

IMPLEMENTATION OF QUANTITATIVE STRATEGIC PLANNING MATRIX (QSPM) IN A DIGITAL-BASED PROMOTION STRATEGY AT A MUSLIM CLOTHING STORE IN PADANGSIDIMPUAN CITY

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ABSTRACT

Indonesia is currently being hit by a problem, namely the problem of the Covid-19 pandemic. The huge impact arising from this pandemic is very much felt in various factors. From a health perspective, as of October 20, 2020, there were more than 290,000 confirmed cases of COVID-19. From an economic perspective, the COVID-19 pandemic has an impact on economic growth. Indonesia's economy in the first quarter of 2020 against the first quarter of 2019 was 2.97% (y-on-y), slowing down compared to the achievement in the first quarter of 2019 of 5.07%. (BPS Republic of Indonesia). In the production perspective, the number of production units decreased drastically due to the inability to maintain their production units which also had an impact on increasing the number of layoffs and unemployment, especially in production units in traditional markets which in fact have a slow economic growth rate coupled with the increasing number of competitors. This makes Indonesia in a dilemmatic position. Handling Problems to increase economic growth, the Indonesian government echoed the "New Normal Era" and began to live in peace with Covid-19 until an effective vaccine was found. All units of production activities are now starting to return to increase their economic growth by increasing their sales. This New Normal era is unfamiliar to all levels of society because it has to fight and strengthen new strategies in order to improve its economy. One of the production activity units that are now struggling to implement strategies in order to increase economic growth is traditional shops by implementing targeted marketing strategies so that they are able to compete and increase economic growth during the Covid-19 pandemic because there is more competition and people's purchasing power is declining. The research was conducted at 2 Muslim Clothing Stores located in the Sangkumpal Bonang Padangsidimpuan Traditional Market. The purpose of this study is to implement marketing strategies that are right on target and able to compete in the era of the Covid-19 pandemic. Analytical methods in this study use quantitative methods and qualitative methods. The quantitative method is carried out by providing a list of questionnaires to the three research objects related to the impact felt during the Covid-19 pandemic while the qualitative method is carried out by applying marketing strategies that are right on target. As well as the use of the QSPM (Quantitative Strategic Planning Matrix) method as a digital-based promotion strategy.

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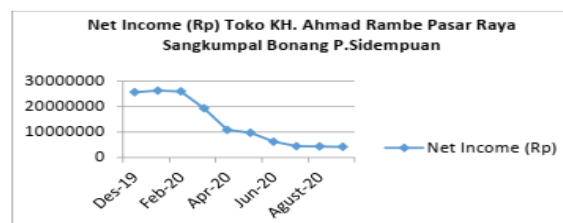
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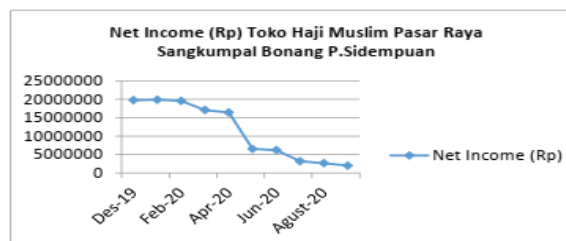
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1. INTRODUCTION

The New Normal Era has been implemented since 2021 by the Government of the Republic of Indonesia and has been implemented by all parties including business actors who have been operating by implementing health protocols. Actually, this new normal era is like eating simalakama fruit, meaning that people are vulnerable to contracting the Covid-19 virus but also business actors must be able to increase the rate of economic growth [1]. For this reason, efforts are needed so that business actors are able to compete and can increase their economic growth. Indonesia is one of the countries that has entered the era of global competition where there are no restrictions on everyone or business actors to develop businesses both within the scope of Micro, Small and Medium, this is in accordance with Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises [2]. In the midst of this pandemic and in this new normal era, it is necessary to make various efforts made by micro, small and medium enterprises in order to survive and be able to increase the pace of economic growth. The city, which received the nickname salak city and the Majority of Muslims, was also affected by the Covid-19 pandemic. Not a few business actors were affected, some were closed due to inability to carry out operations or production processes, there were also those who were able to survive even though they got free falling sales profits such as the Muslim clothing store business actors in the Sangkumpul Bonang Raya Market. There are two Muslim clothing businesses affected is the KH Muslim Clothing Store. Ahmad Rambe and Hajj Muslim. The following is presented sales data of the two Muslim clothing stores.



Gambar 1. Data Penjualan Toko KH. Ahmad Rambe



Gambar 2.. Data Penjualan Toko Haji Muslim

From the chart above, it is clear that the sales data of the two stores decreased drastically during the pan-demi period of COVID-19, for this reason, it is necessary to implement targeted strategies in order to increase revenue in this new normal era. The Specific Purpose of this study is to be able to determine and implement marketing strategies that are right on target, because if business actors are wrong in implementing marketing strategies, business actors will experience losses and be unable to survive in this new normal era. The feasibility study of this research is based on the high influence of marketing strategies carried out so far by Muslim clothing stores which have caused a decrease in store income during the Covid-19 pandemic until now if they still use mediocre strategies. This research is very relevant to the RIRN 2017-2045 on the theme of Social Humanities and education with a concentration in Economic studies and Human Resources in the fields of Entrepreneurship, Cooperatives and MSMEs, then PRN 2020-2024 on the theme of Social Humanities, Cultural Arts and Education, and supporting research roadmaps related to economics, entrepreneurship and MSMEs.

