Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

Analysis SWOT Quantitative Strategic Planning Matrix (QSPM) Integration Analytic Hierarchy Process

Lailan Tawila Berampu*, Taufiqurrahman, Luthfiyah Agassi

Management Study Program, University of Riau
Kampus Bina Widya KM. 12,5, Simpang Baru, Kec. Tampan, Kota Pekanbaru, Riau 28293, Indonesia
Email: [1,*]lailantawilaberampu@lecturer.unri.ac.id, [2]taufiqurrahman@lecturer.unri.ac.id, [3]luthfiyahagassi26@gmail.com
Correspondence Author Email: lailantawilaberampu@lecturer.unri.ac.id
Submitted: **25/02/2025**; Accepted: **27/02/2025**; Published: **28/02/2025**

Abstract−This research aims to analyze and determine the best marketing strategy for Expressive Coffee in Pekanbaru using an integrated approach of SWOT (Strengths, Weaknesses, Opportunities, Threats), Analytical Hierarchy Process (AHP), and Quantitative Strategic Planning Matrix (QSPM). The study employs a mixed quantitative and qualitative methodology through a case-study approach involving 15 respondents, including the owner, coffee experts, and regular customers of Expressive Coffee. Results indicate that Expressive Coffee possesses significant strengths such as specialty-grade coffee beans, open bar service, comprehensive facilities, and strategic location. However, weaknesses include relatively high product pricing, limited promotional activities, and restricted parking space. Major opportunities identified involve the rising healthy lifestyle trend, increasing premium coffee consumption, strategic partnerships with local farmers, and positive customer reviews. Primary threats are intense competition from emerging coffee shops and shifting consumer preferences toward convenient coffee products. Based on the QSPM analysis, the recommended strategy is the SO (Strength-Opportunities) strategy, scoring the highest Total Attractiveness Score (TAS) of 14.40, which emphasizes leveraging internal strengths to optimally exploit market opportunities.

Keywords: Expressive Coffee; Marketing Strategy; SWOT; QSPM; AHP.

1. INTRODUCTION

Coffee has become a strategic commodity for the Indonesian economy, considering that Indonesia is one of the largest coffee producing and exporting countries in the world. According Badan Pusat Statistik (BPS) (2023) national coffee production in 2022 increased by 1.1% compared to the previous year. Indonesia is famous for its diversity of coffee types such as Arabica and Robusta which are the main commodities (Fadhil & Yusmanizar, 2024). Arabica coffee has a more subtle taste character with a distinctive aroma, for example Gayo Coffee from Aceh which offers a sensation of sweet and slightly sour, and Toraja Coffee from Sulawesi which is known for *its heavy body* taste and distinctive spice aroma (Muiz et al., 2024). Meanwhile, Robusta coffee has a higher caffeine content with a strong taste and is widely used in instant coffee products, such as Sidikalang Coffee from North Sumatra which is famous for its chocolate taste (Yogi Rabani RS & Elza Fitriani, 2022).

Indonesia also produces other types of coffee such as Liberika with a larger bean size and distinctive taste character, as well as Luwak Coffee which is known as the most expensive coffee in the world because of its unique production process through the digestion of civets . In addition, there is Flores Bajawa Coffee with nut and caramel flavors and Kintamani Coffee from Bali which is known for its *orange aftertaste*. The diversity of these types of coffee is influenced by geographical factors such as land height, soil type, and local traditions in processing, making Indonesian coffee have a high value in the international market (Maulani & Wahyuningsih, 2021).

In recent years, the coffee industry in Indonesia has experienced significant growth triggered by increasing coffee consumption among the public, especially in urban areas. This trend is not only limited to big cities such as Jakarta, Bandung, or Surabaya, but also begins to develop in other cities that have promising market potential (Fitri et al., 2022). The lifestyle of urban people who increasingly appreciate the culture of drinking coffee has also encouraged the rapid development of coffee shops, or popularly called coffee shops, as a place that not only offers high-quality products but also presents a comfortable, aesthetic, and unique social experience (Yugantara et al., 2021).

Pekanbaru as the capital city of Riau Province has great potential in the coffee shop industry which is marked by the emergence of new coffee shops with various interesting concepts (Joesyiana et al., 2020). Some coffee shops offer a modern minimalist concept, while others present an *industrial*, *rustic* atmosphere, to authentic local cultural themes. Coffee shops in Pekanbaru not only function as a place to enjoy coffee, but also serve as a space for social interaction, productivity, and relaxation for creative workers, businessmen, and young communities, thus contributing to the socio-economic life of the city (Rosianna et al., 2021).

