

**FORMULATION OF BUSINESS DEVELOPMENT STRATEGIES USING IFE, EFE, IE, SWOT, AND QSPM MATRICES AT SEMASA COFFEE (COFFEE AND EATERY)****Ronauli Sianturi<sup>1</sup>, Siti Arbainah<sup>2</sup>, Ardian Widiarto<sup>3</sup>**

## AFFILIATIONS

<sup>1</sup>Department of Accounting, Semarang State Polytechnic, Indonesia<sup>2</sup>Department of Accounting, Semarang State Polytechnic, Indonesia<sup>3</sup>Department of Accounting, Semarang State Polytechnic, Indonesia\*Corresponding author E-mail: [ardian.widiarto@polines.ac.id](mailto:ardian.widiarto@polines.ac.id)

**Abstract:** This research is a descriptive study with a qualitative approach that aims to formulate alternative strategies that can be applied to Semasa Coffee. Data collection was conducted through observation, interviews, and questionnaires. Data analysis using the IFE, EFE, IE, SWOT, and QSPM Matrices showed the results of the IFE weighted score of 2.924, EFE weighted score of 3.103 which means the company is in a fairly strong internal and external position in controlling strengths and weaknesses to face opportunities and threats. The results of the IE Matrix analysis show that the company's position is in cell II, namely "Grow and Build", so that appropriate strategies are intensive strategies and integration strategies. Based on SWOT analysis, 10 alternative strategies were developed for the company. Then using QSPM, the priority alternative strategy for Semasa Coffee is to continue to maintain product quality and flavour consistency, and innovate through cooperation with suppliers with a TAS value of 6.381.

**Keywords:** Strategy Formulation, Coffee Shop, IFE, EFE, IE, SWOT, QSPM

**INTRODUCTION**

With the advancement of technology in the era of globalization, the business world has also experienced rapid progress. This shows that competition between companies is getting tighter. In a situation like this, businessmen need to formulate and implement business strategies so that the business they run not only survives and grows, but also competes to seize and control the existing market share. Therefore, strategy is the key to competitive success in a business or company. In choosing the right competitive advantage strategy to be implemented by a company, entrepreneurs must consider the environmental situation and market situation and evaluate the company's position in the market. This happened to one of the companies engaged in the culinary sector, both food and beverages. One of them is business Coffee Shop which is a semi-restaurant concept.

Coffee Shop is a type of restaurant that serves food and beverages using a service system American Service, where food is served quickly and already on a plate, which is also known as "Ready on the Plate". (Muawanah, 2019:5). As interest grows and trends young people visit Coffee Shop, more and more people come to the shop. Consumers and visitors take advantage of Coffee Shop not only for drinking coffee, but also as a gathering place, social gathering, Meeting as well as a place to complete work or a place to refreshing. Coffee Shop Not only selling the products on the menu, but also the atmosphere. Many businessmen have started to open businesses Coffee Shop semi-restaurants because they see the opportunities available to many consumers. Currently, coffee shops are widely known to the Indonesian people. This is suitable for the needs of young people in Semarang City who want to need a comfortable place to spend time in a Coffee Shop. According to Pramita & Pinasta (2016:4-5) young people today

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spend an average of four hours visiting Coffee Shop. One Coffee Shop which is suitable for young people in the Semarang City area is Semasa Coffee.

At this time the number of Coffee Shop has increased, one of which is in the city of Semarang, Central Java. The city of Semarang is surrounded by many universities which make interest Coffee Shop is getting higher because of the trend of today. Based on data from the Semarang City Tourism and Culture Data Portal (2024), there are 127 Coffee Shop and 169 Cafeteria in Semarang City, one of which is Semasa Coffee, a coffee shop business that serves the main menu Signature Coffee and provides many other varied menus. From the many growths Coffee Shop and Cafeteria When Coffee has not been able to control market share Coffee Shop in Semarang City because the main triggering factor that causes the decline in daily visitors to Semasa Coffee can be seen from the reviews on Google Review mentioned that the consistency and quality of coffee taste and the service provided by baristas during Coffee Period can be different in each branch. In addition, the triggering factor for business competition Coffee Shop is almost the same target market, namely young people and locations Coffee Shop which is not too far away is also a factor that triggers a competitive business. Therefore, strategic management analysis is needed which aims to develop the business appropriately by utilising strengths to reduce weaknesses and taking advantage of opportunities to overcome threats (Arbainah et al., 2021: 5).

