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## Business Development Strategy for Coffee Agroindustry Using Analytical Hierarchy Process and Quantitative Strategic Planning Matrix Methods

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**ABSTRACT:** Coffee is one of Indonesia's leading commodities, particularly in West Java. However, smallholder coffee enterprises such as Koffie Tandjoeng and Kopi Buhoen in Sumedang face several challenges, including decreased production due to climate factors, competition for raw materials, and limited marketing strategies. This study aims to formulate development strategies for smallholder coffee businesses by using the SWOT method to identify internal strengths and weaknesses, as well as external opportunities and threats, and the AHP and QSPM methods to determine the most appropriate strategies. The results show that the main strategy for Koffie Tandjoeng is to develop premium products and expand into the hotel and restaurant sectors. Meanwhile, Kopi Buhoen is advised to strengthen partnerships to ensure a stable supply of raw materials. The implementation of these strategies is expected to enhance the competitiveness and sustainability of smallholder coffee businesses in Sumedang..

**Keywords:** AHP, Smallholder Coffee, SWOT, QSPM,

## 1. INTRODUCTION

Indonesia is one of the world's largest coffee-producing countries, with West Java being among the regions with the highest coffee productivity (Maulana, 2021). Demand for West Java coffee continues to increase, especially from European countries that appreciate the distinctive taste of Indonesian coffee (Gideon, 2024). However, coffee production in Sumedang has decreased in the last three years due to erratic weather and land limitations that have affected smallholder coffee businesses (Iflah & Dewi, 2019; Ginanjar et al., 2020). Two smallholder coffee businesses in Sumedang, Koffie Tandjoeng and Kopi Buhoen, face

various challenges in maintaining their businesses. The challenges include limited supply of raw materials due to competition with large investors, marketing that is still limited to conventional methods such as *word of mouth*, as well as competition with imported coffee and fraud in coffee sales that has an impact on coffee sales (Alharitsza, 2023). Therefore, a set of alternative strategies is needed in order to develop smallholder coffee businesses.

In determining an effective business development strategy, this research uses several methods, namely strengths, weaknesses, opportunities, threats (SWOT), analytical hierarchy process (AHP), and

quantitative strategic planning matrix (QSPM). The SWOT method enables a structured identification of various factors to develop a cohesive strategy that aligns the internal capabilities and external conditions of a smallholder coffee enterprise (Effendi, 2017). The AHP method is used to support decision-making by prioritizing multiple alternatives based on various criteria. It helps decision-makers break down complex problems into a hierarchical structure with interconnected levels. Meanwhile, the QSPM method is used to assess and select the most appropriate strategy to maximize the outcomes achieved (Afandi, 2018; Prayoga, 2019). These three methods were chosen to understand the company's overall position, determine the strategies used, and decisions that can be taken for the development of the smallholder coffee business.

By considering the above conditions, the purpose of this coffee business development strategy research is carried out to overcome business problems at the smallholder coffee level, namely by knowing the internal and external factors that most affect the business, knowing the right alternative strategy planning for business development, and determining the priority of business development strategies at Koffie Tandjoeng and Kopi Buhoen.

## 2. METHODOLOGY

This study focuses on the development strategy of smallholder coffee business using SWOT analysis, AHP (Analytical Hierarchy Process), and QSPM (Quantitative Strategic Planning Matrix) with a case study on the Koffie Tandjoeng and Kopi Buhoen businesses. The location of Koffie Tandjoeng is in Cijolang, RT.02 / RW.10, Margaluyu, Kec. Tanjungsari, Sumedang Regency and Kopi Buhoen is in Nagarawangi Village, Rancakalong District, Sumedang Regency. This research uses the Analytic Hierarchy Process (AHP) and the Quantitative Strategic Planning Matrix (QSPM) to compare and evaluate strategic decision-making tools. The objective is not only to determine the most appropriate strategy for the business, but also

to examine the differences in outcomes, process complexity, and practical applicability between the two methods. The study's limitations related to internal and external factors will be explored through interviews with companies:

1. The internal environment encompasses various business functions such as management, marketing, production, and operations. These internal factors serve as the foundation for setting objectives and formulating strategies to leverage strengths and address organizational weaknesses. (Fibriyani, 2018).
2. The external environment consists of the broader context—such as social, political, technological, and ecological factors as well as the industry environment, which includes elements like entry barriers, the power of suppliers and buyers, and the presence of substitute products, along with the overall market landscape. (Fibriyani, 2018; Lubis et al., 2024).

In addition to interview-based primary data, this study also utilizes secondary data to enhance the robustness of the external factor evaluation. The secondary data were obtained from reputable sources such as the Central Bureau of Statistics (BPS), official publications from the West Java Provincial Plantation Agency, industry insights from the Specialty Coffee Association, and peer-reviewed academic journals. These sources provide a broader and more objective basis for identifying opportunities and threats in the specialty coffee industry, particularly in the context of smallholder coffee businesses in Sumedang.

### 2.1. IFE, EFE, and IE Strategy Matrix

The Internal Factor Evaluation (IFE) matrix is used to assess internal factors that influence the performance of a business, while the External Factor Evaluation (EFE) matrix evaluates external factors that may impact the business. This leads to the creation of the I-E Matrix to determine the business's

position (Nurfadila, 2024). In the input stage, the matrices utilized include the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). The process of developing these matrices involves several key steps. (Setyorini et al., 2016):

### 2.1.1. Identifying Internal and External Company Factors

At this stage, internal factors are identified by listing all of the company's strengths and weaknesses. Strengths (positive factors) are presented before weaknesses (negative factors). The same approach is applied when identifying external factors.

### 2.1.2. Assigning Weights to Each Factor

Each factor is assigned a weight between 0.0 and 1.0, reflecting its level of importance. These weights indicate how crucial each factor is to the company's success within its industry. The total of all weights must equal 1.0 (Amiruddin et al., 2020). The importance level of each factor serves as the basis for determining its weight.

