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Designing a Marketing Strategy for Bawis Habati Fish Chips Using the Quantitative Strategic Planning Matrix (QSPM) Method

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A B S T R A C T

Habati fish chips is one of the Micro, Small, and Medium Enterprises (MSME) in the food industry in the city of Bontang. Habati MSME still applies simple promotion methods and does not target the teenage market to compete. This research aims to design a marketing strategy for Habati fish chips in Bontang city, targeting a new market segment, which is teenagers. The marketing strategy analysis is conducted in three stages: input stage, matching stage, and decision stage. In the input stage, Internal Factor Evaluation (IFE) matrix is used with a score of 2.338, External Factor Evaluation (EFE) matrix with a score of 2.764, and Competitive Profile Matrix (CPM) to determine the position of Habati MSME compared to Pak Ucil and Abadi Rasa based on the perspective of potential consumers. The matching stage is then used to formulate marketing strategies using the Internal-External (IE) matrix and Strengths, Weaknesses, Opportunities, and Threats (SWOT) matrix. Based on the overall methods used, the final stage is the decision stage. The decision stage utilizes the Quantitative Strategic Planning Matrix (QSPM) to select prioritized alternative strategies that can be implemented by Habati MSME. The research results provide seven alternative strategies with one prioritized strategy having the highest Total Attractive Score (TAS), which is to increase product sales through online marketing, utilizing marketplaces, and promoting product advantages, with a TAS of 7.074.

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1. INTRODUCTION

Bontang City is a coastal city surrounded by the sea, making it easy for fishermen to find abundant catches such as fish, shrimp, squid, and other marine products. One of the abundant marine products is "bawis" fish. "Bawis" fish (Siganus canaliculatus) is an endemic species that lives on or near the seabed and is commonly found in Bontang City, East Kalimantan. Processed products made from "bawis" fish have a competitive edge in the industry because "bawis" fish can only be found in the waters of Bontang City. According to the Central Statistics Agency (2021), data shows that the catch of "bawis" fish reached 2,431 tons, making it the most caught fish in Bontang City

in 2021. The abundant "bawis" fish in Bontang City has led the local population to create various processed products, such as shredded fish, "gammi," and fish crisps. One potential product is the typical Bontang fish crisps, which are easy to process compared to other processed products. The "bawis" fish processed into fish crisps by Habati has a very promising market segmentation. Since the establishment of Habati business unit, the demand for "bawis" fish crisps has been quite substantial. According to an interview with Mrs. Aminah on Friday, August 5, 2022, the demand for "bawis" fish crisps from early 2022 until now has been stable, with a monthly sale of 250 packages, each weighing 80 grams. This business unit was only established in 2019. Currently, the fish crisps are marketed in souvenir shops in Bontang and in the unit owner's store. Therefore, the target market for this product is tourists or people who want to buy it as a gift for friends or family. However, the revenue is not maximized due to the decrease in tourists visiting during the pandemic. Currently, there is a consideration to increase product revenue by creating a new market targeting teenagers aged 10-25 years old. This market is chosen because it has the highest growth rate and the largest number compared to other age groups. According to the population agency of Bontang, the number of people aged 10-25 years in 2018 was 45,342, which increased by 8.82% to 49,342 in 2021. Meanwhile, the age group of 26-44 years increased by 4% (from 42,038 people in 2018) and the age group of 45-59 years increased by 6.20% (from 29,250 people in 2018) to 2021. Additionally, the age group of 60-74 years increased by 3.50% (from 9,828 people in 2018) to 2021. Efforts to sell the fish crisps to Bontang's teenagers, which were previously only targeted as souvenirs, will be expanded to become a daily snack for teenagers. It is hoped that this product will be purchased more and increase sales revenue.

However, to add this new market segment, an evaluation of Habati's "bawis" fish crisps product is necessary to determine if it matches the taste of teenagers. The significant increase in the number of teenagers presents an opportunity for business operators to expand the market by improving marketing strategies and adapting the product to the needs of consumers in the 10-25 age range, which is the new target market. The development of marketing strategies includes product strategies (such as flavors, textures, branding, and packaging), price, place, and promotion. Pak Ucil's products are marketed by selling them in souvenir shops in Bontang and through online supermarkets (Shopee and Instagram). Abadi Rasa's products are sold in the owner's store and in souvenir shops in Bontang, as well as through online media. However, their website currently lacks updated information. Habati's products are marketed through the owner's business unit and souvenir shops. However, their promotion is mostly done through word of mouth, and they haven't ventured into online sales yet. Based on the information provided, it is evident that all three brands use a similar method of selling their products, which is by consigning them to souvenir shops in Bontang. However, this consignment method is not very effective, as not all the products consigned to the shops are sold, and some need to be retrieved. Therefore, there is a need for an improved marketing strategy to increase the sales of fish crisps and cater to the new target market so that Habati can compete better with existing competitors. The selection of Abadi Rasa and Pak Ucil as competitors in this research is based on the interview results with Habati's owner, Mrs. Aminah. She mentioned that Abadi Rasa and Pak Ucil were chosen as competitors because their products have been marketed in Bontang for a longer period than Habati. Therefore, this research is conducted to assess the suitability of Habati's current marketing strategy for the teenage market and to use the QSPM method to obtain an effective marketing strategy that can increase the sales of fish crisps produced by Habati's business unit.

