

SOAR STRATEGY ANALYSIS TO INCREASE THE COMPETITIVENESS OF MEDAN SUPERMARKET BRASTAGI

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ABSTRACT

There are three types of modern markets, namely minimarkets, supermarkets and hypermarkets. Brastagi Supermarket managed by PT. Jaya Anugrah Sukses Abadi is a type of supermarket in addition to other types of supermarkets operating in the city of Medan. So that requires Brastagi Supermarket to have an advantage in the competition. This study aims to analyze the competitiveness strategy of Berastagi Supermarkets in order to achieve competitive advantage among supermarkets in Medan City. This study uses a qualitative method with secondary data and document studies as a method of collecting data through books, journals and existing research. The data analysis used is SOAR analysis which pays attention to both internal and external environment by looking at the strengths, opportunities, aspirations and results obtained with the analysis. SOAR analysis requires companies to carry out activities effectively and efficiently in achieving their goals which are sourced from the many opportunities and aspirations created by always improving the quality and quantity of innovating products and to ensure customer satisfaction as the number one priority for Brastagi Supermarkets in order to be able to achieve excellence in competitive advantage.

ABSTRAK

Terdapat tiga jenis pasar modern, yaitu minimarket, supermarket dan hypermarket. Brastagi Supermarket yang dikelola oleh PT. Jaya Anugrah Sukses Abadi termasuk jenis supermarket disamping jenis supermarket lainnya yang beroperasi di Kota Medan. Sehingga mengharuskan Brastagi Supermarket memiliki keunggulan dalam persaingan. Penelitian ini bertujuan untuk menganalisis strategi daya saing Berastagi Supermarket agar mencapai keunggulan bersaing di antara supermarket di Kota Medan. Penelitian ini menggunakan metode kualitatif dengan data sekunder dan studi dokumen sebagai metode pengumpulan data melalui buku, jurnal dan riset-riset yang sudah ada. Analisis data yang digunakan adalah analisis SOAR yang memperhatikan lingkungan baik internal dan eksternal dengan melihat dari kekuatan, peluang, aspirasi dan hasil yang di dapatkan dengan analisis tersebut. Dengan analisis SOAR menuntut perusahaan melakukan kegiatan secara efektif dan efisien dalam mencapai tujuan nya yang bersumber dari banyaknya peluang dan aspirasi yang tercipta dengan selalu meningkatkan kualitas dan kuantitas produk yang berinovasi dan untuk memastikan kepuasan konsumen sebagai prioritas nomor satu bagi Brastagi Supermarket agar mampu mencapai keunggulan dalam bersaing (competitive advantage).

INTRODUCTION

Modern market conditions are currently experiencing developments in their existence, talking about the modern market, consumers must be directly focused on minimarkets, supermarkets, and hypermarkets that we can already find anywhere. The modern market is built in a place or building so that consumers can self-service in choosing the goods they need starting from sadang and food and other needs, the modern market sells products without bargaining where sellers and buyers can directly meet physically and sell by looking at the price tag listed in the goods (barcode) and also the modern market always strives to provide service and comfort to consumers. The modern market is divided into 3, namely: Minimarket, Supermarket, Hypermarket.

Minimarket, has a building area of 100m to 999m which also sells various consumer needs, types of goods marketed no more than 500 products, minimarkets have a term of area that becomes a market share because the smaller the retail the narrower the market reach, minimarkets have a market share range of 2 kilometers such as Alfamart, Indomaret, and other partners.

Supermarket, has a building area of 1,000m to 4,999m. Supermarkets market a wide selection of products and are certainly more varied than minimarkets, supermarkets provide relatively limited goods, goods for daily needs and a collection of goods based on the type and range of various brands classified as more variants marketed in supermarkets such as, Suzuya, Irian, Smarco, Maju Bersama, Brastagi.

