



Analysis of Coffee Shop Business Strategy in Bandar Lampung

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ABSTRACT

MSMEs boost Indonesia's economy. MSMEs create jobs and reduce poverty in Indonesia, accounting for 56% of business investment and 97% of household work. The number of coffee shops indicates market interest in them. Coffee shops are now used for studying, meeting, and hanging out with friends. Teenagers visit Bandar Lampung City's MSME businesses. Shop and cafe owners benefit from the market segmentation of young people. Even though young people and teenagers love it, a coffee shop must innovate and grow to survive because so many businesses can copy it. This study used quantitative and descriptive qualitative methods. This method collects, analyzes, and interprets data. This chapter's matching and decision stage matrices use EFE, IFE, QSPM data. Early in strategy formulation, the input tool measures subjectivity. The strategist can better generate, prioritize, evaluate, and choose strategies in the Quantitative Strategic Planning matrix by making minor decisions about the relative importance of external and internal factors in the input matrix

INTRODUCTION

MSMEs boost Indonesia's economy. Indonesian MSMEs generate 56% of business investment and 97% of household work, reducing poverty. MSMEs are government-funded. Indonesian entrepreneurs need support. Indonesian MSMEs should boost GDP and employment. MSMEs need technical and managerial skills. MSMEs' business model innovation is examined in coffee. Analyzing a Bandar Lampung City SME. Corporations need resource management. They develop, implement, and evaluate the company's management strategy. Strategic management aids planning.

MSMEs compete by innovating. Technology enhances products. Inventions can be made. It is old if consumers think it is new. Flexible MSMEs must optimize their innovation strategy to gain strength and manage intangible resources professionally. Entrepreneurs and MSME developers must innovate to compete. A company-wide innovation strategy can incorporate this high-quality culture. Innovation helps SMEs. All businesses – creative, food, manufacturing, and natural resources – need innovative survival strategies. SME innovation strategies outperform previous businesses. Innovate to survive. Innovative companies need new ideas. Innovation destroys companies. Increased business competition. Entrepreneurs hustle to succeed. To capitalize, firms must innovate. Promotion boosts marketing. No matter how good a product is, consumers will only buy it if they know about it and believe it will help them (Fandy Tjiptono, 2008). MSMEs can survive.

"Hanging out" is Bandar Lampung's lifestyle. Beverages grow. Bandar Lampung has many cafes. Coffee shops indicate demand. Coffee shops are for studying, meeting, and socializing (Herlyana, 2017). Wi-Fi cafes have the best food and drinks. Bandar Lampung cafes are Instagrammable. Indonesia consumed 276,000 tons of coffee in 2016/2017. 2019/2020: 309,771 tons (Center for Agricultural Data and Information Systems 2016). Urban coffee shops. Coffee shops host meetings, studying, socializing, and working. Chain and new coffee shops dominate Bandar Lampung. Bandar Lampung coffee shops increased (Figure 1).

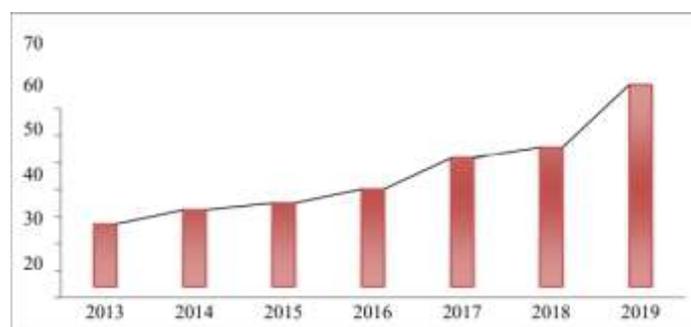


Figure 1. Development of the Number of Coffee Shops in Bandar Lampung in 2013-2019 (Hartati, 2020)

Figure 1 shows Bandar Lampung coffee shops growing annually. This includes branch stores. People have many options. Price, taste, service, and other factors influence these choices. These factors determine coffee shop satisfaction. Bandar Lampung's MSME coffee shops, Adiksi Coffe, Kiyo Pramuka, and Kopi Palapa, are popular with teens. Shop and cafe owners benefit from the market segmentation of young people. Even though young people and teens love it, this coffee shop business will only survive if it can innovate and develop business strategies. Many coffee shops can imitate each other. The author used Adiksi Coffe, Kiyo Pramuka, and Kopi Palapa shops as research material because Adiksi Coffe, Kiyo Pramuka, and Kopi Palapa are market challengers. Market challenger strategy is used by companies in second or third place to attack leaders and competitors with aggressive offers to gain market share and provide more relevant results than market leader selection.