The Quantitative Strategic Planning Matrix (QSPM) method can determine the best strategy. QSPM is chosen because it encourages strategists to incorporate relevant external and internal factors into the decision-making process. Developing QSPM reduces the likelihood that key factors will be overlooked or given excessive weight. Therefore, in this research, the QSPM method is used to obtain an effective marketing strategy that can improve the sales of fish crisps produced by Habati's business unit.

2. LITERATURE REVIEW

Marketing is a social process in which individuals and groups obtain what they need and want by creating, offering, and freely exchanging valuable products and services with others. Marketing is a comprehensive system of business activities aimed at planning, pricing, promoting, and distributing goods and services to satisfy the needs of existing and potential buyers. Based on the definition above, marketing can be defined as an effort to satisfy consumer needs through buying and selling transactions that are expected to generate profits according to the target (Rusdi, 2019). Purbohastuti (2021), marketing strategy is the marketing logic where a company aims to create value for customers and achieve profitable relationships with them. Marketing strategy is a plan that outlines the company's expectations of the impact of various marketing activities or programs on the demand for its products or product lines in specific target markets. Companies can use two or more marketing programs simultaneously, as each type of program, such as advertising, sales promotion, personal selling, customer service, or product development, has different influences on demand. Therefore, a mechanism is needed to coordinate marketing programs so that they are aligned and integrated synergistically. This mechanism is called marketing strategy. Generally, the best marketing opportunities come from efforts to expand primary demand, while the best growth opportunities come from efforts to expand selective demand. Based on the explanation above, it can be concluded that marketing strategy involves planning and determining the 4P (place, price, promotion, product) with the aim of increasing the sales results of products produced by the company.

Marketing strategy is a form of a directed plan in the field of marketing to obtain an optimal result. Marketing strategy is a series of plans to reach market goals and consumers are changed to consume product owned and produced by the company continuously so that their products can be recognized and used by consumers forever (Maisaroh, 2023). Marketing strategy is a form of planning directed at marketing to obtain maximum result. There are two factors related to the marketing strategy: (a) The target is the homogeneous consumer group that is the company's target, (b) The marketing mix is a form of controlled marketing variables that the company combines to achieve maximum results (Alfiana, 2023).

Aliami et al., (2022), the main elements of marketing can be classified into three main components: (a) Market Segmentation. Market segmentation is the act of identifying and forming separate groups of buyers or consumers. Each consumer segment has its own characteristics, product needs, and market mix. (b) Marketing Targeting. Targeting is the action of selecting one or more market segments to enter. After the company performs market segmentation, it chooses one or more segments that are considered most potential and profitable. It then develops products and marketing programs specifically designed for the selected segments. (c) Positioning. Positioning is the establishment of market position. The purpose of this positioning is to build and communicate the competitive advantage of products in the market into the minds of consumers to be easily remembered.

Kotler & Keller (2009), the marketing mix is a set of tools that marketers use to shape the characteristics of the product offered to customers. These marketing tools are: (a) Product. Product refers to anything that can be offered to the market to satisfy wants or needs. It is a combination of goods and services that a company can offer to the market to attract attention, acquisition, and usage that can satisfy needs. Product attributes for goods include quality, features, and design. Quality indicates the product's ability to perform its function, features are means of differentiation from competing products, and design can contribute to usability, benefits, and appearance of the product. Therefore, products should not only focus on appearance but also on simplicity, safety, affordability, simplicity, and economic efficiency in the production and distribution process. (b) Price. Pricing decisions are related to strategic and tactical policies. Decisions related to pricing are influenced by internal company factors and external environment factors. Internally, prices are adjusted according to marketing objectives. Externally, the market and consumer demand set the highest price, as consumers will compare the price of the product

with the benefits it offers. (c) Promotion. The promotion mix includes various methods to communicate the benefits of a service to potential and existing customers. Promotional activities can be carried out through various ways, including advertising, sales promotion, public relations, and personal selling. (d) Place. Distribution decisions concern the ease of access to services for potential customers. A good location is one that is easily accessible without incurring significant costs and long travel time.

