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Analysis of Business Development Strategies in Coffee Shop Business With QSPM Method Warkop Bekape Case Study

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ABSTRACT

Warkop Bekape is a coffee shop located in Kemiling district Bandar Lampung, whose sales have experienced ups and downs due to the existence of similar businesses, has resulted in a decrease in incoming customers. The aim of this research is to determine the characteristics of business actors and the business profile of Warkop Bekape; to find out the business development strategy that will be used in the Warkop Bekape business. This research is a qualitative descriptive study with a sample of 10 people using interview techniques. Based on the research results, there are 12 internal and external factors with an IFE calculation of 3.552 and an EFE of 3.658. Based on the SWOT Matrix, the alternative strategy S - O 1 is to increase promotion through social media by creating appropriate content so that it attracts consumers, the alternative strategy S - O 2 is to collaborate with influencers, the alternative strategy W - O 1 is to add product variety steps, strategy alternative W - O 2 holds events to introduce products to consumers, alternative strategy S - T 1 develops new products and improves product quality, alternative strategy S - T 2 adds payment options, and alternative strategy W - T 1 expands the place, alternative strategy W - T 2 implements a pricing strategy, alternative strategy W - T 3 adds a new menu. Alternative strategies based on the QSPM ranking are adding new menus, holding events to introduce consumers to products, implementing pricing strategies, increasing promotions via social media by creating appropriate content to attract consumers, developing new products and improving product quality.

Business Development, SWOT, QSPM

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INTRODUCTION

Coffee shops are just one example of many types of businesses that take advantage of the development of information technology in carrying out their operations. Competition between coffee shops in Indonesia is very tight because of the large number of coffee shops. Coffee shops have become a social norm in modern life. A person's interests, hobbies, and way of life are manifestations of

his lifestyle (Kotler, 2002). Cafe Warkop Bekape can be found at 8b Kemiling Permai, Bandar Lampung, on Jl. BKP Public Housing. It was founded in 2020 by Choirunnisa Fitri Amalia. Sales of warkop bekape are still difficult because of the many other companies that offer similar services.

According to Mandasari et al. (2019), the food and culinary industry is now experiencing the fastest and largest growth rate in the world compared to all businesses. New ideas for business, including exciting venue planning concepts, etc., are popping up throughout the food and beverage sector as a consequence of the rapid expansion. Among today's young people, coffee shop franchising is one of the successful business models (Alfirahmi, 2019). With many similar businesses in Bandar Lampung city, consumers have many coffee shop options and increase consumer intention to choose coffee shops other than Warkop Bekape. Intense competition makes business owners carry out business development strategies to attract consumers to come to their coffee shops. One of the competitions is in terms of beverage and food variants, where coffee shops around Warkop Bekape such as Nuju Coffee, Ketje Coffee, Whipped Coffee, have various types of food and beverage variants that are superior to Warkop Bekape.

Table 1.
Bekape Sales for the Period November 2022 - October 2023

Month	Sum	In %
November	IDR 7,335,500	-
December	IDR 9,813,000	33,77%
January	IDR 7,097,000	-27,68%
February	IDR 6,178,500	-12,94%
Maret	IDR 8,333,000	34,87%
April	IDR 4,553,000	-45,36%
From	IDR 4,312,000	-5,29%
June	IDR 8,063,500	87,00%
July	Rp 10.467.500	29,81%
Agustus	IDR 9,996,000	-4,50%
September	Rp 10.442.500	4,47%
October	Rp 10.093.000	-3,35%

Source : Warkop Bekape, 2023

Based on the table 1 data, warkop bekape has a problem, namely sales that have ups and downs. In the November-December 2022 period, it increased by 33.77%, but in the following year, the January-February period decreased by -27.68% and -12.94%, in

March it increased again by 34.87%, but in the following months, April and March, it decreased by -45.36% and -5.29%, while in June it experienced a significant increase of 87% from May and in July it increased again by 29, 81%, while in August, September and October experienced an increase and fall of no more than 5%, namely the month experienced changes of -4.5%, 4.47% and -3.35% respectively. Judging from the sales data for the last 4 months, Warkop Bekape has posted fairly stable sales. The number of similar businesses in the city of Bandar Lampung makes consumers have many coffee shop options and increases consumer intentions to choose coffee shops other than Warkop Bekape. Intense competition makes business owners carry out business development strategies to attract consumers to come to their coffee shops.

