
DEVELOPMENT OF RETAIL CLOTHING BUSINESS STRATEGIES IN TRADITIONAL MARKETS OF CIBINONG IN THE POST-COVID-19 ERA



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Abstract

Pasar Cibinong in Bogor Regency plays a crucial role in the local economy. However, traditional market traders, particularly clothing retailers, face significant challenges in the post-COVID-19 era, including reduced consumer purchasing power and increasing competition from e-commerce platforms. This study aims to (1) identify the condition of clothing retailers during and after the COVID-19 pandemic, (2) analyze internal and external factors influencing business development, (3) formulate strategies to enhance competitiveness, and (4) determine strategic priorities. A mixed-methods approach was employed, combining qualitative and quantitative data. Qualitative data were obtained through in-depth interviews with five respondents (three clothing retailers and two market managers) and direct observation. Quantitative data were collected via questionnaires distributed to 30 consumers. SWOT analysis was used to examine internal and external factors, while the Analytical Hierarchy Process (AHP) determined strategy priorities. Findings show that COVID-19 significantly reduced retailers' incomes. Although the number of traders increased post-pandemic, consumer purchasing power remains low. Retailers benefit from strengths such as strong social interaction and flexible pricing, but struggle with limited technological adoption. SWOT analysis revealed opportunities like Pasar Cibinong's strategic location and consumer trust, and threats from online competition. Four main strategies were formulated: *Horizontal Integration of Traders*, *Cibinong Go Digital*, *Cibinong Easy Pay*, and *Cibinong Comfortable Shopping*. AHP results ranked *Cibinong Go Digital* as the top priority (weight: 0.49), emphasizing digital integration and training. The implementation of *Cibinong Go Digital* is expected to improve competitiveness, requiring comprehensive support from market authorities and local government, alongside community participation.

Keywords: AHP, Business Strategy, Clothing Retail, SWOT, Traditional Market

INTRODUCTION

In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) contribute significantly to the economy, accounting for 60% of GDP and 97% of employment (Kemendag, 2023). However, only about 20% of MSMEs grow sustainably, underscoring the need to strengthen competitiveness, particularly in traditional markets like Pasar Cibinong. Although government programs exist to support MSMEs, such as digitalization initiatives and partnerships with larger enterprises, these efforts have yet to fully reach the traditional market sector.

Pasar Cibinong plays a strategic role in Bogor Regency's economy, managed under PD Pasar Tohaga, which oversees 25 markets with over 15,000 traders, including 1,256 in Pasar Cibinong. The market benefits from a strategic location and a diverse clothing product range, attracting consumers from surrounding districts. However, the COVID-19 pandemic severely disrupted traditional retail operations due to lockdowns and declining customer foot traffic, while digital transactions surged by 130% (Putri, 2021). Although the economy began recovering in 2021 with 3.40% growth, competition between online and offline retail intensified. E-commerce platforms such as Shopee and TikTok Shop, offering lower wholesale prices and integrated logistics, have disrupted traditional market supply chains and shifted consumer preferences, impacting key retail hubs, including Pasar Cibinong (BPS Kabupaten Bogor, 2022; Kominfo, 2023).

This study focuses on retail clothing traders at Pasar Cibinong and seeks to address four core research questions regarding trader conditions during and post-pandemic, the internal and external factors influencing development, and the strategic options available for growth. By applying SWOT and AHP analysis, the research aims to recommend actionable business strategies that align with local policy (e.g., Regulation No. 11/2005) and contribute to PD Pasar Tohaga's goals. Emphasis is placed on leveraging traditional markets' strengths—such as personalized service and community-based trust—to compete with digital retail. Findings are expected to benefit traders, market managers, and policymakers while offering a practical case for academic reference in developing business strategies within the traditional retail sector.

REVIEW OF LITERATURE

Marketing Strategy

Marketing strategy refers to a series of structured efforts aimed at introducing products—either goods or services—through a specific and well-planned approach, with the primary objective of increasing sales volume and expanding market share (Kotler, 2021). Within the marketing mix framework, four key elements—product, price, place, and promotion—serve as the foundation. The product, which can be tangible or intangible, must fulfill consumer needs and offer functional value and user experience throughout its lifecycle: introduction, growth, maturity, and decline. Price represents the perceived value and may include base pricing, discounts, and financing options, with dynamic pricing increasingly prevalent in digital markets. Place refers to the distribution methods used to deliver products to consumers, now encompassing both physical and online channels, making it essential for small businesses to integrate direct and digital approaches. Lastly, promotion involves

building awareness and stimulating demand through evolving methods such as social media, influencer marketing, search engine optimization (SEO), and the strategic use of data and omnichannel campaigns to ensure message consistency and marketing efficiency (Kotler, 2021).

