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## **SWOT Analysis Using Matrix and Calculation of IFE and EFE at UMKM Warcaf Titik Singgah**

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### **Abstract**

This study aims to look at the business strategy of Warcaf Titik Singgah MSMEs through the SWOT method and the IFE and EFE matrix. The results show that Warcaf is in Quadrant III, which means there is a great opportunity to improve its internal weaknesses. In addition to fixing operations and human resource issues, the suggested strategy is to optimize opportunities such as campus collaboration, menu innovation, and digital marketing. Warcaf Titik Singgah is expected to increase its competitiveness in the competitive coffee shop industry with this method. This research emphasizes how important it is to apply strategic management if we want community-based MSMEs to survive and thrive.

**Keywords:** SWOT, Strategic Management, MSME, Warcaf Titik Singgah, IFE, EFE

### **Introduction**

Warkop or commonly known as coffee shops and cafes that have begun to develop rapidly today with their unique characteristics and uniqueness that are increasingly creative and continue to grow today. Coffee shops and cafes are now in great demand by young people such as Gen Z and overtime employees who make this place as a release for their fatigue during the day's activities. Coffee shops and cafes have become a lifestyle needed by today's society. Similar to the opinion of (Teresya et al., 2024) in his research states in addition to how coffee shop and cafe owners can quickly attract customers and then create strategies to survive for their business and they must pay attention to customer and business behavior where the owner must understand the needs and desires of customers. And Indonesia is one of the best coffee bean producers in the world. The development of coffee shops that have existed since ancient customs has become a necessity and one of the things that must be fulfilled by today's society. Coffee shop and cafe MSMEs are one of the businesses that are in great demand by coffee lovers, because the opportunities are quite large in the field and easy to run, but have quite high competitors as well.

Researchers have seen the development of coffee shops and cafes that are not only food and beverage providers, but also start to have innovations such as live music, games, place designs that can be classic or modern which are finally widely favored by the public. Students and workers who stop by this place in addition to relieving their fatigue there are also some of them while doing assignments, taking selfies, or just visiting because the place is viral. With the development of good coffee shops and cafes, it will help open up employment opportunities for people who do not have jobs and will reduce the poverty rate which is still very high in Indonesia today. As in the research (Aryani et al., 2022) according to Ayyagari which states that in countries with low income, MSMEs are able to contribute 31% to employment and 15%



to GDP. In countries with medium income, MSMEs are able to contribute around 55% to employment and around 40% to GDP. In high-income countries, MSMEs are able to contribute 65% to employment and 50% to the GDP of high-income countries. Therefore, Micro, Small and Medium Enterprises (MSMEs) are very helpful for Indonesia's economic growth through the creation of new jobs, industrial development, and increasing people's income (Vikto et al., 2024).

As found in research (Laksmana et al., 2024) according to data from the Ministry of Cooperatives and SMEs that the contribution of the MSME sector to the Indonesian economy will continue to increase, with the number of MSMEs in Indonesia exceeding 64 million in October 2022. Likewise, in the increasingly fierce and growing competition for coffee shops in Indonesia, it is certainly necessary to apply strategic management to the business. Because this is very necessary so that the business we are running knows where the business is going and is not abstract, of course. Strategic management is a process or series of fundamental and comprehensive decision-making activities, including determining how to carry them out, where this strategy is made and implemented by organizational leaders to achieve organizational goals (Jamaludi et al., 2023). From the statement just now, it can be seen that strategic management can help increase success when there are market changes or trends. And the most widely used in strategic management in MSME businesses is to use SWOT analysis.

SWOT analysis is a way to consider various factors when creating a business strategy, the logic behind this analysis allows Strengths and Opportunities to be maximized, while Weaknesses and Threats to be minimized (Ramadhan et al., 2023). In this case, Warcaf Titik Singgah as a new player in the coffee shop industry needs to formulate and implement the right business strategy to build a competitive advantage in the midst of intense competition. SWOT analysis is a good first step to find out the positioning and strategic direction that Warcaf Titik Singgah needs to take in developing its business. As stated by (Eka et al., 2021) which states that when conducting a SWOT analysis, we can see from two points of view / perspectives, namely as from internal and external organizations. And to get these results, researchers conducted direct on-site observations and conducted interviews with the owner and outlet manager.

