

## ADJUSTMENT OF MARKET STALL AND KIOSK RENTAL RATES FOR PT. TANJUNGPINANG MAKMUR BERSAMA

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### ***Abstract***

*Policies of decentralization and regional autonomy have provided opportunities for regional governments to increase regional revenue sources through local ownership revenue (PAD). One source of PAD is the distribution of profits (dividends) obtained through regionally owned enterprises (BUMD). This study simulates the calculation of rental rates for kiosks, tables, booths, and buildings managed by PT. Tanjungpinang Makmur Bersama (TMB) which is a BUMD owned by the Government of Tanjungpinang City. With this rental rate adjustment, it is expected to increase TMB's revenue, which in turn, will increase Tanjungpinang City's PAD and encourage PT. TMB to become an independent BUMD. This study was conducted in a quantitative descriptive manner using a case study research strategy (CSR). Based on this study, four simulations were performed to calculate the rental rate adjustments. In the first simulation, increasing the price of kiosks/tables/shops by 146.90% will provide dividends to the Tanjungpinang City Government of IDR 500 million a year, excluding other businesses. The second simulation, by increasing the price of the kiosk/table/shop by 99.14%, will provide a dividend of IDR 100 million per year. In the third simulation, if the price of the kiosk/table/shop increases by 93.17%, it will provide a dividend of IDR 50 million a year, excluding other businesses. In the fourth simulation, if the price rate for the kiosk/table/booth is increased by 87.20%, it will provide a dividend of IDR 0 a year, excluding other businesses.*

**Keywords:** *Local Own Revenue (PAD), rate adjustment, BUMD.*

### **Intisari**

Kebijakan desentralisasi dan otonomi daerah telah memberikan peluang bagi pemerintah daerah untuk meningkatkan sumber pendapatan daerah melalui pendapatan asli daerah (PAD). Salah satu sumber PAD adalah pembagian keuntungan (dividen) yang diperoleh melalui Badan Usaha Milik Daerah (BUMD). Penelitian ini melakukan simulasi perhitungan tarif sewa kios, meja, booth, dan gedung yang dikelola oleh PT. Tanjungpinang Makmur Bersama (TMB) yang merupakan BUMD milik Pemerintah Kota Tanjungpinang. Dengan penyesuaian tarif sewa ini, diharapkan pendapatan TMB meningkat yang pada gilirannya dapat meningkatkan PAD Kota Tanjungpinang dan mendorong PT. TMB menjadi BUMD mandiri. Penelitian ini dilakukan secara deskriptif kuantitatif dengan menggunakan strategi Penelitian Studi Kasus yang disebut penelitian studi kasus (CSR). Berdasarkan penelitian ini, empat simulasi dilakukan untuk menghitung penyesuaian tarif sewa. Pada simulasi pertama, kenaikan harga kios/meja/toko sebesar 146,90% akan memberikan dividen kepada Pemerintah Kota Tanjungpinang sebesar Rp500 juta setahun, di luar usaha lainnya. Simulasi kedua, dengan menaikkan harga kios/meja/toko sebesar 99,14%, akan memberikan dividen sebesar Rp100 juta per tahun. Pada simulasi ketiga, jika harga kios/meja/toko naik sebesar 93,17%, maka akan memberikan dividen sebesar Rp50 juta setahun, tidak termasuk usaha lainnya. Pada simulasi keempat, jika tarif harga kios/meja/booth dinaikkan sebesar 87,20% maka akan memberikan dividen sebesar Rp0 setahun, tidak termasuk usaha lainnya.

**Kata kunci:** *PAD, penyesuaian tarif, BUMD.*

### **A. Introduction**

In the current era of regional autonomy, the emphasis on granting regional autonomy is given to provincial, regional, and city governments by the central government. The authority given is to regulate and manage government affairs based on the interests of the community and according to their own initiative, by absorbing the aspirations of the people who are still included in the territory of the Unitary State of the Republic of Indonesia (NKRI)<sup>1</sup>. To carry out development, local governments must be able to explore financial resources effectively and efficiently to meet development needs. Local government funding sources depend on the role of Regional Original Revenue (PAD).<sup>2</sup> Activities that occur in a trading center in general

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1 Yuni Wulandari dan Muhammad Arif, "Pembangunan Ekonomi Provinsi Bali Periode 2014-2020 Berdasarkan Peran Perempuan Terhadap PDRB," *Reviu Akuntansi, Manajemen dan Bisnis* 2, no. 2 (2022)

2 Hafizh Billy Anisman, "Analisis Faktor – Faktor yang Memengaruhi Kinerja Keuangan pada Pusat

and traditional markets as one of the sub-systems of a trading center in a city are parameters that can be used to measure the economic growth and dynamics of a city.<sup>3</sup> The intensity and variety of activities that occur in a market characterize the economic activity in a city. The higher activity in the market is an indicator of the increasingly dynamic rotation of the economy.

Amid the rapid development of modern markets, malls, supermarkets, and traditional markets seem to have a strategic position. Despite the fact that in various areas, traditional markets tend to be unable to compete with modern markets.<sup>4</sup> In various regions, the impact has been felt by many parties, especially traders in traditional markets. As a result of the rapid development of modern markets, traditional markets have been relatively quiet.<sup>5</sup> Almost all traditional markets in Indonesia still struggle with internal problems such as poor management, inadequate facilities, and infrastructure, the proliferation of street vendors (PKL), which reduces market vendor customers, and the lack of capital assistance available to traditional traders.<sup>6</sup> To deal with the problems experienced by traditional markets, the central government and regional governments, both individually and jointly in accordance with their respective fields of duty, carry out the guidance and supervision of traditional markets by empowering traditional markets by (1) seeking resources–alternative sources of funding for empowerment, (2) increasing the competence of traders and managers, (3) prioritizing opportunities to obtain business premises for existing traditional market traders prior to renovation or relocation, and (4) evaluating management<sup>7</sup>.

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Pendapatan Pemerintah Daerah Kabupaten Tulang Bawang.” *Reviu Akuntansi, Manajemen, dan Bisnis* 1, no. 2 (2021)

3 Yunita Sari dan Angga W. Gultom, “Pengaruh bauran pemasaran dan orientasi pasar terhadap keunggulan bersaing pada usaha waralaba di Kabupaten Oku,” *Jurnal Akuntansi, Keuangan, dan Manajemen* 1, no. 1 (2019).

4 Widyaningsih, Endang Masitoh W., dan Purnama Siddi, “Analisis strategi manajemen PT. Derma Kusuma Artha dalam mengembangkan usaha,” *Jurnal Akuntansi, Keuangan, dan Manajemen* 1, no. 4 (2020).

5 Muhidin Sirat, Sunarmo, M.Husaini, Abdurahman, dan Heru Wahyudi, “Permintaan dan Struktur Pasar Industri Semen di Kabupaten Pesawaran Lampung,” *Studi Ilmu Manajemen Dan Organisasi* 3, no. 2 (2022).

6 Ayu Dwi Purnamasari, “Analisis Kinerja Operasional Pasar Tradisional Kota Bekasi” (Skripsi, Universitas Diponegoro, 2014), 8.

7 Dewi Restu Mangeswuri dan Niken Paraminta Purwanto, “Revitalisasi Pasar Tradisional di Indonesia,” *Jurnal Ekonomi Kebijakan Publik* 1, no. 2 (2010).

Tanjungpinang City is the capital of Riau Archipelago Province. The Tanjungpinang City Traditional Market involves several parties in its implementation, namely the local government, represented by PT. TMB as a BUMD that manages traditional markets as service providers, traders, and visitors to traditional markets as consumers of traditional markets, as well as traditional markets, in this case, holding the function of a place managed by PT. TMB Tanjungpinang City.

In traditional markets, the main problems highlighted are inconvenience, weak and unprofessional market management, and inadequate facilities and infrastructure, thus impacting market performance in its operations. With the implementation of a good market governance system, it is hoped that it will provide benefits for PT. TMB as the market manager, and in the end, more profits are handed over to the Municipal Government of Tanjungpinang, which is the shareholder of PT. TMB through dividends and will be recorded as Regional Original Income (PAD). In recent years PT. TMB experienced difficulties in its operations due to a decrease in income from its main business, which are kiosks, tables, stalls, and buildings rental. This is why it is necessary to re-adjust the rental rates that have been enforced so far so that the company does not suffer losses.

