion, the Department needs to ensure that small industries have sufficient access to capital.	111	0,04	3	0,13

W23	I feel that the Department has identified the main obstacles in the creation of industrial estates for regional superior products	102	0,03	3	0,11
W24	In my opinion, the Department has concrete plans to address these challenges with strategic steps in infrastructure and regulatory development.	109	0,04	3	0,12
W25	I feel that this Department has improved the qualifications of human resources managing cooperatives and SMEs.	108	0,04	3	0,12
W26	I think the Office has identified and addressed the low qualifications of these human resources through training and capacity building programs.	108	0,04	3	0,12
W27	I feel that there is a lack of sustainability in the support programs from this Department.	100	0,03	3	0,10
W28	In my opinion, the Office has taken concrete steps to address the sustainability of the support programs.	111	0,04	3	0,13
	Weakness Total	1505	0,49		1,66
	Internal Factors Total	3060	1,00		3,42

(Source: Data Processed by Researchers, 2024)

Based on the table above, there are three calculation results for the IFAS matrix: rating calculation, weight calculation, and score calculation. The three calculations required as a result of the IFAS matrix, based on the calculation stages, are as follows. Researchers will detail the methods for these three calculations:

- When analyzing SWOT, the weight determines the level of importance of each item relevant to the IFAS indicator. The weight calculation range is from the lowest 0.00 to the highest 1.00. The weight calculation process is carried out by dividing the total rating off of each statement item by the total number of internal factors listed in the table above. For example: the first statement item in the strength indicator, divided by the number of internal factors $\frac{114}{3060}=0,04$.
- The calculation of Rating on is by dividing each rating off from the statement item by the number of respondents collected, for example: the first statement item on the strength indicator $\frac{114}{32}=4$.
- Scores are obtained by multiplying the results of the weight and rating on each statement item, for example: the first statement item on the strength indicator, $114 \times 0,04 = 0,13$.

Based on the calculation results in the IFAS table above, the Serang City Dinkopukmperindag strategy in empowering MSMEs and traditional markets. It can be concluded that the total internal factors with indicators of strengths and weaknesses are 3.42. this shows that the internal position of Dinkopukmperindag Kota Serang is quite strong.

EFAS Matrix (External Factor Analysis Summary) Strategy of Dinkopukmperindag City of Serang in Empowering MSMEs and Traditional Markets

The analysis of external factors is very important for organizations to predict and adapt to the impact of external factors that determine their future direction. The EFAS matrix is a formulation measurement tool used to identify external factors of an organization by considering opportunities (Opportunity) and threats (Threat) as the main factors. The following are the results of the EFAS matrix at Dinkopukmperindag Kota Serang.

Table.3
EFAS Matrix (External Factor Analysis Summary) Dinkopukmperindag Serang City

