

The Analysis Of Coffee Shop's Business Strategy Formulation (A Case Study at Coffee & Chill, Bandar Lampung)

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Abstrack

Penelitian ini bertujuan untuk menganalisis faktor internal dan eksternal perusahaan, serta merumuskan alternatif strategi perusahaan berdasarkan kondisi perusahaan menggunakan Matriks QSPM. Penelitian ini menggunakan metode deskriptif kualitatif dengan teknik pengumpulan data wawancara, dokumentasi dan observasi, serta perumusan strategi menggunakan Matriks IFE, EFE, IE, CPM dan QSPM. Hasil penelitian ini menghasilkan skor matriks IFE sebesar 3,01 dan skor matriks EFE sebesar 3,43 yang mengakibatkan matriks IE Coffee & Chill berada pada sel I dan strategi yang tepat untuk Coffee and Chill berdasarkan matriks IE adalah pertumbuhan dan membangun. Dalam penelitian ini, Coffee & Chill menempati peringkat 2 dengan total bobot skor 3, sedangkan untuk Café Kiyo dan Kopi 20 dengan bobot skor 3,14 dan 2,91. Berdasarkan rumusan alternatif strategi pengembangan bisnis, diketahui bahwa strategi prioritas yang akan diterapkan Coffee and Chill dalam bersaing dengan para pesaingnya adalah (1) Memindahkan lokasi bisnis baru ke pusat kota yang strategis dengan nilai TAS sebesar 2,807. Berdasarkan dari beberapa strategi yang diketahui, Coffee and Chill disarankan memindahkan lokasi usahanya disertai dengan mempertahankan keunggulan dan peluang bisnis yang sebelumnya ada di lokasi lama, yaitu terus menciptakan fasilitas coworking space, pemindahan lokasi usaha ke pusat kota yang strategis dan tetap mengutamakan pelayanan yang berorientasi pada pelanggan.

Kata Kunci-IFE, EFE, CPM, QSPM, coffee.

Abstract

This study aims to analyze the company's internal and external factors, and formulate an alternative company strategy according to the company's condition using the QSPM Matrix. This study uses a qualitative descriptive method with interview, documentation and observation data collection techniques, and strategy formulation using IFE, EFE, IE Matrix, CPM and QSPM Matrix. The results of this study resulted in an IFE matrix score of 3.01 and an EFE matrix score of 3.43, which resulted in the IE Coffee & Chill matrix being in cell I and the right strategy for Coffee and Chill based on the IE matrix was the grow and build strategy. In this study, Coffee & Chill is ranked 2 with a total weighted score of 3, while for Café Kiyo and Kopi 20 it has a total weighted score of 3.14 and 2.91. Based on the formulation of alternative business development strategies, it can be seen that the priority strategies to be implemented by Coffee and Chill in competing with its competitors are (1) Moving the new business location to a strategic city center with a TAS value of 2,807. It can be concluded that from a number of known strategies, Coffee and Chill in moving its business location is accompanied by maintaining the advantages and business opportunities that previously existed in the old location, namely continuing to create coworking space facilities, maintaining a relaxed and comfortable cafe atmosphere, moving business locations to a strategic city center and continue to prioritize customer-oriented services.

Keywords-IFE, EFE, CPM, QSPM, coffee.

I. INTRODUCTION

Coffee is a commodity that has a very large role in contributing to the Indonesian economy, throughout 2020 coffee production in Indonesia reached 762,380 tons. Most of this amount was donated from smallholder plantations to Indonesia's total coffee production of 99.33 percent. Lampung occupies the second position as a province that plays a major role in coffee production in Indonesia, which is 117,311 tons in 2020, the amount of coffee produced is produced from 156,460 hectares of land (Fauzia,2021).

The corona pandemic changes the trend of the coffee business in 2021. It is estimated that coffee shop business owners will increasingly compete for customers with quality coffee drinks, affordable prices, and more

straightforward outlet concepts. The chairman of the Indonesian Coffee Exporters Association, Moelyono Soesilo, said that the corona pandemic caused the demand and consumption of coffee from upstream to downstream to decline. (Ekarina,2020)

The past few years have been very tough years for Coffee & Chill because there are more and more new entrants who continue to enliven the market competition, even though with many competitors, coffee & chill owner believes that they can still survive and compete with new entrants, therefore innovation must continue to be done to be able to compete in the local market. Market and therefore, one of the strategic management tools that are suitable and can help Coffee & Chill management to be able to investigate and map the position of the main competitors compared to other competitors through the critical success factors they need is the EFE matrix, IFE matrix, IE matrix, CPM matrix and QSPM matrix to indicate which is the best alternative strategy.

