

Analysis of Porter's Generic Strategies in Enhancing Competitiveness in Retail Industry (A Survey on Pajajaran Sindangkasih Minimarket, Ciamis)

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Abstract. The purpose of this study was to analyze: Porter's generic strategies in increasing competitiveness in the Pajajaran Sindangkasih Ciamis Minimarket. Suggestions used in this study are qualitative with descriptive methods. The sampling technique used in this study was purposive sampling technique. The research informants were 10 informants who were obtained by owners, unit managers, mentors, cashiers, marketing units, suppliers, customers of the Pajajaran Sindangkasih minimarket, and customers from support. The Porter's generic strategies applied in the Pajajaran Sindangkasih Minimarket provides discounts for various items in a certain period, lower prices for sponsor products. For the main material products and other general retail products, the average Pajajaran Sindangkasih Minimarket is superior to that. Minimarket Pajajaran Sindangkasih offers services that provide and benefit such as membership cards and groceries, which means there is no other retail promotion. The Focus Strategy of the Pajajaran Sindangkasih Minimarket is used to build competitive advantage in a tighter market segment, by opposing the superiority of the merchandise products offered to customers, which is the basis for better supporting the retail development strategy. Through the evaluation of profits per product, retailers can classify which products are classified as fast selling products (fast moving products) and which products are classified as less salable products (slow moving products).

Keywords: *Porter's generic strategies, competitiveness, retail*

Abstrak. Tujuan dari penelitian ini adalah untuk menganalisis: Strategi Generic Porter dalam meningkatkan daya saing pada Minimarket Pajajaran Sindangkasih Ciamis. Pendekatan yang digunakan adalah pendekatan kualitatif dengan metode deskriptif. Teknik sampling yang digunakan dalam penelitian ini adalah teknik purposive sampling. Informan penelitian yaitu sebanyak 10 orang di antaranya owner, unit manager, supervisor, kasir, unit marketing, supplier, pelanggan minimarket Pajajaran Sindangkasih, dan pelanggan dari pesaing. Strategi Generic Porter yang diterapkan di Minimarket Pajajaran Sindangkasih seringkali memberikan potongan harga untuk berbagai item dalam masa periode tertentu, harga yang lebih murah untuk produk sponsor. Untuk produk bahan pokok dan produk ritel umum lainnya rata-rata Minimarket Pajajaran Sindangkasih lebih unggul menjual harga lebih murah dibanding kompetitor. Secara diferensiasi Minimarket Pajajaran Sindangkasih menawarkan layanan-layanan yang memudahkan dan menguntungkan seperti membercard dan penjualan sembako curah yang tentunya tidak ada di pesaing ritel lainnya. Strategi fokus Minimarket Pajajaran Sindangkasih digunakan untuk membangun keunggulan bersaing dalam suatu segmen pasar yang lebih sempit, dengan mengevaluasi terhadap keuntungan per produk barang dagangan yang ditawarkan pada pelanggan yang merupakan dasar untuk dapat menetapkan strategi pengelolaan ritel dengan lebih komprehensif. Melalui evaluasi keuntungan per produk, peritel dapat mengklasifikasikan mana produk-produk yang tergolong sebagai produk cepat laku (fast moving product) dan mana yang dikelompokkan sebagai produk yang kurang laku (slow moving product).

Kata Kunci: *Strategi Generic Porter, daya saing, ritel*

INTRODUCTION

Nowadays, retail business has undergone a change and transition from traditional to conventional concepts. Even the store atmosphere has implemented operational standards using modern concepts in the form of department stores, minimarkets, supermarkets, and so on. For retail businesses that are not ready to face the

new entrants with more standardized appearances, they will most likely lose out. Managing a retail business is not only by having complete goods or products but also having a retail business management in order to have a competitive advantage by applying the latest marketing technology.

Changes in a dynamic environment cause the consumer lifestyle studio to help marketers think how consumers think and choose various alternatives. Lifestyle perspectives in marketing show the classification of individuals into groups based on what they do, how they spend time, and how they choose to use. This condition is encouraging if the traditional retail business wants to survive in a competitive business environment and it must be able to meet the consumers' needs. If retail businesses continue to defend themselves through traditional management, it is not possible for them to have a continuity of competitive advantage when they faced with increasingly massive modern retails by managing to use substantial costs or changes in consumer spending patterns that have an impact on changing tastes and needs towards the existence of a retail especially in the era of increasingly modern technology.

