

## MARKETING STRATEGY EVALUATION ASSISTANCE ON MSME NENENERS

Sheila Fauziah Achyar <sup>a\*)</sup>, Ferdisar Adrian <sup>b)</sup>, Hari Muharam <sup>c)</sup>, Arie Wibowo Irawan <sup>d)</sup>

<sup>a)</sup> Universitas Pakuan, Bogor, Indonesia

<sup>\*)</sup> Corresponding Author: dendynrm@gmail.com

DOI: <https://doi.org/10.33751/jce.v3i2.6068>

### Article history

Received 05 August 2021

Revised 15 August 2021

Accepted 25 September 2021

### Abstract

With the economics growth influenced by several industrial sectors in Indonesia, one of the industries with high growth is the food and beverage industry. Bogor has PAD that grows and increases every year which is influenced by the presence of MSME, MSME contribute 70% to PAD in Bogor. And as many as 78% of MSME dominate namely in the culinary field. Then the minister of cooperatives and UKM stated that milk consumption in UKM increased 5% annually, but sales of Neneners decreased. The purpose and objective of this study is to obtain data and information from Neneners regarding matters relating to the issues to be discussed, specifically to find out the causes of the decline in sales in the past two years, find out the market trend, know the level competition, and the right marketing strategies for Neneners. This research was conducted using a descriptive (explorative) qualitative research method in the form of case studies on the analysis of marketing strategies at the Neneners. The method of data collection is done by interviews, direct observation, and secondary data collection from various literature. The result of the Neneners marketing strategy analysis based on the EFE matrix result showed that the strategic factors which were the biggest and most influential opportunity for Neneners, is the growth rate of North Bogor population were in the second highest position of all sub-districts in Bogor with a weighting score of 0.377. while the factors that become the main threat to watch out for, are the changing tastes of consumers which are a major influence on product purchases of 0.5363. based on the IFE matrix the strength that must be maintained is the strategic location of 0.7392. while the biggest weakness is that the products and raw materials are said to be easily damaged or not durable with a score of 0.2196. based on the IE matrix, Neneners are in the 5<sup>th</sup> quadrant, namely hold and maintain. Based on the SWOT matrix, the SO matrix is to penetrate the market by expanding market share. The WO strategy is to improve the effectiveness of employee performance and maintain and improve the quality of products and raw materials. ST's strategy is to make product innovation. The WT strategy is to improve the quality and limitations of human of the Neneners is in a conservative position.

**Keywords:** Marketing Strategy, IE, SWOT, SPACE.

## I. INTRODUCTION

This The Indonesian economy is currently growing rapidly, this can be shown by the growth or increase in national income. This can be measured or seen from the gross domestic product, which is driven by the industrial sector in Indonesia. One of the industries that is sufficient to encourage GDP in Indonesia is the food and beverage industry, which is one of the industries with high growth.

The following is data on the Average Monthly Expenditure per Capita (Rupiah) of urban communities in Indonesia from 2015-2018.

**Table of Average Monthly Expenditures per Capita (Rupiah) for Urban People in Indonesia in 2015-2017.**

No	Kelompok Barang	Rata-rata pengeluaran per kapita sebulan (Rupiah)			Rata-rata pertahun	persentase (%)
		2015	2016	2017		
1	Makanan dan minuman jadi	145.416	177.775	220.882	181.357,7	34,97
2	Tembakau dan sirih	51.425	63.696	63.984	59.701,7	11,51
3	Padi-padian	58.74	58.122	54.853	57.238,3	11,04
4	Ikan	33.358	35.799	43.206	37.454,3	7,22
5	Telur dan susu	34.06	35.757	36.385	35.400,7	6,83
6	Sayur-sayuran	27.45	23.213	43.178	31.280,3	6,03
7	Daging	23.568	26.902	31.054	27.174,7	5,24
8	Buah-buahan	24.342	23.889	27.531	25.254	4,87
9	Bahan minuman	13.957	15.709	16.773	15.479,7	2,98
10	Minyak dan lemak	12.482	12.331	13.398	12.737	2,46
11	Kacang-kacangan	10.756	11.358	12.007	11.373,7	2,19
12	Konsumsi lainnya	9.681	10.349	11.768	10.599,3	2,04
13	Bumbu-bumbuan	8.266	9.245	10.052	9.187,7	1,77
14	Umbi-umbian	3.816	4.486	5.012	4.438	0,85
	<b>Jumlah</b>	<b>457.312</b>	<b>520.631</b>	<b>590.082</b>	<b>518677</b>	<b>100</b>

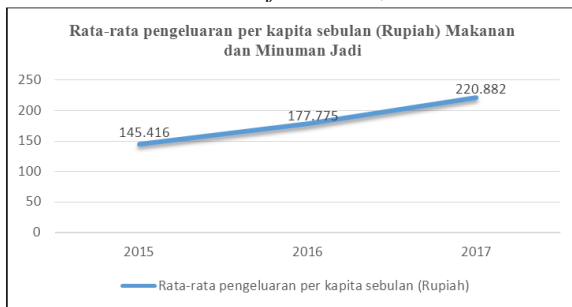
Source: Central Bureau of Statistics, 2018.

