

ANALYSIS OF EMPOWERMENT OF PT SUMBER ALFARIA TRIJAYA (ALFAMART) BANDUNG 2 (CIMAHI) UMKM EMPOWERMENT

¹Iman Sulaeman, ²Daffa Maulana Safa

¹²Business Administration Study Program, Jakarta LP3I Polytechnic, Kramat Sentra Building
Jalan Kramat Raya No. 7-9 Central Jakarta 10450

Email : sulaemanti@gmail.com¹, dafashafal@gmail.com²

ABSTRACT

This study aims to determine the pattern of partnership between Alfamart and its UMKM partners, explain the strengths and weaknesses as well as the opportunities and threats that the company has in carrying out UMKM empowerment. The research method used is qualitative in the SWOT matrix. This research was conducted at the Bandung 2 branch of Alfamart, Cimahi. The results of this study are: the UMKM empowerment process carried out by Alfamart in the form of, providing good prices, product information that was selling at the time, evaluation through base on data, providing stall surgery facilities for active or loyal members in purchasing and providing various kinds of training to fostered SMEs. The result of the calculation of the SWOT analysis on empowering UMKM that is obtained is the difference between strengths and weaknesses of 9 and the difference between opportunities and threats is 1. So, the results of the SWOT analysis of UMKM empowerment carried out by Alfamart are in quadrant I (positive-positive). So that Alfamart is considered quite capable of using the strengths and weaknesses within the company and taking advantage of opportunities and minimizing existing threats.

Keywords: UMKM Empowerment, SWOT Analysis, Retail.

I. INTRODUCTION

The modern retail business in Indonesia is showing rapid development, as evidenced by the growing proliferation of hypermarkets, supermarkets and minimarkets around us. According to the Association of Indonesian Retail Companies (APRINDO), the growth of the modern retail business in Indonesia is between 10% -15% per year.

The entry of modern retail raises pros and cons, especially among the lower middle class such as market players or traditional retailers. They feel their market share is decreasing due to the proliferation of modern retail. Traditional retailers think that the presence of modern retail will kill their business.

To overcome this problem, the government through the Regulation of the Minister of Trade of the Republic of Indonesia Number 53/M-DAG/PER/12/2008 concerning guidelines for structuring and fostering traditional markets, shopping centers and modern shops, the Government is trying to maintain harmonization between modern retailers and traditional retailers. . Therefore, every modern retail company is expected to be able to carry out regulations or programs made by the government.

PT. Sumber Alfaria Trijaya, Tbk. or Alfamart is one of the companies that has empowered micro, small and medium enterprises (UMKM) as well as traditional traders through the Alfamart Assisted Outlet (OBA) program with a membership system. Technically, Alfamart's Member Relations Officer (MRO) will record data and invite traditional traders around the store to join as OBA members.

Alfamart's Corporate Affairs Director, Solihin explained, members will get various conveniences such as providing a supply of quality goods, and being able to order goods from Alfamart at special prices subsidized by the company and delivered by MRO. Traders are also invited to take part in modern retail management training, related to goods management techniques, product knowledge, cash flow, and serving consumers. The company also provided stall renovation assistance to beautify the stall's physical appearance. As of July 2021, there were 104,150 grocery stalls that had become members and 631 members who had the opportunity to expand their stalls.

This empowerment is enough to help traditional retailers or grocery stalls who have the opportunity to become Alfamart fostered members. However, although it is recorded that many traditional retailers have been fostered, in fact there are still many traditional retailers, especially grocery stalls around Alfamart stores, who are not aware of this MRO program, so Alfamart needs to continue to socialize small traders, grocery stalls or the like regarding the MRO (Member Relations) program. officers).

In carrying out empowerment, Alfamart seeks various ways to continue to coexist in harmony with traditional retailers, including continuing to promote the MRO program. But on the other hand, Alfamart faces obstacles in socializing it, namely the existence of regulations limiting modern retail in several areas regulated by the local government. Therefore, Alfamart needs to carry out a strategy so that it can properly empower UMKM.

The SWOT technique is basically a technique for analyzing various conditions that affect the process of empowering UMKM. The purpose of doing a SWOT analysis is to find out internal factors and external factors that describe the real conditions in empowering UMKM run by Alfamart. By using the SWOT analysis, it is possible to determine the key success factors that Alfamart may have in implementing UMKM empowerment. Then it will provide information whether the empowerment carried out by Alfamart is optimal enough.

SWOT Analysis Theory

SWOT analysis is a systematic identification of various factors for formulate a strategy, based on logic that can maximize strengths and opportunities, and simultaneously minimize weaknesses and threats. So SWOT analysis compares external factors, opportunities and threats with internal factors, strengths and weaknesses.

