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Business Development Strategy With Swot and QSPM Methods (Case Study: Kampung Kopi Banaran)

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ABSTRACT

The Kampoeng Kopi Banaran is a trademark that has been established since 2003 in Bawen, Central Java, Indonesia. Kampoeng Kopi Banaran houses several business lines, such as the Banaran Sky View Restaurat and Banaran Coffee Shop. The Banaran Coffee Shop is one of the business units of Kampoeng Kopi Banaran which has been established since 2003. To achieve this desire, Kampoeng Kopi Banaran must understand the right strategy so that the business can be well accepted in the market. This study uses three interrelated data processing methods: the IFE and EFE matrices, IE matrices, SWOT matrices, and QSPM matrices. The IFE and EFE matrices were used to analyze internal and external factors, the SWOT and IE matrices were used to determine alternative development strategies for Kampoeng Kopi Banaran, and the QSPM method was used to determine the priority of through different approaches and is the best company development plan for Kampoeng Kopi Banaran. a. Support from Influencers b. Make use of social media and produce engaging and pertinent material for customers. The Integration of methods successfully creates objective and measurable strategies.

Keywords: *SWOT, QSPM, Bussiness, Coffee shop, Strategy*.

INTRODUCTION

Every company has a goal to stay alive and develop; this goal can only be achieved through efforts to maintain and increase the level of profit of the company. This business can only be done if the company can maintain and increase its sales through efforts to find and foster subscriptions as well as efforts to dominate the market. This goal can only be achieved if the owner can set a solid strategy to use the opportunity in the development of this business, so that the position of the company in the market can be maintained and simultaneously improved.

Kampung Kopi Banaran is a trademark established in 2003. Kampung Kopi Banaran houses several business lines under it, such as the Banaran sky-view restaurant and Banaran coffee shop. The Banaran Coffee Shop is one of the business units of Kampung Kopi Banaran, which has been established since 2003. This business line started from the high market demand for coffee, and the lifestyle of hanging out made the PTPN IX Company create this business. A Banaran Coffee Shop is a coffee shop with industrial and manual brew concepts. Kampung Kopi Banaran wants to bring his business even more successfully. In the end, the owner of Kampung Kopi Banaran will bring this business into legal legality in the form of a company. To achieve this desire, Kampung Kopi Banaran must understand the right strategy so that the business can be well accepted in the market. Achieving success in this business is inseparable from existing challenges. Achieving success in this business certainly cannot be separated from existing challenges. One of the challenges faced by Kampung Kopi Banaran is the large number of competitors similar to this business.

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Table 1. List of Coffee Shops around Kampung Kopi Banaran

No.	S Store	Address
1	Banaran Coffee	Jl. Gentong, Kec. Bawen, Kabupaten Semarang, Jawa tengah
2	Kopi Ireng	Jl. Sumurup, Asinan, Kec. Bawen, Kabupaten Semarang, Jawa tengah 50661
3	Pnarach Cafe & Resto	Jl. Gumuksari Kec. Bawen, Kabupaten Semarang, Jawa tengah 50661
4	Warkop Nami	Jl. Praguman, Tuntang. Kec. Tuntang, Kabupaten Semarang, Jawa Tengah 50773
5.	Kopi Kandang Kebo	Jl. Poros Candi Rejo Kec. Bawen, Kabupaten Semarang, Jawa tengah 50661
6	Warung Kopi CRL	Jl. Slamet Riyadi, Bawen-Salatiga, Wonorejo, Gentong, Kec. Bawen, Kabupaten Semarang, Jawa Tengah

Table 2. Coffee Visitor Data (Januari 2025)

No.	Store	No Visitor
1	Banaran Coffee	2520
2	Kopi Ireng	1730
3	Pnarach Cafe & Resto	3100
4	Warkop Nami	2130
5.	Kopi Kandang Kebo	1961
6	Warung Kopi CRL	2560

Based on the visitor data above (Table 2), it can be seen that the cafe with the most visitors is Pnarach Café & Resto with 3,100 visitors, followed by Warung Kopi CRL with 2,560, and Banaran Coffee with 2,520 customers. Based on historical data, visitors to Banaran. Kampung Kopi Banaran certainly needs the right strategy to improve its business. One action that can be taken is to fulfill customers' unfulfilled desires and innovate this business.

