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Business Development Strategy at Hallacoffee Bandung

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Abstract: In Indonesia, especially in the city of Bandung, the existence of coffee shops requires Hallacoffee to maintain its consistency and presence so that it can compete with other coffee shops in the city of Bandung. It is interesting to study this research by applying the SWOT analysis model, we can maximize the potential and advantages that Hallacoffee has in maintaining its company. The aim of this research is to design a design-oriented innovation strategy for Hallacoffee by formulating a strategy to help generate the opportunities needed for Hallacoffee. The research methodology used is qualitative research using descriptive techniques. The data collection process involves two methods: secondary data and primary data. Secondary data is obtained from sources such as papers, the internet and journals. Primary data was obtained through documentation, observation and direct interviews conducted with Hallacoffee owners and customers. Designing the IFE Matrix, EFE Matrix, and QSPM Matrix are used to design business strategies to identify several opportunities, threats, strengths and weaknesses as key factors in developing the business. Hallacoffee has a high level of proficiency in the fields of management and planning. Hallacoffee has the potential to compete with other coffee shops, especially in the city of Bandung. The need in the current conditions is to adopt and firm expansion strategy.

Keywords: SWOT Analysis, QSPM Analysis, Strategy

INTRODUCTION

MSME is an abbreviation for Micro, Small and Medium Enterprises. Basically, MSMEs are the meaning of enterprises or businesses carried out by individuals, groups, small business entities, or households. Indonesia, as a developing country, makes MSMEs the main

foundation of the community's economic sector, this is done to encourage the ability of independence to develop in society, especially in the economic sector (Dewi & Supriyanto, 2017).

MSMEs contribute to labor absorption, economic growth and distribution of development results, therefore MSMEs play an important role in the strategic development of the country's economy, MSMEs can not only be used as an option for job seekers to get decent work, but also contribute to post-crisis economic expansion during a monetary period when businesses from large companies struggled to develop. Currently, small and medium-sized companies represent the majority of Indonesian state income, including regional income, (Anindita Trinura Novitasari, 2022; Kristiyanti, 2016; Nurul Aflah Harahap & Khairina Tambunan, 2022).

Coffee is a very popular and worldwide plantation commodity. Coffee originates from Africa, specifically in the Ethiopian area. As time goes by, coffee is increasingly known and cultivated throughout the world, including Indonesia. Indonesia is one of the best producers of Arabica and Robusta coffee and the world's fourth largest exporter after Colombia, Vietnam and Brazil (Abdul Halik et al, 2015).

According to the Indonesian Central Statistics Agency, coffee consumption in Indonesia has changed over the last few years. In the 2016-2021 period, coffee consumption in Indonesia is predicted to grow by an average of 8.22% per year. In 2021, coffee supply is estimated to reach 795 thousand tonnes with consumption of around 370 thousand tonnes, resulting in a surplus of 425 thousand tonnes. Meanwhile, in the 2018-2019 period: Total domestic coffee consumption reached 4,800 bags with a capacity of 60 kilograms (kg). In the previous period (2014-2015), the amount of domestic coffee consumption was only 4,417 bags, and in the following period (the following year), it reached 4,550 bags (Central Statistics Agency, 2023).

