

**PERANCANGAN STRATEGI PEMASARAN PADA INDUSTRI KECIL  
MENENGAH MAKANAN DAN MINUMAN DALAM UPAYA  
PEMULIHAN PADA KONDISI PANDEMI COVID-19 DI KABUPATEN  
MALANG**

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**Abstrak**

The COVID-19 pandemic has caused a decrease in the income of the country's economic sector. This weakening economic condition has not only been felt by the government, but by the small and medium industries (IKM) as well. Due to this condition, the IKM owners, especially in Malang Regency, encounter a decreased income. The objects of this research are eight IKM in Malang Regency. However, only one IKM proceeded to the implementation stage. The objectives of this study are to (1) identify the marketing problems of IKM products in Malang Regency caused by the COVID-19 pandemic; (2) analyze the marketing strategies that have been implemented in the Malang Regency IKMs; (3) devise a marketing strategy suggestion by conducting a SWOT analysis and TOPSIS method.

The type of this research is descriptive qualitative and quantitative. The data collection methods used are interviews, questionnaires, and literature studies. The result shows that IKM owners need to conduct another market survey by adjusting the current COVID-19 pandemic conditions. Based on the survey conducted, obtained a marketing strategy development that needs to be carried out by IKM, which is to educate the employees at the outlets that sell IKM products.

Kata kunci : COVID-19 Pandemic, IKM, SWOT, TOPSIS