# Coffee Business Development Strategy (Case Study at PT XYZ)

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**Abstract.** The coffee business especially in the coffee shop sector to be superior to the competition is something that must be carried out in a sustainable manner by PT XYZ. Realizing this goal, PT XYZ must formulate its business development strategy. This study aims to determine internal factors (strengths and weaknesses) and external factors (opportunities and threats) which are used as the basis for formulating coffee shop business development strategies. The basic research method is descriptive with data collection techniques through in-depth interviews, focus group discussions (FGD), observation, documentation. Information was obtained through key informants who were determined purposively with the consideration of knowing the coffee shop business, namely directors, managers, supervisors, baristas, consumers, competitors, suppliers and coffee experts. Data analysis uses internal factor evaluation matrix, external factor evaluation, Grand Strategy matrix, SWOT matrix, and participatory prospective analysis. The results of the study show that the position of the grand strategy of PT XYZ is in quadrant I, which means that the strategy concentrates on market and product sustainability, product diversification, and aggressiveness. The main strategy prioritized based on the driving strategy is to increase the effectiveness and efficiency of departmental performance and improve the quality of human resources.

**Keywords:** Participatory Prospective Analysis; Strategy; SWOT

## INTRODUCTION

The high demand for coffee at home and abroad will result in high demand for the quality and quantity of coffee, as well as having great potential and a very competitive market (Ginting et al., 2022). Coffee production and consumption in Indonesia based on data from the International Coffee Organization (ICO) in 2020 has increased over the past ten years and is highest in 2020. Production is 753,900 tons and consumption is 300,000 tons in 2020. The increase in coffee consumption in Indonesia every year can create opportunities for every businessman (Chayadi et al., 2021), one of which is by opening a coffee shop business (Adithia & Jaya, 2021; Rossi et al., 2021). (Sobari & Gunawan, 2021) emphasized that the coffee shop business is the best way to invest in the coffee sector.

"XYZ" is one of the coffee shops located in Tegal City which was established in early 2020. In TribunJateng.com "XYZ" carries a modern minimalist concept which is rarely found in Tegal City so this has become a hit spot (Kartika, 2020). Established during the Covid-19 pandemic, but able to survive in an uncertain business.

Starting from the coffee shop "XYZ" it was able to develop into PT XYZ in May 2022. PT XYZ's business development is very significant, judging by the establishment of new branches in 2021 and 2022. Based on PT XYZ annual report data in 2021 and 2022, the turnover received from the beginning of the year was established 2020 to 2022 will experience a significant increase, amounting to one billion rupiah in the first year and increasing to two billion rupiah in the second year.

New competitors coffee business in the coffee shop sector are starting to increase, especially in Tegal City. This has led to increased competition between coffee shops (Raharjo & Agustini, 2020). After the significant development of PT XYZ, several well-known coffee companies began to enter the market in Tegal City, including Janji Jiwa and Starbuck. Increasing competitors can affect the number of consumer visits and sales (Afriyanti & Rasmikayati, 2017). The increasing number of competitor and fluctuating business conditions will make competition tighter, especially in the aspect of price and quality, so formulating strategies is needed to win these competitive conditions (Huang et al., 2023)

Responding to intense competition, coffee shop managers must implement strategies to maintain their business (Firstiano et al., 2020); and retain consumers (Raharjo & Agustini, 2020). Without implementing the right strategy, it is unlikely to achieve the goal (Sugianto & Mustamu, 2013).

## METHODS

This research uses a basic descriptive method with a quantitative approach. The choice of this method is because the researcher describes, reveals and photographs the situation that will be studied thoroughly broadly and deeply (Sugiyono, 2022). This research was conducted at PT XYZ in February-March 2023.

Data collection included observation and in-depth interviews with key informants (Afifudin & Saebani, 2018; Sugiyono, 2022). Key informants in the study included directors, managers, supervisors, baristas, consumers, competitors, suppliers and coffee experts. The interview results were processed using the source triangulation technique, to gain data credibility (Sugiyono, 2022). Focus Group Discussion (FGD) was conducted in this study to obtain more specific information (Ghazali, 2021; Zulkarnain & Gusti, 2020).

Data analysis methods for formulating strategies use the grand strategy matrix, SWOT matrix, and participatory prospective analysis (PPA). Determination of internal factors (strengths and weaknesses) and external factors (opportunities and threats) based on the results of triangulation of in-depth interviews with key informants. The results of internal and external factors are then mapped in the IFE and EFE matrices to determine the score of each factor.