LITERATURE REVIEW

Micro, Small, and Medium Enterprises (MSMEs)

Economic leaders run MSMEs. Micro, small, medium, and large businesses differ in initial asset value (excluding land and buildings), average annual income, and permanent workers (Maksum et al., 2020). Countries define MSMEs differently using these three measures. Comparing MSMEs across countries takes a lot of work. Law 20 of 2008 defines Indonesia's MSMEs. Chapter 1 (General Regulations), Article 1 describes micro-enterprises as production companies owned by individuals and businesses. Economic and production businesses that stand alone are run by individuals or entities that are not subsidiaries or branches of self-owned businesses, control or directly or indirectly become part of micro-businesses or large corporations that meet the legal definition of small business. Medium-sized businesses are independent economic entities, not micro-business branches. Laws define micro-enterprises as small or large businesses.

Strategic Management

Strategic management requires cross-functional decision-making, implementation, and evaluation for organizational goals. Strategic management requires marketing, finance, accounting, production, operations, R&D, and information systems. This text mixes strategic management and planning. Academic and business terms differ. Plan, execute, and evaluate strategic management. Strategic management seizes new opportunities, while long-term planning optimizes today's trends for tomorrow (David Fred R & David Forest R, 2017).

Strategic management impacts performance. Decisions require workplace evaluation by managers. Strategic planning includes predictable and impossible. The right strategy lets small companies compete. It guides the firm. Strategic management evaluates and controls an organization's businesses and industries, evaluates competitors, sets objectives and strategies to meet all existing and potential competitors, and reevaluates the strategy. Strategic Management demonstrates how work affects others and the company's plan. Employee management maximizes business goals.

IFE Matrix

The IF matrix assesses a company's strengths and weaknesses. 4 represent significant strengths, 3 minor strengths, 2 minor weaknesses, and 1 significant weakness. Weaknesses can be rated 2-1, and strengths 3-4. Comparison tools improve IFE matrix ranking (Leliga et al., 2019). The IFE matrix summarizes the company's external and internal environment data.

EFE Matrix

The EFE Matrix rates the company's strategy's response to opportunities and threats based on external factors. 4 is a good response, 3 is above average, 2 is average, and 1 is poor. Factor ratings and weights are subjective. The company's response to opportunities could be better because only one opportunity was rated 3. The rest got 1. The first threat is better prepared by the company.

Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) evaluates strategic options and ranks their attractiveness. QSPM prioritizes feasible strategies. QSPM requires companies to analyze their external and internal environments, research, weigh the pros and cons of various options, analyze, and then choose a course of action.

QSPM ranks strategies by how well they use or improve critical external and internal factors. The cumulative impact of external and internal factors determines the relative attractiveness of each strategy in a set of alternatives. (Haekal, 2022; Walukow & Pangemanan, 2015).

METHODOLOGY

Object of Research

Research activities were carried out at Addiction Coffee, Kiyo and Palapa Coffee, which are engaged in the coffee business from cultivation to selling Addicted Coffee, Kiyo and Palapa Coffee located in Bandar Lampung City's plains. The research object will focus more on business development strategies using the Business Model Canvas.

Research Subject

In carrying out the research, data is needed; the data obtained involves owners or internal parties from Addiction, Kiyo Pramuka and Kopi Palapa.

Data Collection

We do observation, interview and study of literature in this research. Observations were made to determine the business strategy of Kopi Addiction, Kiyo and Kopi Palapa directly, as well as the internal and external factors that affect the Kopi Adiksi, Kiyo Pramuka and Kopi Palapa business. Observations made in this study were direct observations at the locations of Addiction Coffee, Kiyo Pramuka and Palapa Coffee. Interviews were conducted to collect and obtain information and data needed in this study. Interviews were conducted with the direct owners of Kopi Addiction, Kiyo Pramuka and Kopi Palapa. Literature study is used as a reference in conducting research based on previous research studies; this can assist researchers in using and implementing methods into data processing.

