BUSINESS DEVELOPMENT ANALYSIS OF BUSINESS MODEL CANVAS (BMC) AND SWOT IN WEST BEKASI COFFEE INTERMEDIARY UMKM

Ida Hendarsih[1], Amas Sari Martanti[2], Diana Tambunan[3]

[1,2,3] Universitas Bina Sarana Informatika

Email: ida.idh@bsi.ac.id, amas.mtm@bsi.ac.id, diana.dtb@bsi.ac.id

Abstract

Coffee Intermediary Business as an MSME business still needs optimization for business development. The purpose of this study is to analyze the canvas business model and SWOT analysis to provide business improvements in Coffee Intermediary MSME. The analysis method used in the study is descriptive qualitative, while the data analysis technique used is BMC (Business Model Canvas). The data used includes primary and secondary data. The results of the study indicate that the Coffee Intermediary MSME business model needs to be improved in the elements of key partners, key activities, key resources, revenue streams, while the results of the SWOT analysis showed high scores on IFE (4.22) and EFE (4.33), indicating a strong competitive position with significant market opportunities, but to maintain its business excellence, Coffee Intermediary must continue to improve its strengths and improve its weaknesses.

Keywords: *Business Development Business Model Canvas And SWOT*

INTRODUCTIONN

In recent years, coffee has become an essential part of the lives of many people around the world. More than just a drink, coffee holds a long story about culture, tradition, and human relationships. From the process of planting coffee beans in the garden to serving it in a cup, coffee reflects hard work, dedication, and art that involves many parties. Today, coffee is also a symbol of warmth, a place where people share stories, exchange ideas, and create memories. It is no wonder that coffee often connects individuals, both in light conversations and serious discussions. With the concept that continues to develop, coffee shops are now a prestigious part of people's lifestyles, uniting taste and the philosophy of togetherness in every cup served.

Perantara Coffee is the result of Ratih's journey, who previously started her career as a barista by honing her skills and love for coffee. From that experience, she learned not only about the perfect coffee brewing technique, but also about the importance of creating a pleasant experience for every customer. With the full support of her husband, Ratih finally decided to realize her dream of opening her own coffee shop.

Perantara Coffee with its philosophy of "as a connector between one and another" really means that this shop is a stopover that is not only a place to enjoy coffee, but also an inspiring space to gather, share stories, and create precious moments with friends, family or loved ones. Through Perantara Coffee, they not only want to offer high-quality coffee, but also present a pleasant relaxing experience in a warm and friendly atmosphere. Vision: To make Perantara Coffee a leading cafe among the community and to be able to expand the reach of customers by opening new branches. Mission: To serve the best coffee while maintaining the quality of the coffee beans used, Memprovide friendly service to customers and ensure customers get a good experience after visiting, Presenting a comfortable and homey interior design concept.

Formulation of the problem

Based on the background above, the formulation of the problem in this research is as follows:
1. How is the implementation of market segmentation and product positioning strategies using the BMC analysis approach and SWOT analysis to increase sales at Perantara Coffee?
2. How can the policy of implementing market segmentation and product positioning strategies using the BMC analysis and SWOT analysis approaches increase sales at Perantara Coffee?

Research purposes

From the formulation of the problem, the objectives of this research are:
1. To find out how to apply market segmentation and product positioning strategies using the BMC analysis approach and BMC analysis and SWOT analysis to increase sales at Perantara Coffee
2. To find out how the policy of implementing market segmentation and product positioning strategies with the BMC analysis approach and SWOT analysis at Perantara Coffee

Literature review
UMKM

United Statesha Micro, Small and Medium Enterprises (MSMEs) are businesses established by individuals or groups on a small to medium scale. Generally, this type of business is often found in lower-middle class household environments to certain community groups with relatively few workers.UMK ActivitiesM is one of the backbones of the national economy by creating many new jobs and meeting the needs of the surrounding community. MSMEs often have competitive advantages in terms of unique and personal product or service quality, but often face obstacles in access to capital, technology, and marketing. Therefore, efforts are needed to increase the capacity of MSMEs through training, mentoring, and facilitation of market access.

UMKM is a business in the field of trade that is generally managed by individuals or in the form of a business entity whose business activities are in a small or micro scope (Arianto, 2021). MSMEs play a significant social and cultural role in society in addition to being small businesses with a sole orientation on profit. Many MSMEs, especially in the traditional sector, act as producers of handicrafts, products that represent the identity of a region, and preservers

of culture. Furthermore, by emphasizing the concept of sustainability through the use of natural resources that are economically and ecologically responsible, MSMEs often act as engines of the local economy. In some cases, MSMEs act as a tool for economic empowerment for socially marginalized groups, including women, people with disabilities, and other groups that often do not receive primary attention in the official economy.