With the many competitors in the culinary industry in Bandar Lampung, the competition for Coffee Shops has become very tight and the social trend of the people themselves who are now inclined to hang out at culinary places. Although Coffee & Chill has several main strengths, such as the price offered and Modern Coffee Machine and the problem is the number of customers who come is still minimal and there are still many people who do not know information about Coffee & Chill. With these conditions, it encourages the author to conduct an analytical study of Coffee & Chill strategy as an established Coffee Shop so that it is expected Coffee & Chill in the future can become a good Coffee Shop and become the choice of people who like coffee or just hang out. For this reason, the author gives the title of this study "THE ANALYSIS OF COFFEE SHOP'S BUSINESS STRATEGY FORMULATION (A Case Study at Coffee & Chill, Bandar Lampung)" so owners can pick the right decision for their business.

II. LITERATURE REVIEW

A. Understanding MSMEs

According to Tulus (2009: 2) MSMEs are productive business units that stand alone, which are carried out by individuals or business entities in all economic sectors. According to Law no. 20 of 2008 concerning Micro, Small and Medium Enterprises are:

1. Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria for Micro Enterprises as regulated in this Law.
2. Small Business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not branches of companies that are owned, controlled or become part of either directly or indirectly from Medium Enterprises or Large Businesses that meet the criteria for Small Businesses. as referred to in this Law.
3. Medium Enterprises are productive economic businesses that stand alone, which are carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled or become part of either directly or indirectly with Small Businesses or Large Businesses with total net assets or proceeds. annual sales as regulated in this Law.

B. Understanding Strategy

According to Pearce II & Robinson (2013:4) Defined strategy is a large-scale plan with a future orientation with competitive conditions to achieve company goals. As stated by Ritson (2013:9), "strategy is a kind of future action plan, usually understood as being carried out by senior management at a high level of abstraction.

According to Hariadi (2003: 34), business strategy is a strategic plan that occurs at the divisional level and knows how to build and strengthen the competitive position of the company's products and services in the particular industry or market served by the division.

According to Quinn (1999: 10) defined strategy as a form or plan that integrates the main objectives, policies and courses of action within an organization in a unified whole. A well-formulated strategy will help the organization and allocation of the company's own resources uniquely and sustainably.

C. Strategy Management

According to Pearce II & Robinson (2014:3) Point out that Strategic management is determined as the set of decisions and actions that outcome in the formulation and implementation of plans and to perform and obtain company's objectives. David (2017:33) Defined Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.

D. Strategy Formulation

According to Pearce II & Robinson (2014:21), Strategy formulation guides executives in defining the enterprise their company is in, the ends it seeks, and the manner it's going to use to perform those ends. The method of method formulation is an improvement over that of traditional long-range making plans. According to David (2017:34) strategy formulation includes developing a vision and a assignment, figuring out an company's external possibilities and threats, figuring out internal strengths and weaknesses, organizing lengthy-time period objectives, producing opportunity techniques, and deciding on precise strategies to pursue. strategy-system issues encompass deciding what new agencies to go into, what agencies to desert, whether to increase operations or diversify, whether or not to go into international markets, whether or not to merge or form a joint venture, and a way to avoid a antagonistic takeover.

E. Competitive Advantage

According to David (2017:36), competitive advantage is vital for long-term achievement in an company, and Strategic management is all approximately gaining and preserving competitive advantage. This time period can be described as any activity a firm does in particular properly as compared to sports executed by rival corporations or any resource a firm possesses that rival firm's choice.

According to Pearce II & Robinson (201:231) Businesses that create competitive advantages from one or both of these assets generally enjoy above-common profitability within their enterprise. Business that lacks a value or differentiation advantage usually enjoy common or under-common profitability.

According to Michael A. Hitt & R. Duane Ireland & Robert E.Hoslisson (2005:72) To develop a competitive advantage, the firm must consider numerous factors within the global economy, along with the rapid improvement of the internet's capabilities, which have made it more and more tough for companies.