Retail Clothing Traders

Traders are defined as individuals engaged in commercial activities to earn a livelihood. In the market context, traders serve as intermediaries between producers and end consumers. Generally, traders are classified into two main categories: wholesalers and retailers. Wholesalers purchase goods in large quantities from producers and resell them to retailers or other businesses. In contrast, retailers sell goods directly to final consumers in smaller quantities (Hatimah, 2022; Firmansyah, 2018).

In traditional markets such as Pasar Cibinong, retail clothing traders play a strategic role in maintaining the availability of affordable apparel. Their presence not only supports local economic activity but also reflects the dynamics of community-based commerce. Adapting to changes in consumer preferences and leveraging digital technology have become both challenges and opportunities for these traders to remain competitive.

SWOT Analysis

SWOT analysis is a strategic tool used to identify and align internal and external factors in formulating organizational strategies, where internal factors consist of strengths and weaknesses, and external factors include opportunities and threats (Hubeis and Najib, 2014). The SWOT matrix enables a comprehensive evaluation to determine optimal strategic positions for informed decision-making. From this analysis, four key strategic alternatives may emerge: SO (Strengths–Opportunities) strategies, which leverage internal strengths to exploit external opportunities; WO (Weaknesses–Opportunities) strategies, which address internal weaknesses by utilizing external opportunities; ST (Strengths–Threats) strategies, which use strengths to counter or minimize external threats; and WT (Weaknesses–Threats) strategies, which seek to reduce the impact of threats while addressing internal vulnerabilities. The effectiveness of SWOT depends largely on the precision of the analysis and the organization's adaptability to changes in the dynamic business environment.

Analytical Hierarchy Process (AHP)

The Analytical Hierarchy Process (AHP) is a decision-support tool designed to address complex, multi-criteria problems by providing a structured framework for evaluating and prioritizing various alternatives based on predetermined criteria (Ghorbani et al., 2020). Through pairwise comparisons and the assignment of numerical values, AHP quantifies the relative importance of each alternative, enabling decision-makers to manage complexity systematically. In this study, AHP is used to determine strategic priorities for retail clothing traders in Pasar Cibinong by integrating both qualitative judgments and quantitative data. This method not only overcomes limitations found in earlier decision-making models but also simplifies and accelerates the process, making it especially effective in formulating strategies that align with local potential and development goals.

RESEARCH METHOD

Type and Source of Data

In line with Suardi (2018), data sources in qualitative research include words, actions, documents, individuals, and locations. This study utilized both primary and secondary data to ensure a comprehensive analysis. Primary data were collected through in-depth interviews and direct observation involving five clothing traders at Pasar Cibinong with at least two years of experience, permanent retail space, and varying business scales to capture diverse operational perspectives. Interviews were also conducted with market managers and consumers, while consumer surveys were used to gather insights into shopping preferences and experiences. Direct observations of daily retail activities complemented these findings. Respondents were purposively selected to match the objectives of each data collection phase. Secondary data were obtained from PD Pasar Tohaga, the Department of Trade of Bogor Regency, and the Central Statistics Agency (BPS), and were enriched by relevant academic literature, policy reports, and previous studies on traditional market development. This triangulation of data sources strengthened the validity of the research findings.

Data Collection Technique

SWOT data were collected using a structured questionnaire involving three clothing traders and two market managers, who assessed key internal and external factors influencing business development. The managers were selected due to their authority and operational knowledge, and were further interviewed to explore their perspectives on supporting traders and addressing challenges in the digital era (Wibisono, 2021). For the Analytical Hierarchy Process (AHP) analysis, respondents included two traders, two market managers, and one local government official, chosen based on their strategic roles in market management and policy implementation (Suryana, 2018; Wibisono, 2021). AHP was used to prioritize alternative strategies effectively (Sutanto, 2019), supported by an in-depth interview with a policymaker focused on market development. To capture consumer perspectives, a survey was administered to 30 shoppers who had recently visited Pasar Cibinong, were familiar with traditional markets, and represented diverse demographic backgrounds. Data collection took place over five varied days to ensure a representative sample, with assistance provided during the survey to maintain clarity and response reliability.