Businesss Model Canvas

Business Model Canvas is a method to explain business models comprehensively (Hidayat, 2023). Business Model Canvas is not only a tool for designing business models, but also a visual framework that allows companies to adapt more quickly to market changes and customer needs. Many people consider Business Model Canvas only as a tool for planning or starting a new business, when in fact it is also very useful for identifying and managing uncertainty in an existing business, especially in the context of pivoting or changing business direction. The components of the canvas business model can be a guide when managing its operations. The following is a description of these components (Suwarni & Handayani, 2020) :

1. Customer Segments: This component describes the various groups that the business wants to reach and help.
2. Value Propositions: This component explains how the company's goods and services provide added value to specific client groups.
3. Channels: Channels describe how a business interacts with its clients and reaches specific customer segments to deliver the value of the product it offers.
4. Customer Relationship : This describes the type of relationship a business has with a particular consumer segment.
5. Revenue Streams: The company's revenue from each customer category is described by revenue streams.
6. Key Resource: The company's most valuable assets are described in this element. Key Resources, which are required for the business model to function properly.
7. Key Activities : The most important thing a business can do to ensure the success of its business model is to complete the key activities aspect.
8. Key Partners : This section describes the partners who work with the company to ensure that the business operates according to the current business plan.
9. Cost Structure: One of the components that describes all costs incurred in running a business model.

MIFE and EFE matrix

Matrixks IFE (Internal Factor Evaluation) is an analysis method carried out with the aim of analyzing the internal environment of an organization, especially in terms of the strengths and weaknesses of the organization, while the EFE (External Factor Evaluation) matrix is an analysis method carried out by analyzing the external environment of the organization by distinguishing opportunities and dangers that will affect the organization (Maulana et al., 2023). In the IFE matrix, the internal factors studied can include human resources, finance, and organizational culture. In the EFE matrix, factors that can affect the company from the external environment such as economic and political conditions, competition, government regulations and others. These two matrices are used to provide a comprehensive picture of the company's strategic position by assessing how the company utilizes internal strengths and how the company adapts to opportunities and overcomes threats from the external environment. IFE and IFE matrices, weights are used to measure how important each factor is in each company's success. Weights are calculated starting from 0.0 for each factor, the total percentage of weights for the IFE matrix and EFE matrix is not more than 1.00 for each matrix. If the weighted score is less than 2.5 indicates a weak internal position and if the weighted score is above 2.5 indicates a stronger than average internal position of the company.

SWOT (Strengths, Weaknesses, Opportunities, Threats)

SWOT (Strengths, Weaknesses, Opportunities, Threats) is one method consisting of internal factors, namely strengths and weaknesses and external factors of opportunities and threats that are often used in strategic planning assessments, but many people do not realize that SWOT is not only the right method for assessing internal qualities and deficiencies or external opportunities and dangers. More than that, SWOT can be considered an active system of thinking that allows an organization or individual to test and change their methodology continuously. SWOT analysis can be a methodology for understanding strategic issues by looking at the qualities and deficiencies of the internal environment and the opportunities and obstacles in the external environment (Suriono, 2022). SWOT analysis serves as a guide for innovation and adjustment of strategy, identifying the balance between internal and external factors, and can be applied continuously to maintain relevance in a changing environment. In addition, SWOT can also be used in a broader context, such as personal development and reflection on culture or social conditions, making it a very flexible and useful tool in various aspects of life and business.

RESEARCH METHODS

The selection of the location and the technique of determining the research respondents were carried out intentionally (purposive) considering that the business was newly established by producing various kinds of coffee drinks and various foods. The study used primary data and secondary data. Primary data was generated from in-depth interviews with UMKM Perantara Coffee with several predetermined questions. The method used is descriptive analysis, which is to answer the problems being faced in the form of case studies so that a broad and in-depth picture is obtained during a certain period during the research.

RESULTS AND DISCUSSION
Coffee Broker Business Profile

Perantara Coffee is here with the passion to bring the coffee experience to a more personal and meaningful level. Established in February 2024, this shop carries a comfortable hommy concept, where every visitor can feel at home.