Having soft and hard skills as well as being sensitive in seeing opportunities to survive and competent in the retail business are very much needed in managing retail businesses both large and small scale. Therefore, in implementing the management of modern retail business needs to develop knowledge and skills in retail management which are worth to add integrated value. In order for the company to be able to know the strengths and weaknesses as well as other external factors that can be categorised as opportunities and threats for the development of its industry, it is necessary to analyse the factors that exist within the scope of the company, including making strategy formulations that are able to be applied in the business environment and industry to achieve its objectives. One of the strategies for the business environment is the Porter's generic strategies. Michael Eugene Porter as a strategic figure put forward a strategy that allows organizations such as retail businesses to gain competitive advantage in terms of three basic differences, namely: cost leadership, differentiation, and focus, which subsequently became popularly known as the Porter's generic strategies (Kotler&Armstrong, 2012).

In evaluating opportunities among competing companies and other potential business units, it needs the strategy of Cost-benefit analysis. By reducing costs or increasing differentiation, it is expected to be able to increase competitive advantage by sharing activities and resources. The integrated strategies between Porter's generic strategies and Porter's Five Forces will support each other and build five forces; the strength of competition between companies in the industry, newcomers, bargaining power of suppliers and buyers, and threats that arise from substitute products. The combination of these five forces will determine the final profit position that can be obtained by running a business (**Kotler&Armstrong, 2012**). Therefore, the task carried out in competition is how to deal with these five forces with an action taken by the management of the business.

This research was conducted by taking one of the modern retail businesses, namely Pajajaran Sindangkasih Ciamis Minimarket as a fairly new retail company, besides that it is interesting from this minimarket. Not far from its location lined with potential competitors that are standardized not less than 1 km must be able to compete with five competitors others whose brands are already well-known nationally. If it is analyzed using Porter's Five Forces in this minimarket, it can be generalized that in terms of competition; among modern retailers, direct competitors for the Pajajaran Sindangkasih Minimarket are Alfamart, Alfamidi, Indomaret, Yomart, Subur Mini Mart, Geovani Mini Mart, and others who are equally likely to be different from the comfort when shopping, security, convenience, increasingly diverse product variations, product quality that continues to increase, product prices are becoming cheaper. Thus, with new competitors from the retail business that continue to emerge, competition in this industry tends to be quite high. In addition, the possibility of entry of new competitors in terms of licensing and the number of modern retail businesses around Sindangkasih Ciamis is not easy, because the barriers to entry for new entrants are quite large. Apart from the above reasons, new competitors require substantial capital to invest, the need for a lot of product differentiation (diverse), and gain access to enter into broad distribution channels.

In the modern retail industry, the threat of substitute products is for traditional retailers. It can be clearly said that traditional retailers have many diverse products as substitute items, those are sales of food, meat, vegetables and other food products, as well as limiting sales of non-food products such as health products, beauty and other general products. Traditional retailers can substitute products because traditional retailers are traditional markets that provide all the needs of goods needed by consumers more fully when using the Pajajaran Sindangkasih Minimarket which only sells a number of products such as basic needs, food packaging, non-food, and etc.

Seen from the strength of the bargaining position, buyers are stronger than retail companies. This is because the company sells products of daily necessities with the consumer being the last consumer. Consumers who buy daily necessities are sensitive to prices due to the country's unstable economy. Therefore, Pajajaran Sindangkasih Minimarket must set the right price and provide services that can provide customers' satisfaction. The power possessed by the buyer is able to force prices down, increase service and quality, in terms of setting prices on the Pajajaran Sindangkasih Minimarket, it does not directly determine the price, the price is entirely determined by the franchisor of the Sindangkasih Pajajaran Minimarket and the price offered is a non-negotiable price which is fixed.

Based on the early survey, it gained the information that the number of buyers at Pajajaran Minimarket Sindangkasih Ciamis in the period of 2017 keeps changing. In August and September 2017, the number of visitors dropped to 25% from the previous month. While the next decline occurred in December 2017, where the number of visitors fell by 10% from the previous month. This condition is indicated because of tight competition among minimarkets that line around the Sindangkasih Ciamis Highway.

