



Casim Coffee Business Development Strategy in Karangpring Village, Sukorambi District, Jember Regency

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ABSTRACT

Casim Coffee Business, a microenterprise in Jember Regency, requires development to enhance its operations. This study aims to: (1) identify and analyze internal and external factors influencing the strengths, weaknesses, opportunities, and threats in the development of Casim Coffee Business in Karangpring Village, Sukorambi District, Jember Regency; (2) formulate alternative strategies for business development; and (3) determine strategic priorities for implementation. The study employs IFE Matrix, EFE Matrix, SWOT Analysis, and QSPM Matrix methodologies. The IFE Matrix yielded a score of 2.882, while the EFE Matrix scored 2.760. According to the IE Matrix, the business is positioned in cell V, which corresponds to a "Maintenance and Sustainment" strategy. SWOT analysis identified 10 alternative development strategies, and the QSPM Matrix prioritized participation in MSME bazaar events and raising product awareness to address the limited local market, with the highest attractiveness score of 6.917.

Keywords — business development strategy, coffee, SWOT, QSPM

1. Introduction

The agricultural sector plays a vital role in the Indonesian economy and contributes significantly to the gross domestic product (GDP). In 2020, the sector contributed approximately 13.70% of Indonesia's total GDP. One subsector with great potential is coffee plantation. Indonesia is known as one of the world's best coffee producers, producing high-quality products that can compete in the global market. Indonesia is the fourth largest coffee producer in the world, after Brazil (36.71 percent), Vietnam (17.55 percent), and Colombia (8.45 percent), contributing 6.07 percent to the total global production. Indonesia's diverse tropical climate and geographical conditions provide a great opportunity to develop different varieties of coffee with unique flavors and aromas according to the geographical indications of each region. The growing demand for coffee, both domestically and internationally, will

significantly increase the requirements for both quality and quantity, presenting substantial potential within a highly competitive market [1].

East Java is one of the major coffee producing regions in Indonesia, and Jember Regency is one of the areas with great potential for coffee plantation development. Jember Regency is the second largest coffee producer in East Java, with a total harvest of 11,863 tons in 2017. One of the sub-districts with high coffee production is Sukorambi District, especially Karangpring Village, which has favorable geographical conditions for coffee cultivation, such as its proximity to the slopes of Mount Argopulo. This great potential encourages local communities to develop coffee businesses, one of which is a small business called Kasim Coffee, which focuses on post-harvest processing of Arabica and Robusta coffee. To implement an effective business development strategy, both entrepreneurs and employees must have high-



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quality human resources. Enhancing these resources requires attributes such as discipline, strong commitment, honesty, creativity, innovation, independence, and realism. Training is crucial for improving human resource quality, as expertise, critical thinking, and individual skills are fundamental to future success. Key challenges faced by business leaders include market competitiveness, the availability of skilled workers, and effective product marketing [2].

Casim Coffee has been operating since 2012 and processes coffee into green beans, roasted beans, and ground coffee products. Despite already having business legalities such as NIB (Business Identification Number), PIRT (Food Manufacturing for Home Industry), and Halal certification, and selling its products to various cities such as Yogyakarta, Surabaya, and Malang, the business still faces challenges. It is working on expanding its market at the local level, especially in Jember Regency. Tough competition from similar companies such as KSU Buah Ketakasi, Rumah Kopi Banjarsengon, and others, requires Casim Coffee to continue innovating and developing effective marketing strategies. In prioritizing the development of the company, it is crucial to identify and leverage opportunities that enhance strategic success. Moreover, when the company encounters risks, analysis becomes vital for ensuring growth and long-term survival. The process of business strategy development involves three primary stages: the input stage, the matching stage, and the decision-making stage [3].

In order to compete and maintain its existence, the SWOT (Strengths, Weaknesses, Opportunities, Threats) method is used to analyze the internal and external factors that affect the business of Kasim Coffee. This method aims to identify the strengths, weaknesses, opportunities, and threats that the business faces. Furthermore, the Quantitative Strategic Planning Matrix (QSPM) method is used to determine the preferred alternative strategies that can be implemented to strengthen the company's position in the local market and increase its competitiveness.

Based on this background, this study aims to identify and analyze the factors influencing the business development strategy of Casim Coffee

in Karangpurin Village, Sukolambi District, Jember Regency. It is therefore hoped that the results of this study can provide effective strategy recommendations for Casim Coffee to maintain and strengthen its competitiveness in the local market.