### 2.1.3. Providing Ratings

Ratings indicate the effectiveness of the company's current strategies in addressing each factor. In both the IFE and EFE matrices, ratings are assigned on a scale of 1 to 4::

- a) 1 = Strongly Disagree
- b) 2 = Disagree
- c) 3 = Agree
- d) 4 = Strongly Agree

### 2.1.4. Calculating Weighted Scores

The weighted score for each factor is obtained by multiplying its assigned weight by its rating. These individual weighted scores are then summed to calculate the total weighted score.. The IE (Internal-External) matrix is used to map the company's strategic position based on the total IFE score (X-axis) and the total EFE score (Y-axis). This matrix is divided into 9 cells, which help categorize the company's strategy into three main categories (Setyorini et al., 2016):

Grow and Build. Companies that fall into cells I, II, or IV should consider strategies like market penetration, market or product development, and various integration approaches (backward, forward, or horizontal).

Hold and Maintain. Businesses in cells III, V, or VII are recommended to focus on maintaining their market position through strategies such as product development, market development, or continued market penetration.

Harvest or divest. Companies positioned in cells VI, VIII, or IX may need to adopt strategies like divestment, diversification into unrelated businesses (conglomerate diversification), or liquidation, to maximize resources or minimize losses.

## 2.2. SWOT Matrix

The development of the SWOT matrix involves eight steps. The first and second steps are dedicated to identifying external factors, such as opportunities and threats. The third and fourth steps involve outlining the company's internal strengths and weaknesses. The following steps consist of pairing these four categories to form strategy combinations. These combinations result in four types of strategies: S-O (Strengths-Opportunities), W-O (Weaknesses-Opportunities), S-T (Strengths-Threats), and W-T (Weaknesses-Threats). The details of each strategy type are explained in the subsequent section (Sulasih, 2019):

S-O Strategy: This approach leverages the company's strengths to capitalize on available opportunities. For instance, if the company is generating high profits and there are opportunities for business expansion, it can use its strong financial position to grow further.

W-O Strategy: This strategy focuses on overcoming the company's internal weaknesses by leveraging existing opportunities. For instance, when there is a high volume of product orders but the company lacks sufficient production capacity, a possible solution is to increase

machinery or collaborate with other businesses.

**S-T Strategy:** This strategy emphasizes leveraging the company's strengths to deal with external challenges. For instance, in the case of product imitation, the company can safeguard its product by enforcing its copyright.

**W-T Strategy:** This strategy aims to defend against external threats while addressing internal weaknesses. This is the most challenging situation for the company, and strategies like mergers or liquidation may be considered in this scenario.

After determining the strategy, the next stage of analysis is to use a SWOT analysis diagram so that the description of the research results is determined more precisely, namely strategies that can be suggestions for application. The SWOT analysis diagram, as presented in Figure 1, is described as follows (Haerawan and Yulius, 2019):

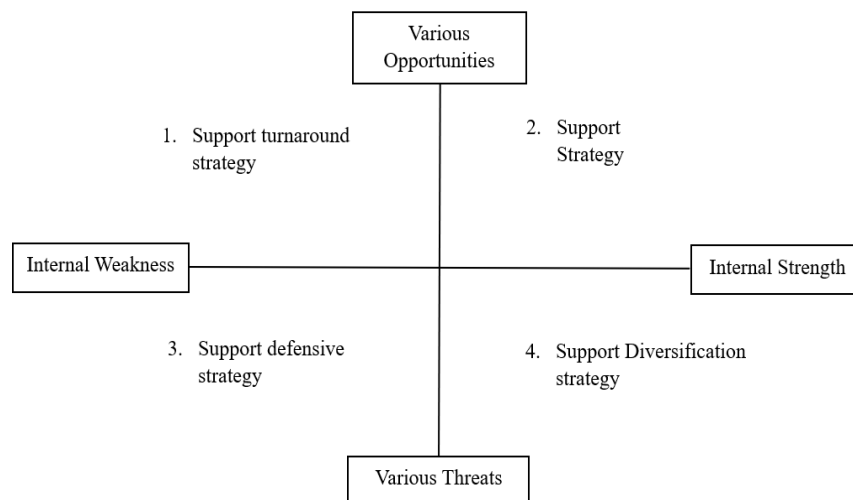
**QUADRANT 1:** This represents a highly favorable scenario. The organization

possesses both strengths and opportunities, allowing it to capitalize on these opportunities. The strategy in this case is focused on aggressive growth (growth-oriented strategy).

**QUADRANT 2:** Although the organization faces several threats, it still has internal strengths. The strategy here is to leverage these strengths to take advantage of long-term opportunities, typically through diversification (product/market).

**QUADRANT 3:** The organization encounters significant opportunities but also has some internal weaknesses. The strategy here is to focus on addressing these internal challenges to better seize future opportunities.

**QUADRANT 4:** This quadrant reflects a very unfavorable situation where the organization faces both external threats and internal weaknesses. A defensive strategy is urgently needed to manage the situation



**Figure 1. SWOT Quadrant**  
Source: (Haerawan and Yulius, 2019)

### 2.3. AHP Method

The AHP (Analytic Hierarchy Process) method is a decision-making technique used to determine the best strategy among several alternatives that can be chosen (Asfan, 2021). The hierarchical decision structure used in the AHP analysis is shown in Figure 2. According to Rakasiswi and Badrul (2020),

the stages of the Analytical Hierarchy Process (AHP) method are as follows:

Identify the core issue and establish the intended outcome by clearly outlining the problem and specifying the solution to be pursued. Then, create a hierarchy for the problem, placing the overall system goal at the highest level.

Prioritize the elements: Perform pairwise comparisons, where elements are compared in pairs based on the given criteria.

Synthesis: Calculate the total of each column in the matrix, then normalize by dividing each entry by the column's total. Next, add up the values in each row and divide by the number of elements to determine the average for each row.

Measure consistency: In decision-making, it's essential to assess the consistency of the judgments, as decisions based on inconsistent data may lead to poor outcomes.

