

ABSTRAK

Terimbas pandemi Covid 19, UD Mitra Abadi, salah satu produsen *frozen food* yang sebagian besar produknya berbahan dasar ikan di Lamongan, mengalami penurunan penjualan sebesar 40% sejak bulan Desember 2020. Terlebih lagi, UD Mitra Abadi belum pernah menggunakan sistem pemasaran digital meskipun sebagian industri sejenis sudah menerapkannya. Dengan adanya 683 usaha olahan ikan di Lamongan, persaingan industri yang dihadapi UD Mitra Abadi cukup tinggi. Apalagi saat ini sering diberlakukannya pembatasan sosial akibat adanya pandemi. Hal ini menyebabkan UD Mitra Abadi perlu merencanakan strategi pemasaran untuk meningkatkan daya saing dan bertahan dimasa pandemi. Penelitian ini dilakukan dengan tujuan untuk membantu analisis dan perancangan strategi yang memadukan konsep pemasaran tradisional dan pemasaran digital. Perancangan diawali dengan menganalisis faktor eksternal terlebih dahulu kemudian faktor internal menggunakan variabel 4C *diamond* (*Changes, Competitor, Customer, Company*). Metode yang digunakan yaitu metode *Threat, Opportunitie,s Weaknesses, Strength* (TOWS) dan *Technique for Order Preference by Similarity to Ideal Solution* (TOPSIS). Hasil penelitian menunjukkan bahwa terdapat lima alternatif stategi yang terpilih dengan urutan prioritasnya yaitu Memperluas jangkauan pemasaran melalui *marketplace shopee* dan akun di Instagram, serta melakukan promosi secara aktif dan konsisten (A1) dengan nilai preferensi sebesar 0,608, melakukan inovasi produk untuk menghasilkan produk yang lebih bervariasi (A2) dengan nilai preferensi sebesar 0,530, menyediakan fasilitas *delivery* (A5) dengan nilai preferensi sebesar 0,501, memberikan potongan harga kepada konsumen yang melakukan pembelian dalam jumlah banyak (A3) dengan nilai preferensi sebesar 0,434, mempertahankan harga (A4) dengan nilai preferensi sebesar 0,349.

Kata kunci: *Marketing 4.0, 4C Diamond, TOWS, TOPSIS, UMKM frozen food.*

ABSTRACT

Affected by the Covid 19 pandemic, UD Mitra Abadi, a frozen food producer whose products are mostly fish-based in Lamongan, has decreased sales by 40% since December 2020. Moreover, UD Mitra Abadi has never used a digital marketing system, although some industries kind of already implemented it. With the existence of 683 fish processing businesses in Lamongan, the industry competition faced by UD Mitra Abadi is quite high. Especially now that social restrictions are often imposed due to the pandemic. This causes UD Mitra Abadi to plan a marketing strategy to increase competitiveness and survive during the pandemic. This research was conducted with the aim of assisting the analysis and design of strategies that combine traditional marketing concepts and digital marketing. The design begins with analyzing external factors first and then internal factors using the 4C diamond variable (Changes, Competitor, Customer, Company). The method used is the Threat, Opportunity, Weaknesses, Strength (TOWS) method and the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS). The results showed that there were five alternative strategies that were chosen in order of priority, namely expanding marketing reach through the shopee marketplace and accounts on Instagram, as well as promoting actively and consistently (A1) with a preference value of 0.608, conducting product innovations to produce more varied products. (A2) with a preference value of 0.530, providing delivery facilities (A5) with a preference value of 0.501, providing discounted prices to consumers who make purchases in large quantities (A3) with a preference value of 0.434, maintaining the price (A4) with a preference value of 0.349.

Keywords: Marketing 4.0, 4C Diamond, TOWS, TOPSIS, MSME frozen food.