2. Methods

The study was conducted at the production site of the Casim Coffee enterprise located in Karanpurin village, Skollambi district, Jember Regency. The distance between Karanpurin village and Skollambi district is about 7km and the distance from Jember city is 12km. This study location was purposefully chosen as this enterprise has the potential for business development. The study was conducted for ± 6 months from the pre-study phase until the completion of the study.

In business research, there are two main factors that affect business performance: internal and external. Internal factors include capital, human resources (HR), raw materials, products, promotions, prices, production technology, etc., which all originate from within the enterprise and directly affect operations. On the other hand, external factors include competitors, government policies, market conditions, consumers, developments in information technology, etc., which are outside the enterprise's control but still have a significant impact. These two factors interact with each other to determine the success of a business.

This study was conducted using a quantitative research design with a descriptive approach. This study uses quantitative research techniques to describe the internal and external factors of the company in formulating the right strategy using analytical tools for business development. Quantitative research is a research method based on the philosophy of positivism and is used to examine a specific population or sample. A descriptive statistical approach is used to analyze data by describing or illustrating the collected data. Based on this description, a quantitative research design with a descriptive approach is used to describe the data obtained in the field according to the facts and then measure them using a statistical system with weighting and evaluation.



Population is a generalized area consisting of objects or subjects with certain qualities or characteristics that are determined by the researcher to be studied and conclusions are drawn. The subjects of this study included the business owner and all employees of Casim Coffee in Karampling village, Skollambi district, Jember Regency. The sampling technique used was purposive sampling, a technique in which the sample is determined by taking into account certain considerations. The sample of this study consisted of three individuals: the owner of Casim Coffee, one employee from the production department, and three QSPM experts, Mr. Arditya Alam Wigna, a scholar, SE and MM.

The research instruments used in this study include direct observation at the establishment, unstructured interviews, open and closed questionnaires and literature review. The data obtained from various sources will be analyzed to identify the strengths, weaknesses, opportunities and threats faced by the Casim Coffee business located in Karangpurin village, Skollambi district, Jember Regency.

3. Discussion

3.1. Analysis of the internal business environment

This study will analyze the internal environment of the Casim Coffee business considering factors such as capital, human resources, raw materials, products, promotion, price, and production technology. The capital required by Casim Coffee annually for production is approximately IDR 400 million, with production frequency of 80-90 times per year and cost per production of IDR 2 million to 5 million. Limited capital is the main challenge, especially since capital comes from bank loans that must be repaid annually while personal funds are not enough to cover large scale production needs. Human resources consist of 13 employees, who handle various duties such as production, sorting, marketing, finance, and packaging, most of whom come from the surrounding area to support smooth business operations and reduce local unemployment.

During the business life cycle, the initial year is the most vulnerable period for new enterprises, with a high risk of closure. Research indicates that failure rates typically decrease over time, stabilizing in the fourth through sixth years with a lower number of failures, and diminishing significantly after the seventh year. Independent coffee shops, in particular, encounter a range of internal and external challenges during their first year of operation [4]. The culinary business, particularly the coffee shop sector, is emerging as a highly profitable field. As long as it continues to innovate, the culinary industry is expected to remain vibrant. Coffee shops are currently trending as popular venues for leisure, work, and socializing [5].

The main raw material for Kasim Coffee is cherry coffee beans, collected from its own plantation and local farmers. During the harvest season, Arabica coffee requires 500-600 kg of cherry coffee per day, while Robusta coffee requires 2 tons per day. The harvest season for Arabica coffee is three months (May, June, and July), while Robusta coffee is harvested in August, September, and October. The products produced include coffee powder, roasted beans, and green beans, which vary by processing method and weight. Prices of the products range from IDR 10,000 to IDR 275,000 for ground coffee, IDR 25,000 to IDR 270,000 for roasted beans, and IDR 19,000 to IDR 170,000 for green beans, depending on the type and processing process.

The production technologies used include semi-modern tools and machinery such as a pulper machine to remove the husks of the coffee with a production capacity of 100 kg per hour, a rice husker to remove the husks of the coffee, a roaster for the coffee beans with a capacity of 3 kg, a grinder to grind the coffee with a capacity of 5 kg per hour, and a siller machine for product packaging. Thus, this study shows how internal factors such as capital, human resources, raw materials, and production technologies affect the performance and sustainability of the Casim Coffee business.