Expressive Coffee is one of the well-known coffee shops in Pekanbaru which started its operations in 2020 on Jalan Murai, Kampung Melayu, Sukajadi District. This coffee shop then moved to a more strategic location in 2022 with the concept of exclusive service through direct interaction between customers and baristas. Expressive Coffee consistently carries the homey concept, creating a warm and cozy atmosphere that makes visitors feel at home. The main advantage offered by Expressive Coffee is coffee *originating* from various of the best coffee-producing regions in Indonesia, which is served without additional ingredients so that consumers can explore the authenticity of the taste of Indonesian coffee beans. The annual sales data for 2024 at Expressive Coffee can be seen in the Figure 1 below:

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

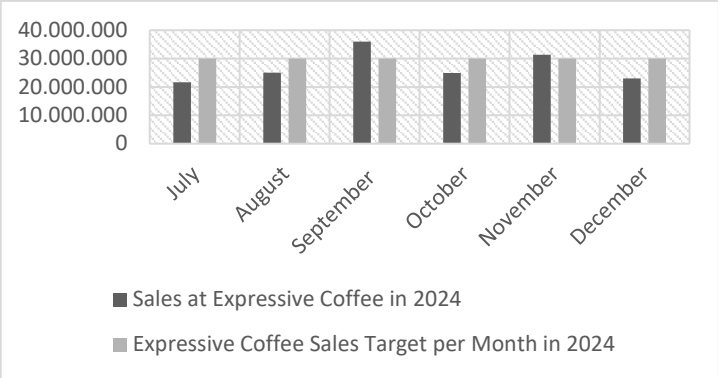

Figure 1. Expressive Coffee Sales Chart in 2024

The bar chart presents the sales performance of Expressive Coffee in 2024 compared to its monthly sales targets. The x-axis represents the months from July to December, while the y-axis indicates sales values in Indonesian Rupiah (IDR). The dark gray bars show the actual sales, whereas the light gray bars represent the target sales. The data reveals that actual sales in September and November exceeded the target, while in other months, sales were below or nearly equal to the target.With the concept of *an open bar*, Expressive Coffee provides customers with the opportunity to interact directly with baristas, making the coffee drinking experience more personalized, educational, and memorable. Unlike most other coffee shops that follow popular trends such as sweet and practical milk coffee, Expressive Coffee actually maintains its uniqueness by providing authentic pure coffee. However, the main challenge of this choice of concept is stiff competition with new coffee shops that tend to offer coffee products that are more in line with the tastes of the general market or the mainstream. Therefore, Expressive Coffee must design an effective and adaptive marketing strategy to be able to survive while strengthening its brand identity.

One of the effective strategic approaches to formulating a marketing strategy is a SWOT (*Strengths, Weaknesses, Opportunities, Threats*) analysis. According to David (2017), a SWOT analysis can help companies identify internal factors such as strengths, namely product quality, superior service, and strategic location, as well as identify weaknesses that need to be corrected such as limited product variety or innovation. External factors such as growing market opportunities and digital technology support can be put to good use, while threats such as fierce competition and changing consumer preferences need to be anticipated with adaptive strategies (Rangkuti, 2017). Research conducted by Efendy et al., (2022) shows that SWOT analysis can maintain product quality and variety, increase consumer loyalty, sustain promotional activities, renovate premises, maximize operating hours, utilize technology, innovate products, and improve service quality.

Furthermore, the *Quantitative Strategic Planning Matrix* (QSPM) method is used to evaluate alternative strategies based on internal and external conditions that have been identified through SWOT analysis (Wiswasta et al., 2018). QSPM allows the selection of the best strategies objectively based on the highest priority score that suits the company's needs. Nevertheless, research conducted by Suryo & Fitria (2024), shows that the QSPM method has not yet been able to address the ongoing losses experienced by the business. To support more comprehensive decision-making, the integration of the Analytical Hierarchy Process (AHP) method is also applied. According to Dwi febryanto et al., (2023), AHP assists in the weighting and prioritization of various strategic criteria in a systematic and measurable manner, resulting in more informed and results-oriented decisions.

Based on the research above, the methods used in this study are the integration of SWOT, QSPM, and AHP. Thus, it is hoped that Expressive Coffee can obtain recommendations for optimal, effective, and data-based marketing strategies. The strategy is designed not only to face the challenges of the competitive market, but also to increase Expressive Coffee's competitive advantage in the long term. The implementation of the right marketing strategy will allow Expressive Coffee to maintain its position as an authentic coffee shop that presents a unique and immersive experience, while being able to adapt to the dynamics of the coffee market in Pekanbaru and Indonesia as a whole.

2. RESEARCH METHODS

2.1 Basic Framework of the Research

This study uses a combination of quantitative and qualitative approaches with a case study method. This method was chosen to provide a comprehensive overview of the phenomenon that occurred at the research site, namely Expressive Coffee which is located on Jalan Murai No.21, Kampung Melayu, Sukajadi District, Pekanbaru City. This location was chosen based on considerations of relevance to the purpose of the research, which is to examine the marketing strategy in depth using the integration of SWOT, QSPM, and AHP methods. This research was conducted by involving a number of 15 respondents, consisting of 1 *owner* as the main internal informant, 4 coffee *experts* who have extensive knowledge about *third wave coffee*, and 10 regular consumers. The sample of respondents was selected using *the purposive sampling* method, which is a sampling technique based on specific criteria relevant to the research problem, and also the Delphi

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

method which is used to reach consensus in a structured manner through several stages of discussion with experts (Dalkey & Olaf, 1962) in (Sugiyono, 2020).

The variables studied include internal and external variables. Internal variables consist of strengths such as good quality of raw materials, various payment methods, Wi-Fi facilities, open bar service concept, and comfortable atmosphere, and *weaknesses* such as lack of promotion, limited parking spaces, and relatively high product prices. Meanwhile, external variables include *opportunities* such as healthy lifestyle trends, positive coffee market growth, strategic partnership opportunities, and positive consumer reviews, as well as threats in the form of increasingly fierce competition, changes in consumer preferences, and increasing trends in practical packaged coffee drinks.