No	OPPURTUNITY	RATI NG OFF	BOBO T	RA TI NG ON	SKO R
O29	Improving domestic demand for local products can increase turnover for MSMEs	110	0,04	3	0,12
O30	Expanding market share at the domestic level can improve the welfare of small industries	110	0,04	3	0,12
O31	Identifying potential collaborations with research and education institutions can develop MSME products	107	0,03	3	0,11
O32	Collaboration with research and education institutions in the development of value-added products can improve the competitiveness of SMEs.	104	0,03	3	0,11
O33	This department has taken concrete steps to encourage collaboration with the central government providing support in improving	113	0,04	4	0,13
O34	Infrastructure and pro-SME policies can help the development of Market infrastructure in Serang City.	115	0,04	4	0,13
O35	The department strives to ensure the implementation of pro-SME policies at the local level	112	0,04	4	0,12
O36	Developing specialized training and mentoring programs for SMEs can improve skills and competencies	111	0,04	3	0,12
O37	Implementation of these programs can improve the capacity and skills of SMEs in market competitiveness.	113	0,04	4	0,13
O38	Marketing strategies to access export markets can increase the penetration of local products in the global market	108	0,03	3	0,12
O39	With opportunities in regional and international export markets to be able to expand the reach of local products	113	0,04	4	0,13
O40	By investing in marketing and branding, it can increase brand awareness and image in local and regional markets.	110	0,04	3	0,12
O41	By performing this investment, it can strengthen the brand position of local products	112	0,04	4	0,12
O42	With the increasing number of tourists visiting Serang City, it can increase business development in the tourism sector	110	0,04	3	0,12
O43	Development of tourism infrastructure to optimize the benefits from the growth of the local tourism sector	112	0,04	4	0,12
	Oppertunity Total	1660	0,53		1,83
	THREAT				
T44	Government policy changes that can be detrimental to SMEs.	91	0,03	3	0,08
T45	High taxes levied on MSMEs impact sales turnover	106	0,03	3	0,11
T46	The change in consumer trends in favor of big products can threaten MSMEs	106	0,03	3	0,11
T47	The Department has conducted a marketing plan to accommodate changes in consumer trends.	110	0,04	3	0,12
T48	Technological changes or industry innovations that can change market dynamics.	107	0,03	3	0,11
T49	The digital competition that is massive makes MSMEs lose their competitiveness	102	0,03	3	0,10
T50	High unemployment can affect people's purchasing power	108	0,03	3	0,12
T51	The Department has made regulations to overcome the impact of high unemployment on people's purchasing power.	108	0,03	3	0,12

T52	Climate change, natural disasters, or geopolitical changes that may disrupt local business operations.	106	0,03	3	0,11
T53	Climate change, natural disasters, or geopolitical changes can disrupt the supply chain of local businesses.	103	0,03	3	0,11
T54	A disorderly market environment can disrupt buying and selling activities.	109	0,03	3	0,12
T55	I feel that this department has taken strategic steps to create a safe and conducive environment for buying and selling activities.	106	0,03	3	0,11
T56	Economic crisis may disrupt price stability in the marketplace	109	0,03	3	0,12
T57	The department has prepared emergency strategies to deal with a possible economic crisis.	107	0,03	3	0,11
Total Threat		1478	0,47		1,56
External Factors Total		3138	1,00		3,39

(Source: Data Processed by Researchers, 2024)

Based on the table above, there are three calculation results for the EFAS matrix: rating calculation, weight calculation, and score calculation. The three calculations required as a result of the EFAS matrix, based on the calculation stages, are as follows. Researchers will detail the methods for these three calculations:

- In the analysis of SWOT, the weight is a determinant of the level of importance of each item relevant to the EFAS indicator. The weight calculation range is from the lowest 0.00 to the highest 1.00. The weight calculation process is carried out by dividing the total rating off of each statement item by the total number of external factors listed in the table above. For example: the first statement item on the strength indicator, divided by the number of external factors $\frac{110}{3138}=0,04$.
- Calculation of Rating on is by dividing each rating off from the statement item by the number of respondents collected, for example, such as: the first statement item on the strength indicator $\frac{110}{32}= 3$.
- The score calculation is obtained by multiplying the results of the weight and rating on each statement item, for example: the first statement item on the strength indicator, $110 \times 0.04 = 0.12$.

Based on the calculation results in the EFAS table above, the strategy of Dinkopukmperindag Kota Serang in empowering MSMEs and traditional markets. It can be concluded that the total external factors with indicators of opportunities and threats are 3.39. this shows that the external position of Dinkopukmperindag City of Serang is very strong.

Diagram Cartesius

Analysis of IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary). Strategy formulation can be done easily, using a Cartesian Diagram with two-dimensional visualization. X axis for IFAS and Y axis for EFAS. By using this Cartesian diagram, researchers can identify quadrants of strategy formulation. The following is the formula for visualizing on a Cartesian diagram to find the coordinate points of each indicator:

$$= \frac{\text{Total score Strengths} - \text{Total score Weaknesses}}{2} ; \frac{\text{Total score of Opportunities} - \text{Total score of Threats}}{2}$$

$$= \frac{1,77 - 1,66}{2} ; \frac{1,83 - 1,58}{2}$$

$$= 0,05 ; 0,14$$

Based on the results of the above calculations, it can be seen that the IFAS matrix coordinates are on the X axis with coordinates (0.05) and the EFAS matrix is on the Y axis with coordinates (0.14).

