

ABSTRACT

Waste problems are a serious problem that must be solved by Indonesia. The volume of waste in Indonesia is very worrying, this is because the volume of waste continues to increase every year and has a negative impact on the environment. Indonesia ranks second as the largest contributor of plastic waste to the sea. One of the effective and efficient improvements to waste management is the waste bank system. As an aid in increasing the role of waste banks in waste management and management in Indonesia. Startup Smash develops a garbage bank system into an integrated digital platform to make it easier for users, in more massive waste management. Since its launch in 2015, Smash's Startup has increased both in terms of traction and technology. In accordance with the development of the Startup Smash needs alternative planning that can support the growth of the Smash Startup higher. To determine strategy alternatives, Startup needs to determine internal environmental factors using IFAS matrix and external environment factors using EFAS matrix and then alternative strategies can be obtained based on the Startup business position according to the McKinsey GE matrix. Quantitative Strategic Planning Matrix (QSPM).

The results of this research are 14 indicators of internal variables and 25 indicators of external variables needed in the selection of an alternative Smash Startup strategy. Based on the results of the study, the IFAS matrix value was 3.250 and the EFAS matrix value was 2.897, based on the second value of Smash business Startup using the McKinsey matrix GE depending on quadrant IV which grew selectively. Quantitative Strategic Planning Matrix (QSPM), the chosen alternative strategy is a large investment in the most attractive segment with a Total Attractiveness Score (TAS) value is 7.895.

Keywords : IFAS, EFAS, McKinsey GE Matrix, QSPM, Startup