The results of the IFE and EFE matrices are then synthesized in a grand strategy matrix to obtain a corporate strategy quadrant (Harisudin et al., 2022). Based on the company's position in the grand strategy matrix, alternative strategies are formulated using the SWOT matrix. Formulation of alternative strategies is carried out through focus group discussions (FGD) with PT XYZ's board of directors.

The last step is determining strategic priorities using participatory prospective analysis (PPA) based on the level of influence and dependence (Irianto et al., 2020). The factors used for PPA analysis are alternative strategies that have been formulated in the SWOT matrix. The device used is exsimpro software (link https://exsimpro.com/).

## RESULTS AND DISCUSSION

The EFE matrix analysis identified PT XYZ's external factors which were classified into opportunities and threats. PT XYZ is in an environment of many opportunities where there are eight identified opportunity factors, but also faces several threats where there are six identified threat factors (Table 1).

The opportunity factor with the highest score is "technological developments that can streamline and streamline production" (0.303). This shows that technology adaptation is an opportunity for PT XYZ to increase its competitiveness and maintain its competitive advantage.

The threat factor with the highest score is "government policies that can limit operational activities" (0.325). This factor is a significant threat to the coffee shop business, so PT XYZ requires careful adaptation and compliance with applicable regulations.

Based on Table 1, the increase in the price of the main raw material (T1), namely coffee, is a threat to PT XZY in its operational activities. The Coffee Business always needs coffee for its production, both raw and cooked coffee. Raw coffee raw materials will be processed by PT XZY by roasting. the raw materials for ripe or roasted coffee will be processed into coffee products at PT XZY outlets.

**Table 1**. External factor evaluation matrix PT XYZ

| Code | Opportunity Factor | Weight | Ratings | Score |
|------|--------------------|--------|---------|-------|
| O1 | The development of consumer lifestyles | 0.0664 | 3 | 0.199 |
| O2 | Technological developments that can streamline and streamline marketing | 0.0751 | 4 | 0.300 |
| O3 | Technological developments that can streamline and streamline production | 0.0758 | 4 | 0.303 |
| O4 | There is consumer demand for new product innovations | 0.0703 | 3 | 0.211 |
| O5 | Franchise opening | 0.0568 | 3 | 0.170 |
| O6 | People's habit of hanging out | 0.0723 | 3 | 0.217 |
| O7 | Moments of big days events | 0.0616 | 3 | 0.185 |
| O8 | There are many concept ideas related to the coffee shop concept | 0.0721 | 3 | 0.216 |
| | | | | 1,802 |
| Code | Threat Factor | Weight | Ratings | Score |
| T1 | Increase in the price of main raw materials | 0.0751 | 3 | 0.255 |
| T2 | High rate of inflation | 0.0733 | 3 | 0.220 |
| T3 | Consumers have a bad view of the company's brand | 0.0813 | 3 | 0.244 |
| T4 | Government policies that can limit operational activities | 0.0813 | 4 | 0.325 |
| T5 | The emergence of more innovative competitors | 0.0733 | 3 | 0.220 |
| T6 | Unpredictable weather | 0.0655 | 4 | 0.262 |
| | | | | 1,496 |

$$EFAS = 1.802 - 1.496 = 0.306$$

Source: Primary Data Analysis (2023)

The results of the IFE matrix analysis identified PT XZY's internal factors which were classified into strengths and weaknesses. Identified 12 strength factors and 14 weakness factors that were relevant in PT XZY (Table 2). The score of each factor in the PT XZY IFE matrix is seen in Table 2.

The strength factor with the highest score is "Have friendly and qualified employees" (0.159). This factor shows that PT XZY's business strength already has good communication skills that are able to provide a positive experience for customers.

The weakness factor with the highest score is "lack of meeting sales targets" (0.124). These weaknesses can hinder the growth and success of the business.

Although PT XZY has the strength of "good control of raw materials", PT XZY also has weaknesses related to raw materials. One of the weaknesses of the raw materials for the coffee business is "easily damaged/rotten raw

materials". PT XZY requires special processing and storage related to coffee beans so they are not easily damaged. The good management of PT XZY's raw material inventory is a factor that suppresses this weakness. There is a central warehouse for storing raw materials, and proper storage methods are carried out by PT XZY to make coffee raw materials efficient. Having a good supply chain from raw materials to products is a strategy that can win the competition (Tooy et al., 2021).