The SWOT technique, also known as (strengths, weaknesses, opportunities and threats), is basically a technique for identifying various conditions based on strategic planning. After recognizing the issues faced, theoretically it is necessary to build an agreement between stakeholders regarding "what is desired in the future" on these issues. What components or elements are needed to be further improved, reduced, or even replaced, requires an analysis process that is based mostly on the SWOT condition map of the issue.

The strategic decision-making process is always related to the development of the company's mission, strategic goals and policies. Thus the strategic planner must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This is called a situation analysis. The most popular model for situation analysis is the SWOT analysis.

SWOT analysis is a systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats.

Functions, Benefits, and Purpose of SWOT Analysis

SWOT analysis function

In general, the SWOT analysis is well known by most of the corporate plan technical teams. Part of the strategic planning work focuses on whether the company has sufficient resources and capabilities to carry out its mission and realize its vision. An introduction to the strengths that are owned will help the company to keep paying attention and see new opportunities, while an honest assessment of the existing weaknesses will give realism weight to the plans that will be made in the company, so the SWOT function is to analyze the strengths and weaknesses owned by the company as well as an analysis of the opportunities and threats faced by the company which is carried out through a review of the company's external conditions.

The benefits of SWOT analysis

SWOT analysis is useful if it has been clearly defined in what business the company operates, and which direction the company is heading for the future as well as what measures are used to assess the success of the company's management in carrying out its mission and realizing its vision. the choice of an appropriate general strategy, as well as being used as a basis for setting company goals for the next 3-5 years to meet the needs and expectations of stakeholders or a SWOT analysis is useful for analyzing factors within a company that contribute to service quality or one of its components while considering external factors.

Purpose of SWOT Analysis

The main purpose of SWOT analysis is to identify the overall company strategy. Almost every company and business observer in their approach uses a lot of SWOT analysis.

This tendency is likely to continue to increase, especially in the era of free trade in the 21st century, which are interconnected and interdependent. The use of SWOT analysis is actually the simplest, namely in order to develop a strategy to defeat the enemy in battle.

The basic concept of SWOT seems very simple as stated by Sun Tzu that "if we have recognized the strengths and weaknesses of our opponent, it is certain that we can win the battle". In current developments, SWOT analysis is not only used to develop strategies on the battlefield, but is widely used in strategic business planning which aims to develop long-term strategies so that the direction and goals of the company can be achieved clearly and quickly. decisions are taken along with all the changes in the face of competitors.

SWOT Analysis Approach

Qualitative Approach Kearns SWOT Matrix

The Kearns SWOT Matrix model displays eight boxes, the top two are boxes for external factors (Opportunities and Challenges) while the two boxes on the left are internal factors (Strengths and Weaknesses). The other four boxes are strategic issues that arise as a result of the meeting point between internal and external factors.

In this step the organizational SWOT factor components that have been obtained are entered into the boxes provided.

The following is an overview of the SWOT Matrix developed by Kearns in the table below:

Tabel 1
Table Matriks SWOT Kearns

FAKTOR EKSTERNAL FAKTOR INTERNAL	PELUANG (<i>Opportunity</i>)	ANCAMAN (<i>Threath</i>)
KEKUATAN (<i>Strength</i>)	SO Keunggulan Komparatif (Comparative Advantage)	ST Mobilisasi (mobilization)
KELEMAHAN (<i>Weakness</i>)	WO Divestasi/Investasi (Divestment/Investment)	WT Kendali Kerusakan (Damage Control)

1. The SO strategy is made based on the company's mindset, namely by utilizing all strengths to seize and make the most of opportunities. Comparative Advantage, namely the meeting between the two elements of strength and opportunity so that this opportunity does not just disappear, but instead the company must immediately strengthen it with various plans that can support it. In this cell, it is possible for the company to develop faster, but must always be aware of uncertain changes in the company's environment.
2. ST strategy is a strategy in using the strengths of the company to overcome threats. Mobilization (Mobilization), namely the meeting between elements of strength and threats from outside the company identified with strength. In this cell, what must be done by the company is to mobilize resources that come from the company's strengths to soften threats, even if these threats are turned into opportunities.
3. The WO strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. Divestment/Investment (Divestment/Investment) is a meeting between weaknesses and opportunities. In this cell, the available opportunities are very convincing, but the company does not have the ability to work on them. If forced, it can require a large enough cost so that it will harm the company.
4. The WT strategy is based on definitive activities and seeks to minimize existing weaknesses and avoid threats. Damage Control (Damage control / Controlling Losses) is a meeting between elements of weakness and threats. This cell is in the weakest position because it is a meeting point that is not good enough, if there is a wrong decision it will bring disaster to the company. The strategy used is to minimize losses and control losses so that they do not become worse than expected.