From the table above, it can be seen that the monthly per capita expenditure of the Indonesian people is dominated by prepared food and beverages. The processed food and beverages occupy the highest position among consumption to other expenditures. Expenditures for processed food and beverages continue to increase from year to year, a positive trend or increase in spending from 2015 to 2017 for processed food and beverages can be seen from the table and graph below.

**Table of Average monthly expenditure per capita (Rupiah) for Indonesian City Communities for the Prepared Food and Beverage Group 2015-2017 years.**

Year	Average monthly expenditure per capita (Rupiah)
2015	145.416
2016	177.775
2017	220.882

Source: Central Bureau of Statistics, 2018



**Figure Average monthly expenditure per capita (Rupiah) Prepared Food and Beverages**

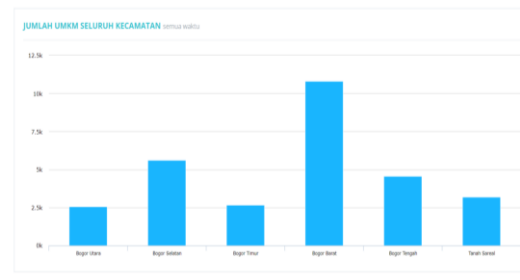
Source: Central Bureau of Statistics, 2018

The Central Statistics Agency (BPS) (2018) noted that the food and beverage industry grew by 8.6% percent in the second quarter (year by year) for the Large and Medium Scale Industry (IBS) group. Meanwhile, the Micro Small Scale Industry (IMK) group did not escape the positive trend by achieving production growth of 4.93% percent.

Bogor City is a city that has a lot of tourism potential and will continue to be developed to increase the number of tourists and Bogor is one of the cities known as a paradise for culinary lovers. Tourism is one of the leading sectors that needs to be empowered, because apart from being a source of regional revenue and the development and preservation of the arts and culture of the city of Bogor, it also develops the economic sector of the urban community. Bogor began to be known as a tourist city where the number of visits from outside the region and even foreign tourists continues to increase every year, tourist visits to the city of Bogor are divided into 3 (three) namely hospitality, tourist attractions and the culinary field. So in the city of Bogor, many people are competing to build a business or start a business, starting from lodging businesses, tourist attractions as well as restaurants and even making MSMEs (Micro, Small and Medium Enterprises).

“Bapenda data (2018) states that the main focus is the service sector and MSMEs. The MSME sector contributes 70 percent of Bogor City's PAD. The original regional income (PAD) of Bogor City in 2018 was Rp. 892 billion.”

The following is a graph of the number of MSMEs in all sub-districts in the city of Bogor in 2018.



**Picture of the number of SME's in the city of Bogor 2018**

Source: Data for SME's in the city of Bogor.

From the graph above, it can be seen that the number of MSME's is as follows.

**Table of the Number of SMEs in Bogor City by District in 2018.**

No.	Districts in Bogor	Number of SME's
1	North Bogor	2.557
2	South	5.611
3	East	2.680
4	West	10.819
5	Central	4.550
6	Tanah Sareal	3.189
<b>Total</b>		<b>29.406</b>

Source: Data processed by the author, 2019.

From the table above, it can be seen that the number of MSMEs in the city of Bogor is 29,406 and the sub-district with the most number of MSMEs is West Bogor with a total of 10,819 because the area is the widest and the population is the largest compared to other sub-districts, and one example of a culinary center is in the area. Yasmin (Yasmin Taman Ruko Housing).

TribunnewsBogor.com, 2018 stated that Bogor is known for its special culinary and also its contemporary culinary which continues to increase from time to time. The growth of MSMEs increased from 12 thousand to 29 thousand MSMEs. And Bogor has a number of culinary SMEs, which is 23 thousand of the total number of around 29 thousand . So businesses in the culinary field that dominate the number.