Hypermarket, has a more spacious building compared to minimarkets and supermarkets covering an area of 5,000m or more. Hypermarkets market goods in large quantities and include many variations of products, usually this modern market building is integrated with the large area of parking lots because the intended market share is targeted at more than minimarkets and supermarkets. Hypermarkets include Carrefour Transmart, Giant Hypermarket, Lotte Mart.

The pace of modern market development causes each market to have an advantage in competition (competitive advantage), thus making the interaction of competition with fellow markets in maintaining each advantage in the sustainability of their companies ranging from minimarkets, supermarkets, hypermarkets. This situation causes sharp competition between business people due to increasing competitors, increasing product volumes, and increasing rapid technological developments, which forces every business person to pay attention to the environment that can affect the running of the business so that the company knows what strategies are used in increasing the company's competitiveness, business people must be more careful in paying attention to their environment both internally and external so that later it can create quality products and provide services that can provide satisfaction to consumers so that they can win the competition in the modern market.

Excellence in competition allows the company to obtain higher profits than before, competitive advantage has characteristics among others, special competencies that the company has, creating competition, sustainability, compliance with the external environment, profit that is greater than the average profit in an enterprise. This analysis aims to find out what strategies and methods are appropriate for increasing competitiveness in the pace of development of the modern market "Brastagi Supermarket" by analyzing competitors which is an important context in strategic management because competitors experience a shift in the role of marketing from efforts to meet or satisfy consumer needs more effectively to the process of maximizing benefits for stakeholders by means of catalyzing the company's relationship with values embraced by consumers and create a competitive advantage for the company. (Utami and Imron, 2012)

This study aims to analyze Brastagi Supermarket's competitiveness strategy through aspects of internal and external environmental strengths that include opportunities and aspirations whose activities include observing competition, inflation rates, business cycles, consumer desires and expectations so as to create consumer loyalty.

RESEARCH METHODS

This research uses qualitative research methods, to explain the challenges of competitiveness as a strategic basis to find out the strengths, opportunities, aspirations and results in Brastagi Supermarket. Research data is obtained through secondary sources, both mass media and information obtained from books and existing research. The resulting data is

analyzed through the stages of data reduction, data presentation, and data conclusion. Meanwhile, the validity of data is obtained through credibility, transferability, dependence and certainty of data (Moleong, 2005). (Nazir. 2011) stated that qualitative research with a descriptive approach aims to make a description of the picture systematically, factually and accurately regarding the facts, nature and relationships between situations and conditions analyzed, in this study researchers can compare situations and conditions that are happening so that they can be used as a reference or comparison with internal and external environmental situations into a comparative one. The study is also a descriptive study. According to (Ghozali, 2016), descriptive studies aim to describe or explain and are often designed to collect data that explains a person's traits, events, or situations.

Meanwhile, to find out the situation and conditions of the internal and external environment, Brastagi Supermarket uses the SOAR (*strenght, opportunity, aspirations, result*) analysis method which is an innovative approach based on strength to create strategic thinking and planning that involves all individuals who have an interest in the strategic thinking process. *Aspirations* and *results* are analysis of the external environment, while *strenghts* and *opportunities* analyze the internal environment of Brastagi Supermarket. This analysis is made based on the company's goals by utilizing all forces to seize and make the most of the opportunities and get the most suitable results.

RESULTS AND DISCUSSION

This study takes the object of PT. Jaya Anugrah Sukses Abadi (Brastagi Supermarket) Medan. The company is located on Jalan Gatot Subroto Km.4 Medan. This supermarket is one of the most complete and complete supermarkets, because it sells various types of needs, such as snacks, bread, kitchen utensils, vegetables, fruits, and medicines and Berastagi Supermarket has its location and shopping system with consumers choosing what products they want to buy without the need to bid to the seller because the price is already stated on the product. The supermarket also has many cashiers so that consumers do not wait in line for too long to pay. Pt. Jaya Anugrah Sukses Abadi (Brastagi Supermarket) is a shopping center that continues to strive to be a superior company by improving and maintaining the strengths of the company, therefore Brastagi Supermarket requires a Competitiveness Strategy that is able to make the company achieve Competitive Advantage This explains that one of the strategies that can support business success is that the company tries to provide the best quality to its products which is also a strength in the company, as well as taking advantage of existing opportunities and for example by adding new products that are in accordance with the progress of the market segment, thus creating aspirations that are used as expectations and goals for the company to achieve the expected results.

