

Revitalization Strategy of Pasar Pagi through the Relocation of Traders to Segiri Grosir Market, Samarinda

Nadya Putri Afdilla¹, Andi Nur Pratiwi Fatmala²

¹ Faculty of Social and Political Sciences, Mulawarman University, Indonesia. nadyaafdilla001@gmail.com

² Faculty of Social and Political Sciences, Mulawarman University, Indonesia. andinurpratiwifatmala@fisip.unmul.ac.id

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Abstract

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Abstract: This study examines the strategic management of trader relocation as an integral component of traditional market revitalization, with a case study of Pasar Pagi Samarinda and its temporary relocation to Segiri Grosir Samarinda. Traditional markets play a crucial role in supporting local economic activity and micro-enterprises; however, revitalization policies often generate short-term social and economic challenges, particularly during the relocation phase. This research aims to formulate appropriate revitalization strategies by analyzing internal and external factors influencing the relocation process. The study employs a Mixed Methods approach using a Concurrent Embedded design, in which qualitative data are prioritized through interviews, observations, and document analysis, supported by quantitative weighting and scoring within a SWOT analysis framework. The results of the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) indicate that the relocation strategy is positioned in Quadrant I of the SWOT Matrix, reflecting strong internal capacity and favorable external conditions. Key strengths include regulatory support, facility availability, and improved market management, while major challenges involve infrastructure deficiencies, trader adaptation, and declining customer loyalty. The study concludes that a growth-oriented Strength–Opportunity (SO) strategy, complemented by selective defensive measures, is essential to mitigate income decline, enhance trader competitiveness, and ensure the sustainability of traditional market revitalization programs.

Introduction

Traditional markets play a vital role in regional economic systems by supporting local economic growth, employment creation, and community-based entrepreneurship. Beyond their economic function, traditional markets also operate as social spaces where trust, social interaction, and informal economic networks are formed. In many Indonesian cities, traditional markets remain the backbone of micro, small, and medium enterprises (UMKM), providing affordable goods and sustaining local livelihoods. However, in recent decades, traditional markets have faced increasing pressure due to the rapid expansion of modern retail formats and digital commerce platforms, which offer higher convenience, standardized facilities, and an integrated payment system

These structural changes have exposed persistent weaknesses within traditional market governance, including inadequate physical infrastructure, poor sanitation, disorganized stall arrangements, and suboptimal management practices. As a result, declining visitor numbers and reduced trader income have become common challenges, prompting local governments to implement revitalization policies as a strategic response. Revitalization programs are expected not only to improve physical conditions but also to enhance market competitiveness, governance quality, and trader welfare.

Previous studies have examined traditional market revitalization from various perspectives. Yulianto (2022) analyzed the transformation of government-managed markets toward healthy market standards, emphasizing institutional capacity and infrastructure improvement. Milawati (2022) employed SWOT analysis to identify development potential in village-based traditional markets, highlighting internal and external strategic factors. Salaamah (2023) explored market management strategies through the lens of Islamic economics, focusing on trader welfare and ethical governance. In the local context of Samarinda, Adityanto and Paselle (2024) investigated the implementation of Pasar Pagi revitalization and identified location suitability and accessibility as major constraints faced by traders following relocation. Although these studies contribute valuable insights, most existing literature treats revitalization as a permanent infrastructure-oriented policy, while the relocation phase is often discussed descriptively or as a secondary issue. Limited attention has been given to the strategic management of temporary relocation as an integral component of revitalization policy. This gap is critical, as relocation frequently generates social resistance, adaptation difficulties, and short-term economic losses for traders.

The scientific novelty of this study lies in its focused analysis of the relocation phase as a strategic policy intervention within the broader revitalization framework. By applying a Concurrent Embedded Mixed Methods approach combined with SWOT analysis, this research systematically examines internal and external factors influencing trader adaptation, institutional capacity, and policy effectiveness during temporary relocation. Unlike previous studies that emphasize post-revitalization outcomes, this research formulates strategic alternatives specifically for managing relocation sites.