LITERATURE REVIEW

In facing business competition, business people must have the ability to develop strategies to compete (De Fretes, R. A., & Tibalilatu, F, 2022). Strategy is important because it is part of the activities designed to conduct business activities. The business strategy implemented must be good and appropriate so that it becomes stronger when facing business competition and is able to excel in the competition. Strategy is an action carried out continuously, based on the results of an analysis of the environment faced to achieve company goals. Corporate strategy embodies three general orientations: growth, stability, and reduction. A company can develop strategies to overcome external threats and seize existing opportunities (Mahendra, F., & Maria, M, 2023). A good understanding of the concept of strategy and other relevant concepts will greatly determine the success of the prepared strategy.

Each company also has a different strategy to realize its goals, and decisions are then taken. This decision certainly determines whether the company has become a successful and advanced company (Mahendra, F., & Maria, M, 2023). Strategy is a practical approach for companies facing changing situations in an industrial environment. Organizations need to analyze both internal and external environments to identify weaknesses and strengths, as well as to optimize opportunities and reduce existing threats. Strategic management plays an important role in a company's development. In addition to planning, strategic management includes both deeper and broader aspects. A company consists of several parts and their respective structures. Each company also has a different strategy to realize its goals (Saputra, F. A., Kusniawati, A., & Kader, M. A, 2023)

SWOT Analysis

SWOT analysis, an acronym for Strengths, Weaknesses, Opportunities, and Threats, is a strategic planning tool widely utilized across various disciplines, including business, healthcare, education, and public administration, to assess internal capabilities and external environments that influence organizational

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performance. Originally developed in the 1960s by Albert Humphrey at the Stanford Research Institute for Fortune 500 companies, SWOT analysis has evolved into a foundational framework in strategic management, praised for its simplicity, adaptability, and facilitation of strategic thinking. The analysis involves identifying strengths, such as competitive advantages, core competencies, or superior resources; weaknesses, including operational inefficiencies, skill gaps, or financial limitations; opportunities in the external environment, such as emerging markets, technological innovations, or policy shifts; and threats, such as market competition, regulatory changes, and economic instability.

According to Ghoochani (2020), SWOT analysis allows organizations to align their internal capabilities with external possibilities to enhance strategic alignment and decision-making, while Arion (2023) emphasizes its role in marketing strategies and competitive positioning. In practice, SWOT is commonly employed during organizational audits, new product launches, market-entry assessments, and strategic reviews. In education, it helps institutions evaluate curriculum relevance, faculty development, and global collaboration, whereas in healthcare, it supports strategic planning for service improvement, resource allocation, and public health initiatives. Despite its popularity, SWOT analysis has attracted criticism for being overly simplistic and subjective, as it argues that the framework lacks analytical depth and fails to prioritize or quantify factors, potentially leading to ambiguous or misleading conclusions. Wani and MD (2024) further criticize its tendency to rely on individual perceptions rather than empirical evidence, making it vulnerable to bias. In A response, scholars and practitioners have integrated SWOT with other models to enhance its analytical rigor, such as the TOWS matrix for strategy formulation, PESTEL analysis to capture broader external dynamics (political, economic, social, technological, environmental, and legal), and the Quantitative Strategic Planning Matrix (QSPM) to assign weights and scores for strategic prioritization (Wani & MD, 2024).

