

# Designing Marketing Strategies of Mamaberry Chips Gourmet Using Swot Method and Quantitative Strategic Planning Matrix (QSPM)

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## Abstract

*Based on Fortune Business Insight (2020) changes in healthy lifestyles by consuming organic food products are increasing becoming a global trend. Current consumer awareness of organic labels in the food sector continues to experience high market demand. This can be seen from the data that global sales of organic food reached \$50.1 billion up 4.6% with a growth rate of 2% every year. The results of the 2020 survey were conducted by observing organic sales and the results show that consumers are increasing looking for organic labels, especially in the food sector. One of the effects is because consumers' perception of clean and healthy food is the main goal. Mamaberry Chips Gourmet is an MSME engaged in the healthy snack food sector. Mamaberry Chips Gourmet was founded in 2017 with a business-to-consumer (B2C) business model, which is a business model that focuses on marketing and selling products to consumers. Currently the company does not have a marketing strategy to face competition in the healthy snack business. Therefore, this final project aims to formulate a reliable strategy based on the company's resources to maximize existing opportunities. This final project uses the SWOT method and the IE Matrix to generate alternative strategies and the QSPM matrix to prioritize alternative strategies. Analysis using SWOT and IE Matrix resulted in a total of 12 strategies that could be implemented. Based on the evaluation conducted through QSPM, the strategy that needs to be prioritized by Mamaberry Chips Gourmet is the strategy of utilization and improvement of marketing channels with a total attractiveness score (TAS) of 6.52. The timing of the strategy implementation is then compiled through a roadmap of the strategy implementation plan each year.*

## Keywords

healthy snack; strategy; QSPM; IE Matrix; SWOT; roadmap



## I. Introduction

The growing number of people entering the formal labor force, combined with their hectic lifestyles, has resulted in an increase in healthy organic snack demand. Changing in healthy lifestyles by consuming organic snack products are increasingly becoming a global trend (Fortune Business Insight, 2020). This can be seen from the data that global sales of organic food reached \$50,1 billion, up 4,6% with a growth rate of 2% every year. The results

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of the 2020 survey were conducted by observing organic sales and the results show that consumers are increasingly looking for organic labels, especially in the food sector.

Global growth in organic food is predicted to increase by 16.44% compound annual growth rate (CAGR) from 2020 to 2025 (Mondor Intelligence, 2020). Currently, health problems are one of the causes of increasing consumer awareness in the world in an effort to maintain health and reduce environmental impacts. Healthy organic foods and Beverages in the Asia-Pacific market is expected to reach \$327,600 million by 2022, from \$115,984 million in 2015, at a CAGR of 16.4% from 2016 to 2022 (Dwivedi, 2020).

The growth of the food and beverage industry has far exceeded the growth of the non-oil and gas industry. The food and beverage industry have a considerable influence on economic growth in Indonesia (Kementrian Perindustrian, 2019). This opportunity is also what Mamaberry Chips Gourmet is trying to take advantage of. Mamaberry Chips Gourmet is an MSME engaged in the healthy snack food sector. Mamaberry Chips Gourmet was founded in 2017 with a business-to-consumer (B2C) business model, which is a business model that focuses on marketing and selling products to consumers. Moreover, the maximum customer value can be made only if positive influence of marketing and individual environment association does exist (Kusumadewi, 2019). The quality of products that are in great demand by consumers can be seen from several factors including packaging, price, quality, and benefits obtained by consumers (Romdonny, 2019).

Mamaberry Chips Gourmet's income in two years from 2018 until 2019 will increase steadily. Unfortunately, Mamaberry Chips Gourmet's sales income in 2020 has decreased very significantly month after month. Currently the company does not have a marketing strategy to face competition in the healthy snack business. Therefore, this final project aims to formulate a reliable strategy based on the company's resources to maximize existing opportunities. This final project uses the SWOT method and the IE Matrix to generate alternative strategies and the QSPM matrix to prioritize alternative strategies.

## II. Review of Literature

### 2.1 Marketing Strategy

The marketing strategy is marketing logic by which the company hopes to create value for customers and can achieve profitable relationships with customer (Kotler, 2012). A marketing strategy is a plan that lays out the company's expectations that will impact various marketing activities or programs on demand product or product line in a specific target market.

### 2.2 Marketing Mix

The marketing mix is a collection of marketing tools that businesses use to achieve their marketing objectives in the market target. The marketing mix is a combination of four core variables of the company's marketing system, namely product, price, promotion, and place (David, 2017).