Data Type

In this study, there are 2 types of data are used: Primary and secondary. Primary data is data obtained directly from the results of field studies, such as direct observations and interviews with company owners, which are intended to adjust existing data and occur. Secondary data is data obtained from previous research that has been done. This secondary data is sourced from literature studies from journals, theses, books, articles, and other information.

Research Procedure

The following is the research procedure carried out:

1. Problem Identification: Problem formulation (Focusing on the business strategies of Adiksi Coffee, Kiyo Pramuka and Kopi Palapa) Research objectives
2. Data Collection: Direct observation (Conducted directly at Adiksi Coffee, Kiyo Pramuka and Kopi Palapa) Interviews (Conducted directly with the owners of Adiksi Coffee, Kiyo Pramuka and Kopi Palapa)
3. Literature Review (Based on book sources, journals and others)
4. Data Analysis: Analysis of strategy from input to decision stage
5. Interpretation of Results: Results
6. Conclusion (Get the results of the analysis)

Model Analysis

This study used quantitative and descriptive qualitative methods. This method collects, analyzes, and interprets data. Thus, the researcher seeks to comprehend, reveal, and explain field phenomena and draw descriptive conclusions from the data. This chapter's matching and decision stage matrices use EFE, IFE, and QSPM data. Early in strategy formulation, the input tool measures subjectivity. Strategists can better generate, prioritize, evaluate, and choose strategies in the Quantitative Strategic Planning Matrix by making minor decisions in the input matrix about the relative importance of external and internal factors (David Fred R & David Forest R, 2017).

RESULT

General Description of the Research Object

Adiksi Coffee

Adiksi Coffee is in Jalan Purnawirawan Raya, Gunung Terang, Tanjung Karang Barat District, Bandar Lampung City. The location, which is close to schools and campuses, makes Adiksi Coffee a prima donna among students— established in February 2020. Addiction has opened another branch in the Korpri area, Sukarame, Bandar Lampung.



Figure 2. Condition of Adiksi Coffee

Kiyo Pramuka

Kiyo Pramuka is a cafe & restaurant with an outdoor and indoor concept located at Jalan Pramuka No.26, Sumberejo, Kec. Kemiling, City of Bandar Lampung. Kiyo Pramuka serves many dishes, especially coffee drinks, which are a mainstay. The facilities provided by Kiyo Pramuka are complete, starting from a large parking area, free Wi-Fi, air conditioning, electric sockets, prayer rooms, bathrooms, and others.



Figure 3. Condition of Kiyo Pramuka

Kopi Palapa

Kopi Palapa is a coffee shop on Jalan Mayor Sukardi Hamdani, Palapa 7 No. 101A, Labuhan Ratu, Kec. Kedaton, Bandar Lampung City. Kopi Palapa is a minimalist-style coffee shop and has two floors. Kopi Palapa is known to have variants of dishes with economical prices and facilities that support students especially.



Figure 4. Condition of Kopi Palapa

IFE Matrix

The results of the IFE matrix are as follows:

Table 1. Adiksi Coffee IFE Matrix

No.	Dominant Internal Factors	Weight	Rate	Weight x Rate
Strength				
1	Product selling price	0,097	4	0,388
2	High popularity rate	0,091	3	0,273
3	Taste of products and services	0,088	3	0,264
4	Product variations	0,083	3	0,249
5	Effectiveness of marketing strategy	0,095	3	0,285
6	Good corporate governance	0,091	2	0,182
	Sub-Total			1,641
Weakness				
1	Inadequate space	0,088	3	0,264
2	Tools for manual coffee making	0,088	1	0,088
3	The location is not strategic	0,094	3	0,282
4	High employee turn-over rate	0,089	1	0,089
5	Lack of HR	0,096	2	0,192
	Sub-Total			0,915
	Total	1		2,556