In Indonesia, coffee shops used to be small shops selling brewed coffee and fried side dishes or grilled side dishes, but now it's more like a trendy hangout where people can meet for various activities. One of the uniqueness of coffee shops in Indonesia is that they are mostly visited by men. There are many stories surrounding this humble little shop. In addition to relaxing over coffee, there will be opportunities to chat and share knowledge. Coffee shops usually attract regulars, and this is not unexpected. Warkop Bekape faces challenges because it does not have an effective business plan and competition with other coffee shops in Bandar Lampung is increasing. Warkop Bekape is believed to be able to apply the tactics proposed in this study. The study entitled "Business Development Strategy in Coffee Shop Business with QSPM Method" was conducted to answer the problems mentioned above. The following research objectives after a background description examination are known, namely to determine the characteristics of business actors and the business profile of Warkop Bekape; to find out business development strategies to be used in the Warkop Bekape business.

RESEARCH METHODE

This study used qualitative descriptive research strategy. Interviews with internal and external stakeholders in Warkop Bekape as well as their clients were used to collect data. Interview is a method of collecting information to be learned by asking direct questions to people who have long been active in the community and then receiving responses from these people (Sutopo, 2006). Primary data for this study came from the following sources:

Table 2.
Responden Warkop Bekape

No	Respond	Sum
1	Warkop Bekape Employees	3
2	Wakop Bekape customers	7

RESULT AND DISCUSSION

Respond

Participants in this study included a number of people who had bought food or drinks from Warkop Bekape. We took a sample of the entire population to account for the limitations of the study. Part of the size and composition of the population, as stated by Sugiyono (2012). Ten surveys have been submitted; three were given to workers at Warkop Bekape and seven were given to customers who had or were in the process of visiting the store.

Matriks Internal Factor Evaluation (IFE)

What makes up an organization's internal factors, as measured by ratings and weights, is called IFE, or evaluation of internal factors. As part of our internal factor evaluation, we surveyed respondents to find out what they thought was the best and worst about Warkop Bekape. Such is the data set generated from the findings of respondents in Warkop Bekape.

Table 3.
IFE (Strength) Matrix Analysis

Strength				
No	Statement	Weight	Rating	Score
1	The taste of Warkop Bekape products is delicious	0,092417062	3,9	0,36042654
2	Warkop Bekape product price Affordable	0,087677725	3,7	0,324407583
3	Various flavors of Warkop Bekape products	0,092417062	3,9	0,36042654
4	Warkop Bekape has social media	0,087677725	3,7	0,324407583
5	Warkop Bekape strategic location	0,087677725	3,7	0,324407583
6	Warkop Bekape has collaborated with online applications	0,090047393	3,8	0,342180095
7	Payment and ordering process at Warkop Bekape is easy	0,085308057	3,6	0,307109005
				2,343364929

Based on the results of the table above, *the internal factor evaluation (strength)* matrix analysis gets a total score of 2.34.

Table 4.
IFE (Weakness) Matrix Analysis

Weakness				
1	Product packaging does not vary	0,087677725	3,7	0,324407583
2	Not many people know Warkop Bekape	0,073459716	3,1	0,227725118
3	Narrow store area	0,066350711	2,8	0,185781991
4	Less than optimal in doing promotions	0,078199052	3,3	0,258056872
5	Respon admin media sosial lama	0,071090047	3	0,213270142
				1,209241706
Total S + W				3,552606635

Based on the results of the table above, *the internal factor evaluation (weakness)* matrix analysis gets a total score of 1.20. A scale of 1 to 4 is used to evaluate the importance of internal states, as described by David (2009). The internal state is sorted from lowest to largest on a scale of 1 to 4. With a score of 3.55, Warkop Bekape is rated in good interior condition.

Matriks External Factor Evaluation (EFE)

These factors are strengths and weaknesses that are taken into account. Interviews were conducted with respondents to obtain input on the advantages and disadvantages of Warkop Bekape as part of the External Factor Evaluation. Such is the data set generated from the findings of respondents in Warkop Bekape.