### 2.3 Internal Factor Evaluation Matrix (IFE)

The IFE matrix is a strategic management tool for auditing or evaluating major strengths and weaknesses in the functional areas of the business. IFE Matrix is a strategy formulation tool that can be used to evaluate how the company is performing with respect to the identification of internal strengths and weaknesses (David, 2017).

## **2.4 External Factor Evaluation Matrix (EFE)**

The EFE matrix is a matrix consisting of factors that affect the company externally (David, 2017). These external factors can be grouped into an opportunity or a threat which is then given a weighting and given a rating, so that it will produce a weighted score for each factor in the EFE matrix. The EFE matrix method is a strategic management tool that is often used for the assessment of current business conditions.

## **2.5 SWOT Matrix**

The analytical tool for compiling the company's strategic factors that clearly use the opportunities and threats from the outside that it can face adjusted to the company's strengths and weaknesses. This matrix yields four sets of strategic alternatives: the SO strategy, the ST strategy, the WO strategy, and the WT strategy (David, 2016).

## **2.6 Analytical Hierarchy Process (AHP)**

AHP (Analytic Hierarchy Process) is a method for solving a complex situation that is not structured into several components in a hierarchical arrangement, with a subjective value about the importance of each variable relative, and determines which variables have a high priority in order to influence the situation's outcome (Prastawa, 2018).

## **2.7 PEST Analysis**

The purpose of a political, economic, social, and technologies (PEST) analysis audit is to develop a list of limited opportunities that can benefit the company as well as threats that must be avoided (David, 2017). PEST analysis serves to provide an overview of the macro conditions of a geographic area that have an impact on business operations. There are 4 aspects that affect the company externally, namely political, social, economic, and technological.

## **2.8 Five Forces Porter's**

Porter's Five Forces analysis is intended to determine the competitive advantage and competitive advantage of the company. Porter's Five Forces Analysis consists of competition between similar companies, the possibility of the entry of new competitors, potential development of substitute products, bargaining power of sellers/suppliers, bargaining power of buyers/consumers (Porter, 1985).

## **2.9 IE (Internal-External) Matrix**

A nine-quadrant strategic planning analytical tool that depicts an organization's various divisions as circles on two key dimensions: (1) the segment's IFE total weighted scores on the x-axis and (2) the segment's EFE total weighted scores on the y-axis. The diagram is divided into three major regions, each with its own strategic implications: (1) grow and build, (2) hold and maintain, and (3) harvest or divest (David, 2016).

## **2.10 Quantitative Strategic Planning Matrix (QSPM)**

QSPM is a tool to evaluate alternative strategies quantitatively and objectively against internal and external factors by assessing how attractive a strategy is by utilizing or maximizing the company's internal and external key factors (David, 2017).