Research by Sari (2019), in designing effective marketing strategies, it is essential to link marketing strategies with various methods, which consist of three stages: (a) Input Stage. This stage includes fundamental input information needed to formulate strategies, consisting of External Factor Evaluation (EFE) Matrix, Internal Factor Evaluation (IFE) Matrix, and Competitive Profile Matrix (CPM). (b) Matching Stage. The matching stage of the strategic formulation framework consists of five techniques: SWOT Matrix (Strengths-Weaknesses-Opportunities-Threats), SPACE Matrix (Strategic Position and Action Evaluation), BCG Matrix (Boston Consulting Group), IE Matrix (Internal-External), and Grand Strategy Matrix. These tools rely on the information obtained from the input stage to integrate external opportunities and threats with internal strengths and weaknesses. (c) Decision Stage. Analysis and intuition form the basis for decision-making in strategic formulation. The Quantitative Strategic Planning Matrix (QSPM) is the final stage in determining the best alternative strategies that can be implemented by the company.

Based on the research by Rahardjo et al., (2022), the study aims to design an appropriate marketing strategy to increase fertilizer sales by PT. PKT using only the IFE and EFE matrix for product evaluation and strategy classification using the IE matrix. However, in this study, an additional CPM matrix is used to incorporate consumer opinions about the existing product. This allows for an understanding of the factors prioritized by teenagers when buying "bawis" fish crisps. Thus, the study not only relies on the opinions of the owner and representatives from the industry and trade office, but also considers the input from potential consumers. The Small and Midsize Enterprises (SMEs) or UMKM Habati can then enhance the sales of the fish crisps by making improvements to the product based on the preferences of prospective customers.

3. RESEARCH METHOD

David (2015), Internal Factor Evaluation (IFE) stated that the IFE matrix is used to summarize and evaluate the key strengths and weaknesses (internal) in the functional areas of the business and serves as a basis to identify and evaluate the relationships between these areas. Intuitive judgment is used in the development of the Internal Factor Evaluation Matrix, so its scientific appearance should not be interpreted as evidence that this technique is flawless. The steps to create an IFE matrix are as follows: (i) Create a list of key internal factors, including strengths and weaknesses, that directly or indirectly influence the company specifically and the industry in general. Determine 10-20 key strengths and 10-20 key weaknesses that are considered most dominant. Be as specific as possible by using percentages, ratios, and comparative numbers. (ii) Assign weight values, where the weight value ranges from 0.0 (not important) to 1.0 (very important). The weight signifies the level of importance of each factor relative to the company's success in the industry. Factors considered to have the most significant impact on the organization's performance should be given the highest weight. The total weight should sum up to 1.0. (iii) Rank each factor from 1 to 4 to indicate whether it is a major weakness (rank = 1), minor weakness (rank = 2), minor strength (rank = 3), or major strength (rank = 4). Note that ranks 3 and 4 are only for strengths, while ranks 1 and 2 are only for weaknesses. The ranking is based on the company's current condition, while the weights in step 2 are based on the industry's condition. (iv) Multiply each factor's weight by its rank to determine the weighted score for each variable. Sum the weighted scores for each variable to determine the total weighted score for the organization. Conversely, a score significantly above 2.5 indicates a strong internal position. A total weighted score well below 2.5 indicates an organization with weak internal factors.

Hariyadi (2020), confirmed that External Factor Evaluation (EFE) the External Factor Evaluation matrix aims to summarize and evaluate economic, socio-cultural, demographic, environmental, political, government, legal, technological, and competitive information. The steps to create an EFE matrix are as follows: (a) Create a list of external factors identified during the external audit process, including opportunities and threats that affect the company and its industry. (b) Assign weights to each factor, ranging from 0.0 (not important) to 1.0 (very important). The weights indicate the relative importance of each factor for the company's success. Opportunities often receive higher weights than threats. However, threats can also receive high weights if they are significant or highly threatening. The total weight assigned to the factors above should sum up to 1.0. (c) Rank each critical success factor from 1 to 4 to indicate how effectively the company's strategies respond to these factors. 4 = outstanding response, 3 = above-average response, 2 = average response, 1 = poor response. The ranking is based on the company's current condition, while the weights in step 2 are based on the industry. It is essential to note that both opportunities and threats can receive rankings of 1, 2, 3, or 4. (d) Multiply each factor's weight by its rank to determine the weighted score for each variable. e. Sum the average scores for each variable to determine the total weighted score for the company.

