

ABSTRACT

This study is entitled Strategy Formulation Using the Quantitative Strategic Planning Matrix (QSPM) Method at PT Krakatau Daya Tirta (AMDK Quelle). The AMDK industry still has a large number of demands especially in Banten Province, the large number of AMDK producers in Banten as well as the existing national brands make the AMDK industry competition even intense. Strategy formulation is needed to be able to face this competition. This study aims to determine the business position of PT Krakatau Daya Tirta and to find alternative strategies to be implemented by the company.

This study used a qualitative descriptive methodology through interviews and quantitative through questionnaires distributed to six internal and external sources. This research uses three stages, namely the Input Stage, the Matching Stage and the Decision Stage to be able to formulate strategies. The results obtained through the Input Stage stage using the EFE matrix of 2.694 and the IFE matrix of 2.742. At the Matching Stage using the IE matrix, it is known that the company's position is in the V quadrant with a hold and maintain strategy. Furthermore, the research used using the SWOT matrix to obtain four alternative strategies, namely (1) Adding of micro filtration so as to improve water quality and work with local governments to use Quelle's bottled water., (2) Strengthening existing promotional media and utilizing social media as a cheap and wide promotional part, (3) Carry out cost efficiency by improving the performance-based (variable) wage system and the use of raw materials to obtain competitive prices, (4) Conduct binding cooperation with raw material suppliers so that they can maintain competitive prices and expand warehouses to store inventories. The last stage, namely the Decision Stage using the QSPM matrix, gets the priority strategy results, namely the addition of micro filtration so that it can improve water quality and expand distribution reach and penetrate new markets by opening new distributors with the acquisition of 6,334 results and also implementing a performance-based wage system (Variable) and doing efficiency in the use of raw materials so as to obtain competitive prices with yields of 6,290.

Keyword: Strategy, AMDK, IFE, EFE, IE, SWOT, QSPM.