Warcaf Titik Singgah is a coffee shop and cafe business that began with Ms. Zulfa and Ms. Erin's business journey, which was initially a simple bazaar stand. Taking advantage of opportunities in the campus environment, they expanded their business to the Universitas Pembangunan Bangsa (UPB) canteen by selling various foods, drinks, and sachet products. Thanks to the proximity to lecturers and student organizations (ormawa), this place then developed into a discussion space that was in demand by both on and off campus circles. The limited space in the campus canteen prompted suggestions from students taught by Ms. Zulfa to open a larger place. From this suggestion, Ms. Zulfa tried to start a survey to her closest friends, students and other ormawa, and it turned out to get a positive response.

From this positive response, the owner began to plan the budget and collaborate with Mrs. Erin to establish Warcaf Titik Singgah which finally officially operated on November 15, 2024. With the tagline "Lepas Dahaga Diskusi Penat", Warcaf Titik Singgah has a vision to be present as a comfortable inspirational space for all groups with appetizing menus and prices that can be enjoyed by anyone. The mission includes providing a high-quality food and beverage menu with consistent flavors and fresh ingredients. Creating a warm, friendly, and

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comfortable atmosphere for every visitor, whether for work, leisure, or gathering. Offering affordable prices without compromising on product or service quality. Supporting local communities through creative collaborations, community events, and promotion of local works. Provide professional and friendly service, in order to build long-term relationships with customers. And continue to innovate the menu and space concept to remain relevant and inspiring for every generation.

Warcaf Titik Singgah offers a variety of food and beverage menus with featured products such as Singgah Special Milk Coffee for the beverage category and Seblak for the food category as the hallmark of Warcaf Titik Singgah. The main target market of Warcaf Titik Singgah is students and the lower middle class, including visitors from the steam game located next to the warcaf. Although it has only been operating for five months, the development of Warcaf Titik Singgah is quite good and is starting to be recognized through word-of-mouth marketing. The current organizational structure of Warcaf Titik Singgah consists of Bu Erin as the owner and Bu Zulfa who acts as the outlet manager, assisted by two employees. Warcaf Titik Singgah operates every day with opening hours on weekdays from 10:00 to 22:00, while on weekends (weekend) it is open from 10:00 AM to 23:00 PM. Currently, Warcaf Titik Singgah still has one main outlet and has not opened any other branches. However, after conducting observations, researchers still find that the strategies used are still saying minimal, therefore researchers will help Warcaf Titik Singgah MSMEs to determine a suitable strategy, namely by using the SWOT Analysis method and the calculation of IFE and EFE. SWOT analysis focuses on maximizing strengths and opportunities, and minimizing weaknesses and threats, so as to increase marketing competitiveness (Mirna et al., 2024). That way, researchers hope that the results of this analysis can help Warcaf Titik Singgah MSMEs to be able to continue to compete with other warkop.

## Method

This research uses descriptive qualitative methods with a case study approach at Warcaf Titik Singgah MSMEs. Descriptive qualitative research aims to explain current research without changing the variable data under study through direct interviews (Hanyfah et al., 2022). Data is collected through direct observation at the business location and in-depth interviews with the owner and outlet manager. The analysis technique used is SWOT analysis, which is strengthened by the calculation of the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Matrices to identify the strengths, weaknesses, opportunities, and threats faced by Warcaf Titik Singgah. The assessment of weights and ratings in the matrix was carried out by three respondents, namely the owner, outlet manager, and researcher, in order to obtain objective internal and external evaluation results. The results of the analysis were then used to formulate an appropriate business development strategy.