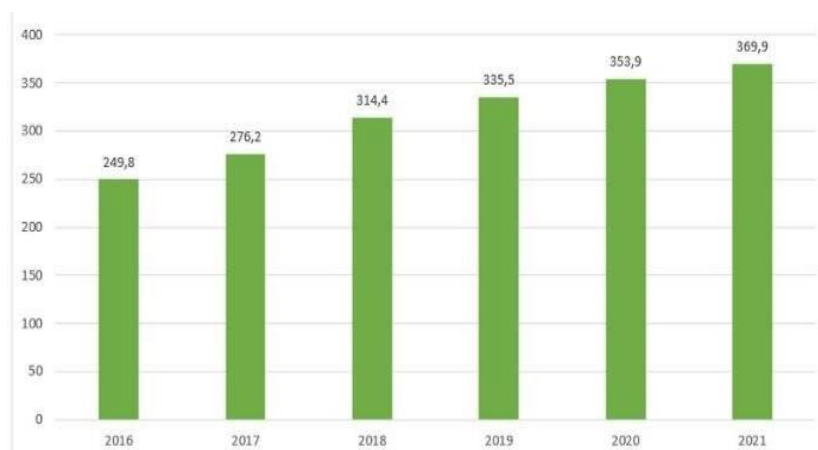


Figure 1. National Coffee Consumption Graph

Source: theinomics.com

Currently, the food business or culinary business has become the business with the fastest and highest growth rate in the world (Mandasari et al, 2019). The rapid growth in the food and beverage service industry has also triggered the growth of various new business concepts, such as the concept of attractive place arrangements, and so on. One of the businesses that is currently booming among young people is a business operating in the coffee shop sector (Alfirahmi, 2019).

With so many similar businesses, business owners are required to better understand the specific desires of consumers and implement strategic steps to maintain the sustainability of their businesses. Business owners need to carry out marketing activities and services that attract

consumers' attention so that they are interested in visiting the coffee shop (Rosmadi, 2021; Sholihah, 2020). One of the key elements in determining the success of a coffee shop business is the quality of the products offered. The quality of this product is influenced by each consumer's perception of the product, especially coffee fans (Mariansyah & Syarif, 2020)

Drinking coffee has become part of the culture of Indonesian society, with many coffee shops popping up, ranging from those on the side of the road to those with very complete and high-quality facilities. Coffee shops are currently competing to create a signature menu of processed coffee from the coffee shop itself, each with its own uniqueness. Based on the phenomena and theoretical considerations of data processing analysis that have been described previously, the research applies SWOT analysis to take advantage of opportunities and hopes to strengthen its position as a coffee shop favored by various levels of society that Hallacoffee has in maintaining its existence.

Halla Coffee as a research object provides the facilities, services and production needed for teenagers to adults. Halla Coffee, which is located in the area around Bandung City, has superior products, namely Manual Brew and Halla Classic Latte.

METHOD

The method applied to this research is qualitative through a descriptive approach. According to Sugiyono (2018:213) qualitative research methods are research methods based on philosophy that are used to research scientific conditions (experiments) where the researcher is the instrument, data collection techniques and qualitative analysis emphasize meaning.

The data used in research analysis with the Halla Coffee object has several data sources consisting of primary data, core data and secondary data. Primary data comes from direct information from field results which can be done using documentation, observation and direct conversation with sources. Core data was obtained from the results of direct interviews conducted with Halla Coffee owners and customers. Furthermore, secondary data includes textual records and digital information originating from documents, online platforms and scientific publications. In applying analysis to secondary data, the method is applied to some users or all data that has been previously collected

The IFAS (Internal Factor Assessment Strategy) and EFAS (External Factor Assessment Strategy) matrices are used to analyze internal and external factors that can influence the continuity of a business. The IFAS matrix is used to assess and weight the internal factors obtained in the form of strengths and weaknesses in a business. Meanwhile, the EFAS matrix is used to assess and weight external factors in the form of opportunities and threats

The stages for determining the value of a company's internal and external factors are as follows:

- 1) Make each column, and group them into internal factors and external factors of the company
- 2) Give a weight to each of these factors in column 2, starting with the number 1.0 (which means very important) to the number 0.0 (which means not important). These factors will have an impact on strategic factors.
- 3) After giving weight to each factor, then calculate the rating (column 3), given a scale ranging from 4 (outstanding) to 1 (poor). This scale looks at the influence of the factor and relates it to the influence on the company. The opportunity factor rating is positive. The greater the chance, the greater the value is given +4, but if it is small it is given the value +1, while the threat rating is the opposite. If the threat value is the greatest, it is given a value of 1, but if the threat value is small, the rating is given a value of 4.
- 4) After determining the opportunity and threat ratings, the next step is to multiply the weights in column 2 against the ratings in column 3, so that the weighting factor in column 4 can be obtained. The result of the multiplication is a weighting score starting

from the number 4.0 which means outstanding to the number 1.0 which means it means poor.