The integration of SWOT with data-driven approaches has made it more robust in contemporary strategic planning, especially in environments that demand agility and evidence-based decision-making. For instance, in business strategy, SWOT is often incorporated into broader frameworks, such as the Balanced Scorecard or Business Model Canvas, to ensure coherence between vision, resources, and market dynamics. In sustainability and environmental management, SWOT helps evaluate local and global factors affecting conservation projects and natural resource governance, and supports stakeholders in identifying leverage points and resilience strategies. Moreover, the digital transformation of organizations has prompted the use of SWOT to assess digital maturity, innovation capabilities, and cybersecurity threats, highlighting its relevance in modern contexts. Nonetheless, the effectiveness of SWOT depends heavily on the quality of the input data and the competency of the analysis team, requiring a structured, collaborative approach to avoid generalizations or superficial findings. SWOT analysis must be grounded in factual, contextual, and timely information, with clear connections between the identified factors and strategic objectives. As a planning tool, it is most powerful when used in conjunction with stakeholder engagement, scenario planning, and continuous performance monitoring (Samal, R., & Dash, M, 2023). In conclusion, while SWOT analysis remains a widely accepted and valuable framework in strategic assessment, its utility lies not only in listing factors but also in its integration into a broader analytical and decision-making process that is capable of adapting to complex, uncertain, and dynamic organizational environments, thereby requiring thoughtful execution and methodological enhancements to maximize its strategic potential (Achariya & Ballay D, 2023).

Quantitative Strategic Planning Matrix

The (QSPM) is an analytical technique used to determine relative attractiveness and evaluate alternative strategy options objectively based on previously identified internal and external factors. This analytical tool was used to determine the best strategy for implementation. The strategy formulation consists of three stages: input, matching, and decision. The input stage consists of inputs from internal and external factors. The matching stage is in the form of determining a strategy using the SWOT matrix and the decision stage is in the form of determining strategy options using QSPM (Safitri, A. N., & Arbainah, S, 2023). QSPM produces a priority order for the proposed strategies by providing an Attractiveness Score (AS) value for each key internal and external factor for each proposed strategy. AS assesses the level of influence of a key factor on certain alternative strategies (Stefani, E., & Sudrajat, S, 2023).

The Quantitative Strategic Planning Matrix (QSPM) is a strategic management tool designed to objectively evaluate alternative strategies based on internal and external strategic factors. The QSPM builds on the foundation of SWOT, Internal Factor Evaluation (IFE), and External Factor Evaluation (EFE) matrices by allowing decision-makers to prioritize strategic options using quantifiable data. The matrix incorporates the critical success factors identified earlier, and assigns weights based on their relative importance. Each potential strategy was then evaluated against these factors using an Attractiveness Score (AS), typically ranging from 1

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(not attractive) to 4 (highly attractive), which reflects how well the strategy responds to a particular factor. The total attractiveness score (TAS) for each strategy is calculated by multiplying the weight by the AS and summing the values, thus providing a clear numerical basis for comparison (Lasitya, D. S., Sapitri, H., Suntari Nur, C., & Kharisudin, A, 2023).

QSPM's strength of QSPM lies in its ability to reduce subjectivity in strategic decision-making and offers a systematic method for selecting the most appropriate strategy from a set of alternatives. Value in multi-criteria decision-making and strategic evaluation processes. The tool has been applied across industries, from corporate planning and marketing strategies to public sector management, making it a versatile component of the strategic planning toolkit. However, its effectiveness is highly dependent on the quality of the input data and accuracy of the assigned weights and scores, which can still be influenced by managerial bias. Despite this limitation, QSPM remains a valuable extension of SWOT-based analysis, offering a more structured, analytical approach to strategy formulation by translating qualitative assessments into quantitative insights, thereby enhancing strategic clarity and accountability (Tarigan, D. A. B., & Ompusungu, D. P, 2023).

METHODOLOGY

This research aims to find the right business development strategy for banaran coffee shops. Research data were collected through various methods such as interviews, documentation, and questionnaires. Two questionnaires were used: the SWOT and QSPM. This study uses three interrelated data processing methods: the IFE and EFE matrices, IE matrices, SWOT matrices, and QSPM matrices. The IFE and EFE matrices were used to analyze internal and external factors, the SWOT and IE matrices were used to determine alternative development strategies for Kampung Kopi Banaran, and the QSPM method was used to determine the priority of the Banaran Coffee Shop strategy.