In order to formulate an effective business development strategy, the EFE and IFE matrices can be used as alternatives. The EFE Matrix serves to identify the main external factors that are opportunities and threats to the business, while the IFE Matrix serves to identify the main internal factors that are the strengths and weaknesses of a business. A business can develop strategies to develop its business by considering internal and external factors objectively, so that it can anticipate changes that occur (Arbainah et al., 2019: 237). Business development requires accurate planning, so identifying the internal and external environment is an important step that must be taken. By identifying internal and external factors, the current position of the business can be known so that the right strategy can be established to maintain or improve the position of the business in the market network using the IE Matrix which is based on the key factors of the IFE and EFE Matrix. Next, this internal and external environment can be analyzed using SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). Through SWOT analysis, strategies will be developed based on existing internal and external factors, then the determination of priority strategies will be determined using analysis Quantitative Strategic Planning Matrix (QSPM). Based on this description, it is necessary to conduct research with the title "**Formulation of Business Development Strategies Using IFE, EFE, IE, SWOT, and QSPM Matrix at Coffee Time (Coffee and Eatery)**".

### **Research Purposes**

The purpose of this study is to:

1. Identify internal and external factors in determining the Current Coffee business strategy using the IFE and EFE Matrix.
2. Analyze the business position and business strategy of Masa Kopi using the IE and SWOT Matrix.
3. Formulate the right alternative strategy priorities for business development based on the QSPM Matrix.

## **LITERATURE REVIEW**

### **Strategy**

According to David & David (2016:11) strategy is steps that potentially require decisions from top management and the utilization of company resources. Therefore, strategy has a significant impact on the well-being of the organization in the long run. In designing a

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strategy, it is necessary to carefully consider the internal and external factors faced by the organization.

According to David & David (2016:127), there are eleven alternative strategies that can be grouped into the following actions: 1. Integration Forward, involves efforts to acquire ownership or increase control over distributors and supporting factors. 2. Backward Integration, have or increase control over the company's suppliers. 3. Horizontal Integration, focus on having or increasing control over competitors. 4. Market Penetration, involves better marketing efforts to seek an increased market share for an existing product or service. 5. Market Development, focusing on introducing new products or services to untouched geographic areas. 6. Product Development, seeking to increase sales by improving existing products or services or developing new ones. 7. Related Diversification, adding new products or services while maintaining relevance. 8. Unrelated Diversification, adding new products or services without any previous linkage. 9. Reduction, involves reducing costs and assets to cope with declining sales and profits. 10. Release, selling parts of the organization. 11. Liquidation sell the company's assets at their real value.

### **Strategy Management**

According to David & David (2016: 3) strategic management involves a combination of skills and knowledge to plan, implement, and assess decisions that cross various functions, aimed at ensuring the achievement of organisational goals. According to Pearce II & Robinson (2016: 3) strategic management is a series of decisions that result in the formulation and implementation to achieve company goals. Strategic management is considered crucial because it has the potential to influence the extent of an organisation's performance, and this relates to the fact that organisations, regardless of type and scale, are faced with constant change.