To increase sales targets, the company must have characteristics and competitive advantages, so consumers do not switch to potential competitors. As a consequence, there is a need of competitive strategy to win the competition. The findings of the research conducted by Paskalino Jimmy Foris and Ronny H. Mustamu's on Strategy Analysis at PT Srikandi Plastik Sidoarjo with Porter Five Forces shows that the strategy carried out by plastic companies today is: increasing product differentiation, lower prices than competitors, a better delivery system, and an easier payment system. Competition in the plastics industry tends to increase because there are 40-50 companies in Sidoarjo and Surabaya from the similar industries. The alternative strategies that can be developed by Srikandi Plastic company are additional equity to develop the business, adding production machinery and training programs for employees to develop abilities and skills (Foris, 2015).

The results of research conducted by Nikzad and Abazar on A proposed comprehensive framework for formulating strategy: a Hybrid of balanced scorecard, SWOT analysis, porter's generic strategies and Fuzzy quality function deployment (QFD) is role of QFD as a suitable tool for linking between different elements of strategic planning, the house of quality was used to study relationships between Whats and Hows. Eventually the Fuzzy Screening techniques were used to investigate the relationship between "Whats / Criteria" and "Hows / Alternative". It should be noted the proposed framework can use any other appropriate criteria instead of generic strategies. (Nikzad&Abazar, 2011).

The results of Ita Rosita's research concerning on Marketing Strategy of Murabahah Financing Product Scheme in the Bank Syariah Mandiri Limited Company Yogyakarta Branch Office Ambarukmo Yogyakarta (Overview of Michael Porter's Theory) which suggests a generic strategy from Michael Porter, that BSM KCP Ambarukmo Yogyakarta is a strategy that refers to the strategy **differentiation**. So that it can easily analyze the industry's competitive environment using Michael Porter's review of the five forces model which includes industry competitors, suppliers, buyers, the threat of new entrants, and substitute products (Rosita, 2015).

Strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization, including analyzing the internal and external environment, formulating strategies, implementing strategies, evaluating and controlling (Wheelen & Hunger, 2010).

The strategies of the company can be classified by type of company and level of tasks. Seen from the type of company, there is a conglomerate company strategy that has several Strategic Business Units (SBU), and a small company strategy and only has one SBU. Despite viewed from the level of task, the tasks can be classified into generic strategies, main strategies and functional strategies (Hunger & Wheelen, 2003).

Generic strategy is a company strategic approach to surpass competitors in the similar industries. In practice, after the company knows its generic strategy, its implementation will be followed up with a more operational strategy finding step (Hunger & Wheelen, 2003).

Competitive advantage can only be owned by a company that has strengths and weaknesses in dealing with its competitors. There are two types of competitive advantage, namely: the advantage of creating low cost (cost leadership) and the ability of differentiation compared to its competitors. The second factor in this approach is competitiveness scope where organizations compete each other in a broad and also narrow market.

The combination of these two factors forms the basis of the Generic Porter competitive strategy (Robbin & Coulter, 2010), namely: "(a) cost advantage strategy (b) cost differentiation strategy (differentiation), and (c) focus strategy (cost based or differentiation) "

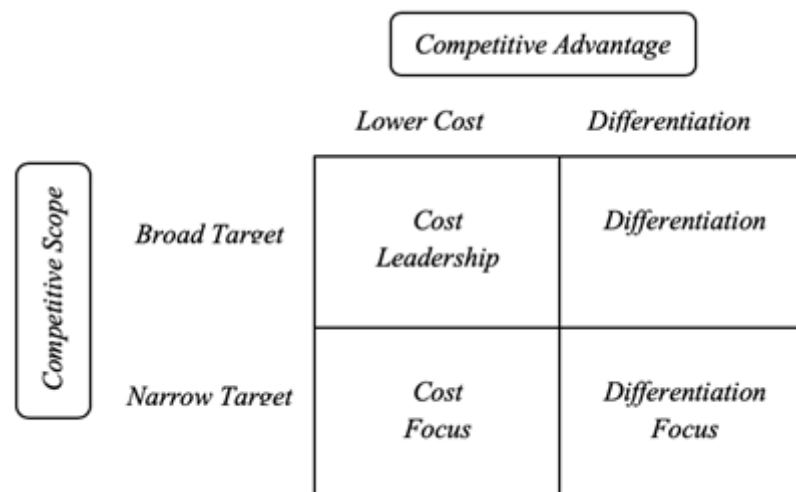


Figure 1. Porter's generic strategies

Source: Taken from Michael E. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, The Free Press, 1998, page 12 (Solihin, 2012)

A generic competitive strategy is an approach taken to surpass competitors in the industry, where in certain industrial structures means the company can get high rates of return while on the other hand success in one of the generic strategies needs to be improved to obtain proper acceptance in certain situations.

