

TRADITIONAL MARKET ARRANGEMENT STRATEGY, IN PERSPECTIVE OF SPATIAL POLICY IN INDONESIA

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ABSTRACT

Amid the development of modern markets, the existence of traditional markets must also be maintained. Traditional markets have various weaknesses that become primary characters that are difficult to change, ranging from spatial factors, slums, parking chaos, and other images that are not good compared to modern markets. Of course, if this weakness is appropriately handled, the existence of the traditional market is protected. Conventional markets need improvements and arrangements to build clean conditions and comfort consumers and traders. The government's role is to maintain the existence of traditional markets, which can be done with various alternative strategies. This study aims to determine the design of structuring traditional markets in the Pangkah District and the model of structuring the Pangkah market in Tegal Regency to maintain the existence of traditional markets. This research uses a mixed method approach—data collection techniques using observations, interviews, questionnaires with a Likert scale, and literature studies. Data analysis was performed using the SWOT matrix QSPM method to determine alternative strategies. As well is being strengthened again in the depiction of maps using ArcGIS software which aims to see the condition of market activity through satellites. The results showed that the Pangkah market activity was quite dense and received a strategy to develop the Pangkah market, aiming to increase people's interest in shopping at the Pangkah market.
Keywords: Structuring Strategy, Traditional Market, QSPM, ArcGIS

ABSTRAK

Di tengah perkembangan pasar modern, eksistensi pasar tradisional juga harus tetap dipertahankan. Pasar tradisional memiliki berbagai kelemahan yang menjadi karakter utama yang sulit untuk diubah, mulai dari faktor tata ruang, kekumuhan, kesemrawutan parkir, dan citra lainnya yang kurang baik dibandingkan dengan pasar modern. Tentu saja, jika kelemahan ini ditangani dengan tepat, eksistensi pasar tradisional akan tetap terjaga. Pasar konvensional membutuhkan pembenahan dan penataan untuk membangun kondisi yang bersih dan nyaman bagi konsumen dan pedagang. Peran pemerintah adalah menjaga eksistensi pasar tradisional yang dapat dilakukan dengan berbagai alternatif strategi. Penelitian ini bertujuan untuk mengetahui desain penataan pasar tradisional di Kecamatan Pangkah dan model penataan pasar Pangkah Kabupaten Tegal untuk mempertahankan eksistensi pasar tradisional. Penelitian ini menggunakan pendekatan mixed method dengan teknik pengumpulan data menggunakan observasi, wawancara, kuesioner dengan skala likert, dan studi literatur. Analisis data dilakukan dengan menggunakan metode matriks SWOT QSPM untuk menentukan alternatif strategi. Serta diperkuat lagi dalam penggambaran peta dengan menggunakan software ArcGIS yang bertujuan untuk melihat kondisi aktivitas pasar melalui satelit. Hasil penelitian menunjukkan bahwa aktivitas pasar Pangkah cukup padat dan mendapatkan strategi pengembangan pasar Pangkah yang bertujuan untuk meningkatkan minat masyarakat untuk berbelanja di pasar Pangkah.
Kata kunci: Strategi Penataan, Pasar Tradisional, QSPM, ArcGIS

BACKGROUND

The presence of traditional markets is one of the main things because it is an important place for meetings and buying and selling activities between residents who intend to improve the people's economy and as distribution, product organization, determining numbers, and price formation. Still, on the other hand, the presence of traditional markets needs to be improved and well-preserved (Azis et al., 2017; Ramin, 2021). The presence of traditional markets, when compared to modern markets, has many drawbacks, such as often causing traffic jams, being dirty, disorganized, limited space on small plots, lack of trash cans, weak management, and inadequate market infrastructure. This situation can create a feeling of discomfort for buyers who want to buy at traditional markets (Susanto, 2018).