The highest total weighted score for an organization is 4.0, and the lowest is 1.0. The average weighted score is 2.5. A total weighted score equal to 4.0 indicates that the organization responds exceptionally well to the opportunities and threats in its industry. A total weighted score equal to 1.0 indicates that the company's strategies do not capitalize on opportunities or address external threats. David (2015), Competitive Profile Matrix (CPM) the Competitive Profile Matrix (CPM) identifies the main competitors of a company and assesses their specific strengths and weaknesses in relation to the company's strategic position. The weights and total scores, both in the CPM and EFE matrices, have the same meaning. However, the essential success factors in the CPM include both internal and external issues. Therefore, the rankings refer to strengths and weaknesses, where 4 = very strong, 3 = strong. 2 = weak, and 1 = very weak. There are several key differences between the EFE matrix and the CPM. First, the essential success factors in the CPM are more comprehensive, as they do not only include specific or factual data and may even focus on internal issues within the company. The essential success factors in the CPM are not grouped into opportunities and threats as in the EFE matrix. In the CPM, the rankings and total weighted scores of competitor companies can be compared effectively. This competitive analysis provides critical internal strategic information. Krisning Tyas & Chriswahyudi (2017), External & Internal (IE), the IE matrix is an analysis that combines the techniques of the EFE matrix and the IFE matrix. The total weighted average score from the IFE matrix is plotted on the X-coordinate, while the total weighted average score from the EFE matrix is plotted on the Y-coordinate. The company's position in the cell can be used to determine appropriate alternative strategic formulations. Kotler (2009), Strengths, Weaknesses, Opportunities, and Threats (SWOT) the SWOT matrix is an essential matching tool to assist managers in developing four types of strategies, namely: SO Strategy (Strengths-Opportunities), WO Strategy (Weaknesses-Opportunities), ST Strategy (Strengths-Threats), and WT Strategy (Weaknesses-Threats). The results from matrix can be us a reference in formulating strategies in the SWOT matrix by combining relevant strengths, weaknesses, opportunities, and threats.

Research by Setyorini and Santoso (2016), Quantitative Strategic Planning Matrix (QSPM), the QSPM analysis is used to evaluate strategies objectively based on key internal and external success factors identified in the previous stages. The steps for developing the QSPM matrix are as follows (a) Create a list of external factors (opportunities or threats) and internal factors (strengths or weaknesses) of the company in the left column of the QSPM. This information can be obtained from the EFE matrix and IFE matrix, (b) Assign weights to each internal and external factor (the weights assigned should be the same as in the EFE matrix and IFE matrix), (c) Evaluate the matrix from step 2 (matching) and identify alternative

strategies that the organization should consider implementing, (d) Determine the Attractiveness Scores (AS), defined as numbers indicating the relative attractiveness of each strategy within a specific alternative, where the values are: 1 = unattractive, 2 = somewhat attractive, 3 = fairly attractive, and 4 = very attractive.

4. RESULT AND DISCUSSION

A. Validity and Realibility Test

The validity and reliability test in this study used SPSS 23 software. Based on the research results, questionnaires were distributed to 100 respondents during the Competitive Profile Matrix (CPM) stage, with 10 question variables. Out of the 10 variables in the competitive profile matrix questionnaire for Habati SMEs, the validity test showed that they are valid because the calculated r-value is greater than the table r-value (r calculated > 0.195) based on the table r-value with a sample size of 100 and a significance level of 5%. This means that each variable has a correlation with the overall question variables. Table 1 shows the results of the reliability test using Cronbach Alpha from the obtained questionnaires. It can be observed that the reliability of the questionnaire is 0.862, indicating that the sample has consistency. Based on the Cronbach Alpha value of 0.862, which is greater than 0.6, it can be concluded that all the tested questionnaire items are reliable.

Table 1. The result of the reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
0,862	10

Yusup (2018), in the reliability test using Cronbach's Alpha analysis, if the Cronbach's Alpha value is greater than 0.60, it can be concluded that the variable is considered reliable or consistent in measuring the construct. Conversely, if the value is below 0.60, it indicates that the variable may not be reliable or consistent in measuring the construct.

B. Input Stage

The input stage, weighting and rating are filled, and the calculation of weighted scores is obtained from the multiplication of weights and ratings for each internal factor in the Internal Factor Evaluation (IFE) matrix and External Factor Evaluation (EFE) matrix. Table 2 shows the Internal Factor Evaluation (IFE) Matrix. This matrix is filled with weights and ratings provided by Ms. Aminah, the owner of UMKM Habati.