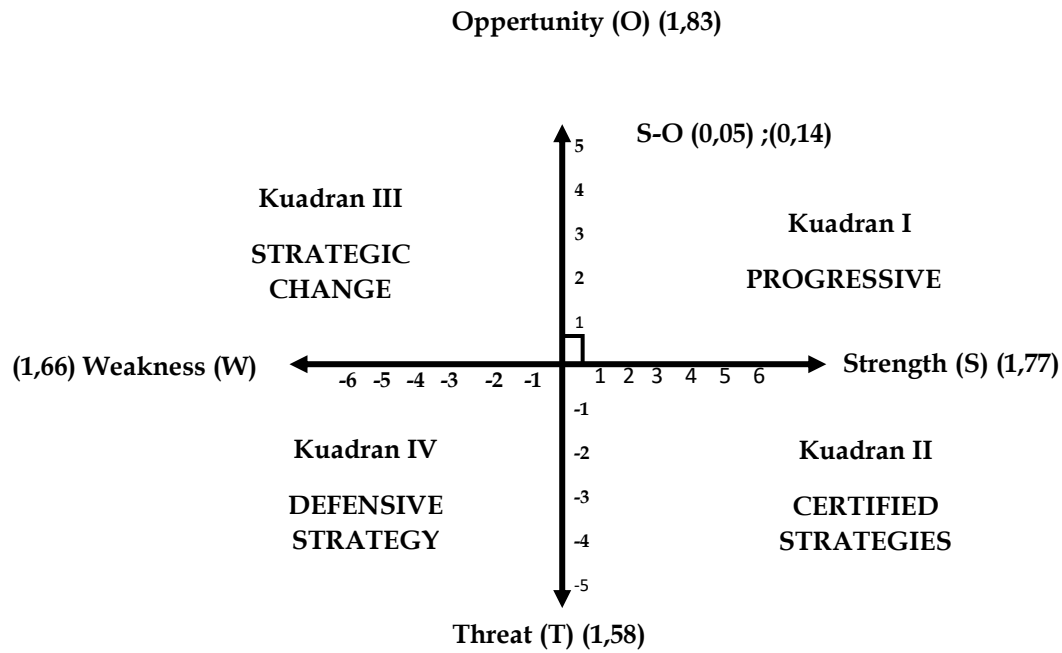


Figure 1.
Cartesian diagram
(Source: Data Processed by Researchers, 2024)

From the Cartesius Diagram above, it can be concluded that the main focus is on Progressive strategies, namely by supporting aggressive growth policies (Growth Oriented Strategy). Freddy Rangkuti in (Haerawan and Magang 2019) Therefore, the growth approach is an effective way to optimize the Serang City Dinkopukmperindag policy on empowering MSMEs and Traditional Markets. This is also a benchmark for researchers in designing their strategies.

Analysis of Dinkopukmperindag's Strategy in Empowering MSMEs and Traditional Markets in Serang City

According to David cited from (Abdurrahim, Daryanto, and Nurmalina 2014), The SWOT matrix is used in developing alternative strategies to assist in matching strengths and opportunities (SO strategy), strengths and threats (ST strategy), opportunities and weaknesses (WO strategy) and weaknesses and threats (WT strategy). From the results of the previous Cartesian diagram, researchers can create a strategy matrix from the IFAS and EFAS analysis of Dinkopukmperindag Kota Serang in an effort to empower MSMEs and traditional markets. The following are the strategies that researchers formulated for the Serang City Dinkopukmperindag strategy.