F. IFE Matrix

According to David (2017:204), A summary step in carrying out an internal strategic-management audit is to assemble an internal factor evaluation (IFE) Matrix. This strategy-formulation device summarizes and evaluates the primary strengths and weaknesses inside the practical areas of an enterprise, and it additionally affords a basis for identifying and evaluating relationships among those areas. Intuitive judgments are required in developing an IFE Matrix, so the appearance of a scientific technique must not be interpreted to mean this is an all-powerful method.

G. EFE Matrix

An external factor evaluation (EFE) Matrix permits strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, techno- logical, and competitive information (David,2017). The External Factor Evaluation (EFE) Matrix is used to evaluate the company's external factors. External data is collected to analyze matters relating to issues: Economy, socio-culture, environment, politics, law, technology, competition in industrial markets (Sedarmayanti,2014).

H. IE Matrix

According to Rangkuti (2018:207) Defined before the strategy is implemented, the strategic planner must analyze the external environment for various possible opportunities and threats. Strategic issues that will be monitored must be determined, because it is estimated that these issues can affect the company in the future. After using the IE matrix analysis model, then you can use the space matrix to sharpen the analysis.

I. CPM Matrix

According to David (2017:236) The competitive Profile Matrix (CPM) identifies a company's primary competitors and its par- ticular strengths and weaknesses in terms of a sample company's strategic role. The weights and overall weighted scores in both a CPM and an EFE have the identical meaning. however, criti- cal success factors in a CPM consist of both internal and external issues. The critical success factors in a CPM are not grouped into possibilities and threats as they're in an EFE. In a CPM, the rankings and overall weighted ratings for rival companies can be compared to the sample company. This comparative evaluation offers essential internal strategic information. keep away from assigning the same score to companies included in your CPM evaluation.

J. QSPM Matrix

The relative attractiveness of every strategy within a set of alternatives is compute by figuring out the cumulative impact of every external and internal aspect. Any number of units of alternative techniques can be included inside the QSPM, and any number of methods could make up a given set. However most effective

strategies within a given set are evaluated relative to each other. for instance, one set of techniques may additionally include diversification, while some other settings may also include issuing inventory and selling a department to elevate needed capital. These units of techniques are completely one of a kind, and the QSPM evaluates techniques best inside sets (David,2017).

K. Theoretical Framework

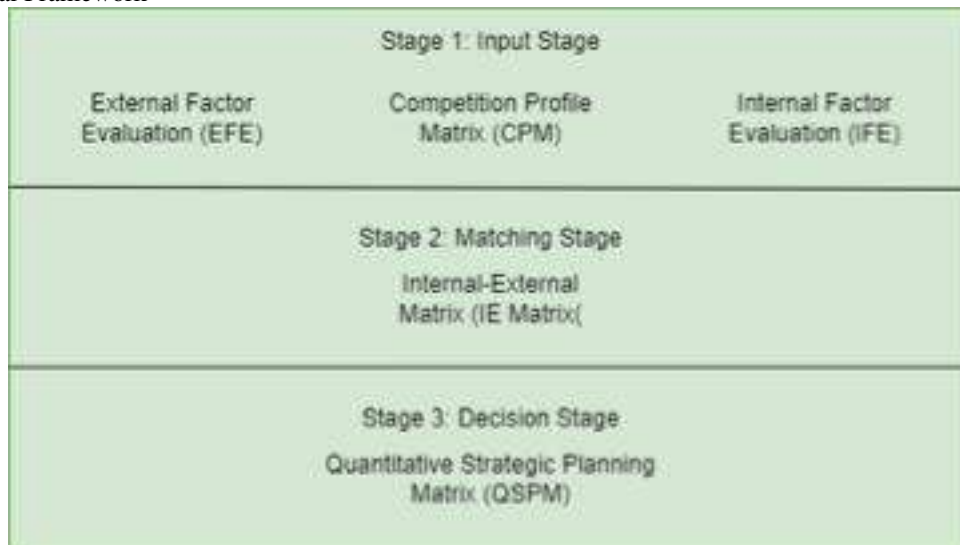


Figure 1. Theoretical Framework

III. RESEARCH METHOD

A. Structural Equation Model

This study uses qualitative methods with descriptive purposes, where the data collection using Interview and literature study, and also processed using IFE matrix, EFE matrix, IE matrix, CPM matrix, and QSPM matrix.