It is the same with traditional markets in Pangkah District, Tegal Regency, namely the Pangkah market, which has many shortcomings such as the unorganized arrangement of stalls, stalls, and stalls, and not implementing a zoning system to group sales according to the type of merchandise, the market building is very fragile, the market still seems rundown and odors, unorganized access, and irrigation that does not run smoothly, there is chaos and parking arrangements, traffic jams and the Pangkah market has a vast land area of 19,085m². However, only 2,000m², which is used as a market building, causes the Pangkah market to seem very narrow, which can result in inconvenience for buyers to shop at the Pangkah market (UPTD Data for Traditional Markets, Tegal Regency Region 1). Reorganization is

needed by the Pangkah market, such as revitalizing market buildings, implementing a zoning system for arranging kiosks, stalls, and stalls and grouping sales according to the type of merchandise, improving sensitization and irrigation, adding trash cans and rearranging parking arrangements so that they do not experience congestion to carry out these arrangements, the government requires various strategies to make it easier to make improvements in the Pangkah market (Pinontoan & Sumampouw, 2019).

Strategies that the local government can carry out to overcome these problems and maintain the existence of traditional markets can be used in several stages. Fred R. David (2011) explains that the stages in strategic management have three stages, namely formulating strategies, namely by identifying opportunities and challenges faced from an external perspective in traditional markets, and determining the weaknesses and strengths possessed from an internal point of view in traditional markets and developing alternative strategies to solve problems faced by traditional markets. The stage of implementing the strategy is by making decisions by the government to determine which strategy will be used to solve the problems faced by traditional markets. The stage of evaluating the strategy is to review the internal and external factors that form the basis for the strategy. After implementing several of these stages, it will be easy for the government to solve problems regarding traditional markets (Sari et al., 2022).

This strategy stage can summarize the basic information needed to formulate strategies, bring up alternative strategies that

can be implemented through external and internal factors, and use input information from the first stage to objectively evaluate the strategy. The resulting alternatives facilitate selection of the most appropriate strategies (Ansik et al., 2021).

Most research, such as Qorih's (2014), only focuses on adding facilities for traditional markets. However, in this study, researchers will use SWOT analysis to determine the strengths, weaknesses, opportunities, and threats of the Pangkah market, and researchers will provide alternative strategies using the Quantitative Strategic Planning Matrix (QSPM) method and researchers will depict the Pangkah market mapping using ArcGIS software to seeing the activeness of the Pangkah market and making a new floor plan to classify the zoning system in the Pangkah market.

METHOD

This study uses a mix method approach. Data collection techniques using observation, interviews, questionnaires with a Likert scale, and literature study. Data analysis was performed by SWOT analysis. The data analysis was carried out through three stages, namely the data input stage, where this study used the IFE and EFE matrices. The next stage is the matching stage which focuses on making strategic alternatives based on internal and external organizational factors through the IE matrix

and SWOT matrix, finally conducting a QSPM matrix analysis to determine the most attractive strategic decisions by determining the AS value (Attractiveness Scores) for each strategy (Salim & Siswanto, 2019; Widiyarini & Hunusalela, 2019) The value of Attractiveness or AS with a range of 1 = Not Attractive, 2 = Quite Attractive, 3 = Attractive, 4 = Very Interesting. The TAS value is obtained from the weight multiplied by the Attractiveness Value or AS. From these results, the scores for each alternative strategy are sorted from the highest to the smallest. The highest score is the recommended strategy for an organization or company. This research also uses ArcGIS analysis which is included in the merging of several data layers using spatial operations, which will be developed through several stages that can be done, namely by downloading maps on Google Earth which will later be processed again using ArcGIS software. ArcGIS software aims to see the condition of Pangkah market activity via satellite (Özkan et al., 2019).

RESULT AND DISCUSSION

This stage is used to determine the weight and rating of the internal factors, which include the strengths and weaknesses in the Pangkah market. Following are the results of calculating internal factors from 87 respondents, namely:

Table 1. Strength Weighting

Internal Factors	Weight	Rate	Score
Strength			
Pangkah market has a considerable land area	0,06	4	0,24
This year traders in the Pangkah market have increased	0,06	3	0,18
Pangkah market is in a very strategic location	0,06	4	0,24
Pangkah market provides a wide variety of products and various types of merchandise.	0,06	3	0,15
TOTAL	1,00		0,81

Sources: Processed Research Data, 2022

Based on the IFE table on strength points, the rating of 4 means that the average answer from Pangkah market visitor informants is excellent. This shows that the Pangkah market has a massive land area by the data of the Pangkah market certificate obtained from the Tegal Regency trade, cooperative, small and medium business office. The Pangkah market is also strategically located because it is close to

government offices and elementary, junior high, and high schools. Whereas for rating 3 in the excellent category, many s factors are obtained, such as an increase in the number of traders each year according to UPTD data for traditional markets in Tegal Regency Region 1 for 2022, and the Pangkah market provides a variety of products originating from local sellers with good quality.