Kiyo Pramuka

Table 2. Kiyo Pramuka IFE Matrix

No.	Dominant Internal Factors	Weight	Rate	Weight x Rate
Strength				
1	Product selling price	0,097	3	0,291
2	High popularity rate	0,091	3	0,273
3	Taste of products and services	0,088	2	0,176
4	Product variations	0,083	3	0,249
5	Effectiveness of marketing strategy	0,095	2	0,19
6	Good corporate governance	0,091	3	0,273
Sub-Total				1,452
Weakness				
1	Inadequate space	0,088	4	0,352
2	Tools for manual coffee making	0,088	3	0,264
3	The location is not strategic	0,094	4	0,376
4	High employee turn-over rate	0,089	1	0,089
5	Lack of HR	0,096	2	0,192
Sub-Total				1,273
Total		1		2,725

Kopi Palapa

Table 3. Kopi Palapa IFE Matrix

No.	Dominant Internal Factors	Weight	Rate	Weight x Rate
Strength				
1	Product selling price	0,097	4	0,388
2	High popularity rate	0,091	2	0,182
3	Taste of products and services	0,088	2	0,176
4	Product variations	0,083	2	0,166
5	Effectiveness of marketing strategy	0,095	2	0,19
6	Good corporate governance	0,091	2	0,182
Sub-Total				
Weakness				
1	Inadequate space	0,088	2	0,176
2	Tools for manual coffee making	0,088	1	0,088
3	The location is not strategic	0,094	2	0,188
4	High employee turn-over rate	0,089	4	0,356
5	Lack of HR	0,096	2	0,192
Sub-Total				
Total		1		2,284

EFE Matrix

The EFE matrix is obtained as follows:

Adiksi Coffee

Table 4. Adiksi Coffee EFE Matrix

No.	Dominant External Factors	Weight	Rate	Weight x Rate
	Opportunity			
1	Social and cultural society currently has a positive effect on sales	0,097	4	0,388
2	Loyalty of loyal customers visiting	0,091	3	0,273
3	The economic condition of the community around the location is good	0,088	3	0,264
4	Technological developments are increasingly advanced so as to facilitate promotion and sales	0,095	4	0,38
5	Reliable supply of raw materials	0,085	3	0,255
6	Can develop business by adding new products, and opening new branches	0,095	2	0,19
	Sub-Total			1,75
	Threat			
1	The level of competition for coffee shops is high	0,088	2	0,176
2	It's easy for new players to enter the market industry	0,088	1	0,088
3	Unstable raw material prices	0,094	3	0,282
4	Competitor use of coffee makers	0,089	2	0,178
5	Bad rating on social media	0,09	4	0,36
	Sub-Total			1,084
	Total	1		2,835

Kiyo Pramuka

Table 5. Kiyo Pramuka EFE Matrix

No.	Dominant External Factors	Weight	Rate	Weight x Rate
	Opportunity			
1	Social and cultural society currently has a positive effect on sales	0,097	4	0,388
2	Loyalty of loyal customers visiting	0,091	2	0,182
3	The economic condition of the community around the location is good	0,088	3	0,264
4	Technological developments are increasingly advanced so as to facilitate promotion and sales	0,095	4	0,38
5	Reliable supply of raw materials	0,085	3	0,255
6	Can develop business by adding new products, and opening new branches	0,095	4	0,38

	Sub-Total			1,849
	Threat			
1	The level of competition for coffee shops is high	0,088	2	0,176
2	It's easy for new players to enter the market industry	0,088	1	0,088
3	Unstable raw material prices	0,094	3	0,282
4	Competitor use of coffee makers	0,089	2	0,178
5	Bad rating on social media	0,09	1	0,09
	Sub-Total			0,814
	Total	1		2,663