B. Data Collection

In this study using primary and secondary data. Primary data collection were obtained through interviews with 7 sources who have direct relationships. While secondary data sources were obtained through documentation and literature study techniques, such as studies of company profiles, government and organizational publications, books, journals and the internet.

Data collection tools in this study were carried out by the method of unstructured interviews (in-dept interview) with informants. The purpose of unstructured interviews is to find deeper problems, where the interviewee is asked for his opinions and ideas.

IV. RESULT AND DISCUSSION

A. IFE Matrix

Table 1. IFE Matrix List

Coffee and Chill							
Strenghts							
NO	Key Internal Factors	N1 (Owners)	N2 (Manager)	N3 (Kitchen)	Average Rating	Weight	Rating x Weight
1	Prioritizing customer friendliness	3	3	3	3	0,1	0,3

2	Operational management of Coffee & Chill that has been running well and remotely controlled	3	3	3	3	0,05	0,15
3	Inventory procedure and quality control that has been implemented accordingly	3	3	4	3,333333333	0,06	0,2
4	Coffee and Chill has short, medium and short term business plans	3	3	3	3	0,08	0,24
5	Coffee and Chill's operations are aided by the use of technology that summarizes work	3	3	3	3	0,1	0,3
6	Coffee and Chill still consistently sells <i>manual brew</i>	3	3	3	3	0,07	0,21
7	Location Coffee and Chill is located in the city center and strategic	4	4	3	3,666666667	0,18	0,66
Weaknesses							

8	Coffee and Chill haven't touched Brea Even Point for 4 years	4	4	3	3,666666667	0,1	0,366666667
9	Narrow parking lot	3	2	3	2,666666667	0,08	0,213333333
10	Budget for marketing has not been effective	3	2	2	2,333333333	0,08	0,186666667
11	Small place size	1	2	2	1,666666667	0,05	0,083333333
12	Promotion strategy is not maximized	2	2	2	2	0,05	0,1
Total						1	3,01

Based on the picture above, it can be seen that the total score of the IFE Coffee and Chill matrix is 3,01 which belongs to the category of strong internal position. This shows that Coffee and Chill is able to take advantage of its strengths to run its business in the Coffee shop industry. Based on the IFE matrix, the biggest strength that Location Coffee and Chill is located in the city center and strategic 0,66. Meanwhile, the main weakness of Coffee and Chill is that Coffee and Chill haven't touched Brea Even Point for 4 years with a score of 0,366.

B. EFE Matrix

Table 2. EFE Matrix

Coffee and Chill									
Opportunities									
No	Key External Factors	N1 (Owners)	N4 (Yusrez a)	N5 (Rikbiand o)	N6 (Faiza Rizqia)	N7 (Naufal Rizkullo h)	Average Rating	Weight	Rating x Weight
1	The economy has started to recover	2	3	3	3	3	2,8	0,1	0,28
2	Consumers are satisfied with the Coffee and Chill service	4	3	2	3	3	3	0,1	0,3

3	The level of coffee consumption in Lampung is high	4	3	3	4	4	3,6	0,1	0,36
4	Variety of menus served	3	3	3	3	3	3	0,03	0,09
5	Brand attractiveness of business	4	3	4	4	4	3,8	0,05	0,19
6	Atmosphere Coffee and Chill	3	3	3	4	3	3,2	0,1	0,32
7	Coffee and Chill coworking space facilities support the work from cafe lifestyle	4	4	4	3	4	3,8	0,15	0,57
8	The existence of a lifestyle trend of drinking coffee helps the Coffeeshop business	3	3	3	4	3	3,2	0,05	0,16
Threats									
1	Businesses suffer losses during the pandemic	3	3	3	3	4	3,2	0,1	0,32
2	High inflation rate causes fluctuating raw material prices	4	3	3	4	4	3,6	0,1	0,36

3	The massive growth of coffeeshops makes business competition increasingly fierce	4	4	4	4	4	4	0,12	0,48
Total								1	3,43

Based on the picture above, it can be seen that the total score of the EFE Coffee and Chill matrix is 3,43 which belongs to the category of high or strong external position. This shows that Coffee and Chill is able to respond to opportunities and face threats that exist in the Coffee and Chill external environment, especially for the Coffee Shop industry well. Based on the EFE matrix, the biggest opportunity that Coffee and Chill has is the Coffee and Chill coworking space facilities support the work from cafe lifestyle with a score of 0,57. While the biggest threat to Coffee and Chill is The massive growth of coffeeshops makes business competition increasingly fierce with a score of 0,48.