There are 17 internal variables in the UMKM that have been assigned weights and ratings based on the questionnaire given to the owner. In the IFE matrix above, there are 3 columns that need to be filled.

Table 2. Internal factor evaluation (IFE) matrix

Internal Factor	Weight	Rating	Score
Good quality raw materials	0.062	4	0.246
Product without preservatives	0.064	3	0.191
Conducting product inspections	0.057	3	0.171
The fish bawis chips product is bone-free	0.057	4	0.229
The fish bawis chips product does not have a fishy smell	0.048	4	0.193
Attractive packaging	0.066	4	0.264
Product has a business license	0.057	3	0.171
Product has a long shelf life	0.066	3	0.198
Lack of organizational structure	0.051	2	0.101
Limited product variety	0.066	1	0.066
Lack of product quality standards	0.048	2	0.097
Insufficient human resources	0.044	1	0.044
Product price is not competitive	0.053	2	0.105
Production and sales data are not systematic	0.053	1	0.053
Lack of research and product development	0.059	1	0.059
Lack of effective marketing method	0.077	1	0.077
Not maximizing the digital market	0.073	1	0.073
Total	**1**	**40**	**2.338**

Hariyadi (2020), the determination of weights for the IFE matrix is based on the owner's perspective, which is obtained by filling out a questionnaire and comparing the importance levels of each internal factor. In this process, it is required that the total IFE weights must add up to 1.00. Determination of ratings: The determination of ratings for the IFE matrix is based on the owner's perspective, where a rating is assigned to each internal factor as follows: (rating 1 = major weakness), (rating 2 = minor weakness), (rating 3 = minor strength), and (rating 4 = major strength), based on the company's situation.

Calculation of Scores: (a) Calculation of scores for each internal factor is done by multiplying the weight with the rating. For example, for internal factor no.1 (good quality raw materials), the calculation is as follows: Weight x Rating = 0.062 x 4 = 0.246. (b) The overall score for the internal factors is obtained by adding up the total weight*rating for all 17 internal factors. The calculation is as follows: 0.246 + 0.191 + 0.171 + 0.229 + 0.193 + 0.264 + 0.171 + 0.198 + 0.101 + 0.066 + 0.097 + 0.044 + 0.105 + 0.053 + 0.059 + 0.077 + 0.073 = 2.338.

Table 3 shows the External Factor Evaluation (EFE) Matrix. This matrix is constructed by providing weights and ratings given by Mr. Agus Arianto, S.H., as the supervisor of the young expert cooperative in Bontang city. There are 10 external factors in UMKM Habati that have been assigned weights and ratings based on the given questionnaire. The steps for determination and calculation in the EFE matrix are similar to the steps carried out in the IFE matrix. Based on Table 4 is the Competitive Profile Matrix (CPM). This matrix is used to determine the company's position compared to competitors of similar products. The matrix is created by filling out questionnaires that were completed by 100 respondents with 10 variables obtained from internal and external factors that influence product marketing. The questionnaires were filled out by respondents who met the criteria, namely teenagers in the city of Bontang aged between 10 to 25 years old, and have consumed keripik ikan bawis products from Habati, Pak Ucil, and Abadi Rasa.

Table 3. External Factor Evaluation (EFE) matrix

Eksternal Factor	Weight	Rating	Score
Increasing population in the Bontang city	0.104	3	0.313
Online marketing	0.118	1	0.118
Support from the industrial department	0.076	2	0.153
Policies from the Department of Industry, Trade, and Cooperatives for UMKM	0.097	2	0.194
Abundance of raw materials	0.083	4	0.333
Wide market among teenagers	0.132	4	0.528
Numerous supermarkets and cafes in Bontang city	0.104	3	0.313
Competitors with similar products	0.097	3	0.292
Rise in raw material prices	0.076	1	0.076
Perception that keripik ikan bawis can only be used as souvenirs.	0.111	4	0.444
Total	**1**	**27**	**2.764**

Table 4. Competitive profile matrix (CPM)

Variable	Habati	Pak Ucil	Abadi Rasa
Attractive packaging	3.23	3.52	3.16
Affordable price	2.57	3.45	3.17
Boneless	3.27	2.44	2.64
Wide variety of flavors	2.37	3.69	2.78
No fishy smell	2.83	2.73	2.53
Crispy textute of the product	3.03	3.13	3.17
Delicious taste	2.9	3.5	2.8
A sufficient volume of chips per package	2.71	3.01	3
Clean product	3.17	2.94	2.91
Easy to consume size of each chips	2.78	2.92	2.9
Total	**28.86**	**31.33**	**29.06**

There are 10 variables assessed for the three brands in this study using a Likert scale of 1 to 5. The results of the Likert scale were calculated for the average of each variable. It was found that Habati's position is still below the two competing products from the perspective of prospective consumers, indicating the need for improvements or innovations to enhance the product and increase product sales.