Kopi Palapa

Table 6. Kopi Palapa EFE Matrix

No.	Dominant External Factors	Weight	Rate	Weight x Rate
	Opportunity			
1	Social and cultural society currently has a positive effect on sales	0,097	4	0,388
2	Loyalty of loyal customers visiting	0,091	3	0,273
3	The economic condition of the community around the location is good	0,088	3	0,264
4	Technological developments are increasingly advanced so as to facilitate promotion and sales	0,095	3	0,285
5	Reliable supply of raw materials	0,085	3	0,255
6	Can develop business by adding new products, and opening new branches	0,095	1	0,095
	Sub-Total			1,56
	Threat			
1	The level of competition for coffee shops is high	0,088	2	0,176
2	It's easy for new players to enter the market industry	0,088	1	0,088
3	Unstable raw material prices	0,094	3	0,282
4	Competitor use of coffee makers	0,089	1	0,089
5	Bad rating on social media	0,09	4	0,36
	Sub-Total			0,995
	Total	1		2,555

Matriks Internal-Eksternal (IE)

Adiksi Coffee

Internal Score total: 2,556

Eksternal Score total: 2,835

Quadrant: V

Kiyo Pramuka

Internal total score: 2,725
 External total score: 2,663
 Quadrant: V
Kopi Palapa
 Total Skor Internal: 2,284
 Total Skor Eksternal: 2,555
 Kuadran: V

Table 7. Adiksi Coffee Internal-External Quadrant
 Internal Score total

Total Score of External Strategy	4,0 High	3,0	2,82 '2,0	1,0
		1 GROWTH Concentration through vertical integration	2 GROWTH Concentration through horizontal integration	3 SHRINKAGE Turnarounds
	3,0 Medium	4 STABILITY Be careful	5 GROWTH Concentration through horizontal integration	6 SHRINKAGE Captive company or Divestment
	2,0 Low	7 GROWTH Concentric Diversification	8 GROWTH Conglomerate diversification	9 LIQUIDATION Bankruptcy or liquidation
	1,0			

**QSPM Analysis
Adiksi Coffee**

Table 8. Adiksi Coffee QSPM Matrix

ALTERNATIVE STRATEGY													
		1		2		3		4		5		6	
		Adding coffee menu innovations		Opening new branches		Improving product quality		Expanding product marketing		Increasing parking lots		Upgrading equipment	
Key Factors	Weight	A	TA	A	TA	A	TA	A	TA	A	TA	A	TA
Opportunity													
Social and cultural society currently has a positive effect on sales	0,097	3	0,291	4	0,388	4	0,388	3	0,291	4	0,388	3	0,291
Loyalty of loyal customers visiting	0,091	2	0,182	3	0,273	4	0,364	2	0,182	2	0,182	2	0,182
The economic condition of the community around the location is good	0,088	3	0,264	3	0,264	4	0,352	3	0,264	4	0,352	2	0,176
Technological developments are increasingly advanced so as to facilitate	0,095	4	0,38	2	0,19	3	0,285	4	0,38	2	0,19	4	0,38

promotion and sales													
Reliable supply of raw materials	0,085	2	0,172	2	0,174	4	0,341	1	0,085	2	0,172	2	0,177
Can develop business by adding new products, and opening new branches	0,095	3	0,285	4	0,383	3	0,285	3	0,285	4	0,382	2	0,199
Threat													
The level of competition for coffee shops is high	0,088	4	0,352	4	0,352	4	0,352	4	0,352	3	0,264	4	0,352
It's easy for new players to enter the market industry	0,088	4	0,352	4	0,352	4	0,352	4	0,352	3	0,264	4	0,352
Unstable raw material prices	0,094	3	0,282	1	0,094	2	0,188	2	0,188	1	0,094	2	0,188
Competitor use of coffee makers	0,089	4	0,356	1	0,089	4	0,356	1	0,089	1	0,089	4	0,356
Bad rating on social media	0,092	2	0,181	1	0,092	3	0,274	4	0,362	2	0,182	2	0,188
Strength													