Cost leadership is a strategy used by the organization if the organization wants to be a low cost-based market leader with a broad customer base. Cost here is the total cost of production and not the price. Strategy of differentiation); the company will use a differentiation strategy if it wants to compete with competitors in terms of the unique products and services offered. Differentiation can take many forms, such as: prestige, technology, innovation, features, customer service, and dealer network. Focus strategy (cost based or

differentiation); companies with a focused strategy serving the specific needs of a niche market. Companies can choose a strategy based on cost or differentiation. The difference lies in the smaller segmentation.

In principle, the implementation of Porter's generic strategies emphasizes on increasing market products and company functions because it seeks to improve efficiency in all fields to improve performance. Managerial decisions in determining the choice of Generic Strategies differ according to the characteristics of the company's resources.

Through this research, it is expected to be able to contribute the benefit to the Sindangkasih minimarket which must compete with several national minimarket brands that are already superior using low-cost strategies, implement strategies that make them different from their competitors and are integrated with digital marketing such as digital minimarket adjusted to current market needs, for example with e-delivery orders can serve product sales online via mobile phone.

RESEARCH METHOD

This research employs qualitative descriptive study design. **Purposive sampling is considered used in this research which is the taking technique sample with certain criteria, namely considering parties who know the condition of the company's internal environment (management) and external parties including the response of competitors' customers.** There were 10 informants involved in this research, those are owner, unit manager, supervisor, cashier, marketing unit, supplier, customers of Pajajaran minimarket and customer from competitors. The object of the research was Pajajaran Minimarket Sindangkasih at Jalan Raya Sindangkasih RT 19 RW 06 Dusun Pengkolan Kecamatan Sindangkasih Kabupaten Ciamis.

RESULT AND DISCUSSION

Porter's Five Forces are the five main forces that need to be analysed before making decision. This analysis generates important answers for companies that are very helpful for understanding more complex about running business environment and helping to meet the standard of excellence needed in trade competition for now and in the future.

1. The implementation of Porter's Five Forces at Pajajaran Sindangkasih Minimarket

Based on the results of the analysis of the implementation of Porter's Five Forces in Sindangkasih Pajajaran Minimarket, several points are obtained, as follows:

a. Competition among similar companies

Competition that occurs can be classified in various forms, such as: price discounts, new product introductions, ad campaigns, and service improvements. High competition limits the profitability of the industry.

In terms of competition, among modern retailers (direct competitors for the Pajajaran Sindangkasih Minimarket such as Alfamart, Alfamidi, Indomart, Yomart, Alfamidi Smaco Mart, Win Mart, Mahaka Mini Mart, Subur Mini Mart, Geovani Mini Mart), there are things the difference. The differentiator is seen from the convenience when shopping, safety, convenience, increasingly diverse product variations, product quality that continues to increase, product prices are becoming cheaper, and satisfying service. Therefore, in the vicinity of retail companies, there are several competitors that become similar competitors.

Potential competitor of Sindangkasih Pajajaran Minimarket, which is close to two large minimarkets, Indomaret and Alfamart, is still continuing to build branches everywhere. This has become one of the obstacles for competitors such as the Sindangkasih Pajajaran Minimarket to survive. If their competitors build in place A, then Indomaret or Alfamart will also build in place A. They dare to rent or buy a relatively small place just to implant in the minds of consumers if

Indomaret and Alfamart are the only shops to buy their food needs while other shops as alternatives. Whereas for Pajajaran Sindangkasih Minimarket to follow a strategy like Indomaret and Alfamart is very difficult, especially the competition between the minimarkets is seen from the location of the shops which are often next to each other and close to each other.

