

Bussiness development strategy in coffee shop (study on Berawal Coffee & Dimsum in Bagusrangin disrict, Bandung city)

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ABSTRACT

The purpose of this research is to build an innovation strategy focused on commercial development for Berawal Coffee & Dimsum through the creation of opportunity-generating tactics. In this research, a case study was used along with a qualitative approach. The owner and management team of Berawal Coffee, who play an important role as key informants and are directly involved in the company's operations or part of the core management, are considered to have the best understanding of the business situation there. The researcher conducted interviews with these people. The researcher used the IFE, EFE, and QSPM matrices to find a number of opportunities, threats, strengths, and weaknesses that became important elements in business development when creating a business plan for Berawal Coffee & Dimsum. Berawal Coffee's evaluation of the Internal and External (IE) Matrix shows that Berawal Coffee is in cell V position. To prevent a decline in sales and loss of profits, the next stage is product development. Berawal Coffee & Dimsum can expand its facilities and geographical reach while maximizing the use of technology for marketing purposes. This could be the first step to growing the company if the strategy is well formulated.

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1. Introduction

In this era of globalization, business is growing very fast along with technological developments. However, this has tightened the competition between companies. In such a situation, businesses must develop and implement business strategies to not only survive and grow their companies, but also compete to capture and control existing market share. Strategy is essential to gain a competitive advantage and ensure business success (Baba et al., 2019). In facing various increasingly fierce business competition, business actors are asked to be able to develop by thinking creatively so that the business being run can progress and develop. (Ilmu et al., 2022)

The English word "business", which means "busyness", is the root of several terms used in the language of business. A business is a set of tasks performed by individuals or organizations with the aim of making money through the production, acquisition, exchange, or sale of goods or services (Zulaikha, 2020; Adiningrum et al., 2022). The benefits of owning a business will be obvious if the product innovation is more inventive; in order for the company to compete with other businesses, innovative thinking is needed in the business sector. (Letari, 2019 in Indonesia; (Manggu & Beni, 2023). Industry in the field of food and beverages is one of the potential forms of industry. (Studi et al., 2022)

Coffee is one of the sub-sector staples of horticulture where its development has the potential to increase the income of the government, entrepreneurs and farmers (Dabutar, 2023). The potential of the coffee business in Indonesia is evident from the increasing volume of coffee consumed by people from

various social backgrounds. Therefore, observant entrepreneurs have capitalized on this attractive prospect to open coffee shops across Indonesia with various themes (Suryana, n.d. & (Pratama et al., n.d.).

The level of coffee consumption that always increases every year in Indonesia is a phenomenon that changes the presence of coffee is no longer just a seasonal prestige, but a daily necessity, (Cucu Sumartini & Fajriany Ardining Tias, 2019; Ilham et al., 2019; Rifandi & Prakoso, 2022); (Pratama et al., n.d.). Customer satisfaction can be created because performance of the products received in accordance with the expected (Apriansa, 2017&(Manggu & Beni, 2023)

Coffee shops are a familiar sight to many people in Indonesia. Many Indonesians prefer to enjoy coffee in coffee shops directly. Enjoying coffee at a coffee shop has become a lifestyle for Indonesians today. A coffee shop is a place that provides drinks such as coffee, tea, and other drinks. There are also some coffee shops that sell snacks as a complement (Afdalia et al., 2023).

Indonesians love to chat while sipping drinks, so coffee shops are always crowded. The cozy atmosphere created by the music playing makes coffee a new lifestyle. Moreover, the new regulation that allows Work From Anywhere (WFA) makes Work From Coffee a favorite choice for those who want to work and play at the same time, thus encouraging an increase in the relatively high profit margins of coffee shops that make new businessmen also look (Pratama et al., n.d.).

This proves that the coffee shop phenomenon occurs in modern lifestyle changes that change the interest and perception of coffee drinking culture into something that has a positive impact (Adiningrum et al., 2022).