Definition of Empowerment

Conceptually, empowerment or empowerment comes from the word 'power' (power or empowerment). Empowerment as a process of change then has a meaningful concept. In other words, the possibility of an empowerment process really depends on two things, namely (first) that power can change. If power cannot be changed, empowerment is not possible in any way. (Second) that power can be expanded. This concept emphasizes the notion of power which is not static, but dynamic.

According to Ife, as written by Suharto, explained that empowerment aims to increase the power of people who are weak or disadvantaged. According to Parsons as written by Suharto explained that empowerment is a process by which people become strong enough to participate in, control over, and influence events and institutions that

affect their lives. Empowerment emphasizes that people acquire sufficient skills, knowledge, and power to influence their lives and the lives of others they care about. Meanwhile, according to Swift and Levin as written by Suharto explained that empowerment refers to effort.

While the definition of empowerment according to RI Law Number 20 of 2008 Article 1, empowerment is an effort carried out by the Government, Regional Government, Business World and society in a synergistic manner in the form of climate growth and business development for Micro, Small and Medium Enterprises so that they are able to grow and develop into a strong and independent business.

Strategy for Empowerment of Micro, Small and Medium Enterprises (UMKM)

The strategies for empowering Micro, Small and Medium Enterprises (UMKM) that have been pursued so far can be classified into:

- a. Managerial aspects, which include: increasing productivity/ turnover/ utilization rate/ occupancy rate, increasing marketing capabilities and developing human resources;
- b. Aspects of capital, which include: capital assistance (1-5% allowance for BUMN profits and the obligation to distribute credit to small businesses at least 20% of the bank's loan portfolio) and credit facilities (KUPEDES, KUK, KIK, KMKP, KCK, Mini/Midi Credit, KKU);
- c. Develop partnership programs with large businesses either through the father-adopted system, PIR, forward linkage, backward linkage, venture capital, or subcontracting.
- d. development of small industrial centers in an area, whether in the form of PIK (Small Industrial Settlement), LIK (Small Industry Environment), SUIK (Small Industrial Business Facility) supported by UPT (Technical Service Unit) or TPI (Industrial Extension Workers)
- e. Guidance for certain business fields and regions through KUB (Joint Business Group), KOPINKRA (Small Industry and Handicraft Cooperative)

2. RESEARCH METHODOLOGY

The definition of SWOT analysis according to Tunggal (1994:74-75) is as follows:

Strengths

Strengths are resources, skills or other advantages relative to competitors and the needs of the market a company serves or intends to serve. Strength is a distinct competency (distinctive competence) that gives a company a comparative advantage in the market. Strength relates to resources, finances, image, market leadership, buyer/supplier relationships, and other factors.

Weaknesses

Weaknesses are limitations/deficiencies in resources, skills, and abilities that seriously impede the effective performance of a company.

Opportunities

An opportunity is a major profitable situation in the corporate environment. Key trends are either identified opportunities from previously missed market segments, changes in competitive conditions, or regulations, technological changes, and improved buyer and supplier relationships can represent opportunities for companies.

Threats

Threats are the main obstacles to the current or desired position of the company. The entry of new competitors, slow market growth, increased bargaining power of key

buyers and suppliers, technological changes, and new or revised regulations can all pose threats to a company's success.

Data collection technique

Data collection techniques for SWOT analysis research on e-government implementation at the Muara Enim District Government Office, are used in several ways, namely:

Observation

Observations were made on employees of the Muara Enim Regency Regional Government Office by observing the management of data being managed or services for the community at the Muara Enim Regency Regional Government Office.

Interview

By conducting direct debriefing with employees of the Muara Enim District Government Office.

Questionnaire

In this method the activities carried out are to make a number of questions to carry out a SWOT analysis in order to find out the level of service implementation and the level of suitability for website implementation at the Muara Enim District Government Office.

Study of literature

Literature Study, study, search and collect data related to research such as related books and internet.

3. DISCUSSION ANALYSIS

Umkm Development

Many traditional retailers are not well informed about product trends that are being sold or according to sales trends, how to display goods effectively, to simple retail administration. In fact, in some shops, Alfamart is doing stall surgery to increase the competitiveness of traditional shops. All of these efforts are not profit oriented, but are really efforts to be able to contribute to empowering UMKM.

In addition, implementing the Alfamart community store concept also wants to contribute to the local community, both in terms of direct and indirect job openings, a series of Alfamart Sahabat Indonesia CSR programs and providing convenience and comfort to the community around Alfamart.

OBA is a small business development and coaching program. Through this program, Alfamart embraces traditional traders who have businesses around Alfamart's business area to become partners. Alfamart also provides facilities in the form of basic training in finance, retail and merchandise management. This program has been running and has received full support from the Minister of Cooperatives and Small and Medium Enterprises, the City Government of DKI Jakarta, and other corporate partners.

