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Table Of Contents: Volume 45 Issue 7

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I. Gusti Ayu Ketut Giantari, Ida Bagus Ketut Surya, Ni Nyoman Kerti Yasa, Ida Bagus Anom Yasa (pp. 1058 - 1070)
Keywords: Development strategies, Bali, Revitalization strategies, Traditional markets
Type: Research paper

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Akanksha Choudhary, Ashish Singh (pp. 1071 - 1091)
Keywords: India, Women, Intergenerational occupational mobility
Type: Research paper

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- HTML
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They earn and send; we spend: consumption patterns of Pakistani migrant households
Junaid Ahmed, Mazhar Mughal, Inmaculada Martinez-Zarzoso (pp. 1092 - 1108)
Keywords: Pakistan, Consumption patterns, Expenditure, Domestic remittances, International remittances
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Development and revitalization strategies for traditional markets in Bali

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Abstract

Purpose – The purpose of this paper is to find out: strengths/weaknesses, environmental opportunities/ threats encountered by traditional market; traditional market business position; and a proper business strategy to be applied by traditional market and its implication on the marketing strategy.

Design/methodology/approach – The population in this research was policy makers in Bali Province, in relation to the development and revitalization planning of traditional market, and traders doing their activity in a traditional market. The data analysis used internal and external strategic factor matrix (IE).

Findings – Key external strategic variables that pose both current and future threats are information technology, bargaining power with buyers and competitors. The key internal strategic variables which are included both present and future strengths are product quality, product variety offered, uniqueness of products offered, affordable product prices, bargaining process, strategic market location, service speed and vast parking lot. Based on the business position of the present Denpasar traditional market which is in quadrant V, while in the future it will be in quadrant II, the strategy properly applied is the proper competition strategy to be grown and built.

Research limitations/implications – The research was only conducted to traditional markets in Bali, thus it cannot be generalized to wider areas, and this research used the survey method where the data collection process was done in a certain point of time or cross-section, whilst the environment would experience extra quick changes. Therefore, it is important to do this research in the future.

Originality/value – The originality for this paper shows the comprehensively development strategies, revitalization strategies in traditional market, by using strength weakness opportunity threat and IE matrix analysis, and research location which is conducted in Bali that has different tourist condition and potentials from other regions.

Keywords Development strategies, Bali, Revitalization strategies, Traditional markets

Paper type Research paper

1. Introduction

The development of traditional markets in Bali is characterized by extremely strict competition: the increasing number of modern market entities, such as hypermarkets and mini markets. The traditional market advantages which are not owned by competitors are: the most accessible trading centers for lower class traders; and merchandise being offered includes nearly all types of community needs. Good organizational reputation in domestic market is able to increase local revenue (Ahmed *et al.*, 2006). However, the weakness is that the ability of the traders' human resources and market managers in terms of technical and managerial is very limited (Lukman *et al.*, 2012). The traders also lack the understanding about consumer behavior.

The traditional market revitalization is a government program through the Ministry of Trade and State Ministry of Cooperatives and Small Enterprises with the goals of empowering micro-business actors who grow in markets with neither proper, healthy, clean comfortable business transaction facilities, nor facilities owned and managed by the traders themselves in the cooperatives business. Micro-enterprises are acknowledged to have a

highly pivotal role in a country's economic development—and there have been plenty of studies supporting it (Kalpande *et al.*, 2010).

There are two steps commonly done to develop traditional markets: renovation and revitalization. Renovation is an activity related to the improvement of building physical quality, whilst revitalization is the re-conceptualization of building system, both internally and externally. The main focus of revitalization is on the conceptualization of building system. Besides internal market, revitalization is performed to integrate the market with its external scope (Djatmiko and Jumaedi, 2011 in Pande and Ayuningsasi, 2014).

Strategic planning is defined as company's activity to look for conformity between the company's internal strengths and the company's external strengths (opportunities and threats) within a market. The activities include prudent observation of competition, inflation rate regulation, business cycle, consumers' desire and expectation, as well as other factors that can identify opportunities and threats (Rangkuti, 2003a, b).

The application to determine the main strategy based on the concept of David (2011) can be conducted via selection of several matrix models, including: strength weakness opportunity threat (SWOT) matrix, strategic position and action evaluation (SPACE) matrix, Boston Consulting Group (BCG) matrix, General Electric (GE) matrix, internal–external (IE) matrix and Grand Strategy matrix.