In previous research, it discussed business development strategies using the BMC (Business Model Canvas) Business Model, while the current research discusses how business development strategies through SWOT & QSPM (Quantitative Strategic Planning Matrix) analysis and in this study are reviewed based on current business developments.

Berawal Coffee & Dimsum started operating in late 2019, after 4 to 5 months of operation, Berawal Coffee & Dimsum decided to temporarily stop its business due to the entry of the pandemic in 2020 to Indonesia, in late 2020 Berawal Coffee & Dimsum planned to restart its business by looking for investors/new recruitment, especially in capital management, until finally it resumed operations in 2021 with social distancing regulations and lockdown regulations that had begun to loosen. Although Berawal Coffee & Dimsum has managed to get out and overcome the pandemic, it is not a guarantee that it will get a large market share, until now based on the sales data obtained, Berawal Coffee & Dimsum experiences ups and downs every month.

Because all the basic principles of doing business must have differentiation, Berawal Coffee & Dimsum is looking for an F&B commodity that also has a Unique Selling Point (USP), so the main focus is on the production of Mixology / mocktail drinks at that time. But in 2021 after Berawal Coffee & Dimsum started operating again, Mixology / mocktail was no longer a Unique Selling Point, judging by the emergence of mushrooming competitors. Until finally Berawal Coffee & Dimsum came up with a new idea which of course has a Unique Selling Point (USP) differentiation by selling burnt dimsum. This is the reason for the change in name and logo which was originally only Berawal Coffee to Berawal Coffee & Dimsum.

First, the internal and external conditions of Berawal Coffee & Dimsum must be examined and considered when developing the company's business plan. The company itself must then be analyzed to determine its strengths and weaknesses in order to provide proper guidance and develop a competitive advantage (Wijaya & Adib, 2019).

In addition to focusing on the development of the company, they also need to know how to take advantage of opportunities to succeed in the strategy. In addition, if the company faces risks, analysis is a way for the company to grow and survive (Banka et al., 2023). There are three stages of business strategy development, namely the input stage, the matching stage and the decision-making stage.(Baroto, 2017)

When creating a successful strategic plan, the Quantitative Strategic Planning Matrix (QSPM) can be used to help prioritize various key information into internal, external, and competitive aspects(Shri, n.d.).Previous research shows that QSPM is a suitable formulation to identify the most effective or prioritized method during the decision-making phase. In accordance with the priorities and stages of the actual strategy decision chosen, the QSPM formulation helps in choosing the optimal course of action

(Indriarti & Rachmawati, 2021). Determining the best strategy to implement is the main purpose of using QSPM analysis (Gamal, 2016). The approach to be used in the decision-making stage can be known through the QSPM matrix (Street, 2018). In addition, QSPM analysis can identify appropriate actions, assisting strategists in incorporating relevant external and internal variables into decision making (Putrikusuma & Hakim, 2016). The organization should exercise more control and adopt consolidation tactics with a stronger focus on defense, according to the QSPM study. To avoid a decline in sales and profit levels, this is especially important for businesses that prioritize profit (Yuniastuti et al., 2014).

The SWOT (Strength, Weaknesses, Threats, and Opportunities) and QSPM (Quantitative Strategic Planning Matrix) methods are used in business strategy development to create a company growth plan with a suitable conceptual model and to indicate the best areas for future development. In addition to helping companies achieve their goals, SWOT analysis is useful for integrating elements such as what should be eliminated to maximize results (Pazouki, Jozi, & Ziari, 2017 (Prayudi & Yulistria, 2020).

External and internal influences are considered to have an impact on the design of the QSPM. The score given to each aspect indicates how well one can use appropriate means to manage internal and external issues (Majlessi et al., 2015). Attractiveness can be used as an alternative because this analysis selects options based on how attractive they are in the internal and external environment of the organization (Viryawan & Astawan, 2016).

The purpose of this research is to provide Berawal Coffee & Dimsum with alternative tactics that will help in the formulation of strategic decisions. Berawal Coffee & Dimsum can expand their efforts to achieve better and lasting goals by utilizing QSPM. This is done by considering the phases involved in creating the optimal strategy of the organization or company.