Table 1. Internal strategy element matrix

Weight of internal factors (A)	Weight (A)	Rating (B)	Weighted score (AXB)
Strength			
1. Highly skilled employees Fields	0.088	3	0.265
2. The production site is close to the materials standard	0.088	3	0.265
3. The quality of the products offered is good	0.118	4	0.471
4. Business Legality	0.088	3	0.265
5. The product is reasonably priced All Groups	0.088	3	0.265
6. You retain the product purchase discount	0.118	4	0.471
7. Promotion through the media online	0.088	3	0.265
8. There is equipment to use Semi-modern	0.088	3	0.265
Total	0.765	26	2,529
No internal factors			
Weaknesses			
1. Business capital comes from loans bank	0.029	1	0.029
2. Restrictions on business owner's capital	0.029	1	0.029
3. Ingredients are seasonal	0.029	1	0.029
4. Poor packaging design	0.059	2	0.118
5. Do not participate in the local product bazaar event Local small and medium-sized businesses	0.059	2	0.118
6. Prices for production machines and machine services Expensive coffee	0.029	1	0.029
total	0.235	8	0.353
total amount	1	34	2,882

3.2. Analysis of the internal business environment

This study identified external environmental factors that influence the Casim Coffee business in Karangpuring Village, Sukorambi District, Jember Regency. Competition in the coffee business in Jember is intensified due to the presence of several competitors such as KSU Buah Ketakasi, Rumah Kopi Banjarsengon, Pondok Kopi, Bedak Coffee, and Kopi Ratu Klungkung. To counter this competition, Casim Coffee needs to keep innovating and maintain consistency in its products. Government support policies such as coaching and mentoring for MSMEs and coffee product exhibitions are also opportunity factors

that help the development of coffee business in Jember region including Casim Coffee. A coffee shop is a business focused on providing food service, specifically offering a menu of coffee-based beverages. Coffee shops allow enthusiasts to enjoy coffee prepared and served in a variety of ways, ensuring a pleasing taste experience [6].

Economic conditions and international cooperation in Indonesia, such as partnerships with the Asia-Pacific Economic Community (APEC), the ASEAN Free Trade Area (AFTA), and the General Agreement on Tariffs and Trade (GATT), have expanded the market for coffee shops both domestically and internationally. The implementation of the ASEAN Economic Community (AEC) further opens opportunities for coffee processors to expand their market and



export, especially to Southeast Asian countries. However, this broader market also requires maintaining high quality and competitiveness due to increased competition from both domestic and international players. The growing economic cooperation can also pose a threat to domestic industries by intensifying competition [7].

The stable market conditions in Jember with good turnover of goods and services provide an opportunity for Qasim Coffee to expand the marketing of its products, especially in rural

areas. However, local marketing is still suboptimal as locals are not familiar with Qasim Coffee's coffee products. The business focuses on marketing through online mediums such as marketplaces and social media to reach its target market outside the city. Most of Qasim Coffee's consumers are coffee shop, cafe and roastery owners, who have a higher demand for green bean products than roasted or ground coffee.

Table 2. External strategic factors matrix

No	External factors	Weight (A)	Evaluation (B)	Weighted Score (A×B)
opportunity				
1.	There is a coffee MSME community that can encourage businesses to compete	0.120	3	0.360
2.	Coffee training provided by the department Related	0.120	3	0.360
3.	Government attention Coffee business development	0.120	3	0.360
4.	Trends in people's coffee consumption Indonesia is growing	0.120	3	0.360
5.	Have a stable clientele Buy products	0.120	3	0.360
6.	MarketplaceBy using Product sales	0.160	4	0.640
amount		0.760	19	2,440
threat				
1.	Get your competitors to process the same coffee products locally	0.040	1	0.040
2.	Coffee prices fluctuate	0.080	2	0.160
3.	Product marketing in the local area is not yet widespread	0.040	1	0.040
4.	The product is not well known Local Community	0.040	1	0.040
5.	There is no official website yet For product marketing	0.040	1	0.040
amount		0.240	6	0.320
total		1	25	2,760

Source: Primary data processed in 2023

The rise in domestic coffee consumption is driven by the growing café culture among younger urban residents in Indonesia. This demographic has embraced the fourth wave of coffee culture due to increased wealth and exposure to global trends. High-quality, locally sourced coffee and a variety of iced milk coffee

beverages that cater to local tastes are currently popular. Customers are increasingly seeking diverse options and showing a willingness to embrace these new trends while maintaining a level of acceptance of existing choices [8].