### **Strategy Formulation**

According to David (2016:169), the strategic management process consists of three stages, namely the formulation of strategies (Strategic Formulation), strategy implementation (Strategic Implementation) and strategy evaluation (Strategic Evaluation). Strategy formulation techniques can be implemented in three decision-making frameworks, namely: 1. Input stage, consisting of External Factor Evaluation Matrix (EFE), Matrix Internal Factor Evaluation (IFE), and Competitive Profile Matrix (CPM). 2. Matching Stage, in the matching stage there are several techniques that can be used, namely Matrix Strengths-Weakness- Opportunity-Threat (SWOT), Matrix Strategic Position and Action Evaluation (SPACE), Matrix Boston Consulting Group (BCG), Matrix Internal External (IE), and Matrix Grand Strategy. 3. Decision stage, An analytical technique that can be used to obtain a priority list by determining the relative attractiveness of feasible alternative actions is Quantitative Strategic Planning Matrix (QSPM). This method objectively indicates the best alternative strategy and is a tool that can allow strategy formulation to evaluate internal key factors.

### **External Factor Evaluation (EFE) Matrix and Internal Factor Evaluation (IFE) Matrix**

According to David & David (2016:111) The Matrix Internal Factor Evaluation (IFE) is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses of a company's functions. According to Rangkuti (2005: 22-24) before making an IFE matrix, it is necessary to know the external strategy aspect first. David & David (2016:65) reveals that the Matrix External Factor Evaluation (EFE) is a matrix that can make it easier for strategists to summarize and evaluate various external information including opportunities and threats, both information related to competition, customers, suppliers, technology, economy, environment, socio-culture, demography, government, law and politics.

### **Internal External (IE) and Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix**

The IE matrix can be divided into 3 major parts with different strategic implications, namely: 1. The position on cells I, II, IV is described as "growing and building". 2. Positions in cells III, V, VII can be managed with a "hold and guard" strategy. 3. The position in cells VI, VIII, IX is in accordance with the "harvest or divestment" strategy. The SWOT matrix describes how the external opportunities and threats faced by the company can be adjusted to the internal strengths and weaknesses of the organization or company (Rangkuti, 2019:83). The SWOT matrix can help managers to improve four types of strategies, namely the SO strategy (Strength-Opportunities), WO strategy (Weakness-Opportunities), ST strategy (Strength-Threats), and the WT strategy (Weakness-Threats).

### **QSPM**

Quantitative strategy planning matrix (Quantitative Strategic Planning Matrix - QSPM) is used to select and evaluate which strategies are best and most suitable for the external and internal environment to be applied to the company. QSPM analysis consists of external and internal key factors matrix obtained from External Factor Evaluation, Internal Factor Evaluation, weights, and alternatives will be selected strategies that are divided into columns where each column contains Attractive Score (USA) and Total Attractive Score (TAS), and the bottom line mentions the Total Value Attractive Score.

### **Coffee Shop**

According to Hasanah (2020) Coffee Shop is a place that serves various types of coffee prepared by Barista, an expert in brewing coffee. Fahrizal (2014) stated that in this era, coffee shop customers do not only consist of adults who usually like coffee. The culture of drinking coffee has now penetrated to various circles, ranging from young people to adults such as businessmen, employees, and others. Customer interest Coffee Shop Not only does it arise because of the taste and aroma of the coffee it offers, but also because of the desire to interact in a social context. Coffee Shop become a place for people from various social walks of life to interact with each other, with coffee being a medium for this interaction.

### **RESEARCH METHODOLOGY**

The research method used in this study is descriptive research with a qualitative approach, namely research that aims to build the essence of the experience of the participants and make an analysis of the phenomena that occur (Creswell, 2010:88). This study uses two types of data, namely qualitative data which includes company profiles, organizational structures, and information on the condition of internal and external environmental factors during the Coffee Period. Meanwhile, the quantitative data used includes sales data at each branch and data on the results of questionnaire assessments during Coffee Season. The data used comes from the type of primary data generated from observations, interviews, and questionnaire analysis results Coffee Shop. The data collection methods used in the research are: 1. Observation, Sugiyono (2016:226) states that observation is a method of collecting data by observing the research object directly. The observation technique in this study was carried out to see the condition of the Coffee Period in detail as well as internal and external factors in each branch. 2. Interview, Interview is a method of collecting data by asking questions verbally to the research subject in order to gain an understanding of the object of research (Marthinus 2019: 486). In this study, interviews were conducted with operational managers, head bars, and customers from each branch. The purpose of conducting interviews is to explore information related to internal and external factors of the object under study (Arbainah et al., 2021: 4). 3. Questionnaire, Questionnaire is a data collection technique by providing several questions or

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written statements to respondents to be answered (Sugiyono, 2016:142). The questionnaire given in this study contains an evaluation of various respondents on internal and external factors during coffee.

