

ABSTRAK

Penelitian ini bertujuan untuk merumuskan formulasi strategi pengembangan bisnis produk tepung bumbu crispy halal pada UMKM PJ. Food Sukses Makmur di Sidoarjo yang mengalami stagnasi volume penjualan selama periode 2023 hingga 2025. Metode penelitian yang digunakan adalah pendekatan campuran (*mixed methods*) deskriptif kualitatif dan kuantitatif melalui pengumpulan data primer melalui observasi, wawancara mendalam, serta kuesioner berdasarkan *expert judgement*. Hasil evaluasi faktor internal (IFE) dan eksternal (EFE) menunjukkan bahwa kapasitas produksi yang tinggi melalui mesin modern merupakan kekuatan utama, sementara pencatatan keuangan yang manual dan rekening yang belum terpisah menjadi kelemahan signifikan perusahaan. Melalui pemetaan matriks Internal Eksternal (IE) dan diagram SWOT, PJ. Food Sukses Makmur teridentifikasi berada pada Kuadran II (*Grow and Build*) serta Kuadran I (*Growth Oriented Strategy*) yang menunjukkan posisi sangat menguntungkan untuk tumbuh secara agresif memanfaatkan kekuatan dan peluang pasar halal yang bersifat inelastis. Berdasarkan analisis *Quantitative Strategic Planning Matrix* (QSPM), strategi prioritas utama yang dihasilkan adalah penerapan strategi pemasaran digital berbasis konten kreatif produk halal dengan menonjolkan keunikan rasa dan karakteristik kerenyahan (*crispy*) produk (skor TAS 5,841). Seluruh alternatif strategi ini kemudian diintegrasikan secara horizontal dan vertikal ke dalam rancangan cetak biru (*blueprint*) arsitektur strategi tiga tahun untuk dijabarkan ke dalam taktik operasional di lini pemasaran, keuangan, manajemen stok, dan legalitas secara bertahap dan berkelanjutan.

Kata Kunci: Arsitektur Strategi, Industri Halal, QSPM, SWOT, Tepung Bumbu *Crispy*.

ABSTRACT

This study aims to formulate a business development strategy for halal crispy seasoning flour products at the PJ. Food Sukses Makmur MSME in Sidoarjo, which has experienced stagnant sales volume from 2023 to 2025. The research method used is a mixed-methods approach combining qualitative and quantitative descriptive analysis through the collection of primary data via observation, in-depth interviews, and a questionnaire based on expert judgment. The results of the evaluation of internal (IFE) and external (EFE) factors indicate that high production capacity enabled by modern machinery is a key strength, while manual financial record-keeping and unsegregated accounts represent significant weaknesses for the company. Through the Internal-External (IE) matrix mapping and SWOT analysis, PJ. Food Sukses Makmur was identified as being in Quadrant II (Grow and Build) and Quadrant I (Growth-Oriented Strategy), indicating a highly advantageous position to grow aggressively by leveraging its strengths and the opportunities presented by the inelastic halal market. Based on the Quantitative Strategic Planning Matrix (QSPM) analysis, the top priority strategy identified is the implementation of a digital marketing strategy centered on creative content for halal products, highlighting the products' unique flavor and crisp texture (TAS score of 5.841). All of these strategic alternatives were then integrated horizontally and vertically into a three-year strategic architecture blueprint to be gradually and continuously translated into operational tactics in the areas of marketing, finance, inventory management, and legal affairs.

Keywords: Strategic Architecture, Halal Industry, QSPM, SWOT, Crispy Seasoning Flour.