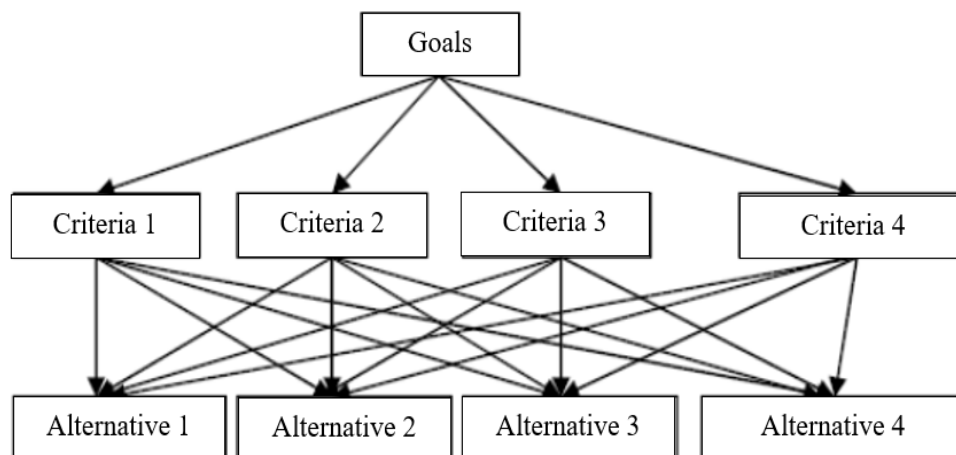
Calculating the Consistency Index (CI) and Calculating the Consistency Ratio (CR). Check hierarchy consistency: If the consistency ratio exceeds 10%, the judgment data needs to be adjusted. If the consistency ratio (CI/IR) is equal to or below 0.1, the results are deemed consistent and acceptable.

## 2.4. QSPM Method

The Quantitative Strategic Planning Matrix (QSPM) is a technique used to objectively identify and evaluate alternative strategies based on key internal and external factors found in the IFE, EFE, I-E, and SWOT matrices (Kuswardhani, 2020).

QSPM is a tool that enables strategic planners to assess alternative strategies objectively, based on the previously identified external and internal success factors. There are six steps in developing QSPM, as outlined by Ilmar et al. (2022):

Identify and write down the main external opportunities and threats, as well as internal strengths and weaknesses, in the left-hand column of the QSPM. These factors should be directly taken from the EFE and IFE matrices. At least 10 external and 10 internal success factors should be included in the QSPM.



**Figure 2.** AHP Hierarchical Structure  
(source: Rofingatun, 2020)

1. Allocate a weight to each significant external and internal factor, ensuring the values match those used in the EFE and IFE matrices. Place these weights in the column adjacent to the listed success factors.
2. Examine the matching matrices from Step 2 to determine which strategic alternatives the organization should consider. Record these strategies across the top row of the QSPM, organizing them into distinct, non-overlapping groups whenever possible.
3. Determine the Attractiveness Score (AS), which indicates the relative appeal of each strategy among the alternatives. The Attractiveness Score ranges from 1 (no attractiveness) to 4 (high attractiveness). Evaluate each strategy line by line in the QSPM.
4. Calculate the Total Attractiveness Score (TAS) by multiplying the weight (from Step 2) by the



Attractiveness Score (from Step 4) for each row. The TAS indicates the relative attractiveness of each strategy, considering only the impact of relevant adjacent internal or external success factors. A higher TAS signifies a more attractive strategy when evaluating these factors.

5. Calculate the overall Total Attractiveness Score by summing the TAS values in each strategy column. The Sum Total Attractiveness Score (STAS) identifies the most attractive strategy among the alternatives. A higher STAS reflects a strategy's greater appeal based on all relevant external and internal factors.

### 3. RESULTS AND DISCUSSION

#### 3.1. Koffie Tandjoeng company overview

Koffie Tandjoeng is part of the micro and small coffee business sector located in Tanjungsari, Sumedang, and was established in 2015 by the Mekar Arum Women Farmers Group (KWT). With 13 hectares of land, the business processes coffee from cherry to green bean. In 2019, Bank Indonesia provided support in the form of machinery, capital, and training for business development. Koffie Tandjoeng focuses on specialty coffee, such as arabica and robusta, produced in powder, roasted bean, and green bean forms. Their products evolved from natural coffee to various variants such as natural anaerobic, winey, full wash, honey, lanang, ginger coffee, and palm sugar coffee. In addition to producing coffee, the business also has a shop since 2017 that offers coffee and food for its customers.

#### 3.2. Kopi Buhoen company overview

Buhoen Nagarawangi Coffee is part of the micro and small coffee business sector in Nagarawangi Village, Rancakalong, Sumedang, managed by the Maju Mekar Farmer Group since 2009. This business specializes in producing and selling specialty

coffee, offering products such as green beans, roasted beans, ground coffee, and ready-to-drink coffee. The farmer group has a land area of  $\pm 30$  hectares spread across Rancakalong hectare, Pasir dogdog hectare, Cimarga village, Wangun hamlet, and Pangalengan. Part of the land is managed through the PHBM (Community Forest Protection) scheme with Perhutani, which requires a 10-15% profit sharing system after harvest. The name "Kopi Buhoen" comes from the Dutch colonial heritage coffee variety and the Tarawangsa culture in Rancakalong.

#### 3.3. Internal Environmental Analysis

The internal environmental analysis examines the strengths and weaknesses of Koffie Tandjoeng and Buhoen Coffee companies. The factors explored in this analysis include management, marketing, production, and operations. The strengths and weaknesses identified in the research are presented in Tables 1 and 2.

#### 3.4. External Environmental Analysis

In the analysis of the external environment, opportunities and threats were identified in the Koffie Tandjoeng and Kopi Buhoen companies. The factors discussed are the distant environment, industry environment, and market environment. The company's opportunity and threat variables found based on the research results can be seen based on Tables 3 and 4.