The objectives of this research are to find out: strengths/weaknesses, environmental opportunities/threats encountered by traditional market; traditional market business position; and proper business strategy to be applied by traditional market and its implication on marketing strategy. Several studies on development of marketing, strategy and revitalization have been conducted by Cravens (2000), Padilla and Eastlick (2009), Ewing *et al.* (1999) and Sheth (2017). Several previous studies were used as references in this research, such as the development strategies by Amado *et al.* (2017), Denning (2017), Gebauer *et al.* (2017), Holmes and Knight (2017), Mohamed *et al.* (2017), Liu (2017) and Pearce and Pearce (2017); revitalization strategies by Arruda and Krutkowski (2015), Bowers *et al.* (2017), El-Bassiouny *et al.* (2017), Mattila (2017), Pisano *et al.* (2017) and Simone and Tunisini (2017); traditional market by Alonso (2017), Aznar and Roig (2017), Dikova *et al.* (2017), Haryanto *et al.* (2017), Pal and Aneja (2017), Sotiriadis (2017) and Turker and Ozmen (2017); SWOT analysis by Arruda and Krutkowski (2015), Blundo *et al.* (2017), Kumaraswamy *et al.* (2017) and Turker and Ozmen (2017); and IE matrix analysis by Balasubramanian and Sarkar (2017), Hamilton and Alexander (2016) and Secundo *et al.* (2017). The originality for this paper shows the comprehensively development Strategies, revitalization strategies in traditional market, by using SWOT and IE matrix analysis, and the research location which is conducted in Bali that has different tourist conditions and potentials from other regions.

2. Literature review
Vision, mission and objective
The vision owned by a company is an aspiration about the future which is desired to be realized by all personnel of the company, starting from the top to lowest rank—and even the helper. Future aspiration in the minds of the founders that roughly represent all members of the company is called a vision (David, 2013). The next step is to make a mission. In the opinion of Kotler (2012), mission is a written translation regarding the vision to make it easier or clearer to understand for all staffs of the company. Objective is a qualitative statement about the state/results to be achieved in the future.

The comprehension about company's environment
Company's environment consists of internal environment and external environment. The external environment greatly affects the sustainability of the company. David (2013) divides

the external environment of three interconnected categories: remote environment, industrial environment and operating environment. All of these environmental factors provide a number of opportunities and threats to the company.

External environment
The analysis of the external environment is a process used by major strategic planning to evaluate the environmental sector in determining opportunities or threats to the company (David, 2013). External environment consists of factors that come from the outside of the company, where the external environment is divided into three interrelated sub-categories: factors in the distant environment, factors in the industrial environment and factors in the operational environment. Jointly, these factors form the basis for opportunities and threats encountered by the company in its competitive environment.

Internal environment
Umar (2001) states that the comprehension about the company's internal condition is the line factor in the use of an effective strategy. The formulation of company strategy must consider the strengths and weaknesses owned by the company. One of the simplest ways to understand and analyze the company's internal environment is through functional approach (Amirullah, 2015). According to this approach, the competition (strengths and weaknesses) of the company can be seen in varying business functions which exist and are carried out in the company, for instance, the marketing function, financial function, human resource function, nd production function.

Strategic planning
Strategic planning is defined as a company's activity to look for conformity between the company's internal strengths and external forces (opportunities and threats) of a market. Meanwhile, the activities include prudent observation of competition, regulation, inflation rate, business cycle, consumers' desire and expectations and other factors that are able to identify opportunities and threats (Rangkuti, 2003a, b). The determination of the main strategy is done through the use of several matrices with three stages of implementation: the data collection phase, analysis phase and decision-making phase.

Strategy selection
The application to determine the main strategy based on the concept of David (2011) can be conducted via selection of several matrix models, including: SWOT matrix, SPACE matrix, BCG matrix, GE matrix, IE matrix and Grand Strategy matrix.

IE matrix
This model is used to measure the size of opportunities or threats encountered by companies in an industry, and also to assess the size strengths or weaknesses factors of business owned by the companies. The steps in developing the external and internal strategy factors matrix are as follows in the next subsections.

   Measuring the value of external strategic factors. The measurement of the external factor value is performed by the following process: determination of the company's external strategy factors; the weight proportion for all factors should not exceed 1.00 or 100 percent to find what factors which are the most dominant; each factor is rated from 1 to 4: 1 = big threat, 2 = small threat, 3 = small opportunity and 4 = big opportunity, where each factor weight is multiplied by each rating to obtain weight score; and adding up the weight score of all factors to obtain the total weight score.