## Results and Discussion

Before developing a business further, it is important for MSMEs such as contemporary coffee shops to know the strengths and challenges they are facing. Through this SWOT analysis, business actors can better understand what are the superior values, shortcomings that

need to be improved, opportunities that can be utilized, and threats that must be anticipated. From there, business strategies can be made more focused and directed so that the business continues to grow. This data is data that researchers can get and process from the results of interviews that produce factors that have been carried out at Warcaf Titik Singgah, then the results of the SWOT analysis are obtained in the form of 10 internal and external factors in each of the elements in SWOT, namely, as follows:

Internal Factors (Strengths and Weaknesses)	
Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Affordable price which is an advantage over other competitors</li> <li>2. Food menus such as seblak and tek-tek noodles that are praised for their low prices.</li> <li>3. Unique concept by juxtaposing cafe coffee with an affordable warung menu</li> <li>4. Has loyal customers who visit up to 5x a week</li> <li>5. Strategic location close to the campus in accordance with its target market (students)</li> <li>6. Good financial condition with the support of loyal investors</li> <li>7. Has a fixed supplier for raw materials (cup drinks, milk life, coffee beans, Indofood)</li> <li>8. Operational system that already uses applications to facilitate orders</li> <li>9. Effective word-of-mouth marketing</li> <li>10. Adequate technological equipment with Majoo subscription cashier application and proper commercial coffee machine</li> </ol>	<ol style="list-style-type: none"> <li>1. Inactive social media marketing</li> <li>2. Human resources that still need training</li> <li>3. SOPs that have not been consistently implemented by employees</li> <li>4. Financial income that often does not reach the monthly target</li> <li>5. There is no dedicated admin for the Gofood and e-commerce apps</li> <li>6. Management system with many multitasking tasks (outlet manager has to recruit HR, marketing, cooking, and be a cashier)</li> <li>7. Slow or untimely service</li> <li>8. Inaccurate Google Maps and the location near the turn which makes it not easily visible</li> <li>9. Heavy workload of employees as there are only 2 of them.</li> <li>10. Not utilizing digital marketing technology to the fullest</li> </ol>
External Factors (Opportunities and Threats)	
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Events such as competitions or nobar that can increase the number of customers and sales.</li> <li>2. Online market segments that have not been maximally served</li> <li>3. Opportunity for product diversification with the help of coffee experts for RND</li> <li>4. Collaboration with various partners such as Indofood and BEM campus</li> <li>5. Potential for business expansion after reaching BEP (Break Even Point)</li> <li>6. Changing lifestyle of students who often do assignments/exams in a comfortable place with WiFi</li> <li>7. Additional services such as WiFi, electric ports, live music and a spacious place to attract customers</li> <li>8. Campus regulations that increase the number of project assignments so that students need a place to discuss</li> <li>9. New menu innovation through experiments with the owner and outlet manager</li> <li>10. Utilization of digital platforms and social media that can still be optimized</li> </ol>	<ol style="list-style-type: none"> <li>1. Potential entry of new players in the industry is high as cafes become a lifestyle and necessity.</li> <li>2. Possible changes in consumer preferences that start to be economical or lazy in coffee consumption</li> <li>3. Threats from substitute products such as mobile coffee which is on the rise</li> <li>4. Fluctuations in raw material prices that can affect product quantity.</li> <li>5. The development of online sales technology that cannot be followed properly</li> <li>6. Social environmental issues such as garbage and noise due to proximity to residential areas.</li> <li>7. Decrease in visitors during Ramadhan and long holidays</li> <li>8. Changes in the lifestyle of consumers who are saving so that they reduce purchases</li> <li>9. Indirect competition from other coffee shops even though the market segment is different</li> <li>10. Dependence on a student customer base that can fluctuate based on the academic calendar.</li> </ol>

Warcaf MSMEs currently have many advantages, such as affordable prices, contemporary menus, and strategic locations. But there are still shortcomings, such as the lack of experts in HR and marketing, and not maximizing digital promotion. On the other hand, there are many opportunities from the trend of drinking coffee among young people and community events. Even so, fierce competition and changing trends remain a challenge. By recognizing these, MSMEs can be better prepared to face the market.