Descriptive Analysis

According to Sugiyono (2019), descriptive analysis is a method that presents or describes data according to actual conditions. In this study, descriptive analysis was employed to understand consumer preferences toward clothing traders at Pasar Cibinong. The research utilized a Likert scale ranging from 1 to 5 to measure respondents' responses to various preference indicators. These numerical responses were categorized into five levels as shown in Table 1.

Table 1
Linkert Scale

Description	Scale
Strongly Disagree	1,00 – 1,80
Diagree	1,81 – 2,60
Somewhat Agree	2,61 – 3,40
Agree	3,41 – 4,20
Strongly Agree	4,21 – 5,00

The interval between categories, calculated using the standard interval formula, is 0.8. The formula used is as follows:

$$\text{Interval} = (\text{Highest Score} - \text{Lowest Score}) / \text{Number of Categories}$$

This classification allows for the grouping of average scores obtained from respondents into specific categories, enabling a clearer and more structured interpretation of data. The higher the average score, the more positive the perception of respondents toward the measured statements. This classification process serves as a practical guide in drawing descriptive conclusions and allows for the presentation of research findings in a systematic and data-driven manner. Consequently, the analysis can support more accurate decision-making and strategy development based on an empirical understanding of consumer perceptions.

SWOT Analysis

The SWOT analysis in this study began with identifying internal and external factors that influence the performance of retail clothing businesses in Pasar Cibinong. This analysis concentrated on retail shops under the management of PD Pasar Tohaga and adopted the 4P marketing framework: Product, Price, Place, and Promotion (Kumar, 2023). To ensure a focused analysis, variables such as physical assets, financial capital, and organizational culture—considered relatively uniform across respondents—were excluded (Smith, 2022). Data were collected through trader interviews and direct observation. Each factor was weighted and rated, and the results were calculated using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The combined scores were plotted on the Internal-External (IE) Matrix to determine strategic positioning. This matrix guides strategic alternatives based on positioning in one of three categories: Grow and Build (cells I, II, IV), Hold and Maintain (cells III, V, VII), or Harvest or Divest (cells VI, VIII, IX) (Hubeis and Najib, 2014)

Following this, a SWOT matrix was employed to formulate strategy alternatives by aligning the most relevant internal and external factors. The matrix produces four categories of strategy: Strengths–Opportunities (SO), Weaknesses–Opportunities (WO), Strengths–Threats (ST), and Weaknesses–Threats (WT) (Najib, 2014). SO strategies leverage internal strengths to capitalize on external opportunities; WO strategies address internal weaknesses by utilizing favorable external conditions; ST strategies apply internal strengths to mitigate external threats; and WT strategies focus on reducing vulnerabilities and minimizing exposure to external risks. This systematic approach supports the development of practical, targeted strategies to enhance the competitiveness and sustainability of retail clothing businesses in traditional market environments such as Pasar Cibinong.

Analytical Hierarchy Process (AHP)

AHP was used in this research to prioritize the most suitable development strategies for clothing traders at Pasar Cibinong. The method allows for the systematic comparison of alternatives, such as improving access to capital, adopting digital technology, or enhancing product quality. Compared to more complex models like the Analytic Network Process (ANP), AHP is simpler and more practical for studies with modest analytical requirements.

Each stage in the AHP involves evaluating elements based on their relative contribution to the overall objective. The hierarchy structure includes the main goal at the

top level, followed by criteria, sub-criteria, and strategic alternatives. The key steps are as follows:

1. Pairwise comparison of elements using a 1–9 scale to determine the relative importance of each factor.
2. Priority setting by processing pairwise comparisons to generate weightings for criteria and alternatives.
3. Hierarchy construction, from the main objective to criteria and sub-criteria.
4. Comparison matrix development to express relative influence between elements.
5. Normalization of matrix values to ensure consistency in evaluation.
6. Eigenvector calculation and consistency testing to determine the priority weights and validate results.
7. Repetition of the process for each level of the hierarchy.
8. Weight determination based on eigenvectors to synthesize decisions.
9. Consistency ratio (CR) validation, ensuring $CR < 0.100$ to confirm reliability.
10. Integration of weights to identify the most optimal strategic alternative.