The culinary world is predicted to continue to grow. This makes the culinary world more dynamic following changes in market trends and desires. Apart from following the changing trends in the emergence of MSMEs in the culinary sector, it is also caused by three things, namely: (1) Entry Barriers (low) , (2) Exit Barriers (low) , and (3) Profit (high), which is easy entry and exit of businesses. This means that the small or minimal amount of capital needed to start this business and access to the culinary business is also open and if you experience bankruptcy or want to end your business, the assets you have, such as carts and tools, can be resold, i.e. the recovery cost is high. besides that, businesses in the culinary field can generate large profits or profits of around 30%-50% or even more than the amount of income compared to businesses in other fields. The trend discussed in this study is the beverage

trend because the actual culinary business that provides greater profits is the beverage product. Drink trends in the city of Bogor currently include beverage products made from milk, coffee and tea. With the trend of tea and coffee-based drinks, such as Thai Tea products and coffee products at a coffee shop that is currently booming in the city of Bogor, it has drowned several previous beverage businesses such as milk-based beverage products or milkshakes which have actually started a trend since early 2015- However, at this time many are just starting a business with milk-based products.

Many companies or MSMEs are competing to be the best and increase sales and expand their market share. In order to be able to survive in an increasingly fierce business competition, companies must have an effective marketing strategy. And companies must be able to retain existing customers and attract new customers, and retaining existing customers is not an easy thing, because changes can occur at any time, both changes in customers such as tastes and changes in environmental conditions (Kotler, 2003). In addition, the company must also be able to objectively analyze internal and external factors that can affect the increase or decrease in the volume of sales of its products. Sales volume or sales level is an achievement expressed quantitatively in terms of physical or volume or units of a product. Sales volume is something that indicates the ups and downs of sales and can be expressed in units, kilos, tons or liters (Freddy Rangkuti, 2009: 207).

Milkshake Neneners is one of the UMKM in the culinary field in the city of Bogor which is made from milk or milkshakes located at Villa Bogor Indah 5 Housing which started to build its business from the beginning of 2015, and experienced a very significant increase in sales around the end of 2015-2016. In so many years from the introduction, growth, and mature stages the business went through, it can be seen from the product introduction period, this business immediately experienced a significant growth or increase in sales, even the maturity stage was experienced around the end of 2016 where this business experienced a peak. sales or the highest level of sales (even far exceeding the sales target of 50cup/day or approximately 1500cup/month) and after that it always fluctuates as time goes by this business is slowly decreasing little by little and not increasing anymore. On the other hand, the consumption of processed milk products in Indonesia continues to increase, data from the Ministry of Cooperatives and SMEs (2017) notes that consumption of these products (processed milk products in SMEs) increases by an average of 5 percent each year.

Here are data and graphs of Neneners sales reports in 2015-2018.

**Table of Neneners Sales Report 2015-2018.**

Month	Total Cups
-------	------------

	2015	2016	2017	2018
January	1.567	2.771	2.113	1.207
February	1.721	3.022	1.275	1.009
March	1.769	3.189	1.663	1.525
April	1.748	3.247	1.571	1.366
May	2.568	3.645	1.321	1.49
June	2.587	3.744	1.516	982
July	2.560	3.560	1.358	628
Month	Total Cups			
	2015	2016	2017	2018
August	2.594	3.500	1.462	578
September	2.623	3.430	1.519	621
October	2.762	3.985	1.157	637
November	2.730	4.145	1.340	655
December	2.891	4.421	1.219	691
<b>Average per-Month</b>	<b>2.343</b>	<b>3.555</b>	<b>1.460</b>	<b>949</b>

Source: Neneners Milkshake Sales Data, 2018.

From the table above, it can be seen that sales of Neneners milkshakes experienced a very significant decline in sales at the beginning of 2017 and even in 2017-2018 Neneners could not achieve the sales target of 1500cup/month (Resa Prihadi, 2015), because in 2017 the average average per month only reached 1460cup and in 2018 only 949cup.

The marketing strategy that has been carried out by These neneners in 2015-2018 are as follows.

**Table of Marketing strategies that have been carried out by MSME's Neneners**

Market Penetration	Namely penetrating sales in one area, by: <ul style="list-style-type: none"> <li>Selling through the Whatsapp group the culinary delights of Villa Bogor Indah housing, not only in VBI 5 but in its entirety</li> <li>Free delivery order</li> </ul>	2015-2017
Market Development	Doing a franchise system or business partner	2015 - until now

Source: Data processed by the author, 2018.

The problem that occurs is whether the marketing strategy is channeled effectively to consumers, because according to information on sales data, sales always fluctuate, namely increases and decreases in sales every year and even experienced a significant decline in sales in early 2017. Therefore, from the background of this research the authors are interested in taking the title " Analysis of MSME Marketing Strategy (Case Study on Neneners) ".