C. Matching Phase

After the input phase, the next step is the matching phase. In this phase, two matrices are used, namely the Internal External (IE) matrix and the Strengths, Weaknesses, Opportunities, Threats (SWOT) matrix. Marketing strategy formulation is done using the Internal External (IE) matrix. The IE matrix is used to position the company into a matrix consisting of 9 cells, with dimensions on the X axis (IFE) and the Y axis (EFE). The total score for the IFE analysis of UMKM Habati is 2.338, and for the EFE is 2.764. Thus, the IE matrix is created as shown in Figure 5 below:

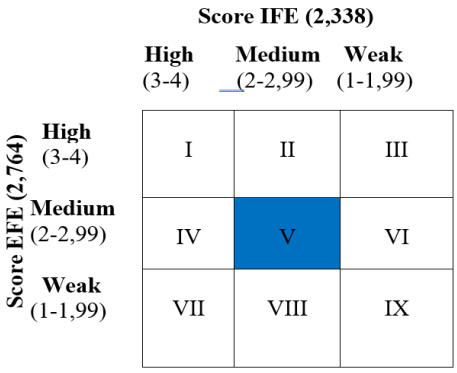

Figure 1. Internal-external matrix

In Figure 1, it can be seen that UMKM Habati's position is in cell V, which means the business position of UMKM Habati can be maintained and nurtured (hold and maintain) to further grow and develop. The strategies to be implemented are market penetration, market development, and product development. According to Kotler (2009), market penetration is a strategy for company growth by increasing sales of existing products to the current market segment without modifying the product. Market development is a strategy for company growth by identifying new market segments for existing products. Product development is a strategy for company growth by offering modified versions of existing products to the current market segment. Diversification is an activity to create more variety in products or not being limited to only one type.

The next step is to create the SWOT matrix while considering the following points: (1) Strategy SO utilizes internal strengths of the company to take advantage of external opportunities. (2) Strategy WO aims to improve internal weaknesses by taking advantage of external opportunities. (3) Strategy ST uses a company's strengths to avoid or reduce the impact of external threats. (4) Strategy WT is a defensive tactic aimed at reducing internal weaknesses and avoiding external threats.

Table 5 below shows the SWOT matrix with each strategy that can be executed. The table illustrates the Strengths Opportunities (SO) strategy, Weaknesses Opportunities (WO) strategy, Strengths Threats (ST) strategy, and Weaknesses Threats (WT) strategy. Based on the Table 5 above strategies, they can be grouped into 3 categories based on the position of market penetration, product development, and market development. The grouping of these strategies can be seen as follows:

a. Market Penetration

Market penetration is carried out to increase sales of existing products in the previously established markets. The strategies included in market penetration are as follows: (1) Increasing product sales through online marketing, marketplace, and promoting product advantages. (2) Offering attractive discounts or promotions, based on Habati's weaknesses identified from the CPM and blind test. This strategy can help provide more affordable prices to consumers through attractive events organized by UMKM. (3) Promoting and educating about the product through social media advertisements.

b. Product Development

Product development is done by UMKM Habati to create new products and improve and innovate existing products to meet the demands and demands of the current market. The strategies included in product development are as follows: (1) Creating new flavor and packaging variations, addressing Habati's weaknesses identified from the CPM and blind test, namely the

lack of flavor variations and unattractive packaging. (2) Hiring more employees through cooperation with Disperindagkop to enhance human resources' skills.

c. Market Development

Market development is undertaken by UMKM Habati to increase sales by using existing products and targeting a new market segment, namely teenagers. The strategies included in market development are as follows: (1) Expanding the distribution of chips to larger supermarkets, minimarkets, and cafes. (2) Maintaining product quality and expanding the target market to teenagers to increase sales. This strategy can address weaknesses identified from the CPM and blind test, namely the lack of volume per package and appropriate chip sizes.