Measuring of value of internal strategic factors. The measurement of internal strategic factor is performed by the following process: determination of internal strategic factors of the company; the weight proportion for all factors should not exceed 1.0 or 100 percent, to understand which factors are the most dominant; each factor is rated from 1 to 4: 1 = main weakness, 2 = small weakness, 3 = small strength and 4 = main strength, where each factor weight is multiplied by the each rating to obtain weight score; and adding up the weight score of all factors to obtain the total weight score.

Determining corporate strategy. The next step is the total weight score of internal and external strategy factors included in the IE strategy matrix model diagram to determine the applicable strategy policies. The diagram can identify nine cells of company strategy, but, in principle, these nine cells can be grouped into three main strategies: first, grow and build, namely, cells I, II and IV. The strategy used is intensive strategy. In this strategy, the only action that can be done is market penetration—finding out greater market share for existing products or services, through more vigorous marketing efforts, or it can be done by conducting market development in the sense of introducing existing products or services to new geographical areas. It can also use integrative strategies. Backward integration means seeking ownership or improving control of the supplier company. Forward integration means gaining ownership or control over a distributor or retailer. Horizontal integration means seeking ownership or control over competitors. Second is keeping and maintaining cells III, V and VII. Action that can be taken in this strategy is to penetrate the market and product development. Third is harvest or divestment. Those included in this strategy are cells VI, VIII and IX. The action that can be taken in this harvest or divestment strategy is to sell a part or the entire company.

Strategy level

In a company, there are three levels of strategies.

Corporate level strategy. In the opinion of Andrews (in Rangkuti, 2001), what is meant by corporate strategy is a strategy arranged in a business, where companies will compete with methods to change the distinctive competence into competitive advantage. This strategy is formulated by top management that regulates the organizational activities and operations which have more than one line or business unit. The important thing at this level is to define the corporate mission; which business is being engaged in by the company; what goals and expectations of the business are; how to allocate the existing resources to achieve those goals; and what equally important is to plan the new business by cutting down the old product.

Business unit level strategy. Strategies at this level are more directed at managing the activities and operations of a particular business. Basically, the strategy at this level seeks to determine the approach that a business should use in its market, and the method to execute that approach by utilizing existing resources and under certain market conditions. The main thing includes how the company's business competes in its market, what products or services to offer, which customer target to serve and how to distribute resources in the business. According to Kotler (2012), this strategy includes: low cost advantage; strategies to emphasize costs as low as possible in order to compete in selling price; differentiation: the company tries to be unique in the industry in several dimensions appreciated by buyers; and focus, emphasizing the selection of narrow competitive competition within an industry, including focus on cost advantage and focus on differentiation.

Functional level strategy. According to Umar (2001), the functional level strategy is a more operational strategy that leads to the framework of company functions (traditionally, it is composed of research and development, finance, production and operation, marketing, personnel or human resources) that can support strategy at the

business unit level. At this level, this strategy is formulated to be more specific, depending on the functional activities of the management. If the enterprise level has established a strategy to create new activities at the business level, such as the purchasing unit, the functional strategy is structured to refer to all purchasing activities, such as setting standard price strategy based on a certain percentage of profit margin for each type of item purchased. This functional strategy is more operational because it will be directly implemented by management functions under its responsibility, for instance, production/operational management function, marketing management function, financial management function and human resource management function.

3. Methodology
Designs
The present research used descriptive analysis, namely, a search effort and disclosure of relevant information contained in the presentation data which were shorter and simple, eventually leading to the need for explanation and interpretation (Simamora, 2004). The analysis of the company's internal environment was described in internal factor evaluation (IFE) matrix, and the company's external environment analysis was described in the external factor evaluation (EFE) matrix. Starting from IFE and EFE matrices, a combination of SWOT matrices was then performed. The research was conducted on the traditional market in Bali, and the research object was the development strategy of cultural-based traditional market revitalization in Bali.

Population and samples
The population in this research was policy makers in Bali Province, in relation to the development and revitalization planning of traditional market, and traders doing their activity in traditional market. From the 34 traditional markets already revitalized, there were 18 traditional market managers and 2 experts (from the Department of Industry and Commerce, Level 1 Regional Government of Bali) used; thus, the total respondents were 20 people. The determination of respondents made as samples was taken based on convenience sampling, i.e. ease to be found and interviewed.