### III. Research Methods

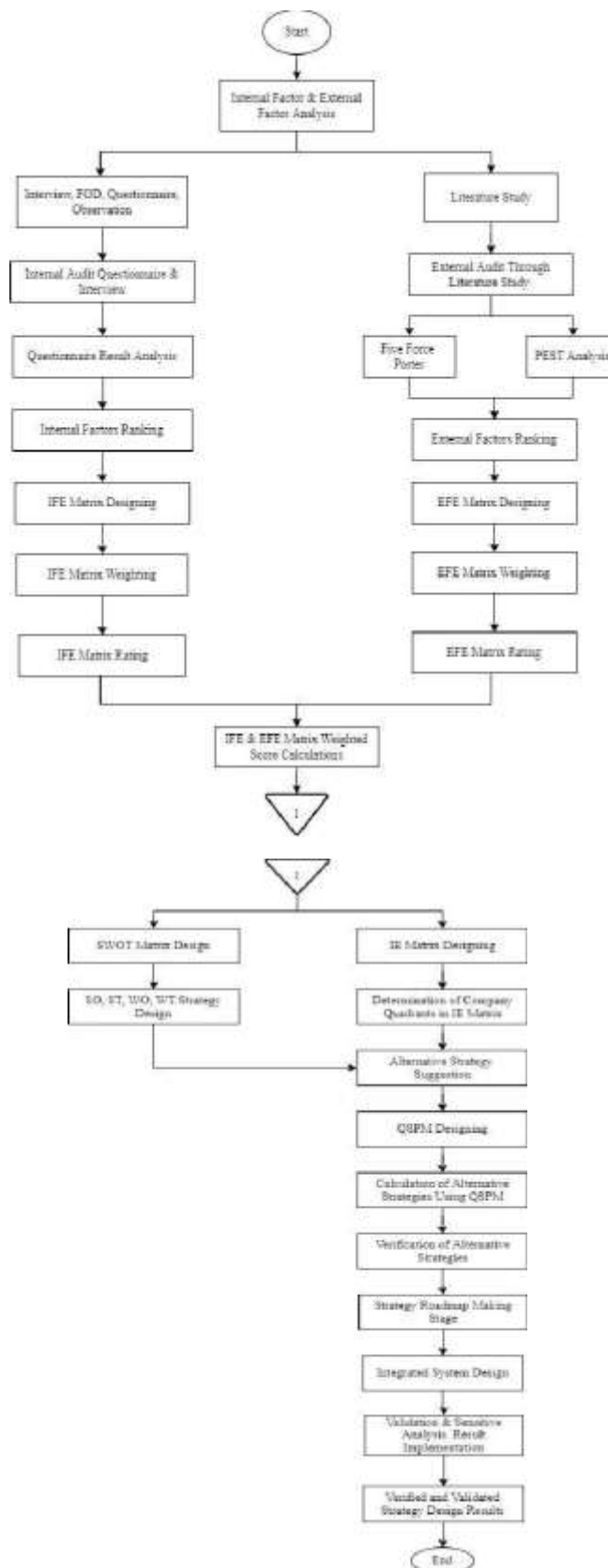


Figure 1. Research Method

This final project consist of the data collection stage, the design stage, the verification stage, the validation stage, and the conclusion and suggestion stage. The technical steps used to formulate a marketing strategy for the Mamaberry Chips Gourmet brand. Stages in systematics design adapting from the SWOT QSPM method.

#### IV. Discussion

Conducting analysis of the internal conditions of a company, it is necessary to carry out an assessment in the form of an internal audit [8]. There are 5 areas that need to be assessed, namely management, marketing, finance, operations, and research and development. The datas regarding internal audit was obtained by interviewing the management of Mamaberry Chips Gourmet, in this case the President Director of Mamaberry Chips Gourmet. Based on the result of research developed by David (2017), to find out the strengths and weaknesses of the company, there are template questions that must be asked to analyze the existing state of the company. This question is a question whose answers are “Yes” and “No”.

Questions with "Yes" answers indicate the company's strengths while "No" answers indicate the company's weaknesses. If the company does not know or is not properly identified what is asked through a question, it will be given a “don't know/none” mark. These questions serve as inputs to the questionnaire that will be used to data retrieval. The data collection process was carried out through direct interviews with the President Director of Mamaberry Chips Gourmet. These questions will be explained further in each of the following areas.

##### 4.1 Management

**Table 1. Management Aspects**

No.	Code	Questions
1	M1	Does Mamaberry implement the right business strategy to achieve the company’s mission, both long and short term?
2	M2	Can Mamaberry's vision and mission be communicated well?
3	M3	Does the head of the division or section carry out planning activities well?
4	M4	Do division heads, managers, or owners delegate work well?
5	M5	Has Mamaberry's organizational structure accommodated Mamaberry's needs?
6	M6	Are job descriptions and job specifications clear?
7	M7	Do the workers have good morals?

8	M8	Is the employee turnover rate low?
9	M9	Is Mamaberry's mechanism in managing and giving rewards to employees effective?

## 4.2. Marketing

**Table 2. Marketing Aspects**

No	Code	Questions
1	MR1	Is Mamaberry aware of the healthy food market segmentation? If yes, how much potential is the targeted market?
2	MR2	Does Mamaberry already know the number and differentiation of competitors? If so, what is Mamaberry's position against its competitors?
3	MR3	Is the number of market share growth for Mamaberry products increasing? If there is an increase or decrease what is the percentage?
4	MR4	Does Mamaberry have an adequate and reliable number of distribution channels? If so, how many distribution channels are there?
5	MR5	Have sales of Mamaberry products reached the target? If yes, what is the percentage of achieving the target?
6	MR6	Has Mamaberry done any market research?
7	MR7	Are the product quality, prices and services provided by Mamaberry acceptable to customers?
8	MR8	Does Mamaberry have an official website such as a website to market their products digitally?
9	MR9	Has Mamaberry's productmarketing strategy been running effectively?

10	MR10	Are the marketing costs commensurate with the increase in product sales?
11	MR11	Does Mamaberry have an experienced and trained marketing manager in their field?
12	MR12	Are Mamaberry products easy to find through social media and e-commerce?