Table 5.
EFE (Opportunities) Matrix Analysis

Opportunities				
No	Statement	Weight	Rating	Score
1	People regularly use social media	0,086757991	3,8	0,329680365
2	Sales and marketing have become easy due to technological developments	0,086757991	3,8	0,329680365
3	Increasing population growth	0,084474886	3,7	0,312557078

4	Consumers trust the product	0,086757991	3,8	0,329680365
5	Coffee Shop becomes new lifestyle	0,084474886	3,7	0,312557078
6	Online booking due to technological advancements	0,084474886	3,7	0,312557078
7	There are potential market flats	0,089041096	3,9	0,347260274
				2,273972603

Based on the results of the table above, *the external factor evaluation (opportunities)* matrix analysis gets a total score of 2.27.

Table 6.
EFE (Threats) Matrix Analysis

Threats				
1	Other coffee shops have affordable prices	0,077625571	3,4	0,263926941
2	More and more new coffee shops	0,082191781	3,6	0,295890411
3	Other coffee shop products are more innovative	0,077625571	3,4	0,263926941
4	Consumers are more concerned with price than quality	0,084474886	3,7	0,312557078
5	The place owned by other coffee shops is wider	0,075342466	3,3	0,248630137
				1,384931507
Total O+T				3,65890411

Based on the results of the table above, *external factor evaluation (threats)* matrix analysis gets a total score of 1.38.

According to David's explanation (2009), Warkop Bekape is at a strong score with a total score of 3.65 on the EFE matrix. That way, Warkop Bekape can ward off existing dangers by taking advantage of opportunities outside the company.

Analysis of External Internal Factors

To determine Warkop Bekape's strategy map in establishing a coffee shop company, the results were mapped into the IE matrix after collecting the total average from the IFE matrix (3.55) which was then continued with the EFE matrix (3.22). See what tactics Warkop Bekape will use to grow his company.

Total IFE Matrix Score Values

	4,0	Strong 3,0	Average 2,0	Weak 1,0
EFE Matrix Total Score Values	Tall	I <i>Growth and build</i> Intensive/Integrative	II <i>Growth and build</i>	III <i>Bold and maintain</i> Market penetration and product development
	3,0	IV <i>Growth and build</i> Intensive/Integrative	V <i>Bold and maintain</i> Market penetration and product development	VI <i>Harvest or divest</i>
	Keep	2,0	VII <i>Bold and maintain</i> Market penetration and product development	VIII <i>Harvest or divest</i> (harvest or divest)
Low	1,0			

Figure 1.

Results of Internal-External Analysis of Warkop Bekape

These divisions may benefit most from the form of growth and development, intensive, or integrative strategies shown in columns I of the IFE and EFE matrices (3.55) and (3.65), respectively. These forms include market penetration, product development, and backward, forward, and horizontal integrative strategies.

SWOT Quadrant Analysis

After conducting research on SWOT analysis, then to perfect the results SWOT analysis is formulated into the SWOT analysis quadrant.

	Chance (2,273972603)	
Quadran III	1,134123223	Quadran I
Weaknesses (1,209241706)	0,889041096	Strength (2,343364929)

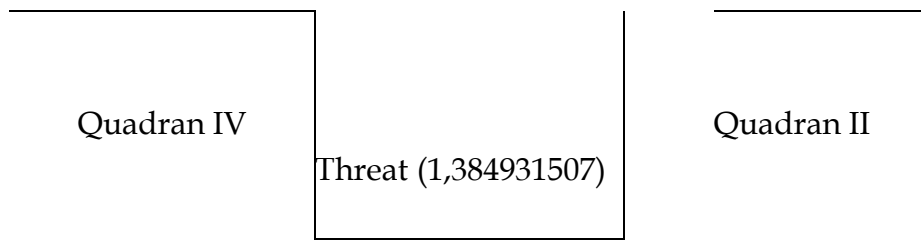


Figure 2.

Results of SWOT Quadrant Analysis Warkop Bekape

From the results of the SWOT quadron analysis, the difference in strengths and weaknesses is on average (0.88), then the difference in opportunities and threats is on average (1.13). These results show that the position of the analysis is in quadrant I. Quadrant 1, it can be interpreted that the business situation of Warkop Bekape is in a good situation because there are strengths that can be used to provide profitable opportunities.

SWOT Matrix Analysis

The SWOT matrix is a useful tool for businesses because it simplifies the process of developing four different strategies. One such strategy is the power-opportunity strategy, which involves leveraging a company's strengths to capitalize on existing opportunities. The other strategy is the force-threat strategy. By utilizing the company's strengths to the fullest extent possible to deal with new threats, the weakness-opportunity strategy seeks to compensate for the company's weaknesses by taking advantage of opportunities provided by outside sources, and the weakness-threat strategy seeks to minimize the company's weaknesses in order to counter new threats from outside.

