

ABSTRACT

This research is motivated by the role of grocery stores, which have proven to be an important buffer in national economic resilience. In 2022, Indonesia recorded a significant economic growth of 5.31%, reaching the highest level in the last decade. The contribution of the grocery store sector to GDP (Gross Domestic Product) is around 57.8% per year or equivalent to IDR 8 thousand trillion, showing a huge positive impact on the national economy. This makes grocery stores a prospective micro business in Indonesia. This is a great opportunity for Mulya Barokah Wholesale to supply the needs of wider grocery stores or warung.

In the last 4 years, Mulya Barokah Wholesale has problems that come from internal and external sources that prevent Mulya Barokah Wholesale from growing. After the covid-19 pandemic, Mulya Barokah Wholesale began to improve, but from 2022 to 2023, Mulya Barokah Wholesale experienced a significant decrease in revenue and a reduction in the number of customers. Therefore, to overcome the problems that occur, and with a large market opportunity, Mulya Barokah Wholesale needs the right business strategy. The strategy can be obtained by analyzing external and internal environmental factors, after which several alternative business strategies can be recommended to Mulya Barokah Wholesale to be able to take advantage of existing market opportunities.

Strategy formulation is carried out with a three-stage strategic management approach, namely input stage, matching stage, and decision stage. The input stage is carried out by analyzing the IFE and EFE matrices, the matching stage is carried out by analyzing the SWOT matrix, and for the decision stage, the QSPM matrix analysis is carried out. The method used in this research is mixed method combining qualitative and quantitative descriptive analysis. Quantitative in this study is used to facilitate qualitative Sampling was carried out using purposive sampling method with 7 sources from internal, consumers, suppliers, and competitors. In this study, the credibility test was used through triangulation and member checking to test the interview instrument.

The results showed an EFE matrix score of 3.57 and an IFE matrix score of 2.77. The QSPM matrix results in a priority alternative strategy with a TAS score of 5.79, by utilizing low KUR loans to increase sales volume and deeper cooperation with suppliers.

Keywords: *IFE matrix, EFE matrix, SWOT Matrix and QSPM.*