The research design used is descriptive quantitative with a case study research strategy or called CSR (Case Study Research). Quantitative research is research that aims to explain existing phenomena by using numbers to the base individual or group characteristics.<sup>8</sup> The locations taken in this study were determined purposively. This research was conducted at PT. TMB, Tanjungpinang City BUMD, Riau Archipelago Province. This research is focused on identifying internal factors and external factors for PT. TMB in order to formulate a new rental rate to be implemented.

Data collection in this study was carried out in four ways. First, Field Observation, namely by visiting directly or making observations at PT. TMB including its business location in Tanjungpinang City to see conditions and

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<sup>8</sup> Syamsuddin AR. dan Vismaia S. Damaianti, *Metode Penelitian Pendidikan Bahasa* (Bandung: Remaja Rosda Karya, 2006), 23.

problems in more detail and to find out activities, and an overview of what is happening around that location. Second, Interview (Interview). This study uses a type of semi-structured interview that aims to find problems in a more open manner, where the parties invited to the interview are asked for their opinions and ideas. Third, is documentation, which can be in the form of writing, pictures, or someone's monumental works.<sup>9</sup> With the existence of research results documents from observations or interviews, it will be more credible supported by the documents concerned. The documents used in this study are in the form of photos, and pictures during interviews which are useful for increasing the level of credibility or trust from the observation or interview process, as well as data obtained from PT. TMB in Tanjungpinang City. The fourth method is through literature. This data collection technique is carried out by studying reference books, journals, and other media related to the issues discussed. In this study, the literature used was both journals and books related to research.

The purpose of this study is to recalculate the rental rates for kiosks, tables, stalls, and buildings managed by PT. TMB; therefore, the company does not suffer losses. With this rental-rate adjustment, the PT is expected to increase. TMB's revenue, in turn, can increase Tanjungpinang City's PAD and encourage PT. TMB is a regionally owned enterprise that is an independent BUMD.

## **B. Traditional Market**

The sale and purchase agreement comes from the translation of the contract of sale. The sale and purchase agreement is regulated in Articles 1457 to 1540 of the Civil Code. What is meant by sale and purchase is an agreement is where one party binds himself to hand over an object.<sup>10</sup> Traditional markets are places where sellers and buyers meet and are marked by direct transactions; there is usually a bargaining process. Market buildings typically consist of stalls or outlets, wider access to producers, and open platforms utilized by

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<sup>9</sup> Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, (Bandung: Alfabeta, 2017), 420.

<sup>10</sup> Muhammad Reza Syariffudin Zaki, *Pengantar Ilmu Hukum dan Aspek Hukum dalam Ekonomi*, (Jakarta: Penerbit Prenadamedia, 2022), 66.

sellers or market managers.

Traders are defined as people who carry out trade, buy, and sell goods that are not produced by themselves to obtain an advantage and convenience so that traditional market traders are traders or sellers who are around the market, such as street vendors, fruit traders, and traditional market traders in the market area. Article 1 paragraph (10) of Law Number 3 of 2012 Concerning the Protection and Empowerment of Traditional Markets as well as the Arrangement and Control of Shopping Centers and Modern Shops stated that traditional markets are

*“...markets that are built and managed independently by the government, regional governments, private parties, and legal entities, regionally owned businesses/regional companies or in the form of cooperation between the regional government and the private sector, in the form of business premises in the form of shops, kiosks, booths, and tents owned/rented by small or medium traders, community groups or cooperatives, with business transaction processes carried out through a bidding process.”*

Markets that provide goods or services for business purposes or for making other goods or services and/or for re-trading are called industrial markets, while markets that circulate consumer products consisting of goods or services that are life necessities of individuals, families, or the household, and are not for commercial use are called the consumer market. According to Kotler, the consumer market is defined as a market consisting of individuals or households that provide or obtain goods or services for the needs of their own consumers, including traditional markets, which are places where sellers and buyers meet and are marked by direct seller-buyer transactions. Here, bargaining process also usually occurs.<sup>11</sup>

In mainstream economics, the concept of a market is defined as any structure that allows buyers and sellers to exchange goods, services, and informations. The market is divided into two types: traditional and modern. The concepts of these two markets are similar; the only differences are the

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<sup>11</sup> Philip Kotler dan Gary Armstrong, *Dasar-Dasar Pemasaran*, (Jakarta: Prenhalindo, 2002)

advantages and benefits of these two types of markets, namely:

1. Price of goods. There are significant price differences between goods sold in traditional and modern markets. The price of an item in traditional markets can be up to three times cheaper than the price of the same item sold in supermarkets, especially for fresh produces, such as vegetables and herbs such as shallots, garlic, ginger, galangal, pepper, red chilies, and pepper;
2. Bargaining. Shopping in traditional markets allows buyers to bid on the price of goods until they reach an agreement with the seller. However, in the modern market, usually buyers can't haggle, because the goods are set at fixed prices;
3. Discount. A number of supermarkets often make tempting offers. However, it should be noted whether this is a disguised promotion that could make buyers more consumptive;
4. Shopping convenience. Shopping in modern markets is far more comfortable than shopping in traditional ones. Supermarkets have larger areas, clean and neat, and are equipped with air conditioning. Traditional markets occupy narrower areas, are crowded, and often emit unpleasant odors; and
5. Product freshness. For fresh products such as meat, fish, vegetables, eggs, and so on, traditional markets usually offer fresher products than supermarkets because preservatives have not been added.

Traditional markets are important sectors that support the economy. In it, the interests of common people in the upper middle class are accommodated. Generally, traditional markets sell staple goods (groceries). Traditional markets, such as the morning, afternoon, and weekend markets, usually operate within certain time limits. Traditional markets are usually managed by the government or private sector, and the available facilities include wards, loads, warehouses, shops, stands/kiosks, and public toilets around traditional markets.

### **C. Regulations Concerning the Legal Position of Traditional Market Traders**

The trade sector is very open, in the sense that there are no obstacles to entering and exiting this sector. The development of trading activities involves the participation of the public as consumers, business entities as producers of goods and services, and traders who function as sellers of consumers. This sector extends from traditional commodity transactions to modern commodity trade transactions, especially for SMEs. To expedite the transactions of the two actors involved, it is necessary to have a place to sell goods that reflects the desires and aspirations of the parties involved.

This traditional market, which accommodates a large number of sellers of goods for daily needs, is characterized by a relatively monotonous atmosphere and pattern of activities. Furthermore, it shows that traditional markets still seem to have a fairly large market share, meaning that there are still many members of the public who seek maximum economic advantage, to obtain goods at low prices and obtain maximum satisfaction.<sup>12</sup> In determining the empowerment of traditional markets, market segmentation is really important. Several criteria must be met, one of it is, measurability.<sup>13</sup> It should be able to measure to make it easier to determine the target market. The measures are as follows:

1. A potential market is a set of consumers who express sufficient interest in a market offer;
2. The available market is the set of consumers with interest, income, access, and qualifications for a particular market offering; and
3. The target market is part of the available market that the company will enter, based on the company's readiness and policies.

Governments and local governments, both individually and jointly in accordance with their respective fields of duties, carry out the guidance and supervision of traditional markets, shopping centers, and modern shops. Local governments foster traditional markets by doing steps as follows:

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12 Muhammad Zunaiddi, "Kehidupan Sosial Ekonomi Pedagang di Pasar Tradisional Pasca Relokasi dan Pembangunan Pasar Modern," *Jurnal Sosiologi Islam* 3, no. 1 (2013): 52.

13 Tiris Sudartono, "Pengaruh Segmentasi Pasar Terhadap Tingkat Penjualan Produk Fashion Usaha Mikro Kecil," *Jurnal Ilmiah Manajemen* 10, no. 1 (Maret 2019): 58.



1. Strive for alternative sources of funding to empower traditional markets in accordance with the provisions of applicable laws and regulations;
2. Improve trade competence and traditional market management;
3. Prioritize the opportunity to acquire existing traditional market traders' stale business premises prior to the renovation or relocation of traditional markets; and
4. Evaluate traditional market management.