### SWOT Matrix for Warcaf Titik Singgah MSMEs

The SWOT matrix can be used to decide which alternative strategies are most appropriate to describe the adjustment between external opportunities and threats and the internal strengths and weaknesses they face (Aulia & Widodasih, 2023):

1. SO (Streanght-Opportunities) strategy, this strategy is made by taking advantage of the strengths possessed by Warcaf Titik Singgah to seize existing opportunities.
2. ST (Strenght-Threats) strategy, a strategy to use strengths to minimize existing external threats.
3. WO (Weaknesses-Opportunities) strategy, this strategy is to take advantage of opportunities to reduce weaknesses.
4. WT (Weaknesses-Threats) strategy, this strategy is to reduce weaknesses and avoid threats.



The following strategies have been obtained from analyzing each SWOT indicator :

	(Strength - S)	(Weaknesses - W)
	<ul style="list-style-type: none"> <li>Affordable prices compared to competitors</li> <li>Food menu with low price praise</li> <li>Unique concept of coffee cafe with warung menu</li> <li>Loyal customers visit 5x a week</li> <li>Strategic location near campus</li> <li>Loyal investor support</li> <li>Permanent suppliers for raw materials</li> <li>Operational system with application</li> <li>Effective word of mouth marketing</li> <li>Adequate technology equipment</li> </ul>	<ul style="list-style-type: none"> <li>Social media marketing is less active</li> <li>HR needs training</li> <li>SOPs have not been implemented consistently</li> <li>Revenue often does not reach the target</li> <li>No dedicated admin for Gofood</li> <li>Management with many multitasking tasks</li> <li>Service is slow or not fast enough</li> <li>Google Maps is not accurate &amp; location is difficult to see</li> <li>Heavy employee workload (only 2 people)</li> <li>Not maximally utilizing digital marketing</li> </ul>
(Opportunity - O)	S-O	W-O
<ul style="list-style-type: none"> <li>Race / event</li> <li>Online market segment</li> <li>Diversification opportunities</li> <li>WiFi and Live Music services</li> <li>Business expansion potential</li> <li>Student lifestyle</li> <li>Additional services</li> <li>Campus regulations</li> <li>New menu innovation</li> <li>Digital platform</li> </ul>	<ol style="list-style-type: none"> <li>1. Create a simple membership card for loyal customers with the benefit of "5th coffee free" to increase retention and frequency of visits.</li> <li>2. Create a referral system based on the existing cashier application to convert loyal customers into unpaid brand ambassadors.</li> <li>3. Establish cooperation with lecturers or campus institutions for logistical support of informal academic activities, such as banquets for thesis trials or group guidance.</li> <li>4. Launch an experimental QR Code menu - customers can suggest menu items that might be added to Warcaf.</li> </ol>	<ol style="list-style-type: none"> <li>1. 1. Recruit part-time students to manage social media as college projects in exchange for free meals or work experience certificates.</li> <li>2. Create a simple SOP checklist posted in the staff area to ensure consistency of service at minimal cost.</li> <li>3. Optimize digital marketing technology and collaborative promotion with campus partners.</li> <li>4. Make a large enough banner to be placed at the stopover point, and 2 medium banners to be placed in public road areas with the distance to the location in the banner so that it is easily found by the public.</li> <li>5. Hold monthly SOP audits + simple internal evaluations based on Google Forms or manual checklists that can be done regularly by managers.</li> </ol>

*SO strategy* is a strategy that utilizes the company's internal strengths to take advantage of external opportunities. The goal is to optimize existing business advantages (such as strategic location, superior products, or loyal customers) to capture positive outside trends (such as collaboration or changing consumer lifestyles). On the other hand, a weakness-opportunity (WO) strategy focuses on how a business can overcome internal weaknesses (such as insufficient human resources, suboptimal systems, or poor marketing) by capitalizing on existing opportunities. These two strategies complement each other and are essential for a long-term business plan.