Source: David (2017)

### 4.3 Finance & Accounting

**Table 3.** Finance & Accounting Aspects

No	Code	Questions
1	FA1	Does Mamaberry have sufficient capital to run its business?
2	FA2	Has Mamaberry implemented its financial management in accordance with generally accepted accounting standards?
3	FA3	Does Mamaberry get additional venture capital by looking for new investors?
4	FA4	Does Mamaberry use a certain accounting system to record all income and expenditure activities within the company?
5	FA5	Has the budgeting for Mamaberry's operations been running effectively?
6	FA6	Has Mamaberry done an accurate accounting of income and expenses?
7	FA7	If Mamaberry has investors, is the relationship with those investors going well?
8	FA8	Are Mamaberry's financial managers experienced and trained?

9	FA9	Is Mamaberry's financial condition going well every year? If mamaberry experienced an increase/decrease in profit from the previous year, what percentage?
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Source: David (2017)

#### 4.4 Production & Operations

**Table 4.** Production & Operation Aspects

No	Code	Questions
1	PO1	Do Mamaberry products use qualityraw materials?
2	PO2	Are the operational facilities such as equipment, machines owned by Mamaberry in good condition?
3	PO3	Are product storage control policiesand procedures in place effectively?
4	PO4	Has Mamaberry's product quality control policy been running effectively?
5	PO5	Does Mamaberry have the resourcesand strategic plant locations?
6	PO6	Does Mamaberry have adequate technology systems used in the production process?

#### 4.5 Research and Development

**Table 5.** R&D Aspects

No.	Code	Questions
1	RD1	Does Mamaberry have an internalor external R&D division or team?
2	RD2	If Mamaberry uses R&D services, is the cost effective?
3	RD3	If Mamaberry has an R&D team, does that team have the appropriatequalifications?
4	RD4	Have R&D resources beenallocated effectively?



5	RD5	Can the R&D team in Mamaberryhelp increase sales?
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Source: David (2017)

## 4.4 Company External Audit

### a. Political

#### Government Support for MSMEs through Funding and Training

The Government of Indonesia Supports the MSME Assistance Program. The government has provided support incentives for MSMEs through the National Economic Recovery (PEN) program in 2020 and continued in 2021. The realization of PEN to support MSMEs amounting to Rp. 112.84 trillion will be enjoyed by more than 30 million MSMEs in 2020. Meanwhile for the year 2020. 2021, the Government has also budgeted PEN to support MSMEs with funds of Rp 121.90 trillion to maintain the continuation of the economic recovery momentum.

### b. Economic

#### 1. Decreasing of Indonesia Economic Condition

Market size of Indonesia as the fourth most populous nation and tenth largest economy in terms of purchasing power parity, consumer companies are now, more than ever, exploring various means to acquire, retain, and expand their consumer base in response to these new consumer habits, moving swiftly to digitize their purchasing experience, leverage social media platforms, and implement (Meng, 2021).

#### 2. Increasing Expenditure on Fresh Packaged Food

This Food (Packaged & Fresh) category alone accounts for around 15% of the total expenditure allocation, indicating the priority of basic needs during this uncertain period.

### c. Social

#### 1. Lack of Awareness of Healthy Food Consumption in the Children's Market Segment

The results of research conducted explained that 32% of children in Indonesia have just realized the importance of consuming healthy food, the remaining 68% still have low knowledge about healthy eating (Sumarni, 2020).

#### 2. The level of Public Awareness Regarding Healthy Consumption Patterns is starting to Emerge

In Indonesia, there is an increase of 90% of people starting to consume healthy snacks, and 41% of them consume more healthy snacks than usual (Deloitte, 2020).

#### 3. Potential Increase in Birth Rate in Indonesia

One of the predictions from the research is that if the lockdown is implemented for 6 months with a high level of service disruption, it will cause 47 million women to be unable to access modern contraception and an additional 7 million unwanted births will occur, and the pregnancy rate will be predicted to increase by 15% (Meng, 2021).

### d. Technologies

High Frequent e-Commerce users In high levels of digital activity, high levels of e-Commerce/Online channel usage amongst survey respondents, with over 70% of them completing online purchases at least once every. Amongst the different e-Commerce/Online

platforms, survey respondents also indicated Shoppe (43%) and Lazada (41%) as their top two most frequented platforms (Meng, 2013).

#### 4.5 Five Forces Porter's Analysis

##### a. There are more than 10 Established Competitors in the Healthy Snack Business in Indonesia

**Table 6.** Competitors Healthy Snack in Indonesia

No	Brand
1	Oh Ma Grain
2	Everything Banana Chips
3	Crispy Salad
4	Bitchips
5	Whole Chips
6	Casa Grata
7	KeBu
8	Lemonilo
9	Pota
10	Kroepooek Waroeng

Source: Namaste Organic on Tokopedia (2021)

##### b. High Customer Bargaining Power of Mamaberry Chips Product

Mamaberry products are healthy snacks of premium quality so the market price per pcs of these products is slightly more expensive than snack products from other MSMEs. Based on the results of the interview explained that the bargaining power of consumers towards Mamaberry products is still low, this is due to the lack of promotions that provide benefits for Mamaberry consumers.