Perantara Coffee is owned by Febri & Ratih, Business Address: Jl. Bintara Raya 6, West Bekasi, Number of Employees: 7 People, service every day: Monday - Friday & Saturday - Sunday, Hours: 13.00 - 23.00 & 13.00 - 00.30 WIB. Facilities: Rooftop, Live Music, Smoking Area Indoor & Outdoor, Private Room (Meeting, Games, Karaoke), Selling Price between: IDR 25,000 - IDR 50,000 per person. Inspired by the philosophy of "connection" reflected in its name, Perantara Coffee aims to be a place that unites various parties, from friends, family, to communities. With a diverse menu, ranging from various coffee variants, non-coffee drinks, to light and heavy dishes, Perantara Coffee offers something to suit every taste. In addition to maintaining the quality of the coffee, this shop also emphasizes the comfort of the atmosphere and the close relationship between visitors and employees, creating a pleasant environment for anyone who comes. This philosophy is also reflected in the Perantara Coffee logo which depicts a bridge, a connecting symbol that fits the location of the shop which is near a bridge, making this place a meeting point that connects many people in togetherness.

Coffee Intermediate Menu

Perantara Coffee provides a variety of menus to attract its consumers, the menu provided; various types of coffee drinks, cappuccino, drinks in the form of various chocolates, various tea drinks, various snacks and also provides a variety of fried rice, chicken rice and various instant noodle menus.

Marketing Strategy

Based on the results of the interview with the owner of Perantara Coffee, he said that the way to sell their products to attract customers is through social media Instagram stories, reels, feeds and also TikTok, they routinely schedule posts about the atmosphere of the shop, menus or other creative content ideas which are done every 2 weeks, then Perantara Coffee also provides an adequate area for customers who want to hold special events such as birthdays, meetings, social gatherings, nobar and so on. The menu presented by Perantara Coffee is very unique and the taste is also of high quality, they make dishes based on the specified measurements so that customers are satisfied with the taste of the dishes served, but a few months after the grand opening of Perantara Coffee, there was a decrease in income so that the owner carried out creative promotions starting from Ramadan package promotions, bundling promotions, independence promotions, buy 1 get 1 promotions and gradually releasing other unique new menus, besides that Perantara Coffee is active and fast-responding on social media to interact with its customers. Payment methods at Perantara Coffee are also diverse, customers can make payments with cash, QRIS or Credit Card, making it very easy for customers to make transactions.The Coffee also utilizes collaboration with local communities as part of their marketing strategy. By collaborating with musicians, they routinely hold live music events every Saturday night on the rooftop as entertainment. Perantara Coffee has also collaborated with Grab and Gojek so that customers can order coffee or food through the application.

Businesss Model Canvas (BMC) Intermediary Coffee

Figure 1. BMC Coffee Intermediary

Business Model Canvas (BMC) Perantara Coffee initial visit describes a business strategy that focuses on product quality, customer convenience, and collaboration with the local community. With the support of local coffee bean suppliers and bottled minerals, this shop provides quality coffee and food at affordable prices, and offers a comfortable place to work, socialize, and hold special events. Creative promotions through social media, active interactions, and games in the shop strengthen relationships with customers. The main income comes from coffee sales, food, and rental of space, supported by experienced baristas, strategic location, and complete facilities. This strategy is strengthened by the management of raw material costs, operations, and promotions to maintain business sustainability.The results of the research conducted show that there are several things that Coffee Brokers should do in implementing the Business Model Canvas (BMC).

Ida Hendarsih **et al**

BUSINESS MODEL CANVAS (BMC) PERANTARA COFFEE				
Key Partners	**Key activities**	**Value Proposition**	**Customer Relationships**	**Customer Segments**
-Suplier biji kopi lokal -Suplier air mineral botol **-Suplier Bahan baku dan merchandise**	-Produksi kopi dan makanan berkualitas -Aktivasi promosi kreatif offline dan online **-Kerjasama dengan platform delivery**	-Kopi dan makanan berkualitas dengan harga terjangkau -Tempat nyaman untuk bekerja, bersosialisasi dan acara khusus -Berkolaborasi dengan komunitas lokal	-Interaksi aktif dimedia sosial -Pelayanan yang ramah -Menyediakan permainan (kartu, stacko,catur)	-Pecinta kopi -Berbagai kalangan generasi -Kelompok sosial (rapat kerja, arisan, birthday,dll)
	Key Resources -barista berpengalaman - Peralatan kopi berkualitas -Lokasi strategis dan nyaman -Bebas parkir **-Kerjasama dengan Grab dan Gojek**		**Chanels** -Media sosial (instragram,tiktok) -Word of mouth dari relasi pekerja dan acara komunitas	
Cost structure		**Revenue**		
-Biaya bahan baku -Gaji staf dan operasional kedai -Promosi dan pemasaran -Pemeliharaan fasilitas dan peralatan		-Penjualan kopi dan non kopi, makanan ringan, makanan berat -Penyewaan tempat untuk acara khusus **-Penjualan merchandise (tumbler, tote bag, kaos)** **-Pemesanan online vis Grab/Gojek**		