**Table 1.** Koffie Tandjoeng Internal Matrix Results

<b>Strength</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
High product quality	5	0.10	4	0.41
Plantation raw material sources belong to the Mekar Arum Women Farmers Group (KWT) which ensures quality control from the upstream stage.	5	3.91	4	0.41
Products have met PIRT and have halal certification from MUI	5	0.10	4	0.41
Product diversification such as types of coffee, such as natural, honey, lanang, and other derivative products (ginger coffee, palm sugar coffee)	5	0.10	4	0.41
Has production machines large enough to provide potential for increased production at optimum harvest	5	0.10	4	0.4
<b>SubTotal</b>	25	0.52		2.08
<b>Weaknesses</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Raw material production was disrupted by erratic weather, such as wet droughts, which led to a decrease in crop yields.	5	0.10	4	0.41
Manual financial evaluation	5	0.10	4	0.41
Marketing strategy still relies on word of mouth and exhibitions	5	0.10	4	0.41
Capital is allocated more to the purchase of raw materials than investment in infrastructure development or marketing.	4	0.08	3	0.25
The production land area is smaller compared to other business actors.	4	0.08	4	0.33
<b>SubTotal</b>	23	0.47		1.83
<b>TOTAL</b>	48	1		3.92

**Table 2.** Kopi Buhoen Internal Matrix Results

<b>Strength</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Own land so that raw materials are maintained	5	0.12	4	0.51
Capital support and training from Bank Indonesia and the Plantation Office	3	0.07	3	0.23
Has a complete system and SOPs in post-harvest production.	5	0.12	4	0.51
Extensive partnership network	5	0.12	4	0.51
Sells a variety of specialty coffee variants that are certified halal MUI and PIRT	4	0.10	3	0.30
<b>Weaknesses</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Manual financial evaluation	3	0.07	3	0.23
Although sales are online, the marketing strategy still relies on word of mouth and attending events.	5	0.12	3	0.38
Some farmers sold coffee to other groups despite receiving assistance	3	0.07	2	0.15
Ineffective supervision system leads to missing coffee ingredients	3	0.07	3	0.23
Farmers who do not follow coffee processing standards (beans are not red on demand)	3	0.07	3	0.23
<b>TOTAL</b>		1		3.31

**Table 3.** Koffie Tandjoeng External Matrix Results

<b>Opportunities</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Specialty and Organic Coffee Trends are Growing in Popularity.	4	0.10	3	0.32
Cooperation between Local Coffee Managers	5	0.13	4	0.54
Capital and training provided by Bank Indonesia	5	0.13	4	0.54
Tagline "coffee for all" to reach a wider market with more affordable specialty coffee products	5	0.13	3	0.40
<b>Threat</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Decreased production due to weather	5	0.13	4	0.54
Competition with large investors makes it difficult for Koffie Tandjoeng to get raw materials from local farmers.	5	0.13	4	0.54



Competition with imported coffee that makes coffee prices decline	3	0.08	3	0.24
Coffee land in West Java is managed by Perum Perhutani, so there are limitations in expanding the land.	5	0.13	4	0.54
<b>TOTAL</b>		1		3.68

**Table 4.** Kopi Buhoen External Matrix Result

<b>Opportunities</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Growing demand for specialty coffee	3	0.10	3	0.31
Expanded partnership network due to familiarity with local government	5	0.17	3	0.51
Has a lot of land	4	0.13	4	0.55
Cooperative relationship with other coffee managers if raw material production decreases	4	0.13	3	0.41
<b>Threat</b>	<b>Interests</b>	<b>Weight</b> ( $\frac{\text{Variable Interest}}{\text{Total Interest}}$ )	<b>Rating</b>	<b>Score</b> (weight × rating)
Coffee theft at farms and warehouses	3	0.10	3	0.31
Coffee production declined as many farmers sold their coffee to other groups	4	0.13	3	0.41
Competition with other groups or companies is more severe because there is no binding contract for farmers.	3	0.10	3	0.31
Many cases of fraud in the coffee industry	3	0.10	3	0.31
<b>TOTAL</b>		1		3.14

**Table 5.** Summary Comparison of SWOT Factors

<b>Category</b>	<b>Koffie Tandjoeng</b>	<b>Kopi Buhoen</b>
<b>Strengths</b>	High product quality	Own land so that raw materials are maintained
	Plantation raw material sources belong to the Mekar Arum Women Farmers Group (KWT) which ensures quality control from the upstream stage.	Capital support and training from Bank Indonesia and the Plantation Office
	Products have met PIRT and have halal certification from MUI	Has a complete system and SOPs in post-harvest production.
	Product diversification such as types of coffee, such as natural, honey, lanang, and other derivative products (ginger coffee, palm sugar coffee)	Extensive partnership network
	Has production machines large enough to provide potential for increased production at optimum harvest	Sells a variety of specialty coffee variants that are certified halal MUI and PIRT

<b>Weaknesses</b>	Manual financial evaluation	Raw material production was disrupted by erratic weather, such as wet droughts, which led to a decrease in crop yields.
	Although sales are online, the marketing strategy still relies on word of mouth and attending events.	Manual financial evaluation
	Some farmers sold coffee to other groups despite receiving assistance	Marketing strategy still relies on word of mouth and exhibitions
	Ineffective supervision system leads to missing coffee ingredients	Capital is allocated more to the purchase of raw materials than investment in infrastructure development or marketing.
	Farmers who do not follow coffee processing standards (beans are not red on demand)	The production land area is smaller compared to other business actors.
<b>Opportunities</b>	Specialty and Organic Coffee Trends are Growing in Popularity.	Growing demand for specialty coffee
	Cooperation between Local Coffee Managers	Expanded partnership network due to familiarity with local government
	Capital and training provided by Bank Indonesia	Has a lot of land
	Tagline "coffee for all" to reach a wider market with more affordable specialty coffee products	Cooperative relationship with other coffee managers if raw material production decreases
<b>Threats</b>	Decreased production due to weather	Coffee theft at farms and warehouses
	Competition with large investors makes it difficult for Koffie Tandjoeng to get raw materials from local farmers.	Coffee production declined as many farmers sold their coffee to other groups
	Competition with imported coffee that makes coffee prices decline	Competition with other groups or companies is more severe because there is no binding contract for farmers.
	Coffee land in West Java is managed by Perum Perhutani, so there are limitations in expanding the land.	Many cases of fraud in the coffee industry