##### c. Prices of Organic Raw Materials from Suppliers are Unstable

Based on the results of interviews conducted with the Mamaberry team, the main raw materials for making Mamaberry products such as organic potatoes, organic tubers, tempeh, and others were obtained in collaboration with several farmer suppliers. Prices offered by suppliers such as vegetable farmers, chicken & fish sellers are fluctuating. This is due to seasonal changes and government policies that can affect the price of these raw materials.

##### d. An Increasing Variety of Organic Foods and Snacks

The substitute products for chips offered by Mamaberry are snacks such as: oat bars, low- calorie cookies, catering diets. Companies that offer substitute products include: Pop cookies, Fitbar, Yellow Fit. However, according to the results of interviews, these substitute products have an effect on Mamaberry Chips Gourmet. Consumers switch to buying the product offered by the substitute product. There is a possible threat from the company that

provides this substitute product, such as the possibility that they will produce a substitute product that is more influential and can replace the Mamaberry Chips Gourmet chip product.

#### e. SMEs Healthy Organic Snacks and Food that are Increasingly 9% Prevalent in Indonesia

The government also continues to encourage MSME actors to go on board to digital platforms through the Proudly Made in Indonesia National Movement Program (Gernas BBI), where by the end of 2020 there will have been 11.7 million MSMEs on board. It is hoped that by 2030, the number of MSMEs that go digital will reach 30 million. In addition, the Government also encourages the expansion of Indonesian product exports through the ASEAN Online Sale Day (AOSD) in 2020.

#### 4.6 IFE Matrix Result

**Table 7.** IFE Matrix Result

No	Strength Factor	Weight	Average Rating	Weighting Score
1	All 15 employees of Mamaberry Chips Gourmet know the company's vision and mission	0,02	4,00	0,07
2	Mamaberry Low employee with 0% turnover rate	0,02	4,00	0,08
3	The division head, manager, or Mamaberry owner has delegated the work well	0,04	3,67	0,15
4	Mamaberry staff has good morals	0,05	3,67	0,18
5	Mamaberry has implemented an effective quality control policy	0,06	3,67	0,22

6	Job descriptions within Mamaberry are clear	0,04	3,67	0,15
7	Mamaberry has sufficient capital to run a business	0,11	3,33	0,37
8	Mamaberry has applied generally accepted accounting standards in managing its finances	0,04	3,33	0,13
9	Mamaberry has an internal R&D team within the company	0,01	3,67	0,04
10	The raw materials used by Mamaberry	0,10	3,67	0,38
	In the production process are of very good quality			
No	Weakness Factor	Weight	Average Rating	Weighting Score
1.	Mamaberry does not yet have adequate distribution channels, for now Mamaberry has only 2 distribution channel	0,03	1,67	0,05
2.	Mamaberry has a production place that is less strategic in Karawang, with a high rate delivery cost of 60% of the production cost	0,04	1,67	0,07

3.	Only 1 division out of 4 divisions meets the needs of the organizational structure in terms of the number of people and positions	0,02	1,67	0,04
4.	Mamaberry hasn't done any in-depth market research	0,04	1,67	0,07
5	Mamaberry product sales have not reached the predetermined target with a gap 30%	0,07	1,33	0,09
6	Mamaberry's financial manager is inexperienced and trained in finance	0,03	1,67	0,04
7	Mamaberry has not implemented the right business strategy to achieve the company's mission, both long and short term	0,10	1,33	0,13
8	Mamaberry product marketing strategy has not been running effectively with 0% increasing engagement rate	0,06	1,67	0,10
9	Mamaberry is not looking for	0,04	1,67	0,06

	new investors to get additional venture capital			
10	Mamaberry' spositionis not competitive against competitors	0,08	1,67	0,11
<b>Total</b>		<b>1,00</b>		<b>2,52</b>

The final value of Mamaberry's IFE matrix is 2.52. This value is an average because it is in the range of 2.00 – 2.99 (David, 2016). This final value will then be used as input to the IE matrix to determine the presence of Mamaberry's position on the diagram.