## II. LITERATURE REVIEW

Thinking Framework and Constellations of Thought

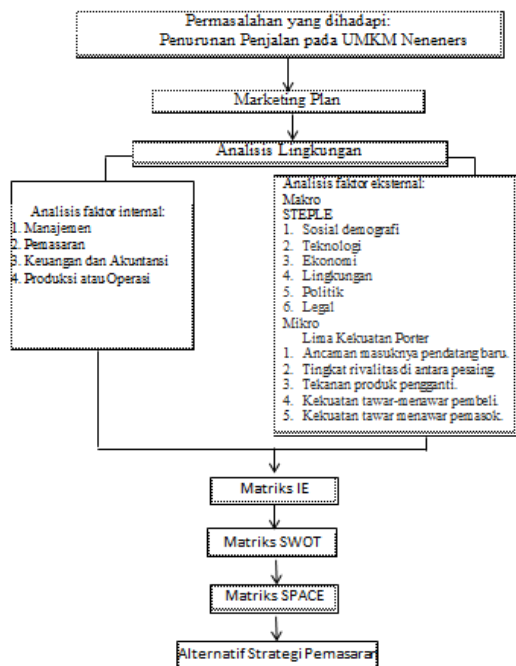
In a business in the culinary field, the selection of a suitable marketing strategy is a determining factor for the success of the marketing of the business itself. With such business conditions, MSME Neneeners need to do a marketing planning analysis ( Marketing Plan ). The purpose of marketing planning is to determine how the company can put its marketing strategy into practice in the marketplace.

The next step is to analyze the company's internal and external environmental factors. External environmental analysis is an analysis to see the opportunities and threats that can affect the company's environment at this time and anticipate changes in the future. The external environment consists of socio-demographic, technological, economic, environmental, political and legal (Ismail Solihin, 2012: 256).

Meanwhile, the analysis of the company's internal environment is an analysis to see the strength and weakness factors that can affect the company's performance. This internal environment consists of management, marketing, finance, production, or operations, research and development, and management information systems. (David,2012:190).

After analyzing the external and internal environment, the alternative stages of the given strategy are based on the condition of the company by looking at the external and internal aspects of the company. Alternative strategies for SME Neneeners can be obtained through STEPLE and Porter's five forces ( Porter's five-forces model) . Next, analyze using the IE Matrix, the Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix, and the SPACE Matrix to formulate alternative strategies.

Based on the framework of thought, the constellation of this research is as follows.



III. METHODOLOGY

Types of research

The type of research used in this research is descriptive (explorative) qualitative research on marketing strategies for MSME Neneeners.

"Explorative research itself has the aim of exploring broadly about the causes or things that influence the occurrence of something" (Suharsimi Arikunto. 2002:7).

So the exploratory descriptive method is research with problem solving that is widely explored about the causes or things that affect the occurrence of something based on the facts that occur in the field. Qualitative research is research on descriptive research and tends to use analysis.

Types of Data and Research Data Sources

The form of research used in this thesis is descriptive research with a qualitative approach using primary data obtained through surveys. This researcher has two types of data:

1. Primary Data

Primary data is direct data obtained from the owner of this SME Neneeners who are competent to provide information directly by means of direct interviews.

2. Secondary Data

Secondary data is data obtained from parties outside the company, including literature review, previous research results and other sources that are relevant to the issues discussed. Secondary data in this study was obtained by collecting data from literature studies by studying various writings, books, and theses related to this research.

Variable	Sub Variable	Indicator	Size	Scale
Marketing strategy	External Factors	macro:		
		Social Demographics	<ul style="list-style-type: none"> <li>Standard of life</li> <li>Prosperity level</li> <li>Population growth</li> </ul>	ordinal
		Technology	<ul style="list-style-type: none"> <li>Fast pace of technology change</li> </ul>	ordinal
		Economy	<ul style="list-style-type: none"> <li>Level of business competition</li> <li>Economic growth rate</li> <li>MSME Income</li> </ul>	ordinal
		Environment	<ul style="list-style-type: none"> <li>Easy-to-reach location</li> <li>Product subscription decision</li> </ul>	ordinal
		Politics and Legal	<ul style="list-style-type: none"> <li>Work Organization</li> <li>Permission to open a business</li> </ul>	ordinal
		micro:		
		Entry of New or Potential Competitors	<ul style="list-style-type: none"> <li>Big profits make many entrepreneurs want to open a culinary business</li> </ul>	ordinal
		Substitute Product Development Potential	<ul style="list-style-type: none"> <li>There are no substitute products from Neneeners</li> </ul>	ordinal



Marketing strategy	Internal factors	Bargaining Power of Suppliers	• Cooperation and benefits offered by supplier companies	ordinal
		Bargaining Power of Buyers	• The interest of potential consumers in the price offered	ordinal
		Competition Among Competing Companies	• Price War	ordinal
		Management	• Planning • Organizing • Control and supervision	ordinal
		Marketing	• Market segmentation • Market positioning • Market entry strategy • Marketing mix strategy • Timing strategy	ordinal
		Finance	• Financial capability • Operating profit	ordinal
		Production or Operation	• Service standard • Product quality	ordinal

Data source: Processed by the author, 2018.

