

ABSTRACT

UMKM Makanan Kita is one of the UMKM engaged in the food and beverage sector, which sells products in the form of traditional layer cakes. Layer cakes also have great potential in the domestic and foreign business world, because this traditional cake is in great demand by the people of Indonesia. UMKM Makanan Kita was founded in 2019 which is located in Bekasi City. UMKM Makanan Kita is one of the UMKM engaged in the food sector, which sells products in the form of traditional layer cakes. The problems faced by UMKM Makanan Kita, namely not having a good marketing strategy, so that sales are unstable and do not know the target market. so that it requires an analysis of internal factors and external factors, by calculating using the IFE and EFE matrices, where the results are processed back with the IE matrix, so that the company can know its position to carry out a SWOT matrix analysis, so as to get alternative strategies. The results are weighted and rated to calculate the QSPM matrix. The results obtained from the calculation on the IFAS matrix is 2.98 and the EFAS matrix is 2.71, so that the IE business matrix is in quadrant V (Hold and Maintain) SWOT results are obtained with 8 strategies for alternative strategies, then calculating the QSPM matrix from the selected strategy with a TAS value of 6.89. Then analyze the value proposition by interviewing customer profiles to get customer jobs, pains and gains. Then a value map analysis is performed to obtain pain relievers, gains creators and product and services results are analyzed to achieve suitability. So it is hoped that UMKM Makanan Kita will get a good strategy and an appropriate target market. Analysis of the design results that have been obtained with 2 main priority strategies, namely maintaining customer loyalty by improving product and packaging quality, and finding distributors of basic ingredients that are cheaper and in affordable locations, then there are also 3 strategies being considered, creating physical facilities for consumers who want to buy directly, making affordable prices with good quality and speeding up packaging time.

Keywords: Matrix QSPM, SWOT Analysis, Marketing Strategy, Matrix IFE, Matrix EFE, Matrix IE