#### 4.7 EFE Matrix Result

**Table 8.** EFE Matrix Result

No	Opportunity Factor	Weight	Average Rating	Weighting Score
1	Government Support for MSMEs by providing training and funding of Rp 121.90 Trillion	0,03	3,33	0,10
2	Increasing Expenditure on organic packaged food sebesar 10%	0,1	3,67	0,37
3	The increase in the birth rate in Indonesia by 15% due to the	0,03	3,67	0,11

	impact of Covid-19			
4	The level of Public Awareness Regarding Healthy Consumption Patterns increase 41%	0,18	3,67	0,66
5	Very high e-Commerce usage rate of 70%	0,06	2,33	0,14
6	61% Indonesian consumers desire for better integration of online-offline shopping experience	0,03	3,33	0,10
No	Threat Factors	Weight	Average Rating	Weighting Score
1	Decreasing Indonesia Economic Condition with -5.32% growth	0,03	1,67	0,05
2	The level of awareness of healthy food consumption in the children's market segment in Indonesia is still low at 32%	0,03	2,00	0,06

The external factor Weighting Score Mamaberry that is equal to 2.20. Then the value of this EFE matrix together with the IFE matrix will be entered into the IE Matrix.

## 4.8 SWOT Matrix

**Table 9.** SWOT Matrix

External/Internal	Strength	Weakness
	<ol style="list-style-type: none"> <li>All 13 employees of Mamaberry Chips Gourmet know the company's vision and mission</li> <li>Mamaberry Low employee with 0% turnover rate</li> <li>The division head, manager, or Mamaberry owner has delegated the work well</li> <li>Mamaberry staff has good morals</li> <li>Mamaberry has implemented an effective quality control policy</li> <li>Job descriptions within Mamaberry are clear</li> <li>Mamaberry has sufficient capital to run a business</li> <li>Mamaberry has applied generally accepted accounting standards in managing its finances</li> <li>Mamaberry has an internal R&amp;D team within the company</li> <li>The raw materials used by Mamaberry in the production process are of very good quality</li> </ol>	<ol style="list-style-type: none"> <li>Mamaberry does not yet have adequate distribution channels, for now Mamaberry has only 2 distribution channel</li> <li>Mamaberry has a production plant that is less strategic in Karangnung, with a high rate delivery cost of 80% of the production cost</li> <li>Only 1 division out of 4 divisions meets the needs of the organizational structure in terms of the number of people and positions</li> <li>Mamaberry hasn't done any in-depth market research</li> <li>Mamaberry product sales have not reached the predetermined target with a gap 50%</li> <li>Mamaberry's financial manager is inexperienced and trained in finance</li> <li>Mamaberry has not implemented the right business strategy to achieve the company's mission, both long and short term</li> <li>Mamaberry product marketing strategy has not been running effectively with 0% increasing engagement</li> </ol>
<ol style="list-style-type: none"> <li>Government Support for UMKM by providing training and funding of Rp 121.86 Trillion</li> <li>Increasing Expenditure on organic packaged food about 10%</li> <li>The increase in the birth rate in Indonesia by 11% due to the impact of Covid-19</li> <li>The level of Public Awareness Regarding Healthy Consumption Pattern increase 41%</li> <li>Very high e-Commerce sale rate of 70%</li> <li>60% Indonesian consumers desire for better integration of online-offline shopping experience</li> </ol>	<ol style="list-style-type: none"> <li>Doing partnership with government, private sector, and academia in promotion activity, research, product development, etc. (S1, S2, S3, S4, S11, O2, O4)</li> <li>Conduct market penetration of Mamaberry Chips Gourmet products (S3, S10, O1)</li> </ol>	<ol style="list-style-type: none"> <li>Conduct valuable market research (W4, W5, W9, W10, O1, O2, O7)</li> <li>Carry out careful planning in the field of marketing (W4, W5, W9, W10, O2, O6)</li> <li>Utilization and improvement of marketing channels (W3, O1, O6)</li> </ol>
<ol style="list-style-type: none"> <li>Decreasing of Indonesia Economic Condition with -3.32% growth</li> <li>The level of awareness of healthy food consumption in the children's market segment in Indonesia is still low at 32%</li> <li>There are more than 10 established competitors in the healthy snack business in Indonesia</li> <li>High customer bargaining power of Mamaberry Chips Product</li> <li>Prices of organic raw materials from suppliers are unstable</li> <li>An increasing variety of organic fresh and snacks</li> <li>While healthy organic snacks and food that are increasingly 9% prevalent in Indonesia</li> <li>There are no special regulations so it is very easy for new competitors to enter the healthy snack-food business</li> </ol>	<ol style="list-style-type: none"> <li>Developing healthy snack products with organic chips that have affordable prices and public interest (S1, S1, S7, S8, T3, T4, T5)</li> <li>Producing own raw materials so as to reduce the cost of purchasing raw materials and production tools. (S8, S7, S8, S8, T4, T1)</li> </ol>	<ol style="list-style-type: none"> <li>Plan and determine the company's long-term goals (W1, W4, T2)</li> <li>Carry out strategic management processes to develop the company's competitive advantage (W4, W7, W9, W10, T1, T7)</li> <li>Mamaberry Chips Gourmet needs to look for investors to expand its business, to compete with established competitors (W7, W9, W9, W10, T1, T1, T4, T1, T3)</li> </ol>