Table 5. SWOT analysis

	Strenghts (S)	*Weaknesses (W)*
	1.Good quality of raw materials 2.Presentative free products 3.Product inspection is conducted 4.No fish bones in the fish chips 5.No fish smell in the fish chips 6.Attractive packaging 7.Product has business permits	1.Lack of organizational structure 2.Limited produst variety 3.Lack of product quality standards 4.Insufficient human resources 5.Less competititve product pricing 6.Lack of systematic production and sales 7.Dont have marketing methods
Opportunities (O)	*Strategy* SO	*Strategy* WO
1.Increasing population of teenagers in Bontang City 2.Online marketing 3.Support from the industry department 4.Abudance of raw materials 5.Wide marketing for teenagers 6.Presence of numerous supermarkets, café in Bontang	1.Utilize product quality (S1, S2, S3, S4, S5, S6, O1, O3, O4, O6) 2.Enhance product sales through online marketing (S7, S8, O2, O5	1.Offer attractive discounts or promotional deals (W5, O1, O2, O5, O6) 2.Increase the number of employees by collaborating with Disperindagkop (W1,W4,W2,W3,W6,W7,W8,O1,O3,O4)
Threats (T)	*Strategy* ST	*Strategy* WT
1.Competitors offering similar products 2.Increase in raw material prices 3.Perception of Bawis chips as a only souvenir product	1.Create new flavors and packaging variations (S1, S4, S5, T1, T2) 2. Expand the distribution of chips to large supermarkets, minimarkets, cafe (S2, S3, S6, S7, S8, T3)	1.Promote and educate about the product through social media advertising (W1, W2, W3, W4, W5, W6, W7, W8, T1, T2, T3)

D. Decision Stage

The final stage of this marketing strategy analysis is using the Quantitative Strategic Planning Matrix (QSPM) as the analytical tool. The alternative strategies are derived from the SWOT matrix, which has generated several strategic alternatives based on UMKM's internal and external factors. The construction of the QSPM matrix is carried out through the following steps: (a) Create a list of external factors, including opportunities or threats, and internal factors, including strengths or weaknesses of the company, in the left column of the QSPM. This information is obtained from the EFE and IFE matrices. (b) Assign weights to each internal and external factor (weights given are the same as in the EFE and IFE matrices). (c) Evaluate the stage 2 matrix (matching) and identify alternative strategies that the organization should consider for implementation. (d) Determine the Attractiveness Scores (AS), which are defined as numbers indicating the relative attractiveness of each strategy in a particular alternative, with values of 1 = not attractive, 2 = somewhat attractive, 3 = moderately attractive, and 4 = very attractive. The Total Attractive Score (TAS) can be obtained by multiplying the weights with the attractiveness scores (AS). Table 6 will be used to develop the QSPM, aiming to make appropriate and executable decisions on alternative strategies for UMKM.

Table 6. QSPM matrix

Strategy Factor	Weight	Strategy Alternative													
		Strategy 1		Strategy 2		Strategy 3		Strategy 4		Strategy 5		Strategy 6		Strategy 7	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
F1	0.062	4	0.248	3	0.186	4	0.248	3	0.186	3	0.186	4	0.248	2	0.124
F2	0.064	3	0.192	3	0.192	3	0.192	2	0.128	4	0.256	3	0.192	3	0.192
F3	0.057	3	0.171	2	0.114	2	0.114	3	0.171	3	0.171	3	0.171	2	0.114
F4	0.057	4	0.228	3	0.171	4	0.228	3	0.171	4	0.228	3	0.171	3	0.171
F5	0.048	4	0.192	3	0.144	3	0.144	2	0.096	3	0.144	4	0.192	3	0.144
F6	0.066	4	0.264	4	0.264	4	0.264	4	0.264	3	0.198	4	0.264	4	0.264
F7	0.057	4	0.228	4	0.228	3	0.171	4	0.228	3	0.171	4	0.228	4	0.228
F8	0.066	4	0.264	4	0.264	4	0.264	4	0.264	4	0.264	4	0.264	3	0.198
F9	0.051	4	0.204	4	0.204	3	0.153	3	0.153	3	0.153	4	0.204	4	0.204
F10	0.066	3	0.198	4	0.264	3	0.198	2	0.132	3	0.198	3	0.198	3	0.198
F11	0.048	4	0.192	4	0.192	4	0.192	4	0.192	4	0.192	4	0.192	4	0.192
F12	0.044	2	0.088	2	0.088	2	0.088	3	0.132	3	0.132	2	0.088	2	0.088
F13	0.053	3	0.159	3	0.159	3	0.159	3	0.159	3	0.159	4	0.212	3	0.159
F14	0.053	2	0.106	4	0.212	4	0.212	2	0.106	3	0.159	3	0.159	3	0.159
F15	0.059	3	0.177	3	0.177	4	0.236	3	0.177	4	0.236	2	0.118	3	0.177
F16	0.077	3	0.231	4	0.308	4	0.308	4	0.308	4	0.308	4	0.308	3	0.231
F17	0.073	3	0.219	4	0.292	4	0.292	4	0.292	3	0.219	3	0.219	3	0.219
F18	0.104	4	0.416	2	0.208	4	0.416	4	0.416	4	0.416	4	0.416	3	0.312
F19	0.118	4	0.472	4	0.472	3	0.354	4	0.472	3	0.354	3	0.354	4	0.472
F20	0.076	3	0.228	4	0.304	4	0.304	4	0.304	4	0.304	3	0.228	4	0.304
F21	0.097	4	0.388	3	0.291	3	0.291	3	0.291	3	0.291	4	0.388	3	0.291
F22	0.083	2	0.166	4	0.332	4	0.332	3	0.249	4	0.332	4	0.332	3	0.249
F23	0.132	3	0.396	4	0.528	3	0.396	2	0.264	3	0.396	3	0.396	4	0.528
F24	0.104	4	0.416	4	0.416	3	0.312	4	0.416	4	0.416	3	0.312	4	0.416
F25	0.097	4	0.388	4	0.388	4	0.388	4	0.388	4	0.388	4	0.388	4	0.388
F26	0.076	4	0.304	3	0.228	4	0.304	3	0.228	3	0.228	4	0.304	3	0.228
F27	0.112	4	0.448	4	0.448	3	0.336	3	0.336	4	0.448	4	0.448	3	0.336
Total	2.000	93	6.983	94	7.074	93	6.896	85	6.523	93	6.586	94	6.994	87	6.947