(Threat - T)	Strategi S-T	Strategi W-T
<ul style="list-style-type: none"> <li>Entry of new players</li> <li>Change in preferences</li> <li>Substitute products</li> <li>Material price fluctuations</li> <li>Online sales technology</li> <li>Social environmental issues</li> <li>Decrease in visitors</li> <li>Frugal lifestyle</li> <li>Indirect competition</li> </ul>	<ol style="list-style-type: none"> <li>1. Increase customer loyalty with member cards, repeat visitor discounts, or "loyal friends of Warcaf".</li> <li>2. Build a non-coffee 'substitution' menu such as spice tea, ginger milk, and healthy drinks to anticipate the shifting behavior of students who are more health-conscious.</li> <li>3. Creating "Quiet Hours" with low music volume at certain hours to accommodate students who want to study and avoid complaints from residents.</li> <li>4. QR Code on the table to leave greetings, vent, or jokes. The contents are read by the owner/staff via IG Story once a</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a flexible shift schedule with 1 additional part-time employee for peak hours only, not full-time.</li> <li>2. Add the words "Free WiFi &amp; Plugs Available" in the banner to attract the attention of passing students.</li> <li>3. Use the "Loyal Customers" WhatsApp group to share promos and collect feedback without the need to invest in a dedicated digital platform.</li> <li>4. Improve the skills of our human resources on a regular basis, such as every 2 months, so that employees have specific skills and career paths, and make it easier for them</li> </ol>



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<ul style="list-style-type: none"> <li>• Student dependency</li> </ul>	week if the warcaf social media has started running.	to work. 5. Holding quizzes or interactive giveaways on social media to build awareness and traffic from new customers.
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In contrast to the previous in the ST (Strength-Threat) strategy, a company can use its internal strengths to deal with or reduce the impact of external threats. For example, a company with high customer loyalty can use this strength to maintain the market despite increased competition or changing consumer trends. On the other hand, a WT (Weakness-Threat) strategy is a defensive approach that aims to reduce the company's internal weaknesses while avoiding outside threats. Both are essential to maintain business stability and continuity.

### IFE and EFE Matrix

#### IFE (Internal Factor Evaluation) Matrix


The Internal Evaluation Factor (IFE) matrix is a strategic management tool for auditing or evaluating the main strengths and weaknesses in a business functional area, here researchers will use this matrix to determine the weight and rating on the strengths and weaknesses contained in Warcaf Titik Singgah. And researchers involved 3 respondents to be able to calculate the weights and ratings of the 3 respondents consisting of; Owner, Outlet Manager, and Me as a researcher. The following are the results of the IFE matrix calculation:

#### Strenghts

No	Description	Weight	Rating	Score
1	Affordable prices that are an advantage over other competitors	0,07	4,00	0,27
2	Excellent menu of special milk coffee singgah as a drink and seblak as a food that characterizes	0,17	3,33	0,57
3	Unique concept by juxtaposing cafe coffee with an affordable warung menu	0,02	4,00	0,10
4	Having loyal customers who visit up to 5x a week	0,03	4,00	0,12
5	Strategic location close to campus in accordance with its target market (students)	0,13	3,33	0,42
6	Good financial condition with the support of loyal investors	0,10	3,33	0,34
7	Having a regular supplier for raw materials (cup drinks, milk life, coffee beans, Indofood)	0,16	3,67	0,58
8	Operational systems that already use applications to facilitate ordering	0,13	3,00	0,40
9	Effective word of mouth marketing	0,12	3,33	0,38
10	Adequate technological equipment with Majoo subscription cashier application and proper commercial coffee machines	0,07	3,67	0,27
Total		<b>1,00</b>		<b>3,45</b>