After crossing the company's internal and external factors, the SWOT matrix produces 10 alternative strategies. The proposed strategy from the SWOT matrix will then be validated to the President Director (Owner) of Mamaberry Chips Gourmet whether this strategy provides the solution needed by Mamaberry Chips Gourmet.



## 4.9 IE Matrix Result



**Figure 2. IE Matrix**

Mamaberry occupies quadrant 5. Quadrant 5 is included in region 2 which can adopt a hold and maintain strategy. According to David (2017) strategies that can be implemented in this area are product development and market penetration. Therefore, the product development and market penetration strategies will be two proposed strategies that will be considered for implementation. However, prior to that, the Mamaberry President Director will validate the possibility of this strategy being implemented.

## 4.10 QSPM Result

**Table 10. QSPM Result**

Sfa	Strength Factor	Weight	Product Development or Competitive Price		Market Penetration		Export and Utilization Marketing Channel	
			AS	TAS	AS	TAS	AS	TAS
1	All 11 employees of Mamaberry Clays Gooomer know the company's vision and mission.	0,02	2	0,04	3	0,06	4	0,08
2	Mamaberry Love employees with 0% turnover rate	0,02	3	0,06	3	0,06	4	0,08
3	The division head, manager, or Mamaberry owner has delegated the work well	0,04	2	0,08	2	0,08	3	0,12
4	Mamaberry staff has good morals	0,03	2	0,10	3	0,15	4	0,20
5	Mamaberry has implemented an effective quality control policy	0,06	3	0,18	2	0,12	4	0,24
6	Job descriptions within Mamaberry are clear	0,04	2	0,08	3	0,12	4	0,16
7	Mamaberry has sufficient capital to run a business	0,11	3	0,33	4	0,44	4	0,44
8	Mamaberry has applied generally accepted accounting standards in managing its finance	0,04	2	0,08	2	0,08	3	0,12
9	Mamaberry has an internal R&D team within the company	0,01	2	0,02	3	0,03	3	0,03
10	The raw materials used by Mamaberry in the production process are of very good quality	0,10	4	0,04	3	0,30	2	0,30

No	Weakness Factor	Wtg to	Product Development		Market Penetration		Sales and Utilization Marketing Channel	
			AS	TAS	AS	TAS	AS	TAS
1	Manufacture does not yet have adequate distribution channels, for now Manufaktur has only 2 distribution channel	0,03	-	0,04	1	0,03	3	0,06
2	Manufacture has a production place that is less strategic in Karawang, with a high raw delivery cost of 80% of the production cost	0,04	-	-	-	-	-	-
3	Only 1 division out of 4 divisions uses the needs of the organizational structure in terms of the number of people and positions	0,01	2	0,04	3	0,08	4	0,16
4	Manufacture hasn't done any in-depth market research	0,04	3	0,08	3	0,12	4	0,16
5	Manufacture product sales have not reached the predetermined target with a gap 30%	0,07	1	0,07	2	0,14	3	0,21
6	Manufacture's financial manager is inexperienced and trained in finance	0,01	-	-	-	-	-	-
7	Manufacture has not implemented the right business strategy to achieve the company's mission, both long and short term	0,15	2	0,20	1	0,10	1	0,10
8	Manufacture product marketing strategy has not been running effectively with 0% increasing engagement rate	0,04	2	0,12	3	0,18	4	0,24
9	Manufacture is not looking for new sources to get additional venture capital	0,04	3	0,12	3	0,12	4	0,16
10	Manufacture's position is not competitive against competitors	0,01	3	0,24	3	0,24	4	0,32

No	Opportunity Factor	Wtg to	Product Development		Market Penetration		Sales and Utilization Marketing Channel	
			AS	TAS	AS	TAS	AS	TAS
1	Government support for SMEs by providing training and funding of Rp 121.90 Trillion	0,03	3	0,09	3	0,09	4	0,12
2	Increasing Expenditure on organic packaged food sector 10%	0,1	3	0,20	4	0,40	4	0,40
3	The increase in the birth rate in Indonesia by 11% due to the impact of Covid-19	0,03	3	0,09	3	0,09	4	0,12
4	The level of Public Awareness Regarding Healthy Consumption Patterns increase 41%	0,13	3	0,39	4	0,52	3	0,39
5	New high e-Commerce usage rate of 70%	0,08	1	0,16	3	0,36	4	0,24
6	61% Indonesian consumers desire the better integration of on-line/offline shopping experience	0,03	2	0,06	3	0,18	4	0,12