Table 4.
SWOT Strategy Matrix

	Strength (S)	Weakness (W)
IFAS	<ol style="list-style-type: none"> 1. Qualified and Experienced Human Resources in their fields. 2. Support from the Government in Infrastructure Development 	<ol style="list-style-type: none"> 1. Management of Trade Areas/Markets is poor 2. Lack of Structuring Funds for Street Vendor Facilities and Traditional Markets in Serang City
EFAS		

	<ol style="list-style-type: none"> 3. Strategic Relationships with Various Stakeholders in the Field of Industry and Trade 4. Strong Connection with Small and Medium Enterprises (SMEs). 5. Access to the latest market data and trend analysis that enables SMEs to make informed decisions. 6. Ability to provide their own digital platform or marketplace for SMEs 7. Ability to give SMEs access to distribution networks 	<ol style="list-style-type: none"> 3. Low Quality and Service of Traditional Market Infrastructure 4. Lack of Access to Capital for Small Industries in Increasing Income 5. Lack of Industrial Estates for Regional Superior Products 6. Low Human Resources of Cooperative and SME Managers 7. Lack of sustainability in support programs
<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Improved domestic demand for local products 2. Collaboration with research and education institutions to develop value-added products and improve competitiveness of SMEs 3. Support from the central government to improve infrastructure and pro-SME policies. 4. Opportunities to develop customized training and mentoring programs 5. Regional and international export market opportunities to expand the reach of local products. 6. Investments in marketing and branding can increase brand awareness and 	<p>Strategi S-O</p> <ol style="list-style-type: none"> 1. In capitalizing on the increase in domestic demand for local products with the strength of trained resources, the Dinkopukmperindag can maximize its performance coupled with financial support from the government to build infrastructure, the agency can make pamaren or bazaars in markets by hooking MSME actors to get involved. 2. With strategic partnerships from various stakeholders, the agency can utilize them for the development of MSMEs and branding of local products. 3. Human resources of employees who are trained and experienced in their fields can develop special training and mentoring programs for MSME players and market traders. 4. Strong connections with MSMEs and easy access to market data can facilitate opportunities to introduce local MSME products at foreign market exhibitions 5. 5. By having a digital market or application that is able to connect MSMEs with consumers and attractive product branding, it can create the development of 	<p>Strategi W-O</p> <ol style="list-style-type: none"> 1. The limited capital for the industry can be overcome by increasing domestic opportunities for local products and collaboration from research institutions in creating products with added value, because it can increase the income of MSMEs that lack capital. 2. The support of the central government in improving infrastructure can provide a solution for the agency from the lack of market arrangement and street vendors will be stimulated by the budget from the center and can be used to improve facilities. 3. With a strategy to take advantage of opportunities for the introduction of local products in the export market to other regions and even abroad, it can overcome the weaknesses of the agency in increasing the regional product industrial area. 4. Opportunities for collaboration between

<p>image in local and regional markets</p> <p>7. opportunities for business development in the tourism sector</p>	<p>culinary tourism and creative products.</p>	<p>research institutions, universities and training institutions can increase the potential for better human resources</p> <p>5. Utilization in the tourism sector can be used as a strategy in dealing with programs that are less sustainable by focusing options on the culinary tourism sector.</p>
<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Government policy changes that are unfavorable to SMEs 2. Threat of changing consumer trends in favor of big products 3. Threats from technological changes or industrial innovations that can drastically change market dynamics 4. High levels of unemployment can reduce people's purchasing power 5. Risks from climate change, natural disasters, or geopolitical changes may disrupt the operations and supply chains of local businesses 6. Unruly market environment may disrupt 	<p>Strategi S-T</p> <ol style="list-style-type: none"> 1. With experienced and trained human resources in each field office, threats such as the threat of order and economic crisis can be overcome with competent staff. Good collaboration by the agency, can solve these solutions with good synergy, by holding a cheap market for the community. 2. With the ability to access networks for the distribution of goods and close connections with MSME players, the risk of climate change, natural disasters, and geopolitical threats can be overcome by harassing goods distribution channels from distributors or plantations to traders to the market. 3. With the agency having access to market data and the provision of digital market applications, it can provide a strategy for overcoming technological threats that can have an impact on market dynamics. 4. With budget support from the government in terms of market infrastructure, it can improve market comfort and order to be conducive 5. Synergize with other agencies in overcoming unemployment and conduct entrepreneurship training for 	<p>Strategi W-T</p> <ol style="list-style-type: none"> 1. to identified the low management of the office in the management of markets and traders by improving performance in the market sector can avoid the threat of economic crisis, with the reform of market management and establish a market management certificate coachnn 2. to address the lack of funding for the arrangement of street vendor facilities and market traders by optimizing the use of the budget, as well as partnership programs with the private sector 3. to improve the low human resources of these managers, intensive training programs and collaboration with educational institutions are needed 4. maintaining the sustainability of the program by conducting performance evaluations and feedback to the community