The growth rate of the retail industry, every year has increased. The absence of product differentiation in the retail industry can be classified as almost the same product. Then the product selection by the buyer is based on price and services provided. So with the new competitors from the retail business that continue to emerge, the competition in this industry tends to be quite high.

b. Possibility of new competitors

New entrants will bring new capacity, the desire to capture market share, and often substantial resources. If the barriers to the new entrants are high enough, new entrants expect a sharp countermeasure from existing competitors, then the new entrants may not bring serious security when entering.

In the retail business, the possibility of entering new competitors for the Sindangkasih Pajajaran Minimarket is not easy. This is because the barriers to entry for new entrants are quite large. This is also due to the large capital needed to enter this large retail business industry. Coupled with the need for a lot of product differentiation and acquisition of access to enter into a broad distribution channel.

The Pajajaran Sindangkasih minimarket provides excellent service. It also sets lower prices to inhibit the entry of retail companies especially for the Sindangkasih area. The number of branches of competing companies such as Indomaret, Alfamart with a very modern concept makes the entry of new competitors in the retail business indeed quite difficult. The Pajajaran Sindangkasih minimarket has also begun trying to open branches in strategic residential areas.

The target market of the Sindangkasih Pajajaran Minimarket is for the household; therefore the Pajajaran Sindangkasih Minimarket is located in a residential area. This makes it difficult for newcomers to enter, because seeing the narrow gaps or opportunities to enter and the strategy has changed the habits or mindset of buyers. So, if they need something to buy, they will immediately come to the minimarket not to the stall, because the shop is easily accessible from their place of residence, the goods sold are more diverse, the price is equally cheap, and the shop is clean and comfortable.

c. Development of substitution products

A substitute product has the same role or functions the same as industrial products in different tools or ways. Sometimes, substitute threats don't come right away. The threat exists when a substitute product replaces an industrial product. When the threat of substitute products is high, industry profitability decreases. Replacement products or services limit the industry's potential profits by setting an upper limit on prices.

In the retail industry, especially minimarkets, the threat of substitution products for the Sindangkasih Pajajaran Minimarket is traditional retailers. This is because traditional retailers have many diverse products as substitutes for food, meat, vegetables and other food products. Traditional retailers also restrict sales of non-food products, such as health products, beauty and other general products. Traditional retailers can be substituted products because traditional retailers are traditional markets that provide all the needs of goods needed by consumers more fully when using the Pajajaran Sindangkasih Minimarket which only sells a number of products such as basic needs, packaged foods, non-food items, etc.

The migrants enter this industry by bringing new innovations, namely minimarket which operates 24 hours a day and provides additional facilities that make customers more comfortable. With the concept of a minimarket which also serves as a place to hang out, it is currently loved, especially for young people (13-30 years old). The facilities provided are comfortable café seating for 2 up to 5 people, equipped with free Wi-Fi internet channels, available snacks to relax such as bread, coffee, tea, soft drinks, etc. where customers can serve themselves by making coffee according to their individual tastes, for example.

Substitution products that need to be considered strategically are substitute products that have a trend of improving price performance compared to these industrial products and are produced by high-profit industries. If the industry cannot improve product quality or differentiate, then the industry will experience a setback in profits and possibly even growth.

The threat of substitution products for Pajajaran Sindangkasih Minimarket and other minimarkets is the traditional market. This is because the Pajajaran Sindangkasih Minimarket or other minimarkets only sell basic necessities, the most important household items, while in traditional markets sell almost all basic needs, daily necessities and households down to the details. Traditional markets also sell goods at lower prices, but places to shop at traditional markets are not as comfortable as at the Pajajaran Sindangkasih Minimarket.

d. Bargaining power of consumers

Strong buyers can get more value by pushing down prices, asking for better quality or more services and generally forcing industry participants to compete with one another. Buyers become strong if they have the influence to negotiate with participating industries, especially to emphasize falling prices.

The strength of the bargaining position of the buyer is stronger than the retail company. This is because the Pajajaran Sindangkasih Minimarket sells daily necessities with its last consumers. Consumers who buy daily necessities are sensitive to prices due to the country's unstable economy. So, Pajajaran Sindangkasih Minimarket must set the right price and provide services that can provide customers' satisfaction.