The final AHP results reflect a comprehensive mapping of strategic priorities. The consistency check ensures validity, reinforcing the robustness of the strategic decisions derived from this approach. AHP thus provides a strong analytical foundation for guiding competitive and sustainable business development among retail clothing traders in traditional market settings.

RESULTS AND DISCUSSION

Cibinong Market

Cibinong Market, located on Mayor Oking Street in Bogor Regency, West Java, has served as a key commercial and social hub since its establishment in 1985. Covering a land area of 8,010 m² with a building space of approximately 12,000 m², the market plays a vital role in stabilizing basic commodity prices while providing accessible goods and services to the local community, particularly for lower-middle-class consumers. Managed by PD Pasar Tohaga—responsible for 30 active markets in the region—Cibinong Market underwent renovations in 2012 to modernize its facilities in response to increasing competition from modern retail and online platforms. The traders, organized under the *Ikatan Keluarga Besar Pasar Cibinong* (IKBPC), collaborate closely with market authorities to maintain operations and ensure security. Among its most prominent sectors are clothing vendors, who—based on 2023 data—make up a significant portion of the 1,256 active traders. Although the number of clothing traders increased slightly from 2019, the post-pandemic era has seen a noticeable decline in customer traffic, with peak sales periods such as Eid generating only one-third of previous revenues, signaling a shift in consumer behavior and the need for strategic adaptation.

Consumer Preferences

A survey of 30 clothing consumers at Pasar Tohaga revealed key insights into shopper behavior and market perceptions. Most respondents were women (80%) over the age of 35 (63.3%), with low shopping frequency (1–3 visits), indicating opportunities for loyalty programs and targeted promotions. Traders received positive ratings for friendliness (3.81), product variety (3.77), and fair pricing (3.71), though cleanliness and comfort scored lower

(3.35), highlighting the need for better sanitation. Consumers showed strong support for local products (3.97) and flexible discounts (3.77), yet offline shopping was less preferred (3.19), suggesting rising digital competition. Loyalty was driven by helpful trader advice (3.97), willingness to recommend (3.87), and return visits (3.68), though cautious buying behavior (3.48) underscores the importance of trust and consistent service.

Analysis of External and Internal Factors

External Factors

Cibinong Market faces economic challenges due to competition with online and modern retail stores offering lower prices, coupled with declining purchasing power amid inflation. Socially, the market provides a traditional shopping experience valued by older consumers, though younger generations prefer online convenience. Government support exists through PD Pasar Tohaga, yet stronger digital transformation policies and infrastructure investment are needed. Technologically, limited use of digital payments like QRIS hampers competitiveness in an increasingly digital market.

Internal Factors

Strengths of Cibinong's clothing traders include diverse products, price flexibility, strategic location, customer loyalty, market knowledge, and improving infrastructure. However, weaknesses persist: limited stock and capital, few new products, lack of digital payment options, poor hygiene, weak marketing, and uncomfortable shopping environments—all reducing competitiveness. Addressing these issues is key to sustaining traditional retail in the digital era.

Identification of External and Internal Factors

Identification of External Factors

External factors affecting Cibinong Market clothing traders consist of opportunities and threats. Opportunities include: (1) the market's role as a major shopping center with consistent foot traffic; (2) a pleasant shopping experience through friendly interactions and bargaining; (3) strong local consumer trust in product quality and direct purchases. and (4) growing adoption of digital payments, enhancing convenience and competitiveness. Conversely, threats include: (1) the ease and convenience of online shopping, reducing in-person visits; (2) lower prices offered by e-commerce platforms due to lower operational costs; and (3) rapidly changing fashion trends, which traditional traders struggle to keep up with due to limited capital and inventory flexibility.