The Modern Market in Indonesia is growing and full of uncertainty. This situation gives rise to sharp competition between business people, both due to increasing competitors, increasing product volumes, and increasing rapid technological developments. This forces every business person to pay more attention to the environment that can affect their business, so that the company knows what kind of strategy and how it should be applied in the company. Business people must more carefully read and anticipate the state of the environment both internally and externally the company so that they can create quality products, provide quality services that can satisfy consumers so that they can win the competition with a strategy of increasing competitiveness in supermarkets using the SOAR Method.

Corporate strategy is a comprehensive planning formulation of how the company will achieve its vision and mission and goals. Strategies exist that are called explicit strategies or

stated strategies, that is, strategies with which several things can be debated, such as the development of acquisitions of new product lines. Further investigations, however, have suggested a very different implicit strategy. Managers at all levels may admit that the company is described in the strategy plan they carry out differently, but some will dare to admit it. Often the only way to see the implicit strategy of the company is not to pay attention to what the managers say, but rather to pay attention to what they do. Implicit strategies can come from company policies, approved (and unapproved) programs and budgets that have been passed. The program of divisions that are supported by a large budget and handled by managers are considered to get a fast promotion path, showing where the company puts its energy and costs. Strategy Management used by Brastagi Supermarket to achieve competitive advantage and be able to compete with competing companies in the modern market by paying attention to the environment and monitoring, as well as evaluating and seeking information from the company's external and internal environment.

In determining what strategy is used usually related to the vision and mission of the company which usually begins by doing a look at the situation in order to obtain a fit between external opportunities and internal forces with the aspirations and results of external factors. Brastagi Supermarket Medan has a vision: "To make Brastagi Supermarket a safe and comfortable place for family shopping".

The Internal Mission of Brastagi Supermarket, 1) Brastagi Supermarket Medan will be one of the main choices for shopping places for Medan residents universally, with a focus on customer-middle (middle) and middle-up (upper), 2) Brastagi Supermarket Medan is a place for the transformation process that can become a framework, the foundation of thinking and working effectively and efficiently in placing themselves, developing organizations, systems, strategies, tactics and communication so that all human resources and related parties can work wholeheartedly and soul and 3) Through Brastagi Supermarket Medan makes all employees able to manage themselves better, so as to reflect the character of the leader, a winning character who has an entrepreneurial spirit (entrepreneurial spirit) to be implemented.

External Mission of Brastagi Supermarket, "Brastagi Supermarket Medan participates in advancing the environment around Brastagi Supermarket Medan through the development of SMEs (Small and Medium Enterprises), entrepreneurship training, and other training to develop a positive personality and people's economy".

Based on the SOAR analysis, companies can determine effective and efficient strategies as far as possible to take advantage of opportunities based on the strengths of the company, take advantage of and maximize opportunities that come from outside, so as to be able to achieve the desired results. (Stravros&Hinrichs, 2009).

Brastagi Supermarket when compared to other Modern Markets which have relatively different prices, it can be seen that in the future Brastagi Supermarket is able to maintain its strength. By being able to carry out the process of modification, preparation, creation, and fulfillment of consumer needs and desires for products and services. Based on SOAR's analysis in the company's internal environment, there are strengths possessed by Brastagi Supermarket such as quality products and competitive prices, and have the opportunity to sell all its products. Based on the analysis of external factors, Brastagi Supermarket has aspirations to always be a safe and comfortable place for family shopping by trying to be one of the main choices for shopping. Brastagi Supermarket wants good results based on the strengths, opportunities and aspirations that have already been done.

