

ABSTRACT

The culinary sector in North Sumatra Province is one of the largest contributors to the total number of MSME units, accounting for more than 35% of all MSMEs, with Deli Serdang Regency recording over 11,000 culinary business units (BPS North Sumatra Province, 2024). This growth indicates significant market potential but is also accompanied by increasingly intense competition. Such conditions require business actors to have well-directed development strategies based on internal and external environmental analysis to maintain and enhance competitiveness. In this context, one multi-branch fast-food business in Deli Serdang Regency, Ayam Gokil, faces challenges such as fluctuating revenue over the past five years, a growing number of competitors, and limited utilization of digital marketing technology.

This study aims to identify the internal and external environmental conditions of Ayam Gokil to formulate alternative strategies and determine priority strategies for relevant business development. The theoretical foundation of this research refers to strategic management concepts, using the IFE, EFE, IE, SWOT, and QSPM matrices as tools for strategy formulation. The research method employed is descriptive qualitative, with data collection techniques through in-depth interviews, complemented by a quantification process at the strategic factor assessment stage. The results show an IFE score of 2.90, indicating strong internal strengths, and an EFE score of 2.98, reflecting a fairly good response to external opportunities and threats. The IE Matrix places the business in cell V with a hold-and-maintain strategy. The SWOT analysis recommends key strategies such as menu innovation, digital promotion, and service quality improvement, while the QSPM recommends prioritizing the alternative strategy with the highest TAS value, namely “Expanding market reach through social media,” which has been ranked as the top priority through QSPM analysis.

Keywords: *SWOT Analysis, IFE, EFE, IE, Ayam Gokil, Strategy Formulation, SWOT Matrix, Small Business, QSPM*