

ABSTRACT

Micro, Small and Medium Enterprises or MSMEs have a big role in national economic development. Currently, MSMEs are required to increase competitiveness by carrying out various innovations. One example of MSMEs that has increased considerably in recent times is the convection industry. The development of the convection industry in Indonesia, more precisely in Bandung Regency, such as the Azzizah Convection SMEs is considered quite progressive and promising. Since the outbreak of the Covid-19 pandemic. Before conducting the researchers conducted observations to explore the problems experienced by Azzizah Convection SMEs. The problems experienced by Azzizah Convection SMEs are very interesting to study, especially in business mechanisms. In 2020, a very sharp decline in sales occurred. The decline in sales that occurred in 2020 was caused by the sales system carried out by Azzizah Convection SMEs that still relied on word of mouth (WOM). The sales system has very contrasting weaknesses, especially during a pandemic. The reach of market share achieved is very small. In addition, the WOM system is very dependent on buyer repurchase and promotion is also one of them depends on them. Conditions in 2020, several companies that collaborated for sales previously experienced a decline in purchases due to the decline in people's purchasing power. Therefore, Azzizah Convection SMEs must have their own strategies in responding to and dealing with these threats. Then, it is necessary to design a new marketing strategy to increase sales at Azzizah Convection SMEs.

This final project aims to design a marketing strategy at Azzizah Convection SMEs. The strategy design uses the QSPM method. QSPM is a method for determining the priority of alternative strategies and generating priority strategies that can be used to solve the problems faced. In designing the strategy, the QSPM method is assisted by the Internal Factor Evaluation (IFE) Matrix, the External Factor Evaluation (EFE) Matrix, the Internal External Matrix (IE), and the SWOT Matrix which can produce several alternative strategies that can be used.

*The results of this Final Project there are seven alternative strategies that will be implemented soon, namely creating online marketing media to increase selling power such as distribution channels at Shopee, Tokopedia, TikTok shop and others, implementing a reseller system to reach further sales, increasing brand awareness of Azzizah products as Bandung local brand that is unique and fashionable, applies a discounted and bundling system for several products, for example the Kiano set product to increase sales and promotions, conduct a custom sales system, hold job training and upgrade skills through online media such as YouTube to improve the quality of MSME human resources Azzizah Convection, online selling through live streaming on social media such as Shopee or TikTok. With this strategy, it is expected to be able to solve the problems faced by Azzizah Convection SMEs.***Keywords:** *SWOT analysis, Azzizah Convection SMEs, Marketing Strategy, SMEs, QSPM.*