This is done by Brastagi Supermarket always to always develop and adapt and make the company able to compete against situations and conditions that occur both in the internal and

external environment of the company. By means of analysis Of the physical environment, prices, services and conditions or product quality are important factors in influencing the strength of the company to anticipate competition between other companies, because there are more and more businesses developing in the modern market in Indonesia, which increasingly the business competition shows a fairly rapid development, but it does not shake Brastagi Supermarket to maintain the superiority of its company which is where the competition is with Minimarkets, Hypermarkets. Supermarkets have a lot like Smarco, which has the vision and mission of Smart Quality, Smart Service, Smart Price. Suzuya Supermarket is incorporated in the Suzuya Group which has many parts such as Romp, Bontera, Yafurni. Another supermarket is Maju Bersama which already has the Majushop Application which is already available on the Playstore and Appstore.

With the large selection of Shopping Centers in the Modern Market, it causes very fierce competition which makes consumers free to choose which store they will shop for and results in many opportunities that are rivaled. For this reason, every business person really needs a competitiveness strategy and increasingly fierce competition.

If a company can do something that other companies cannot do, it illustrates the superiority in competition which is an important aspect for the long-term success of the company. Therefore, companies must create a competitive advantage that makes the difference between companies and to be applied in their business, Brastagi Supermarket needs to identify every strength and always monitor every opportunity that brings profit. This is inseparable from the demands of the needs of people who want to be practical, fast and save time, and also comfortable. This condition encourages the increasing prevalence of various new businesses that open up opportunities for the emergence of retail businesses, both on a large and small scale, given that the development of retail businesses is very rapid and there are still many opportunities to enter the retail business market, the study of Competitiveness in Brastagi Supermarkets is very necessary to measure their competitiveness in the market assisted by using SOAR analysis. (Mohamad and Niode, 2020)

Strategy is the process of determining a leader's plan that focuses on the long-term goals of the organization and the preparation or efforts of how to achieve company goals can be achieved by the SOAR method which pays attention to the internal environment related to attractiveness supported by the fulfillment of service needs, and external factors through economic factors, socio-cultural factors, technological factors in working on a job, political factors in controlling the company's industry. (Ramdhani, Srisusilawati and Ibrahim, 2020)

The SOAR method integrates *the appreciate Inquiry* by paying attention to SWOT strategic planning, fundamental differences between SOAR and SWOT related to the existence of *stakeholders* in identifying and analyzing strengths and opportunities so as to create aspirations, goals, strategies, commitment to obtaining results, *stakeholders* in the analysis OF SOAR is able to identify and build strengths, connect and clarify the vision and mission set, find the profit opportunities that the company aims for, revise or create goals and systems of structures to support the goals. (Arciniegas Paspuel, O. G., Álvarez Hernández, S. R., Castro Morales, L. G., & Maldonado Gudiño *et al.*, 2019).

SOAR features a 5-I approach that begins with initiating to help organizations inquire about strengths, opportunities, aspirations, and outcomes; imagining their best future, innovating strategies, strategic initiatives, plans, systems, designs, and structures and inspiring (inspire) strategic plans and strategies to create positive outcomes. According to Stavros and Hinrichs (2009) SOAR "is a strategic planning framework with a power-focused approach and looking to understand the whole system by including votes from relevant stakeholders" which

means (a strategic planning framework with an approach that focuses on strengths and seeks to understand the whole system by including the voices of relevant stakeholders). This approach enables organizations to build the future through collaboration, shared understanding, and a commitment to action. According to Rothwell et al. (2015)

The stages in the SOAR method, starting with Intiate which is the first step of creating a strategy analysis which will be carried out by analysis using diagrams and SOAR matrices, Inquiry that recognizes Brastagi Supermarket related to existing strengths and opportunities, after conducting the Inquiry stage where the strengths and opportunities of Brastagi Supermarket have been analyzed, then there is the Imagine stage which provides an opportunity to provide aspirations and expectations for Brastagi Supermarket related to the company's vision and mission. After carrying out the Imagine stage where several aspirations were obtained related to the company's long-term goals, the next stage was Inovate where the creation of alternative strategies began by using the SOAR diagram and the SOAR matrix.