Alfamart exists for the community, therefore Alfamart values good relations with shareholders, the government, customers, the local community, as well as small or medium-sized companies that become partners. Alfamart is a company that helps community empowerment and that is what makes it different.

Through the Alfamart Assisted Outlet (OBA) program, Alfamart seeks to overcome the supply constraints of traditional retailers, while at the same time developing the company's image in the eyes of the public and the government that modern retailers have not killed traditional retailers at all. Utilizing its presence and network, Alfamart serves the needs of local traditional retailers at competitive prices. In addition, part of OBA is training and mentoring for traditional retailers.

Target Audience

Primary target

1. Society

Society as one of the main stakeholders of the company has an important influence on the running of the business. Apart from being a direct consumer, the public or community is also a true critic who can assess every activity of a company. A profitable relationship with the Alfamart Assisted Outlet program has the potential to empower the community and reduce unemployment.

2. Alfamart Stores

The existence of existing Alfamart stores is a point where traditional retailers who already have a community can develop together, apart from getting easy access to goods, these traditional retailers can receive training and other mutually beneficial collaborations from Alfamart.

Secondary Targets

Government

The government in terms of UMKM development programs, as well as sustainable industrial development and implementing healthy competition between entrepreneurs and the surrounding environment is very relevant at this time. The retail industry, especially consumer goods retail, which is currently developing along with the growing need for food and clothing, and ease of access and services, has become the main priority in the retail business.

The government through the Regulation of the Minister of Trade of the Republic of Indonesia Number 53/M-DAG/PER/12/2008 concerning Guidelines for Arrangement and Development of Traditional Markets, Shopping Centers and Modern Shops tries to maintain harmonization between modern retail entrepreneurs and traditional retailers, so that these traditional retailers can follow change and development of the retail business itself and by itself these traditional retailers can compete in a healthy manner and there will be no more big slogans killing small ones.

Alfamart realizes that the environment and the existing community must be maintained. Especially the community of traditional retailers. So that this community is maintained and maintained.

competitors

The widespread issue of the arrival of modern retailers that will kill traditional retailers makes modern retail companies look for ways so that the stores they set up in an area can be well received by the community. This gave rise to the idea of how to foster UMKM so that they can still develop in the midst of business competition to survive and even attract more consumers to shop at stores fostered by modern retailers. Alfamart's maneuvers to build traditional shops will lure competitors engaged in the modern retail industry to do the same. So that the competition to open new modern shops actually has a positive impact on the development of traditional retailers as well as developing the mindset that minimarkets have not "killed" traditional retailers at all.

UMKM DEVELOPMENT PROCESS

Alfamart has strategies and tactics in empowering the UMKM under its guidance. The strategies and tactics used are as follows:

Strategy

PT Sumber Alfaria Trijaya Tbk, provides a partnership program for traditional retailers engaged in "consumer good" in the form of ease of obtaining goods at competitive

prices, as well as being able to receive modern retail training that can be developed in the business of traditional retailers to easily adapt to retail business development.

Tactics

The tactic used by Alfamart is to provide convenience facilities for grocery stall traders who are members of the OBA program, such as Aku merchant card members, renovation stalls (shop surgery), and training for Aku merchant card members. The goals and benefits of the three facilities provided by Alfamart to members are as follows:

Merchant Card Member

1. Alfamart employees, in this case the MRO (Member Relations Officer) conducted a survey of traditional consumer goods retail traders in designated Alfamart store areas within a radius of \pm 2-3 km.
2. The survey conducted included the length of trading, transactions per day, the channel where these traders get the goods, the completeness of the merchandise. This survey is accompanied by registration as an Aku Merdagang Card Member, and a valid ID.
3. My Merchant Card is different from my non-merchant Card, distinguished from my card digits, and the place where my card can be used for shopping.
4. After being registered as a member of the Aku Merchant Card, traditional consumer goods retailers are entitled to the lowest price at that time at Alfamart stores where they are registered as special members.
5. Not all types of goods can be purchased at the cheapest price.
6. To see the types of goods that are obtained at low prices, information is obtained from the MRO, which makes visits every day.
7. In addition to low prices, members of the Aku Merchant Card also have the opportunity to get promotions that are currently running at Alfamart stores.

