

## Design of Marketing Strategy Using Quantitative Strategic Planning Matrix (QSPM) Method in DW Ice Cream MSMEs to Increase Sales

Muhammad Fiqri Aprilian Adriansyah<sup>1</sup>, Maria Dellarosawati I.<sup>2</sup>, Isnaeni Yuli A.<sup>3</sup>

<sup>1,2,3</sup>Faculty of Industrial Engineering, Universitas Telkom, Indonesia

[muhfiqriaprilian@gmail.com](mailto:muhfiqriaprilian@gmail.com)

### Abstract

*To formulate alternative strategies, this Final Project analyzes internal factors using internal audit and external factors using PEST analysis and Porter's Five Force analysis to be able to fill the IFE and EFE matrices. The IFE and EFE matrices will be input to the IE matrix to determine the position of MSMEs and the SWOT matrix to find out alternative strategies such as how that can be applied to MSMEs. Then use the QSPM matrix to select priorities from the alternative strategies obtained. The final step of this Final Project is to develop a Strategy Roadmap to find out the implementation plan and the things that need to be prepared in implementing the chosen strategy. The results of the calculation produce a value of 2.54 for the IFE matrix and 2.4 for the EFE matrix which is the input to the IE matrix. The IE matrix determines the position of MSMEs in quadrant 5 (Hold and Maintain) with its strategy of market penetration and product development. From the IE matrix, it becomes the input to the SWOT matrix to formulate strategies according to the Hold and Maintain category which produces 14 alternative strategies. Furthermore, the 14 alternative strategies are selected which are in accordance with the existing conditions and the priority is determined on the QSPM matrix and then the strategy is chosen according to the QSPM, namely market penetration with a TAS value of 7.14. Furthermore, the product development strategy and the strategy to find investors received TAS scores of 4.74 and 3.93, respectively. The description of the selected strategy according to the QSPM is then compiled in the Strategy Roadmap based on 2 stages, namely the "strength improvement and development stage" and the "growth and expansion stage" whose implementation will be planned for 2 years. The strategy of market penetration, product development, and finding investors based on the analysis of internal and external factors of MSMEs is in accordance with the resources and limitations they have, which is expected to be useful for MSMEs to be able to increase sales figures and also to maintain the competitive advantage of DW Ice Cream.*

### Keywords

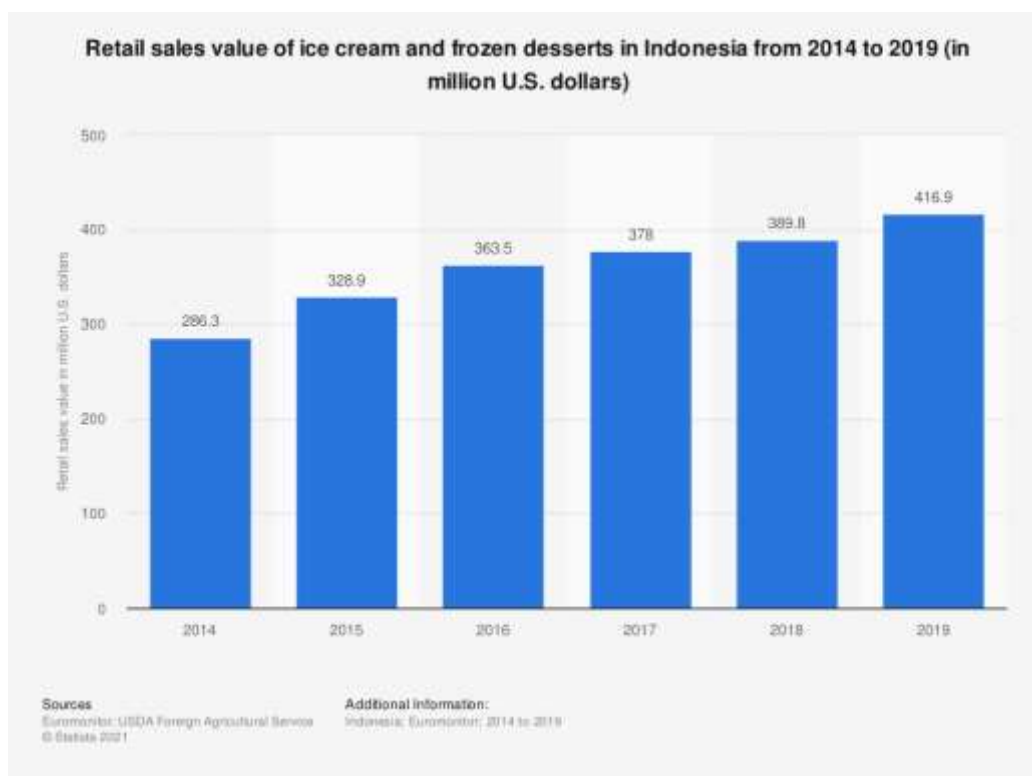
IE matrix; SWOT matrix; QSPM; roadmap strategy



## I. Introduction

From 2020 to 2021, Indonesia's food and beverage manufacturing sector GDP growth increased from 1.58% to 2.54% (Statista, 2022). This information provides an opportunity for entrepreneurs to start a business in the food and beverage industry. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Among the various types of food and beverage industry, one of the fields that is popular at the moment is the ice cream field. Ice cream is a popular snack and dessert. Ice cream can also be a potential business field so that it becomes the capital for entrepreneurs to co-found a business in this ice cream business.