### 3.5. IFE Matrix Analysis

After finding the company's internal variables of strengths and weaknesses, weighting and *rating* of each variable is carried out. Based on the results of the calculation of the multiplication of weighting and *rating*, it was found that the total score of the IFE Matrix of Koffie Tandjoeng and Kopi Buhoen was 3.92 and 3.31. The respondent members who filled out the questionnaire for the benefit of the weights and *ratings* of the

Koffie Tandjoeng and Kopi Buhoen companies were the company owners.

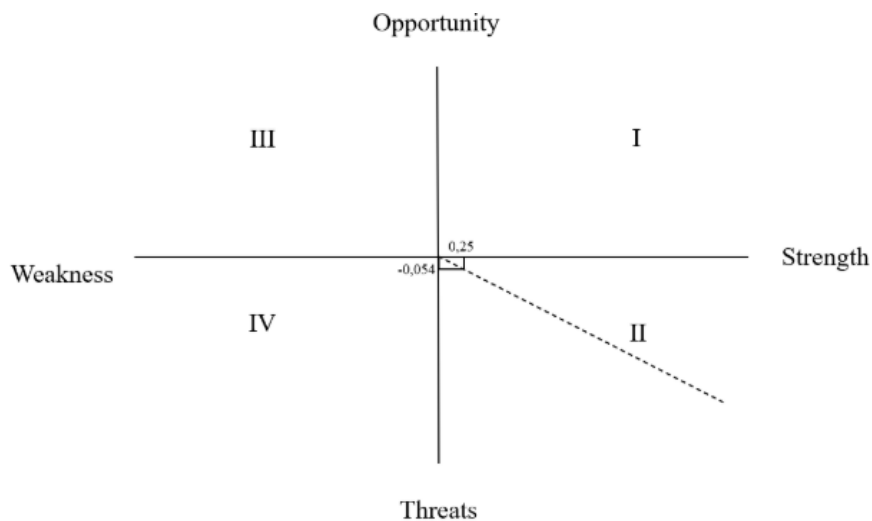
### 3.6. EFE Matrix Analysis

The results of the EFE matrix analysis are several external variables from the opportunities and threats of the Koffie Tandjoeng and Kopi Buhoen companies. Respondents who answered the questionnaire to get the weight and *rating* scores were the owners of the Koffie Tandjoeng and Kopi

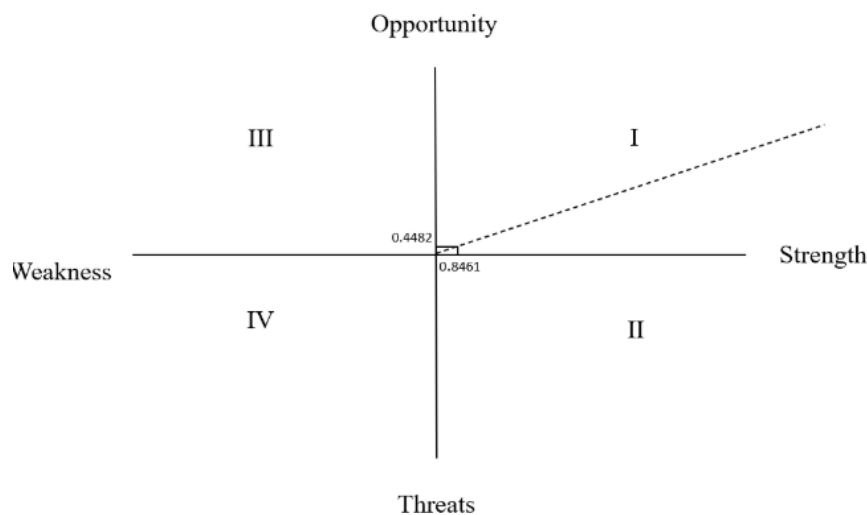
Buhoen companies. Multiplication of weight and *rating* will get a score answer. Thus, the total score of the EFE Matrix found from the Koffie Tandjoeng and Kopi Buhoen companies is 3.68 and 3.14.

The calculation results from each IFE and EFE matrix are then matched to the SWOT quadrant. At Koffie Tandjoeng, The internal factor figure was found to be 0.25 which became the X axis which was obtained from the difference in the total calculation of strengths and weaknesses, then the external factor figure was -0.054 which became the Y axis which was obtained from the difference in the total calculation of opportunities and threats. Based on the SWOT quadrant, the Koffie Tandjoeng company is in quadrant II (Figure 3) which means using strengths to take advantage of long-term opportunities by

means of a diversification strategy (Haerawan, 2019). In the calculation of Kopi Buhoen, the difference in internal factor numbers is obtained as 0.84 which is the X axis which was obtained from the difference in the total calculation of strengths and weaknesses, and the difference in external factors is 0.44 which is the Y axis which was obtained from the difference in the total calculation of opportunities and threats. The Kopi Buhoen company is in quadrant I (Figure 4) which means using SO (*strength opportunity*), namely the *Strong Competitive Position* strategy with Growth Priority Strategy. This means that Kopi Buhoen must carry out market and product development, market penetration, or integration strategies (Sari, 2020).



**Figure 3.** Koffie Tandjoeng SWOT Quadrant



**Figure 4.** Kopi Buhoen SWOT Quadrant

### 3.7. Internal External Matrix

After the results of the IFE and EFE matrix calculations are carried out, further adjustments are made to the Internal External matrix. The results of the IFE and EFE matrix data processing on Koffie Tandjoeng are 3.916 which shows a strong position and EFE of 3.675 is in a high and strong position (Figure 5). Similarly, Kopi Buhoen's position is the same as Koffie Tandjoeng, located in

quadrant I (Figure 6). This indicates that the company is in a growth and expansion phase. Suggested strategies involve intensive approaches, such as market penetration, market development, and product development, as well as integration strategies like backward integration, forward integration, and horizontal integration. (Setyorini et al., 2016).