Table 2. Weakness Weighting

Internal Factors	Weight	Rate	Score
Weaknesses			
Half of the market land is not used and only becomes vacant land	0,06	4	0,24
The Pangkah market building is very fragile and has leaks	0,06	4	0,24
The placement of stalls, booths, and slabs in the Pangkah market is very disorganized and looks very rundown	0,06	3	0,18
The placement of stalls, stalls and lemprakan in the Pangkah market does not use a zoning system	0,06	3	0,18
The Pangkah market does not have sales groupings according to the type of merchandise	0,06	3	0,18
Sales at the Pangkah market have decreased due to the impact of Covid-19	0,05	3	0,15
There are no trash cans in every stall, booth and dump of the traders	0,06	4	0,24
Facilities at the Pangkah market are lacking	0,06	3	0,18
The facilities at the Pangkah market are not well maintained and are dirty and unorganized	0,06	3	0,18
Parking arrangements and parking payments are irregular	0,06	3	0,18
The water disposal in the Pangkah market is not smooth and does not want to flow	0,06	3	0,18
All drains in the Pangkah market are clogged with garbage	0,06	4	0,24
The amount of garbage in the gutters makes the market smelly and dirty	0,06	3	0,18
TOTAL	1,00		2,55

Sources: Processed Research Data, 2022

Meanwhile, the many shortcomings owned by the Pangkah market will result in reduced interest for visitors to shop at the Pangkah market. The factor that has a rating of 4 means that the informants increasingly agree with these weaknesses that the Pangkah market currently has a very fragile and old building which causes traders and visitors to feel uncomfortable when they are in the

Pangkah market, and there are no trash cans in every corner of the market and every kiosk, booth and stall, this makes the market look very rundown. The Pangkah market irrigation channel also needs to run smoothly because it is clogged with the amount of garbage disposed of carelessly by traders and visitors to the Pangkah market; this causes the Pangkah market to smell bad.

Table 3. Opportunity Weighting

External Factors		Weight	Rate	Score
Opportunity				
	Communities in the Pangkah sub-district already have good human resources, so they need safe and comfortable traditional market facilities	0,21	3	0,63
	The increase in the number of residents in the Pangkah sub-district increased the surrounding economic conditions	0,19	3	0,57
TOTAL		1,00		1,2

Sources: Processed Research Data, 2022

Based on the EFE table shows that the Tegal Regency government can utilize several opportunities. Rating 3 represents that the opportunity factor is agreed that the people of Pangkah have good human resources in terms of their education, therefore with good human resources, they need traditional market facilities that are safe

and comfortable, and with an increase in population, economic conditions in the Pangkah sub-district will improve. With the increase in the community's economy, buying and selling activities in traditional markets will also increase, supported by various factors such as security, comfort, cleanliness, and good facilities.

Table 4. Threat Weighting

External Factors		Weight	Rate	Score
Threat				
	Around the Pangkah sub-district, there are many modern shopping centers, such as supermarkets and shophouses	0,20	3	0,6
	Upper-middle-class people in the Pangkah area prefer to shop at modern markets due to practical and clean factors	0,2	3	0,6
	Many Pangkah people prefer to peddle their wares around from village to village	0,20	3	0,6
TOTAL		1,00		1,8

Sources: Processed Research Data, 2022

In the table above, there are still several threat factors. Judging from the rating, the threat of a rating of 4 means that the threat is quite risky; among other things,

many shopping centers are excellent around the Pangkah market and Pangkah sub-district, such as supermarkets and shophouses. With so many pretty modern

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shops, it will impact the public's lack of interest in shopping at the Pangkah market and the many middle and upper-class people who prefer to shop at modern markets due

to clean and practical factors. Many traders try to sell their wares from village to village, resulting in other people needing to be more active in visiting traditional markets.