Imager 2. Results of BMC Analysis of Coffee Intermediaries

Analysis *Business Model Canvas*(BMC) Perantara Coffee has developed by adding cooperation with delivery platforms such as Grab and Gojek to expand customer access, as well as plans to sell merchandise such as tumblers and t-shirts to increase additional income. This change is supported by new raw material and merchandise suppliers as main partners. With a strategic location, experienced baristas, and a customer-friendly layout, this shop focuses on a combination of offline and online promotions to attract customers from various circles, both directly and through digital services, thus providing a broader and more affordable experience.

With the existence of BMC Perantara Coffee can find out the evaluation needed, one of which is by collaborating with Grab and Gojek to improve its ordering method, here are the differences between Perantara Coffee's social media accounts: Perantara Coffee's Instagram and Tiktok accounts. On the Instagram and Tiktok accounts, Perantara Coffee initially conducted research, their social media was decorated with promotions and creative content, there was no innovative content that increasingly attracted customers to visit or order one of the menus at Perantara Coffee. After conducted an analysis, provided suggestions for Perantara Coffee to innovate its ordering method, namely by collaborating with Grab and Gojek as delivery order platforms, making it easier for customers to continue ordering menus at Perantara Coffee without having to go to the shop.

Interview Data Abuulation

GiveTabulation of Respondent Data on the Coffee Broker SWOT Questionnaire: The results of 50 respondents to the SWOT questionnaire at Perantara Coffee consisted of: Ownerk :2 Respondents Staff/Workers: 5 Respondents Customers: 43 Respondents

NO	KET	S1	S2	S3	S4	S5	S6	W1	W2	W3	W4	W5	W6	O1	O2	O3	O4	O5	O6	T1	T2	T3	T4	T5	T6
1	Pelanggan	4	4	5	4	5	5	4	4	4	4	4	5	4	4	5	5	4	5	4	4	4	4	5	5
2	Pelanggan	3	5	5	5	5	5	5	3	1	1	1	1	5	5	5	5	5	1	5	3	5	5	5	5
3	Pelanggan	5	5	4	4	5	4	2	3	3	2	3	3	5	4	4	3	5	4	3	3	3	3	2	4
4	Pelanggan	4	5	5	3	4	4	4	2	5	5	4	3	4	4	4	5	5	4	4	5	4	5	4	4
5	Pelanggan	5	4	4	4	5	4	4	3	4	4	4	4	4	5	4	5	5	4	4	4	4	4	3	4
6	Pelanggan	5	4	5	4	5	4	4	3	4	4	3	5	5	4	5	5	4	4	4	4	5	4	4	4
7	Pelanggan	4	4	4	5	5	4	4	4	4	4	4	4	5	4	4	5	4	4	5	4	4	4	4	4
8	Pelanggan	5	4	4	5	5	4	3	4	4	4	4	4	5	4	5	4	4	5	4	5	4	4	4	4
9	Pelanggan	5	5	5	5	4	4	3	4	4	4	3	4	5	4	5	5	4	5	4	5	4	4	4	5
10	Pelanggan	4	4	5	5	4	4	4	4	4	4	4	4	3	4	5	4	4	4	4	4	5	5	5	4
11	Pelanggan	5	4	4	5	5	4	4	4	4	4	4	4	5	5	5	5	4	4	5	4	5	5	5	4
12	Pelanggan	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5	4	5	5	5
13	Pelanggan	5	4	5	4	4	5	5	4	5	4	5	4	5	5	4	4	4	5	5	4	5	4	5	4
14	Pelanggan	5	5	4	5	4	4	3	3	3	3	4	4	5	3	4	4	5	5	4	5	4	4	4	4
15	Pelanggan	5	4	5	5	5	5	4	3	4	4	4	4	5	4	4	4	4	4	5	4	5	4	5	4
16	Pelanggan	5	4	5	5	5	4	4	5	5	5	4	4	4	4	4	5	5	4	5	5	5	5	5	5
17	Pelanggan	5	5	4	5	4	4	3	3	4	4	4	5	4	4	5	5	4	5	4	5	4	4	4	4
18	Pelanggan	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4	5	4	5	4	4	5
19	Pelanggan	5	4	5	4	5	5	4	5	4	5	4	5	4	5	4	4	5	5	4	5	5	5	5	5
20	Pelanggan	5	4	4	3	2	3	2	3	2	3	3	4	3	4	4	4	4	4	3	2	2	2	3	3
21	Pelanggan	4	4	4	4	4	4	4	4	4	4	5	4	5	4	4	5	4	5	5	5	4	4	4	4
22	Pelanggan	5	5	4	5	4	5	4	5	4	5	5	5	5	5	5	5	5	4	4	5	4	4	5	4
23	Pelanggan	4	4	4	5	4	5	2	3	4	2	3	5	4	4	4	5	3	5	4	2	4	1	4	4
24	Pelanggan	5	3	4	5	4	5	5	4	1	3	3	5	5	5	4	5	4	5	5	5	5	5	5	5
25	Pelanggan	5	4	4	5	4	4	4	5	5	5	5	4	5	4	4	5	5	5	4	5	5	5	5	5