The data collection method employed was direct interviews with policy makers at Level 1 Regional Government of Bali, the Department of Industry and Commerce, and traditional market managers. The interview technique used the Delphi method, consisting of three stages: asking the identification of key variables, both internally and externally, that affect company performance; giving weight (importance level) for each variable; and giving assessment on important variables that affect traditional market performance (with a score from 1 to 4). The data analysis used internal and external strategic factor matrix (IE). This study uses an interview instrument, not using a questionnaire, so no validity test and instrument reliability is required.

4. Result and discussion
External strategic environmental analysis
The description of current and future external environment. The design of the traditional market development strategy in Bali Province involves four stages: conducting analysis and diagnosis of external strategic environment, both at present day (2017) and future (2018–2022); conducting analysis and diagnosis of current and future internal strategic environment; determining the business position; and formulating alternative business strategies and implications on marketing strategies.

Analysis and diagnosis of present external strategic environment. What is meant by today is the year 2017—a condition and situation now being faced by traditional market business in

Bali Province in doing their activity. To conduct an analysis of the external environment, namely, environmental opportunities and threats, interviews were conducted with 18 traditional market heads and 2 experts from the Department of Industry and Commerce, Level 1 Regional Government of Bali as a policy maker in the development of traditional markets in Bali Province. From the 20 people who have been successfully interviewed, nine key external variables that affect the performance can be identified. These nine variables are the income level per capita of Bali population, the inflation rate in Bali, the level of economic growth in Bali, government regulation, security stability, public attitude toward traditional market, information technology, bargaining power with buyer and competitor. The next analysis determines the size of effect or weight of each variable and the value (rating) reflecting the condition of each variable. Lastly, the combination of weight and ratings that generally depicts whether traditional market condition in Bali Province have opportunities or threats.

From the weighting of each variable, it then appears that there are three indicators that have the greatest effects on the performance of traditional markets which include competitors with a weight of 0.15 (15 percent), bargaining power with buyers at 0.14 (14 percent) and income level per capita of Bali population at 0.13 (13 percent), whereas six other factors have varying effects between 8 and 9 percent.

Rating is the respondents' perception on the importance level of each factor that affects the performance of companies whose value is between 1 and 4. In Figure 1, it can be seen that there are six factors which become opportunities: income per capita level of Bali population, inflation rate in Bali, economic growth in Bali, government regulation, security stability and public attitude toward traditional markets. There are three factors which become threats: information technology, bargaining power with buyers and competitors.

The next calculation determines the weight score of each indicator by multiplying the weight with the rating. From the calculation of the overall weight score of existing indicators, the result shows 2.51.

This figure (2.51) indicates that the external condition of traditional markets in Bali Province, in general, is at small opportunity, as it is greater than 2.50, where the total weight score which is between 1.00 and 2.50 includes threats, and 2.51 and 4.00 includes opportunities. More results on weight, rating and weight score are presented in Figure 1 (external factor analysis summary (EFAS)).
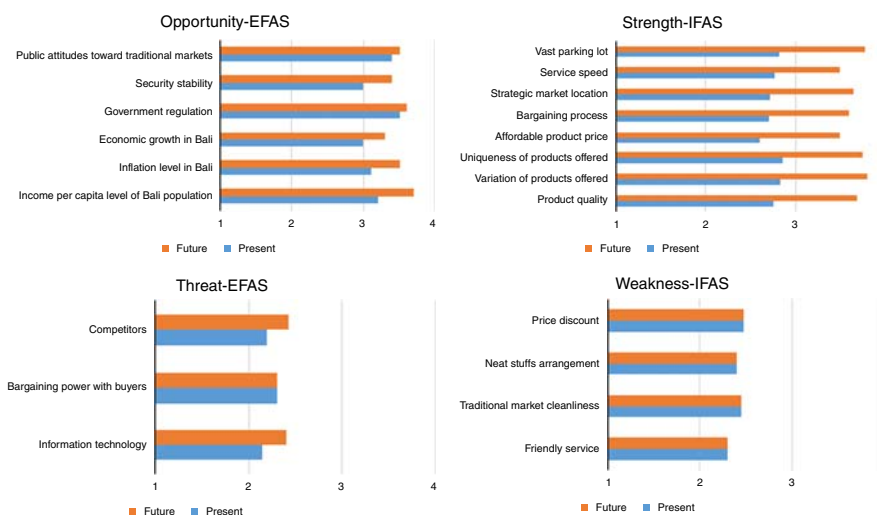