This study focuses on testing the hypothesis that the application of SWOT, QSPM, and AHP integrated analysis is able to produce an optimal and effective marketing strategy for Expressive Coffee in facing the challenges of the competitive coffee market. With this hypothesis, it is hoped that this research can provide relevant and useful practical recommendations for companies in determining long-term and short-term strategic steps.

The following is a summary of the basic framework of this research in the form of a table to make it easier to understand:

Table 1. Basic Framework of the Study

Component	Description
Type of Research	Quantitative and qualitative combination with case study method
Research Location	Expressive Coffee, Jl. Murai No.21, Pekanbaru
Number of Respondents	15 people (1 *owner*, 4 *coffee experts*, 10 regular customers)
Sampling Method	*Purposive sampling* and Delphi method
Research Variables	Internal (*Strengths*, *Weaknesses*), Eksternal (*Opportunities*, *Threats*)
Analysis Methods	SWOT, QSPM, AHP
Research Hypothesis	The implementation of SWOT, QSPM, and AHP is able to provide an optimal marketing strategy for Expressive Coffee

2.2 Data Analysis

2.2.1 Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is a hierarchical-based decision-making method developed by Thomas L. Saaty at 1980 (Saputra, 2021). AHP is used to solve complex problems by breaking them down into simpler elements and then organizing them in a systematic hierarchical structure. This method combines qualitative and quantitative aspects, allowing decision-makers to evaluate various criteria in a more measurable and objective manner. AHP involves three main principles, namely decomposition (preparation of hierarchy), priority assessment (weighting of criteria/subcriteria), and priority synthesis (calculation of total scores) (Beins, 2024).

In this study, the AHP method is used to determine the weight and priority of each internal and external factor that has been identified through SWOT analysis. The first step in AHP is to organize decision problems into a hierarchy consisting of main objectives, criteria, sub-criteria, and alternative decisions. The next step is to conduct a *pairwise comparison* of each criterion using a numerical scale from 1 to 9, where a value of 1 indicates that two elements are equally important, while a value of 9 indicates that one element is highly dominant over the other (Sekaran & Bougie, 2016). The end result of the AHP process is a priority weight that provides an overview of which factors are most significant and should be the main focus in strategic decision-making for Expressive Coffee.

2.2.2 Strengths, Weaknesses, Opportunities, Threats (SWOT)

SWOT analysis is a strategic planning method that functions to identify and evaluate internal and external factors in an organization (David & David, 2017). SWOT consists of four main elements, namely strengths, weaknesses, *opportunities*, and threats. Strengths and weaknesses are internal factors that include various resources, capabilities, and business processes that can be directly controlled by the organization. In contrast, opportunities and threats are external factors that are beyond the control of the organization but can affect the continuity and success of the business.

In this study, SWOT analysis was used to identify internal factors such as high quality of coffee raw materials, convenience of location, flexible payment methods, and the concept of *open bar service* as strength. On the other hand, the identified weaknesses include a lack of promotional activities, limited parking facilities, and relatively high product prices compared to competitors. The external factors assessed are opportunities in the form of increasing healthy lifestyle trends, growth in coffee consumption in Pekanbaru, potential strategic partnerships, and positive customer reviews. Meanwhile, threats include increasingly intense competition in the coffee market, changes in consumer preferences for practical products such as packaged coffee, and an increasing number of new competitors. The results of the SWOT analysis will be the basis for selecting the most suitable alternative strategy to be implemented by Expressive Coffee.

2.2.3 Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a method developed by Fred R. David to quantitatively evaluate and determine the best strategy alternatives (David & David, 2017). This method allows decision-makers to objectively evaluate various alternative strategies by considering the relative attractiveness of each strategy based on factors that have

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

been previously identified through SWOT analysis. QSPM uses internal and external factors that have significant weight as the basis for evaluating each alternative strategy.

The evaluation process in QSPM begins with the determination of the weight of each internal and external factor of the SWOT analysis results. Each alternative strategy is then assigned an attractive *score* (AS), usually on a scale of 1 to 4, which indicates how relevant and effective the strategy is in utilizing or overcoming each SWOT factor. After that, each US score is multiplied by the weight of the factor to get the *Total Attractive Score (TAS)* for each alternative strategy. The strategy that produces the highest TAS is the most recommended strategy to be implemented by organizations because it is considered the most effective in answering challenges and taking advantage of existing opportunities (David & David, 2017)

3. RESULTS AND DISCUSSION

The city of Pekanbaru, which is geographically located strategically in Riau Province, has an important role in the coffee industry even though it is not a major coffee-producing area. This city is a center for coffee trade and distribution from surrounding areas such as Kampar Regency, Kuantan Singingi, as well as neighboring areas such as West Sumatra and North Sumatra. The increasing trend of coffee consumption among Pekanbaru's urban people, the majority of whom are immigrants from various tribes such as Minangkabau, Javanese, Batak, and Chinese, has encouraged the growth of coffee shops that offer a variety of high-quality coffee. With a population of around 1.1 million people and a density of around 1,700 people/km², Pekanbaru is a promising market for the coffee industry, especially because the majority of the population is a productive age group with high purchasing power. The growth of the coffee shop sector also has a positive impact on the local economy through job creation, increasing demand for local coffee, and developing an increasingly innovative coffee business ecosystem.