#### Weakness

No	Description	Weight	Rating	Score
1	Less active social media marketing	0,03	4,00	0,12
2	Human resources that still need training	0,04	4,00	0,15
3	SOPs that have not been consistently implemented by employees	0,11	3,67	0,40
4	Financial income that often does not reach monthly targets	0,04	4,00	0,17
5	There is no dedicated admin for Gofood and e-commerce applications	0,10	3,33	0,34
6	Management system with many multitasking tasks (outlet manager must recruit human resources, marketing, cooking, and be a cashier)	0,10	4,00	0,39
7	Slow or less fast service	0,13	3,67	0,49
8	Google Maps that are less accurate and locations near turns that make them not easily visible	0,18	3,00	0,55
9	Heavy employee workload because there are only 2 people	0,12	3,67	0,44

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10	Not yet utilizing digital marketing technology to the fullest	0,15	4,00	0,58
Total		<b>1,00</b>		<b>3,63</b>
S-W				<b>-0,18</b>

Weights are given by indicating the degree of importance ranging from 0.00 to 1.00 for each factor. And the determination of the rating for each factor, using a rating on a scale from 1 to 4. With criteria: 1 means not good, 2 is not good, 3 is good and 4 is very good. Based on the IFE Matrix table above, it shows that in the internal position which gets an overall total of - 0.18, it can be seen that the strength score is 3.45 and the weakness score is 3.63, which means that Warcaf Titik Singgah has a greater weakness factor than the strength factor.

### EFE (Eksternal Factor Evaluation) Matrix

The External Evaluation Factor (EFE) matrix is a strategic management tool for auditing or evaluating the main strengths and weaknesses in a business functional area. And here are the results of the EFE matrix on the analysis at Warcaf Titik Singgah:

#### Opportunity

No	Description	Weight	Rating	Score
1	Events such as competitions or nobar that can increase the number of customers and sales	0,03	4,00	0,12
2	Online market segments that have not been maximally served	0,08	3,33	0,26
3	Product diversification opportunities with the help of coffee experts	0,12	3,00	0,35
4	Collaboration with various partners such as syrup, rice and egg providers	0,06	3,67	0,22
5	Business expansion potential after reaching BEP (Break Even Point)	0,13	4,00	0,53
6	Changes in the lifestyle of students who often do assignments / exams in a comfortable place with WiFi	0,13	3,33	0,42
7	Additional services such as WiFi, electric ports, Live Music and a spacious place to attract customers	0,13	3,33	0,42
8	Campus regulations that increase project assignments so that students need a place to discuss	0,12	3,67	0,44
9	New menu innovations through experiments with the owner and outlet manager	0,10	4,00	0,41
10	Utilization of digital platforms and social media that can still be optimized	0,10	4,00	0,41
Total		<b>1,00</b>		<b>3,60</b>