- 5) The next step is to total the scores in pool 4. This total score can show the company's reaction to external strategic factors.

RESULTS AND DISCUSION

Management

Management is a process of organizing something carried out by a group of people or an organization to achieve the organization's goals by working together to utilize the resources they have.

According to (Slamet Hariyanto, 2018), Management includes the processes of planning, organizing, supervising, directing and so on in an organization. Good management can manage even very complex companies or organizations (Mamduh Hanafi, 2015). By considering the definitions of several experts above, it can be concluded that company management will appear successful or if the management implemented can also have a good impact on the company. Cooperation or collaboration that can help company management succeed is one way that can be done.

Strategy

According to (Surjono, 2018) Strategy is action that is continuously improving and carried out according to the perspective of what consumers want and expect in the future. Strategy is. the actions that guide top management decisions and the Company's resources that make them happen. Marketing strategy.

Helps companies maintain an advantage in market competition and seeks a match between the company's internal capabilities to sell products to consumers and external opportunities in the market, namely potential buyers who like the products being sold (Bima Jalu Pamungkas, 2023).

Strategy is. shared facilities with long-term goals to be achieved (Laila Annisyah Lubis, 2019). According to the definition by experts, it can be concluded that strategy is planning that can have a good or bad impact depending on what we plan and what will be accepted by external factors. However, in business, companies always do their best to improve the quality of their products, a product that can make things easier for customers in the future.

Strategy Management

According to Hudiya (2018) strategic management is a plan that integrates problems environment and the benefits of organizational strategy to ensure that the organization's main goals can be achieved through the right choices and actions. Strategic management, namely prioritizing observation and evaluation of environmental opportunities and threats by considering the company's strengths and weaknesses, strategic management determines the company's performance in the long term. Strategic management includes environmental observation, strategy formulation or long-term planning, strategy implementation, and evaluation and control (Rahim & Radjab, 2017). A management strategy that emphasizes increasing the company's internal expertise by using core competencies and being reactive to changes in the external environment. With a business strategy, business people will not remain in their comfort zone, because external challenges can be more predictable and handled in a satisfactory way or vice versa (Adiningrum et al., 2022).

Strategic management, namely prioritizing observation and evaluation of environmental opportunities and threats by considering the company's strengths and weaknesses, strategic management determines the company's performance in the long term. Strategic management includes environmental observation, strategy formulation or long-term

planning, strategy implementation, and evaluation and control (Rahim & Radjab, 2017). A management strategy that emphasizes increasing the company's internal expertise by using core competencies and being reactive to changes in the external environment.

According to (Slamet Hariyanto, 2018), Management includes the processes of planning, organizing, supervising, directing, and others in an organization. Good management can manage even very complex companies or organizations (Mamduh Hanafi, 2015). By considering several experts, it can be concluded that strategic management is one of the relationships within a company to achieve predetermined goals. With the help of management, we can be motivated to create a strategy so that it can be implemented and if the strategy is successful, the company will also be considered successful or successful.

Internal Factor Evaluation (IFE) Matrix

Nurairin & Yan Orgianus (2022) explain that the IFE matrix is a strategy formulation tool that can be used to assess a company's strengths and weaknesses. The IFE Matrix displays information about a company's strengths and weaknesses in the form of weights, rankings, and scores. So it can be concluded from the IFE Matrix which is used to determine the company's internal factors and shows the company's internal strengths and weaknesses which are assessed according to the branches and weights.

IFAS is a form of strategic analysis of internal organizational/company factors. This analysis needs to be carried out to get a portrait of the strengths and weaknesses of the organization/company. The method for compiling IFAS (Rangkuti: 2018: 27)

External Factor Evaluation Matrix (EFE)

According to Nurairin & Yan Orgianus (2022), the EFE matrix is a strategic formulation tool used to assess company opportunities and threats. So it can be concluded that the EFE Matrix can be used to find out and see existing opportunities and obstacles in order to be able to compete and win in competition.