The most important aspect of the policy is the presence of internal and external supporting factors. Internal factors are the rule of law from the center to the regions, whereas external factors are those directly involved with conditions in the field. With that being said, the government should be able to give fair regulations, fair treatment, and maximum empowerment to protect traditional market traders.<sup>14</sup>

#### **D. Pricing**

##### **1. Definition of Price**

Price is one of the elements of the marketing mix or marketing mix that can generate income, whereas the other elements require costs. As stated by Kotler, price is part of the mix marketing elements, namely what is known as the four P's (*price, product, place, and promotion*).<sup>15</sup> The price for a business/business entity generates income (income), and the other elements of the marketing mix, namely *product, place, and promotion*, cause costs or burdens to be borne by a business/business entity. For entrepreneurs/traders, prices are the easiest to adjust to market conditions while other elements such as *product, place, and promotion* require a longer and longer time to be adjusted to market conditions, because prices can provide an explanation to consumers regarding product quality and the brand of the product.<sup>16</sup>

In economic theory, the notions of price, value, and utility are the most

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14 Dian Ferricha and H Fauzan, "How the Policy and Empowerment of traditional Markets in Indonesia," *International Journal of Scientific & Technology Research* 9, no 4 (2020): 3651.

15 Kotler, Philip dan Nancy Lee, *Pemasaran di Sektor Publik*. (Jakarta: Jaya Cemerlang, 2007), 67.

16 Muhammad Birusman Nuryadin, "Harga Dalam Perspektif Islam," *Jurnal Ekonomi Islam* 4, no. 1 (2007): 86

related concepts. *Utility* is an attribute attached to an item that allows the item to meet *needs*, *wants*, and *satisfaction*. Price is the amount of money used to assess and obtain the product or service required by consumers.<sup>17</sup> The term price in a service business can be found in various names. Universities or colleges use SPP (*tuition*); professional consultants use the term *fee*; banks use the term *service charge*; toll road services or transportation services use the term *tariff*; brokers use the term *commission*; apartments use the term *rental*; insurance uses the term *premium*; and so on.

Price is the only element of the marketing mix that provides income or revenue for the company, whereas the other three elements (product, distribution, and promotion) cause costs (expenses). In addition, price is an element of the marketing mix that is flexible, meaning that it can be changed quickly. The set price level affects the circulation of the goods sold. The quantity of goods sold affects the costs incurred in relation to the procurement of goods for trading companies and the production efficiency for manufacturing companies. Thus, prices affect revenue; thus, prices affect operating profits and the company's financial position. Price is an indicator of the benefits that consumers receive for the goods and services received, which is closely related to the value that consumers receive for prices. Value can be defined as the ratio between perceived benefits and price, or can be formulated as follows:

$$\text{Value} = \text{Perceived Benefits} : \text{Price}$$

From the equation above, the value of goods or services perceived by consumers is influenced by the benefits received, which increase at a certain price and vice versa. Price communicates the intended value *positioning* of a company's products to the market because a high-quality product will sell at a higher price and generate larger profits. Prices have forms and functions such as rent, fees, and wages. Price has two main roles in the buyer's decision-

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<sup>17</sup> Buchari Alma, *Manajemen Pemasaran dan Pemasaran Jasa* (Bandung: Alfabeta, 2006), 159.

making process: allocative and information.<sup>18</sup>

1. The allocative role of price, namely, the price function, helps buyers decide how to obtain the highest expected benefit or utility based on their purchasing power. Buyers compare the prices of various available alternatives and then decide on the desired allocation of funds; and
2. The informational role of price—that is, the function of price in educating consumers about product factors such as quality. This is especially useful in situations where the buyer has difficulty objectively assessing product features or benefits. The prevailing perception is that high prices reflect high quality.

Many economists assume that consumers are price takers and accept prices the first time they receive them, and then they decide whether it is acceptable. The purchase decision is based on how consumers perceive the price and current actual prices of other items that are taken into consideration. Consumers certainly have a lower price limit, where a lower price indicates a product with poor quality, and an upper price limit, where a price higher than that limit is considered excessive and not worth the money spent.

## **2. Pricing Stages**

Pricing has always been a problem for every company because it is not the absolute power or authority of a merchant. Although pricing is important, many companies are still troubled in dealing with pricing problems. Because it generates sales revenue, price affects the level of sales, profit levels, and market share that can be achieved by the company.<sup>19</sup> In determining a price, the factors that influence it, either directly or indirectly, must be considered, which are:

1. The direct factors are raw-material prices, production costs, marketing costs, government regulations, and other factors; and
2. Factors that are indirect but closely related to pricing include, among others, the price of similar products sold by competitors, the effect of price on the relationship between substitute products and

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18 Fandy Tjiptono, *Strategi Pemasaran Edisi Kedua* (Yogyakarta: Andi Offset, 1997), 151

19 *Ibid*, 223

complementary products, and discounts for dealers and consumers.<sup>20</sup>

3. Marketing management must pay attention to the pricing procedure offered. According to Wiliam J. Stanton pricing consists of five stages<sup>21</sup>:

- Estimating the demand for goods. The company must be able to estimate the demand for goods or services produced in total, which will make it easier for the company to determine the price of the existing demand for goods compared to the demand for new goods. A manager can use the following methods to estimate demand for an item:
  - a. Determine the price expected to be accepted by consumers based on estimates; and
  - b. Estimation of sales volumes at various price levels;
- Knowing the competition reaction in advance. The company's policy in determining the price must consider the competitive conditions of the goods in the market as well as other causal sources;
- Goods produced by other companies. It must be recognized, that to gain a larger market share, pricing strategy must be supported by promotional activities and other activities;
- Pricing Strategy. Companies use several pricing strategies to reach the appropriate target market:
  - a. *Skimming price*. This policy aims to cover the research, development, and promotion costs. Therefore, this strategy is suitable for new products because:
    - i. At the pilot stage (product life cycle). Price is not an important factor because it is still very low. A product alone in the market is an opportunity for more effective marketing;
    - ii. Companies can divide the market based on income levels,

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<sup>20</sup> *Ibid*, 224

<sup>21</sup> Stanton, W. J. (1981). *Fundamentals of marketing; 6th edition*, (New York: McGraw Hills Inc)

- namely, selling new goods in a competitive market;
- iii.* Guarding against errors in pricing. If the initial price setting is too high and the market cannot absorb it, a company can easily reduce it;
  - iv.* Introductory or Promotional Prices: This cannot provide a high income and profit; and
  - v.* High prices can limit demand for production capacity within the company.
- b. *Penetration price.* Penetration pricing is a strategy to set the lowest possible price to achieve a high sales volume in a relatively short time. This strategy is likely to be more useful than skimming, if these condition exists in the market:
- i.* The quantity of products sold is very sensitive to price, meaning that the product has a highly elastic demand;
  - ii.* Significant reductions in unit product and marketing costs can be realized through large-scale operations;
  - iii.* The product is expected to experience strong competition after being launched in the market;
  - iv.* The high-end market is not sufficiently large to support the price set by the filter-pricing strategy; and
  - v.* Considering the company's marketing politics, other factors to consider include the politics of marketing by looking at the goods, distribution systems, and promotional programs. Kotler and Amstrong (2002) reveal the factors that influence and must be considered when setting the price as follows.<sup>22</sup>

Every product has distinct qualities that affect markets and prices differently. Businesses need to understand the characteristics both internal and external to the market tactfulness.<sup>23</sup>

1. Internal Environmental Factors: In internal environmental factors

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<sup>22</sup> Kotler, 39.

<sup>23</sup> Hasbullah and Mohamad Nasir, "Pricing of Medical Instrument Products for Domestic Production through Investment Feasibility Analysis," *Comtech* 12, no. 1 (2021): 11.

there are several fundamental factors that influence the company in determining the price of each product it produces, such as:

- The company's marketing goals, as the main factor that determines the price, are the company's goals themselves; for example, maximizing profits, maintaining company survival, gaining a large market share, creating leadership in quality, overcoming competition, and carrying out social responsibility for society; and
  - In the marketing mix strategy, because price is one of the elements in the marketing mix, price determination should be further coordinated with other marketing elements such as product, place, promotion, costs, and organization.
2. External Environmental Factors: Other factors that need to be considered carefully by the company in setting the price of each product are external environmental factors because there are two main factors in this factor:
- Nature of the Market and Demand. The party assigned to be responsible for setting prices should pay attention to and understand the nature of a market and the market demand for the products it produces. Whether the market included in a perfect competition market, monopoly market, oligopoly, and so on.
  - Competition. Competition needs to receive intensive attention from important parties in the company regarding pricing decisions. Michael Porter said five main forces influence the competition in an industry are: competition in the industry concerned, substitute products, customers, suppliers, and the threat of new entrants.

Judging from some competition, various pieces of information are needed as a basis for analyzing the characteristics of competition that are and will be faced by companies in the present and in the future, including the number of companies in the industry, the relative size of each member in the industry, product differentiation, and ease of entering the industry concerned.