**Figure 1.** Ice Cream and Frozen Dessert Retail Sales Data 2014-2019

In Figure I.1 published by (Statista, 2020) quoting from Euromonitor, retail sales of ice cream and frozen desserts in Indonesia experienced an increasing trend from 2014 to 2019. Further supporting data are shown in Table 1 below.

**Table 1.** Average Weekly Consumption and Expenditure per Capita by Ice Cream Commodity Group in Urban and Rural Areas per Month March 2019 - March 2021

Information	Year		
	2019	2020	2021
Unit	Mug		
Amount	0.220	0.213	0.218
Value (Rp)	785	793	854

Source:(BPS, 2021)

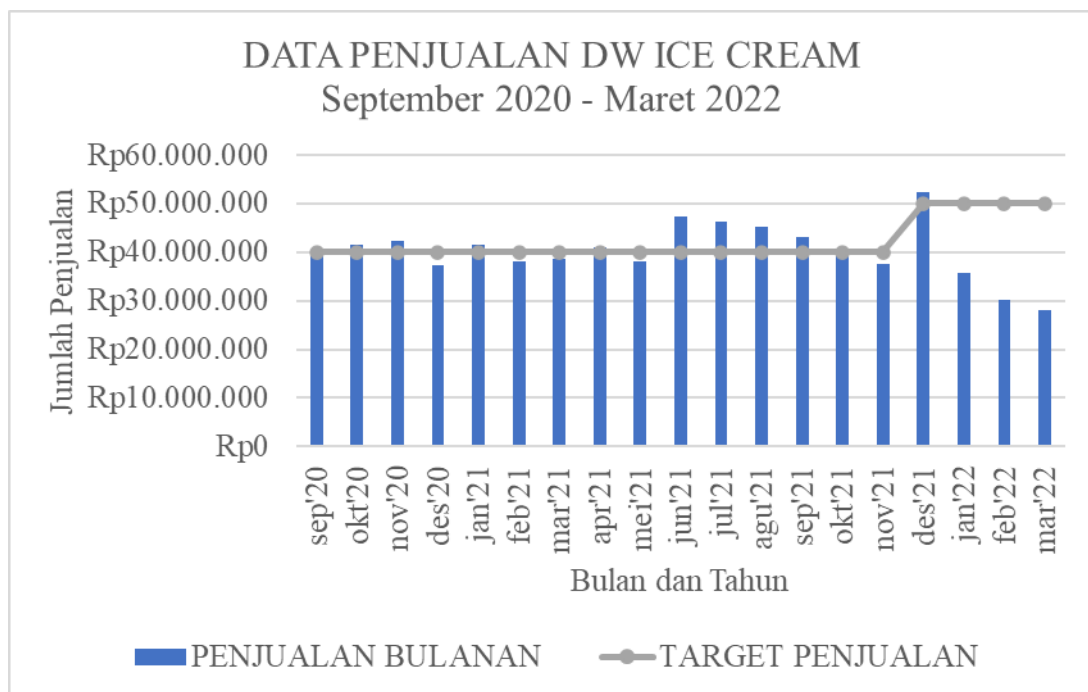
Based on Table 1 above, the National Socio-Economic Survey (Susenas) conducted by the Central Statistics Agency (BPS) on 320,000 to 345,000 households in 34 provinces shows that the average consumption and expenditure per capita during the week according

to the ice commodity group is cream in urban and rural areas as of March 2019 to March 2021 increased (in rupiah) from 785, 793, and in 2021 by 854. Although there was a decrease in the number of bowl units in 2020 from 0.220 to 0.213. However, in 2021 the growth rate will increase again to 0.218.

Several articles published by Liputan6.com, Ekonomi.Bisnis.com, and Suara.com stated that the consumption and sales of ice cream from several ice cream distributors tended to increase during this pandemic.