**Sampling Method**

In this study, the researcher used a *non-probability sampling method of sampling*. The sampling technique used is a saturated sampling technique (census), which is a sampling technique when all members of the population are used as samples (Sugiyono, 2008). In this case, the sample used is all management and permanent employees in MSME Neneners, which is as many as 10 people, all of whom will be respondents.

**Method of collecting data**

Data collection methods are carried out in several ways, namely:

1. Structured Interview

In this case, the author immediately held a question and answer session with thematic direction to the MSME management who knew firsthand the problems that had to do with the problems that would be discussed in the preparation of this thesis.

2. Observation

Conduct direct observations of company activities, especially those related to the marketing activities of these MSME products.

3. Library Studies

In this study, it was obtained by collecting data by studying various writings, books, and theses related to this research.

**Data Processing/Data Analysis Method**

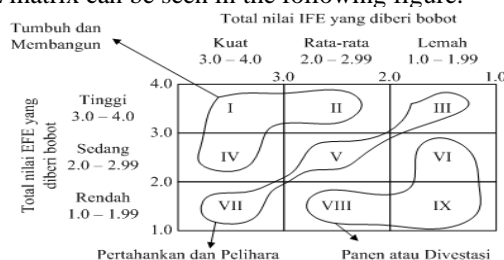
This study will examine the analysis of marketing strategies on SMEs Neneners. Marketing strategy as a variable to be tested. The following is an explanation of the data processing techniques that will be used in this study.

1. Descriptive analysis aims to obtain an in-depth and objective picture to describe the vision, mission of the research object.
2. External Environmental Analysis

Analysis of the external micro environment consisting of:

- 1) Macro analysis includes:
  - a. Social/Demographic
  - b. Technological
  - c. Economics
  - d. Environmental
  - e. Political and Legal
- 2) Micro analysis includes:
  - a. Entry of new or potential competitors
  - b. Potential development of substitute products
  - c. Bargaining power of suppliers
  - d. Strength of consumer bargaining position
  - e. Competition among competing companies
3. Internal Environmental Analysis  
Analysis of the company's internal environment can be identified through:
  - a. Management
  - b. Marketing
  - c. Finance
  - d. Production or Operation
4. IE Matrix

The IE matrix (*Internal-External*) is a mapping of the EFE and IFE matrix scores that have been generated from the *input stage* and positioned the company in a nine-cell display. The IE matrix is based on two key dimensions, namely the total IFE weighted score on the *horizontal axis* and the total EFE weighted score on the *vertical axis*. On the *horizontal axis* of the IE matrix, the total weighted score from 1.0 to 1.99 indicates a weak internal position; values from 2.0 to 2.99 are mean; and values from 3.0 to 4.0 are strong internal positions. On the *vertical axis* of the IE matrix, the total weighted score from 1.0 to 1.99 indicates a weak external position; values from 2.0 to 2.99 indicate moderate external influence; and values from 3.0 to 4.0 are high external influences. The concept of the IE matrix can be seen in the following figure.



**IE Matrix Image**

The IE matrix can be divided into three main areas that have different strategic implications, namely:

- 1) First, the divisions that fall into cells I, II, and IV can be described as growing and *building*. Intensive strategies (market penetration, market development, and product development) or integrative strategies (backward integration, forward integration, and *horizontal integration*)

may be the most suitable strategies for divisions in this cell.

- 2) Second, divisions that fall into cells III, V, or VII can be managed in the best way using a *hold and maintain strategy*. The right strategy for this type is market penetration and product development.
- 3) Third, the general recommendation given for divisions that fall into cells VI, VIII, and IX is harvest or *divestiture*.

5. SWOT Matrix

The SWOT Matrix ( *Strengths Weaknesses Opportunities Threats Matrix* ) is an important matching tool to help *Managers* develop four types of strategies, namely SO (strengths-opportunities - oppportunities ), WO ( *weaknesses - opportunities* ), ST (strengths of threats / *strengths - threats* ), and WT ( *weaknesses - threats* ).