After collecting the data, the next step is to analyze using analysis tools consisting of three stages. First, the data input stage involves determining key factors. It includes internal aspects such as business resources, marketing, finance, and production, as well as external aspects such as competition, suppliers, customers, technology, socio-culture, and economics. Second, weighting the IFE and EFE matrices. According to Baroto & Purbohadiningrat (in Anggadwita et al., 2019), the weighting is carried out by dividing the interest score by the total value of the interest score. Rating values are assigned to the IFE and EFE matrices, with a scale ranging from 1 to 4, where 4 indicates a good response, 3 above average, 2 average, and 1 below average. Third, the matching stage involves determining the position of the business using the IE matrix based on the weighted total score of the EFE and IFE Matrices. Finally, determine alternative strategies using a SWOT matrix, considering predetermined external and internal aspects. Phase The decision involves determining alternative strategies using QSPM.

## RESULT AND ANALYSIS

### Identify Internal and External Factors

The internal factors of Masa Kopi consider four aspects which include: 1. Human Resources aspect, which can include competence, motivation, loyalty, and work discipline. 2. Marketing Aspect, Kuncoro (2005:48) states that marketing activities are related to the product purchase process. 3. Finance, based on Hamidi (2018: 27) finance includes the process of allocating and withdrawing funds as well as analyzing financial performance. 4. Production/Operational Aspects, production and operation activities represent the largest part of the organization's human assets and capital, so that production and operations have great value in the Company's competitive strategy.

**Table 1.** Identify Internal Factors Semasa Coffee

Aspects	Strengths	Weaknesses
Human Resources	<ol style="list-style-type: none"><li>1. Conduct training activities for employee development</li><li>2. Have a well-structured hiring procedure</li></ol>	<ol style="list-style-type: none"><li>1. Employees who have dual roles for multiple positions</li><li>2. Unfriendliness of employees in providing service to customers</li></ol>
Marketing	<ol style="list-style-type: none"><li>1. Using social media and online merchants for digital marketing activities</li><li>2. Implement effective promotions by using social media, discounts and bundling packages</li><li>3. Organizing events or pop-up markets regularly</li></ol>	<ol style="list-style-type: none"><li>1. Menu availability varies every day</li></ol>
Finance	<ol style="list-style-type: none"><li>1. Conducting regular financial records and sales reports</li></ol>	<ol style="list-style-type: none"><li>1. Financial management that is not separate from the rest</li></ol>
Operational/Production	<ol style="list-style-type: none"><li>1. Long-established businesses</li></ol>	<ol style="list-style-type: none"><li>1. Has not had a cooperative</li></ol>



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	<ol style="list-style-type: none"> <li>2. Provide supporting facilities, such as air conditioning, Wifi, Audio System, and power outlets</li> <li>3. Utilizing modern production tools and maintaining production quality</li> <li>4. Offers a variety of menu variants</li> </ol>	<ul style="list-style-type: none"> <li>relationship with local farmers</li> <li>2. Inadequate number of tables and chairs</li> <li>3. Limited parking facilities for customers</li> </ul>
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Source: Processed data (2024)

The external factors of Masa Kopi consider six aspects, namely aspects of competition, suppliers, customers, technology, socio-culture, and government. External factors will be grouped into opportunities and threats with the following details.