No.		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
26	Pelanggan	5	5	4	5	5	4	5	4	5	5	4	5	5	4	5	4	5	4	5	4	5	4	4	5
27	Pelanggan	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
28	Pelanggan	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
29	Pelanggan	5	4	4	4	5	5	4	4	3	4	4	5	5	4	5	5	4	4	4	4	4	4	4	4
30	Pelanggan	5	5	4	5	4	5	5	4	5	4	5	4	5	4	5	4	5	5	4	5	5	4	5	4
31	Pelanggan	5	5	5	5	4	4	5	4	5	4	5	4	4	5	5	5	4	5	5	4	5	4	4	5
32	Pelanggan	5	4	5	5	5	4	5	4	5	4	5	5	4	5	5	4	5	4	5	4	5	4	5	4
33	Pelanggan	5	5	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5
34	Pelanggan	4	5	3	4	4	5	3	2	3	4	4	3	5	4	3	4	5	4	5	4	5	4	5	4
35	Pelanggan	5	4	5	5	4	4	2	4	4	3	3	5	5	4	5	4	4	5	4	4	5	4	5	
36	Pelanggan	3	3	1	5	4	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
37	Pelanggan	4	4	5	5	4	5	5	4	4	5	3	4	4	4	4	4	4	4	4	4	4	4	4	4
38	Pemilik	5	5	5	5	5	5	2	2	3	3	3	5	5	4	3	4	4	4	4	4	4	4	4	4
39	Pemilik	5	5	5	5	5	5	3	3	2	3	2	3	4	4	5	4	4	5	4	4	3	3	4	4
40	Pelanggan	3	4	5	5	5	5	3	3	1	5	2	2	5	5	5	5	5	5	4	5	5	4	5	5
41	Staff/Pekerja	4	4	4	5	5	5	3	3	4	4	4	3	4	4	4	4	4	4	4	4	3	3	3	3
42	Staff/Pekerja	5	5	5	5	5	5	3	3	2	3	3	3	5	5	4	4	4	4	4	4	4	4	4	4
43	Staff/Pekerja	5	5	5	5	5	5	3	3	3	3	3	5	5	5	5	5	5	4	4	4	4	4	4	4
44	Staff/Pekerja	4	5	4	4	5	5	3	2	2	3	4	4	4	4	5	5	4	4	3	3	4	3	3	
45	Pelanggan	4	4	5	5	4	4	5	4	5	4	4	4	4	3	4	4	4	4	5	4	4	5	5	5
46	Staff/Pekerja	5	5	5	5	5	5	4	2	2	3	3	4	4	5	5	5	4	4	5	4	4	5	4	
47	Pelanggan	5	4	4	5	5	4	4	4	4	5	4	4	4	5	4	4	4	4	4	4	5	4	4	4
48	Pelanggan	5	5	5	5	5	5	4	4	5	4	5	4	4	4	5	4	4	4	4	4	4	5	4	3
49	Pelanggan	4	4	5	4	4	4	5	4	5	4	5	4	4	4	4	4	4	4	5	4	5	5	5	5
50	Pelanggan	5	4	4	4	3	4	4	4	5	4	5	4	4	4	4	4	4	4	5	4	4	4	4	
	TOTAL	232	220	223	233	227	227	193	181	188	196	191	200	226	216	222	222	218	219	215	206	216	208	214	214

Analysis IFE matrix

The IFE Matrix from the tabulation results of the Coffee Intermediary respondent data is as follows:

No.	Kekuatan (Strenght)	Jumlah	Bobot %	Rating	Bobot x Rating
	Faktor Internal				
1	Perantara Coffee menyediakan kopi dengan kualitas yang sangat baik.	232	0,09	4,64	0,43
2	Varian menu yang ditawarkan di Perantara Coffee sangat beragam dan menarik.	220	0,09	4,40	0,39
3	Perantara Coffee memiliki lokasi dengan parkiran yang luas dan gratis.	223	0,09	4,46	0,40
4	Pelayanan yang diberikan oleh staf Perantara Coffee sangat ramah dan profesional.	233	0,09	4,66	0,43
5	Suasana di Perantara Coffee nyaman untuk bekerja atau bersosialisasi.	227	0,09	4,54	0,41
6	Perantara Coffee memiliki media sosial yang menarik dan memberikan informasi yang berguna.	227	0,09	4,54	0,41
	Total Strenght	**1362**			**2,46**
No.	**Kelemahan (Weakness)** — Faktor Internal	Jumlah	Bobot %	Rating	Bobot x Rating
1	Perantara Coffee belum memiliki program loyalitas yang menarik bagi pelanggan.	193	0,08	3,86	0,30
2	Menu yang ada di Perantara Coffee tidak memberikan informasi yang cukup, terutama tentang bahan dan rekomendasi menu	181	0,07	3,62	0,26
3	Perantara Coffee kekurangan ruang untuk pertemuan atau acara kelompok.	188	0,07	3,76	0,28
4	Merchandise atau produk berlogo untuk pelanggan tidak tersedia di Perantara Coffee.	196	0,08	3,92	0,31
5	Perantara Coffee tidak cukup proaktif dalam meminta dan menanggapi feedback pelanggan.	191	0,08	3,82	0,29
6	Live music di Perantara Coffee tidak mengikuti tren musik yang sedang populer.	200	0,08	4,00	0,32
	Total Weakness	**1149**			**1,75**
	Total Keseluruhan	**2511**	**1,00**		**4,22**

Based on the results of the IFE analysis above, it can be seen that the main strength factors in Perantara Coffee are Good Coffee Quality and Friendly and Professional Service with the highest value of 0.43. Meanwhile, the weakness factor from the results of the IFE analysis with the lowest value of 0.26 is in Insufficient menu information. These results illustrate that Perantara Coffee excels in quality products and satisfactory service can be an added value for customers. However, weaknesses in the delivery of menu information indicate the need for improvement, especially in providing clearer and more detailed explanations. This improvement strategy can help increase competitiveness and customer satisfaction.

Analysis EFE matrix

AThe EFE Matrix from the tabulation results of the Coffee Intermediary respondent data is as follows:

Ida Hendarsih **et al**

No.	Peluang (Opportunity)	Jumlah	Bobot %	Rating	Bobot x Rating
	Faktor Eksternal				
1	ıra Coffee memiliki potensi untuk menjadi tempat favorit rbagai kalangan (misalnya mahasiswa, pekerja, a).	226	0,09	4,52	0,39
2	Mengadakan program atau workshop (misalnya barista training, workshop kopi) dapat meningkatkan loyalitas pelanggan.	216	0,08	4,32	0,36
3	Menyediakan kopi dalam kemasan botolan dengan berbagai variasi ukuran dapat menjadi pilihan yang menarik bagi pelanggan.	222	0,09	4,44	0,38
4	Perantara Coffee memiliki peluang untuk memperluas kedai dengan memanfaatkan area yang ada.	222	0,09	4,44	0,38
5	Perantara Coffee dapat memperluas segmentasi pasar dengan meningkatkan promosi dan menjalin lebih banyak kerja sama dengan pihak lain	218	0,08	4,36	0,37
6	Membuka cabang baru dengan lokasi yang lebih strategis (misalnya di pusat kota atau dekat dengan area kampus) akan memberikan peluang lebih besar untuk menarik pelanggan baru.	219	0,08	4,38	0,37
	Total Opportunity	**1323**			**2,25**
	Faktor Eksternal				
No.	Ancaman (Threat)	Jumlah	Bobot %	Rating	Bobot x Rating
1	Banyaknya kedai kopi di sekitar lokasi Perantara Coffee membuat persaingan menjadi lebih ketat.	215	0,08	4,3	0,36
2	Kenaikan harga bahan baku kopi dan produk lainnya dapat mempengaruhi stabilitas harga jual di Perantara Coffee.	206	0,08	4,12	0,33
3	Risiko mendapatkan ulasan negatif di platform online (seperti Google Reviews, Instagram, atau Tiktok) dapat mempengaruhi reputasi Perantara Coffee.	216	0,08	4,32	0,36
4	Penurunan loyalitas pelanggan akibat kurangnya promo atau diskon yang menarik dapat menjadi ancaman bagi Perantara Coffee.	208	0,08	4,16	0,33
5	Status tempat usaha Perantara Coffee yang masih sewa (bukan milik sendiri) dapat menghambat ekspansi atau keberlanjutan bisnis jangka panjang.	214	0,08	4,28	0,35
6	Persaingan dagang yang tidak sehat (misalnya harga yang dipotong secara drastis oleh pesaing) dapat mempengaruhi daya saing Perantara Coffee.	214	0,08	4,28	0,35
	Total Threat	**1273**			**2,08**
	Total Keseluruhan	**2596**	**1,00**		**4,33**