All stakeholders of the organization should be involved in identifying and assessing alternative strategies through the establishment of the organization's vision and mission as well as internal and external audits. As was the case when creating the previous strategy, all responsible parties or representatives from each department within the company participate in this process. The suggested strategies should be proposed systematically. Once the stakeholders have found all the best strategy recommendations, they should be ranked by priority: 1 is the lowest priority, 2 is the highest priority, 3 is an important priority, and 4 is the most important priority. The strategy that uses the highest score is the most successful alternative way (Fred R & David, 2017; Wijaya et al., 2023).

Implementation into the three stages of decision-making enables the execution of the strategy formulation stage. When deciding on a plan, any group or organization can use the approach suggested by this framework. The strategy formulation analysis, which considers internal and external evaluation criteria, is the first step. The grand strategy matrix, internal-external matrix, and strengths, weaknesses, opportunities, and threats (SWOT) matrix are used for the second step of strategy matching. The final phase involves prioritizing the decisions made using the Quantitative Strategic Planning Matrix (QSPM) technique (Fred R & David, 2017; Wijaya et al., 2023).

From a conceptual point of view, QSPM analysis generates strategic traction by capitalizing on important aspects of external and internal success. Finding the optimal design strategy during the development phase will help you decide what to do to stay competitive. This is the purpose of the QSPM formulation. The improved success factors are the choices presented by the QSPM formulation, which are drawn from different tactics (Wijaya et al., 2023).

The QSPM matrix has the benefit of allowing sequential and simultaneous examination of strategies, with an infinite number of strategies that can be analyzed at once. The relative attractiveness of several alternative strategy options is objectively assessed by QSPM (Bhandari and Verna, 2013; Umar, 2011; Setyorini et al., 2016). Businesses can succeed by collaborating with strengths and opportunities and by making the right choices at the right moments (Shojaie et al., 2014; (Indriarti & Rachmawati, 2021).

Environmental changes can provide opportunities for performance improvement, so every department in a company or organization needs to be aware of them. Organizations should make medium- and long-term achievement plans and anticipate changes. By using SWOT and QSPM formulations, companies can identify crisis situations without ignoring opportunities and threats. To avoid critical situations, important strategic choices must be considered. Business can be utilized as an opportunity by making the right choices in critical situations and increasing the company's ability to succeed. (Indriarti & Rachmawati, 2021).

2. Research Method

The research was conducted at Berawal Coffee & Dimsum which is located at Jalan Bagusrangin no.11, Lebak Gede, Coblong Sub-district, Bandung City, West Java. The research lasted for 3 months starting in August 2023 and ending in November 2023..

The purpose of this research is to formulate methods that can assist Berawal Coffee & Dimsum in expanding its achievable prospects. This research is designed using a design-oriented innovation strategy, using a case study methodology combined with qualitative methodology, where primary and secondary data sources become the source of information. Direct data collection in the field resulted in primary data sources. Then, journal and book references were used to find secondary data sources (Wijaya et al., 2023). Purposive sampling strategy used in this study considers the purpose of the investigation using the selected sample criteria (Samples, 2021).

The researchers spoke with the managers and owners of Berawal Coffee & Dimsum, who were considered important informants and who had the most insight into the company's operations and current state. The researchers used the Quantitative Strategic Planning Matrix (QSPM) method to analyze the background data and obtain a description of the organization's business. The resulting graphical framework illustrates the various businesses controlled by the diverse company (Yogeswara, Hazmi, and Wulandari, 2018) (Prayudi & Yulistria, 2020).

3. Results And Discussions

Strategy Analysis Formulation

External environment analysis is used in the business development of Berawal Coffee & Dimsum. The purpose of the external environment analysis is to evaluate trends and events when circumstances are beyond the control of Berawal Coffee & Dimsum. This research aims to identify opportunities and reduce anticipated dangers. Berawal Coffee & Dimsum can use this research to help determine the ideal business development approach for them.