C. Competitive Profile Matrix

Table 3. Competitive Profile Matrix

Competitive Profile Matrix							
Critical Success Factors	Weight	Kopi Kiyo		Kopi 2.0		Coffee and Chill	
		Rating	Score	Rating	Score	Rating	Score
Place Atmosphere	0,1	4	0,4	3	0,3	3	0,3
Product Quality	0,1	3	0,3	4	0,4	2	0,2
Price Competitiveness	0,1	3	0,3	2	0,2	4	0,4
Human Resource	0,09	3	0,27	2	0,18	2	0,18
Promotion	0,09	3	0,27	3	0,27	3	0,27
Customer Loyalty	0,09	3	0,27	3	0,27	3	0,27
Brand Reputation	0,1	4	0,4	3	0,3	3	0,3
Marketing Budget	0,07	3	0,21	3	0,21	3	0,21
Business Financial Condition	0,07	2	0,14	3	0,21	3	0,21
Business Attractiveness	0,09	2	0,18	3	0,27	4	0,36
Hospitality	0,1	4	0,4	3	0,3	3	0,3
Total	1		3,14		2,91		3

The CPM Matrix items were obtained from owner and each competitor were assign a rating to indicate their perceptions of that firm's strength or weakness in terms of each key success factor. Based on the results of the interview Coffee & Chill's strength lies in hospitality, Coffee & Chill opens early at seven o'clock in the morning, new menu innovations, and good communication between top management and employees, Coffee & Chill still consistently sells manual brew, a comfortable place. However, the main strength of Coffee & Chill lies in its excellent service, and it can be seen from the baristas that they can make consumers comfortable and make Coffee & Chill as the initial choice of place to hang out.

The weakness of Coffee & Chill lies in less instagramable places. Although, in today's era, consumers are looking for coffee shops with instagramable architectural designs, Coffee & Chill places are small, and Coffee &

Chill has a small parking lot compared from its competitors. Kopi 20 weaknesses they only sell beverage coffee they don't have snack and main courses, for Café Kiyō the service is not good enough, the place is not friendly because it's crowded and noisy, expensive.

D. IE Matrix

EFE Score	3,43
IFE Score	3,01

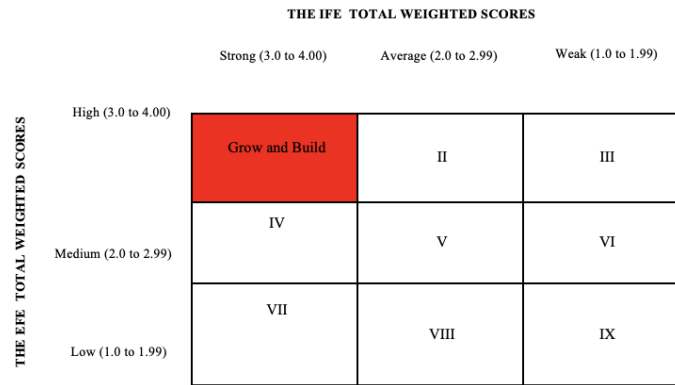


Table 4. 59 IE Matrix

Figure 2. IE Matrix

Based on the calculation of the total weight between internal and external strengths taken from the IFE and EFE matrixes, it is known that the IFE score matrix is 3,01 the EFE score matrix is 3.43, so that if the line is drawn the point is found in quadram I which is the growth and build quadrant. Cell I proposes a grow and build strategy. In this case, the tactical strategy of the business is to focus on market penetration and product development. The prescription for divisions that fall into cells I, II, or IV can be described as grow and build. Intensive (Market Penetration, Market Development, Product Development) or integrative (backward integration, forward integration, and horizontal integration) strategies can be most appropriate for these divisions. This is the best region for divisions, given their high IFE and EFE scores. Successful organizations are able to achieve a portfolio of businesses positioned in Region 1.