The results of the IFE and EFE matrix analysis were synthesized into a grand strategy matrix (Harisudin et al., 2022). The purpose of this matrix is to determine the strategic position quadrants of PT XZY. The coordinate point on the grand strategy matrix is the product of the abscissa point (IFE matrix = 0.117) and the coordinate point (EFE matrix = 0.306) which indicates the position of quadrant I (Figure 1).

**Table 2**. Internal factor evaluation matrix PT XZY

| Code | Strength Factor | Weight | Ratings | Score |
|------|-----------------|--------|---------|-------|
| S1 | Have friendly and qualified employees | 0.0399 | 4 | 0.159 |
| S2 | Using the highest quality technology | 0.0343 | 3 | 0.103 |
| S3 | Using raw materials of the highest quality | 0.0376 | 4 | 0.150 |
| S4 | Have good raw material inventory control | 0.0417 | 3 | 0.125 |
| S5 | Have an effective and efficient production SOP | 0.0419 | 3 | 0.126 |
| S6 | Having a quality product and a character that is different from competitors | 0.0403 | 2 | 0.081 |
| S7 | Has a variety of product innovations | 0.0348 | 3 | 0.104 |
| S8 | Online marketing techniques packaged in a story | 0.0347 | 2 | 0.069 |
| S9 | Having an effective and efficient corporate structure | 0.0408 | 3 | 0.122 |
| S10 | Have a clear job description | 0.0403 | 3 | 0.121 |
| S11 | Have a strong brand value | 0.0400 | 3 | 0.120 |
| S12 | Has a place with a modern concept | 0.0304 | 4 | 0.122 |
| | | | | 1.403 |
| **Code** | **Weakness Factor** | **Weight** | **Ratings** | **Score** |
| W1 | Lack of employee understanding regarding the company's vision, mission, direction and goals | 0.0412 | 3 | 0.123 |
| W2 | The occurrence of miscommunication between employees and errors in making products | 0.0410 | 3 | 0.123 |
| W3 | Promotions do not maximize the momentum of holidays / national | 0.0339 | 3 | 0.102 |
| W4 | Has an area that is not large enough | 0.0320 | 2 | 0.064 |
| W5 | Frequent turnover | 0.0407 | 3 | 0.122 |
| W6 | Inadequate sense of responsibility of employees | 0.0430 | 2 | 0.086 |
| W7 | The consistency of the taste of the product depends on the ability of the employees | 0.0402 | 3 | 0.121 |
| W8 | Raw materials that are easily damaged/rotten | 0.0408 | 2 | 0.082 |
| W9 | Complementary tools to support production are inadequate | 0.0371 | 2 | 0.074 |
| W10 | The selling price of the product is high | 0.0347 | 2 | 0.069 |
| W11 | Lack of meeting sales targets | 0.0413 | 3 | 0.124 |
| W12 | Facilities are still not appropriate / appropriate | 0.0383 | 2 | 0.077 |
| W13 | Treatment is not routine and less fast | 0.0403 | 2 | 0.081 |
| W14 | The outlet location is less strategic | 0.0388 | 1 | 0.039 |
| | | | | 1,286 |

IFAS = 1.403 – 1.286 = 0.117

Source: Primary Data Analysis (2023)

