

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) significantly contribute to the economic turnover in Indonesia. The process of digitalization and the evolution of the times present unique challenges for MSMEs to continually expand their potential and market share. Berdikari is one such MSME in the poultry distribution industry since 1998, aiming to meet the needs of the community around Pasar Kranji, West Bekasi. The threats and challenges faced by Berdikari in the poultry industry are substantial. However, there are numerous opportunities and potentials that Berdikari maximizes to continue advancing and growing.

On the other hand, there is a need for strategic planning using SWOT and QSPM methods to meet Berdikari's needs. This study aims to present alternative strategies for Berdikari based on QSPM. The research method used is a mixed method with descriptive elaboration. Data will be collected from eight respondents, comprising three internal and five external sources, to cover all available perspectives.

This study found that Berdikari's initial vision should be adjusted to "Becoming a Trusted Provider of Guaranteed-Quality Chicken in Bekasi" to emphasize the company's uniqueness. The recommended mission is "We are committed to serving consumers throughout Bekasi with competitive prices." The IFE and EFE Matrix analysis results indicate Berdikari's internal condition is at an average level (score 2.824) and its ability to capitalize on opportunities and face threats effectively (score 3.428). Based on the IE and SWOT Matrices, ten alternative strategies are recommended, including market penetration and product development. This study formulates strategies for Berdikari to be more competitive in the broiler chicken industry. The use of QSPM identifies the priority strategy as "Overall Cost Leadership," with the highest TAS value of 18.824. Implementing this strategy is expected to enhance Berdikari's competitive position and build customer trust, ultimately contributing to Berdikari's future business development.

With these results, this study also provides a foundation for further research to test the effectiveness of the chosen priority strategy and develop more comprehensive follow-up strategies. The study recommends that Berdikari focus on product quality and competitive pricing as keys to facing intense industry competition.

Keywords: UMKM, SWOT, QSPM, Strategy Development, Broiler Chickens