Other environmental elements In addition to these two factors, companies also need to pay attention to and consider other factors, such as the economic condition of a country, because there are various phenomena that can endemically affect economic flows such as inflation, bomb attacks, reviews, and bank interest rates, government regulations, and other social policies.

### **3. Pricing Method**

Pricing is adding a value or the number of production costs that are calculated against the costs incurred and the sacrifice of labor and time in processing goods or services. In setting the selling price of a product, a company must pay attention to various parties, such as end consumers, dealers, competitors, suppliers of funds, workers, and the government. The price level is inseparable from the purchasing power of consumers, the reaction of competitors, the type of product, the elasticity of demand, and the company's profit level. Kotler and Amstrong (2002) state some details of the six-step procedure for setting prices:

1. Selecting Objectives in Pricing; Initially, the company must position the offer in the market because the clearer the company's goals, the easier it is for the company to set prices. These objectives are:
  - **Survivability:** This objective is used when the company experiences pressing conditions, such as excess capacity, intense competition, and changing consumer desires. As long as prices cover variable costs and some costs are fixed, profits are not as salient as they are for survival in the face of extinction;
  - **Maximum Current Profit:** Usually, the company sets the price that maximizes current profit. They estimated the demand and costs associated with alternative prices and chose the price that resulted in the current price;
  - **Maximum Market Share:** By maximizing market share, the higher the sales volume, the lower the unit cost, and the higher the long-term profit. When setting the lowest price, the assumption is that the market is price sensitive, called the

market penetration pricing practice, which can be applied under the following conditions:

- a. The market is very price sensitive, and low prices stimulate growth.
  - b. Production and distribution costs decrease as the production experience increases.
  - c. Low prices encourage both actual and potential competition.
- **Maximum Market Milking:** Initially, the price is set high and decreases slowly as time passes, or the pricing milks the market. This will fail if a major competitor decides to lower the prices. The market can be milked under the following conditions:
    - i.* At this time, many buyers have a fairly high demand.
    - ii.* The unit cost of producing a small volume is not high enough to negate the advantage of introducing the maximum price that the market can absorb.
    - iii.* A high initial price does not attract more competitors.
    - iv.* A high price communicates superior product image.
  - **Product Quality Leadership:** The company strives to be the product quality leader in the market by promoting the “affordable luxury” brand of products and services defined by high levels of perceived quality, taste, and status at the prices consumers can afford; and
  - **Other Goals:** Regardless of the specific objective, businesses that use price as a strategic tool will generate more profits than businesses in which only the price or market determines their pricing.
2. **Define Request;** Each price leads to a different level of demand, and will therefore have various impacts on a company’s marketing objectives. In general, demand is inversely related; the higher the price, the lower the demand. Sometimes, consumers accept a high price to indicate a better product; however, if the price is too high, the level of demand is likely to fall. These are the steps:



- Price sensitivity: Estimating demand to understand what affects price sensitivity. Typically, customers are not very sensitive to the price of cheap goods or the price they buy.
  - Estimating the demand curve: Most companies attempt to measure their demand curves using different methods.
  - Survey: Exploring the number of units consumers will buy at various proposed prices.
  - Pricing experiments: Varying the prices of different products in a store or charging different prices for the same product in similar areas to determine how the company affects sales.
  - Statistical analysis past prices: quantities sold and other factors can reveal the data. Longitudinal (over time) or cross-sectional (from multiple locations simultaneously).
  - Price elasticity of demand: Marketers must know how responsive or elastic demand is to changing prices. If it is difficult to change demand with small changes in price, then demand is inelastic. If demand changes significantly, then demand is elastic. The higher the elasticity, the greater the resulting volume growth and 1% reduction in price. If demand is elastic, sellers will consider lowering prices.
3. Estimating cost: demand sets an upper bound on the price a company can charge to produce it. The company wants to introduce a price that can cover the costs of production, distribution, and sales, including a reasonable rate of return for effort and risk. However, when companies price products that cover their full costs, profitability is not always the end result. Types of cost and production levels
- *Fixed cost*: Costs that do not vary with production level or sales revenue.
  - *Variable cost*: Costs that varies directly with the level of production.
  - *Total cost*: This consists of the sum of fixed and variable costs for a certain level of production.

- *Average cost*: The cost per unit at that level of production; the average cost is equal to the total cost divided by the amount of production.
4. Analyzing Competitors' Costs, Prices, and Offers; the company must consider the prices of its closest competitors if the offerings from the company do not contain features not offered by the nearest competitors, the company must evaluate their value to customers and add that value to the competitors' prices. If a competitor's offering contains some features that the company doesn't offer, the company has to subtract its value from the company's price. So the company can now determine whether it can introduce more, the same amount, or less than the competitors. The introduction of a new price to a change in an old price can provoke a response from customers, competitors, distributors, and even the government. One way to assume competitors reacts in a standard way to prices that are set or changed. Now the company must research the current financial situation, recent sales, market, and competitors will adjust to price changes.
  5. Choosing a pricing method; The company chooses a pricing method that includes one or more of three considerations, there are six methods of pricing, namely:
    - Markup Pricing: Is a method that is usually used by traders whose business is to buy and resell the goods after first adding costs. Usually, the markup is the total operating costs and desired profit. In this system, the company determines the selling price by increasing the purchase price by a percentage.
    - Perceived Value Pricing: An increasing number of companies are now basing their prices on perceived value. Companies must deliver the value promised by their value proposition, and customers must be able to accept this value as perceived value.
    - Value Pricing: Several companies have implemented value pricing. They win loyal customers by charging a low enough

price for a high-quality offering. One of the important types of value pricing is:

- a. Daily low pricing: Retailers adhering to a pricing policy, charge a constant low price with little or no price promotions and special sales.
  - b. High–low pricing: Retailers charge a higher price on a daily basis but then often run promotions where prices are temporarily lowered below that level.
- Going Rate Pricing: Going-rate pricing, the company bases most of its prices on competitors' prices, charges the same price, is more expensive, or is cheaper than the prices of its main competitors.
6. Determination of the price of the type of auction; Auction-type pricing is growing in popularity, especially with the growth of the Internet. One of the main goals of an auction is to get rid of excess inventory or used goods.
  7. Selecting the Final Price: The pricing method narrows the range from which the company must select the final price. In selecting the price, the company must consider additional factors, including:
    - Impact of Other Marketers' Activities: The final price must take into account the brand's quality and advertising relative to the competition. Brands with relatively average quality but relatively high budgets can afford to charge a premium price. Brands with relatively high quality and relatively high advertising receive the highest price and vice versa. The positive relationship between high price and high advertising is strongest in the later stages of the product life cycle for the market leader.
    - Company Pricing Policy: Prices must be consistent with company pricing policies. At the same time, the company does not refuse to determine pricing penalties under certain circumstances. While these policies can often be justified, marketers must use them with care so as not to alienate customers unnecessarily.

- Profit and Risk Sharing Pricing: The seller has the option of offering to absorb some or all of the risk if it does not deliver the full promised value.
  - Price Impact on Others: Management must consider the reactions of others to contemplation. Marketers must know the laws governing pricing. Many federal and state regulations protect consumers against deceptive pricing practices. Marketers must know the law on setting prices contained in the law which states that sellers must set prices without talking to competitors, price fixing is illegal.
    - a. Adjusting Prices To make price adjustments, there are 4 price adjustment strategies, including:
      - i. Geographic Pricing: Companies decide how to price their products to different consumers in different locations and countries.
      - ii. Price Discounts and Incentives, discounts are price reductions. Incentives are extra payments designed to elicit seller-intermediary participation in a special program.
      - iii. Promotional pricing Companies can use several techniques to stimulate early buying such as loss leader pricing, special event pricing, cash rebates, low-interest payments, longer payment terms, warranties and contact services, and psychological discounts.
      - iv. Differentiated Pricing Price discrimination occurs when a company sells a product or service at two or more prices that do not reflect a proportional difference in costs. Fandy Tjiptono added that the pricing method is grouped into four parts consisting of<sup>24</sup>:
8. Demand-based pricing. This method emphasizes price on factors that influence consumer tastes and decisions like or dislike. This method ignores factors that normally affect demand such as costs,

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24 Fandy Tjiptono, 152-153

profits, and competition. Customer demand itself is based on various considerations, including the ability of customers to buy (purchasing power), the willingness of customers to buy, and the position of a product in the customer's lifestyle, namely regarding whether the product is a status symbol or just a product, the benefits provided by the product to customers, and the prices of substitute products. Included in this method are:

- *Skimming Pricing*: That is a strategy that sets a high initial price when a new product is launched and the longer it will continue to fall in price.
- *Penetration Price*: Pricing strategy that determines a low initial price as low as possible or cheap with the aim of market penetration quickly and also building brand loyalty from consumers.
- Pricing that Affects Consumer Psychology: In the price concept, there are pricing that influences consumer psychology<sup>25</sup>, just focusing on considering three key topics in pricing, namely:
  - i. The reference price is a comparison of the price being studied with an internal reference price they remember or with an external frame of reference such as an attached "regular retail price".
  - ii. Price-quality assumption: Many consumers use price as an indicator of quality. Image pricing is especially effective for sensitive products like perfumes, expensive cars, etc. Or commonly referred to as the term in pricing, namely Prestige Price. Prestige Price is setting a high price in order to form a high product quality image which is generally used for shopping and specialty products. Examples: Roll Royce, Rolex, Guess, Gianni Versace, Prada, Vertu, and so on.