SWOT analysis

According to Ba et al. (2021), SWOT is an important matching tool that helps managers combine strengths (S), weaknesses (W), opportunities (O) and challenges (T) to form 4 strategic groups. First, the SO (strength - opportunity) strategy, namely using internal resources to exploit opportunities in the external environment. Second, the WO (weakness opportunity) strategy, namely taking advantage of external opportunities to improve internal weaknesses. Weaknesses prevent you from taking advantage of opportunities, so they need to be addressed as soon as possible. Third, ST Strategy (strengths - challenge), namely using the company's strengths to avoid or minimize damage caused by the influence of external threats. BCG Matrix When a company operates in many different business areas, it is necessary to establish separate strategies for each of its business divisions. . The BCG Matrix aims to identify capital (cash flow) requirements and where investment capital can be generated in the different Strategic Business Units within the company's business structure. Based on this, the appropriate strategy for each Strategic Business Unit will be decided. Fourth, the WT Strategy (weakness - challenge) is a defensive strategy to reduce internal weaknesses and avoid external threats. Companies facing external threats combined with internal weaknesses will face significant risks, companies will most likely have to merge, merge, cost constraints, even go bankrupt.

So it can be concluded that SWOT analysis is an important tool in business strategy planning. SWOT analysis helps in combining Strengths, Weaknesses, Opportunities and Threats to form a suitable strategy. By understanding and implementing the right strategy, companies can improve their business and face existing challenges.

The analysis of this research is based on the results of interviews and also results from several internet and journals. The analysis method used in this research is identifying Kona Koffee's Strengths, Weaknesses, Opportunities, Threats using the SWOT matrix. The steps in carrying out a SWOT analysis are as follows:

- a) Recognize internal and external factors. Internal factors are elements that Kona Koffee has which include strengths and weaknesses that greatly influence marketing strategy. External factors are elements that influence Kona Koffee's marketing strategy which includes opportunities and threats.
- b) Analysis with the SWOT matrix SWOT matrix analysis provides a realistic picture of how external variables in the form of possibilities and vulnerabilities can be aligned with internal factors in the form of intensity and probability owned by Kona Koffee.

Table 1. SWOT Analysis

	Strength (S) List all powers you have	Weakness (W) List all weaknesses which are owned
Opportunities (O) List all Opportunities which can Identified	The SO strategy takes advantage of all the potential it has for Maximizing available opportunities	WO Strategy Overcome all weaknesses With maximize every available opportunity
Threats (T) List of identifiable threats	ST Strategy Use all the power to avert the threat	WT Strategy Push every weakness and avoid them all Threats

Source: Data processed by researchers, 2024

According to Isnati and Rizki (2019:62) the SWOT Matrix is a tool for compiling the strategic factors of a company's organization and clearly describing how the opportunities and threats faced by an organization or company can be adjusted to the strengths and weaknesses of the organization or company. This matrix can produce four sets of possible alternative strategies:

- 1) SO Strategy (Strength-Opportunities) The strategy implemented is based on the organization's way of thinking, namely by taking full advantage of opportunities.
- 2) ST Strategy (Strengths-Threats) A strategy that is determined to use the company's strengths to overcome detected threats.
- 3) WO Strategy (Weaknesses-Opportunities) This strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses.
- 4) WT Strategy (Weaknesses-Threats) This strategy is applied to defensive activities and tries to minimize existing weaknesses and avoid threats. Strength (S) Weak

IFAS is an abbreviation for Internal Strategic Factors Analysis Summary, which is a method used to analyze various internal strategic elements in a business. namely consisting of the strengths and weaknesses of the company regarding coffee taxes and competition from large coffee chains. In strategic planning, Halla Coffee needs to maximize its opportunities and overcome emerging threats to achieve long-term success.

Discussion

Hallacoffee's business development strategy will be carried out through the IFE (Internal Factor Evaluation) matrix and the EFE (External Factor Evaluation) matrix. Hallacoffee's internal business factors, such as its strengths and weaknesses, are identified and evaluated using the IFE matrix in the SWOT analysis.