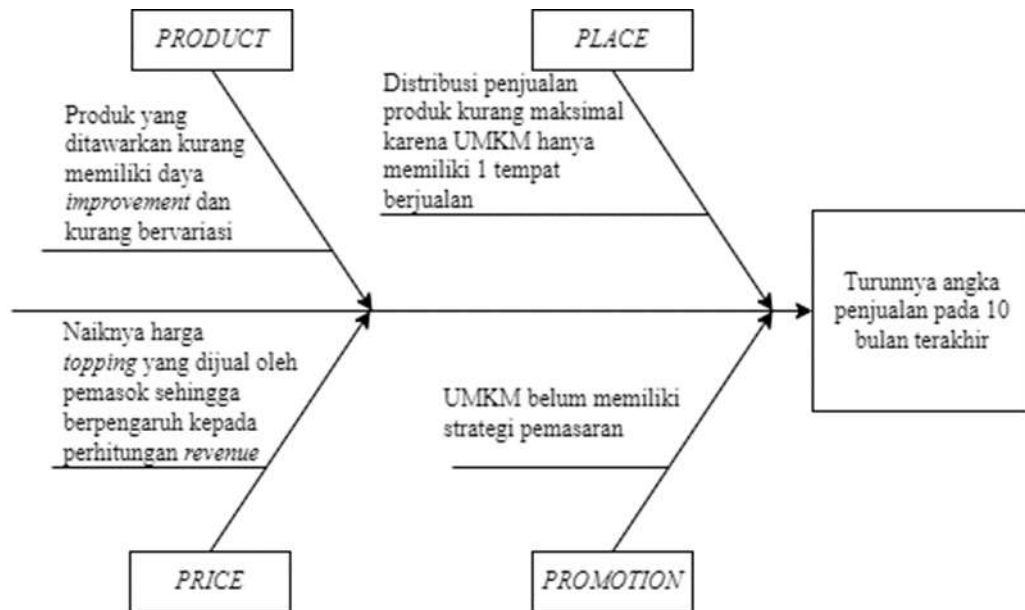
Therefore, from some of the supporting data it can be concluded that ice cream is a potential business field so that many entrepreneurs see it as a great opportunity to start a business in this ice cream field.

DW Ice Cream is one of the SMEs that provides soft ice cream and other side dishes. DW Ice Cream was founded in 2013 and sells its products in Sarijadi, Bandung City. However, when running their business, MSMEs have problems in the sales aspect. The following is a sales chart for DW Ice Cream in Figure 2 below.



**Figure 2.** Sales Data and Monthly Targets September 2020 - March 2022

Figure 2 shows the sales figures and sales targets owned by DW Ice Cream. DW Ice Cream initially targeted sales of Rp. 40,000,000 in the context of recovery after the Covid-19 pandemic. Then in December 2021 DW Ice Cream released a new type of product, namely Coffle and Takoyaki so that the sales target to be achieved by DW Ice Cream increased to Rp. 50,000,000 per month, the increase in the target was based on the current market volume which had started recovering from the pandemic. Activities around the place where DW Ice Cream sells are starting to recover, so DW Ice Cream is targeting higher sales than usual. However, sales over the last 10 months declined on sales figures. This is due to several factors that can explain the decline in sales figures.



**Figure 3. Fishbone Diagram**

Based on the Fishbone Diagram Figure 3 that has been made according to the 4P category, it can be seen that there are several problem factors that affect the decline in sales figures. In Figure I.3 there are 4 problems encountered, namely Product, Price, Place, and Promotion. The following is an explanation of each category in Figure 3 above.

### 1.1 Product

In product factor analysis, sales decreased due to lack of improvement in DW Ice Cream SMEs. For example, when Ice Cream Roll and Gelato types of ice cream are popular in the market, DW Ice Cream is less able to take advantage of these conditions. Then the next problem is the lack of product variety so that it loses competitiveness with competitors who are in the same segmentation. This is because in some competitors there are variants of ice cream with various flavor variants, while in DW Ice Cream it only relies on vanilla flavor variants.

### 1.2 Price

In the Price factor analysis, the problem that occurs is the increase in the price of toppings sold by suppliers. DW Ice Cream provides various types of toppings including chocolate sauce, caramel sauce, oreos, koko crunch, and many other topping choices that affect the availability of the topping menu offered. This affects the calculation of revenue for the cost of the product and makes the products sold increase in price. This makes the switching costs between fellow ice cream sellers thinner, which makes it easier for potential consumers to choose between MSMEs DW Ice Cream and other ice cream sellers which will have an impact on sales figures.

This price change will cause the selling price of the product to change but it is still relatively cheaper when compared to the products sold by competitors. However, the price changes will affect the impression and assessment of consumers on the reputation of the products sold by DW Ice Cream.

### **1.3 Place**

The problem with the Place factor is that the distribution of product sales to customers is limited because MSMEs only have 1 place to sell so that DW Ice Cream sales figures can only be maximized in 1 place.