Table 1. Diagram SOAR

	Internal	External
Presents	S (Strenght) <ul style="list-style-type: none"> - Marketing quality products - The price offered is in accordance with the quality of the product - Ensuring customer satisfaction by providing satisfactory service - Have unique competence and high innovation ability - Has complete facilities and strategic location 	O (Opportunity) <ul style="list-style-type: none"> - Establish good cooperation with suppliers - Increase product innovation with the availability of varied new products - Growing consumer satisfaction by retaining consumers
Future	A (Aspiration) <ul style="list-style-type: none"> - Provision of customer service with adequate employees - Addition of ordering services on e-commerce websites and applications - Added ordering services on other E-commerce besides happy fresh - Add the number of employees 	R (Result) <ul style="list-style-type: none"> - Get a good assessment by providing customer service with adequate employees - Added ordering services on other E-commerce besides happy fresh - Providing discounts on product sales

Source: Data Analysis Results, 2022

SOAR diagram, used to identify the situation and position faced by Brastagi Supermarket in business competition which illustrates 2 conditions, namely: 1) Strategic planning focus, which is seen based on the strengths and opportunities that have been analyzed that Brastagi Supermarket can take advantage of these existing opportunities by providing complete facilities and strategic locations and also marketing quality products in accordance with the prices offered so as to ensure customer satisfaction by providing adequate services and Brastagi is able to develop by continuing to have high innovation and 2) Human development strategy, which is based on the aspirations and results that have been analyzed that Brastagi Supermarket requires the addition of cassa and employees to avoid long queues when making payment transactions, besides that Brastagi Supermarket also needs to carry out promotions related to products that

are marketed at prices that attract customers to shop at prices that are in accordance with quality products.

With the SOAR diagram Brastagi Supermarket gets an outline picture of the alternative strategies created, as for the next stage in the SOAR method by conducting an analysis through the SOAR matrix as follows: The SOAR Analysis Matrix is divided into 4 conditions in Table 1 as next:

Tabel 2. Matrix SOAR

<div style="text-align: center;"> Internal Strategic Inquiry External Appreciate Intent </div>	Power (Strenght) Internal Strength Factor	Opportunity External Opportunity Factors
	Strategy SA Strategies that use power to achieve aspirations	Strategy OA Aspiration-oriented strategies that are expected to take advantage of opportunities
Aspiration Internal expectation factors		
Result The results that are the goals of the company	SR Strategy Strategies that are fundamental on strength to achieve maximum results	OR strategy Strategies that achieve the company's vision and mission

Source: Data Analysis Results, 2022

SOAR Matrix, Serves as a compiler of corporate strategy factors that describe how the company's strengths and opportunities can be adjusted to the aspirations and goals of the company's results.

Explanation of SOAR Matrix :

Strenght, 1) Marketing quality products by searching for the best products and goods available to consumers by checking products directly to the source, some of which are grown organically by the company itself and the rest hammer external ethical agriculture, 2) The price offered is in accordance with the quality of the product, because the price greatly affects the decision of consumers in buying a product, 3) Ensuring customer satisfaction by providing adequate services, characterized by the availability of employees in every field and product variations so as to make it easier for consumers to find their needs, 4) Have unique competence and high innovation ability in all products produced and 5) It has complete and interesting facilities such as, children's playground, large vehicle parking area, safe and comfortable shopping, varied places to eat including: Chicken holic, A&W, The coffee crowd, Fountain café, Zeribowl, Churrific churros, Sour sally, Jinjja chicken, The summarbean coffe & dinning, Offle.

Opportunity, 1) Establishing good cooperation with suppliers so as to create a variety of products that are marketed and 2) The development of consumer satisfaction by retaining consumers because the products sold at Brastagi Supermarket are always guaranteed quality and for fruits and vegetables are arranged by type and placed on cooling shelves, so that the temperature on the products remains hydrated and the freshness can last a long time.