		Total Skor IFE		
		Strong 3,00 – 4,00	Average 2,0 – 2,99	Weak 1,0 – 1,99
Total Skor EFE	High 3,00 – 4,00	I (3,916; 3,675)	II	III
	Average 2,00 – 2,99	IV	V	VI
	Low 1,00 – 1,99	VII	VIII	IX

Figure 5. Koffie Tandjoeng IE Matrix

		Total Skor IFE		
		Strong 3,00 – 4,00	Average 2,0 – 2,99	Weak 1,0 – 1,99
Total Skor EFE	High 3,00 – 4,00	I (3,307; 3,137)	II	III
	Average 2,00 – 2,99	IV	V	VI
	Low 1,00 – 1,99	VII	VIII	IX

Figure 6. Kopi Buhoen IE Matrix

### 3.8. SWOT Matrix

In the SWOT matrix, several strategies were found for Koffie Tandjoeng (Table 6) and Kopi Buhoen (Table 7) companies based on the SWOT diagram and IE (internal-external) matrix from the results of processing IFE and EFE matrix data. There are several alternative strategies available, categorized into SO, WO, ST, and WT strategies. Based on the previously identified

SWOT quadrant in Figure 3, Koffie Tandjoeng is positioned in quadrant II. Therefore, the strategy to address the existing challenges is through a diversification strategy (ST Strategy) (Rachmawati, 2022). In the Kopi Buhoen company, the company's position is in quadrant I (Figure 4), so the strategy that can be carried out by the Kopi Buhoen company in overcoming existing problems is through market and product

development strategies, market penetration, or integration strategies. With that, the recommended strategy is a strategy that is in the SO position (Sari, 2020).

Based on the previously determined SWOT quadrant for Koffie Tandjoeng, the company is positioned in Quadrant II. Therefore, the strategy that Koffie Tandjoeng can implement to address its existing issues is a diversification strategy by leveraging its strengths to take advantage of long-term opportunities (ST Strategy). This involves creating a distinct strategy that utilizes internal strengths to generate future opportunities (Rachmawati & Susanti, 2022). The recommended strategies are:

Market through digital marketing to introduce certified specialty coffee to the local market with a stronger branding strategy. The strategy suggested based on the IE Matrix is market development by increasing the market share of existing products and expanding into new market segments (Rorah et al., 2022). Additionally, this strategy makes the market more open and offers unlimited opportunities, which will further expand market diversification (Mahwati et al., 2024).

Develop premium products with higher prices targeted at new customers (hotels or restaurants) to cover the higher cost of raw materials. This strategy is based on product development, which is positioned in Quadrant I of the IE Matrix, and market diversification. By introducing more

premium products to specific markets, profit margins can be increased to compensate for the higher cost of raw materials (Setyorini et al., 2016; Haerawan & Yulius, 2019).

Meanwhile, based on the previously determined SWOT quadrant for Kopi Buhoen, the company is positioned in Quadrant I. Therefore, the strategy that Kopi Buhoen can implement to address its challenges includes market and product development, market penetration, or integration strategies (Sari, 2020). Based on this, the recommended strategy is an SO (Strength-Opportunity) strategy, which includes:

Expand partnerships with the government for security coordination and with other coffee managers to address the issue of coffee raw material supply (S4, O2, O4). This strategy is based on backward integration, which involves a company's strategy to enhance control over raw material supply. The goal of this strategy is to strengthen supplier control (Kusumawardani et al., 2014; Jayanti, 2022).

Maximize marketing through branding of certified specialty products (S5, O1, O2). This strategy is derived from the market penetration strategy. Market penetration occurs when a product is already available and sold to a predetermined target market. With this, the strategy aims to strengthen Kopi Buhoen's position in the local market by highlighting product advantages (R, Hadi, & Arini, 2024).

**Table 6.** Koffie Tandjoeng SWOT Matrix

		Strength	Weakness
		Internal	External
	Internal	<ol style="list-style-type: none"> <li>1. High product quality.</li> <li>2. Plantation raw material sources belong to the Mekar Arum Women Farmers Group (KWT) which ensures quality control from the upstream stage.</li> <li>3. Products have fulfilled those registered in PIRT and</li> </ol>	<ol style="list-style-type: none"> <li>1. Raw material production is disrupted by erratic weather, such as wet droughts, which cause a decrease in crop yields</li> <li>2. Manual financial evaluation</li> <li>3. Marketing strategy still relies on <i>word of mouth</i> and exhibitions</li> </ol>
	External		

	have halal certification from MUI	4. Working capital is allocated more to the purchase of raw materials than investment in infrastructure development or marketing.
	4. Product diversification such as types of coffee, such as natural, honey, lanang, and other derivative products (ginger coffee, palm sugar coffee)	5. The production land area is smaller compared to other business actors.
	5. Has a large enough production machine to provide the potential for increased production during optimal harvests	
<b>Opportunity</b>	<b>SO strategy</b>	<b>WO Strategy</b>
1. Specialty and Organic Coffee Trends are Growing in Popularity	1. Increase promotion by relying on product quality and the tagline "coffee for all" to reach more local consumers. (S1, O4)	1. Divert some capital to digital marketing to capitalize on the specialty coffee trend and reach new consumers. (W4, O1)
2. Cooperation between Local Coffee Managers	2. Utilize cooperation with local coffee managers to expand distribution to cafes or hotels with controlled products. (S2, O2)	
3. Capital provided by Bank Indonesia		
4. Tagline "coffee for all" to reach a wider market with more affordable <i>specialty coffee</i> products		
<b>Threat</b>	<b>ST Strategy</b>	<b>WT Strategy</b>
1. Decreased production due to weather.	1. Market through digital marketing to introduce certified specialty coffee to the local market with a stronger <i>branding</i> strategy. (S1, S3, T3)	1. Reduce reliance on <i>word of mouth</i> marketing by utilizing digital marketing to face competition with imported coffee (T3, W3).
2. Competition with large investors makes it difficult for Koffie Tandjoeng to obtain raw materials from local farmers.	2. Develop premium products with higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials. (S4, S1, T2)	
3. Competition with imported coffee that makes coffee prices decline		
4. Coffee land in West Java is managed by Perum Perhutani, so there are limitations in expanding the land.		