Figure 1.
EFAS–IFAS analysis
summary

Analysis and diagnosis of future external environment. The next step is to make assessment/ perception on the prediction of future external strategic environment that can affect the performance of traditional markets (viewed from the economic environment, government policy, public attitude and competitors). The prediction results of these variables and the size of the weight can be seen in Figure 1. In accordance with the predictions made by respondents, it can be explained that the greatest effects of competitor variables on the performance of traditional markets has each weight of 0.17 (Figure 1). Meanwhile, the second most influential variable is the income level per capita of Bali population, with a weight of 0.13. As for the variable that has the third largest effects is the bargaining power of the buyer with a weight of 0.12. Meanwhile, other variables have an effect between 0.08 and 0.11.

Furthermore, it is predicted that future external strategic assessment/external strategic environment perception is able to affect the performance of traditional markets. The indicator with the highest rating is income level per capita of Bali Province population with a rating of 3.70, whilst the second one is government regulation of 3.60, and inflation rate in Bali and public attitude toward traditional market with a rating of 3.50.

The next calculation determines the weight score of each indicator by multiplying the weight with the rating. From the calculation of the overall weight score of existing indicators, thus the calculation results show the value of 2.67. This figure demonstrates that the external condition in general is opportunities because they are greater than 2.50, where the total weight score is between 1.00 and 2.50, including the threat, and 2.51 and 4.00, including the opportunities.

The complete result regarding weighted prediction, rating and weighted values is presented in Figure 1 of the future EFAS as follows.

The analysis and diagnosis of present internal strategic environment. The determination of key internal strategic factors that affect company performance is carried out using the Delphi Method. There are three stages in this method: giving opportunity to policy makers and traditional market managers to identify key internal strategic factors that affect company performance; giving suggestion so that each indicator is given with a weight that shows the size of the variable's effect toward the performance of the company, which is 1 or 100 percent in total; giving an assessment or rating of the indicators that show the importance of these variables in determining the company performance; and determining the weight score by multiplying it with the weight and rating.

In the use of these four stages, the first step is to identify key internal strategic factors that affect the company's performance. From the interview results to respondents, 12 indicators identified are the interpretation of the marketing mix (marketing mix) offered by traditional markets: product (product quality, product variety, product uniqueness offered); price (affordable product price, bargaining process); place (strategic market location, vast parking lot, traditional market hygiene and neat product arrangement); promotion (the discount given); distribution (strategic market location); personal (friendly service); management process (service speed); and physical evidence (market cleanliness, vast parking lot).

The interview results with respondents show that the indicator of bargaining process has the greatest influence on the performance of traditional markets with a weight of 0.13 (13 percent). Meanwhile, the indicators that have the second and third major effect are the variety of products offered, with the availability of vast parking lot with each weight of 11 percent. For other indicators, they have weights with variations from 0.07 to 0.10.

The third stage of the Delphi method is done by giving rating to all 12 indicators. From the respondents' answers, it appears that the uniqueness of the product offered has the highest rating of 2.85, whilst the variation of product offered with the highest rating is 2.83, and the indicator assessed by respondents has the third highest rating is vast parking

lot with a rating of 2.82. These three ratings show that they are in important perspective by respondents. As for other indicators, they are in a rating value range from 2.30 to 2.77.

The last stage is the determination of the weight score done by multiplying the weight with the rating. From the calculation result, it appears that the total weight score is 2.66. This figure indicates that the internal condition of traditional markets in Bali is generally strong because they are greater than 2.50, where the total weight score from 1.00 to 2.50 is categorized weak, and 2.51–4.00 is categorized strong.

All the calculation of the weight, rating and weight score is presented in Figure 1 (internal factor analysis summary (IFAS)).

The analysis and diagnosis of future internal strategic environment. In line with the analysis of the external environment, the future prediction is also made for the internal environment. The objective of the prediction is to estimate the future internal indicators (2018–2022) according to the respondents' estimation. Therefore, appropriate strategies for the future can be designed. Figure 1 shows the calculation of the weight, rating and weight score of key internal strategic factors that affect the performance of traditional markets.