The power possessed by the buyer is able to force prices down, improve service and quality. In determining prices, we do not directly determine the price, the price is entirely determined by the franchisor and the price offered is a fixed non-negotiable fixed price. In this case, the bargaining power of buyers or consumers can be said to be very low. The Pajajaran Sindangkasih Minimarket cannot monopolize the selling price of its products, because the Pajajaran Sindangkasih Minimarket can lose its customers if its customers move to competitors only because of price changes that do not match or fit with the capabilities of their customers. Moreover, the main target market is aimed at low economic households to the middle economy. Their bargaining power can present a large force that affects the intensity of competition in an industry. The bargaining power of buyers is higher when the product purchased is standard or undifferentiated.

e. Bargaining power of suppliers

Strong suppliers want more value for themselves by providing higher prices, limited service quality, or transferring costs to participating industries. A strong supplier can emphasize the profitability of an industry that is unable to cope with rising costs in its price. In this case, the Pajajaran Sindangkasih Minimarket has a good position in determining the products it will sell.

Seen from the large number of suppliers, purchasing goods on a large scale, differentiated supplier products. The strength of suppliers in the Pajajaran Sindangkasih Minimarket is not too large

because the types of goods sold are daily necessities. These goods have a market price and a large number of suppliers, so they do not require large costs if the company wants to move to other suppliers. Many reliable suppliers can work with companies. If there are suppliers who continue to raise prices, the Pajajaran Sindangkasih Minimarket can easily replace other suppliers because there are many suppliers who want to be a permanent supplier of the Sindangkasih Pajajaran Minimarket.

2. Porter's generic strategies at Pajajaran Sindangkasih Minimarket

The competitive advantage of features is that it creates low cost and differentiation. Based on an analysis of the implementation of Porter's Five Forces in the Sindangkasih Pajajaran Minimarket which has been discussed previously, it can be explained the Porter's generic strategies in the Pangkhasih Minahasa market as follows:

Tabel 1

Porter's generic strategies at Pajajaran Sindangkasih Minimarket

No	Porter's generic strategies	Pajajaran Sindangkasih Minimarket
1	Cost leadership	Low cost strategy emphasizes efforts to produce standard products (the same in all aspects) with very low cost per unit. Same like competitor, the price is entirely determined by the franchiseor Pajajaran Sindangkasih and the price offered is a non-negotiable price. But when compared to competitors, this retail advantage offered prices lower 1-3% even up to 10% for some product items.
2	Differentiation	Product differentiation strategy encourages companies to be able to find its own uniqueness in the target market. In this case the Pajajaran Sindangkasih Minimarket applies strategies that make it different from its competitors, namely: weekly promotions that provide very cheap prices for daily necessities and monthly promotions for certain products in the form of direct purchases or discounted prices. With this seasonal strategy, especially staple products that are rarely available in competitor retails provide a positive effect for competing customers to try to make transactions offered by retailers so that the long-term effect is not only old customers, customers from competitors and new customers will often come shopping during the promotional season which will eventually become loyal loyal customers.
3	Focus	<p>The focus strategy is used to build competitive advantage in a narrower market segment. In this case, the Pajajaran Sindangkasih Minimarket has a focus strategy by evaluating the profit per merchandise product offered to customers which is the basis for being able to establish a more comprehensive retail management strategy. Through the evaluation of profit per product, retailers can classify products that are classified as fast moving and fast moving products.</p> <p>The Pajajaran Sindangkasih minimarket continues to evaluate the benefits per product, so based on the evaluation data, the Pajajaran Sindangkasih minimarket can implement which products need to be supplied more and which are not. With an evaluation like this, profits can be controlled to achieve maximum profit.</p>

Through a further analysis, the following points were generated;

- a. Low Price Strategy of Pajajaran Sindangkasih Minimarket

The Pajajaran Sindangkasih Minimarket offers a wide range of daily necessities at affordable prices and is right for consumers. Many promos for certain items that meet your daily needs and many more convenience that customers get at the Pajajaran Sindangkasih Minimarket.

The Pajajaran Sindangkasih minimarket provides many discounted items for certain periods of time, lower prices for sponsored products. Not only that, the Pajajaran Sindangkasih Minimarket also provides various attractive promos.