Warung Renovation (Shop Warung)

1. Members of the Aku Merchant Card can get the opportunity to renovate their shop. The conditions are to have an Aku Merchant Card and be loyal to Alfamart transactions as shown by the purchase data.
2. The agreement letter for this renovation shop activity was prepared by Alfamart.
3. The type and type of renovation of this stall only uses 4 and 8 shelves. With a minimum size of 3x4 meters.
4. The cost of the renovation stall comes from internal Alfamart and is paid by the Merchant Card Member himself, which of course has gone through the measurement and estimation stages.
5. The existence of the types of goods in this Renovation Stall are entirely from the stall owner. Alfamart will assist the process of displaying, structuring, and initial grouping of the types of goods and quantities owned by shop owners.
6. Monitoring of transactions from before and after the renovation was carried out by the MRO during the visit, as well as checking the reduced stock. In addition, MRO also conducts fireplaces, displays, and checks on stall owner's merchandise.

Weakness

- a. The traditional retailer Upgrading Program was not implemented
In the 2012-2020 period, Alfamart's expansion strategy in the Abndung 2 area is to upgrade traditional retailers into modern retailers. However, this strategy is constrained by 2 things related to taxation and mindset. Traditional retailers are generally reluctant to carry out tax obligations according to regulations. In terms of mindset, traditional retailers are generally reluctant to follow operational standards regarding store

operating hours, as owners generally want traditional retailers to have flexibility in opening and closing hours unlike modern retailers which require definite operating hours.

- b. Only a few stores have run Alfamart's UMKM retail program

In carrying out the Alfamart Assisted Outlet program or also known as the Store Sales Point, only about 25% of stores are running the program.

- c. Not many traditional traders are aware of the Alfamart 1 UMKM Retail program, of which there are 90 members. That number is only a fraction of a percent of the number of traditional traders or grocery stalls throughout Indonesia

- d. The training schedule for members is still very flexible

The training given to members is carried out at an unspecified time and is carried out in each branch which is not carried out simultaneously but is also not carried out routinely.

- e. The assumption that minimarkets "kill" small traders

There are still many traditional traders who think that Alfamart can be a competitor to their business because services at Alfamart are more attractive and products are more complete compared to grocery stores owned by traditional traders.

- f. HR limitations

Limitations of Alfamart human resources in monitoring the implementation of the Alfamart Assisted Outlet program because it can be seen from the existing data that only around 2,000 Alfamart stores are running the program. Meanwhile, the Alfamart-assisted UMKM Retail that is being fostered has reached 90 members. Only providing retail facilities for goods Alfamart only provides retail facilities for goods and not in the form of working capital assistance. In fact, if Alfamart provides working capital assistance, whether in the form of money or product or goods loans, it will greatly help traditional traders to develop their business.

Tabel 2
Analisis Faktor Internal (IFAS)

FAKTOR-FAKTOR STRATEGI INTERNAL		BOBOT	RATING	TOTAL
		(a)	(b)	a x b
KEKUATAN				
1	Alfamart terus mengupayakan berbagai macam strategi agar peritel modern dan peritel tradisional berdampingan secara harmonis melayani konsumen	4	7/7	4
2	Alfamart memiliki departemen atau divisi khusus dalam bidang pemberdayaan usaha mikro dan kecil yang memiliki pengetahuan, pengalaman dan skill	4	7/7	4
3	Alfamart memberikan harga barang yang lebih murah kepada member member OBA dibandingkan dengan konsumen akhir sehingga memberikan keuntungan bagi member	4	8/7	5
4	Alfamart memberikan pelatihan kepada member OBA berupa display barang, product knowledge, administrasi keuangan dan lain-lain	4	6/7	3
MRO Alfamart selalu mengevaluasi member OBA				

5	secara berkala melalui base on data penjualan member OBA	4	5/7	3
Alfamart mengadakan program bedah warung secara gratis untuk member OBA yang loyal dalam melakukan pembelian di Alfamart				
6		4	5/7	3
Dengan adanya member OBA, Alfamart juga merasa diuntungkan karena meminimalisir terjadinya praktek spekulasi dan penimbunan barang yang mendorong peningkatan harga				
7		4	6/7	3
Total (S)				25
Kelemahan (W)				
1	Strategi Alfamart untuk melakukan upgrading peritel tradisional menjadi p eritel modern tidak terlaksana	1	5/7	1
Baru beberapa toko Alfamart yang menjalankan program OBA				
2		3	5/7	2
Belum banyak pedagang tradisional yang tahu bahwa Alfamart memiliki program OBA				
3		3	5/7	2
Jadwal pelatihan untuk member OBA masih sangat fleksibel				
4		3	7/7	3
Masih banyak pedagang tradisional yang menganggap bahwa Alfamart bisa menjadi pesaing usaha mereka				
5		3	6/7	3
Keterbatasan SDM Alfamart dalam memantau pelaksanaan program OBA				
6		3	5/7	2
Alfamart hanya memberikan fasilitas ritel barang dan tidak berbentuk modal kerja				
7		3	6/7	3
TOTAL (W)				16
TOTAL (S-W) = X			25 - 16 = 9	

Based on the internal factor analysis, it can be seen that the total value owned by Alfamart is at number 9. Thus, if the results obtained are at a positive number, it indicates that the company is in a position above the average in terms of overall internal strength related with the program fields that are owned, evaluations that are always carried out, services and training provided, and experts owned by the company.