Meanwhile, the indicator that has the highest weight is the affordable price with a weight of 0.12, meaning that this indicator has a 12 percent effect on the performance of traditional markets. The service speed with the second highest weight is at 0.11, showing that this indicator has an effect of 11 percent on the performance of traditional markets in Bali. The indicator that has the third highest weight is the product variation with a weight of 0.10, meaning that the indicator has an effect at 10 percent each on the traditional market performance. Meanwhile, other indicators have weight with a range from 0.06 to 0.09. Thus the total of the overall indicator is 1.

Subsequently, the respondents make prediction on the rating level of each indicator. From the average calculation, the product variation being offered has the highest rating of 3.80. Furthermore, the availability of vast parking lot has the second highest rating with a weight of 3.78. The indicator of the product uniqueness being offered has the third highest rating of 3.75. Meanwhile, other indicators have ratings which range from 2.3 to 3.68.

The calculation result of weight scores of all indicators is 3.32. This figure indicates that the future internal condition of traditional markets in Bali is generally stronger because it is greater than 2.50, where the total weight score in the range 1.00–2.50 is categorized weak, and 2.51–4.00 is categorized strong. In detail, the IFAS table is shown in Table I.

Strategic position of traditional markets in Bali Province. The determination of strategic positioning of the company is performed after analyzing the internal and external environment by moving the total weight score into market attraction matrix–company competitiveness. At present time, the total weight score for EFAS is 2.51, whereas for IFAS, it is 2.66. For the present time (2017), the company position on the matrix is in cell IV (A). For the future (2018–2022), the total score of EFAS is 2.67 and IFAS is 3.32; hence, the position increases on cell II (B). The description is shown in Figure 2.

Strategic formulation of traditional markets in Bali Province. Figure 2 shows that present traditional strategic position (2017) is in Quadrant V: the appropriate strategy applied in this cell is hold and maintain, consisting of market penetration and product development. For the future, the business position changes to Quadrant II, namely, grow and build, which consist of market penetration strategy, market development and product development. Penetration strategy is a market breakthrough strategy, implying that it keeps serving the existing market with the use of various promotions. However, the promotion does not seem to be widely done by traders in traditional markets—due to the bargain between the seller and the buyer. Market development strategy is a traditional market activity to develop new markets with existing products. Meanwhile, the product development strategy is a strategy to develop new products in the existing market.

No	Strengths/weaknesses factors	Weight	Rating	Score
Strengths				
1	Product quality	0.08	3.68	0.29
2	Variation of products offered	0.10	3.8	0.38
3	Uniqueness of products offered	0.07	3.75	0.26
4	Affordable product price	0.06	3.5	0.21
5	Bargaining process	0.12	3.6	0.43
6	Strategic market location	0.09	3.65	0.33
7	Service speed	0.11	3.5	0.39
8	Vast parking lot	0.08	3.78	0.30
Weaknesses				
8	Friendly service	0.08	2.3	0.18
9	Traditional market cleanliness	0.09	2.45	0.22
10	Neat arrangement of merchandise	0.07	2.4	0.17
11	Discount	0.06	2.47	0.15
	Total	1.00	1	3.32

Source: Processed data

Table I.
Future internal
factor analysis
summary (IFAS)
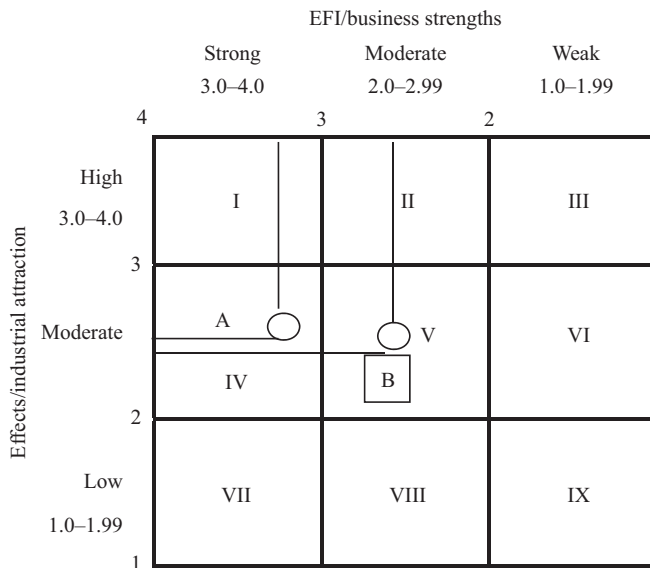
Figure 2.
Strategic position of
traditional market