Expressive Coffee, which was founded in 2020 by Tomy and Mandala, is one of the fastest-growing coffee shops in Pekanbaru with a unique concept that sets it apart from other competitors. In 2022, Expressive Coffee moved its location to Jalan Murai, Sukajadi District, while changing its business concept to be more *homey*, comfortable, and adopting *an open bar* model. This concept allows for direct interaction between customers and baristas, creating a more transparent and immersive experience in enjoying coffee. Expressive Coffee consistently serves high-quality origin coffee, in line with *Third Wave Coffee's philosophy*, which pays close attention to taste quality, the origin of coffee beans, and brewing techniques. Through a personal approach and a familiar and comfortable atmosphere, Expressive Coffee has succeeded in attracting the attention of consumers, especially the younger generation and workers who are looking for a place to relax or work comfortably for a long time. This strengthens Expressive Coffee's position as one of the main players in the coffee industry in Pekanbaru, which is known for its quality, convenience, and unique experience offered to consumers.

3.1 Results

This study involved 15 respondents consisting of owners, experts, and consumers of Expressive Coffee**.** Based on gender, the majority of respondents were male (56.25%), consisting of 1 owner, 2 experts, and 6 consumers, while female respondents amounted to 43.75%, consisting of 2 experts and 4 consumers. This condition illustrates that although coffee consumption is traditionally more synonymous with masculinity, women's participation in coffee consumption is also quite high, especially with the development of modern coffee trends and the concept of comfortable and inclusive coffee shops.

Based on age, respondents were dominated by the productive age group, which was between 32–41 years old (53.3%), consisting of 2 experts and 6 consumers. Meanwhile, respondents aged 21-31 years were 46.7%, consisting of 1 owner, 2 experts, and 4 consumers. The high number of respondents of productive age shows coffee consumption patterns that are closely related to urban lifestyles, work productivity, and healthy lifestyle trends that pay attention to coffee quality.

In terms of education, the majority of respondents have a higher education background, namely Strata 1 (66.7%), which consists of 1 owner, 3 experts, and 6 consumers. Respondents with Strata 2 education as many as 20% (1 expert, 2 consumers), and the remaining 13.3% of high school/vocational school graduates, all of whom are consumers. The higher education of respondents also affects their preferences and understanding of coffee, especially related to the selection of coffee origin, brewing method, and specific taste quality. The following table summarizes the characteristics of respondents by gender, age, and education level:

Table 2. Characteristics of Research Respondents

Characteristic	Category	Number of Respondents	Percentage
Gender	Man	9	56,25%
	Woman	6	43,75%
Age	21–31 years old	7	46,7%
	32–41 years old	8	53,3%
Education	High School/Vocational School	2	13,3%
	Strata 1 (S1)	10	66,7%

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

	Strata 2 (S2)	3	20%
Total		15	100%

3.1.1 Analisis SWOT Expressive Coffee

Expressive Coffee's SWOT analysis was conducted through in-depth interviews and direct observation of the internal and external environment of the business. Internally, Expressive Coffee has several strengths, including the use of high-quality Arabica coffee beans in *the specialty grade* category, supported by *a medium roasting* technique that creates a sweet taste, distinctive aroma, and a complex and comfortable taste profile on the tongue. The concept of *open bar service* is also an advantage, offering transparency in the coffee serving process as well as educational interaction between baristas and consumers. In addition, the availability of various digital payment methods (cashless), Wi-Fi facilities, and convenient places strengthen the attractiveness of Expressive Coffee. On the other hand, the weaknesses that must be considered are the lack of promotional activities or discounts, relatively high product prices (Rp30,000–Rp60,000), and limited parking spaces due to the location on the side of the main road, which can hinder the potential to attract consumers who bring private vehicles.

From an external perspective, Expressive Coffee has several opportunities that can be taken advantage of, such as the increasing coffee market in Pekanbaru and the healthy lifestyle trend that is driving the demand for high-quality coffee with health benefits such as Arabica coffee. Other opportunities include strategic partnerships with local coffee farmers to source exclusive raw materials and strengthen the local economy, as well as leveraging positive reviews and *word-of-mouth strategies* to increase its popularity. However, Expressive Coffee also faces significant threats, especially from the fierce competition with the emergence of many new coffee shops offering various concepts, menus, and marketing innovations. In addition, changes in consumer preferences who are starting to prefer milk coffee or coffee drinks with the addition of modern flavors and the increasing trend of consuming packaged coffee that is more practical and affordable can reduce consumer interest in coffee served traditionally. Therefore, Expressive Coffee needs to continue to innovate products and services to maintain relevance and competitiveness in the midst of the dynamics of the increasingly competitive coffee market.