E. QSPM Matrix

No	Main factor	Alternative Strategy	Market Penetration		Product Development		Fully Renovate Existing Store		Location Movement	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
1	Prioritizing customer friendliness	0,085	3	0,255	2	0,17	2	0,17	4	0,34
2	Operational management of Coffee & Chill that has been running well and remotely controlled	0,075								
3	Inventory procedure and quality control that has been implemented accordingly	0,05								
4	Coffee and Chill has short, medium and short term business plans	0,04	3	0,12	2	0,08	4	0,16	4	0,16
5	Coffee & Chill have their own roasting machine	0,05								
6	Coffee and Chill consistently sells manual brew	0,08	4	0,32	2	0,16	2	0,16	3	0,24
7	Location Coffee and Chill is located in the city center and strategic	0,15	4	0,6	2	0,3	3	0,45	4	0,6
	Weaknesses	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS
8	Coffee and Chill haven't touched Brea Even Point for 4 years	0,12								
9	Narrow parking lot	0,1								
10	Budget for marketing has not been effective	0,09								
11	Small place size	0,045								
12	Promotion strategy is not maximized	0,085								
	Opportunity	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS
13	The economy has started to recover	0,095	4	0,38	2	0,19	3	0,285	3	0,285
14	Consumers are satisfied with the Coffee and Chill service	0,085								
15	The level of coffee consumption in Lampung is high	0,09								
16	Variety of menus served	0,073	2	0,146	4	0,292	2	0,146	2	0,146
17	Brand attractiveness of business	0,065	3	0,195	4	0,26	2	0,13	4	0,26
18	Atmosphere Coffee and Chill	0,096	3	0,288	2	0,192	3	0,288	4	0,384
19	Coffee and Chill coworking space facilities support the work from cafe lifestyle	0,098	4	0,392	2	0,196	4	0,392	4	0,392
20	The existence of a lifestyle trend of drinking coffee helps the Coffeeshop business	0,098								
	Threats	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS
21	Businesses suffer losses during the pandemic	0,09								
22	High inflation rate causes fluctuating raw material prices	0,09								
23	The massive growth of coffeeshops makes business competition increasingly fierce	0,15								
	Total	2		2,696		1,84		2,181		2,807

Figure 3. QSPM Matrix

Based on the QSPM analysis above, it can be seen that the priority strategies to be implemented by Coffee and Chill in competing with its competitors are (1) Moving the new business location to a strategic city center with a TAS value of 2,807 (2) Market Penetration with a TAS value of 2,696 (3) Fully Renovate Existing Store with a TAS value of 2,181 (4) Product Development with a TAS value of 1,84. It can be concluded that from a number of known strategies, Coffee and Chill in moving its business location is accompanied by maintaining the advantages and business opportunities that previously existed in the old location, namely continuing to create coworking space facilities, maintaining a relaxed and comfortable cafe atmosphere, moving business locations to a strategic city center and continue to prioritize customer-oriented services.

F. Discussion of Research Results

Based on the results of the two interviews with Ahmad Sofuan Dwi Saputra as the owner of the Coffee and Chill Coffee shop above, it can be concluded that the priority strategy for Coffee and Chill is location movement, but of course it is recommended by researchers for Coffee and Chill owners to promote franchises through social media or direct relationships. investors so that Coffee and Chill can implement its strategy. According to Ahmad Sofuan Dwi Saputra, the alternative strategy produced by this research is good and will likely be carried out until the resources owned by Ahmad Sofuan Dwi Saputra are sufficient to implement the alternative strategy of this research. Coffee and Chill is expected to be able to implement the results of this research optimally so that Coffee and Chill can compete with more and more competitors and feel the positive impact of this research.

V. CONCLUSION

A. Conclusion

Based on all the results of the analysis and discussion with interviews and observations as well as questionnaires that were distributed directly to sources from both internal and external Coffee and Chill parties, it can be concluded that the results are as follows:

1. The total score of the IFE Coffee and Chill matrix is 3,01 which belongs to the category of strong internal position. This shows that Coffee and Chill is able to take advantage of its strengths to run its business in the coffee shop industry. Based on the IFE matrix, the biggest strength that Location movement Coffee and Chill is located in the city center and strategic 0,66. Meanwhile, the main weakness of Coffee and Chill is that haven't touched Brea Even Point for 4 years with a score of 0,366.
2. The total score of the EFE Coffee and Chill matrix is 3,43 which belongs to the category of high or strong external position. This shows that Coffee and Chill is able to respond to opportunities and face threats that exist in the Coffee and Chill external environment, especially for the coffee shop industry well. Based on the EFE matrix, the biggest opportunity that Coffee and Chill has is the Coffee and Chill

coworking space facilities support the work from cafe lifestyle with a score of 0,57. While the biggest threat to Coffee and Chill is The massive growth of coffeeshops makes business competition increasingly fierce with a score of 0,48.