From the results, it can be concluded that the top 1 highest-scoring alternative strategies are: Strategy 2 (increasing product sales through online marketing, marketplaces, and promoting product advantages). Based on the research by Rahardjo et al., (2022), the study aims to design an appropriate marketing strategy to increase fertilizer sales by PT. PKT using only the IFE and EFE matrix for product evaluation and strategy classification using the IE matrix. However, in this study, an additional CPM matrix is used to incorporate consumer opinions about the existing product. This allows for an understanding of the factors prioritized by teenagers when buying "bawis" fish crisps. Thus, the study not only relies on the opinions of the owner and representatives from the industry and trade office, but also considers the input from potential consumers. UMKM Habati can then enhance the sales of the fish crisps by making improvements to the product based on the preferences of prospective customers. Based on the results of this research, UMKM Habati can utilize the best marketing strategies to expand the market, increase product sales, and introduce the product to a wider audience. This research also helps UMKM to innovate the product by targeting a new market segment, namely teenagers, based on factors that are important to them when buying fish crisps. As a result, Habati's fish crisps product can attract more consumers to purchase it by addressing several factors that are important to teenagers, such as affordable prices, a variety of flavors that cater to current trends, ease of product accessibility, promotional offers through events like discounts, and participation in culinary festivals.

5. CONCLUSION

Based on the research results, it is found that the current marketing strategy for the fish chips product "Habati" is not aligned with the teenage target market. The Competitive Profile Matrix results, supported by blind tests, revealed several variables that are not in line with teenagers' preferences, such as unaffordable pricing, lack of flavor variations, small chip volume, and improper chip size. Therefore, there is a need for marketing strategies that align with the teenage market, such as market penetration, product development, and market development. The selected marketing strategies based on the QSPM and interviews with the owner of "Habati" are divided into short-term and long-term strategies. For short-term strategies, the top-ranked strategy with a total score of 7.074 is to increase product sales through online marketing via Instagram, Shopee marketplace, and promoting product advantages. This short-term strategy can be implemented immediately to boost product

sales among the teenage target market. As for the long-term strategy, it involves adding flavor variations, attractive packaging, affordable pricing, modifying chip sizes, and collaborating with companies, the government, and enthusiasts to participate in culinary events. The long-term strategy can be executed after securing additional capital and manpower. Based on the research conducted, there are several recommendations that can be given as UMKM Habati should continue to strive to maintain and preserve the quality of the product and the competitive advantage of Habati's "bawis" fish crisps brand. Additionally, they should consider modifying the size of the product, innovating new flavors and packaging, as well as actively promoting the product through online platforms, such as social media and online shopping websites. For future research, it is suggested to conduct further studies on "bawis" fish crisps products, focusing on packaging designs that appeal to teenagers, variations in the product cuts preferred by teenagers, and introducing new flavors that cater to the taste of teenagers.

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