Source: Processed data

Strategy formulation of traditional markets in Bali Province. Based on the appropriate business strategy, and when it is being applied to the mix service marketing strategy, it can be formulated as follows: First, product strategy is to offer unique products and daily needs products that accommodate local culture. Second, price strategy offers competitive and affordable price for consumers. Bargaining culture should be maintained because it is the uniqueness of markets, especially for mothers who like to bargain. Third is distribution strategy, which focuses more on strategic location to offer daily needs, close to community place. It has the provision of vast parking lot, good traders arrangement and neat stuffs

arrangement to facilitate the buyers (consumers) to obtain the required product. Fourth is promotion strategy, to communicate various types of products produced to the public, through print media or electronic media. Fifth, promotional activities in traditional markets are not commonly done by traders because they rely on bargaining activities for transactions. They should have started sales promotion, for example, by giving a discount or free gift for the product purchase in large quantities. Sixth, management process strategy is to provide swift service when consumers come and make purchases. Seventh is personal strategy, serving the buyers in a friendly manner, so they feel satisfied and eventually make repeat purchases. Eighth is physical evidence strategy, keeping the cleanliness of traditional market's physical environment so that the buyers feel comfortable to shop in traditional markets.

Limitations. The limitations of this research are: the research was only conducted to traditional markets in Bali, thus it cannot be generalized to wider areas; and this research used the survey method where the data collection process was done in a certain point of time or cross-section, whilst the environment would experience extra quick changes. Therefore, it is important to do this research in the future.

5. Conclusions and recommendations
Conclusions
Based on the results, the conclusions made are as follows: first, the key external strategic variables that represent both current and future opportunities are the income level per capita of Bali population, the inflation rate in Bali, economic growth rate in Bali, government regulation, the stability of security and public attitude toward the traditional market. Key external strategic variables that pose both current and future threats are information technology, bargaining power with buyers and competitors. Second, the key internal strategic variables which included both present and future strengths are product quality, product variety offered, uniqueness of products offered, affordable product prices, bargaining process, strategic market location, service speed and vast parking lot. Meanwhile, the key internal strategic variables which included the weakness are friendly service, cleanliness of traditional markets and neat arrangement of the stuffs. Third, based on the business position of present Denpasar traditional market which is in quadrant V, while in the future it will be in quadrant II, the strategy properly applied is the proper competition strategy to be grown and built. Fourth, based on a proper competing strategy, in this case growth and coaching strategy, they can be applied to the marketing mix strategy (7P): product, price, promotion and distribution, management process, personal and physical evidence.

Recommendations
For traditional market managers, the recommendations are as follows: first, they need to create new product innovation that emphasizes on Balinese culture, to make it unique and different from modern retail. Second is structuring better traditional markets, by classifying traders according to the type of merchandise sold, for instance, wet stalls should be designated for vegetable and meat traders, seasoning and fruit stalls for fruit vendors, snack and staple stalls, and also food stalls. Third, the traders are not the only ones to manage; the market should also provide kiosks and open land for traders who do not get a place inside the stalls. The market should also be equipped with a number of public facilities, including parking lot, public washers and public toilets. Fourth is maintaining alley separation, especially during big days, so that the buyers feel comfortable to shop at traditional markets. Fifth is educating the traders about: the importance of providing good, friendly and polite service to buyers; good arrangement of stuffs to attract buyers; sales

promotion, for example, gifts or bonus for certain purchases; determination of more competitive prices with modern retail; fast service; and maintenance of clean environment. For the government, the recommendations are as follows: they need to tighten the regulation on the opening permit for modern retail, so traditional markets will still be able to grow; developing a "market school" which is already done by Denpasar City Government on an ongoing basis for all traders in traditional markets; revitalizing all traditional markets in Denpasar City so that the traditional markets are not only some place for sale and purchase transactions, but also for tourism object for foreign tourists enjoying their holiday in Bali, as already done in Sindu (Sanur) market; always monitoring the market price, especially for the basic needs of consumers to make consumers feel satisfied; always conducting inspection to the scales in traditional markets to avoid buyers' loss; and they need to provide ease in access to financial resources to enable the traders to further develop.

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