No	Threat Factor	Wtg to	Product Development		Market Penetration		Sales and Utilization Marketing Channel	
			AS	TAS	AS	TAS	AS	TAS
1	Decreasing Indonesia Economic Condition with -0,32% growth	0,01	-	-	-	-	-	-
2	The level of awareness of healthy food consumption in the children's market segment in Indonesia is still low at 32%	0,01	3	0,09	1	0,04	2	0,08
3	There are more than 10 established competitors in the healthy snack business in Indonesia	0,01	1	0,04	1	0,04	4	0,16
4	High economic bargaining power of Manufacturer's Suppliers	0,01	2	0,08	3	0,12	4	0,16
5	Prices of organic raw materials from suppliers are unstable	0,01	2	0,08	3	0,12	3	0,12
6	An increasing variety of organic foods and snacks	0,01	4	0,24	1	0,18	2	0,12
7	100% healthy organic snacks and food that are increasingly 0% prevalent in Indonesia	0,04	1	0,12	1	0,12	3	0,12
8	There are no special regulations so it is very easy for new competitors to enter the healthy snack food business	0,01	1	0,04	1	0,10	4	0,20
Total				4,37		0,34		0,60

Based on the calculation of the TAS score of each strategy against the company's internal and external factors, the strategy chosen to be prioritized is the "Repair and Utilization Marketing channel" strategy with a TAS value of 6.52. Compared to other alternative strategies, namely "Product Development" and "Market Penetration" with TAS values of 4.37 and 5.54, respectively.

#### 4.11 Roadmap Strategy



Figure 3. Roadmap Strategy

This roadmap is prepared based on the Strategy obtained from the SWOT and IE matrix. There are 2 main stages of this roadmap, namely the stage of improvement and building strength; and the growing stage.

The improvement and strength-building phase will be carried out for four years with the aim of making improvements from the company's internal and re-planning of the company's long-term goals. The growing stage will last for four years, namely from 2022 to 2025 where at this stage the company will be more aggressive in building its business portfolio, both in terms of increasing the number of customers and developing

### V. Conclusion

The Mamaberry Chips Gourmet strategy formulation was generated through 2 methods, namely the SWOT Matrix and the IE Matrix. The SWOT matrix generates a strategy derived from the intersection of the company's internal and external factors. While the IE matrix uses the total value of EFE and IFE which is plotted in a diagram. There are a total of 12 possible strategies to be implemented in Mamaberry Chips Gourmet where 10 strategies come from the SWOT matrix and two strategies come from IE. After discussing with the President Director (Owner) of Mamaberry Chips Gourmet, there are three strategies that will be evaluated using the QSPM, namely product development strategies, market penetration, and improvement and utilization of marketing channels. Considerations in the selection of these three strategies are because these three strategies require funds in their implementation while the resources owned by the company are limited so it is necessary to find out which strategy should be prioritized first.

Based on data processing through the QSPM matrix, the strategy that was finally chosen as the top priority was repair and utilization marketing channels. This strategy is prioritized because it gets the highest TAS value in the QSPM matrix, which is 6.52 compared to other proposed strategies, namely "Product Development at Competitive Price"

with a TAS value of 4.37 and "Market Penetration" with a TAS value of 5.54. Based on the strategy generated from the SWOT and IE matrix, then a roadmap is made as a reference for the implementation time of the resulting strategy.

There are two main stages of the roadmap that are prepared, namely the stage of improvement and building strength; and the growing & expansion stage. The improvement and strength building phase is carried out in mid-2022 to 2023, while the growing & expansion stage is carried out in 2024-2025. The improvement and strength building phase consists of 4 strategies, namely carry out strategic management processes to develop the company's competitive advantage, plan and determine the company's long-term goals, and carry out careful planning in the field of marketing. Specifically for the strategy of conducting sustainable market research, it will be carried out every year.

In the growing & expansion stage, there are 6 strategies to be implemented, namely market penetration of Mamaberry Chips Gourmet products, Utilization, and improvement of marketing channels in 2023. In 2024, looking for investors to expand Mamaberry Chips Gourmet business strategy.

Producing their own raw materials, Product Development at Competitive Prices. Meanwhile, in 2025 a partnership with the government, private sector, or influencers in promotion activities, research, and product development will be implemented.

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