

ABSTRACT

Micro, Small and Medium Enterprises (MSMEs) play an important role in driving national economic growth, including in Sragen Regency, Central Java. One MSME that has experienced dynamics in its development is Teddy Jaya MSME, which is engaged in the production and sale of clothing, especially shorts. The location of this business is Kebayanan 3, Dawungan, Masaran sub-district, Sragen district, Central Java 57282. The number of similar businesses makes UMKM Teddy Jaya must have strategies to compete with other entrepreneurs in accordance with their internal and external conditions. To maximize business development at UMKM Teddy Jaya, business development strategies must be implemented so that UMKM Teddy Jaya can compete with other entrepreneurs using the Quantitative Strategic Planning Matrix (QSPM) technique approach.

This study uses the IFE and EFE matrices to analyze the internal and external factors that influence Teddy Jaya MSMEs. The IFE and EFE factors were obtained from the results of a focus group discussion (FGD) conducted with four people related to Teddy Jaya MSMEs. The weighted scores for the IFE matrix were 2.760 and for the EFE matrix were 2.884. The results of the IE matrix showed the company's position in quadrant V (hold and maintain). The Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix was used to develop business strategies. Ten different strategies were created based on this matrix. The QSPM results indicate that the top-priority strategy, with the highest TAS score, is to optimize production costs and resource efficiency to maintain price competitiveness, with a TAS score of 6.008. The five strategies implemented are: optimizing production costs and resource efficiency to maintain price competitiveness, developing product variations with different sizes and designs to be more flexible to market demand changes, optimizing production facility utilization to increase production capacity and meet broad market demand with ease of accessing raw materials, leveraging existing marketing relationships to enhance brand awareness and reach a broader market, and developing digital marketing models beyond WhatsApp, such as e-commerce and marketplaces, to reach more customers. With the implementation of

these five strategies, weekly sales increased by 250 units, and sales and profits rose by 76.57%. This study concludes that by implementing structured quantitative analysis-based strategies, Teddy Jaya SMEs can enhance their competitiveness and profitability sustainably. The results of this study can serve as a reference for strategic decision-making not only for Teddy Jaya SMEs but also for other SMEs facing similar challenges in business development.

Keywords: MSME, IFE, EFE, SWOT, QSPM, Teddy Jaya.