Information technology plays a key role in promoting and selling Casim Coffee products.



The business utilizes various online platforms such as WhatsApp, Instagram, Facebook, Tokopedia, Bukalapak, Shopee, etc. to reach consumers on a wider scale. Although promotion through online media has been quite successful, the use of offline media such as banners and placards and participation in MSME bazaars is still not as intensive. Therefore, Casim Coffee needs to improve its offline marketing strategy to expand its market reach, especially in rural areas.

3.3. Identify strengths and weaknesses

This analysis will identify the internal and external factors influencing the development of Casim Coffee business in Karampling Village, Skollambi District, Jember Regency. Internal factors that are strengths of Casim Coffee include a qualified workforce, strategic production location, excellent product quality, and complete business legalities. Most of Casim Coffee's employees are coffee farmers with expertise in identifying coffee varieties and post-harvest processing. The production location is just 3 km from small-scale coffee plantations in the Argopulo Mountains, giving it a competitive advantage in terms of sourcing fresh raw materials. Business legalities such as NIB (Business Identification Number), PIRT (Domestic Industrial Products), and MUI Halal certification make it easier for Casim Coffee to establish partnerships and access financing.

Casim Coffee offers a variety of products at competitive prices for different market segments. Standard ground coffee products are priced from IDR 12,000 for a 150 gram package to IDR 60,000 per kilogram for both Arabica and Robusta varieties. Meanwhile, premium green Robusta coffee is offered at prices ranging from IDR 36,000 to IDR 170,000 per kilogram for Lanang Arabica type. In the areas of Sukollambi and Jember cities, promotional strategies such as offering discounts (e.g. buy two get one free) and cash on delivery (COD) services are used to attract customers. Apart from that, Casim Coffee utilizes social media such as WhatsApp, Instagram, and Facebook to expand its market reach at a more efficient cost. The food and culinary industry is currently experiencing the fastest and most significant growth globally compared to other sectors. New business ideas,

such as innovative venue concepts, are emerging rapidly within the food and beverage industry due to this expansion. One of the most successful business models among young people today is coffee shop franchising [9].

Several significant weaknesses in Casim Coffee's operations. Limited business capital and reliance on bank loans incur installment and interest costs, reducing business profits. Limited personal capital also limits the ability to purchase raw materials, affecting the availability of green coffee stock. In addition, the seasonality of coffee ingredients, with Arabica harvested from May to July and Robusta harvested from August to October, prevents production from continuing. Unattractive packaging designs and limited participation in paid MSME bazaar events also limit local and regional marketing potential.

From an external perspective, there are opportunities that Casim Coffee can leverage to become more competitive. The presence of the local coffee MSME community, training programs by relevant agencies, and the government's attention to developing the coffee business in Jember are key opportunities. A training program organized by Farm Services in collaboration with the Indonesian Coffee and Cocoa Research Center:

While improving employee capabilities, promotional activities such as "Weswayae Ngopi Jember" have the potential to expand market share. Furthermore, coffee consumption in Indonesia is on the rise, including among women, creating an opportunity for increased demand for green coffee products from cafes and coffee shops.

Casim Coffee faces many threats, including fierce competition from five local competitors: KSU Bua Keta Kasih, Rumah Kopi Banjarsenggong, Pondok Kopi, Bedhag Coffee, and Kopi Ratu Klungkung. In addition, the fluctuation of coffee prices in the market is a serious threat. The price of Robusta beans has increased from IDR 35,000 to IDR 45,000 per kilogram, while the price of Arabica beans has increased from IDR 90,000 to IDR 140,000 per kilogram. This poses a risk to Casim Coffee in maintaining consumer loyalty and price competitiveness. The fact that marketing is still not optimized in the Jember region and digital



media such as the official website are not being utilized is also an obstacle to market expansion.

To overcome this challenge, Qasim Coffee needs to increase product innovation, improve packaging design, and participate more actively in local and regional bazaar events to increase product awareness. Increasing the use of digital technology, such as developing an official website and optimizing marketing strategies through marketplaces, can expand its market reach. By focusing on improving product quality and diversifying market segments, Qasim Coffee has the potential to strengthen its position in the local and national coffee market.

From the calculation results in table 4.1 above, it can be seen that the total score is 2.882. These results are obtained from the calculation using the IFE matrix and it can be confirmed that the strength of the internal position of the company can overcome the weaknesses that arise within the company.