This issue is particularly urgent in the case of Pasar Pagi Samarinda, where preliminary data indicate that traders relocated to Segiri Grosir Samarinda experienced an average decline in turnover of approximately 30 percent as of January 2025. This decline reflects challenges related to customer loyalty, infrastructure readiness, and trader adaptation to new trading environments. Based on these conditions, the research problem addressed in this study is the absence of an optimal strategy to mitigate adaptation difficulties and income decline during the relocation process. Accordingly, the objectives of this study are: (1) to formulate an appropriate revitalization strategy for Pasar Pagi traders relocated to Segiri Grosir Samarinda based on a comprehensive SWOT analysis; and (2) to identify internal and external constraints influencing the effectiveness of the relocation policy.

Method

This study employs a mixed-methods research approach using the Concurrent Embedded model, in which qualitative data serve as the primary source of analysis, supported by quantitative data. This design enables a comprehensive understanding of both the empirical conditions in the field and the strategic implications of policy implementation. The qualitative approach was used to capture institutional perspectives, trader experiences, and policy

execution processes through in-depth interviews and direct observation. Meanwhile, the quantitative component was utilized to support qualitative findings through structured weighting, rating, and scoring within the SWOT analysis framework.

The research was conducted at the Samarinda City Trade Office and Segiri Grosir Samarinda. Primary data were collected through structured interviews with key informants, including officials from the Samarinda City Trade Office, the Head of the Pasar Pagi Technical Implementation Unit (UPT), representatives from CHC Legal and General Affairs of Segiri Grosir Samarinda, and traders affected by the relocation policy. Secondary data were obtained from official government documents, including Samarinda Mayor Regulation Number 4 of 2024, policy implementation reports, and relevant statistical data.

Data collection techniques included observation, interviews, and documentation review. Data analysis was conducted using SWOT analysis by identifying strengths, weaknesses, opportunities, and threats related to the relocation policy. Internal and external factors were compiled into the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) matrices. The resulting scores were mapped into a SWOT Matrix to determine the strategic position of the relocation policy and to formulate alternative strategic recommendations. To ensure research validity, data triangulation and member checking were applied to maintain credibility, dependability, and confirmability.

Result and Discussion

1 Identify Internal and External Factors

Identification of internal and external factors was conducted as an initial step to understand the conditions influencing the relocation of traders to Segiri Grosir Samarinda. This identification was based on field observations, interviews, and document analysis conducted at the Samarinda City Trade Office and Segiri Grosir Samarinda.

From an internal perspective, the Samarinda City Trade Office possesses several strengths that support the relocation policy. These strengths include the existence of a clear legal basis in the form of Samarinda Mayor Regulation Number 4 of 2024, the availability of space and facilities for trader relocation, a cleaner and more organized trading environment, a strategic location within the city center, and improvements in the market management system. These factors indicate that the institutional and regulatory framework required to support relocation has been formally established.

However, several internal weaknesses were also identified. These include malfunctioning and poorly maintained escalators, damaged ceilings, limited parking capacity accompanied by time-based parking fees, additional adaptation costs incurred by traders, and the time required for traders to adjust to new locations and trading patterns. These weaknesses reduce visitor comfort and directly affect trader performance during the relocation period.

From an external perspective, the Samarinda City Trade Office faces various opportunities that can be utilized to strengthen the relocation strategy. These opportunities include the potential for Segiri Grosir Samarinda to develop into the largest wholesale and retail center in the city, the creation of new employment opportunities, market expansion through social media-based promotion, opportunities to improve the market's public image, and the development of local and region-specific products. Nevertheless, several external threats must also be anticipated, including the loss of customer loyalty following relocation, risks associated with construction delays or development that does not align with planned

schedules, resistance from traders who refuse to be relocated, competition from e-commerce platforms and online marketplaces, and the risk of misuse or deterioration of market facilities and infrastructure.

2 Data Analysis

Data analysis in this study was conducted using qualitative analysis supported by simple quantitative analysis through the compilation of the Internal Factors Analysis Summary (IFAS) and External Factors Analysis Summary (EFAS) tables. Qualitative data were obtained from observations, interviews, and documentation, and subsequently analyzed using the SWOT framework to identify internal and external factors influencing the relocation of traders to Segiri Grosir Samarinda.

The IFAS analysis results indicate that internal strengths have a total score of 2.02, while weaknesses account for a total score of 0.63. This condition demonstrates that the internal environment of the Samarinda City Trade Office is dominated by strengths. The most significant strengths include the provision of space and facilities for trader relocation as part of the Pasar Pagi revitalization program, strong policy support from the Samarinda City Government, and improvements in the market management system. Conversely, the most dominant internal weakness relates to the time required for traders to adapt to the new location and changes in trading patterns.