**Table 2.** Identify External Factors Semasa Coffee

<b>Aspects</b>	<b>Opportunities</b>	<b>Threats</b>
Rival	<ol style="list-style-type: none"> <li>1. Similar ventures that shape the market and become a benchmark</li> <li>2. Uniqueness and image that is widely known by customers</li> </ol>	<ol style="list-style-type: none"> <li>1. Fierce level of competition</li> <li>2. The emergence of similar businesses that are close to each other</li> </ol>
Supplier	<ol style="list-style-type: none"> <li>1. The existence of suppliers and distributors of fixed raw materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Obstacles in obtaining raw materials</li> </ol>
Customer	<ol style="list-style-type: none"> <li>1. Customer loyalty</li> </ol>	<ol style="list-style-type: none"> <li>1. Negative reviews on customer dissatisfaction</li> </ol>
Technology	<ol style="list-style-type: none"> <li>1. The development and use of modern technology such as coffee machines, financial applications, payment systems, and social media</li> </ol>	
Socio-Cultural	<ol style="list-style-type: none"> <li>1. Collaborating with live music organizers</li> <li>2. Coffee Shop Trend as a People's Lifestyle</li> <li>3. There is support from the community</li> </ol>	
Government	<ol style="list-style-type: none"> <li>1. Affordable raw material prices</li> </ol>	<ol style="list-style-type: none"> <li>1. Changing government policies</li> </ol>

Source: Processed data (2024)

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**IFE Matrix and EFE Matrix**

IFE Matrix (Internal Factor Evaluation) is used as the first step to identify internal factors that are crucial in determining business strategy. This research is focused on the Coffee Period. Based on the weighting and evaluation that has been carried out, the IFE Current Coffee Matrix will be presented as follows:

**Table 3. IFE Matrix Semasa Coffee**

No	Internal Factors	Weight	Rating	Total
<b>Strengths</b>				
1	Long-established businesses	0.0604	3	0.181
2	Conduct training activities for employee development	0.0639	3	0.192
3	Have a well-structured hiring procedure	0.0622	4	0.249
4	Provide supporting facilities, such as air conditioning, Wifi, Audio System, and power outlets	0.0587	3	0.176
5	Using social media and online merchants for digitalmarketing activities	0.0639	3	0.192
6	Implement effective promotions by using social media, discounts and bundling packages	0.0553	4	0.221
7	Organizing events or pop-up markets regularly	0.0656	4	0.263
8	Conducting regular financial records and sales reports	0.0639	4	0.256
9	Utilizing modern production tools and maintaining production quality	0.0639	3	0.192
10	Offers a variety of menu variants	0.0639	3	0.192
<b>Weaknesses</b>				
1	Inadequate number of tables and chairs	0.0604	2	0.121
2	Limited parking facilities for customers	0.0501	2	0.100
3	Employees who have dual roles for multiple positions	0.0518	2	0.104
4	Unfriendliness of employees in providing service to customers	0.0518	2	0.104
5	Financial management that is not separate from the rest	0.0639	2	0.128
6	Menu availability varies every day	0.0553	2	0.166
7	Has not had a cooperative relationship with local farmers	0.0449	2	0.090
Total				2.924

Source : Processed data (2024)

Based on the results of the calculation of the IFE Matrix in Table 3 above, it can be seen that a total weighted score value of 2,924 is obtained. This shows that Masa Kopi has a strong internal position in utilizing strengths to overcome weaknesses. Based on the IFE Matrix, it can be seen that the main strength of Semasa Coffee is implementing effective promotions by using social media, discounts and bundling packages with a score of 0.263. This strength factor must be well utilized by the Coffee Period. Meanwhile, the main weakness is the availability of menus that are not the same every day with a weighted score of 0.166. This should be avoided by taking advantage of existing strengths and opportunities so that they can continue to improve the performance of the Masa Kopi business in the future.

The EFE (External Factor Evaluation) matrix is a strategy tool used by companies to evaluate current strategies.