There are eight steps to create a SWOT matrix, as follows:

- a. List the company's key external opportunities.
- b. List the company's key external threats.
- c. List the company's key internal strengths.
- d. List the company's key internal weaknesses.
- e. Match internal strengths with external opportunities, and record SO strategy results in the specified cells.
- f. Match internal weaknesses with external opportunities, and record the results of the WO strategy in the specified cells.
- g. Match internal strengths with external threats, and record the ST strategy results in the specified cells.
- h. Match internal weaknesses with external threats, and record the results of the WT strategy in the specified cells.

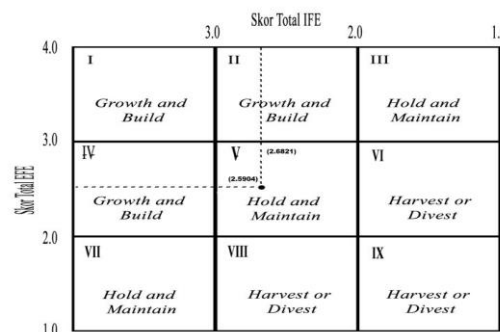
6. SPACE Matrix

*Space Matrix* ( *Strategic Position and Action Evaluation* ) is used to map the condition of the company using a model presented using a *Cartesian diagram* consisting of 4 quadrants with the same size scale. The framework of the four quadrants indicates whether to indicate an *aggressive, conservative, defensive* , or *competitive strategy* for the company being analyzed. These four factors are the determining factors for determining the company's strategic position.

**Application of Marketing Strategy for Neneners**

**IE Matrix**

The IE matrix is a combination of the EFE and IFE matrices. The purpose of using this model is to obtain a more detailed corporate-level business strategy. Based on the EFE and IFE Neneners matrix, it can be described in the IE matrix which can be seen in the image below.



**Figure Matrix IE Neneners**

Source: Data processed by the author, 2018.

By using the EFE matrix analysis with a total value of 2.5904 and the IFE matrix with a total value of 2.6821, when drawn with the IE matrix the company's position is in quadrant 5, namely *Hold and Maintain* . This means that the Neneners' internal condition is average and the company's response to the external environment is moderate. Under these conditions, companies can use market penetration and product development strategies.

**SWOT Matrix**

The analysis uses a SWOT matrix to determine the strategic planning that will result from the analysis. The internal factors in the MSME Neneners include management, marketing, finance, and production or operations. Macro external factors consist of socio-demographic, technology, economic, environmental, political and legal. Meanwhile, the external factors of the micro-industry environment include the entry of new competitors, the potential for developing substitute products, the strength of the bargaining position of suppliers, the strength of the bargaining position of buyers, and the level of competition with competitors. The following is an explanation of the analysis of opportunities, threats, strengths, and weaknesses.

1. Identify opportunities
  - a. There are substitute products but they are more expensive than cow's milk products  
With the lack of substitute products for Neneners products, the sales opportunity for Neneners should be increased, because substitute products tend to have a higher price than the main product, which is seen from the value of relieving thirst as a refreshing drink as well as a drink that provides protein.
  - b. Bogor City as a tourist destination  
With the introduction of Bogor as a tourist city, tourist visits from outside the region and even from abroad continue to grow. This was said by the Department of Tourism and Culture (Disparbud) of Bogor City where the number of tourists increased from 2017 by 6.1 million people and 2018 reaching 7.96 million people. This can be an opportunity for Neneners to increase the number of sales.

- c. The population growth rate of North Bogor is in the second highest position of all sub-districts in the city of Bogor

The rapid rate of population growth in North Bogor is certainly an opportunity for Neneners, where the need for drinks will increase. Especially when people are doing more and more outdoor activities during hot weather, the need for fresh thirst-quenching drinks will increase, supported by the community's need for protein intake. Here, Neneners can provide both *benefits*.

## 2. Threat Identification

- a. The number of SMEs popping up similar products

Businesses in the culinary field are increasingly in demand by business people because they have easy access to the market and provide high margins making business competition in this field very high, this causes more and more competitors for the Neneners themselves, both new competitors, or competitors who are already there is.

- b. Easy to imitate product

Neneners products use raw materials that some people or consumers can recognize, such as ultra liquid milk or diamond liquid milk, and oreos. Because the ingredients to make this Neneners product are easy to find and the easy manufacture makes this Neneners product easy to imitate.

- c. Consumer tastes are always changing, which is a big influence on product purchases

Neneners has a *milkbase product* where this drink is made from milk which maybe a small part of the community is not used to consuming every day, and with the existence of competitors for drinks made from other than milk, consumers can freely choose and move.

