

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play an essential role in supporting Indonesia's economic growth, particularly in the continuously expanding food and beverage sector. Bola Ubi Bobiboy is one of the MSMEs operating in the culinary industry, offering snack products made from sweet potatoes. This MSME faces various challenges, including fluctuating revenue due to dependence on student consumers, unstructured management systems, and issues with raw material quality caused by weather conditions. This study was conducted to formulate a business development strategy aimed at enhancing competitiveness and business sustainability amid the increasingly competitive food industry.

The purpose of this research is to formulate appropriate business strategies for Bobiboy through an analysis of internal and external factors. This research uses a descriptive qualitative method with a strategic management approach based on David's strategy formulation framework, which consists of three main stages: the input stage (IFE and EFE), the matching stage (SWOT and IE), and the decision stage (QSPM). Data were collected from seven respondents, including the owner, employees, academics, competitors, and customers. The results of qualitative data processing were used to formulate the most relevant development strategies based on the real conditions of the business.

The analysis results show that the IFE score of 2.43941 indicates a fairly balanced internal condition between strengths and weaknesses. Meanwhile, the EFE score of 2.49313 suggests that external opportunities slightly outweigh the threats faced by the business. Based on the IE Matrix, Bobiboy is positioned in quadrant V (Hold and Maintain), which implies that the business is in an average position and should focus on maintaining stability while gradually addressing internal weaknesses. From the SWOT analysis, thirteen alternative strategies were generated, which were then refined into five main strategies using the QSPM method based on the highest Total Attractive Score (TAS).

The top priority strategy, with the highest TAS score, is expanding market reach through social media and creating consistent promotional content related to taste, quality, and service. Other strategies include adjusting promotional planning based on seasonal changes, enhancing human resource capabilities and operational technology, maintaining product quality while adapting to market trends, and developing an efficient business record-keeping system. These strategies are expected to improve Bobiboy's operational efficiency and competitive edge in the future.

This research contributes theoretically to the application of SWOT and QSPM methods for MSMEs and offers practical benefits for business actors in formulating data-based and systematic business strategies. Future research is recommended to use broader quantitative approaches, conduct regular evaluations, and perform benchmarking for better implementation.

Keywords: MSME, Strategy Formulation, SWOT, QSPM, Management Strategy