1. The Input Stage

The Banaran Coffee Shop development strategy can be determined based on data obtained from filling out and processing questionnaires in the form of an analysis of internal and external factors. Internal environmental analysis produces strengths and weaknesses, while external analysis produces opportunities and threats. The data collection stage includes (1) analysis of the internal and external environment, (2) assigning weights to the IFE matrix, (3) providing IFE matrix rating values, (4) providing EFE matrix rating values, (5) scoring, and (6) determining the weighted total.

2. The Matching Stage

The IFE and EFE scores in the IFE and EFE matrices were mapped to the IE matrix to obtain alternative strategies. The IE matrix aims to determine the company's position when analyzing the research. The company's strategic factors are then arranged in the form of an SWOT matrix. The SWOT matrix makes it easier for a company to formulate various strategies that need to be implemented. This matrix clearly illustrates how the external factors (opportunities and threats) faced by the company can be adjusted to its internal factors (strengths and weaknesses). This matrix produced four sets of possible alternative development strategies. Alternatives for development strategies with the same aims and objectives are combined.

3. The Decision Stage

The decision stage uses the QSPM. This matrix is used to evaluate and select the strategy that best suits the external and internal environments. The alternative strategy with the largest total value in the QSPM matrix was the best strategy.

Results

The results and discussion for this research are shown below:

SWOT Analysis

a. Factor Identification

Internal and external factors for Banaran coffee shops were identified through interviews. The internal factors include strengths and weaknesses. Strengths are internal conditions that support an organization to achieve the desired objectives, while weaknesses are deficiencies or weaknesses in the development strategy carried out by the Banaran Coffee Shop. A recapitulation of the internal factors of the Banaran coffee shops is included in Table 4.

Table 4. Internal Factor

Strenght	Weakness
• The Taste of Banaran Coffee products is	Packaging sizes are not varied

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delicious • Affordable • Optimal Use of Social Media • Strategic location • Easy payment process (Cash or E-wallet) • Quality coffee beans are safe for the stomach	Narrow area Limited operational capital Unavailability of products other than coffee and tea Ordering process is slow Limited raw materials (telang tea products)

External factors include both Opportunities and Threats. Opportunities are external conditions that support Banaran Coffee to achieve its objectives, whereas threats are external conditions that hinder Banaran Coffee from achieving its objectives. A recapitulation of the external factors affecting Banaran Coffee is shown in Table 5.

Table 5. External Factor

Opportunity	**Threats**
• A society that cannot be separated from social media • Technological developments simplify the sales and ordering process • Increasing the market for Kampung Kopi Banaran products • Drinking coffee as a lifestyle trend • There is a potential market share • Potential new business lines	Coffee prices in other places are cheaper There are more and more similar businesses Other coffee shops provide a wider variety of products Consumers are more concerned with price than quality Other coffee shops offer a more attractive ambience Limited raw materials

b. IFAS/EFAS Calculation

Determining the position of the Kampung Kopi Banaran business using internal and external factors and on a very high, medium, and low scale. Table 6 presents a recap of IFAS and EFAS calculations.

Table 6. IFAS EFAS Score

IFAS	5.27	EFAS	5.17
Strength Score	3.75	Opportunity Score	3.20
Weakness Score	1.52	Threat Score	1.97
X = S - W	2.23	Y = O - T	1.23

The difference between the Strengths and Weaknesses is quite large at 2.23. This can be used as a reference for the Kampung Kopi Banaran in establishing new policies so that their strengths can be utilized well and their weaknesses can be minimized. In the EFAS analysis, Kampung Kopi Banaran had an opportunity point of 3.2. This figure is quite large for business. This can be used as a reference for taking advantage of opportunities and looking for other opportunities to develop the Kampung Kopi Banaran.