Table 3. Analisis SWOT Expressive Coffee

Internal Factors	External Factors
Strength	**Oppurtunities**
1. High quality raw materials (*specialty grade Arabica*)	1. Healthy lifestyle trends
2. Wide range of payment methods	2. Coffee market growth
3. Wi-Fi Facilities	3. Strategic partnerships with local farmers
4. *Open bar service concept*	4. Positive consumer reviews (WOM)
5. Cozy atmosphere	
Weaknesses	**Threat**
1. No promo	1. Coffee shop competition is getting tighter
2. Limited parking	2. Changes in consumer preferences
3. The product price is relatively high	3. The trend of increasing consumption of packaged coffee

Table 4. Matriks Internal Factor Evaluation (IFE) Expressive Coffee

It	Internal Factors	Weight	Rating (bobot/15)	Relative Weight (weight/total weight)	Quadrant (relative weight × rating)
	Strength				
1	Quality raw materials	62	4,133	0,196	0,808
2	Wide range of payment methods available	64	4,267	0,202	0,861
3	Wi-Fi facilities available	64	4,267	0,202	0,861
4	*Open bar*	65	4,333	0,205	0,889
5	Cozy place	62	4,133	0,196	0,808
	Quantity (Strength)	317	-	1,000	4,23
	Weakness				
1	No promo	48	3,200	0,294	0,942
2	Less spacious parking lot	59	3,933	0,362	1,424
3	The price of the product is relatively high	56	3,733	0,344	1,283
	Number (Disadvantages)	163	-	1,000	3,649
	TOTAL AMOUNT	480	-	-	7,879

The table above shows that Expressive Coffee's greatest strength is the *open bar* concept (0.889), while the main weakness is the less spacious parking lot (1.424). The total IFE score of 7,879 indicates that overall, Expressive Coffee's internal condition is quite strong in the face of competition.

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

Table 5. Matriks External Factor Evaluation (EFE) Expressive Coffee

No	External Factors	Weight	Rating (bobot/15)	Relative Weight (weight/total weight)	Quadrant (relative weight × rating)
	Opportunity (Peluang)				
1	*Healthy lifestyle*	60	3,9	0,235	0,918
2	Coffee market growth	65	4,3	0,255	1,096
3	Partnership	66	4,3	0,259	1,113
4	Consumer reviews	64	4,3	0,251	1,079
	Number (Opportunity)	255	-	1,000	4,206
	Threat (Ancaman)				
1	Increasingly fierce competition	57	3,8	0,377	1,434
2	Changes in consumer preferences	57	3,8	0,377	1,434
3	Packaged coffee trends	37	2,467	0,245	0,604
	Number (Threat)	151	-	1,000	3,473
	TOTAL AMOUNT	406	-	-	7,679

The table above shows that the biggest opportunity for Expressive Coffee lies in strategic partnerships with local coffee farmers (1,113), while the biggest threats come from increasingly fierce market competition as well as changing consumer preferences (1,434 each). The total EFE score of 7,679 indicates that Expressive Coffee has been able to effectively manage opportunities while mitigating various threats in its environment.

Table 6. Matriks SWOT Expressive Coffee

Internal/External Factors	Strength (S)	Weakness (W)
Peluang (Opportunities – O)	**SO Strategy (Use strength to take advantage of opportunities):** 1. Keeping the quality of raw materials high (S1,O1,O2,O3)2. Provide various payment systems with other payment partners (S2,O3)3. Utilizing Wi-Fi facilities, *open bar* services, and comfortable places to get *consumer review feedback* (S3,S4,S5,O4)	**WO Strategy (Overcome weaknesses with opportunities):** 1. Developing consumer reviews to replace the absence of promos to keep consumers attractive (W1,O4)2. Utilizing a healthy lifestyle to overcome high product prices (W3,O1)
Ancaman (Threats – T)	**ST Strategy (Use force to avoid threats):** 1. Maintaining the quality of raw materials for attractiveness amid fierce competition and changing consumer preferences (S1,T1,T2,T3)2. Take advantage of full service, Wi-Fi, and a comfortable atmosphere to face competition and changing preferences (S3,S4,S5,T1,T2)	**WT Strategy (Minimizing weaknesses and threats):** 1. Improve product quality to face fierce competition and changing consumer preferences (W3,T1,T2)

After the matching stage, the next step is the decision-making stage through quadrant analysis, which aims to determine the best strategy based on the results of the evaluation of the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix. The quadrant position is calculated as follows:
Internal Evaluation Matrix (IFE) Value= Total Strength – Total Weakness= 4.23 – 3.65= 0.58
External Evaluation Matrix (EFE) Value= Total Opportunity – Total Threat= 4.21 – 3.75= 0.74

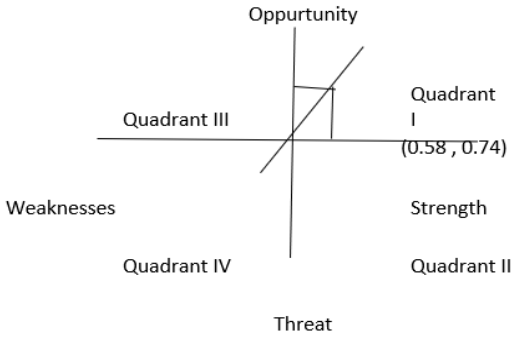

Figure 2. Matriks SWOT Expressive Coffee

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

The results of this calculation place Expressive Coffee in quadrant I (0.58 ; 0.74), which is the aggressive quadrant. This position indicates an excellent condition where Expressive Coffee can make the most of its internal strengths to seize the available external opportunities. Thus, the most suitable strategy for Expressive Coffee to implement is a development strategy (aggressive strategy), which is to maximize product quality, improve customer service, and expand market share through taking advantage of opportunities such as healthy lifestyle trends, strategic partnerships, and positive reviews from consumers.