### **1.4 Promotion**

In the analysis of Promotion factors, the problem with MSMEs is that DW Ice Cream only has marketing channels in the form of banners, banners, and relies on word of mouth only. MSMEs do not yet have a marketing strategy that can help increase sales figures.

### **1.5 Alternative Solution**

After knowing the factors that influence the decline in sales figures, further analysis of the considerations and simplification of the four factors above is carried out to find out the root of the problem. Consideration of problems that affect sales will be presented in Table I.2 below.

Table I.2 above shows some of the root problems and also alternative solutions. After identification, it was decided that what would be the root of the problem in this research was the analysis of marketing strategies using the QSPM (Quantitative Strategic Planning Matrix) method because according to the consideration of MSME owners, looking for an appropriate marketing strategy could be the best way to overcome the problem of numbers. decreased sales when compared to the other four factors. (Hulu, Dakhi, & Zalogo, 2021) & (Italy & Fakhurrrazi, 2019).

## **II. Review of Literature**

### **2.1 Marketing**

According to (Kotler & Armstrong, 2021) Marketing is the process by which companies engage customers, build strong customer relationships, and create customer value for profit in return.

### **2.2 Marketing Strategy**

#### **a. Understanding Marketing Strategy**

Marketing strategy according to (Holy, 2015) is an act of making decisions about marketing costs, marketing mix, and marketing allocation in the expected environmental conditions under competitive conditions.

#### **b. Marketing Strategy Function**

1. Increase motivation to see the future.
2. More effective marketing coordination
3. Formulate company goals
4. Supervision of marketing activities

### **2.3 STP**

#### **a. Segmenting**

According to (Kotler & Armstrong, 2021) Segmenting is the activity of dividing the market into groups that have different needs, characteristics, or behaviors.

### **b. Target**

According to (Kotler & Armstrong, 2021) Targeting is an activity of evaluating each market segment's attractiveness and selecting one or more segments to serve.

### **c. Positioning**

According to (Kotler & Armstrong, 2021) Positioning is the activity of arranging market offerings to be occupied in a clear, distinctive, and desirable manner relative to competing products in the minds of target consumers.

## **2.4 Marketing Mix**

### **a. Definition of Marketing Mix**

According to (Kotler & Armstrong, 2021) The marketing mix is the marketing tools (product, price, place, and promotion) that the organization combines to achieve the response it wants in the target market.

### **b. Marketing Mix Concept**

According to (Kotler & Armstrong, 2021), the concept in the marketing mix consists of product (product), price (price), place (place), and promotion (promotion) or called the 4Ps. The following is an explanation of the 4Ps:

1. Product (Product), which is something that can be offered to the market with the aim of getting attention so that it can be purchased according to the needs and desires of consumers.
2. Price (Price), which is the value determined for the sale and purchase transaction. The price is usually set by the seller as the price of the product and can also be set by the buyer as the bargaining value.
3. Place (Place of Distribution), namely distribution channels that aim to reach consumers in certain areas.
4. Promotion (Promotion), which is an element of the marketing mix that focuses on efforts to inform, persuade, and remind consumers of a company's brands and products.

## **2.5 Strategic Management**

### **a. Definition of Strategic Management**

According to (David & David, 2017) Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As the definition implies, strategic management focuses on the integration of management, marketing, accounting and finance, production and operations, research and development, and information systems with the aim of achieving organizational success.

### **b. Strategic Management Goals**

According to (Huda & Martanti, 2018) strategic management has the following objectives:

1. Give directions to achieve organizational goals or business.  
In this case, the manager must show everyone where are the people involved? direction of the goals of the organization or company. Instruction clear be the basis for monitor and evaluate success.
2. Help consider interests of various parties.



An organization or the company should fulfill needs of various parties, suppliers, employees, shareholders, bank, and the wider community who play a role in success or failure of company or organization.

3. Anticipating together every change.

Management strategically allow leaders to anticipate change, prepare policy and control, expand framework time, think perspective, and understand today's contribution and future.

4. Related with efficiency and effectiveness.

Responsibility managers shouldn't be only focus on their skills to be efficient, but also by are you serious considering for work hard for do something which better and more effective.

### c. Benefits of Strategic Management

According to (David & David, 2017) Strategic management has benefits including:

1. Strategic management allows an organization to be more proactive than reactive in shaping its own future
2. Strategic management enables an organization to initiate and influence (rather than simply respond to) its activities—and thus to exercise control over its own destiny.
3. Strategic management can formulate better strategies through the use of a more systematic, logical, and rational approach to decision making. In addition, processes, not decisions or documents, are also a major benefit of engaging in strategic management.