Aspiration, 1) Provision of consumer services with adequate employees who have a solid and quality work team, 2) Addition of ordering services on websites and e-commerce and 3) Conducting promotions on products that are marketed.

Result, 1) Get a good assessment from consumers with the availability of adequate employees and the products marketed have quality and many variations in the product, 2) Adding an online ordering service in the Happy fresh app, 3) Doing promotions on weekends and big days and 4) Increase the number of employees in anticipation of a crowded time of consumers to prepare for the provision of service options such as the availability of additional cassa.

SA Strategy, 1) Providing customer services with the availability of employees who work with integrity and have honesty and have devoted time and soul in realizing the company's vision and mission in working at Brastagi Supermarket, 2) Add product ordering services through online shopping and 3) Hold promotions on every product that is marketed every weekend or held on big days so as to attract consumers' shopping interest.

OA Strategy, 1) Establishing good cooperation with suppliers so as to create a variety of products that can be marketed by Brastagi Supermarket and 2) The development of consumer satisfaction by retaining consumers because the products sold are always guaranteed quality and for fruits and vegetables are guaranteed freshness.

SR Strategy, 1) Fulfilling consumer satisfaction with services for consumers so as to create a sense of security and comfort when shopping at Brastagi Supermarket, 2) Promoting products that are marketed at discounts such as Bestbuy which is held every weekend starting from Thursday-week which is marked by relatively cheap price offers from all other modern markets at the time of the promo, Special price which is held every period lasts for two weeks marked with products that read "special price price" " where the products offered are in accordance with the existing situation and conditions so as to provide satisfaction to customers by getting low prices and quality products and 3) The increase in the number of employees to anticipate the presence of long antrrians during shopping transactions.

OR strategy, 1) Providing customer service in order to create a sense of security and nayamn when shopping to create customer satisfaction, 2) Adding online ordering services not only through Happyfresh, 3) Provide discounts on weekends or big days so as to increase customer interest in shopping and 4) Adding employees to prepare for the provision of service options needed by customers.

The analysis is made based on the competitiveness improvement strategy used by the company, this SOAR matrix clearly describes how the internal and external strengths and opportunities faced by Brastagi Supermarket will later be adjusted to the aspirations owned by the company and the results to be obtained by the company. This analysis is made based on the company's goals by utilizing all forces to seize and take the most of opportunities and get the most appropriate and maximum possible results. From the results of the study, it shows that Brastagi Supermarket has many positive potentials that are used as strengths and opportunities from internal and external which make the company have an advantage in competing.

CONCLUSION

PT. Jaya Anugrah Sukses Abadi (Brastagi Supermarket) is a shopping center that continues to strive to be a superior company by improving and maintaining the strengths of the company, therefore Brastagi Supermarket requires a Competitiveness Strategy that is able to make the company achieve Competitive Advantage . This explains that one of the strategies that can support business success is that the company tries to provide the best quality to its products which are also a strength in the company, as well as taking advantage of existing opportunities and for example by adding new products that are in accordance with the advancement of market segments, thus creating aspirations that are used as expectations and goals for the company to

achieve the expected results. in determining what strategy is used usually related to the vision and mission of the company which begins with looking at the situation to obtain the conformity between external opportunities and internal forces with the aspirations and results of external factors, and paying attention to the environment by monitoring and evaluating and looking for information related to other modern markets.

The analysis used in looking at the internal and external situation of the company using the SOAR method which is systematic to identify competent factors to identify strengths, opportunities, appropriations and achievements of the results owned by the company, this analysis is applied and produces several alternative competitiveness strategies that are produced. From the results of research conducted at Brastagi Supermarket, it is said that the products sold at Brastagi Supermarket are much fresher and varied in accordance with the vision and mission of the company that guarantees quality products and at prices that are in accordance with the quality that satisfies consumers.

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