ABSTRACT

Strategy Formulation for the Development of Soy Sauce Company CV Maja Menjangan in Kabupaten Majalengka, West Java
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CV Maja Menjangan (MM) is one of local soy sauce company in Indonesia. The tight competition by local and national soy sauce companies have impacts on decreasing CV MM production and distribution area. Those impacts have forced CV MM to reformulate its strategy. External and internal factors are identified to produce some alternative strategies. Using I/E Matrix, SWOT, and QSPM, six strategies are identified, which are promotion agenda, flavor diversification, distribution area expansion, packaging diversification, investment on processing technology, and enhancing agreement with local government. There are some points on consumer insight using importance performance analysis (IPA) that can be used to reprioritize those six strategies. Using IPA, the new strategy priority defined as packaging diversification, promotion agenda, flavor diversification, distribution area expansion, investment on processing technology, and enhancing agreement with local government.

Keyword : strategy formulation, Maja Menjangan, soy sauce, I/E Matrix, SWOT, QSPM, IPA