**Table 7.** SWOT Matrix of Kopi Buhoen

		<b>Strength</b>	<b>Weakness</b>
Eksternal	Internal	<ol style="list-style-type: none"> <li>1. Own land so that raw materials are maintained.</li> <li>2. Capital support and training from Bank Indonesia and the Plantation Office</li> <li>3. Having a complete system and SOPs in post-harvest production</li> <li>4. Extensive partnership network</li> <li>5. Sells a variety of specialty coffee variants that are certified halal MUI and PIRT</li> </ol>	<ol style="list-style-type: none"> <li>1. Manual financial evaluation.</li> <li>2. Although sales are online, the marketing strategy still relies on word of mouth and attending events.</li> <li>3. Some farmers sold coffee to other groups despite receiving assistance</li> <li>4. Ineffective supervision system leads to missing coffee ingredients</li> <li>5. Farmers who do not follow coffee processing standards (beans are not red on demand)</li> </ol>
	External		
		<b>Opportunity</b>	<b>Threat</b>
		<ol style="list-style-type: none"> <li>1. Growing demand for specialty coffee</li> <li>2. Expanded partnership network due to local government recognition</li> <li>3. Has a lot of land</li> <li>4. Cooperative relationship with other coffee managers if raw material production decreases</li> </ol>	<ol style="list-style-type: none"> <li>1. Theft of coffee from farms and warehouses.</li> <li>2. Coffee production declined as many farmers sold their coffee to other groups</li> <li>3. Competition with other groups or</li> </ol>
		<b>SO strategy</b>	<b>WO Strategy</b>
		<ol style="list-style-type: none"> <li>1. Expand partnerships with the government as security coordination and with other coffee managers to overcome problems in the supply of coffee raw materials (S4, O2, O4)</li> <li>2. Maximize marketing with certified specialty product branding (S5, O1, O2)</li> </ol>	<ol style="list-style-type: none"> <li>1. Diversify marketing strategies so as not to rely solely on <i>Word of Mouth</i> (W2, O1, O2)</li> <li>2. Improve Farmer Supervision to be Consistent with Processing Standards (W5, O4)</li> </ol>
		<b>ST Strategy</b>	<b>WT Strategy</b>
		<ol style="list-style-type: none"> <li>1. Maintaining Raw Material Production with Incentives for Farmers (S1, T1)</li> <li>2. Increase security at farms and warehouses (implement security guards or coordinate</li> </ol>	<ol style="list-style-type: none"> <li>1. Overcoming Fraud Cases in the Coffee Industry with a Safer Payment System (DP in advance) (W1, T4)</li> </ol>

- companies is more severe because there is no binding contract for farmers.
4. Many cases of fraud in the coffee industry
- with government) to address theft (S3, S4, T1)

### 3.9. Quantitative Strategic Planning Matrix

The decision-making stage uses QSPM for strategic planning in the form of selecting the best strategy for Koffie Tandjoeng and Kopi Buhoen companies based on the results of SWOT analysis. Respondents who filled out the QSPM Koffie Tandjoeng questionnaire were Padjadjaran University Agribusiness Lecturers, the West Java

Provincial Office of Cooperatives and Small Businesses, and the Indonesian Specialty Coffee Association DPD Aceh. For Kopi Buhoen respondents are the Office of Cooperatives and Small Businesses of West Java Province, Chairman of the Board of Trustees of the Specialty Coffee Association of Indonesia, and Lecturer of FTIP Padjadjaran University.

Table 8. Koffie Tandjoeng QSPM

No	Strategy Alternative	TAS	Rating
1.	Market through digital marketing to introduce certified specialty coffee to the local market with a stronger <i>branding</i> strategy.	4.58	II
2.	Develop premium products with higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials.	5.29	I

Table 9. QSPM of Kopi Buhoen

No	Strategy Alternative	TAS	Rating
1.	Expand partnerships with the government for security coordination and with other managers to address raw material supply issues.	6.06	I
2.	Maximize marketing with certified specialty product branding.	4.96	II

According to the results of the QSPM calculation for Koffie Tandjoeng, the Strategy Develop premium products at higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials (strategy-2) has a higher score, which is 5.29 compared to the strategy Market through digital marketing to introduce certified specialty coffee to the local market with a stronger *branding* strategy (strategy-1), which has a score of 4.58. In the QSPM calculation of Kopi

Buhoen, the highest score is owned by the strategy of expanding partnerships with the government as security coordination and with other managers to overcome raw material supply problems (Strategy-1) with a score of 6.06 compared to the 2nd strategy, which is maximizing marketing with certified specialty product branding with a score of 4.96.

### 3.10. Analytical Hierarchy Process

Analysis to support multi criteria decision making. What must be done is the formation of criteria, sub criteria, and alternatives. Processing of the AHP (*analytical hierarchy process*) method at Koffie Tandjoeng is based on several sources, namely P3W Jabar Public Relations, Darma Agung University Agribusiness Lecturers and Consultants, Koffie Tandjoeng company owners. For Kopi Buhoen respondents are the West Java Province Cooperative and Small Business Office, Darma Agung University Agribusiness Lecturers and Consultants, and Kopi Buhoen Owners.