In obtaining cost advantage, it requires aggressive construction of efficient facilities as well as vigorous effort from the Sindangkasih Pajajaran Minimarket to achieve cost reductions caused by experience. Comparing price of superior products in the Pajajaran Minimarket with its competitors, Alfamart and Indomaret, it's founded Pajajaran Sindangkasih Minimarket has lower price, for example: the Pajajaran Minimarket has a cost leadership where the main products such as rice and sugar are 1.5% cheaper than the Alfamart Minimarket and 2.4% cheaper than Indomaret Minimarket. Besides eggs, the price is also 2.3% cheaper than Minimarket Indomaret and Alfamart. For oil products, the range is not too far, only 1.22% compared to other competitors. For other products, in general, the Pajajaran Sindangkasih Minimarket is superior in selling cheaper prices than competitors, although for some products there are more expensive ones.

b. Differentiation strategy at Pajajaran Sindangkasih Minimarket

Product differentiation strategy is a strategy to differentiate products or services offered by the company by creating a new product or service that is felt by the entire industry as something unique. This approach is not only to improve the physical quality of the product or service, but also can create a certain value for the buyer. Product differentiation strategy encourages the Pajajaran Sindangkasih Minimarket to be able to find its own uniqueness in the target market.

In this case the Pajajaran Sindangkasih Minimarket applies strategies that make it different from its competitors, namely: weekly promotions. It provides very cheap prices for daily necessities and monthly promotions for certain products in the form of direct purchases or discounted prices. The Pajajaran Sindangkasih minimarket offers many services that make it easy and beneficial for consumers such as: member card services, promo programs, and so on. In addition, other superior products are bulk food sales such as: bulk rice (with size per kilograman), bulk oil, bulk crackers, snacks that can be purchased in kilograman units.

c. Focus strategy at Pajajaran Sindangkasih Minimarket

The focus strategy is based on the premise that the company will be able to serve its narrow strategic targets more effectively and efficiently than competitors with wider competitors. As a result, the company will achieve differentiation because it meets the needs of certain targets better or achieve lower costs in serving these targets or even achieve both. Although the focus strategy is not to achieve low costs or differentiation from the viewpoint of the market as a whole of this strategy, achieving one or both of these positions is targeted at a narrower market.

The focus strategy is used to build competitive advantage in a narrower market segment. In this case, the Pajajaran Sindangkasih Minimarket has a focus strategy by evaluating the profit per product offered to customers which is the basis for being able to establish a more comprehensive retail management strategy. Through the evaluation of profit per product, retailers can classify which products are classified as fast moving products and slow-moving products.

The Pajajaran Sindangkasih minimarket can apply product space in which needs to be supplied more in terms of quantity and which does not. Therefore, through evaluation, profits can be continuously controlled to achieve maximum profit.

Being analyzed on minimarket space in the Sindangkasih area, Alfamart's market share is around 43.29%, Indomaret with a market share of 40.8%, Pajajaran Sindangkasih Minimarket only gets 13.7%, and the rest is for other mini packages. The Pajajaran Sindangkasih minimarket focuses on providing daily necessities and will continue strive to offer superior products at affordable prices and the best service.

CONCLUSION

The Porter's generic strategies implemented in the Pajajaran Sindangkasih Minimarket often provides discounts for various items over a certain period of time, lower prices for sponsored products. For staple products and other general retail products, on average the Pajajaran Sindangkasih Minimarket is superior at selling lower prices than competitors.

Differentiating Pajajaran Sindangkasih Minimarket offers convenient and profitable services such as member card and bulk food sales which certainly do not exist in other retail competitors. The Pajajaran Sindangkasih Minimarket focus strategy is used to build competitive advantage in a narrower market segment, by evaluating the profit per merchandise product offered to customers which is the basis for being able to establish a more comprehensive retail management strategy. Through the evaluation of profit per product, retailers can classify which products are classified as fast moving products and which are classified as slow moving products.

Contribution to this research is expected for minimarkets who want to remain competitive using low cost strategies, especially for fast moving products, are able to implement strategies that make them different from their competitors (differentiation), combine the two strategies in order to win the market and certainly can be integrated with minimarket digital adapted to current needs, for example by e-delivery orders can serve product sales by online (mobile phone) that can be applied to the Android and IOS operating systems.

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