From the calculation results in table 4.2 above, it can be seen that the total score is 2.760. These results are obtained from the calculation using EFE matrix and it can be seen that the opportunities in the external position of the company are able to overcome the threats to the company.

The IE matrix is a matrix for finding the right strategy for a company. The parameters used are based on the internal strengths of the company and the external influences it faces. It can be seen that the total score obtained in the IFE table is 2.88 whereas the total score in the EFE table is 2.76.

Analysis of the IE matrix in Figure 4.3 shows that the intersection of total IFE 2.88 and total EFE 2.76 is in quadrant V, which means preservation and maintenance, so we can use a strategy, i.e., by implementing a market penetration strategy. and developing quality products. Defence and preservation strategies in question are about maintaining strength and being able to take advantage of opportunities. According to (David 2011:182) [10], the divisions classified in cells III, V and VII are best managed with a preservation and preservation

strategy. Market penetration and development strategies are two common strategies for this type of division.

3.4. SWOT Analysis and QSPM Matrix Analysis

Based on the results of the SWOT matrix analysis, there are ten alternative strategies that Casim Coffee can implement to utilize the strengths and opportunities and overcome the existing weaknesses and threats. These strategies are categorized into four groups: SO (Strength-Opportunity) strategies, WO (Weakness-Opportunity) strategies, ST (Strength-Threat) strategies, and WT (Weakness-Threat) strategies.

3.4.1. SO Strategy (Strengths - Opportunities)

Improve product quality at an affordable price to leverage consistent customer loyalty. Increased quality through improved processing, longer fermentation and optimal drying. The aim is to increase customer satisfaction and loyalty and attract new consumers.

Improve employee capabilities through training organized by relevant institutions, such as coffee processing training by PUSLITKOKA Indonesia and digital marketing training by cooperating institutions, which will help improve production quality while saving training funds.

Capitalize on government interest in the development of the coffee business to improve the capacity and quality of production machinery. This strategy includes applying for machinery subsidies from local authorities.

3.4.2. Weakness-Opportunity Strategy

Improve packaging design to attract consumers' attention based on social trends in coffee consumption. By adopting a standing pouch printed package, we can expect to increase the appeal of the product.

Apply for business capital subsidies from local governments to support the welfare of small and medium-sized enterprises, which will help them increase their production capacity through additional capital.



Table 3. SWOT matrix analysis results

<div> <div>IFE</div> <div>EFE</div> </div>	Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Employees are competent in their fields 2. Production area close to the raw materials 3. The quality of the products offered is good 4. Has business legitimacy 5. The product's selling price is affordable for all groups 6. We offer discounts on product purchases. 7. Promotion through online media 8. The equipment used is semi-modern 	<ol style="list-style-type: none"> 1. Business capital comes from bank loans 2. Business owners have limited capital 3. The ingredients are seasonal 4. Poor packaging design 5. Lack of participation in local MSME product bazaar events 6. The manufacturing and servicing of coffee machines is expensive.
Chance (O)	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. There is a coffee MSME community that can encourage businesses to compete 2. Coffee training is provided by relevant departments. 3. Government focuses on coffee business development 4. Coffee consumption in Indonesia is on the rise 5. There are customers who purchase products on an ongoing basis. 6. Selling products using the marketplace 	<ol style="list-style-type: none"> 1. Utilizing repeat customers (S3, S5, O5) to improve product quality at affordable prices 2. Improving employee capabilities through coffee training provided by related institutions (S1, O2) 3. Taking advantage of the government's interest in development to improve the capacity and quality of production machinery and better equipment Coffee business (S8, O3) 	<ol style="list-style-type: none"> 1. Improved packaging design to be more attractive and modern, based on social trends in coffee consumption (W4.O4) 2. Take advantage of the government's focus on coffee business development and apply for local government business funding grants (W1, W2, O3)
Threat (T)	ST Strategy	WT Strategy
<ol style="list-style-type: none"> 1. Get your competitors to process the same coffee products in their local area 2. Coffee prices fluctuate 3. Product marketing in the local area is not yet widespread 4. This is a product that is still not well known among locals. 5. There is no official website for product marketing yet 	<ol style="list-style-type: none"> 1. Utilizing talented personnel, we opened our own official websites (S1, S2, T3, T4) to expand our marketing domain 2. Improve product quality to compete with competitors with similar products (S3, S7, T1) 3. Strengthen online and offline promotional activities to expand product awareness and marketing Local area. (S7, T3, T4) 	<ol style="list-style-type: none"> 1. In order to cater to the small market in the regions (W7, T3, T4, T5, T6), we will actively participate in MSME bazaar events to raise awareness of our products. 2. Developing connections with raw material suppliers in other regions to forecast coffee raw material availability and coffee price fluctuations. (W5, T2)