Based on the results of the analysis of the IFE matrix in Table 3, it can be seen that the factor that is the company's main strength is "Product quality" with a score of 0.63. Meanwhile, the factor that is the company's main weakness is "Product distribution is not optimal" with a score of 0.13. The total score from the IFE matrix is 2.92 which indicates that the Hallacoffee factor is in a strong position in exploiting strengths and overcoming weaknesses

Table 2. IFAS Halla Coffee Matrix

Internal factors		Weight (0-1)	Scoring (1-4)	Total Score
Strengths				
Superior Product Quality	S1	0.13	5	0.63
Experienced Management Team	S2	0.13	5	0.63
Operational Efficiency	S3	0.08	4	0.33
Technological Innovation	S4	0.08	3	0.25
Consistency of product taste and service	S5	0.13	3	0.38
Weaknesses				
Dependency on Suppliers	W1	0.08	2	0.17
The indoor area lacks cover if it rains	W2	0.08	2	0.17
Promotional facilities are not yet optimal	W3	0.08	2	0.17
Product distribution is not optimal	W4	0.13	1	0.13
Rarely hold events	W5	0.08	1	0.08
Total		1		2.92

Source: Data processed by researchers, 2024

The EFE Matrix is used to summarize opportunities and threats in a business unit. The EFE matrix analysis carries out the same calculations as the IFE matrix, namely calculating the weights and giving a rating to each factor.

Based on the results of the analysis of the EFE matrix in Table 4, it can be seen that the factor that is the company's main opportunity is "Promising business expansion in this modern era" with a score of 0.55. Meanwhile, the factor that is the main threat to the company is "Government Policy on Coffee Tax" with a score of 0.27. The total score from the EFE matrix is 2.90, which indicates that Hallacoffee's external factors are in a strong position in responding to opportunities and avoiding threats.

Table 3. Halla Coffee EFA Matrix

External Factors		Weight	Ratings	Score
Opportunity	O1 Utilize social media	0.14	4	0.55
	O2 Potential Partnerships with local Coffee Farmers	0.14	3	0.41
	O3 Promising business expansion in this modern era	0.14	4	0.55
	O4 Strategic location selection	0.09	3	0.27
Threat	T1 Government Policy on Coffee Tax	0.14	3	0.27
	T2 Competition from Big Coffee Chains	0.09	2	0.09
	T3 Seasonal Changes Affecting Sales	0.09	2	0.18
	T4 Raw material prices are unstable	0.09	3	0.18
	T5 Changes in consumer trends	0.09	3	0.08
Total		1		2.90

Source: Data processed by researchers, 2024

Apart from that, the food and drink menu is of course very diverse, for those who don't like coffee, Hallacoffee provides a non-coffee drink menu such as Chocolate Frappe, Earl Gray Milk Tea, Pink Cloud, Halla Ale.

Based on observations that have been carried out at Hallacoffee Bandung, a table of the overall results of the IFAS and EFE analysis carried out by Hallacoffee can be obtained, namely

Table 4. IFAS and EFE Analysis Results

EFE	IFAS	Strength Strategic location, spacious parking and using a valet system, spacious indoor and outdoor, complete facilities, varied drink and food menu	Weakness An outdoor area that has no barriers when it rains.
	Opportunities The target market is almost all groups, it is affordable and can be used for various activities such as WFC, Event Meetings	SO Strategy Improve food and beverage products and improve product service knowledge and strength.	WO Strategy Installing tents for outdoor areas and further enhancing online media
	Threats many competitors in the surrounding area and complaints from visitors	ST Strategy Increasing Hallacoffee's specialty products and improving waiter service	WT Strategy Organizing events especially for the sports community Opening a new outlet/shop

Source: Data processed by researchers, 2024

Based on table 4, several actions that Hallacoffee can take based on the IFAS and EFE results are as follows

- a) **Strength:** With a large area and being the largest café in the Batu Fruit area, there is a spacious and very aesthetic indoor and outdoor area in every corner, making it a strategic place for all segments, especially the younger generation, with affordable and comfortable prices, making it a suitable place for the young generation who want to work. From coffee, apart from coffee, there are also non-coffee dishes to pastries with a variety of interesting choices. Its position is very strategic because it is located right next to the main road, making prices quite affordable for most consumers,
- b) **Weakness:** The outdoor area does not have umbrellas to prevent rain when it rains and the indoor area is full so consumers cannot get a seat.
- c) **Opportunities:** With a large space, Hallacoffee can take advantage of it by holding events such as watching sports matches together at quite affordable prices and a good location, which will increase turnover even more than usual. Many consumers already know about Hallacoffee and have become Hallacoffee customers.
- d) **Threats:** With so many competitors in the area, Hallacoffee must further strengthen the characteristics and strengths of the product with a varied menu.