Meanwhile, in terms of weaknesses, Alfamart needs to continue to socialize to the public about the UMKM coaching program it is running.

Opportunity

a. Fostering micro and small businesses

In accordance with its vision that Alfamart is oriented towards empowering small entrepreneurs, Alfamart does not stop trying how modern retailers and traditional retailers are both engaged in the consumer goods sector so that they can harmoniously serve consumers side by side. Guidance is carried out not only for grocery stalls but also fostering cooperatives around Alfamart stores.

- b. The Micro and Small Business Development Program eliminates the negative image of society

By carrying out the Alfamart Foster Outlet and Alfamart Partner Store programs, eliminating the negative image and improving the company's image regarding the assumption that the presence of minimarkets will kill small traders' businesses.

- c. Sales profit

If more and more traditional traders become members, both in the Alfamart Assisted Outlet program and Alfamart Partner Stores. This will have a positive impact on Alfamart's sales profits.

- d. Competitors do not have the same initiative

In this case, competitors do not have the same initiative to empower traditional retailers, especially grocery stalls around Alfamart stores.

- e. Government role and support

The role and support of the minister of cooperatives and SMEs as well as the local government is very good and very supportive of the programs run by Alfamart.

- f. The relationship between the role of government and image in society

With government support, it will also give a positive image in the eyes of the community.

Threats

- a. Regulation of modern retail restrictions in the regions

In several areas, one of which is in Banyuwangi, there are regulations limiting modern retail, especially minimarkets. This has limited the space for Alfamart to be able to empower grocery stall traders and cooperatives in the area.

- b. Communities oppose the presence of minimarkets

There are still some community members who oppose the presence of minimarkets, especially Alfamart, in their midst. So that Alfamart continues to pursue various business strategies to be well received by certain communities.

- c. Mushrooming competitors

Hypermarkets, supermarkets, minimarkets, traditional markets and other competitors are increasingly mushrooming, scrambling to establish themselves as shopping destinations. Making Alfamart adapt its format to become a convenience store, where outlets sell not only goods but also a variety of services and features according to people's needs and lifestyle. Various conveniences are offered so that consumers are interested in shopping at Alfamart.

- d. It is difficult to invite small traders to become members

It is rather difficult to invite traditional traders to become members because there is still an assumption that the presence of large businesses kills small businesses.

Tabel 3
Analisis Faktor Eksternal (EFAS)

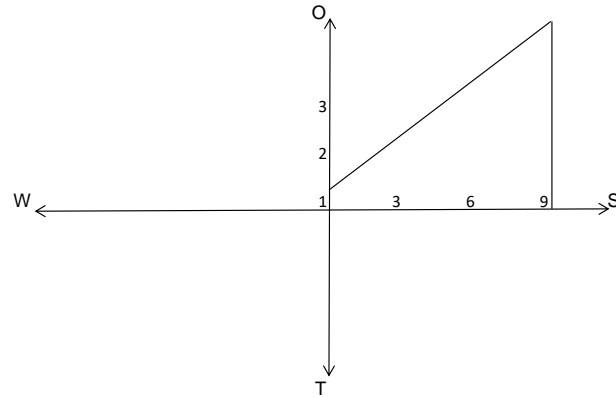
FAKTOR-FAKTOR STRATEGI EXTERNAL	BOBOT	RATING	TOTAL
	(a)	(b)	a x b
PELUANG (O)			

1	Alfamart tidak hanya membina warung kelontong tetapi juga membina koperasi yang ada di sekitar toko	3	6/6	3
2	Dengan melaksanakan program OBA dan TMA, menghilangkan image negatif atau memperbaiki citra perusahaan tentang anggapan kehadiran minimarket akan mematikan usaha pedagang kecil	4	7/6	5
3	Semakin banyak pedagang tradisional yang menjadi member, akan semakin besar penjualan Alfamart	4	5/6	3
4	Kompetitor tidak memiliki inisiatif yang sama yaitu sebagai pionir untuk membina pedagang kecil khususnya warung kelontong	3	5/6	3
5	Peran dan dukungan menteri koperasi dan UKM dan pemerintah daerah setempat sangat baik dan sangat mendukung program yang Alfamart jalankan	3	6/6	3
6	Dengan adanya dukungan pemerintah juga akan memberikan image positif di mata masyarakat	4	5/6	3
Total (O)				20
ANCAMAN (T)				
1	Di beberapa daerah terdapat regulasi pembatasan ritel modern terutama bagi minimarket	3	8/4	6
2	Masih ada beberapa komunitas masyarakat yang menentang kehadiran minimarket	3	5/4	4
3	Hypermarket, supermarket, minimarket, pasar tradisional maupun kompetitor lainnya semakin menjamur berebut menjadikan diri sebagai tempat tujuan belanja	3	8/4	6
4	Agak sulit mengajak pedagang tradisional untuk menjadi member karena masih adanya anggapan kehadiran usaha besar mematikan usaha kecil	2	5/4	3
TOTAL (T)				19
TOTAL (O-T) = Y			20 - 19 = 1	