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25 Dudu Oritsematosan Faith and Edwin Edwin, "A Review of the Effect of Pricing Strategies on the Purchase of Consumer Goods," *International Journal of Research in Management, Science & Technology* 2, no. 4 (February 2018): 93.

*iii.* Price ending. The price ending is also called the odd price or the price that ends with an odd number. Odd Price or odd price is one of the final pricing strategies that are currently widely used by business people and this is considered successful enough to attract many consumers to buy the products or services offered. However, the thing to remember is how the implementation of this strategy can not only benefit the company but also keep the interests of the consumers in mind. The odd price strategy is to set a price that is odd or slightly below a predetermined price with the aim that psychologically the buyer will think the product to be purchased is cheaper. Example: Goods that were valued at Rp. 100,000, - changed to Rp. 99,990,- where consumers will probably see Rp. 99,990 is much cheaper than Rp. 100,000.-As has been discussed, actually setting an odd price is a way to psychologically influence consumers to think that the price offered is cheaper than the actual price.

9. Internal Cost-Based Pricing Method. In this method, the main determining factor is the supply or cost aspect, not the demand aspect. Prices are determined based on production and marketing costs added by a certain amount so as to cover direct costs, overhead costs, and profits.
10. Profit-Based Pricing Methods. This method seeks to balance revenues and costs in the pricing. This effort is carried out on the basis of a specific profit volume target or expressed in the form of a percentage of sales or investment.
11. Competition-Based Pricing Methods. Apart from being based on cost, demand, or profit considerations, prices can also be determined on the basis of competition, namely what competitors are doing. Competition-based pricing methods consist of four types: customary pricing, above, at, or below market pricing, loss leader pricing, and sealed bid pricing.

**E. Profile of PT. Tanjungpinang Makmur Bersama**

PT. TMB is a Regional Owned Company (BUMD) of Tanjungpinang City which was established in Tanjungpinang City in accordance with Deed Number 17 dated 20 February 2010 made before Notary H. Abdul Rahman, S.H. in Tanjungpinang and has received approval from the Ministry of Law and Human Rights of the Republic of Indonesia Number AHU-29347. AH. 01. 01 of 2010 dated June 9, 2010. At the beginning of the operation, the Government of Tanjungpinang City as the owner of the company handed over regional assets in the form of cash, markets, several buildings, and land which were previously assets of the Bintan Regency Government managed by PT. Bintan Inti. The handover was successful with the Handover Report (BAST) Number 487/DPPKAD/2011 dated December 28<sup>th</sup> 2011 based on Tanjungpinang City Regional Regulation Number 7 of 2011. In the context of separated regional wealth management, there are 2 (two) goals for establishing a Persero (BUMD) with the hope of fulfilling economic, social, and/or other benefits within a certain period of time as guided by the Regulation of the Minister of Home Affairs Number 52 of 2012 concerning Guidelines for Investment Management Regions, so that for the short term the formation of (BUMD) results in separated wealth management that prioritizes the Regional Owned Enterprises (PT. TMB) carry out functions of public benefit (Public Service Oriented) in order to be able to improve both quality and coverage of services in order to improve the welfare of society.

Since the establishment of the Company in 2018, the total share capital that has been deposited by the Tanjungpinang City Government is Rp. 6,598,000,000.- and there is an additional Rp. 2,000,000.- individual capital from H. Abdul Gafar Walid BA and DRS. Marzul Hendri, Rp. 1,000,000.- each. All of this individual capital was donated to the Tanjungpinang City Government in 2016 with Deed No. 54 and 55 so that the ownership of the entire share capital belongs to the Tanjungpinang City Government. From the amount of capital that has been deposited by the Government of Tanjungpinang City, there are still funds that have not been deposited to PT. TMB in accordance with Government Regulation no. 7 of 2011 concerning the Establishment of

Regional Owned Enterprises. In the Establishment Regional Regulation and Regional Regulation No. 9 of 2016 regarding the statement of capital from the Tanjungpinang City Government for a Limited Liability Company amounts to Rp. 10,000,000,000.- so, the statement of capital that has not yet been paid to PT. TMB is Rp. 3,400,000,000.- In this case PT. TMB really hopes that the remaining Capital Statement will be given by the Government of Tanjungpinang City to support the Main Business Development activities and Other Businesses which will be managed by PT. TMB.

#### **F. Business Management of PT. Tanjungpinang Makmur Bersama**

This company runs several types of businesses with its main business being the rental of market stalls in the form of kiosks, tables, and several shophouses with tenants being traditional traders. In recent years, rental income has shown a downward trend, which in turn made the company suffer a loss, even though the overall results of the calculation show that the company has made a profit. However, if no act is taken, then this rental business is just like a timed bomb that will explode and paralyze PT. TMB. This study is more focused on the analysis of market stall rental business activities and the efforts that must be made so that recovery occurs and PT TMB could provide maximum results. The business activities of PT TMB is as follows:

##### **1. Market Business (Rental of Market Stalls)**

The market unit managed by BUMD Tanjungpinang City is in accordance with the Minutes of Handover of Assets No. 001/BA/TPI/III/2010 on March 17 2010 which was submitted by the BUMD of Bintan Regency PT Bintan Inti Sukses to the Government of Tanjungpinang City. The market assets handed over and managed by Tanjungpinang City BUMD, PT TMB are Pasar Baru I, Pasar Baru II, Cattle Cut Market, and Bintan Center Market. The Bintan Center Market is a collaboration with PT Bintan Bestari Tanjungpinang for cooperation in utilizing market assets with the Tanjungpinang City Government for the period 2003 to 2023.

##### *a. Pasar Baru I*

It is a 2 (two) storey building located on Jalan Pasar Ikan, Tanjungpinang City. This market was built in 1995 with a building area of 1,738.40 m<sup>2</sup>. This



building is 27 years old, and with its current physical condition, it is not suitable for use because it has long overdued its economic age of 20 years. This market consists of 2 floors: (a) Floor I (one) filled with merchants selling vegetables, groceries, groceries, meat, and chicken, and (b) Floor II (two) filled with merchants specifically selling clothes, bags, and shoes. Detailed information about the facilities available in this market are as follows:

**Table 1. Facilities Available at Pasar Baru I**

Description	Total (Unit)
Selling stall	344
Vegetable table	270
Chicken table	14
Warehouse	1
Toilet	1

**Source: PT. TMB**

*b. Pasar Baru II*

Pasar Baru II is a building owned by PT. TMB which is located on Jala+n Plantar II Pelantar KUD, consists of 4 (four) buildings, namely Blocks A, B, C, and D. The facilities available in this market are as follows:

**Table 2. Facilities Available at Pasar Baru II**

Location	Description	Total (Unit)	Information
Block A	Kiosk	45	Clothes & Tailors
Block B	Chicken and Meat Table	20	S e l l i n g vegetables. meat and chicken
	Vegetables Table	126	
	Kiosk	28	
Block C	Chicken and Meat Table	35	S e l l i n g vegetables. meat and chicken
	Vegetables Table	134	
	Kiosk	28	
Block D	Fish Market	164	
	Shop	4	

**Source: PT. TMB**

*c. Potong Lembu Market*

Located on Potong Lembu Street, the Potong Lembu Market consists of 2 blocks (A and B), as well as 2 (two) door shophouses with 3 (three) floors and a parking area that is used as a Pujasera (Akau) at night. The details

regarding the Akau Beef Market includes: (a) The Block A market building was built in 1999 to sell wet fish and vegetables. (b) Block B market building sells second-hand goods and tailors, was built in 1999 with a building area of 1,726 m<sup>2</sup>. (c) 2 (two) doors shophouse with 3 (three) floors used as the office of PT TMB which was built in 1999. The facilities available in this market are in the following table:

**Table 3. Facilities Available at the Pasar Potong Lembu**

Description	Total (Unit)	Information
Kiosk	89	43 units inactive
Fish Table	22	4 units inactive
Vegetables Table	40	9 units inactive
Shop	2	Kantor PT. TMB

**Source: PT. TMB**

*d. Bintan Center Market*

The Bintan Center Market is located in DI. Panjaitan Street, Bintan Center Complex which is a collaboration with PT Sinar Bahagia Tanjungpinang for cooperation in the utilization of market assets with the Government of Tanjungpinang City for the period 2003 to 2023, in accordance with the Deed of Notary N. Roosiana Supangat, S.H., No. 6 of 2002 and Notary Fadril Usman, S.H., No. 06 of 2003. The Bintan Center Market is managed by PT TMB starting in December 2014 based on the Decree of the Mayor of Tanjungpinang Number 306 of 2014. The Bintan Center Market is jointly managed by PT TMB and PT Sinar Bahagia until 2023.