buying and selling activities 7. Threat of economic crisis	people who are interested in becoming MSMEs.	5. ways to avoid the lack of access to capital for MSMEs and traditional market traders by conducting micro-credit programs with low interest rates or by establishing safe cooperatives.
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(Source: Data Processed by Researchers, 2024)

Table 5.
Planning combination matrix

EFAS	STRENGTH (S)	WEAKNESS (W)
OPPORTUNITIES (O)	Strategi S-O Total Strength Score + Total Opportunity Score = total S-O $1,77 + 1,83 = 3,60$	Strategi W-O Total Weakness Score + Total Opportunity Score = Total W-O $1,66 + 1,83 = 3,49$
THREATS (T)	Strategi S-T Total Strength Score + Total Threat Score = Total S-T $1,77 + 1,58 = 3,35$	Strategi W-T Total Weakness Score + Total Threat Score = Total W-T $1,66 + 1,58 = 3,24$

(Source: Data Processed by Researchers, 2024)

Based on the table above, researchers have formulated a strategy that is in accordance with quadrant I, namely a progressive strategy oriented towards a growth strategy, the following strategy details are explained from the table above, namely:

1) Strategy Strengths and Opportunities (Strength - Opportunity)

This S-O strategy is a combination of strengths and opportunities, where strengths are used as much as possible in taking advantage of existing opportunities, from the results of the combination planning matrix, it has the highest priority scale because it has a result of 3.60. here are some strategies for the Department of kopukmperindag in empowering MSMEs and traditional markets:

- a. In utilizing the increase in domestic demand for local products with the strength of trained resources, the Kopukmperindag can maximize its performance coupled with financial support from the government to build infrastructure, the agency can make pamaren or bazaars in markets by linking MSME actors to get involved.
- b. With strategic partnerships from various stakeholders, the office can utilize them for the development of MSMEs and branding of local products.
- c. Human resources of employees who are trained and experienced in their fields can develop special training and mentoring programs for MSME players and market traders so that they can have more skills that can support their work.
- d. Strong connections with MSMEs and easy access to market data can make it easier for the agency to find opportunities to introduce local MSME products at market exhibitions abroad.
- e. By having a digital market or application that is able to connect MSMEs with consumers and attractive product branding, it can create the development of culinary tourism and creative products.

2) Strategy Weaknesses and Opportunities (weakness - Opportunity)

This W-O strategy is a combination of weaknesses and opportunities, where weaknesses can be overcome by making the most of existing opportunities. From the results of the

combination planning matrix, it has the second priority scale because it has a result of 3.49 the second largest value. Following are some strategies for the Department of Kopukmperindag in empowering MSMEs and Traditional Markets:

- a. The lack of capital for industry can be overcome by domestic improvement opportunities for local products and collaboration from research institutions in creating products with added value, because it can increase the income of MSMEs that lack capital.
- b. Support from the central government in improving infrastructure can provide a solution for the agency from the lack of market arrangement and street vendors will be stimulated by the budget from the center and can be used to improve facilities.
- c. With a strategy to take advantage of opportunities for the introduction of local products in the export market to other regions and even abroad, it can overcome the weakness of the agency in increasing the regional product industrial area.
- d. Opportunities for collaboration between research institutions, universities and training institutions can increase the potential for better human resources
- e. Utilization in the tourism sector can be used as a strategy in dealing with programs that are less sustainable by focusing options on the culinary tourism sector.