#### Threats

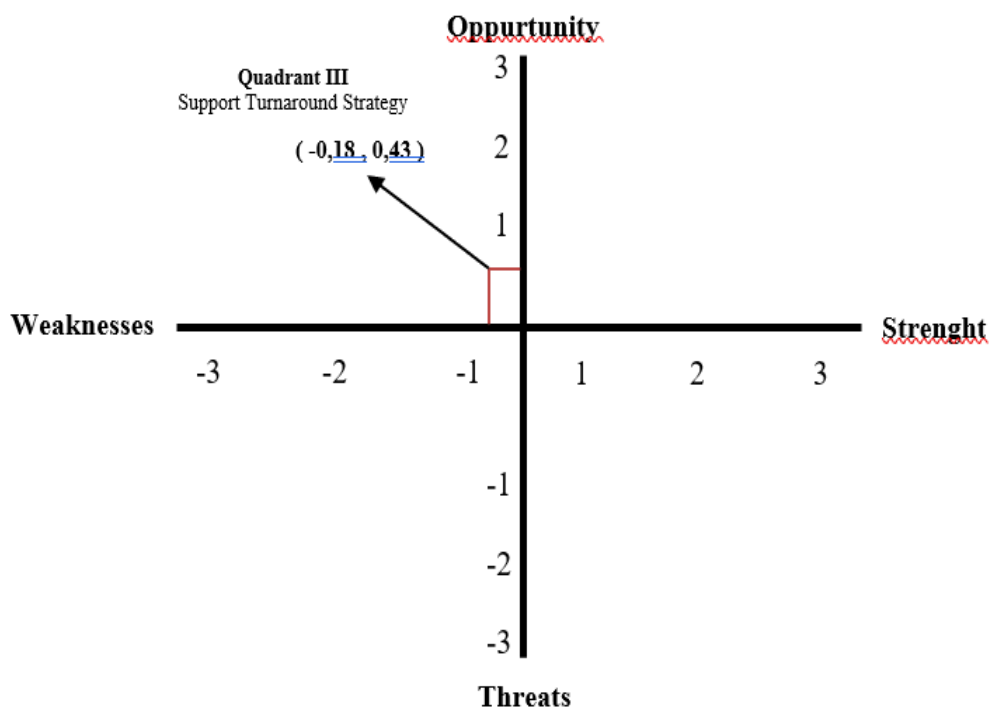
No	Uraian	Weight	Rating	Score
1	Potential entry of new players in the industry is high because cafes have become a lifestyle and necessity	0,09	3,00	0,27
2	Possible changes in consumer preferences that are starting to be economical or lazy to consume	0,05	3,00	0,15
3	coffee Threats from substitute products such as mobile coffee that is on the rise	0,13	2,67	0,34
4	Fluctuations in raw material prices that can affect product quantity	0,11	3,00	0,33
5	The development of online sales technology that cannot be followed properly	0,05	4,00	0,22
6	Social environmental issues such as garbage and noise because it is close to residential areas	0,12	3,00	0,35
7	Decrease in visitors during Ramadan and long holidays	0,18	4,00	0,70
8	Changes in consumer lifestyles that are saving so that they reduce purchases	0,11	3,67	0,40

9	Indirect competition from other coffee shops even though the market segment is different	0,14	2,33	0,33
10	Dependence on a student customer base that can fluctuate based on the academic calendar.	0,03	3,00	0,09
Total		1,00		3,17
O-T				0,43

In the table above, the EFE Matrix Table shows that in an external position that gets a total of 0.43, this is externally Warcaf Titik singgah is able to see opportunities and reduce the threats that exist in the business.

### Warcaf Titik Singgah SWOT Matrix Diagram

From the results of the analysis that has been carried out through calculations using the IFE and EFE Matrices, results are obtained where the calculation of Strengths and Weaknesses is - 0.18 with a higher level of weakness than strength. And the calculation results of opportunities and threats get at 0.43 with a higher level of opportunity than threats. So from the above results a SWOT diagram can be obtained with the following image:



From the diagram above, it shows evidence that Warcaf Titik Singgah is in Quadrant 3 where Warcaf has many opportunities to cover or reduce the weaknesses possessed by Warcaf Titik Singgah. This shows that even though Warcaf is currently weak, it has considerable opportunities for the future.







## Conclusion

From the results of research and observations made by researchers, it can be concluded that the business development strategy that can be applied in businesses owned by Warcaf Titik Singgah MSMEs is in Quadrant 3, namely supporting the Turnaround strategy. This strategy can use the strategies in the previous SWOT Matrix, namely by using the W-O (Weakness - Oppurtunities) Strategy, namely by using opportunities by utilizing existing weaknesses. Warcaf Titik Singgah has the opportunity to turn its weaknesses into strengths while capitalizing on available market opportunities, especially in terms of using digital technology, developing operational systems, and developing human resources. In the long run, this strategy is expected to strengthen Warcaf Titik Singgah's competitive position in the competitive coffee shop and cafe market. From the diagram above, it shows evidence that Warcaf Titik Singgah is in Quadrant 3 where Warcaf has many opportunities to cover or reduce the weaknesses possessed by Warcaf Titik Singgah. This shows that even though Warcaf is currently weak, it has considerable opportunities for the future.

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