Figure 1. IE matrix matching

		Total Nilai Skor Matriks IFE						
		4,0	Kuat	3,0	Rata-rata	2,0	Lemah	1,0
Total Nilai Skor Matriks EFE	Tinggi		I <i>Growth and build</i> (tumbuh dan membangun) Intensif/Integratif	II <i>Growth and build</i> (tumbuh dan membangun Intensif/Integratif un)		III <i>Bold and maintain</i> (menjaga dan mempertahankan) Penetrasi pasar dan pengembangan produk		
	Sedang	3,0	IV <i>Growth and build</i> (tumbuh dan membangun) Intensif/Integratif	V <i>Bold and maintain</i> (menjaga dan mempertahankan) Penetrasi pasar dan pengembangan produk		VI <i>Harvest or divest</i> (panen atau divestasi)		
	Rendah	2,0	VII <i>Bold and maintain</i> (menjaga dan mempertahankan) Penetrasi pasar dan pengembangan produk	VIII <i>Harvest or divest</i> (panen atau divestasi)		IX <i>Harvest or divest</i> (panen atau divestasi)		
		1,0						

Sources: Processed Research Data, 2022

Based on the results of the IFE and EFE that have been carried out, it is known that the total score of IFE is 3.36, and the total score of EFE is 3.00. Thus, the IE matrix obtained the ratio IFE: EFE = 3.36: 3.00. A meeting point occurs in quadrant I after the vertical and horizontal lines are drawn. The position of quadrant I am. Position to grow and build (Growth and

Build). In this condition, the Pangkah market has a powerful internal position and responds well to existing opportunities and threats. Backward integration, forward integration, and horizontal integration). For the Tegal Regency government, the strategy could concentrate on market penetration, market development, and product development (Wahyudi & Purnomo, 2020).

Table 5. SWOT Matrix

	Strength	Weakness
IFE	<p>Pangkah market has a considerable land area</p> <p>This year, traders in the Pangkah market have increased</p> <p>Pangkah market is in a very strategic location</p> <p>Pangkah market provides a wide variety of products and various types of merchandise.</p>	<p>Half of the market land is not used and only becomes vacant land</p> <p>The Pangkah market building is very fragile and has leaks</p> <p>The placement of stalls, booths, and slabs in the Pangkah market is very disorganized and looks very rundown</p> <p>The placement of stalls, stalls and lemprakan in the Pangkah market does not use a zoning system</p> <p>The Pangkah market does not have sales groupings according to the type of merchandise.</p> <p>Sales at the Pangkah market have decreased due to the impact of Covid-19</p> <p>There are no trash cans in every stall, booth and dump of the traders</p> <p>Facilities at the Pangkah market are lacking</p> <p>The facilities at the Pangkah market are poorly maintained and dirty and unorganized.</p> <p>Parking arrangements and parking payments are irregular</p> <p>The water drain at the Pangkah market is not smooth and will not flow (clogged)</p> <p>All waterways in the Pangkah market are clogged with garbage</p> <p>The amount of garbage in the gutters makes the market smelly and dirty</p>
EFE		
Opportunity	Strategy (S-O)	Strategy (W-O)
<p>Communities in the Pangkah sub-district already have good human resources, so they need safe and comfortable traditional market facilities.</p> <p>The number of residents in the Pangkah sub-district has increased the surrounding economic conditions.</p>	<p>Verify the total number of traders so that they have accurate trader data</p> <p>Verify sales products and add sales products to make them more complete</p>	<p>Conduct training to improve the human resources of traders through collaboration with government agencies or educational institutions (universities)</p>
Threats	Strategy (S-T)	Strategy (W-T)
<p>Around the Pangkah sub-district are many modern shopping centers, such as supermarkets and shophouses.</p> <p>Due to practical and clean factors, upper-middle-class people in the Pangkah area prefer to shop at modern markets.</p> <p>Many Pangkah people prefer to peddle their wares around from village to village.</p>	<p>Conduct skills training for traders to be able to use modern services to anticipate a large number of buying and selling online</p> <p>Pelatihan Training on payments using the QR or barcode system for merchants to attract young people to shop at traditional markets</p>	<p>Building repairs (total revitalization and using half of the vacant land as a market area or buying and selling activities) so that the market looks sturdy, modern, organized and clean</p> <p>Zoning application for kiosks, booths, and throws</p> <p>Grouping sales products according to the type of merchandise</p> <p>Adding trash bins to every kiosk, booth and dump</p> <p>Facility repair and addition of facilities</p> <p>Rearrangement of the parking area</p> <p>Improvement of sanitation (public toilets) and irrigation (water canals)</p>

Sources: Processed Research Data, 2022

After calculating the total score of the internal and external factors and matching the IE, a SWOT matrix is compiled to analyze the SO, WO, ST, and WT alternative strategy formulations.