Table 1: Internal Factors Analysis Summary (IFAS)

No	Indicator	Relative Weight	Rating	Score
Strengths				
1	Provision of space and facilities for trader relocation due to the revitalization of Pasar Pagi Samarinda	0.11	4.0	0.44
2	Strong policy support from the Samarinda City Government	0.11	4.0	0.44
3	Cleaner and more organized trading environment	0.10	4.0	0.40
4	Strategic location within the city center	0.09	3.3	0.30
5	Improvements in the market management system	0.11	4.0	0.44
Total Strength Score		0.52		2.02
Weaknesses				
1	Non-functioning and poorly maintained escalators	0.10	1.3	0.13
2	Damaged ceilings	0.10	2.0	0.20
3	Limited parking with time-based fees	0.08	1.3	0.10
4	Adaptation costs at the new location	0.09	1.0	0.09
5	Time required for traders to adjust to new trading patterns	0.11	1.0	0.11
Total Weakness Score		0.48		0.63
Total Internal Factor Score		1.00		2.65

Data source: Processed by the author, 2025

Regarding external factors, the EFAS analysis shows that opportunities have a total score of 1.65, exceeding the total threat score of 0.83. The most significant opportunity arises

from the creation of new employment opportunities, while the main threats include declining customer loyalty and resistance from traders who are unwilling to be relocated.

Table 2: External Factors Analysis Summary (EFAS)

No	Indicator	Relative Weight	Rating	Score
Opportunities				
1	Potential as the largest wholesale and retail hub in Samarinda	0.08	2.3	0.18
2	Creation of new employment opportunities	0.11	4.0	0.44
3	Social media–based market expansion	0.10	3.0	0.30
4	Opportunities to enhance market image	0.10	4.0	0.40
5	Development of local and regional products	0.10	3.3	0.33
Total Opportunity Score		0.49		1.65
Threats				
1	Loss of customer loyalty at the new location	0.12	1.3	0.16
2	Construction delays or unplanned development risks	0.10	1.6	0.16
3	Trader resistance to relocation	0.12	1.0	0.12
4	Competition from e-commerce and online marketplaces	0.09	2.0	0.18
5	Risk of facility or infrastructure misuse	0.08	2.6	0.21
Total Threat Score		0.51		0.83
Total External Factor Score		1.00		2.48

Data source: Processed by the author, 2025

The combined IFAS and EFAS results indicate that the internal factor score exceeds the external factor score, positioning the relocation strategy in Quadrant I of the SWOT Matrix. This position reflects an aggressive strategic posture, indicating that strong internal capacities are supported by favorable external conditions. Consequently, the relocation policy should be implemented proactively by leveraging institutional strengths to capture existing opportunities. Rather than serving solely as a temporary administrative measure, the relocation process can be optimized as a strategic intervention to improve market governance, enhance trader competitiveness, and strengthen the sustainability of the Pasar Pagi revitalization program.

Furthermore, the placement in Quadrant I provides a strategic foundation for formulating alternative strategies, including Strength–Opportunity (SO), Weakness–Opportunity (WO), Strength–Threat (ST), and Weakness–Threat (WT) strategies, to ensure more adaptive and effective policy implementation.

Discussion

The strategic analysis of the relocation of Pasar Pagi traders to Segiri Grosir Samarinda indicates that the program is positioned in Quadrant I of the SWOT Matrix, characterized as an aggressive strategy. This position is supported by an Internal Factors Analysis Summary (IFAS) score of 2.65 and an External Factors Analysis Summary (EFAS) score of 2.48. According to the SWOT matrix framework proposed by Rangkuti (2017), Quadrant I represents the most favorable strategic condition, as the organization possesses strong internal capacities that can

be leveraged to capture existing external opportunities. In this context, the Samarinda City Trade Office is encouraged to prioritize a growth-oriented strategy, particularly the Strengths–Opportunities (SO) strategy, to ensure the long-term effectiveness and sustainability of the Pasar Pagi revitalization program.