Table 7.

SWOT Matrix Analysis

	Strength	Weakness
Internal	<ul style="list-style-type: none"> • Taste of Warkop Bekape products is delicious • The price of Warkop Bekape products is affordable • Various flavors of Warkop Bekape products • Warkop Bekape has social media 	<ul style="list-style-type: none"> • Product packaging does not vary • Not many people are familiar with Warkop Bekape products • Narrow store area • Lack of maximum promotion
External	<ul style="list-style-type: none"> • Warkop Bekape strategic location • Warkop Bekape has collaborated with online applications 	<ul style="list-style-type: none"> • Respon admin media sosial lama

<ul style="list-style-type: none"> • Payment and ordering process at Warkop Bekape is easy 		
Opportunities	Strategi Strength - Opportunitites	Strategi Weakness - Opportunitites
<ul style="list-style-type: none"> • People regularly use social media • Sales and marketing have become easy due to technological developments • Increasing population growth • Consumers trust the product • The coffee shop becomes a new lifestyle • Online booking due to technological advancements • There are potential market flats 	<ul style="list-style-type: none"> • Increase promotion through social media by creating appropriate content so that it attracts consumers. • Collaborate with <i>influencers</i> 	<ul style="list-style-type: none"> • Add Product Size Variations • Hold events to get to know the product to consumers
Threats	Strategi Strength - Threats	Strategi Weakness - Threats
<ul style="list-style-type: none"> • <i>Other coffee shops</i> have affordable prices • <i>More and more new</i> coffee shops • <i>Other coffe shop products</i> are more innovative • Consumers are more concerned with price than quality • The space owned by <i>other coffee shops</i> is wider 	<ul style="list-style-type: none"> • Develop new products and improve product quality • Add Payment Options 	<ul style="list-style-type: none"> • Expand the place • Implement a pricing strategy • Add a New Menu

QSPM

David (2009) states that the Quantitative Strategic Planning Matrix (QSPM) is a useful tool for evaluating potential strategies objectively, taking into account internal and external aspects that have previously proven significant for success. Not all of these other approaches can be applied today because some of them are useless. After many methods are identified, the total attractiveness score (TAS) is calculated by multiplying the internal and external weights of Warkop Bekape by the attractiveness score (AS). One of the other techniques that Warkop Bekape wants to apply is the value obtained from QSPM. *Total Attractiveness Score* (TAS) data is obtained from the QSPM calculation results. The alternative approach chosen was the one that had the largest *Total Attractiveness Score* (TAS) findings from this study. The results and ratings of the QSPM evaluation are as follows.

Table 8.
QSPM Calculation Results

Alternative Strategy	Information	TAS	Rank
Alternative 9	Add a new menu	7,685667294	1
Alternative 4	Holding events to get to know the product to consumers	7,652968037	2
Alternative 8	Implementing a pricing strategy	7,417851501	3
Alternative 1	Increase promotion through social media by creating appropriate content so that it attracts consumers	7,327630981	4
Alternative 5	develop new products and improve product quality	7,323108053	5

CONCLUSION

The value is then calculated using the IFE and EFE matrices, where the IFE calculation returns 3.552 and the EFE calculation is 3.658. This is after knowing the internal and external results. Other S-1 tactics are increasing advertising on social media by creating interesting content that attracts customers, alternative strategy S - O 1 is increasing promotion through social media by creating appropriate content so as to attract consumers, alternative strategy S - O 2 collaborating with influencers, alternative strategy W - O 1 adding product variation sizes, alternative strategy W - O 2 holding events to get to know the

product to consumers, alternative strategy S - T 1 develops new products and improves product quality, alternative strategy S - T 2 adds payment options, and alternative strategy W - T 1 expands venues, alternative strategy W - T 2 implements pricing strategy, alternative strategy W - T 3 adds new menus. Based on the results of alternative strategies that have been formulated, there are nine alternative strategies that are then processed using the QSPM method to get the highest - lowest results of the nine alternative strategies, but only the top five rankings are taken. Of the five alternative strategies based on the highest to lowest rankings are adding new menus, holding events to get to know products to consumers, implementing pricing strategies, increasing promotions through social media by creating appropriate content so as to attract consumers, develop new products and improve product quality.

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