Product selling price	0,097	2	0,194	2	0,194	3	0,291	2	0,194	3	0,291	3	0,291
High popularity rate	0,091	2	0,182	3	0,273	3	0,273	4	0,364	3	0,273	2	0,182
Taste of products and services	0,088	3	0,264	3	0,264	4	0,352	3	0,264	3	0,264	4	0,352
Product variations	0,083	4	0,332	2	0,166	3	0,249	3	0,249	2	0,166	4	0,332
Effectiveness of marketing strategy	0,095	3	0,285	3	0,285	3	0,285	4	0,38	2	0,19	2	0,19
Good corporate governance	0,091	4	0,364	4	0,364	2	0,182	3	0,273	3	0,273	2	0,182
Weaknesses													
Inadequate space	0,088	1	0,088	4	0,352	1	0,088	1	0,088	4	0,352	1	0,088
Tools for manual coffee making	0,088	2	0,176	2	0,176	1	0,088	1	0,088	1	0,088	4	0,352
The location is not strategic	0,094	1	0,094	4	0,376	1	0,094	1	0,094	4	0,376	1	0,094
High employee turn-over rate	0,089	1	0,089	1	0,089	1	0,089	1	0,089	1	0,089	2	0,178
Lack of HR	0,096	1	0,096	1	0,096	1	0,096	2	0,192	1	0,096	3	0,288
Total			5,258		5,277		5,619		5,103		5,011		5,346

Kiyo Pramuka

Table 9. Kiyo Pramuka QSPM Matrix

ALTERNATIVE STRATEGY											
		1		2		3		4		5	
		Adding coffee menu innovations		Improving product quality and maintaining taste consistency		Improving service quality		Increasing promotion on social media		Improving equipment and coffee machines	
Key Factors	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Opportunity											
Social and cultural society currently has a positive effect on sales	0,097	4	0,388	4	0,388	4	0,388	3	0,291	3	0,291
Loyalty of loyal customers visiting	0,091	3	0,273	3	0,273	4	0,364	2	0,182	2	0,182
The economic condition of the community around the location is good	0,088	4	0,352	4	0,352	4	0,352	3	0,264	2	0,176
Technological developments are increasingly advanced so as to facilitate promotion and sales	0,095	4	0,38	4	0,38	4	0,38	4	0,38	4	0,38

Reliable supply of raw materials	0,085	3	0,25 5	3	0,255	3	0,25 5	2	0,17	2	0,17
Can develop business by adding new products, and opening new branches	0,095	4	0,38	4	0,38	4	0,38	4	0,38	4	0,38
Threat											
The level of competition for coffee shops is high	0,088	4	0,35 2	4	0,352	4	0,35 2	4	0,35 2	4	0,35 2
It's easy for new players to enter the market industry	0,088	4	0,35 2	4	0,352	4	0,35 2	4	0,35 2	4	0,35 2
Unstable raw material prices	0,094	1	0,09 4	4	0,376	2	0,18 8	4	0,37 6	3	0,28 2
Competitor use of coffee makers	0,089	2	0,17 8	2	0,178	2	0,17 8	1	0,08 9	4	0,35 6
Bad rating on social media	0,09	3	0,27	4	0,36	4	0,36	3	0,27	2	0,18
Strength											
Product selling price	0,097	1	0,09 7	3	0,291	4	0,38 8	2	0,19 4	2	0,19 4
High popularity rate	0,091	1	0,09 1	3	0,273	4	0,36 4	3	0,27 3	2	0,18 2

Taste of products and services	0,088	4	0,352	4	0,352	4	0,352	3	0,264	4	0,352
Product variations	0,083	4	0,332	1	0,083	2	0,166	3	0,249	3	0,249
Effectiveness of marketing strategy	0,095	2	0,193	3	0,285	3	0,285	4	0,382	2	0,193
Good corporate governance	0,091	3	0,273	3	0,273	3	0,273	3	0,273	3	0,273
Weakness											
Inadequate space	0,088	1	0,088	1	0,088	1	0,088	1	0,088	1	0,088
Tools for manual coffee making	0,088	1	0,088	1	0,088	1	0,088	1	0,088	4	0,352
The location is not strategic	0,094	1	0,094	1	0,094	1	0,094	1	0,094	1	0,094
High employee turn-over rate	0,089	1	0,089	1	0,089	1	0,089	1	0,089	2	0,178
Lack of HR	0,096	1	0,096	1	0,096	1	0,096	1	0,096	3	0,288
Total			5,064		5,658		5,832		5,194		5,541