- d. Technological developments that are used by competitors to the maximum

Utilizing existing technology, such as collaborating with Go-food or Grab-food, which is done by competitors and not done by Neneners, poses a threat to Neneners because the delivery area may cross with Neneners' area of operation.

- e. Ease of making business licenses (in MSMEs)

With the ease of making business licenses, this is certainly a threat for the Neneners themselves because so many business actors will start their businesses.

## 3. Identify Strength

- a. Strategic business location for the target market segment

The strategic business location referred to here is when buying Neneners, the *time* and *energy costs* that must be incurred by consumers are not large. Because the location of Neneners' business is in

a place that is easily accessible by anyone, especially the community around the Villa Bogor Indah (VBI) housing, because the location is in the culinary center of housing and is close to several schools. So Neneners can be bought when someone is about to walk home.

- b. Developing a business in the form of a *franchise Franchise* or partnering with other business actors is one of your strategies as well as your strength to develop your business, where by doing this *franchise* you can introduce and expand outlets in all regions in Indonesia, one of the goals is to increase the number of sales. And not all MSMEs do this system and Neneners have a cheap *franchise system* and the requirements are easy compared to others.

- c. Have a product as a thirst quencher while also containing protein

Neneners has a product other than as a thirst quenching drink but also provides other *benefits*, namely containing high protein and calcium, so when consuming it, consumers get the two *benefits* they need at once.

## 4. Weakness Identification

- a. Products and raw materials are said to be easily damaged or not durable

After consuming the product and raw materials, they must be consumed immediately because both have the characteristics of products that are easily damaged or are not durable, such as raw milk in liters, if it has been opened, it must be consumed immediately, including the product itself which is made from milk as well.

- b. Company management is still simple

This Neneners is one of the MSMEs in the city of Bogor which is based on a family business, not a big company, so the management owned by Neneners is still very simple. Its management is only in a few of the most important divisions such as marketing, operations, finance and inventory. It's still not well structured.

- c. Unorganized financial management

The finances referred to here are such as sales reports, profit reports, total expenses such as purchasing raw materials or repurchasing damaged equipment and so on. In this case, the Neneners are still not good at managing it and are not organized or the money spent and income earned is not always recorded or made into a clear report.

## Space Matrix

*Space Matrix ( Strategic Position and Action Evaluation )* is used to map the condition of the company using a model presented using a Cartesian diagram consisting of 4 quadrants with the same size scale. The framework of the four quadrants indicates whether to indicate an *aggressive, conservative, defensive*, or *competitive strategy*.

The following is the result of SPACE matrix calculation using EFE and IFE analysis.

**Probability Calculation Table with Space Matrix**

No	Peluang (O)	Skor bobot
1	Terdapat produk substitusi tetapi harganya lebih mahal dari produk susu sapi	0.2967
2	Kota Bogor sebagai salah satu daerah tujuan wisata	0.35
3	Tingkat pertumbuhan penduduk Bogor Utara berada pada posisi kedua tertinggi dari seluruh kecamatan di kota Bogor	0.377
<b>Total</b>		<b>1,0237</b>

Source: Data processed by the author, 2019.

**Calculation Table with Space Matrix**

No	Ancaman (T)	Skor bobot
1	Banyaknya bermunculan UKM produk sejenis	0.4077
2	Produk mudah ditiru	0.377
3	Selera konsumen yang selalu berubah-ubah, yang jadi pengaruh besar bagi pembelian produk.	0.5363
4	Perkembangan teknologi yang dimanfaatkan oleh pesaing lebih maksimal	0.2457
<b>Total</b>		<b>1,5667</b>

Source: Data processed by the author, 2019.

**Strength Calculation Table with Space Matrix**

No	Kekuatan (S)	Skor bobot
1	Lokasi usaha yang strategis untuk segmen pasar target	0.7392
2	Mengembangkan bisnis dalam bentuk franchise	0.6541
3	Memiliki produk sebagai penghilang dahaga sekaligus mengandung protein.	0.6976
<b>Total</b>		<b>2,0909</b>

Source: Data processed by the author, 2019.

**Weakness Calculation Table with Space Matrix**

No	Kelemahan (W)	Skor bobot
1	Produk dan bahan baku dikatakan mudah rusak atau tidak tahan lama	0.2196
2	Manajemen perusahaan masih sederhana	0.1744
3	Pengelolaan Keuangan yang kurang teratur.	0.1972
<b>Total</b>		<b>0,5912</b>

Source: Data processed by the author, 2019.