In addition to the general benefits, strategic management also has financial and non-financial benefits. The financial and non-financial benefits will be presented as follows:

1. Financial benefits

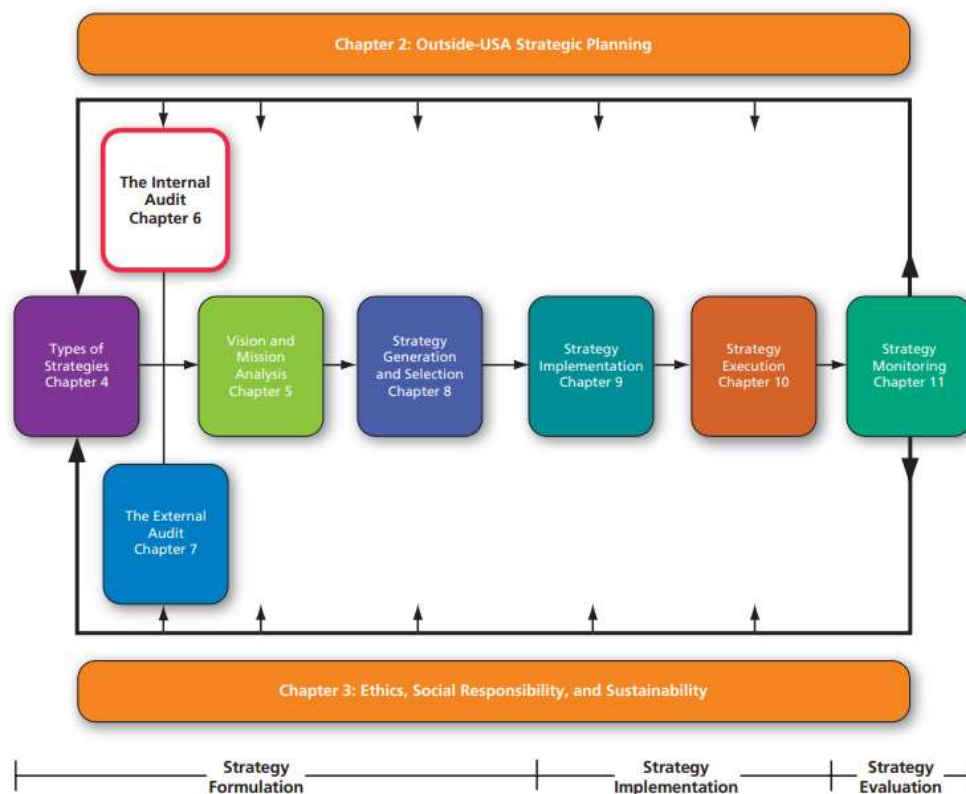
Organizations that have implemented the concept of strategic management show a very significant increase in sales, profitability, and productivity compared to organizations that have not implemented the concept of strategic management.

2. Non-financial benefits

Organizations that have implemented strategic management concepts gain increased awareness of external threats, better understanding of competitors' strategies, increased worker productivity, reduced resistance to change, and a better understanding of the relationship between performance and rewards.

### d. Strategic Management Stages

According to (David & David, 2017) strategic management has three stages in its implementation, the following is a picture and an explanation of the three stages:



**Figure 3. Work Framework**

- 1) Strategy Formulation (Strategy Formulation)  
 Stages this involved development of vision and mission, identify strength and internal weaknesses, identify opportunities and threats external to organization, setting long-term goals, develop alternative strategies, and choose strategy best alternative.
- 2) Strategy Implementation (Strategy Implementation)  
 Stages it contains about determination annual goal, composing policy, employee motivation, and allocation resource to ensure that the strategy that can be applied implemented with correct.
- 3) Strategy Evaluation (Strategy Evaluation)  
 Stages this is step final from strategic management. Organizations need to know whether strategy they succeeded. Strategic assessment is method or concept for get information about knowledge this. There is three activities strategic evaluation. That is, reviewing external and internal factors, measuring performance, and apply actions solution.

## 2.6 Environmental Analysis

The company's environmental analysis needs to be done because before determining the marketing strategy, you must first know the factors in the environment around MSMEs. Environmental analysis is divided into 2, namely as follows.

### a. Internal Environmental Analysis

According to (David & David, 2017) Internal environmental analysis is categorized as follows:

1. Management



2. Marketing
3. Finance and Accounting
4. Operation and Production
5. Research and development
6. Information System Management

## **b. External Environmental Analysis**

### **1. PEST**

According to (David & David, 2017) The purpose of a PEST analysis audit is to develop a list of limited opportunities that could benefit the company as well as threats that should be avoided. 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 which will be explained as follows:

#### **a. Political**

The political aspect focuses on areas where government policies and/or changes in legislation affect the economy, the particular industry, and the organizations involved.

#### **b. Economy**

The economics section of the analysis includes key factors such as interest rates and exchange rates, economic growth, supply and demand, inflation and recession.