Pangkah market development strategy is formulated as follows:

- a. SO strategy
 - Verify the total number of traders so that they have accurate trader data.

- Verify sales products and add sales products to make them more complete.
- b. WO strategy
 - Conduct training to improve the human resources of traders through collaboration with government agencies or educational institutions (universities).
- c. ST Strategy
 - Conduct skills training for traders to use modern services to anticipate a large number of buying and selling online.
 - Training on payments using the QR or barcode system for merchants to attract young people to shop at traditional markets
- d. WT Strategy
 - Building repairs (total revitalization and using half of the vacant land as a market area or buying and selling activities) to make the market sturdy, modern, organized, and clean.
 - Zoning application for kiosks, booths, and throws.
 - Grouping sales products according to the type of merchandise.
 - Adding trash bins to every kiosk, booth, and dump.
 - Facility repair and addition of facilities.
 - Rearrangement of the parking area.
 - Improvement of sanitation (public toilets) and irrigation (water canals)

Table 6. Alternative Strategy Ranking

No.	Alternative Strategy	TAS	Ranking
1.	Verify the total number of traders so that they have accurate trader data	5,03	12
2.	Verify sales products and add sales products to make them more complete	6,13	6
3.	Conduct training to improve the human resources of traders through collaboration with government agencies or educational institutions (universities)	6,62	3
4.	Conduct skills training for traders to be able to use modern services to anticipate a large number of buying and selling online	5,97	8
5.	Training on payments using the QR or barcode system for merchants to attract young people to shop at traditional markets	6,23	5
6.	Building repairs (total revitalization and using half of the vacant land as a market area or buying and selling activities) so that the market looks sturdy, modern, organized and clean	7,19	1
7.	Zoning application for kiosks, booths, and throws	5,98	7
8.	Grouping sales products according to the type of merchandise	6,71	2
9.	Adding trash bins to every kiosk, booth and dump	6,34	4
10.	Facility repairs and additions to facilities	5,92	9
11.	Setting back in the parking lot	5,83	10
12.	Improvement of sanitation (public toilets) and irrigation (water canals)	5,71	11

Sources: Processed Research Data, 2022

Based on the QSPM calculation results presented in the table above, it can be seen that each alternative strategy has a total attractive score (TAS) that is different from one another. The strategy through the QSPM assessment produces a priority scale of strategies that can be implemented by the

government, namely the Strategy for building repairs (total revitalization and using half of the vacant land as a market area or buying and selling activities) so that the market looks solid, modern, organized and clean.

Figure 2. Pangkah Market Satellite Imagery Map



Sources: Satellite Map Of Pangkah Sub-district

The pangkah market when viewed from satellite imagery, the pangkah market is in a densely populated area and is located between district highways. The position of the Pangkah market is close to the Pangkah sub-district office, the Pangkah Health Center, elementary schools, and junior high schools. In addition, the Pangkah market is close to the sugar factory area and the

Pangkah Police Office. It can also be seen that the Pangkah market area has a vast land area. Half of the Pangkah market land was erected in a market building, and the other half is still not used optimally. Half of the unused land in the Pangkah market is covered with shady plants and grass. This can result in very untidy market conditions.

Figure 3. Map of Vehicle Entry and Exit Activities at Pangkah Market



Sources: Satellite Map Of Pangkah Sub-district

Judging from the activity map for the entry and exit of vehicles into the Pangkah market area, it can be seen that there is a need for improvement. Several vehicles cut the road to enter the Pangkah market area. This can result in an accident if the driver does not see a vehicle going in the opposite direction, and it can also be seen

that the district highway in the Pangkah market area can be passed at two different speeds. For this reason, it is necessary to rearrange the direction of entry and exit of vehicles in the Pangkah market area. The arrangement aims to overcome congestion and reduce accidents in the Pangkah market area.