Table 4. QSPM matrix analysis results

No	Strategy Alternatives	TAS score	evaluation
1.	In order to cater to markets where there is still little penetration, we will actively participate in MSME bazaar events to increase awareness of our products. Local area.	6,917	1
2.	Products Widely and generally Let me know For this reason, Strengthen online and offline promotional activities. Expand your local area marketing.	6,338	2
3.	Improved the package design to make it more attractive. To capitalize on the trend of coffee consumption in society,	6,311	3
4.	Improve product quality to be competitive With competitors who have similar products.	6,194	4
5.	Utilizing talented people, marketing region Expand do The company's official website.	5,585	5
6.	Leveraging our customers' interests, at an affordable price Product quality Improve People who buy products on an ongoing basis.	5,441	6
7.	Establishing connections with raw material suppliers In other areas, fluctuations in the availability of coffee raw materials and coffee prices are expected.	5,332	7
8.	business Funding Subsidies of Application do Local governments took advantage of government interest in developing the coffee business.	4,289	8
9.	Improve the capacity and quality of production machines Government attention to the development of the coffee business also led to the introduction of better equipment.	4,159	9
10.	Improve employee capabilities Take advantage of coffee training offered by relevant institutions.	3,646	10

3.4.3. ST Strategy (Strengths - Threats)

Create an official company website and utilize talented personnel to expand marketing. This website will be used for online sales and expanding marketing reach in the region. The ST strategy in this study aims to minimize industrial threats to the company by leveraging its internal strengths. The proposed solution involves introducing new menu items or expanding the variety of flavor options, complemented by an aesthetically pleasing space. The intended effect of this strategy is to spark consumer curiosity, encouraging them to try the new offerings, thereby maintaining the café's relevance and popularity [11].

Improve the quality of your product to win the competition by studying and testing the quality of competitors' products.

Strengthen online and offline promotional activities to expand market reach and increase brand awareness. Online promotion will be

through social media and marketplaces, while offline promotion will be through banners and banner installations.

3.4.4. WT Strategy (Weakness-Threat)

Actively participate in MSME Bazaar events to increase the visibility of our products in the local market. Participation in these events is expected to increase the visibility and attractiveness of our products in the local community.

Building connections with other regional raw material suppliers to forecast price fluctuations and availability of coffee raw materials. This is done by looking for alternative suppliers from other regions around the Argopro Mountains.

Prioritizing strategies based on QSPM analysis Based on the QSPM (Quantitative Strategic Planning Matrix) analysis, Casim Coffee's main strategic priority for business

development is to participate in MSME bazaar events to expand its local market. This strategy, followed by regular MSME bazaar events, gained the highest Total Data Attraction (TAS) score i.e. 6,940, allowing Casim Coffee to introduce its products to the local community, increase brand awareness and attract consumers at an efficient cost.

4. Conclusion

Based on the findings and discussions of the study entitled “Casim Coffee Business Development Strategy in Karampling Village, Skollambi District, Jember Regency”, the following conclusions are drawn:

There are eight internal factors of strength: The main internal strength factors are good quality of products and offering discounts on purchasing products whereas there are six weakness factors and the main factor is not participating in local MSME product bazaar events. External Environmental Factors: There are six opportunities factors and the main factor is utilizing the market to sell coffee products whereas there are five threat factors which are the main factor i.e. fluctuation in coffee prices.

Based on the results of the SWOT matrix analysis, ten alternative strategies were obtained, including (1) taking advantage of customers who continuously purchase products and improving the quality of products at affordable prices, (2) improving the capabilities of employees, (3) taking advantage of coffee training provided by relevant institutions, (4) taking advantage of the government's interest in the development of coffee business to improve the capacity and quality of production machinery and better equipment, (5) taking advantage of the consumption trends of society to improve the packaging design to be more attractive and modern, and (6) taking advantage of the government's interest in the development of coffee business to apply for business capital subsidies from local governments, (7) taking advantage of talented human resources and creating an official corporate website to expand the marketing area, (8) improving the quality of products to be able to compete with competitors with similar products, and (9) strengthening

online and offline promotional activities to promote the development of coffee business.

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