The tool considers key external factors in the company's environment that can affect its

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performance. These factors consist of aspects of competition, suppliers, customers, technology socio-culture, and government. Through the analysis that has been carried out, the EFE Current Coffee Matrix will be presented as follows.

**Table 4.**  
**EFE Matrix Semasa Coffee**

No	External Factors	Weight	Rating	Total
<b>Opportunities</b>				
1	Similar ventures that shape the market and become a benchmark	0.0714	3	0.214
2	The existence of suppliers and distributors of fixed raw materials	0.0794	4	0.317
3	Customer loyalty	0.0794	4	0.317
4	Uniqueness and image that is widely known by customers	0.0813	3	0.244
5	The use of modern technology such as coffee machines, financial applications, payment systems, and social media	0.0754	3	0.226
6	Coffee Shop Trend as a People's Lifestyle	0.0675	3	0.202
7	Support from the community	0.0734	3	0.220
8	Affordable raw material prices	0.0734	3	0.220
9	Collaborating with live music organizers	0.0575	3	0.173
<b>Threats</b>				
1	Fierce level of competition	0.0734	3	0.220
2	The emergence of similar businesses that are close to each other	0.0655	3	0.196
3	Obstacles in obtaining raw materials	0.0714	3	0.214
4	Negative reviews on customer dissatisfaction	0.0754	3	0.226
5	Changing government policies	0.0556	2	0.111
Total				3.103

Source: Processed (2024)

Based on the results of the EFE Matrix calculation in Table 4 above, it can be seen that a total weighted score value of 3,103 was obtained. This shows that Semasa Coffee has responded well to existing Opportunities and Threats, so that the company can make the best use of opportunities to face threats. The opportunity factor or opportunity that has the largest and most significant role is the existence of suppliers and distributors of fixed raw materials and customer loyalty with a score of 0.317. Meanwhile, the biggest threat factor is the existence of negative reviews on customer dissatisfaction with a score of 0.226. During Coffee should face threat factors that can hinder business performance by taking advantage of the strengths and opportunities that Semasa Kopi has.

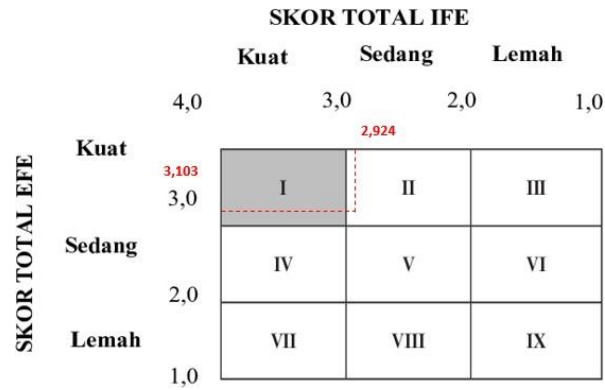
**IE Matrix and SWOT Matrix**

Based on the identification of internal and external factors with the IFE Matrix and the EFE Matrix that has been carried out, the total weighted score of the IFE Matrix is 2.924 (X-axis) and for the total weighted score of the EFE Matrix is 3.103 (Y-axis). Then an IE Matrix can be created as follows:



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**Figure 1. IE Matrix Semasa Coffee**

**Source: Processed data (2024)**

Based on Figure 1 above, it can be seen that the IE Matrix During Coffee is in cell II, namely "Growing and Building". So that the appropriate strategy is: 1. Intensive Strategy can be carried out with market penetration, Semasa Coffee can increase market share through greater marketing activities. This activity can be done by increasing salespeople, increasing advertising expenses, promoting sales extensively, or increasing publication efforts. Market development, Semasa Coffee can introduce current products to new geographical markets. Meanwhile, product development, Semasa Coffee can develop new products or modify existing products to increase sales. 2. Integration strategy includes forward integration, while Coffee can involve or increase control over distributors. Backward integration can be done by Semasa Coffee by increasing control over fixed suppliers. This strategy is appropriate when the current coffee supplier is unreliable, too expensive or does not meet the needs. Horizontal integration, Semasa Kopi can increase control over competitors who are in a close position. The SWOT matrix is analyzed by bringing together internal and external key factors for the formulation of the Semasa Coffee business strategy as follows.