3.1.2 Analisis *Quantitative Strategic Planning Matrix* (QSPM)

Table 7. Analisis Quantitative Strategic Planning Matrix (QSPM)

Strategy Factors	Bobot	Alternative strategies							
		Strategy 1		Strategy 2		Strategy 3		Strategy 4	
Strength		AS	TAS	AS	TAS	AS	TAS	AS	**TAS**
A	0,20	3,67	0,72	2,87	0,56	3,07	0,60	2,6	**0,51**
B	0,20	3,47	0,70	2,73	0,55	3,07	0,62	2,73	**0,55**
C	0,20	3,8	0,77	2,8	0,57	3,2	0,65	2,87	**0,58**
D	0,21	3,87	0,79	2,73	0,56	3,27	0,67	2,93	**0,60**
And	0,20	3,73	0,73	2,6	0,51	3,07	0,60	2,6	**0,51**
Weaknesses									
A	0,29	3,47	1,02	2,87	0,85	3	0,88	2,8	**0,82**
B	0,36	3,27	1,18	2,87	1,04	3,07	1,11	2,87	**1,04**
C	0,34	3,6	1,24	2,87	0,99	3	1,03	3	**1,03**
Oppurtunity									
A	0,24	3,67	0,86	2,73	0,64	3,07	0,72	3,07	**0,72**
B	0,25	3,73	0,95	2,8	0,71	3,07	0,78	2,8	**0,71**
C	0,26	3,6	0,93	2,73	0,71	2,93	0,76	2,93	**0,76**
D	0,25	3,53	0,89	2,87	0,72	3	0,75	3	**0,75**
Threat									
A	0,38	3,67	1,39	2,67	1,01	3	1,13	2,8	**1,06**
B	0,38	3,67	1,39	3,07	1,16	3,13	1,18	2,4	**0,91**
C	0,25	3,47	0,85	2,93	0,72	3,2	0,78	2,73	**0,67**
Total		**54,2 2**	**14,4 0**	**42,1 4**	**11,2 8**	**46,1 5**	**12,2 8**	**42,1 3**	**11,2 2**

The Table 7 above is the result of the Quantitative Strategic Planning Matrix (QSPM) analysis which is used to evaluate the relative attractiveness of several alternative strategies based on internal factors (strengths and weaknesses) and external factors (opportunities and threats). Each factor is weighted based on its level of importance to Expressive Coffee, then its attractiveness is assessed on the Attractiveness Score (AS) scale, which is multiplied by the weight to produce the Total Attractiveness Score (TAS).

Based on the results of the QSPM calculation, Strategy 1 has the highest TAS score of 14.40, followed by Strategy 3 at 12.28, Strategy 2 at 11.28, and Strategy 4 at 11.22. Thus, Strategy 1 is the best alternative strategy for Expressive Coffee. This strategy is considered the most effective in leveraging the company's internal strengths such as raw material quality, service facilities, and comfortable atmosphere to optimize external opportunities, such as healthy lifestyles, coffee market growth, as well as positive reviews from consumers, while facing the threat of competition and dynamic market trends.

Table 8. Strategy Rating through QSPM analysis

No	Alternative Strategies	Explanation	Total TAS	Peringkat
1.	SO (Use force to take advantage of opportunities)	1. Maintaining the quality of raw materials to keep them of high quality (S1, O1, O2, O3) 2. Provides a variety of various payment systems with other payment partners (S2, O3) 3. Take advantage of the facilities Wi-Fi, service Full service, and a place that Comfortable to get feedback review konsumen (S3, S4, S5, O4)	14,40	
2.	WO (Overcome weaknesses by taking advantage of opportunities)	1. Developing consumer reviews to overcome the lack ofExistence Promo in order to attract consumers (W1, O4) 2. Utilizing lIFEstyle live healthy to overcoming the absence of promos to attract consumers (W3, O1).	11,28	**3**
3.	ST (Use force to avoid	1. Maintaining quality raw materials to increase the	12,28	**2**

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

	threats)	powerpull In the midst of competition that increasingly strict, changing consumer preferences, and trend coffee Packaging (S1, T1, T2, T3) 2. Take advantage of open bar services, Wi-Fi facilities, and venues that comfortable to face the competition which is increasingly stringent and consumer preferences terhadap coffee shop (S3, S4, S5, T1, T2).		
4.	**WT (Minimizing weaknesses and avoid threats)**	**1. Improving product quality in the midst of increasingly fierce competition and Changing consumer preferences (W3, T1, T2)**	**11,22**	**4**

The QSPM analysis table shows the priority of four alternative strategies that are evaluated based on the Total Attractiveness Score (TAS) value. The SO strategy is the top priority with the highest TAS score of 14.40. This strategy leverages Expressive Coffee's internal strengths such as specialty-grade coffee quality, ease of digital payments, Wi-Fi facilities, and a convenient and interactive open bar concept to optimize market opportunities, such as increasing consumer interest in premium coffee and modern lifestyle. Furthermore, the ST Strategy is in second place with a TAS value of 12.28, which emphasizes the utilization of the company's internal strengths to face the threat of fierce competition and changing consumer preferences by maintaining convenient product and service quality. WO strategy ranked third (TAS 11.28), with efforts to overcome weaknesses such as lack of promotion and high prices by taking advantage of opportunities through the development of positive consumer reviews and healthy lifestyle trends. Finally, the WT Strategy (TAS 11,22) focuses on improving product quality to minimize internal weaknesses while avoiding the threat of competition and changing trends in consumer preferences. Overall, the results of the QSPM analysis recommend the SO Strategy as the most optimal choice for Expressive Coffee in strengthening competitiveness and expanding market share in the coffee industry.