2. METHOD

2.1 Research Type

This research is a mix method. Both methods, namely qualitative and quantitative methods, were carried out in this study [10]. This study uses qualitative data as information material related to the influence of sales during the Covid-19 pandemic, while the quantitative method is carried out to assess marketing strategies carried out on the object of research

2.2 Conceptual Framework

The conceptual framework of this study is as illustrated in the chart below:

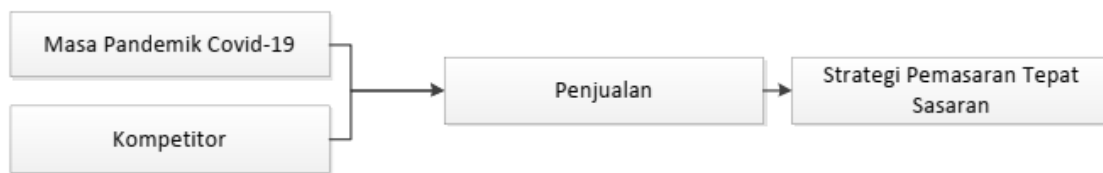


Figure 1. Conceptual Framework

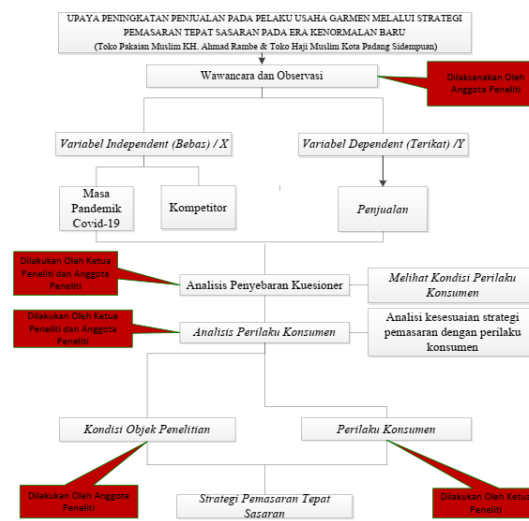
2.3 Operational Definition

Operational Definition is an explanation of the limitations or scope of research variables, thus facilitating measurement and observation and development of instruments / measuring instruments.

1. During the Covid-19 Pandemic, this variable is a free variable that describes the conditions under which the research was conducted. This variable is a factor causing the decline in sales
2. Competitors, Competitor variables (competitors) are factors that affect sales.
3. Sales, This variable is a bound variable that is influenced by the pandemic period of Covid-19 and Competitors
4. Targeted Marketing Strategy, This variable is an effort made to increase sales during the Covid-19 pandemic and the number of competitors (competitors)

2.4 Stages of Data Processing and Analysis

Carried out in a descriptive way by looking at the percentage of data collected and data processing is carried out through the results of a questionnaire recapitulation related to targeted marketing strategies and consumer behavior. Marketing Strategies will be produced and applied by the Research Object by looking at the conditions of consumer behavior so that the marketing strategies applied are right on target and able to increase the pace of economic growth during the Covid-19 pandemic. The following is the flow of research presented with the research personnel.



3. RELUST AND DISCUSSION

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3.1 Quantitative Strategic Planning (QSPM) Matrix Analysis

The Quantitative Strategic Planning Matrix (QSPM) is the final stage of the stages carried out in analyzing the strategy formulation in the form of selecting the best alternative strategy proposed to business owners with the aim of increasing business productivity. This formulation is based on the results of calculations carried out with the values of AS and TAS. The US value indicates the attractiveness of each strategy to the key factors it has. The U.S. value is obtained through a questionnaire addressed to respondents, namely the owner, as the owner who interferes in all activities in the business currently being carried out, so that it is considered to have knowledge about the development of the business unit.

1. Matrix Internal Factor Evaluation (IFE)

The IFE matrix identifies internal factors related to the strengths and weaknesses of the business being carried out. This matrix is a formulation of the analysis of the internal environment which contains a summary and evaluation of the main strengths and weaknesses in various fields. This matrix provides the basis for the introduction and evaluation of relationships between these functional areas

Table 1. IFE Matrix

No	Faktor Internal	Bobot	Rating	Skor
Kekuatan :				
A	Lokasi usaha mudah dijangkau	0,146	4	0,585
B	Harga yang terjangkau	0,140	3	0,421
C	Tempat parkir yang luas	0,129	4	0,515
D	Memiliki Kelengkapan Ukuran	0,146	3	0,439
E	Untuk kalangan semua Usia	0,117	4	0,468
Kelemahan :				
F	Maslah Dana	0,111	2	0,222
G	Kekurangan Karyawan	0,123	4	0,491
H	Keterlambatan Barang Datang	0,088	3	0,263
Total		1,000		3,404