The most dominant internal strength identified in this study is the strong regulatory foundation provided by Samarinda Mayor Regulation Number 4 of 2024, combined with the availability of relatively organized facilities at Segiri Grosir Samarinda. Legal legitimacy plays a crucial role in public policy implementation, as it provides clarity of authority and direction for executing agencies. This finding is consistent with Adityanto and Pasette (2024), who emphasize that a clear legal basis is a fundamental prerequisite for traditional market revitalization policies. However, their study also highlights that regulatory strength alone is insufficient if not supported by effective technical execution and facility readiness.

The improved physical environment at Segiri Grosir, which is cleaner and more structured compared to the former Pasar Pagi location, represents a significant advancement in terms of market governance and visitor comfort. Such improvements are essential to restore public trust and reposition traditional markets as competitive urban spaces. Nevertheless, the aggressive strategic potential suggested by the SWOT analysis is constrained by critical internal weaknesses, particularly non-functioning escalators and damaged ceilings. These infrastructure deficiencies reduce accessibility and negatively affect vulnerable groups such as elderly visitors, pregnant women, and families with children. Alfin and Muzayanah (2025) argue that unresolved physical deficiencies in revitalized areas may accelerate environmental deterioration and undermine policy objectives.

From an external perspective, the opportunity to transform Segiri Grosir Samarinda into the largest wholesale and retail hub in the city is reinforced by the potential use of social media and digital platforms for market promotion. Rahman et al. (2025) demonstrate that digital-based promotion significantly enhances regional economic performance by expanding market reach and attracting new consumer segments. In this study, facilitating traders' adoption of digital management systems and social media marketing emerges as a key SO strategy. This approach serves as a bridge between traditional trading practices and contemporary consumer behavior, while simultaneously countering the growing threat posed by e-commerce platforms and online marketplaces.

Despite these opportunities, the relocation process faces serious external threats, particularly declining customer loyalty and social resistance from traders. The observed 30 percent decrease in trader turnover as of January 2025 reflects the economic and psychological pressure experienced during the transition period. Astiti et al. (2016) note that inadequate facilities and limited accessibility are among the most common barriers in traditional market development, often leading to prolonged income instability. Therefore, in addition to aggressive SO strategies, defensive measures under the Weakness–Threat (WT) strategy are also required. These include providing a flexible transition period, offering intensive digital marketing training for traders, and ensuring continuous communication between policy implementers and affected stakeholders.

Strengthening coordination between the Samarinda City Trade Office and CHC Legal as the managing entity of Segiri Grosir, is critical to accelerate infrastructure repairs and improve facility management. Effective inter-institutional collaboration can reduce implementation gaps, restore public confidence, and enhance policy responsiveness. Ultimately, the success of the relocation policy depends not only on strategic positioning but also on the government's

capacity to translate strategic recommendations into timely and inclusive policy actions that safeguard trader welfare and market sustainability.

Conclusion

This study concludes that the relocation of Pasar Pagi traders to Segiri Grosir Samarinda is strategically positioned in Quadrant I of the SWOT Matrix, indicating that an aggressive growth-oriented strategy is the most appropriate approach. This position reflects the presence of strong internal capacities, supported by a clear regulatory framework, adequate relocation facilities, and improvements in market management, alongside favorable external opportunities such as employment creation, market image enhancement, and digital-based market expansion.

However, despite these strengths, the effectiveness of the relocation policy is constrained by several critical weaknesses and threats. Infrastructure deficiencies, particularly non-functioning escalators and damaged ceilings, reduce visitor comfort and accessibility, while trader adaptation challenges and declining customer loyalty have resulted in a significant short-term decrease in turnover. These findings indicate that relocation should not be treated merely as a temporary administrative measure during physical revitalization, but rather as a strategic intervention that requires comprehensive management and continuous support.

To ensure the sustainability of the revitalization program, this study emphasizes the importance of implementing Strength–Opportunity (SO) strategies, particularly through digital marketing facilitation, promotion of local and regional products, and enhancement of market governance. At the same time, complementary defensive measures are necessary to mitigate risks, including infrastructure repairs, flexible transition policies, and capacity-building programs for traders. Strengthened coordination between the Samarinda City Trade Office and CHC Legal is essential to translate strategic planning into effective implementation. Ultimately, successful revitalization depends on the government’s ability to balance institutional strength with social responsiveness to protect trader welfare and restore the competitiveness of traditional markets.

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