**Table 4. Facilities Available at the Bintan Center Market**

Location	Description	Available Facilities (Unit)	Pemko Hired (Unit)
Vegetables and Meat Market	1. Kiosk	136	83
	2. Fish Table	240	36
	3. Vegetable Table		25
	4. Meat Table		45
Fruit Market	1. Kiosk	32	30
	2. Fruit Table	12	12

**Source: PT. TMB**

## 2. Culinary Stall Rental

### a. Akau Potong Lembu Culinary

Akau Potong Lembu is a food court or a night-time snack center located in the *Kelurahan Kamboja*. Potong Lembu Culinary occupies an area of 1,890 m<sup>2</sup>. Akau's operating hours start from 16.00 WIB to 01.00 WIB in the dawn. It is also one of the assets handed over by Bintan Regency through Bintan Regency BUMD to Tanjungpinang City Government which is then managed by PT. TMB BUMD Tanjungpinang City. The facilities available at Akau Potong Lembu include:

**Table 5. Facilities Available at Akau Potong Lembu**

Description	Total (Unit)
Stalls selling drinks (Cendol Ice, Sekoteng, etc.)	34
Stalls selling food (heavy meal, fruits, snacks, etc.)	67
Street vendors (cigarette stalls and others)	2

**Source: PT. TMB**

### b. Anjung Cahaya

The Anjung Cahaya Park and Kiosk are assets that have been handed over for management by the Tanjungpinang City Government through the Decree of the Mayor of Tanjungpinang with Decree Number 276/2010 dated 27 May 2010. The facilities available in the Anjung Cahaya area are as follows:

**Table 6. Facilities Available at Anjung Cahaya**

Description	Total (Unit)	Information
Kiosk	29	
ATM	3	1 Active
IPPAT Stall	34	
Piudahan Tanah Merah Stall	36	

**Source: PT. TMB**

### c. Melayu Square

Melayu Square as a place used by Tanjungpinang City residents for various games, stalls selling food and drinks, and is on the waterfront adjacent to the Raja Haji Fisabilillah Monument, with facilities as follows:

**Table 7. Facilities Available at Melayu Square**

Description	Total (Unit)
Tourism Area	6
Fishing Game	18
Food and Beverages	20
Other Games	6

**Source: PT. TMB**

*d. Potential Income of Kiosk/Booth Rental Service Business*

The main business of PT. TMBpr is a kiosk/booth rental service with the main target customers being traditional market traders in Tanjungpinang City. The rental price varies depending on the area of the leased object, its location, and its layout. The rental period also varies, namely on a daily and monthly basis. From the number of leased assets, an overview of potential rental income can be seen in the following table:

**Table 8. Potential Year Rental Income**

Location	Number of Tenants	Average monthly rental price	Monthly Income Potential	Annual Income Potential
2	4	5	6	7
Pasar Baru I	637	128.816	82.056.000	919.872.000
Pasar Baru II	310	275.484	85.400.000	1.024.800.000
Pasar & Akau Potong Lembu	242	159.731	38.655.000	424.980.000
Bintan Center Market	189	159.683	30.180.000	362.160.000
Anjung Cahaya	115	216.087	24.850.000	298.200.000
Melayu Square	92	94.533	8.697.000	104.364.000
Total	1.585		269.838.000	3.134.376.000

**Source: PT. TMB**

In this case, the potential rental income being compared is the number of tenants who have collaborated with PT. TMB, not the number of kiosks/tables available, because valid data regarding it, is not yet available. Based on the results of rental income in 2019, the realization of the potential is 99.28%, described in full in the following table:

**Table 9. Realization of Income to Potential Income**

Location	Realization in 2019 (Rp)	%
2	6	7
Pasar Baru I	563.167.273	61,38%
Pasar Baru II	1.178.538.182	123,89%
Pasar & Akau Potong Lembu	321.885.818	81,99%
Pasar Bintan Center	332.563.636	91,83%
Anjung Cahaya/MS/Ocean C	324.180.000	121,69%
Unit Pasar Lainnya	235.702.727	269,18%
Jumlah	2.956.037.636	99,28%

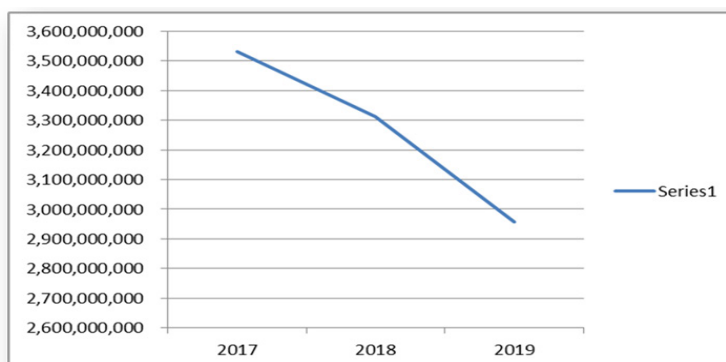
Source: PT. TMB

Based on the data above, it can be concluded that the realization of revenue potential for income potential for 2019 is quite good, on average above 90%, but the trend of revenue received still show signs a decline when compared to revenues in previous years, as shown in the following table:

**Table 10. Receipt of Rental Income in the Last Three Years**

Uraian	2017	2018	2019	2018-2017	2019-2018
<b>Pendapatan Usaha Pokok</b>					
Pasar Baru I	736,630,545	647,974,727	563,167,273	-12.04%	-13.09%
Pasar Baru II	1,283,022,364	1,182,341,182	1,178,538,182	-7.85%	-0.32%
Pasar Potong Lembu	464,362,882	379,309,182	321,885,818	-18.32%	-15.14%
Pasar Bintan Center	362,345,455	332,072,727	332,563,636	-8.35%	0.15%
Anjung Cahaya	266,835,000	249,600,000	175,527,273	-6.46%	-29.68%
Melayu Square	134,378,182	121,903,091	68,814,545	-9.28%	-43.55%
Ocean Corner	81,764,091	75,474,545	79,838,182	-7.69%	5.78%
Unit Pasar Lainnya	201,146,091	322,575,000	235,702,727	60.37%	-26.93%
Sub Jumlah	3,530,484,610	3,311,250,454	2,956,037,636	-6.21%	-10.73%

Source: PT. TMB



**Figure 1. Receipt of Rental Income in the Last Three Years**

It can be seen from the figure that a sharp downward trend (45 degrees) has formed, which requires the management of PT. TMB is more careful and scrupulous in making every financial decision because it will have a direct impact on its operational expenses, coupled with the current Covid-19 situation which has a direct impact on the company's revenue receipts. With a consistent decline in rental income in the last 3 years, need to watch out for this because it will impact the company's losses as happened in 2019. Several things need to be done by PT. TMB in overcoming this, among others:

1. Re-identify existing assets in determining eligibility for leasing.
2. Make adjustments to the price of kiosks/tables/booths.

*e. Rent Price Adjustment Plan*

Based on the realization of the achievement of rental income, it is necessary to make adjustments to the rental rates for kiosks, tables, and/or shops, which so far have not been done for the following considerations:

1. The tariffs that have been applied so far are not profitable if compared to the increase in the prices of goods;
2. The rental income cannot cover the increase in operational costs so that the company suffers a loss; and
3. Currently, the company has been established as a holding company, so it must prioritize profit and provide dividends to shareholders.