Kopi Palapa

Table 10. Kopi Palapa QSPM Matrix

ALTERNATIVE STRATEGY												
		1		2		3		4		5		
		Add coffee menu innovations		Open new branches		Improve layout or place expansion		Increase multi-platform marketing		Improve equipment and coffee machines		
Key Factors	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	
Opportunity												
Social and cultural society currently has a positive effect on sales	0,097	4	0,388	4	0,388	4	0,388	4	0,388	3	0,291	
Loyalty of loyal customers visiting	0,091	4	0,364	4	0,364	4	0,364	3	0,273	2	0,182	
The economic condition of the community around the location is good	0,088	3	0,264	4	0,352	4	0,352	3	0,264	2	0,176	
Technological developments are increasingly advanced so as to facilitate promotion and sales	0,095	3	0,285	3	0,285	3	0,285	4	0,384	4	0,384	
Reliable supply of	0,085	3	0,255	3	0,255	3	0,255	2	0,172	2	0,172	

raw materials											
Can develop business by adding new products, and opening new branches	0,095	3	0,285	4	0,38	3	0,285	4	0,38	2	0,19
Threat											
The level of competition for coffee shops is high	0,088	4	0,352	4	0,35	4	0,35	4	0,35	4	0,35
It's easy for new players to enter the market industry	0,088	4	0,352	4	0,35	4	0,35	4	0,35	4	0,35
Unstable raw material prices	0,094	2	0,188	1	0,09	4	0,09	1	0,09	4	0,188
Competitor use of coffee makers	0,089	3	0,267	1	0,08	9	0,08	1	0,17	8	0,35
Bad rating on social media	0,09	1	0,09	1	0,09	1	0,09	1	0,09	1	0,09
Strength											
Product selling price	0,097	2	0,194	1	0,09	7	0,09	1	0,29	1	0,09
High popularity rate	0,091	2	0,182	1	0,09	1	0,18	2	0,36	4	0,09
Taste of products and services	0,088	2	0,176	4	0,35	2	0,35	4	0,26	4	0,35
Product variations	0,083	4	0,332	1	0,08	3	0,08	1	0,08	3	0,24

Effectiveness of marketing strategy	0,095	2	0,19	2	0,19	3	0,285	4	0,38	2	0,19
Good corporate governance	0,091	2	0,182	2	0,182	2	0,182	2	0,182	2	0,182
Weakness											
Inadequate space	0,088	1	0,088	4	0,352	4	0,352	1	0,088	1	0,088
Tools for manual coffee making	0,088	1	0,088	1	0,088	1	0,088	1	0,088	4	0,352
The location is not strategic	0,094	1	0,094	4	0,376	4	0,376	1	0,094	1	0,094
High employee turn-over rate	0,089	1	0,089	1	0,089	1	0,089	1	0,089	1	0,089
Lack of HR	0,096	1	0,096	1	0,096	1	0,096	1	0,096	1	0,096
Total			4,801		4,997		5,088		4,94		4,607

DISCUSSION

IFE Matrix Analysis

Internal environmental analysis used the IFE matrix. The IFE matrix weights and rates each factor's strengths and weaknesses to calculate a value. Company interviews provided weights and ratings. The IFE matrix table weighs Coffee Addiction at 2.556. Addiction Coffee's internal strength in utilizing and overcoming weaknesses is average. Addiction Coffee's main strength is its selling price, which is affordable and competitive, especially in Bandar Lampung City's coffee business, while its main weakness is its manual coffee-making tool.

The Kiyo Scout matrix weighted value is 2.725. Kiyo Pramuka's internal strength is above average in using its strengths and overcoming weaknesses. This study gives Kiyo Pramuka the highest internal score. Kiyo Pramuka's main strength is its strategic location (0.376), while its main weakness is its high employee turnover (0.089). Palapa Coffee earned 2,284. This indicates that Kopi Palapa's internal strength is below average and has yet to overcome its weaknesses. Palapa Coffee scored the lowest internally in this study. Palapa

Coffee's main strength, 0.388, is its affordable price. Its biggest flaw is 0.088-valued coffee-making equipment.