Quadrant I (Figure 1) shows the position of PT XZY Very good. Quadrant I strategy concentrates on market and product sustainability, product diversification, and aggressiveness (David & David, 2019; Sedarmayanti, 2021). The strategy SWOT matrix is formulated only on strength-opportunity (SO) cells (Harisudin et al., 2022; Nurpitasari et al., 2018; Wachid & Iriani, 2022). In quadrant I the company can continue to increase sales and development by taking advantage of opportunities (Unpapar, 2021).
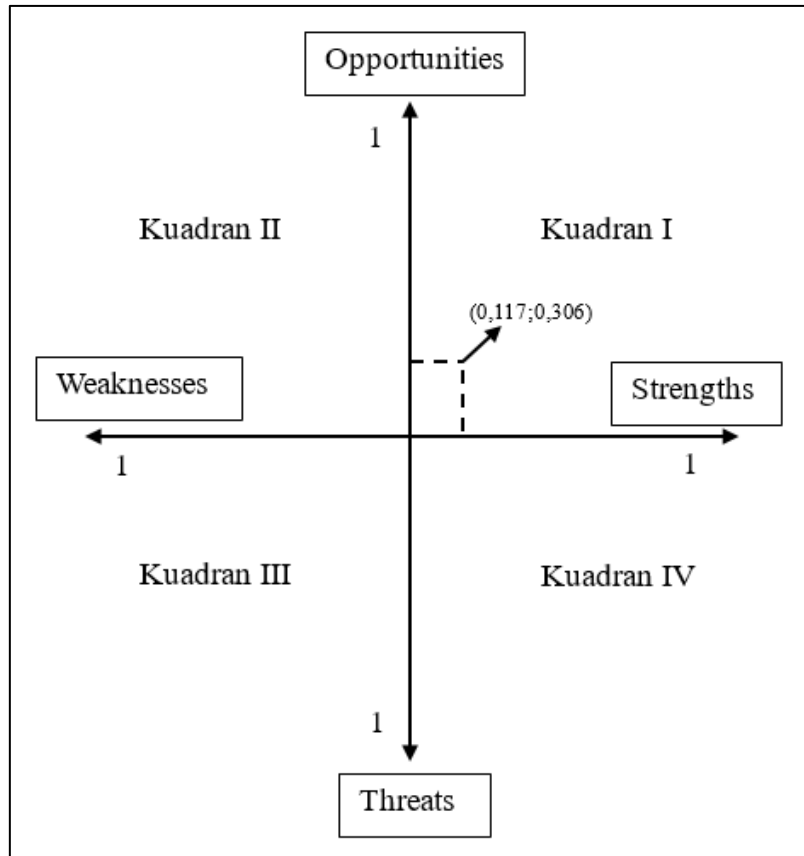
**Figure 1.** Grand strategy matrix PT XZY
Source: Primary Data Analysis (2023)

The grand strategy matrix shows that PT XZY is in the first quadrant position, so the alternative strategy formulation in the SWOT matrix is only in the power-opportunity (SO) cell. Table 3 shows ten (10) alternative strategies formulated using the SWOT matrix. The ten strategies formulated must be implemented thoroughly.

The ten alternative PT XYZ SO strategies were then further analyzed to obtain strategic priorities based on the level of influence and dependency. Analysis of strategic priorities using participatory prospective analysis (PPA) (Irianto et al., 2020), is shown in Figure 2.

The output of the PPA analysis, quadrant I (Figure 2) shows an important factor for the development of PT XYZ, which has a strong influence and a less strong dependency. The

SO5 and SO6 strategies are the most important strategies to be implemented in the development of PT XZY. These two strategies become driving strategies that are not influenced by other strategies and will influence other strategies to be implemented.

Quadrant II contains SO2, SO9, SO10, SO1, SO7, SO3 and SO4 strategies that have a strong level of influence and strong dependence. Strategies in quadrant II affect other strategies, but also depend on other strategies in the development of PT XYZ.

Quadrant III only has the SO8 strategy, meaning that this strategy has a weak influence but a strong degree of dependency. The SO8 strategy can be implemented well if PT XYZ implements other strategies first. The following are strategic priorities that must be implemented first by PT XYZ.

**Table 3.** SWOT matrix analysis alternative strategy

| Code | Strategy | Factor |
|------|----------|--------|
| SO1 | Create Company Profiles | S6, S8, S9, S10, S11, O1, O2, O4, O5, O7, O8 |
| SO2 | Market research to determine consumer needs | S2, S3, S4, S5, S7, O1, O4, O6, O7, O8 |
| SO3 | Increase the value of company assets | S1, S2, S12, O1, O3, O5, O8 |
| SO4 | Increase the company's brand value | S1, S2, S6, S7, S8, S11, O1, O4, O5, O7 |
| SO5 | Improving the effectiveness and efficiency of departmental performance | S1, S9, S10, O5, O7, O8 |
| SO6 | Improving the quality of human resources | S1, S9, S11, O1, O2, O3, O4, O5, O7, O8 |
| SO7 | Increase the production of the upstream sector | S2, S3, S4, S6, S8, S11, O5, O8 |
| SO8 | Maximizing sales of minimal demand products | S1, S3, S8, S11, S12, O2, O6, O7 |
| SO9 | Optimizing social media | S6, S8, S11, O1, O2, O4, O5, O7, O8 |
| SO10 | Creating a new trend at the moment of the big day | S1, S6, S8, S11, O4, O5, O6, O7, O8 |