An internal environmental analysis was conducted at Berawal Coffee & Dimsum in Bagusrangin, Bandung City to determine the extent of Berawal Coffee & Dimsum's ability to develop business activities so that it can grow. This analysis is carried out by analyzing the factors that come from Berawal Coffee & Dimsum itself and which can usually be controlled by Berawal Coffee & Dimsum. This process identifies the strengths and weaknesses of Berawal Coffee & Dimsum. Marketing, finance/accounting production, human resources, and product innovation are all elements discussed in this analysis.

Table 1 and Table 2 illustrate opportunities and threats. The formulation of the Company's internal factor analysis findings is applied to obtain the best strategy (IFE Matrix), including strengths and in the design of the business model.External elements (EFE Matrix) and weaknesses.

Table 1. EFE matrix of Berawal Coffee & Dimsum

	Opportunities	Weight(a)	Rating(b)	Value(c=a x b)
O1	Market opportunities open up	0,124	2,90	0,3596
O2	The market potential is vast considering coffee shops are one of the most visited places in Indonesia.	0,10	3,20	0,32
O3	Creating customer trust and loyalty to Berawal Coffee & Dimsum	0,099	3,00	0,297
O4	Technological advances in transportation and online booking	0,097	3,10	0,3007
O5	Many raw material suppliers	0,099	2,90	0,2871
	Total			1,5644
Threats				
T1	The inflation rate causes an increase in the price of raw materials which results in changes in selling prices and affects the Company's revenue.	0,089	1,6	0,1424
T2	The innovation rate of Berawal Coffee & Dimsum is very slow in	0,098	1,8	0,1764

	following the innovation of the F&B industry			
T3	The number of competitors is very high	0,099	2,4	0,2376
T4	Ease of new competitors entering the market industry.	0,097	2,2	0,2134
T5	Bad ratings from consumers	0,098	1,9	0,1862
	Total	1		0,956
Total EFE Matrix				2,5204

Sources: Processed Data

After identifying the external determinants of Berawal Coffee & Dimsum, a number of internal elements can improve the sustainability of the company. Table 1 illustrates that Berawal Coffee & Dimsum has an above-average ability to respond to evolving opportunities and threats, as seen from the total EFE Matrix score of 2.5204.

Table 2. IFE matrix Berawal Coffee & Dimsum

	Strenght	Weight	Rating	Value
S1	Market opportunities open up	0,097	3,1	0,3007
S2	The market potential is vast considering coffee shops are one of the most visited places in Indonesia.	0,094	3,4	0,3196
S3	Creating customer trust and loyalty to Berawal Coffee & Dimsum	0,096	3,8	0,3648
S4	Affordable prices among the community	0,1	4,0	0,4
S5	Consistency of product flavor and service	0,089	3,5	0,3115
S6	Berawal Coffee & Dimsum strategic location	0,097	3,7	0,3589
S7	The ordering and payment process at Berawal Coffee is easy	0,081	3,6	0,2916
	Total			2,3471
Weakness				
W1	Not many people are familiar with Berawal Coffee & Dimsum products.	0,079	1,7	0,1343
W2	Has an area that is not large enough	0,071	1,2	0,0852
W3	Limited operating capital	0,056	1,0	0,056
W4	Promotion is not maximized	0,065	1,5	0,0975
W5	Employees with foreign language limitations	0,075	1,3	0,0975
	Total	1		0,4705
Total IFE Matrix				2,8176

Sources: Processed Data

Taking into account the above internal factors, the inventory results as shown in Table 2. The IFE Matrix of Berawal Coffee & Dimsum in Bagusrangin, Bandung City received a total score of 2.8176 indicating that there are internal strengths that affect Berawal Coffee & Dimsum.