Source: Research Results (2022)

In table 1 it can be known that the KH Store. Ahmad Rambe runs his business occupying a strategic location as the main force which has a score of 0.585. The location is easy to reach because it is in the environment where the community lives. The factor that ranks second is a spacious parking lot with a score of 0.515. The spacious parking lot can attract buyers to enjoy Happy Bubble Drink clothes. The next strength in the third order is that this outfit is safe for consumption by all age groups has a value score of 0.468. This can attract people to enjoy Happy Bubble Drink clothes. The fourth factor is that KH Shop clothes. Ahmad Rambe has completeness Sizes from children to adults are different with a score of 0.439. The variety of clothes can be supplemented according to the wishes of the buyer such as by mixing one type of flavor with another so that the buyer can express mixing clothes from several available flavors. The fifth factor is the KH Shop clothing. Ahmad Rambe was offered at a low price and affordable by the public with a score of 0.421. The actual price is not a problem for some people of origin according to the value of the product consumed. As for the main drawback that this business has is that this clothing product is very easy to imitate, getting a score of 0.491. The number of clothes in the market makes the owner of the

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clothing business Shop KH. Ahmad Rambe is always thinking about new innovations that are different for consumers to look at. The second drawback of this business is the location that is still on lease with a value of 0.263. This makes the business run have a limited time so that the owner can determine when the business is opened and closed. The last drawback factor is the large number of similar clothing products circulating in the market with a score of 0.422. There are so many clothing products on the market, this should be the concern of business owners making new ideas in winning market competition.

2. Swot Matrix Analysis

SWOT matrices are concrete steps that should be performed by the owner based on the development of the IE matrix. Various alternative strategies can be formulated based on matrix analysis models. SWOT. There are four types of main strategies that can be suggested, namely: SO, ST, WO, and WT strategies. This analysis uses the data that has been obtained from the EFE and IFE matrices above. The results of the analysis can be seen in the table that the advantage of using this model is that it is easy to formulate a strategy based on a combination of external and internal factors.

Table 2. SWOT Analysis Matrix

<div style="text-align: center;"> Internal Eksternal </div>	Kekuatan (Strength): A. Lokasi usaha yang mudah dijangkau B. Harga yang terjangkau C. Tempat parkir yang luas D. Memiliki ukuran lengkap	Kelemahan (Weakness): A. Banyak produk sejenis di pasaran B. Produk yang mudah ditiru C. Keterlambatan barang datang
	Peluang (Opportunities): A. Iklim Indonesia yang tropis B. Modal yang relatif kecil C. Bahan mudah di peroleh D. Produk yang familiar di masyarakat E. Produk pakaian yang terjangkau	Strategi S-O: 1. Memperluas pangsa pasar (S1, S2, S3, S4, S5, O1, O2, O4, O5) 2. Mempertahankan dan meningkatkan kualitas layanan dan produk (S2, S4, S5, O4, O5)
		Strategi W O: 1. Memperbaiki manajemen penjualan (W2, W3, O2, O3, O4, O5) 2. Memperkuat kerjasama untuk pemilik lokasi yang strategis (W1, W3, O2, O3, O5)

Strategizing based on the SWOT matrix is produced by several strategies, including:

1. Expanding market share (SO-1),
2. Maintaining and improving the quality of services and products (SO-2),
3. Improving sales management (WO-1),
4. Strengthening cooperation for strategic location owners (WO-2),
5. Establish a pricing strategy to deal with the competition (ST-1),
6. Increasing promotion (ST-2),
7. Increase creativity (WT-1), and
8. Utilizing technology in selling products (WT-2).

4. CONCLUSION

Based on the results of research and discussion of the Marketing Strategy of the Beautiful Store KH Rambe Clothing Muslim Traditional Market, it can be concluded that the implementation of the marketing strategy and the inhibiting factor is Good quality guarantees the crowding of the store and the progress of the store and is not inferior to the quality in modern stores. With good quality goods at the store, it will make buyers not bored shopping, which was just stopping by to look at the goods, will be attracted to the

goods in the Indah KH Rambe store. While the price offered at the Indah KH Rambe store did not soar high, it's just that it was different from the prices offered on the market, the Indah KH Rambe store dared to put a fairly high price, but with promising quality goods. Not only the quality and price are highlighted at the Indah KH Rambe store, but friendly service is also one of the advantages in the store, employees who are educated to provide hospitality to their customers. The completeness of the goods sold at Toko Indah KH Rambe makes customers not disappointed if they are looking for the desired clothes, most of the customers find the clothes they are looking for are at Toko Indah KH Rambe, and there customers feel satisfied. The inhibiting factors that exist in Toko Indah KH Rambe include funding problems, shortage of employees, and delays in goods arriving. Meanwhile, the supporting factors that support the advancement of the business include honest employees, and support from the community.

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