#### **c. Social**

The social section includes social, cultural, demographic and ecological changes affecting the strategic decisions of almost every product, service, market and customer.

#### **d. Technology**

Technology is a factor that has a major influence on the development of a business. The technological aspect of the PEST analysis analyzes the influence of technology in the company's business operations.

### **2. Porter's Five Force Analysis**

Porter's Five Forces Analysis intended to determine the competitive advantage and competitive advantage of the company. Porter's Five Forces Analysis consists of: competition between similar companies, possible entry of competitors, potential for developing substitute products, bargaining power of sellers/suppliers, bargaining power of buyers/consumers (Porter, 1985). The following is a discussion of the factors:

#### **a. Competition among Companies in the Industry**

Competition between companies in the industry analyzes who there are competitors, their capabilities, products produced by competitors, etc.

#### **b. New Competitor Threat**

The strength of the company is also influenced by the strength of new entrants. This factor analyzes the potential entry of new competitors to enter the industry and their impact on the company.

#### **c. Threat of Substitute Products**

Substitute goods or services that can be used as an alternative to the company's product or service that poses a threat. Firms that produce goods or services for which there are no close substitutes will have more power to raise prices and make the situation more favorable.

#### **d. Consumer Bargaining Power**

This factor measures how strong the position of consumers in determining the price of a product. Buyers primarily affect the profitability of existing firms in the industry primarily through their ability to lower prices and requirements to provide better quality products or services.

e. **Bargaining Power of Suppliers**

This factor measures how strong the supplier's position is in its role in providing goods to the company. The more suppliers available in the market, the weaker the company's position will be. On the other hand, if there are several suppliers that provide certain goods, the position is stronger against the company.

### **III. Research Method**

#### **3.1 Description of Data Collection Mechanism**

Data collection in this study was obtained from primary data and secondary data. Primary data were obtained through interviews, questionnaires, and observations, while secondary data was obtained through literature studies such as books, journals, government publications, articles, and reports. Data collection needs to be done because with this the author can conduct research.

#### **3.2 Internal Factor Analysis**

In this study, the author uses the book (David & David, 2017) as a source to identify internal factors that influence MSMEs. To identify internal factors, an audit of 6 areas in MSMEs was conducted, namely management, marketing, finance, operations and production, research and development and management of information systems. In this study, the authors did not include management of information systems because at this time there was no MSMEs. With this internal factor analysis, the author will get data in the form of the strengths and weaknesses of SMEs which will be included in the IFE matrix

#### **3.3 External Factor Analysis**

In this study, the author uses the book (David & David, 2017) as a source to identify external factors that affect MSMEs. To identify external factors, PEST analysis and Porter's Five Force analysis were carried out. PEST analysis can help SMEs in providing a macro picture of the environment and industries that affect DW Ice Cream SMEs and Porter's Five Force analysis can help SMEs in providing an overview of competition in the same industry as the industry where DW Ice Cream SMEs operate. With this external factor analysis, the author will get data in the form of opportunities and threats of SMEs that will be included in the EFE matrix.

### **IV. Result and Discussion**

#### **4.1 Population Policy During Turki Utsmani 1512-1566 M**

Validation of the results was carried out to determine the company's ability to implement the results and to obtain information from DW Ice Cream whether it agreed to implement the strategic design and roadmap that had been developed. Validation is done by using the interview method to the owner of the UMKM (Owner) as the company's

decision maker. The proposed strategy used is the result of processing using the QSPM matrix, namely a description of the market penetration strategy, product development, and finding investors in order to open branches and expand sales distribution channels.

**Table 1.** Validation of Design Results (Owner)

No	Strategy Proposal	Owner Validation	Explanation
1	Increase the number of ice cream machines to increase production	Acceptable with consideration	Increasing the number of ice cream machines can help MSME productivity but it depends on the number of consumers. If it can't be served by 1 machine, then adding an ice cream machine is the right strategy
2	Doing marketing by utilizing social media	Acceptable	Marketing using social media can be a useful and inexpensive strategy
3	Registering products with online food service providers	Acceptable with consideration	The strategy of registering products with online food service providers can help MSMEs in increasing sales, but the packaging of existing products must adjust because there is a risk of the product melting or changing texture so that it does not match the quality standards of MSMEs.
4	Provide bonuses and promotions to attract consumers	Acceptable	Providing bonuses and promotions can help MSMEs to increase consumer loyalty and sales figures
5	Collaborate with suppliers to get special prices	Acceptable	Cooperating with suppliers will help MSMEs in reducing production costs if they get price discounts or other benefits.
6	Looking for investors to open partnerships and expand sales distribution channels	Acceptable	Looking for investors can help MSMEs to be able to develop the market and to stay competitive with competitors
7	Added new ice cream flavor variants to expand product differentiation	Acceptable with consideration	Adding new ice cream flavor variants can help SMEs to overcome consumer saturation, but there are limitations, namely the number of ice cream machine levers which is only 1 so it is necessary to add or replace the ice cream machine if you want to add new flavor variants.
8	Added new types of toppings to expand product	Acceptable	Adding new ice cream toppings can overcome consumer saturation and is expected to increase sales volume