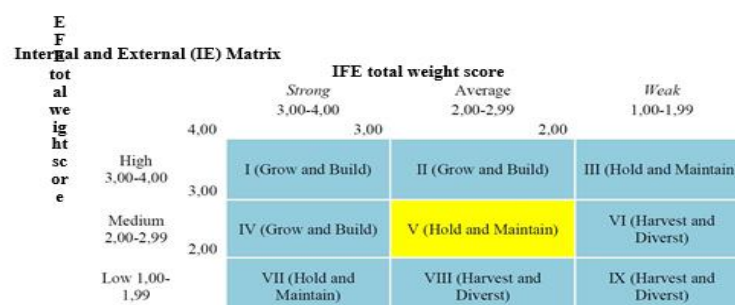


Figure 1. IE matrix Starting Coffee & Dimsum

Berawal Coffee & Dimsum is in position V, which means maintaining and maintaining, based on the results of the Internal Factor Evaluation Matrix (IFE) Table 2 and the Internal Factor Evaluation Matrix (EFE) Table 1. The total score for external strategies is 2.3471, and the total score for internal strategy factors is 2.8176. The appropriate actions for cell V in this scenario are product development and market penetration along with consolidation, which serve a more defensive purpose to avoid profit and sales losses. Building production facilities and utilizing technology for marketing are two ways that Berawal Coffee & Dimsum can develop its market.

Table 3. IFE matrix Berawal Coffee & Dimsum

	Strenght	Weakness
	1. Market opportunities open up 2. The market potential is vast considering coffee shops are one of the most visited places in Indonesia. 3. Creating customer trust and loyalty to Berawal Coffee & Dimsum Affordable prices among the community 4. Consistency of product flavor and service 5. Berawal Coffee & Dimsum strategic location 6. The ordering and payment process at Berawal Coffee is easy	1. Not many people are familiar with Berawal Coffee & Dimsum products. 2. Has an area that is not large enough 3. Limited operating capital 4. Promotion is not maximized 5. Employees with foreign language limitations
Opportunities	SO strategy	WO Strategy
1. Market opportunities open up 2. The market potential is vast considering coffee shops are one of the most visited places in Indonesia. 3. Creating customer trust and loyalty to Berawal Coffee & Dimsum 4. Technological advances in transportation and online booking 5. Many raw material suppliers	1. Developed sales distribution channels to expand the market 2. Establish good cooperation with each raw material supplier.	1. Utilize technology to promote products effectively through various social media. 2. Completing aspects of operational needs
Threats	ST Strategy	WT Strategy
1. The inflation rate causes an increase in the price of raw materials which results in changes in selling prices and affects the Company's revenue. 2. The innovation rate of Berawal Coffee & Dimsum is very slow in following the innovation of the F&B industry 3. The number of competitors is very high 4. Ease of new competitors entering the market industry. 5. Bad ratings from consumers	1. Further develop product innovation and quality 2. Regular selection of raw materials and supervision of production with the utilization of TQM (Total Quality Management).	1. Expanding the venue 2. Implement pricing strategy 3. Increase the intensity of endorsements in social media promotions

Sources: *Processed Data*

Based on the data in Table 3 on the SWOT / TOWS matrix, which results in nine different approaches that can be used by Berawal Coffee & Dimsum. Based on Berawal Coffee & Dimsum's strengths, weaknesses, opportunities, and threats, these tactics can be used to assess the company's position.

Quantitative Strategic Planning Matrix (QSPM)

The main plan is determined using the Quantitative Strategic Planning Matrix, or QSPM. The tactics considered the highest priority are those that can help Berawal Coffee & Dimsum maximize strengths, minimize weaknesses, minimize threats, and take advantage of opportunities. QSPM analysis and a prioritized SWOT matrix are used to estimate the level of potential in the internal and external environment. The results of the priority rating of importance determine other strategies that can be used. Table 4 shows the results of the QSPM calculation as an alternative priority strategy for Berawal Coffee & Dimsum. The

weaknesses faced by Berawal Coffee & Dimsum are prioritized based on the level of importance or urgency of the problem, with priority strategies being carried out.