3. Based on the results of the calculation of CPM matrix where the data obtained from the interview Coffee & Chill's strength lies in hospitality, Coffee & Chill opens early at seven o'clock in the morning, new menu innovations, and good communication between top management and employees, Coffee & Chill still consistently sells manual brew, a comfortable place. However, the main strength of Coffee & Chill lies in its excellent service, and it can be seen from the baristas that they can make consumers comfortable and make Coffee & Chill as the initial choice of place to hang out.
4. Based on the calculation of IE matrix where the data obtained from the total weight between internal and external strengths taken from the IFE and EFE matrices, it is known that the IFE score matrix is 3,01 the EFE score matrix is 3.43, so that if the line is drawn the point is found in quadram I which is the growth and build quadrant. Cel I proposes a grow and build strategy. In this case, the tactical strategy of the business is to focus on market penetration and product development. The prescription for divisions that fall into cells I, II, or IV can be described as grow and build. Intensive (market penetration, market development, and product development) or integrative (backward integration, forward integration, and horizontal integration) strategies can be most appropriate for these divisions. This is the best region for divisions, given their high IFE and EFE scores. Successful organizations are able to achieve a portfolio of businesses positioned in Region 1.
5. Based on the QSPM analysis, it can be seen that the priority strategies to be implemented by Coffee and Chill in competing with its competitors are (1) Moving the new business location to a strategic city center with a TAS value of 2,807. It can be concluded that from a number of known strategies, Coffee and Chill in moving its business location is accompanied by maintaining the advantages and business opportunities that previously existed in the old location, namely continuing to create coworking space facilities, maintaining a relaxed and comfortable cafe atmosphere, moving business locations to a strategic city center and continue to prioritize customer-oriented services.

B. Recommendation

1. To Coffee and Chill

- a. Based on the result of the research considerations and discussion, most appropriate solution for internal problem is as follows :
 - 1) The place is small and the parking lot is also small
The owner of Coffee and Chill has invested in land that is still not sure what will be built, Coffee and Chill can move its business location to a new place which of course has a bigger place and also a bigger parking lot, but Coffee and Chill needs investors to can execute it because Coffee and Chill is short of funds.
 - 2) The place has an interior design that is less Instagram able
To anticipate this, it is recommended for Coffee and Chill to renovate their place or move their business location.
 - 3) Lack of product innovation
Actually Coffee and Chill already has good products but Coffee and Chill still lacks innovation, it is recommended that Coffee and Chill recruit a research development team to focus on product innovation.
 - 4) Still has not maximizing the use of social media
To overcome this problem, Coffee and Chill is expected to be able to conduct recruitment for social media specialists who have an understanding of social media Facebook, Instagram and Tiktok in order to maximize the promotions that are carried out.
 - 5) Lack of capital to move the business location
To overcome this problem, it is recommended for the owner to promote the franchise through social media or through direct people, of course with interesting proposals, interesting concepts and also clear profit sharing and stock splits.
- b. Based on the result of the research considerations and discussion, most appropriate solution for external problem is as follows :

- 1) Possibly entry new competitors in this industry
To deal with this problem Coffee and Chill must implement a pricing strategy using competitor analysis, Coffee and Chill can do research and see the performance of its competitors. By using this method Coffee and Chill can determine a price that is more pleasing to consumers so that consumers prefer Coffee and Chill when compared to its competitors.
 - 2) Economic conditions that are experiencing a downturn
To overcome the economic downturn in Indonesia, Coffee and Chill can implement promotions for its products and apply a bundling pricing strategy in order to attract consumers back.
 - 3) High inflation in Indonesia
To overcome this problem, Coffee and Chill is advised to increase the cost of goods sales of the product or reduce the quality of the ingredients in order to overcome the high price of raw materials.
 - 4) PPKM regulations that affect sales
To overcome this, Coffee and Chill can increase its promotions on social media and also focus sales on Gofood, Shopeefood, and Grabfood so that it can improve sales performance.
2. To Further Researchers
- a. Adding tools at the matching stage, namely the Boston Consultant Group (BCG) Matrix, Strategic Position and Action Evaluation (SPACE) Matrix, Grand Strategy Matrix and Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix, So that further researchers can examine more related sources and references.

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