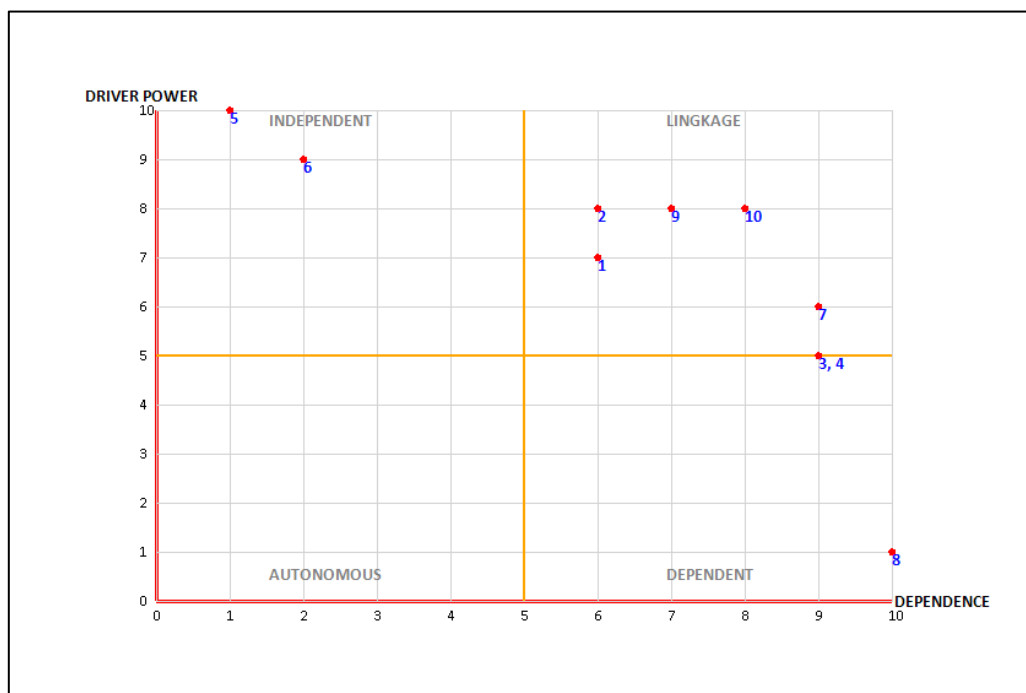Source: Primary Data Analysis (2023)



**Figure 2.** Priority strategy for the development of PT XYZ
Source: PPA Analysis Output (2023)

SO5 Improving the effectiveness and efficiency of departmental performance. This strategy focuses on increasing productivity, more efficient use of resources, and improving business processes (Riyana, 2017). In order for the company to achieve its goals and continue to be sustainable, it needs efficient resources and an understanding of its

duties and roles in the company (Opoku et al., 2022). PT XYZ needs to re-evaluate the company's operational processes or standard operating procedures (SOP) in each of its departments. Improvements or improvements in performance are intended so that each department can work together more in realizing company goals. Internal communication for each PT XYZ department needs to be improved so that communication errors and work failures can be minimized. Starting with the SO5 strategy, which is a driving strategy, will stimulate other strategies to run.

SO6 Improving the quality of human resources. Human resources are very important for companies to be able to increase company profits, so companies must have human resources that suit their needs (Priyanka et al., 2023).Training, education and skills development especially in the managerial and leadership fields can be applied to improve the quality of human resources, adjusted to the qualifications needed by PT XZY's human resources. Having good quality human resources, the performance level of PT XZY employees can increase both individually and as a team (Atika & Mafra, 2020; Rahayu, 2020). The work environment and culture will be better which supports the emergence of new ideas or new innovations. Carrying out the SO6 strategy, which is a driving strategy, can influence the implementation of other strategies. With good quality human resources, PT XZY can move well because of the good synergy between employees in achieving company goals.

SO2 Market research to determine consumer needs. The existence of new products will make changes in consumer attitude and behavior, so that demand for these products increases, and there are many new entrants in the market to fulfill the needs of these consumers in different segments (Warren et al., 2024)With market research, PT XZY can identify the latest market trends, find out consumer preferences, and unfulfilled consumer needs. Based on

information from research results, PT XZY can develop new product and service innovations, marketing strategies and increase customer satisfaction.