Based on the analysis of external factors, it can be seen that the total value owned by Alfamart is at number 1. This indicates that the company is able to face the external environment by taking advantage of opportunities and avoiding existing threats. Judging from the opportunities that are owned, namely the role and support of the government to continue to run the UMKM empowerment program. And to avoid the existing threats, Alfamart needs to develop various strategies to overcome them.

After analyzing internal and external factors using IFAS and EFAS analysis, the results obtained on internal factors or on the x axis produce a score of 9 on the element of strength and on external factors or on the y axis produce a score of 1 on the element of

opportunity. So that the conclusions drawn from the combination of the analytical approaches above with the power to produce a score of 9 and the opportunity to produce a score of 1. When viewed from the Pearce and Robinson quadrants, the company is in quadrant I, which is positive-positive value. The company's position in quadrant I indicates the company is strong and has an opportunity. The strategic recommendations given are progressive, meaning that the company is in prime and steady condition so that it is possible to continue to expand, increase growth and achieve maximum progress.



Gambar 1
Kuadran SWOT Pearce dan Robinson

So it can be concluded that the empowerment of UMKM run by Alfamart is quite optimal as evidenced by the program it runs by providing special prices, training, evaluation to the shop renovation program and to date there have been 90 UMKM retail in Cimahi that have been fostered. As well as taking advantage of existing opportunities, namely the role and support of the government.

Strategy Analysis

The next step is to map using the SWOT Kearns interaction map.

IFAS		
	STRENGTH (S)	WEAKNESS (W)
EFAS		
	Mengupayakan berdampingan dengan peritel tradisional	Merasa diuntungkan dengan adanya member Outlet Binaan Alfamart dan Mitra Usaha Alfamart
	Memiliki departemen atau divisi khusus	Program upgrading peritel tradisional tidak terlaksana
	Memberikan harga terbaik untuk member	Baru beberapa toko yang menjalankan program Outlet Binaan Alfamart
	Memberikan pelatihan kepada member	Sedikit pedagang tradisional yang mengetahui program Outlet Binaan Alfamart
	Mengevaluasi member	Jadwal pelatihan member masih sangat fleksibel

	Mengadakan program bedah warung secara gratis bagi member	Anggapan minimarket membunuh pedagang kecil
	Merasa diuntungkan dengan adanya member Outlet Binaan Alfamart dan Mitra Usaha Alfamart	Keterbatasan SDM
		Hanya memberikan fasilitas ritel barang
	STRATEGI SO	STRATEGI WO
OPPORTUNITY (O)		
Membina usaha mikro dan kecil	Penambahan SDM yang ahli dibidangnya	Jadwal pelatihan harus ditentukan agar dapat berjalan secara Kontinyu
Program pembinaan usaha mikro dan kecil menghilangkan image negative masyarakat	Mempertahankan member yang sudah ada	Memberikan akses yang lebih mudah bagi member untuk peminjaman modal usaha
Keuntungan penjualan	Membuat program pelatihan baru bagi masyarakat	
Kompetitor tidak memiliki inisiatif yang sama		
Peran dan dukungan pemerintah		
Keterkaitan peran pemerintah dan image di masyarakat		
	STRATEGI ST	STRATEGI WT
THREATS (T)		
Regulasi pembatasan ritel modern di daerah	Sosialisasi pemberdayaan UMKM melalui sosial media, agar peritel tradisional yang berada di bawah regulasi pembatasan peritel modern dapat di jangkau oleh Alfamart	Mengadakan seminar tentang pemberdayaan UMKM di daerah regulasi pembatasan ritel modern
Komunitas masyarakat menentang kehadiran minimarket		Mengajak peritel tradisional menjadi member dengan memberikan bantuan modal awal berupa financial maupun produk.
Kompetitor yang semakin menjamur		
Sulit mengajak pedagang kecil menjadi member		

SO strategy

With its strengths, Alfamart can seize existing opportunities by:

- a. Additional human resources who are experts in their fields, especially additional field human resources such as MRO (Member Relations Officer) for Alfamart stores that have not yet run store sales points as a form of participation in running the UMKM development program.
- b. Maintaining existing members It is important for Alfamart to retain existing members and provide good facilities or services.
- c. Creating new training programs for the community New training programs for the community, such as plastic waste recycling training and so on. It is hoped that this will be able to give a positive image to the community, also in accordance with Alfamart's mission to participate in developing the country by fostering an entrepreneurial spirit and business partnerships.

