

## **ABSTRACT**

*UMKM Hafelti is one of the UMKM providers of snack and frozen food products. This Hafelti UMKM was founded in 2019 and sells in Sawangan, Depok City. Based on the results of the fishbone diagram analysis, it can be seen that the main root of the problem lies in the Promotion aspect because the Hafelti MSME does not yet have an effective and creative business development strategy. The results of the calculation of the IFE and EFE matrices obtained a score of 2.14 and 2.04 which became input to the IE matrix. The IE matrix determines the position of UMKM Hafelti in quadrant 5, namely Hold and Maintain with a strategy of market penetration and product development. Next, do a SWOT matrix analysis to get alternative strategy proposals. The results of the IE matrix and the SWOT matrix will be grouped into strategies based on the results obtained. Proposed alternative strategies based on the grouping results, namely "Online selling on online sales platforms such as TikTok or Shopee", "Conducting long-term marketing plans to advance the company", "Creating attractive product content visualizations so that consumers can be interested in buying", "Utilizing online sales platform to penetrate the market", "Creating an open reseller system to reach a wider market", "Seeking investors for additional capital to expand market share", "Adding new types of product variants to increase consumer buying interest", "Creating bundling package innovations so that consumers can be interested and purchase products", and "Re-modifying packaging to strengthen the brand". Furthermore, the 9 alternative strategies are evaluated based on the existing conditions and their priorities are determined using the QSPM matrix. The strategy chosen based on the QSPM is "Utilizing online sales platforms to penetrate the market" with a TAS score of 6.29. The description of the strategy that has been obtained is then compiled into a Strategy Roadmap which consists of two stages, namely the "repair and strength building stage" and the "growth stage". The implementation of this plan will be planned for two years.*

**Keywords: IE Matrix, SWOT Matrix, QSPM, Roadmap Strategy.**