Based on the results of calculations using the SPACE matrix, the position of Neneners is in a conservative position. Where the company is in the CA quadrant (Competitive Advantage). From the Economic Stability quadrant, the company grew due to improving economic conditions that affected purchasing power and access to enter the culinary business was very easy or open. In terms of industry stability, the food and beverage industry is very competitive because the industry is easy for anyone to enter because the requirements for entering the industry are very easy. In terms of the company's competitive advantage is weak compared to the company's weaknesses. Where the biggest threat is consumer tastes which are always changing, which is a big influence on product purchases. Under these conditions, companies can implement strategies for market penetration, market development, product development and concentric diversification.

**Market Position**

From the results of research that has been carried out by researchers, Neneners are in a market nicher where the leaders, namely chattime and hop-hop, have a wider market share, a much larger number of outlets and a much larger turnover compared to Neneners.

**IV. CONCLUSIONS**

The results of the analysis that has been carried out on Neneners, several conclusions are obtained, namely:

1. From Neneners' external analysis, it can be concluded that the human need for food and beverages is a big opportunity for business units in the culinary field, but the threat of new entrants is quite high. This is because access to the culinary industry is very easy for newcomers to enter. The biggest opportunity is that the population growth rate of North Bogor is in the second highest position of all sub-districts in the city of Bogor. Meanwhile, the biggest threat is changing consumer tastes which have a big influence on product purchases. With so many competitors, the food and beverage industry is no longer attractive to enter.
2. From Neneners' internal analysis, it was found that the strength that this business must take advantage of is the strategic location of the business, which is close to several schools and located in the culinary center or shophouse housing, Villa Bogor Indah, while the weakness is that the product is easily damaged or does not last long (stale quickly).
3. Based on the IE matrix, Neneners are in quadrant V, namely Hold and Maintain. Under these conditions, you can use market penetration and product development strategies. Based on the SWOT matrix, the SO strategy is to penetrate the market by expanding market share. The WO strategy is to increase the effectiveness of employee performance and maintain and improve the quality of raw materials and products. ST's strategy is to innovate products. The WT strategy is to improve the quality and limitations of human resources so as not to worry about the threat of new entrants. Based on the SPACE matrix, the position of Neneners is in a conservative position. Where the company is in the CA (Competitive Advantage) quadrant where the weight score for opportunities is smaller than the threat weight score. Under these conditions, companies can implement strategies for market penetration, market development, product development, and concentric diversification.

**REFERENCES**



- [1] David, Fred R. 2011. *Strategic Management: Concepts and Cases*. New Jersey: Upper Saddle River.
- [2] Rangkuti, Freddy. 2013. *Teknik Membedah Kasus Bisnis Analisis SWOT Cara Perhitungan Bobot, Rating, dan OCAI*. Jakarta: PT. Gramedia Pustaka Utama.
- [3] David, Fred R. 2009. *Manajemen Strategis Konsep*. Jakarta: Salemba Empat.
- [4] Kotler, Philip and Gary Amstrong. 2012. *Prinsip-prinsip Pemasaran*. Edisi 13. Jilid 1. Jakarta: Erlangga.
- [5] Mullins, John W & Walker Jr, Orville C. (2013). *Marketing Management A Strategic Decision-Making Approach (8th Edition)*. Singapore : McGraw-Hill Education.
- [6] Assauri, Sofjan. 2013. *Manajemen Pemasaran*. Jakarta : Rajawali Pers.
- [7] Kotler, Philip. 2004. *Manajemen Pemasaran, Jilid 1*. Jakarta: PT Telekomunikasi.
- [8] Donni Junni Priansa. (2017). *Perilaku Konsumen dalam Bisnis Kontemporer*. Bandung: Alfabeta.
- [9] Alma, Buchari. 2016. *Manajemen Pemasaran dan Pemasaran Jasa*. Bandung: Alfabeta
- [10] McDonald, H.B. Malcolm dan Warren J. Keegan, 1999. *Marketing Plans That Work Edisi I*. Jakarta: Erlangga.
- [11] Balan, Peter. (1992). *Creating Achievable Marketing Plans Second Edition*. Australia: Polygot Enterprise.
- [12] David, Fred R and Forest R. David. (2015), *Manajemen Strategik, Edisi Kelima Belas*. Jakarta: Salemba Empat.
- [13] David, Fred R. (2016). *Manajemen Strategik Suatu Pendekatan Keunggulan Bersaing, Edisi Kelima Belas*. Jakarta: Salemba Empat.
- [14] Sugiyono. 2008. *Metode Penelitian Bisnis*. Bandung: CV. Alfabeta.
- [15] Greg Elliott, Sharyn Rundle-Thiele, David Waller. 2012. *Marketing Edisi 2*. Australia: John Wiley & sons.