SO9 Optimizing social media. Online social media has approached a key marketing technique, online social media is proven to increase consumer purchase intention (Zhang et al., 2023)The PT XZY brand will be increasingly recognized by the public if social media is optimized. Social media management must be active by updating content on the social media used. PT XZY needs to consider interesting content, as well as active interaction with the audience. Social media has become an effective marketing tool (Permatasari & Endriastuti, 2020; Puspitarini & Nuraeni, 2019).

SO10 Creating a new trend at the moment of the big day. People will remember some moments from the past, if there are memorable and interesting moments for someone, then this will have a positive impact on the future, especially in marketing (Anaya & Lehto, 2023) This strategy refers to the use of packaging, appearance, a series of scenes, giving surprises, creating an atmosphere and convincing other people to "gig". PT XZY needs new creativity and innovation in marketing which is unique and characteristic of the company (Oktafiandi, 2018). Take advantage of the momentum of the big day by creating a special trend that day at PT XZY outlets. Innovative and unique in marketing techniques will attract customers to the brand (Mardiani & Wardhana, 2018; Sasmita et al., 2021).

SO1 Creating a company profile.The company profile provides general knowledge of the company as well as company's reputation, a good company reputation will provide benefits for the company and can attract stakeholders (Schaarschmidt et al., 2021) The company profile becomes information and a comprehensive picture of the company to stakeholders. The better the PT XZY company profile, the better the company's image and confidence in the company's capabilities (Abdulhafizh &

Djatiprambudi, 2020). The company profile contains the company's added value, product added value, company history, company vision and mission conveyed in printed, auditive or audio-visual media (Muhammad et al., 2018).

SO7 Increase production in the upstream sector. PT XZY needs to improve its upstream product, namely roasting coffee beans. Increased production in the upstream sector with additional production capacity to coffee bean roastery. Increasing production capacity requires the adoption of new technology and the addition of farmer partners. Using technology capable of large-scale production with a high level of product consistency. The main objective of this strategy is to meet the production needs of PT XZY, which will then be marketed to meet the production needs of other coffee shops.

SO3 Increase the value of company assets. One way to increase the value of company assets is by allocating investment funds to various types of assets (asset diversification). Companies that diversify their assets have a reduced risk of bankruptcy (Setiawan et al., 2023). Increasing asset value can strengthen market position, create added value for company stakeholders such as shareholders. PT XZY can also create franchise opportunities to develop its business while increasing the value of company assets. The company can also increase intangible assets, with intangible assets it can have a positive impact on firm value (Azamat et al., 2023)

SO4 Increase the company's brand value. Brand value can increase stock prices, loyalty drivers, extension drivers, so brand value is important for companies and stakeholders (Niyas & Kavida, 2022). PT XZY needs to improve a strong and positive brand image to consumers. Social media as marketing is a separate way to increase the company's brand value (Angkie & Tanoto, 2019). Online communication (e-wom) is also able to increase the company's brand value (Pertiwi & Rusfian, 2021). The way to increase brand value can be by increasing the company's

brand image, such as by collaborating with several communities, carrying out corporate social responsibility (CSR), and activities in major events such as providing sponsorship. Improving brand image can build consumer loyalty, increase product demand, as well as a company's competitive advantage.

SO8 Maximizing sales of minimal demand products. Some menus are customer favorites, but there are some menus that are not in demand by customers. This strategy will work if PT XZY can carry out the nine strategies in quadrants I and II. Products that are in low demand can be increased with effective marketing such as discounts, holding workshops, exhibitions, mystery menus. PT XZY can expand its market share and the company's revenue will increase. Promotions can increase products that only sell at a certain time or called seasonal products, companies can present product sales data and data on the height of consumers, then provide promotions on products that have minimal demand when high consumer days come (Wolters & Huchzermeier, 2021).

## CONCLUSION

Eight opportunity factors and six threat factors were obtained as a result of identification of PT XZY's external factors. The results of identification of internal factors obtained 12 factors of strength and 14 factors of weakness. The IFE and EFE results were synthesized into the grand strategy matrix and the SWOT matrix, which found that PT XZY's position was in quadrant I with lots of opportunities so that strategy formulation was only in the opportunity-strength (SO) cell. There are ten alternative strategies formulated. Based on PPA, the priority strategy implemented is in quadrant I, namely SO5 Improving the effectiveness and efficiency of departmental performance and SO6 Improving the quality of human resources. The strategy will encourage and influence other strategies to be implemented. So that quadrant II and quadrant III strategies

can be encouraged to be implemented if quadrant I has been implemented.

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