3) Strategy Strengths and Threats (Strength - Threat)

This ST strategy is a combination of strengths and opportunities, where strengths are utilized as much as possible in overcoming existing threats. From the results of the combination planning matrix, it has the third priority scale because it has a result of 3.35, because it has the third largest value. Following are some strategies for the Kopukmperindag Office in empowering MSMEs and traditional markets:

- a. With trained and experienced human resources in the offices of each field, it can overcome emerging threats such as the threat of order and economic crisis can be overcome with competent staff. good collaboration run by the agency, can solve these solutions with good synergy, by holding cheap markets for the community.
- b. the ability to access networks for the distribution of goods and close connections with MSME players can reduce the risk of threats to climate change, natural disasters, and geopolitics can be overcome by harassing goods distribution channels from distributors or plantations to traders to the market.
- c. With the departement having access to market data and the provision of digital market applications, it can provide a strategy for overcoming technological threats that can have an impact on market dynamics.
- d. With budget support from the government in terms of market infrastructure, the agency can improve the comfort and order of the market to be conducive
- e. Synergize with other agencies in overcoming unemployment and conduct entrepreneurship training for people who are interested in becoming MSMEs.

4) Strategy Weakness And Threat (Weakness - Threat) This WT strategy is a combination of weaknesses and threats, where weaknesses are identified to formulate strategies to avoid threats. From the results of the combination planning matrix, it has the last priority scale because it has a result of 3.24 because it has the lowest value. The following are some strategies for the Kopukmperindag Office in empowering MSMEs and traditional markets:

- a. identifying the low management of the office in managing markets and traders by improving performance in the market sector can avoid the threat of economic crisis, by reforming market management and forming market management certificate training.
- b. to overcome the lack of structuring funds for PKL facilities and market traders by optimizing the use of the budget, as well as partnership programs with the private sector
- c. to improve the low human resources of these managers, intensive training programs and collaboration with educational institutions are needed

- d. maintaining the sustainability of the program by conducting performance evaluations and providing feedback to the community
- e. ways to avoid the lack of access to capital for MSMEs and traditional market traders by conducting micro-credit programs with low interest rates or by establishing safe cooperatives.

D. CONCLUSION AND RECOMMENDATION

Conclusion

The Department of Cooperatives, Small and Medium Enterprises, Industry and Trade of Serang City is a strategic department in the government of Serang City. It has complex tasks in the government process, especially in the fields of community cooperatives, MSME empowerment, market structuring, and industrial development.

In the strategy formulation for empowering MSMEs and traditional markets, good performance is needed from various stakeholders involved, especially the dinkopukmperindag as the leading sector in this field, In the SWOT analysis discussed in the discussion, the dinkopukmperindag in testing the IFAS matrix obtained a total of internal factors with indicators of strengths and weaknesses of 3.42. this shows that the internal position of the Dinkopukmperindag of Serang City is so strong. Meanwhile, from the EFAS matrix, the total external factors with indicators of opportunities and threats amounted to 3.39. this shows that the external position of Dinkopukmperindag Kota Serang is very strong.

Testing the cartisius diagram Dinkopukmperindag is in the first quadrant, which means that the strategies that can be applied to this agency are progressive policies on internal strengths and opportunities that can support the development of Dinkopukmperindag Serang city.

Recommendation

The results of this SWOT analysis are recommendations for Dinkopukmperindag Kota Serang in empowering MSMEs and Traditional Markets, namely:

- 1) mproving employee performance supported by a good organizational culture by utilizing internal strengths and external opportunities.
- 2) The Office of Small and Medium Enterprises Cooperatives, Industry and Trade must first conduct a study and analysis by collaborating with related agencies in empowering MSMEs and traditional markets.
- 3) Conducting socialization of programs and policies to the community to participate in brainstorming ideas so that policies are in accordance with the aspirations of the community.
- 4) Provide a regular forum for dialogue with MSME players and traditional market traders to understand their needs and problems 5.
- 5) Utilize information technology such as e-commerce and digital marketing in marketing MSME products 6.
- 6) Improve supporting infrastructure such as traditional markets that are clean, safe, and comfortable for transaction
- 7) Conduct routine local umkm exhibitions and market local umkm products at regional and international exhibitions.

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