EFE Matrix Analysis

External environmental analysis used EFE (External Factor Evaluation) matrix. The EFE matrix determines object development factors. Critical employees' ratings were then interviewed. To determine store development strategy, weigh and rate each opportunity and threat factor. Table 6 shows detailed EFE matrix analysis results. EFE matrix table-based. The coffee Addiction EFE matrix table yields a 2.835 weighted value. Addiction Coffee excels at seizing opportunities and overcoming threats. Addiction Coffee's most significant opportunity is social and cultural society's 0.388 sales boost. With a value of 0.088, new market entrants pose the biggest threat.

Kiyo Scouts scored 2.663. Kiyo Scouts are good at seizing opportunities and overcoming threats. Social and cultural society currently boosts sales by 0.388, giving Kiyo Scouts the most significant opportunity. With a value of 0.088, new market entrants pose the biggest threat. Palapa Coffee EFE matrix weighted value is 2.555. Kopi Palapa's ability to seize opportunities and overcome threats is reasonable. Palapa Coffee's most significant opportunity is that social and cultural society boosts sales by 0.388. With a value of 0.088, new market entrants pose the biggest threat.

Internal External (IE) Matrix Analysis

The coffee shop's strengths, weaknesses, opportunities, and threats will determine the IE matrix's position and strategy. The IE matrix uses the weighted average of the IFE and EFE matrices. Drawing a line between the IFE and EFE matrix yields the company's position. The total weighted IFE score for Coffee Addiction is 2.556, and the total weighted EFE score is 2.835. The two axes meet in the fifth cell. Addiction Horizontal integration can help Coffee expand by building in other locations and adding products and services. Kiyo Pramuka and Kopi Palapa had weighted IFE scores of 2.725 and 2.284, respectively. Despite the total EFE weighted values of 2.663 and 2.555, the two objects meet in the fifth cell. Horizontal integration – building in another location and offering more products and services – can help Kiyo Pramuka and Kopi Palapa grow.

QSPM Matrix Analysis

The final stage uses QSPM to determine the best strategy (Sabita et al., 2021). Matching internal and external strategic factors that may influence alternative plans yields the Attractive Score (AS). Multiplying the AS score by the average weight of the main factors yields the TAS (Total Attractiveness Score). Add TAS values vertically to get STAS (Sum Total Attractiveness Scores). Coffee Background will prioritize its highest STAS strategic objective. "Improving product quality" had the highest Total Attractive Score (TAS) of 5.619

on the QSPM Coffe Addiction matrix table, followed by "Upgrade equipment and coffee machines" at 5,346. Coffee Addiction chose "improving product quality" as its strategy. In Kiyu Pramuka's QSPM matrix table, "Improving service quality" had the highest Total Attractive Score (TAS) of 5.832. "Improve product quality and maintain consistency of taste" scored 5,658 next. Thus, Kiyu Pramuka's strategy was "Improving service quality". The QSPM matrix for Kopi Palapa showed that "Improve the layout or expand the place" had the highest Total Attractive Score (TAS) of 5.088, followed by "Opening a new branch" at 4,997. Thus, Kopi Palapa chose "Improving the layout or expanding the place" as its strategy.

CONCLUSION AND RECOMMENDATION

Based on the total weighted value of IFE Addiction Coffe, Kiyu Pramuka and Palapa Coffee can implement a growth strategy through horizontal integration, an activity to expand the company by building in other locations and increasing the types of products and services. Based on the Coffe Addiction QSPM matrix table, the "improving product quality" strategy was chosen as a strategy that Coffe Addiction can implement. Meanwhile, based on the QSPM matrix table for Kiyu Scouts, the strategy "Improving service quality" was chosen as a strategy that Kiyu Scouts must implement. Meanwhile, based on the results of the QSPM matrix for Kopi Palapa, the strategy "Improving the layout or expanding the place" was chosen to be the strategy that Kopi Palapa had to implement.

Addiction Coffe, Kiyu Pramuka and Kopi Palapa need to be aware of their strengths and advantages to formulate strategies to improve product and service quality to survive in the industry. Adiksi Coffe, Kiyu Pramuka and Kopi Palapa must also anticipate the emergence of many new competitors by taking advantage of opportunities, namely building good relationships with customers and maintaining the quality and quantity of employees they have.

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