ST Strategy

With the strengths owned by Alfamart, it can overcome the threats that will be faced by way of socializing the empowerment of UMKM through social media, so that traditional retailers under the regulation of restrictions on modern retailers can be reached by Alfamart.

With the support of technological advances and utilizing Alfamart's expertise in digital marketing, Alfamart is expected to be able to carry out promotion and socialization of UMKM empowerment through social media. This effort is made so that traditional retailers who are under the regulation of restrictions on modern retailers can be reached by Alfamart.

WO strategy

By taking advantage of existing opportunities, it is hoped that Alfamart will be able to minimize its weaknesses by:

- a. The training schedule must be determined so that it can run continuously. Determine a regular training schedule, for example a training schedule for members of the OBA coverage area of the Cimahi branch, once every 2 months.
- b. Providing easier access for members to borrow business capital If Alfamart can assist members in obtaining capital loans, their businesses will grow and will certainly increase their loyalty to Alfamart by purchasing products in large quantities.

WT Strategy

This strategy aims to minimize weaknesses and avoid threats by:

- a. Holding seminars on UMKM empowerment in modern retail restriction regulatory areas. This effort is expected to attract the interest of traditional retailers who are under modern retail restriction regulations.
- b. Invite traditional retailers to become members by providing initial capital assistance in the form of financial and product.

Results of swot analysis of UMKM empowerment running by alfamart

After carrying out the swot analysis, it starts with determining the company's internal and external strategic factors. The strengths, weaknesses, opportunities, and threats that exist are processed in the ifas and efas analysis, then the value obtained in the ifas analysis is 9, and the value in the efas analysis is 1. The next step is processed in the form of quadrants and the positive results are obtained. Is in quadrant i. It means that the company has considerable strength in carrying out UMKM empowerment and can take advantage of existing opportunities.

So if we look at the results of the swot interaction map, strategies that companies can use in developing UMKM empowerment, can consider the so strategy as follows:

1. Additional human resources who are experts in their field.
2. Maintain existing members.
3. Creating a new training program for the community.

4. CONCLUSION

After conducting research at the office of PT Sumber Alfaria Trijaya Tbk (Alfamart) Bandung2 Cimahi, regarding "Analysis of UMKM Empowerment assisted by PT Sumber Alfaria Trijaya Tbk (Alfamart) Bandung2 Cimahi, it can be concluded that:

1. The business partnership pattern between Alfamart and the UMKM being fostered is an agency pattern. This pattern is a partnership relationship in which small businesses are given special rights to market products owned by medium or large businesses. The advantage for fostered UMKM is to get special services from medium or large businesses as partners. The special services provided by Alfamart to its fostered UMKM are cheaper product prices, product recommendations that were selling at the time, training on retail, and a shop renovation program for members who are loyal in buying products at Alfamart. As well as the advantage for Alfamart in carrying out this empowerment is the running of a good goods distribution supply system, thereby minimizing the occurrence of speculation practices and hoarding of goods.
2. Alfamart's strengths in this coaching are the presence of experts in carrying out coaching, a good distribution system, lower prices, retail training for fostered UMKM, evaluation through base on data, and a shop renovation program for active members. The weakness that Alfamart has in coaching is that not all existing stores run store sales points, not many traditional retailers know about Alfamart's coaching program.
3. Opportunities that are owned are the role and support of the government, competitors do not have the same initiatives in empowering traditional retailers. As well as the threats that Alfamart has in carrying out empowerment are regulations limiting modern retail in several regions, and the increasing number of existing competitors.
4. The results of the SWOT analysis procedure for UMKM empowerment carried out by Alfamart are in quadrant I (positive-positive) position, which means the company needs to use a progressive strategy, meaning that Alfamart has many strengths and opportunities to continue running UMKM empowerment programs, expanding, enlarging growth and achieve maximum progress.

Suggestion

1. For companies, they must continue to maintain the strength of the company by continuing to carry out UMKM coaching in accordance with the company's vision, adding and developing skilled workers in the field of empowering small businesses, retaining existing members and continuing to reach small businesses to be empowered, and making programs new training for the community to foster public interest in alfamart.
2. For future researchers, if researchers want to take the theme of empowering UMKM, they must know more about the company's vision and mission, and the company's background in carrying out UMKM empowerment.

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