Several simulations will be presented as an alternative choice for the amount of increase in rental prices as follows:

1. If the price for the kiosk/table/booth is increased by 146.90%, it will provide dividends to the Tanjungpinang City Government of Rp500,000,000.00.- a year excluding other businesses.
2. If the price for the kiosk/table/booth is increased by 99.14%, it will provide dividends to the Tanjungpinang City Government of Rp100,000,000.00.- a year excluding other businesses.
3. If the price for the kiosk/table/booth is increased by 93.17%, it will provide dividends to the Tanjungpinang City Government of Rp50,000,000.00.- million a year excluding other businesses.
4. If the price for the kiosk/table/booth is increased by 87.20%, it will

not provide a dividend to the Tanjungpinang City Government.

When attention is paid to point d, where PT. TMB is in a break even point position, it wouldn't be able to provide dividends to the Tanjungpinang City Government. For more details, from the four points aforementioned, an illustration of the calculation with the assumption that there is an increase in costs of 10% from the previous year can be given, as follows:

**Table 11. If the kiosk/table/booth rental rate is increased by 146.90%, it will provide a dividend of 500 million rupiah**

Location	Comparative Income & Expenses	
	2019	202x
2	3	4
<b>RENT REVENUE</b>		
Pasar Baru I Revenue	563.167.273	2.248.894.702
Sewa Pelataran Revenue	1.178.538.182	2.331.813.428
Pasar Potong Lembu Revenue	321.885.818	962.286.677
Pasar Bintan Center Revenue	332.563.636	887.721.593
Anjung Cahaya Revenue	175.527.273	652.996.003
Melayu Square Revenue	68.814.545	214.635.668
Ocean Corner Revenue	79.838.182	-
Other Market Unit Business Revenue Total	235.702.727	-
	2.956.037.637	7.298.348.071
Deduction for Tax:		
- Article 4 (2) of Income Tax	-	608.195.673
- PPN	-	608.195.673
Total of Deduction Tax	-	1.216.391.345
Net Income	2.956.037.637	6.081.956.726
<b>OPERATIONAL EXPENSE</b>	4.181.431.345	4.611.368.490
Profit/Loss Before Tax	-1.225.393.709	1.470.588.235
Tax (15%)	-	220.588.235
Net Profit After Tax		1.250.000.000
Municipal Government Dividends (40%)		500.000.000

Source: Processed Data

**Table 12. If the kiosk/table/booth rental rate is increased by 99.14%,  
it will provide a dividend of 100 million rupiah**

No.	Lokasi	Pendapatan & Beban Komparatif		Keterangan
		2019	202x	
1	2	3	4	5
	<b>PENDAPATAN SEWA</b>			
1	Pendapatan Pasar Baru I	563,167,273	1,759,499,855	
2	Pendapatan Sewa Pelataran	1,178,538,182	1,824,374,163	
3	Pendapatan Pasar Potong Lembu	321,885,818	752,877,966	
4	Pendapatan Pasar Bintang Center	332,563,636	694,539,416	
5	Pendapatan Anjung Cahaya	175,527,273	510,893,805	
6	Pendapatan Melayu Square	68,814,545	167,927,572	
7	Pendapatan Ocean Corner	79,838,182	-	
8	Pendapatan Usaha Unit Pasar Lainnya	235,702,727	-	
	Total Pendapatan	2,956,037,637	5,710,112,777	
	Pengurangan utk Pajak :			
	- PPh Pasal 4 (2)	-	475,842,731	
	- PPN	-	475,842,731	
	Total Pengurangan Pajak	-	951,685,463	
	Pendapatan Bersih	2,956,037,637	4,758,427,314	
	<b>BEBAN OPERASIONAL</b>	4,181,431,345	4,611,368,490	
	Laba / Rugi sebelum Pajak	(1,225,393,709)	147,058,824	
	Pajak (15%)	-	22,058,824	
	Laba Bersih Setelah Pajak		125,000,000	
	Dividen Pemkot (40%)		50,000,000	

Source: Processed Data

**Table 13. If the kiosk/table/booth rental rate is increased by 93.17%,  
it will provide a dividend of 50 million rupiah**

No.	Lokasi	Pendapatan & Beban Komparatif		Keterangan
		2019	202x	
1	2	3	4	5
	<b>PENDAPATAN SEWA</b>			
1	Pendapatan Pasar Baru I	563,167,273	1,813,877,060	
2	Pendapatan Sewa Pelataran	1,178,538,182	1,880,756,303	
3	Pendapatan Pasar Potong Lembu	321,885,818	776,145,600	
4	Pendapatan Pasar Bintang Center	332,563,636	716,004,103	
5	Pendapatan Anjung Cahaya	175,527,273	526,682,938	
6	Pendapatan Melayu Square	68,814,545	173,117,360	
7	Pendapatan Ocean Corner	79,838,182	-	
8	Pendapatan Usaha Unit Pasar Lainnya	235,702,727	-	
	Total Pendapatan	2,956,037,637	5,886,583,365	
	Pengurangan utk Pajak :			
	- PPh Pasal 4 (2)	-	490,548,614	
	- PPN	-	490,548,614	
	Total Pengurangan Pajak	-	981,097,227	
	Pendapatan Bersih	2,956,037,637	4,905,486,137	
	<b>BEBAN OPERASIONAL</b>	4,181,431,345	4,611,368,490	
	Laba / Rugi sebelum Pajak	(1,225,393,709)	294,117,647	
	Pajak (15%)	-	44,117,647	
	Laba Bersih Setelah Pajak		250,000,000	
	Dividen Pemkot (40%)		100,000,000	

Source: Processed Data



**Table 14. If the kiosk/table/booth rental rate is increased by 87.20%, there will be no dividends**

No.	Lokasi	Pendapatan & Beban Komparatif		Keterangan
		2019	202x	
1	2	3	4	5
	<b>PENDAPATAN SEWA</b>			
1	Pendapatan Pasar Baru I	563,167,273	1,705,122,650	
2	Pendapatan Sewa Pelataran	1,178,538,182	1,767,992,022	
3	Pendapatan Pasar Potong Lembu	321,885,818	729,610,331	
4	Pendapatan Pasar Bintang Center	332,563,636	673,074,730	
5	Pendapatan Anjung Cahaya	175,527,273	495,104,672	
6	Pendapatan Melayu Square	68,814,545	162,737,783	
7	Pendapatan Ocean Corner	79,838,182	-	
8	Pendapatan Usaha Unit Pasar Lainnya	235,702,727	-	
	Total Pendapatan	2,956,037,637	5,533,642,189	
	Pengurangan utk Pajak :			
	- PPh Pasal 4 (2)	-	461,136,849	
	- PPN	-	461,136,849	
	Total Pengurangan Pajak	-	922,273,698	
	Pendapatan Bersih	2,956,037,637	4,611,368,491	
	<b>BEBAN OPERASIONAL</b>	4,181,431,345	4,611,368,490	
	Laba / Rugi sebelum Pajak	(1,225,393,709)	0	
	Pajak (15%)	-	0	
	Laba Bersih Setelah Pajak		0	
	Dividen Pemkot (40%)		0	

**Source: Processed Data**

As seen in table 4.14 above, to get a break-even point, PT TMB would still have to increase the rental rate by 87.20%, this is due to the previous year's losses that must be covered. The financial statements presented above only take into account expenses related to operations on rental activities, in order to obtain more objective calculation results. In the following, the rental price that must be paid by the trader is presented with several alternative options for increasing the rental price as described in the financial statements above.