**Table 5. SWOT Matrix Semasa Coffee**

<p><b>Internal Factors</b></p>	<p><b>STRENGTH (S)</b></p> <ol style="list-style-type: none"> <li>1. Long-established businesses</li> <li>2. Conduct training activities for employee development</li> <li>3. Have a well-structured hiring procedure</li> <li>4. Provide supporting facilities, such as air conditioning, Wifi, Audio System, and power outlets</li> <li>5. Using social media and online merchants for digital marketing activities</li> <li>6. Implement effective promotions by using social media, discounts and bundling packages</li> <li>7. Organizing events or pop-up markets regularly</li> <li>8. Conducting regular financial records and sales reports</li> <li>9. Utilizing modern production tools and maintaining production quality</li> <li>10. Offers a variety of menu variants</li> </ol>	<p><b>WEAKNESS (W)</b></p> <ol style="list-style-type: none"> <li>1. Inadequate number of tables and chairs</li> <li>2. Limited parking facilities for customers</li> <li>3. Employees who have dual roles for multiple positions</li> <li>4. Unfriendliness of employees in providing services to customers.</li> <li>5. Menu availability varies every day</li> <li>6. Financial management that is not separate from the rest</li> <li>7. Has not had a cooperative relationship with local farmers</li> </ol>
<p><b>External Factors</b></p>	<p><b>SO Strategy</b></p> <ol style="list-style-type: none"> <li>1. Increase marketing activities by involving customers to introduce Coffee Shop products and businesses (S5, S6, O1, O2, O4, O5, O6, O7)</li> <li>2. Maintain good relations by providing services for criticisms, suggestions, and complaints, and involve customers in product trials (S1, S2, S9, O2, O4, O6, O7)</li> </ol>	<p><b>WO Strategy</b></p> <ol style="list-style-type: none"> <li>1. Evaluate the quality of management performance so that employees who have dual positions can work effectively and avoid double jobs at the same time (W3, W4, W6, O1, O6)</li> <li>2. Increasing cooperation with raw material suppliers (W7, O3)</li> </ol>
<p><b>OPPORTUNITIES (O)</b></p> <ol style="list-style-type: none"> <li>1. Similar ventures that shape the market and become a benchmark</li> <li>2. Uniqueness and image that is widely known by customers</li> <li>3. The existence of suppliers and distributors of fixed raw materials</li> <li>4. Customer loyalty</li> <li>5. The use of modern technology such as</li> </ol>		

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<p>coffee machines, financial applications, payment systems, and social media</p> <p>6. There is a collaboration with live music event organizers</p> <p>7. Coffee Shop Trend as a Lifestyle</p> <p>8. Community support</p> <p>9. Affordable raw material prices</p>	<p>3. Maintain the quality and consistency of product taste, and innovate through cooperation with suppliers (S9, O3, O9)</p> <p>4. Follow the latest Coffee Shop trends according to customer interests (S5, S10, O6, O7)</p>	
<p><b>THREATS (T)</b></p> <p>1. Fierce level of competition</p> <p>2. The emergence of similar businesses that are close to each other</p> <p>3. Obstacles in obtaining raw materials</p> <p>4. Customer dissatisfaction reviews</p> <p>5. The influence of changing government policies</p>	<p><b>ST Strategy</b></p> <p>1. Conduct training for employees on how to handle complaints and provide good service to customers (S2, S3, T1, T4)</p> <p>2. Increase promotional activities by offering discounts and food and beverage bundling packages (S6, S7, T1, T2)</p>	<p><b>WT Strategy</b></p> <p>1. Evaluate supporting facilities in Coffee Shop operations (W1, W2, T1, T2)</p> <p>2. Engage with the Coffee Shop association to get the latest information on Coffee Shop trends (W5, W7, T3, T5)</p>