	differentiation		
9	Redesigning the packaging to strengthen branding	Acceptable	Redesigning packaging can help SMEs in strengthening brand awareness.
10	Looking for investors to open branches and expand distribution channels	Acceptable with consideration	Looking for investors to open branches and expand sales distribution channels can help MSMEs in increasing sales, but MSMEs need to first learn the concepts and how to open a partnership business.

**Table 2.** Validation of Design Results (Consumers)

Name	Status	Validation
Naufal	Working	Agree with the three proposed strategies (Accepted), the three strategies proposed according to the informants are in accordance with what the customer wants.
Sani	Student	Agree with the three proposed strategies (Accepted), the three strategies proposed according to the informants are in accordance with what the customer wants.

Validation to consumers is done by interviewing several consumers about their opinions about the proposed strategy proposed by the author. The interview conversation is attached on the appendix page.

## 4.2 Evaluation of Design Results

### a. Analysis and Evaluation of Internal Factors of DW Ice Cream SMEs

Based on the results of data collection and processing that has been done, it can be analyzed the internal factors that affect MSME DW Ice Cream along with their influence on the implementation of the selected strategy (market penetration). Internal factors are divided into strengths and weaknesses. The following is an analysis before and after (hopefully) the implementation of the chosen strategy from each internal factor which is included in the company's strengths and weaknesses.

### b. The Power of DW Ice Cream

**Table 3.** DW Ice Cream Strength Evaluation

No	Strength Factor	Before	After
1	The morale and morale of the workers are very good	Already well	Moral, enthusiasm, and motivation can be maintained so that MSMEs can continue to provide the best service.(Patil, Biswas, & Kaur, 2018)defines that motivation is an important indicator of employee morale. It drives the way an employee works in an organization. Motivation itself is driven by several other parameters such as the fulfillment of both intrinsic and extrinsic needs,

			respect, recognition and gratitude.
2	Facilities, equipment, machines, and MSME shops are in good condition	Already well	Facilities, equipment, machinery and shops can be maintained properly and regularly maintained to keep them in good condition. Research conducted on(Sofyan, Pradhanawati, & Nugraha, 2013)resulted in the conclusion that service quality has a positive influence on customer satisfaction. Customer satisfaction will result in the possibility to recommend to the closest people and also to come back.
3	MSME products, prices, and services have been well received by customers	Already well	Products and services can be better known by the public
4	MSME products, prices, and services can be priced appropriately	Already well	MSMEs can conduct research on products, prices, and services so that
5	MSME facilities, resources, and markets are strategically located	Already well	MSMEs can further maximize strategic locations to get more consumers. According to(Arifudin, Sofyan, Tanjung, & Wahrudin, 2020)There is a positive and significant influence between Personal Sales and Location on Sales Volume.
6	MSME quality control policies and procedures are effective	It's good but there is no SOP	MSMEs can design SOPs regarding quality control
7	MSME inventory control policies and procedures are effective	It's good but there is no SOP	MSMEs can design SOPs regarding inventory control
8	The supply of raw materials for SMEs is of high quality and reliable	Already well	MSMEs can collaborate with suppliers
9	MSMEs have been able to determine market segmentation effectively	Already well	MSMEs can maximize strategies in the existing segmentation and try to enter the new segmentation. According to(Laia, Dakhi, & Dakhi, 2021)market segmentation affects sales volume
10	The vision and mission of MSMEs can be measured and communicated properly	Already well	SMEs can measure achievement performance so that the vision and mission of SMEs can be achieved properly.(Rahayu, 2017)explained that simultaneously the level of employee knowledge about the vision, mission, values, and work ethic of the organization has a positive effect on employee performance.