Identification of Internal Factors

The internal environment of clothing traders at Pasar Cibinong includes several strengths and weaknesses. (1) Product diversity meets the varied needs of consumers, from daily to formal wear. (2) Price variation based on quality accommodates different income levels. (3) Flexible discounts attract more buyers, especially during holidays. (4) The market's strategic location ensures high accessibility. (5) Traders understand local trends and consumer preferences. (6) Improved infrastructure supports better display and shopping comfort, though cleanliness issues remain. Conversely, there are notable weaknesses. (1) Limited stock and inconsistent product quality due to supplier dependency. (2) Small capital restricts expansion and marketing efforts. (3) Lack of trendy products reduces competitiveness. (4) Limited digital payment options inconvenience modern consumers. (5) Poor cleanliness affects customer comfort and image. (6) Weak digital marketing presence

limits reach. (7) Low shopping comfort compared to malls or online stores deters customers. These factors significantly influence traders' ability to compete and grow.

Input Stage

The input stage in SWOT analysis involves the assessment of internal and external factors using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. Each factor is assigned a weight and a rating to calculate its contribution to the overall strategy formulation. This stage helps identify critical elements that influence business performance and provides a foundation for strategic decision-making.

Internal Factor Evaluation (IFE) Matrix

The IFE matrix is used to analyze internal factors that either support or hinder the competitiveness of retail clothing businesses at Pasar Cibinong. The analysis began with the identification of key internal factors categorized into strengths and weaknesses, as shown in Table 2.

Table 2
Internal Factor

No	Internal Factors	Weight	Rating	Score
Strengths				
1	Product variety meets consumer needs	0.11	4	0.46
2	Price variations based on quality	0.10	3.78	0.39
3	Discount flexibility to attract customers	0.09	4	0.37
4	Strategic location in Pasar Cibinong	0.10	4	0.39
5	Traders' understanding of local products and trends	0.09	4	0.38
6	Market infrastructure	0.10	4	0.41
Total Strength Score				2.39
Weakness				
1	Stock and product quality instability	0.09	1.74	0.15
2	Limited working capital	0.09	1.52	0.13
3	Lack of new products reduces competitiveness	0.08	1.52	0.11
4	Inflexible payment options	0.07	1.52	0.10
5	Poor maintenance of cleanliness standards	0.07	1.32	0.09
6	Limited product marketing	0.07	1.52	0.11
7	Suboptimal shopping comfort	0.07	1.52	0.10
Total Weakness Score				0.80
Total Internal Factor Score				3.20

The results show that the total strength score is 2.39, indicating that Pasar Cibinong possesses several internal advantages. These include diverse product offerings, competitive pricing, discount flexibility, strategic location, traders' knowledge of local trends, and solid market infrastructure. These strengths provide a strong foundation to attract middle-class consumers who value affordability and interpersonal interaction in traditional markets.

In contrast, the total weakness score is 0.80, reflecting several internal limitations. Key weaknesses include inconsistent stock and product quality, limited capital, insufficient innovation in product offerings, a lack of flexible payment options, poor cleanliness standards, weak marketing, and suboptimal shopping comfort. These challenges need to be addressed to prevent consumer disengagement, especially as shopping behavior continues to shift toward online platforms that offer greater convenience.

b. External Factor Evaluation (EFE) Matrix

The EFE matrix identifies and evaluates external factors classified into opportunities and threats. This analysis allows traders to align their strategies with environmental conditions to strengthen competitiveness. The external opportunities for clothing traders in Pasar Cibinong include its reputation as a major shopping destination, positive shopping experiences, strong local consumer trust, and the potential to adopt more flexible payment systems, as shown in Table 3.

Table 3
External Factors

No	External Factors	Weight	Rating	Score
Opportunities				
1	Major shopping center	0.13	4	0.53
2	Positive shopping experience	0.12	3.78	0.47
3	Trust from local consumers	0.11	4	0.43
4	Potential for flexible payment options	0.10	4	0.40
Total Opportunity Score				1.84
Threats				
1	Ease of transactions through online stores	0.10	2	0.20
2	Competitive pricing from online stores	0.10	1.74	0.18
3	Rapid changes in fashion trends	0.09	1.74	0.15
Total Threats Score				0.53
Total External Factor Score				2.35

The opportunity score of 1.84 indicates a promising environment for business growth. Pasar Cibinong’s strategic position as a trusted traditional market, supported by customer loyalty and favorable shopping experiences, represents an asset that can be optimized. Enhancing payment flexibility and market infrastructure can further improve customer satisfaction and align with modern transaction trends.