3.2 Discussion

The discussion of the SWOT analysis of Expressive Coffee shows that this coffee shop has several significant strengths, such as premium coffee quality with the selection of specialty-grade coffee beans, an *open bar* service concept that allows direct interaction between baristas and customers, a strategic location in the center of Pekanbaru, and complete facilities such as free Wi-Fi that creates a comfortable atmosphere for work or relaxation. This power is able to significantly improve the consumer experience compared to competitors. However, Expressive Coffee also has several weaknesses that need to be considered, such as relatively high product prices compared to competitors, the lack of promotions or loyalty programs that can attract more customers, and the limitation of parking spaces which are often an obstacle for consumers who use private vehicles, especially during busy hours.

From the external side, Expressive Coffee has various opportunities that can be used to strengthen its market position. These opportunities include urban lifestyle trends that are increasingly adopting the habit of hanging out in coffee shops as a place to work or gather. The growing growth of coffee consumption in Pekanbaru also provides promising prospects for this business. In addition, the potential for strategic partnerships with local coffee farmers can be leveraged to ensure the stability of raw material supply and strengthen the company's image as a supporter of local products. In addition, the large number of positive reviews from consumers on social media is an opportunity to expand the market through digital marketing strategies. However, external threats must also be watched out, especially the increasingly fierce competition due to the proliferation of new coffee shops that offer more competitive prices and interesting menu variations, such as the popular contemporary milk coffee. In addition, the trend of changing consumer preferences towards sweet and practical coffee drinks in the form of instant packaging is also a serious challenge for Expressive Coffee.

In formulating the right strategy, this study integrates the SWOT method with the Analytical Hierarchy Process (AHP), which is used to determine the priority weight of each SWOT factor systematically and objectively. This method helps ensure that strategic decisions are not only based on intuition but are also supported by measurable data. The factor with the highest weight indicates the most important areas for the company to be the main concern in the implementation of the strategy. Furthermore, the results of this weighting are further processed using the Quantitative Strategic Planning Matrix (QSPM) which provides a quantitative assessment of various available alternative strategies, so that management can be more effective in choosing the most optimal strategy.

Based on the results of the QSPM, the most recommended strategy is the Strength-Opportunities (SO) strategy, which focuses on optimizing internal strengths to take advantage of external opportunities. This result is supported by research conducted by Mashuri & Nurjannah, (2020); Suryo & Fitria, (2024); Novitasari & Samanhudi, (2021) that the Strength-Opportunities (SO) strategy can be the main choice, especially in terms of optimizing internal strengths to take advantage of external opportunities. This strategy includes efforts to maintain the quality of specialty-grade coffee raw materials to maintain consumer loyalty, expand digital payment systems with various partners to make transactions more practical for customers, and utilize Wi-Fi facilities and *open bar* concepts to increase customer satisfaction and obtain positive feedback from consumers. The next alternative is the Strength-Threats (ST) strategy that optimizes internal

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

advantages to deal with external threats, such as maintaining full product and service quality to compete amid changing consumer preferences and increasing competition. The Weaknesses-Opportunities (WO) strategy focuses on increasing promotional activities through the development of positive consumer reviews and taking advantage of healthy lifestyle trends to overcome the issue of high prices. Finally, the Weaknesses-Threats (WT) strategy focuses on improving product quality to mitigate the negative impact of internal weaknesses and evolving market threats.

4. CONCLUSION

This research concludes that Expressive Coffee has a great opportunity to grow by optimizing the Strength-Opportunities (SO) strategy, which involves leveraging advantages such as specialty-grade coffee quality, an interactive open bar concept, a strategic location, and comfortable facilities to attract a market increasingly fond of healthy coffee, local products, and the coffee shop hangout culture. However, challenges such as relatively high prices, minimal promotion, limited parking, and intense competition with other coffee shops and the instant coffee trend need to be addressed with product and service innovations. As a suggestion, Expressive Coffee can enrich its range of local Riau coffee variants, such as Rangsang Meranti Liberica Coffee or Kampar Coffee, and offer healthy options like sugar-free coffee or plant-based milk coffee. Additionally, coffee education through the open bar concept needs to be strengthened to enhance customer engagement, supported by digital promotions through social media and online reviews. However, this research has limitations, such as the data coverage being still limited to one location, which does not fully reflect the broader market dynamics. Additionally, external factors such as changes in consumer trends and economic policies have not been analyzed in depth. Therefore, further research is recommended to compare coffee shops with a broader scope and to analyze customer satisfaction, specialty coffee trends, and the effectiveness of digital marketing strategies in order to gain a deeper understanding of consumer behavior and the dynamics of the coffee shop industry market.

REFERENCES

Badan Pusat Statistik (BPS). (2023). *Statistik Indonesia 2023*. Badan Pusat Statistik.

Beins, B. C. (2024). *Research method: A tool for life*. Cambridge University Press.

Dalkey, N., & Olaf, H. (1962). An Exprerimental Application of the Delphi Method to the Use of Exprerts. *Management Science*, *9*(3), 458–467.

David, F. r., & David, F. r. (2017). *Strategic Management: A Competitive Advantage Approach, Concepts*. Pearson Education Limited.