### c. Weaknesses of DW Ice Cream

**Table 2.** DW Ice Cream Weakness Evaluation

No	Weakness Factor	Before	After
1	MSMEs do not yet have an effective promotion, advertising and publicity strategy	Marketing is only in the form of banners, banners, and word of mouth.	MSMEs can take advantage of marketing through many tools such as social media, SEO, and others. According to(Tanjung, Hanafi, & Kubtiyah, 2021)marketing strategy has an effect on sales volume. This means that there is a significant influence between marketing strategy and sales volume.
2	MSME marketing, planning and budgeting have not been effective	Existing marketing is not yet effective	MSMEs can take advantage of marketing through many tools such as social media, SEO, and others.
3	The presence of the internet in MSMEs has not been well responded to compared to competitors	Just registered a business on google and just created an Instagram account	MSMEs can maximize digital marketing for marketing activities. According to(Febriyantoro & Arisandi, 2018)Some consumers stated that promoting through digital made their sales increase, this was influenced by the ease of consumers in accessing company information and ordering products. digital marketing expands the reach of consumers and makes it easier for consumers to access information that has been provided on social media, websites, and on other platforms.
4	SMEs do not yet know the capabilities of competitors and do not yet have a good position among competitors	Have not conducted research on competitors and the position of SMEs among competitors	MSMEs can know the capabilities of competitors and know the position of MSMEs among competitors appropriately
5	SMEs have not applied the concept of strategic management	Have not utilized strategic management	MSMEs can take advantage of strategic management to maintain a competitive advantage. According to(Widayanto, 2020)there is a positive and significant influence between the Implementation of Strategic Management and MSME Business Performance
6	Managers in SMEs have not been able to carry out planning activities properly	Managers have not been able to plan well	SMEs can determine long-term planning. Planning function is an important function for a company. The result of the planning process is a plan that contains what are the goals to be achieved by the company in the future. According to(Situmorang, 2011)To achieve these goals, the plan includes steps or actions that must be taken to achieve these goals. Companies that do not plan well are likely to



			be difficult to achieve success in the future.
7	Inadequate management of information systems and computer systems	Have not implemented information system management	MSMEs can reconsider the application of information systems to develop their competitive advantages
8	MSMEs do not yet have technological competence in the production process	Have not applied technological competence in the production process	MSMEs can conduct more research on the use of technology in the production process
9	MSMEs do not yet have sales that can reach the target	Sales have not reached the target	MSMEs can implement market penetration strategies in order to increase sales
10	MSMEs do not have marketing managers who are experienced and well trained	Not yet have an experienced and well-trained marketing manager	MSMEs can recruit experienced and well-trained marketing managers

## V. Conclusion

After data processing and analysis, the conclusions obtained in this study are as follows:

### 1. What are the alternative strategies that can be applied by DW Ice Cream?

Before formulating a strategy, the first step is to find out the factors that affect the internal and external environment in DW Ice Cream SMEs. To find out the internal and external environmental factors, it is necessary to carry out an internal audit and an external audit. According to (David & David, 2017) in his book entitled "Strategic Management: A Competitive Advantage Approach, Concepts, and Cases", to find out the strengths and weaknesses of MSMEs, an internal audit needs to be carried out by conducting an assessment of 6 internal MSME areas, namely management, marketing, finance, operations and production, research and development, and management of information systems. Then to find out the opportunities and threats, an analysis was carried out using Porter's Five Force.

After knowing the internal and external factors, then the rating and weight are given using AHP tools. The results of AHP processing obtained are IFE with a value of 2.54 and EFE with a value of 2.4. In the IE matrix, the two values are classified into the Hold and Maintain category with the strategies namely market penetration and product development. From the IE matrix, it can then be used as input for the SWOT matrix which produces 14 types of alternative strategies, including the following: Market

penetration, product development, Implementing Customer Relationship Management by utilizing information systems on MSMEs, Utilizing and improving existing marketing channels, Utilizing management strategically to develop the competitive advantage of SMEs,

2. What are the priority strategies that can be applied by DW Ice Cream according to the QSPM method?

After knowing the alternative strategies from the IE matrix and the SWOT matrix, then an analysis of the selection of strategic priorities using the QSPM method is carried out which consists of 3 strategies, namely market penetration, product development, and looking for investors in order to open partnerships and expand sales distribution channels. The consideration of choosing the three strategies is based on the needs and limitations of MSMEs. The priority strategy according to QSPM is market penetration with a TAS value of 7.14, while product development and seeking investors to open partnerships and expand sales distribution channels have a TAS value of 4.74 and 3.93, respectively.

3. What is the implementation plan that can be implemented by DW Ice Cream SMEs?

In the Roadmap Strategy there are 2 stages, namely the stage of improvement and development of strength and the stage of growth and expansion. The visualization of the implementation plan will be presented in Table VI.1 below.

**Table 5.** Strategy Roadmap

<b>Strength Improvement and Building Stage</b>	<b>Growing and Expansion Stage</b>
<b>Starting late 2022 to early 2023</b>	<b>Starting early 2023</b>
Increase the number of ice cream machines to increase production	Doing marketing by utilizing social media
Registering products with online food service providers to increase sales	
Cooperate with suppliers to get special prices and other benefits	
Adding new ice cream flavors to expand product differentiation	
Adding new toppings to expand product differentiation	
Redesigning the packaging to strengthen branding	
Looking for investors to open partnerships and expand sales distribution channels	

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