

**PERUMUSAN STRATEGI PENGEMBANGAN USAHA DALAM
MENINGKATKAN DAYA SAING SUSU BERPERISA DI KEDAI
“MARKO MILK AND COFFEE” DI ERA *NEW NORMAL***

Talitha Rahma Yennata¹, Suharno², Makhmudun Ainuri³

INTISARI

Dampak *Corona Virus Disease* 2019 (Covid-2019) yang terjadi mengakibatkan persaingan bisnis yang semakin ketat. Kedai “Marko Milk and Coffee” perlu meningkatkan daya saing berdasarkan kepuasan konsumen dan posisi bersaing sehingga didapatkan strategi pengembangan bisnis di era *new normal*. Penelitian ini bertujuan untuk (1) menganalisis kepuasan dan kepentingan konsumen terhadap bauran pemasaran “Marko Milk and Coffee”; (2) menentukan posisi “Marko Milk and Coffee” dalam pasar kedai susu berperisa; dan (3) menyusun strategi pengembangan usaha “Marko Milk and Coffee” di era *new normal* untuk meningkatkan daya saing berdasarkan kepuasan konsumen dan posisi pasar.

Penelitian ini dilakukan dengan penyebaran kuesioner online yang diisi oleh 215 responden konsumen yang pernah ke “Marko Milk and Coffee” dan kedai susu lain serta 25 karyawan “Marko Milk and Coffee”. Pengolahan data dilakukan dengan analisis *Customer Satisfaction Index* (CSI) untuk mengidentifikasi tingkat kepuasan konsumen “Marko Milk and Coffee”, analisis *Importance Satisfaction Index* (IPA) untuk mengidentifikasi faktor kepuasan konsumen yang membutuhkan perbaikan, dan analisis SWOT untuk perumusan strategi pengembangan bisnis.

Hasil penelitian ini adalah nilai kepuasan konsumen diperoleh sebesar 77,64% dengan kriteria ‘Puas’. Atribut bauran pemasaran yang perlu perbaikan dari 1 atribut proses, 1 atribut produk dan 3 atribut promosi. Alternatif strategi pengembangan usaha yang diutamakan dilakukan, yaitu meningkatkan citra kedai susu berperisa, meningkatkan jumlah penjualan, dan melakukan inovasi dan diferensiasi produk.

Kata kunci: daya saing, *customer satisfaction index*, *importance performance analysis*, analisis SWOT, *new normal*

¹ Mahasiswa Departemen Teknologi Industri Pertanian, Fakultas Teknologi Pertanian, Universitas Gadjah Mada

² Staf Pengajar Departemen Teknologi Industri Pertanian, Fakultas Teknologi Pertanian, Universitas Gadjah Mada

³ Staf Pengajar Departemen Teknologi Industri Pertanian, Fakultas Teknologi Pertanian, Universitas Gadjah Mada

FORMULATING BUSINESS DEVELOPMENT STRATEGY TO IMPROVE COMPETITIVENESS OF FLAVOURED MILK AT "MARKO MILK AND COFFEE" IN THE ERA OF NEW NORMAL

Talitha Rahma Yennata¹, Suharno², Makhmudun Ainuri³

ABSTRACT

The impact of the Corona Virus Disease 2019 (Covid-2019) that is currently happening caused business competition. “Marko Milk and Coffee” needs to improve the competitiveness based on customer satisfaction and competitive position so that a business development strategy is obtained in accordance with the pandemic condition. This study aims to (1) analyze the customer satisfaction dan the importance of marketing mix in “Marko Milk and Coffee”; (2) determine positioning of “Marko Milk and Coffee” among the flavored milk cafes; and (3) formulate business development strategies for “Marko Milk and Coffee” during new normal to improve competitiveness based on customer satisfaction and positioning.

This research was conducted by distributing questionnaires to 215 consumer respondents who have ever visited “Marko Milk and Coffee” and other flavoured milk cafes and 25 employees of “Marko Milk and Coffee”. The data were analyzed using *Customer Satisfaction Index* (CSI) to identify the customer satisfaction level of “Marko Milk and Coffee”, the *Importance Performance Analysis* (IPA) to identify the customer satisfaction factors that needed to be improved, and SWOT analysis to formulate business development strategy.

The results of this study showed that the customer satisfaction value obtained in the “satisfied” criteria was 77.64%. Marketing mix attributes that need improvement were one process attribute, one product attribute and three promotion attributes. Alternative business development strategies that prioritized were improving the image of the flavored milk cafe, increasing the number of sales and innovating and varying products.

Keywords: competitiveness, *customer satisfaction index*, *importance performance analysis*, SWOT analysis, new normal

¹ Student at Agro-industrial Technology Department, Faculty of Agricultural Technology, Universitas Gadjah Mada

² Lecturer at Agro-industrial Technology Department, Faculty of Agricultural Technology, Universitas Gadjah Mada

³ Lecturer at Agro-industrial Technology Department, Faculty of Agricultural Technology, Universitas Gadjah Mada