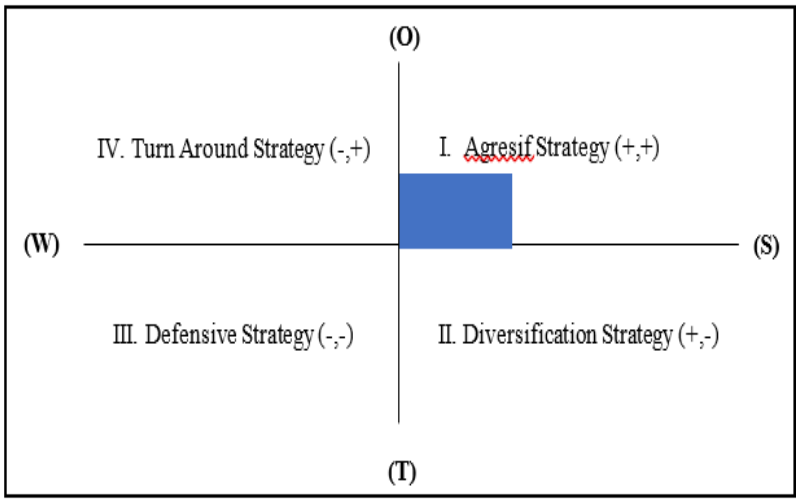


Figure 1. SWOT Strategy Quadrant

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RESEARCH RESULTS AND DISCUSSION

According to the findings of the Banaran Coffee development strategy's SWOT analysis, internal factors were more important than external factors. This indicates that the internal components of Kampung Kopi Banaran's business development plan can perform better than the external components, allowing the internal components to handle major issues as external factors increase. In this instance, Kampung Kopi Banaran's company development plan relies on internal causes. It was also determined from these data that X and Y both had positive values, 2.23 and 1.23, respectively. Based on these findings, it was determined that quadrant I's location was quantitatively indicated by the SWOT analysis. A highly advantageous position is indicated in quadrant I. Businesses can take advantage of current opportunities because of their strengths and opportunities. In this situation, promoting aggressive growth policies is necessary course of action.

Matriks SWOT

Strategic factors are arranged in the form of a SWOT matrix. This matrix produces four sets of possible alternative development strategies. Alternatives for development strategies that have the same aims and objectives are combined into one. Figure 2 contains SWOT matrix.

	Strength (S)	***Weakness (W)***
	· The taste of Kampung Kopi Banaran products is delicious · Affordable · Optimal Use of Social Media · Strategic location · Easy payment process (Cash or E-wallet) **Quality coffee beans are safe for the stomach**	· Packaging sizes are not varied · Narrow area · Limited operational capital · Unavailability of products other than coffee and tea · Ordering process is slow **Limited raw materials (telang tea products)**
Opportunities (O) · A society that cannot be separated from social media · Technological developments simplify the sales and ordering process · Increasing the market for Kampung Kopi Banaran products · Drinking coffee as a lifestyle trend · There is a potential market share **Potential new business lines**	**S - O** (1) Carry out endorsements by Influencers **Use social media to create content which relevant to interesting and consumers**	**W – O** (2) Maintain consistency of use and increase product marketing using social media **Add and upgrade equipment to support Kampung Kopi Banaran operations**
Threats (T) · Coffee prices in other places are cheaper · There are more and more similar businesses · Other coffee shops provide a wider variety of products · Consumers are more concerned with price than quality · Other coffee shops offer a more attractive ambience **Limited raw materials**	**S - T** (3) Further develop product innovation and quality (4) Reconceptualize the place periodically **Utilize E-commerce such as Gojek, Shopee and others.**	**W – T** (5) Added new food and beverage products besides coffee (6) Expand the premises **Implement a pricing strategy**

Figure 2. SWOT Matrix

CONCLUSIONS, PROPOSALS, RECOMMENDATIONS

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Opportunities that can be achieved by PTPN IX to develop their Kampung Kopi Banaran are based on the QSPM matrix analysis of Kampung Kopi Banaran. Strategy 2, which involves using social media and producing appealing and pertinent materials for customers, should take precedence over other business development methods. According to the SWOT analysis's findings, Kampung Kopi Banaran will benefit from the S-O (Strengths - Opportunities) strategy, which focuses on leveraging strengths to seize opportunities through various approaches: a. Influencer endorsement b. Make use of social media and produce engaging and pertinent material for customers. The Integration of methods successfully creates objective and measurable strategies.

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