Table 4 shows that expanding the market through the establishment of sales distribution channels with a TAS (Total Attractiveness Score) of 0.56 is the main alternative strategy for Berawal Coffee & Dimsum. Seeing that there are more and more competitors and competition is getting tougher, the importance of the plan is determined by how much it matches the internal and external strategic factors from the previous stage.

Developing product innovation and quality, creating a menu that is unique and in accordance with market demand, is the next priority strategy that Berawal Coffee & Dimsum can do with a TAS of 0.52. Furthermore, TAS is using technology effectively to market products through various social media. Taking into account the fact that most people today use social media as a buying and selling tool, Berawal Coffee & Dimsum products must be branded on social media so that customers know what distinguishes it from other coffee shops.

Table 4. Quantitative strategic planning matrix (QSPM)

No	Factors	Weight	Alternative Strategy		
			US	TAS	Rating
1	Developed sales distribution channels to expand the market	0,14	4	0,56	I
2	Establish good cooperation with each raw material supplier	0,10	2	0,20	VIII
3	Utilize technology to promote products effectively through various social media	0,12	3	0,36	III
4	Completing aspects of operational needs	0,10	3	0,30	V
5	Further develop product innovation and quality	0,13	4	0,52	II
6	Regular selection of raw materials and supervision of production with the utilization of TQM (Total Quality Management).	0,10	3	0,30	IV
7	Expanding the venue	0,12	2	0,24	VII
8	Implement pricing strategy	0,09	2	0,18	IX
9	Increase the intensity of endorsements in social media promotions	0,10	3	0,30	VI
	Total	1		2,96	

Sources: Processed Data

Selection of raw materials and regular production supervision using Total Quality Management (TQM) is the next strategy, with a TAS of 0.30. This strategy is to continuously meet the needs and demands of the consumer market with high-quality goods and services. This will increase sustainable purchasing, which will increase producer productivity by cutting production costs. With a TAS of 0.30, finalizing the legal elements of the business is the next strategic step. Business legality is very important to have because legality is an identity and a form of compliance for businesses in Indonesia. So with this legality, the business being run can be trusted by consumers because of its credibility and clear legal basis. Furthermore, increasing the intensity of endorsements in social media promotions helps increase the sales value of the product or service because the support of public figures can make the product or service more desirable and desired by consumers. Furthermore, expanding the place to accommodate more consumers. Then to increase the company's revenue, every reliable raw material supplier must cooperate well. This will help us understand what each party needs. The last strategy in order to develop Berawal Coffee & Dimsum's business with a TAS score of 0.18 is to implement a pricing strategy. The company can easily penetrate the market. The company can ask for higher price points. Provide data evidence of customers' willingness to pay rill. Help the development of better and higher quality company products.

4. Conclusion

In business development, elements of opportunities, threats, and strengths are identified through the use of business strategy design, IFE, EFE, and QSPM matrices. Based on the evaluation of the Internal and External

(IE) Matrix, Berawal Coffee & Dimsum is in cell V. The next step is to develop new products in the hope of preventing a decline in sales and loss of profit. Berawal Coffee & Dimsum can expand its premises, facilities, and use technology as well as possible to do marketing. With the formulation of the right strategy can be the first step taken to develop a business.

Therefore, it is suggested that strategic management for Berawal Coffee & Dimsum needs to be proposed. Strategic management will help in determining the right direction to improve the business of Berawal Coffee & Dimsum.

The usefulness obtained from the results of this study is to be able to contribute knowledge and thoughts that are useful for the development of economics in general, and can add to the literature and references that can be used as information for students who will take similar problems and further researchers in the future.

In this study, there are limitations, namely the lack of data received by researchers due to limited rights in disseminating important company data. The data collection method in this study is only through interviews with internal managerial parties.

In this study, there are several suggestions addressed to future researchers in order to carry out and get better research results in the future, namely when collecting data, the author can add by adding a direct questionnaire method with respondents or making direct observations to respondents in order to obtain more accurate results.

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