Based on the results of AHP calculations at the Koffie Tandjoeng company, as shown in Table 10, the Marketing Strategy through digital marketing to introduce certified specialty coffee to the local market with a stronger *branding* strategy (**Strategy-1**) has a higher score with a weight score of 51.03% compared to the strategy Develop premium products at higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials (**Strategy-2**), which has a weight of 48.96%. Meanwhile, in the AHP calculation of Kopi Buhoen, as shown in Table 11, the alternative strategy Expand partnerships with the government as security coordination and with other managers to overcome raw material supply problems (**Strategy-1**) has a weight score of 56.78% which is higher than the strategy Maximize marketing with certified specialty product branding (**Strategy-2**) with a weight score of 43.21%.

In the AHP and QSPM decision support analysis of the Koffie Tandjoeng company, there are different results, namely in the QSPM calculation strategy-2 has a higher score than strategy-1 which is the opposite of the AHP analysis results, namely strategy-1 has a higher weight score than strategy-2. Based on an interview with the owner of Koffie Tandjoeng, Mrs. Lilis, the condition of the Koffie Tandjoeng company is not suitable for the Marketing strategy through digital marketing to introduce

specialty coffee because of the lack of capital and members who do not really understand how to market through digital media. Therefore, the most suitable strategy is to develop premium products which are also in line with the company's situation because it is still in the process of developing specialty coffee products.

In contrast to AHP, which ensures result validity through the Consistency Index (CI) and Consistency Ratio (CR), the QSPM method maintains its validity through a structured and systematic approach. It is built on key internal and external factors derived from prior analyses using IFE, EFE, and SWOT matrices. These factors are weighted and rated by experts, ensuring that the input data is accurate and representative. Additionally, strategy alternatives in QSPM are evaluated using Attractiveness Scores (AS) provided by expert respondents, which helps ensure objectivity and relevance in the final strategic choice (Ilmar et al., 2022; Kuswardhani et al., 2021).

### 3.11. Case Studies of Successful Strategic Implementation

Based on the strategy derived from the AHP and QSPM analyses for Kopi Buhoen, the partnership strategy can be illustrated through the collaboration between smallholder coffee farmers in Kintamani and PT Perkebunan Nusantara XII. In this model, the core company provides mentoring, procurement, and guaranteed purchase to the farmers acting as plasma. Bank Negara Indonesia (BNI) is also involved in providing capital through the People's Business Credit (KUR) scheme. This partnership aims to absorb total production, improve both the quality and quantity of the farmers' yields, and establish a mutually beneficial relationship. With guaranteed purchase and continuous support, farmers are motivated to enhance their output, while the company secures a stable and high-quality supply of raw materials. This model can serve as a reference for expanding collaboration with government institutions and other coffee

producers to address supply chain challenges (Cahyanto et al., 2021).

Based on the strategy derived from the AHP and QSPM analyses for Koffie Tandjoeng, the premium product development strategy can be illustrated by the successful implementation by Kopi Kenangan through the launch of Kenangan

Heritage. This initiative collaborated with the 2024 World Barista Champion in curating coffee blends and creating an immersive customer experience. The initiative successfully sold over 50,000 specialty coffee cups within just the first two months of its launch (Kopi Kenangan, 2021).

**Table 10.** Koffie Tandjoeng AHP

Rating	Strategy Alternative	Weight
I	Market through digital marketing to introduce certified specialty coffee to the local market with a stronger <i>branding</i> strategy ( <b>Strategy-1</b> )	51.03%
II	Develop premium products with higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials. ( <b>Strategy-2</b> )	48.96%

**Table 11.** AHP of Kopi Buhoen

Rating	Strategy Alternative	Weight
I	Expand partnerships with the government for security coordination and with other managers to address raw material supply issues ( <b>Strategy-1</b> ).	56.78%
II	Maximize marketing with certified specialty product branding ( <b>Strategy-2</b> )	43.21%

### 3.12. Action Plan: Short-Term and Long-Term Strategie

Based on the selected priority strategies from the SWOT, AHP, and QSPM analyses, the following action plans are

proposed to guide the implementation stages for Koffie Tandjoeng and Kopi Buhoen (Table 12 and 13).

**Table 12.** Short-Term Action Plan (1 Year)

Koffie Tandjoeng	Kopi Buhoen
Develop premium product packaging and branding for hotel/restaurant distribution.	Initiate partnership agreements with local government agencies for support and security coordination.
Strengthen supply partnerships with existing farmer groups to ensure raw material consistency.	Establish stricter post-harvest supervision and training for farmers on quality standards.
Conduct pilot distribution to select local cafés or small hotel partners.	Launch brand awareness campaign via social media using certified specialty positioning.
Improve manual financial recording by introducing basic bookkeeping training for members.	Implement payment safeguards to reduce fraud risks in coffee sales.

**Table 13.** Long-Term Action Plan (3-5 Year)

<b>Koffie Tandjoeng</b>	<b>Kopi Buhoen</b>
Expand premium product line to national markets, focusing on hospitality and retail.	Strengthen vertical integration through upstream farming investment and downstream café collaborations.
Invest in land expansion or collaboration with other coffee producers for sustainable supply.	Explore access to funding from cooperative institutions or microfinance for equipment.
Establish formal partnership contracts with hotel and restaurant chains.	Achieve export-readiness through certification and quality improvement programs.

### 3. CONCLUSIONS

Some of the strategies obtained based on IFE and EFE analysis at Koffie Tandjoeng are marketing through digital marketing to introduce certified specialty coffee to the local market with a stronger *branding* strategy and develop premium products with higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials. Then, the strategy for the Kopi Buhoen company is to expand partnerships with the government as security coordination as well as with other managers to overcome raw material supply problems and maximize marketing with certified specialty product branding. The priority results of AHP and QSPM analysis on Kopi Buhoen, namely expanding partnerships with the government as security coordination and with other managers to overcome raw material supply problems. At the Koffie Tandjoeng company, the prioritized strategy based on the results of the analysis and adjustments to the company is to develop premium products with higher prices to new customers (hotels or restaurants) to cover the cost of more expensive raw materials.

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