However, the threat score of 0.53 highlights significant challenges. The rise of e-commerce platforms offering convenience and lower prices, coupled with rapid changes in fashion trends, poses a risk to traditional traders. Without adaptation and innovation, these external pressures could erode Pasar Cibinong’s market share. Therefore, strategic responses must focus on digital integration, service improvement, and market repositioning to remain relevant in the evolving retail landscape.

Stage of Analysis

Internal-External (IE) Matrix

The Internal-External (IE) Matrix is a strategic analysis tool used to assess the position of a business unit or organization by integrating its internal strengths and weaknesses with external opportunities and threats. This matrix combines the results of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) to place the organization within one of nine cells, each of which suggests a different strategic response: grow and build, hold and maintain, or harvest and divest. In this study, the IE Matrix analysis generated an internal value of 3.20 and an external value of 2.35, positioning Pasar Cibinong in Cell IV. Based on this position, the recommended strategy is "Grow and Build," focusing on market and product development to drive business growth amid post-pandemic competition, particularly from online retailers. Practical applications of this strategy include market penetration through price competitiveness and promotional campaigns, product development aligned with consumer trends, and enhanced trader collaboration through bundled offerings

and joint promotions. These approaches aim to reinforce Pasar Cibinong's role as a resilient and consumer-focused local economic center.

TOWS Matrix

The TOWS Matrix is used to formulate strategies by analyzing and matching internal factors (strengths and weaknesses) with external factors (opportunities and threats). Based on in-depth interviews with five key informants—three long-standing clothing traders and two market managers—the SWOT components were identified and synthesized into strategic alternatives. The SO (Strengths-Opportunities) strategy led to the “Horizontal Trader Integration” program, promoting bundled sales and joint promotions to boost consumer appeal. The ST (Strengths-Threats) strategy resulted in the “Cibinong Go Digital” program, integrating traditional markets with local e-commerce platforms and providing digital marketing training for traders. The WO (Weaknesses-Opportunities) strategy introduced “Cibinong Easy Pay,” which expands non-cash payment options and includes training to enhance traders' adaptability. Finally, the WT (Weaknesses-Threats) strategy yielded the “Cibinong Nyaman Belanja” program, emphasizing facility improvement, market cleanliness, and better consumer experience. These combined strategies aim to reinforce competitiveness, expand market reach, and ensure sustainability for traditional clothing traders in Pasar Cibinong.

Analytical Hierarchy Process (AHP)

The Analytical Hierarchy Process (AHP) was employed to identify strategic priorities for developing the retail clothing business at Pasar Tradisional Cibinong by assessing four key factors—human resource development (42.0%), facility improvement (27.3%), market potential (23.1%), and market infrastructure (7.6%)—with human resources receiving the highest weight. Actors involved included market administrators, trader associations, and Tohaga executives, with market administrators playing the most influential role (58.4%). Strategic goals were focused on increasing store visits (48.6%), improving payment technology (29.8%), and attracting more market visitors (21.6%). Among the four strategic alternatives analyzed, “Cibinong Go Digital” ranked highest (49.1%), reflecting the growing consumer preference for online shopping convenience.

Managerial Implications

Based on the POLC (Planning, Organizing, Leading, Controlling) framework suggest focusing on realistic sales targets via accessible digital platforms, organizing trader roles in content and order management, fostering leadership through digital training and peer collaboration, and implementing regular performance monitoring using simple tools and customer feedback. This integrated approach highlights the need for digital transformation to strengthen competitiveness while maintaining physical market relevance.

CONCLUSION

This study reveals several key findings regarding the condition of retail clothing traders in Pasar Cibinong. Although the number of traders increased after the COVID-19 pandemic, both customer visits and revenue declined, exacerbated by intense competition from e-commerce platforms offering lower prices and greater convenience. Despite this, traders possess strengths in building personal relationships with customers and pricing flexibility, yet face significant weaknesses in adopting digital technology. Opportunities lie

in Pasar Cibinong's strategic role as a local shopping hub with strong consumer trust, while online retail remains a major external threat. Based on these internal and external factors, a "Grow and Build" strategy is recommended—focusing on market and product development, including market penetration, trend-driven product innovation, and inter-trader collaboration. AHP analysis identifies "Cibinong Go Digital" as the top strategic priority, highlighting the importance of market digitalization through e-commerce adoption and digital training to enhance competitiveness in the digital era.

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