**Table 15. Recapitulation of rental prices after the increase**

No.	Harga Sewa Lama	Skenario Harga Sewa Baru			
		Kenaikan 87,20% Div. 0	Kenaikan 93,17% Div. 50jt	Kenaikan 99,14% Div. 100jt	Kenaikan 146,90% Div. 500jt
1	2	3	4	5	6
1	45,000	85,000	87,000	90,000	112,000
2	55,000	103,000	107,000	110,000	136,000
3	70,000	132,000	136,000	140,000	173,000
4	77,000	145,000	149,000	154,000	191,000
5	82,000	154,000	159,000	164,000	203,000
6	90,000	169,000	174,000	180,000	223,000
7	99,000	186,000	192,000	198,000	245,000
8	100,000	188,000	194,000	200,000	247,000
9	132,000	248,000	255,000	263,000	326,000
10	150,000	281,000	290,000	299,000	371,000
11	160,000	300,000	310,000	319,000	396,000
12	165,000	309,000	319,000	329,000	408,000
13	175,000	328,000	339,000	349,000	433,000
14	200,000	375,000	387,000	399,000	494,000
15	220,000	412,000	425,000	439,000	544,000
16	225,000	422,000	435,000	449,000	556,000
17	240,000	450,000	464,000	478,000	593,000
18	250,000	468,000	483,000	498,000	618,000
19	280,000	525,000	541,000	558,000	692,000
20	300,000	562,000	580,000	598,000	741,000
21	350,000	656,000	677,000	697,000	865,000
22	400,000	749,000	773,000	797,000	988,000
23	550,000	1,030,000	1,063,000	1,096,000	1,358,000
24	600,000	1,124,000	1,160,000	1,195,000	1,482,000

Source: Processed Data

**Table 16. Recapitulation of rental prices after the increase**

No.	Harga Sewa Lama	Skenario Harga Sewa Baru											
		Kenaikan 87,20%			Kenaikan 93,17%			Kenaikan 99,14%			Kenaikan 146,90%		
1	2	3	4	5	6	7	8	9	10	11	12	13	14
		Dividen Rp 0			Dividen Rp 50.000.000,-			Dividen Rp 50.000.000,-			Div. 500jt		
1	45,000	85,000	1,020,000	5,100,000	87,000	1,044,000	5,220,000	90,000	1,080,000	5,400,000	112,000	1,344,000	6,720,000
2	55,000	103,000	1,236,000	6,180,000	107,000	1,284,000	6,420,000	110,000	1,320,000	6,600,000	136,000	1,632,000	8,160,000
3	70,000	132,000	1,584,000	7,920,000	136,000	1,632,000	8,160,000	140,000	1,680,000	8,400,000	173,000	2,076,000	10,380,000
4	77,000	145,000	1,740,000	8,700,000	149,000	1,788,000	8,940,000	154,000	1,848,000	9,240,000	191,000	2,292,000	11,460,000
5	82,000	154,000	1,848,000	9,240,000	159,000	1,908,000	9,540,000	164,000	1,968,000	9,840,000	203,000	2,436,000	12,180,000
6	90,000	169,000	2,028,000	10,140,000	174,000	2,088,000	10,440,000	180,000	2,160,000	10,800,000	223,000	2,676,000	13,380,000
7	99,000	186,000	2,232,000	11,160,000	192,000	2,304,000	11,520,000	198,000	2,376,000	11,880,000	245,000	2,940,000	14,700,000
8	100,000	188,000	2,256,000	11,280,000	194,000	2,328,000	11,640,000	200,000	2,400,000	12,000,000	247,000	2,964,000	14,820,000
9	132,000	248,000	2,976,000	14,880,000	255,000	3,060,000	15,300,000	263,000	3,156,000	15,780,000	326,000	3,912,000	19,560,000
10	150,000	281,000	3,372,000	16,860,000	290,000	3,480,000	17,400,000	299,000	3,588,000	17,940,000	371,000	4,452,000	22,260,000
11	160,000	300,000	3,600,000	18,000,000	310,000	3,720,000	18,600,000	319,000	3,828,000	19,140,000	396,000	4,752,000	23,760,000
12	165,000	309,000	3,708,000	18,540,000	319,000	3,828,000	19,140,000	329,000	3,948,000	19,740,000	408,000	4,896,000	24,480,000
13	175,000	328,000	3,936,000	19,680,000	339,000	4,068,000	20,340,000	349,000	4,188,000	20,940,000	433,000	5,196,000	25,980,000
14	200,000	375,000	4,500,000	22,500,000	387,000	4,644,000	23,220,000	399,000	4,788,000	23,940,000	494,000	5,928,000	29,640,000
15	220,000	412,000	4,944,000	24,720,000	425,000	5,100,000	25,500,000	439,000	5,268,000	26,340,000	544,000	6,528,000	32,640,000
16	225,000	422,000	5,064,000	25,320,000	435,000	5,220,000	26,100,000	449,000	5,388,000	26,940,000	556,000	6,672,000	33,360,000
17	240,000	450,000	5,400,000	27,000,000	464,000	5,568,000	27,840,000	478,000	5,736,000	28,680,000	593,000	7,116,000	35,580,000
18	250,000	468,000	5,616,000	28,080,000	483,000	5,796,000	28,980,000	498,000	5,976,000	29,880,000	618,000	7,416,000	37,080,000
19	280,000	525,000	6,300,000	31,500,000	541,000	6,492,000	32,460,000	558,000	6,696,000	33,480,000	692,000	8,304,000	41,520,000
20	300,000	562,000	6,744,000	33,720,000	580,000	6,960,000	34,800,000	598,000	7,176,000	35,880,000	741,000	8,892,000	44,460,000
21	350,000	656,000	7,872,000	39,360,000	677,000	8,124,000	40,620,000	697,000	8,364,000	41,820,000	865,000	10,380,000	51,900,000
22	400,000	749,000	8,988,000	44,940,000	773,000	9,276,000	46,380,000	797,000	9,564,000	47,820,000	988,000	11,856,000	59,280,000
23	550,000	1,030,000	12,360,000	61,800,000	1,063,000	12,756,000	63,780,000	1,096,000	13,152,000	65,760,000	1,358,000	16,296,000	81,480,000
24	600,000	1,124,000	13,488,000	67,440,000	1,160,000	13,920,000	69,600,000	1,195,000	14,340,000	71,700,000	1,482,000	17,784,000	88,920,000

berdasarkan data di atas, prosentase kenaikan 146,90% akan memberikan dividen kepada pemegang saham sebesar Rp 500juta pertahun, harga terendah Rp 1.344.000 per tahun atau Rp 6.720.000 per 5 tahun dan harga tertinggi Rp 17.784.000 pertahun atau Rp 88.920.000 per 5 tahun, dan jumlah tersebut masih jauh di bawah rencana kenaikan yang akan dilakukan oleh kompetitor dengan rentang harga sewa dari 100juta sampai 150juta per 5 tahun (wartarakyat.co.id/2020/09/25/sewa-lapak-pasar-bincen-naik-20-kali-lipat-dprd-tanjungpinang-akan-panggil-pengusaha-pedagang/).

Source: Processed Data

From the calculations and illustrations above, it can be concluded that in order to maintain the existence of PT. TMB, it needs full support from all parties by supporting the increase in the rental price, where apart from being able to grow BUMDs can also provide dividends to their shareholders, without having to ask for additional funds from the government as the owner of the company. Besides that PT. TMB still has to look for other alternatives as a new profitable business area to further develop the company, including conducting profitable business partnerships as has been going on so far in order to realize the company's vision.

#### **E. Conclusion**

In the company's activities, especially in the management of market stalls, the company suffered a loss, even though the company as a whole experienced a profit and was able to provide dividends to shareholders. The results of rental income in the last few years has shown a downward trend while operating costs have continued to increase. Therefore, it is necessary to make objective efforts to save the company from bankruptcy. One way to save the company is to make adjustments to rental rates which has never been done so far, despite the fact that in the current pandemic situation, it is difficult to increase rents because it affects all sectors, but rescue efforts must still be carried out. In the proposed adjustment of the rental price, the benchmark used is to see how much dividend will be given to shareholders, namely:

1. If the price for the kiosk/table/booth is increased by 138.8%, it will provide dividends to the Tanjungpinang City Government of Rp500,000,000.00.- a year excluding other businesses.
2. If the price for the kiosk/table/booth is increased by 91%, it will provide dividends to the Tanjungpinang City Government of Rp100,000,000.00.- a year excluding other businesses.
3. If the price for the kiosk/table/booth is increased by 85.1%, it will provide dividends to the Tanjungpinang City Government of Rp50,000,000.00.-a year excluding other businesses.

If the price rate for the kiosk/table/booth is increased by 79.1%, it will

not provide dividends to the Tanjungpinang City Government, meaning the company is in a *break even point* position. Conclusively, there are several suggestions and recommendations:

1. Prior to price adjustments, it is advisable to first conduct discussions with related parties, namely the Tanjungpinang City Government as the owner of the company together with the DPRD to be able to provide the best results. And the results are disseminated to the tenants (traders) to minimize the reaction of the traders/tenants.
2. As the government calls during this pandemic to avoid direct contact with payment instruments, companies should consider paying rent using digital money.
3. So that the company can act decisively when violations are committed by tenants (traders) such as renting kiosks/tables to other parties.

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