Quantitative Strategic Planning Matrix (QSPM) Analysis

The Quantitative Strategic Planning Matrix (QSPM) is the final stage of strategy formulation analysis in the form of selecting the best alternative. From the QSPM matrix, it can be seen that the highest TAS (Total Attractiveness Score) value is the most suitable alternative strategy to be implemented by Hallacoffee.

Table 5. QSPM Analysis Results

Factors	Weight	Alternative strategy		
		US	Bag	Rating
Improve food and beverage products and improve service, knowledge and product strength	0,21	5	1,07	I

Increase online media promotion	0,21	4	0,86	II
Increasing Hallacoffee's specialty products	0,21	4	0,86	III
Organizing events especially for the sports community	0,14	3	0,43	V
Opening a new outlet/shop	0,21	3	0,64	IV
TOTAL	1,00		3,86	

Source: Data processed by researchers, 2024

Every organization is required to always pay attention to changes in its environment, because every change can be a potential opportunity for every organization that wants to develop. Organizations must anticipate every change and achieve their goals in both the medium and long term. SWOT/TOWS and QSPM analysis shows that ignoring opportunities and threats can put the organization in a critical condition. Therefore, by developing a QSPM matrix in strategy formulation it can reduce the possibility that key factors will be ignored or weighted inappropriately.

In this research, nine alternative strategies were generated from the qualitative SWOT/TOWS matrix, then analyzed using the QSPM matrix to answer what alternative strategies were the main priority for Hallacoffee. Based on the QSPM analysis, it can be seen that the Total Attractive Score (TAS) is 3.86

Referring to the TAS value of each strategy, it is known that the sequence of alternative strategies that can be implemented by Malika Bakery is as follows:

- a) In first place, the strategy carried out by HallahCoffe is to increase product knowledge by providing services that appear positive so that it can trigger the arrival of new customers.
- b) In second place, the strategy that needs to be carried out by HallaaCoffe is to expand its targeted marketing network by taking advantage of developments in information technology. This strategy is obtained from the results of a combination of weaknesses and opportunities in Hallacoffee's qualitative SWOT/TOWS matrix
- c) In third place, the strategy that Hallacoffee needs to carry out is to differentiate products or increase the characteristics of the menu. This strategy is obtained from the results of a combination of strengths and threats in Hallacoffee's SWOT/qualitative matrix
- d) In fourth place, the strategy that needs to be carried out by Hallacoffee is holding events for sporting events to increase the number of customers who come.
- e) In fifth place, the strategy that Hallacoffee needs to carry out is to open a new branch/shop. This strategy is obtained from the combination of weaknesses and threats in Hallacoffee's qualitative SWOT matrix

CONCLUSION

After carrying out a series of strategy formulation stages, it is known that:

- 1) Based on the EFE matrix analysis, a total score of 2.92 was obtained, indicating that Hallacoffee can respond to opportunities and threats above average. Meanwhile, based on the IFE matrix analysis, a total score of 2.90 was obtained, which identifies the existence of internal forces that influence the company;
- 2) Based on the IE matrix analysis, EFE 2.92 and IEF 2.90 fall in cell I (Products and Services). This shows that products and services are Hallacoffee's main strategy to increase business strength or competitive position;
- 3) The results of the Quantitative Strategic Planning Matrix (QSPM) analysis show that the Total Attractive Score (TAS) is 3.86. This analysis provides a sequence of alternative strategies that Hallacoffee needs to carry out. However, of the nine sequences of strategies produced, there is one alternative strategy that is a priority and needs to be implemented immediately with the highest TAS value

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