Dwi febryanto, I., Berlianto, R., & Prihono, P. (2023). Application of the Analytical Hierarchy Process (AHP) Method in Selecting Warehouse Locations for Onlineshop Goods Storage (Case Study: Expedited Shipment of Finished Goods). *PROZIMA (Productivity, Optimization and Manufacturing System Engineering)*, *6*(2), 120–129. https://doi.org/10.21070/prozima.v6i2.1578

Efendy, L. A. surya, Lapian, J., & Soepeno, D. (2022). Analisis SWOT Dalam Menentukan Strategi Pemasaran Pada Nomad Coffee Shop. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *10*(2), 135. https://doi.org/10.35794/emba.v10i2.39537

Fadhil, Z. R., & Yusmanizar. (2024). Pengolahan Kopi Arabika Gayo menggunakan Varietas Tim-Tim. *Jurnal Ilmiah Mahasiswa Pertanian*, *9*(1), 499–502.

Fitri, M. A., Syahni, R., & Hendri, M. (2022). Perbandingan Industri Kopi Indonesia Dan Malaysia. *AGROVITAL : Jurnal Ilmu Pertanian*, *7*(2), 117. https://doi.org/10.35329/agrovital.v7i2.3655

Joesyiana, K., Prihastuti, A. H., & Sukri, S. Al. (2020). Analisis Kreatifitas Dan Inovasi Pengusaha Coffee Shop Subsektor Penikmat Kopi Di Pekanbaru. *Media Bina Ilmiah*, *14*(12), 3671. https://doi.org/10.33758/mbi.v14i12.681

Mashuri, M., & Nurjannah, D. (2020). Analisis SWOT Sebagai Strategi Meningkatkan Daya Saing. *JPS (Jurnal Perbankan Syariah)*, *1*(1), 97–112. https://doi.org/10.46367/jps.v1i1.205

Maulani, R. D., & Wahyuningsih, D. (2021). Analisis Ekspor Kopi Indonesia pada Pasar Internasional. *Pamator Journal*, *14*(1), 27–33. https://doi.org/10.21107/pamator.v14i1.8692

Muiz, K., Nilahayati, Nasruddin, Jamidi, & Hafifah. (2024). ANALISIS KUALITAS FISIK DAN CITA RASA KOPI ARABIKA (Coffea arabica L.) PADA DUA RENTANG KETINGGIAN Analysis. *Jurnal Agrium*, *21*(3), 258–265.

Novitasari, H., & Samanhudi, D. (2021). Analisis Strategi Pemasaran Dengan Metode SWOT dan QSPM Integrasi Analytic Hierarchy Process di Coffee Shop Moja Kitchen. *Jurnal Ilmiah Manajemen, Ekonomi Bisnis, Kewirausahaan*, *9*(1), 01–10.

Rangkuti, F. (2017). *Analisis SWOT: Teknik Membedah Kasus Bisnis*. Gramedia Pustaka Utama.

Rosianna, C., Febrina, C. S., Winanda, Y., & Fionasari, D. (2021). Analysis of Coffee Shop Marketing Strategy in Increasing Sales During the Covid-19 Period in Pekanbaru City Analisis Strategi Pemasaran Coffee Shop Teko Dalam Peningkatan Penjualan Pada Masa Covid-19 Di Kota Pekanbaru. *Research In Accounting Journal*, *1*(3), 350–361. http://journal.yrpipku.com/index.php/raj%7C

Saputra, A. D. (2021). Pengembangan Strategi Pemasaran Menggunakan Metode SWOT dan QSPM Terintegrasi Analytic Hierarchy Process. *OPTIMAL: Jurnal Ekonomi Dan Manajemen*, *1*(3), 15–20.

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. Jhon Wiley & Sons.

Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabet.

Suryo, M. A. R., & Fitria, S. (2024). Penerapan Metode Quantitative Strategic Planning Matrix (QSPM) dalam Pengembangan Stategi Bisnis Minuman: Studi Kasus Kedai Minum Arah Coklat. *Jurnal Dinamika Bisnis Dan Kewirausahaan*, *1*(1), 57–75.

Wiswasta, I. G. N. A., Agung, I. A. A., & Tamba, I. M. (2018). *Analisis SWOT (Kajian Perencanaan Model, Strategi, dan Pengembangan Usaha)*. Universitas Mahasaraswati Press.

Yogi Rabani RS, I. G. A., & Elza Fitriani, P. P. (2022). Analisis Kadar Kafein dan Antioksidan Kopi Robusta (Coffea canephora) Terfermentasi Saccharomyces cerevisiae. *Jurnal Ilmu Dan Teknologi Pangan (ITEPA)*, *11*(2), 373.

Journal of Business and Economics Research (JBE)
Vol 6, No 1, February 2025, pp. 222-231
ISSN 2716-4128 (media online)
DOI 10.47065/jbe.v6i1.7066
https://ejurnal.seminar-id.com/index.php/jbe

https://doi.org/10.24843/itepa.2022.v11.i02.p18
Yugantara, P., Dwi Susilo, R. K., & Sulismadi, S. (2021). Gaya Hidup Ngopi Sebagai Perilaku Konsumsi. *Al-Mada: Jurnal Agama, Sosial, Dan Budaya*, *4*(1), 126–137. https://doi.org/10.31538/almada.v4i1.1096