Figure 4. Map of Main Vehicle Activities in Pangkah Market



Sources: Satellite Map Of Pangkah Sub-district

The primary vehicle activity passing through the Pangkah market area is on the main road of the district highway. Also, the primary vehicle activity is passing through village roads in the Pangkah market area. Most of the leading vehicle activity comes from the Pangkah sub-district, which will head to the city area. The activity of the

primary vehicles on the district highway also impacts congestion due to being in the market area. Traffic jams usually occur in the morning and afternoon because many vehicles go to work and school. In contrast, many vehicles will go home during the day and pass through the Pangkah market area.

Figure 5. Map of Parking Activity at Pangkah Market



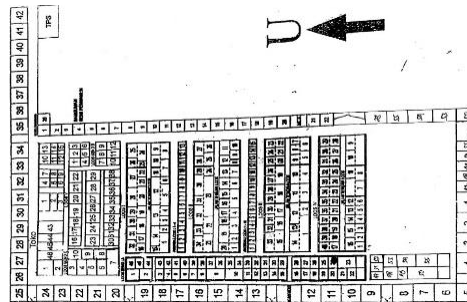
Sources: Satellite Map Of Pangkah Sub-district

Parking activity at the Pangkah market is quite busy. It is busy because many students leave their motorbikes in the Pangkah market area. The parking position in the Pangkah market area leads to the market. Pangkah Market has ample parking space, but many vehicles need to be more careful with their vehicles. In the Pangkah market parking

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area, there are also many traders selling their wares in the parking lot; this makes the large Pangkah market parking area look cramped. Besides the parking lot, there is a prayer room, and many traders park their vehicles near it. This also makes the parking area at Pangkah Market looks messy and unorganized.

Figure 6. Current Pangkah Market Plan



Sources: Trade Service, Cooperatives, Small and Medium Enterprises Tegal District

The current state of the Pangkah market is by the plan above. Pangkah market still needs to implement zoning to place stalls, stalls, and lemprakan. As well as the Pangkah market still needs to implement sales grouping according to the type of merchandise. Currently, the pangkah market still needs to be more organized in terms of its arrangement. The absence of zoning implementation will confuse visitors in finding the materials they need, and the

absence of zoning implementation will make visitors feel uncomfortable when shopping at the Pangkah market. Currently, the traders in the Pangkah market are still very messy because the Pangkah market needs to provide a special place for the traders. The application of zoning is essential for traditional markets because it attracts people to be able to shop at traditional markets.

Figure 7. New Plan for Pangkah Market



Sources: Processed Research Data, 2022

This plan has implemented a zoning system by categorizing the placement of kiosks, booths, and slabs as shown that the green column is a kiosk with a size of 4x6m, the red color is a booth with a size of 3x3m, and the blue one is a stall

with a size of 2x2m. A purple box is a place of worship, lactation rooms, and security places. This placement aims to give a neat and orderly impression regarding the arrangement of stalls, stalls, and lemprakan in the Pangkah market. Moreover, later, in

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every stall, booth, and dump will be provided one trash can so that the rank market is clean and not dirty. In the plan, sales have also been grouped according to the type of merchandise.

CONCLUSION

Based on the results of the research and discussion that has been described previously, it can be concluded as follows:

- Pangkah market is in a very strategic area and is in a densely populated area and is near government offices and schools.
- The activity map for the entry and exit of vehicles into the market area and leaving the market still looks messy and unorganized. The primary vehicle activity map shows that many cars are coming to the city from the Pangkah sub-district area. The position of Pangkah market is close to the main road, namely the regency highway, which is sure to be busy with many vehicles every day. Parking activity map, this map serves to determine the location of parking in Pangkah market. The parking lot at the Pangkah market is right in front of the market, but for now, many traders and visitors park their vehicles haphazardly, which causes the parking lot at the Pangkah market to look very messy.
- The pangkah market has also not implemented zoning in terms of structuring stalls, booths, and lemprakan, and the pangkah market has also not implemented sales grouping according to the type of merchandise.
- Making A new floor plan for the Pangkah market has been rearranged in the form of zoning to group the stalls, booths, and lemprakan as well as the grouping of sellers according to the type of merchandise that aims to maintain the existence of the Pangkah market.

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