Based on the results of the IFE analysis above, it can be seen that the opportunity factor for Perantara Coffee is that it can be a favorite place for various groups with the highest value of 0.39. Meanwhile, the threat factor from the results of the EFE analysis with the lowest value of 0.33 is the increase in raw material prices and decreased customer loyalty. This shows that Perantara Coffee has great potential to attract more customers from various segments if it continues to maintain and improve the quality of service. However, the main challenge that needs to be overcome is the efficient management of raw material costs and strategies to increase customer loyalty in order to maintain business stability amidst market competition.

Position MIE (Internal-External) matrix

Matrixks IE (Internal-External) is used to analyze the company's position based on internal and external factors. The results of this matrix help determine the appropriate strategy, such as growth, stability, or diversification, by considering the company's strengths, weaknesses, opportunities, and threats.
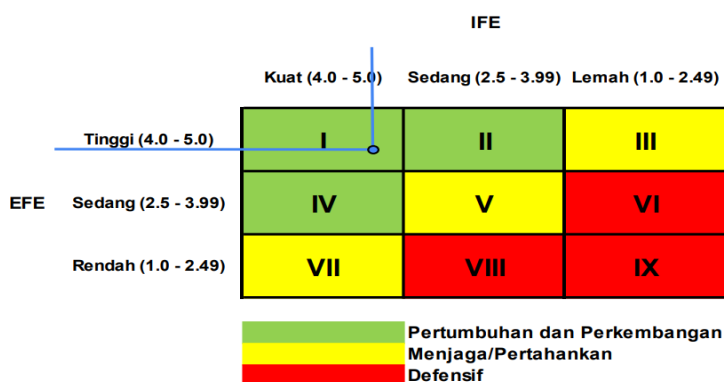
Imager 4. IE Matrix (Internal-External)

Result The IE Matrix shows that Perantara Coffee is in quadrant I with an IFE score of 4.22 and an EFE score of 4.33. This shows that the company has great strength and a very supportive external environment. The recommended strategy is to develop the business through market expansion, product improvement, or service innovation.

SWOT Matrix Analysis

	Kekuatan (Streghts)	Kelemahan (Weaknesses)
	1. Memakai biji kopi berkualitas dan memiliki varian menu yang beragam 2. Parkiran yang luas dan bebas dari tarif 3. Pelayanan yang ramah dan profesional 4. Pembayaran bisa di lakukan secara online/cashless 5. Fasilitas yang lengkap dan memiliki suasana kedai yang nyaman untuk bekerja atau bersosialisasi 6. Media Sosial Perantara Coffee yang menarik dan informatif	1. Kurangnya program loyalty bagi pelanggan 2. Kurang memberikan informasi lengkap tentang menu yang ada 3. Keterbatasan ruang untuk pertemuan 4. Belum menyediakan merchandise sebagai brand awarenes yang dapat meningkatkan engagement dan loyalitas pelanggan 5. Minimnya feedback pelanggan 6. Live music yang kurang mengikuti tren
Peluang (Opportunity)	**Strategi S-O**	**Strategi W-O**
1. Memiliki potensi menjadi tempat favorit bagi semua kalangan 2. Mengadakan program/workshop yang dapat meningkatkan loyalitas pelanggan 3. Menyediakan kopi versi botolan dengan berbagai variasi ukuran ml 4. Memanfaatkan area untuk memperluas kedai 5. Memperluas segmentasi pasar dengan memperbanyak promosi dan kerja sama 6. Membuka cabang baru dengan lokasi yang lebih strategis	1. Adakan workshop atau kelas kopi untuk meningkatkan engagement pelanggan dan memperkenalkan varian baru. 2. Berikan pelatihan tambahan kepada barista untuk meningkatkan kualitas pelayanan dan personalisasi pengalaman pelanggan. 3. Gunakan area yang luas untuk mengadakan event kecil, seperti live music atau pameran karya seni, untuk menarik pelanggan baru. 4. Buat konten yang lebih menarik dan interaktif, seperti kuis atau giveaway, untuk meningkatkan engagement dan jangkauan.	1. Implementasikan program loyalitas yang menarik, seperti poin rewards atau diskon khusus untuk pelanggan setia. 2. Buat menu yang lebih detail dan informatif, serta pertimbangkan untuk membuat aplikasi mobile yang memudahkan pelanggan untuk memesan. 3. Aktif mencari feedback dari pelanggan melalui survei atau kotak saran, lalu gunakan feedback tersebut untuk meningkatkan kualitas produk dan layanan.
Ancaman (Threaths)	**Strategi S-T**	**Strategi W-T**
1. Banyaknya kedai kopi di lokasi sekitar 2. Harga bahan baku yang naik mempengaruhi stabilitas harga jual 3. Risiko ulasan negatif di platform online mempengaruhi reputasi kedai 4. Penurunan loyalitas pelanggan akibat kurangnya promo atau diskon 5. Status tempat usaha yang masih sewa 6. Persaingan dagang yang tidak sehat	1. Jaga konsistensi kualitas kopi dengan memilih supplier biji kopi yang terpercaya dan melakukan quality control secara rutin. 2. Berikan pelatihan kepada karyawan tentang cara menangani komplain pelanggan dengan baik dan profesional. 3. Gunakan media sosial untuk mengelola reputasi online dengan merespons komentar dan ulasan pelanggan secara cepat dan tepat.	1. Prioritaskan pengembangan program loyalitas yang efektif untuk mempertahankan pelanggan setia. 2. ingkatkan kualitas informasi produk dan layanan yang tersedia untuk pelanggan. 3. Aktif mendengarkan feedback pelanggan dan melakukan perbaikan yang diperlukan. Rekomendasi Tambahan: 4. Pelajari strategi pesaing dan identifikasi keunggulan kompetitif yang dapat Anda manfaatkan. 5. Buat setiap interaksi dengan pelanggan menjadi pengalaman yang berkesan.