Source : Processed data (2024)

**QSPM**

The final stage in the formulation of a business development strategy is the decision stage to use QSPM to determine the priority of alternative strategies for the Coffee Period. Quantitative Strategic Planning Matrix (QSPM) consists of alternative strategies derived from the SWOT Matrix where 10 alternative strategies are obtained. Based on the results of the assessment using QSPM, it can be known that the order of priority of alternative strategies that are suitable to be applied during coffee is as follows: 1. Strategy 3 (S-O Strategy): Maintain the quality and consistency of product taste, and innovate through collaboration with Supplier. TAS: 6,381. 2. Strategy 10 (W-T Strategy): Engage with associations Coffee Shop to get the latest information about trends Coffee Shop. TAS: 6,228. 3. Strategy 1 (S-O Strategy): Increase marketing activities by engaging customers to introduce products and businesses Coffee Shop. TAS: 6,197. 4. Strategy 6 (S-T Strategy): Increase promotional activities by offering discounts and packages Bundling food and beverages. TAS: 6,161. 5. Strategy 5 (S-T Strategy): Conduct training for employees on how to handle complaints and provide good service to customers. TAS: 6,015. 6. Strategy 9 (W-T Strategy): Evaluate supporting facilities in operations Coffee Shop. TAS: 5,966. 7. Strategy 2 (S-O Strategy): Maintain good relations by providing services for criticisms, suggestions, and complaints, and involve customers in product trials. TAS: 5,906. 8. Strategy 8 (W-O Strategy): Increasing cooperation with Supplier Raw Materials. TAS:5,853. 9. Strategy 4 (S-O Strategy): Follow the trend Coffee Shop according to customer

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interests. TAS: 5,819. 10. Strategy 7 (W-O Strategy): Evaluate the quality of management performance so that employees who have dual positions can work effectively and avoid double job Simultaneously. TAS: 5,744.

### CONCLUSION

The results of the data analysis show that the key internal factors in Masa Kopi can be identified from the aspects of human resources, marketing, finance, and production. Meanwhile, key external factors were identified from the aspects of rivals, technology, socio-culture, government, suppliers, and customers. Based on the results of this identification, the results of the IFE Matrix with a weighted score of 2.924 and the EFE Matrix with a weighted score of 3.103. This shows that Semasa Kopi has strong internal factors and has responded to external factors, including opportunities and threats. In the IE Matrix, the position of the Coffee Current business is in quadrant II, which is called "Held and Guarded." Therefore, strategies that can be applied include intensive strategies (market penetration, forward integration, and horizontal integration) as well as integration strategies (forward integration, backward integration, and horizontal integration). Furthermore, the SWOT Matrix produces 10 alternative strategies. Based on QSPM analysis, the first strategic priority is to maintain product quality and consistency of taste, as well as innovate through cooperation with suppliers (TAS of 6,381). In second place, it engages with the Coffee Shop association to monitor the latest trends (TAS of 6,228). The third strategic priority is to increase marketing activities by involving customers in introducing Coffee Shop products and businesses (TAS of 6,197). These three strategies are effective for attracting customers' attention, increasing sales, and strengthening loyalty.

### SUGGESTION

The results of this study provide consideration on alternative strategies that are suitable to be applied to Coffee Period. In the condition of Coffee Current, the right strategy is to maintain the quality and consistency of product taste and innovate through cooperation with suppliers, engage with Coffee Shop associations to get the latest information about Coffee Shop trends, and increase marketing activities by involving customers to introduce Coffee Shop products and businesses. These are effective strategies to attract customers' attention, increase sales, and pay attention to loyalty. For further research, it is recommended to expand the analysis tools used, such as the Competitive Profile Matrix (CPM), at the input stage. In addition, involving external parties such as suppliers in collecting information and data will enrich the results of assessments from various perspectives.

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