EValuation, Conclusion, Suggestion

Thentara Coffee has succeeded in creating a comfortable environment with the concept of "hommy" and philosophy as a connector. Providing a variety of drinks and food with maintained product quality, friendly service, and marketing strategies through social media are the main advantages. However, there are some challenges, such as a decrease in income after the grand opening event. Improvement efforts are made through various promotions, adding new menus, and partnerships with platforms such as Grab and Gojek. Based on the results of the SWOT survey, it can be seen that customers like the atmosphere, product quality, and facilities provided. However, there are weaknesses, such as limited initial innovation in social media and challenges in maintaining customer satisfaction continuously.

Conclusion

perantara Coffee has successfully utilized social media, community collaboration, and product diversification to attract customers. Post-visit BMC development shows good business adaptation, such as cooperation with delivery platforms. The SWOT analysis results show high scores on IFE (4.22) and EFE (4.33), indicating a strong competitive position with market opportunities thesignificant.

Directions

To support the development of Coffee Brokers, focus on innovation social media content by creating interesting stories about the philosophy of the shop, adding new menus that follow trends, and holding creative promotions both offline and online, such as collaboration with influencers or local communities, presenting merchandise, then improving delivery order services through grabfood or gofood. In addition, improve customer experience through regular surveys, staff training, and loyalty programs for loyal customers. With this strategy, Perantara Coffee can expand its market reach, increase customer satisfaction, and maintain its uniqueness as a warm and friendly place.

REFERENCES

Arianto, A. D. (2021). Entrepreneurial MIndset & Skil. In Insan Cendekia Mandiri. Hidayat, N. et al. (2023). STRATEGI BISNIS USAHA MIKRO MENGGUNAKAN

BUSINESS MODEL CANVAS. Media Riset Bisnis Ekonomi Sains Dan Terapan, 1(1), 2023.

Maulana, M. A., Puspa, T., NurKhoirunnisa, A., Haikal Murzid, M. M., & Simanjuntak, W. A. (2023). Analisis Manajemen Strategik Perusahaan Pada Ayam Penyet Cabe Ijo "Sinar Karsi." Jurnal Ekonomi Trisakti, 3(1), 587–600. https://doi.org/10.25105/jet.v3i1.15527

Suriono, Z. (2022). Analisis SWOT dalam Identifikasi Mutu Pendidikan. ALACRITY : Journal of Education, 1(20), 94–103. https://doi.org/10.52121/alacr ity.v1i3.50

Suwarni, E., & Handayani, M. A. (2020). Strategi Pengembangan Bisnis Usaha Mikro Kecil Menengah Keripik Pisang Dengan Pendekatan Business Model Kanvas: (Studi Kasus UMKM Arabar Shop di Kota Bandar Lampung, Provinsi Lampung). Journal Management, Business, and Accounting, 19(3), 320–330.