

Research.

Marketing Strategy with IFAS and EFAS Approach for Coffee Shop

Lady Diana Warpindyastuti^{1*)}, Niken Herawati²⁾, Ayu Azizah³⁾, Aris Hidayat⁴⁾, Syahrial Addin⁵⁾

Universitas Bina Sarana Informatika^{1),2),3),4), 5)}

lady.lwd@bsi.ac.id¹⁾, niken.nhr@bsi.ac.id²⁾, ayu.azz@bsi.ac.id³⁾, aris.aay@bsi.ac.id⁴⁾, syahrial.sra@bsi.ac.id⁵⁾

corresponding author*

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Abstract. The purpose of this study is to determine the strengths, weaknesses, opportunities, and threats that exist in the Kylau Common Space Depok coffee shop, as well as marketing strategies that can be implemented currently. Because competition in the F&B industry is very tight, an appropriate marketing strategy is needed to face all market challenges. This study uses the SWOT method with the IFAS and EFAS approaches to find the right marketing strategy solution. The sampling method used is purposive sampling, thus helping researchers in creating a SWOT matrix. The results of the study indicate that the Kylau Common Space coffee shop uses the SO strategy, which is a strategy that utilizes the internal strengths and opportunities owned by the coffee shop.

Keywords: SWOT method, EFAS, IFAS, Marketing strategy

INTRODUCTION

Background

The food and beverage (F&B) business is one of the booming and rapidly growing sectors in Indonesia. This business encompasses the process of making, delivering, and selling food and beverages. To survive and thrive, new product ideas and the use of technology are needed to increase sales and reduce operational costs, thereby winning the market competition.

To be able to win in market competition, the right marketing strategy is needed so that the business can grow and remain competitive.

Today, consumers are looking for businesses that not only offer high-quality products but also provide an experience, convenience, and added value. Cafes and communal spaces are trending among the younger generation because they not only provide food and drinks but also create an atmosphere, build community, and assert a strong brand identity.

Kylau Common Space is a cafe and public space located in Depok, West Java. Kylau Common Space is known for its unique architectural design, comfortable atmosphere, diverse menu, and affordable prices. It is a favorite among students, freelancers, and the general public because it emphasizes the values of community and creativity. Kylau Common Space has successfully captured the public's attention thanks to a strong visual and digital strategy, particularly through social media.

Although Kylau Common Space has shown good initial results, they still face several challenges in maintaining and expanding their presence in the highly competitive food and beverage market. An unsuitable market segment makes the prices of some products at the coffee shop expensive, especially for students. High operational costs also

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affect product prices. Fierce competition makes it difficult for Kylau Common Space to gain a better position. Supporting facilities, such as a narrow parking area, require visitors to park outside during busy evenings. Furthermore, limited room capacity means customers have to wait 10-15 minutes for a seat. Toilets are also inadequate when there are many visitors, while a waiting area for customers wanting to buy takeaway is unavailable, forcing them to stand waiting for their orders.

Promotion through social media platforms like Instagram and TikTok remains inconsistent, with ads only being posted once a month. This necessitates improvement and reassessment of the marketing strategy to ensure the sustainable growth of the Kylau Common Space coffee shop. To make informed decisions about designing the right marketing strategy, a SWOT analysis can be used. This method evaluates environmental factors both inside and outside the Kylau Common Space coffee shop using the IFAS and EFAS approaches. This research is expected to provide input for the Common Space coffee shop in implementing the right marketing strategy.

Formulation of the problem

Based on the background above, the author formulates the problems that can be drawn, namely:

1. What are the internal and external environmental factors that Kylau Common Space coffee shop has?
2. What marketing strategies can be implemented by the Kylau Common Space coffee shop using the SWOT method through the IFAS and EFAS approaches?

LITERATURE REVIEW

Marketing strategy

Marketing strategy is an ever-evolving part of business strategy, meaning its working methods constantly change according to market conditions. Ideas within a marketing strategy are created by understanding market needs and channeling them according to a predetermined plan. This strategy continues to operate and evolve even when customers are satisfied, ensuring customer trust and continued use of the company's products.

Marketing strategy is the marketing logic that a company uses to create customer value and achieve mutually beneficial relationships (Kotler & Armstrong, 2012). Even Tjiptono said that marketing strategy is an art or science that follows the concept of military strategy which is often used and applied in the business world where it follows the chosen environment and is a guideline for allocating resources and efforts of a company (Nabilla & Tuasela, 2021).

The five elements involved in a marketing strategy are the choice of market to be served, product planning, pricing, distribution system and marketing communications (promotion) (Kotler, 2012). To achieve the company's marketing goals and objectives, the company needs to establish a marketing strategy that is appropriate to the conditions and situations the company is experiencing. The forms of marketing strategies (Assauri, 2002) are as follows:

1. Product Strategy
This strategy concerns planning the products that will be provided to buyers and how to develop them.
2. Pricing Strategy
This strategy focuses on pricing that takes into account various factors, both directly and indirectly influencing the price. Furthermore, it's also important to consider the purpose of the pricing.
3. Distribution Strategy

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Selecting the right distribution channel is crucial for expanding the market and achieving desired profits. Companies must determine two key elements in this strategy: marketing channels and physical distribution.

4. Promotion Strategy

This strategy aims to make consumers and the public aware of and recognize the company's products, as well as become interested and willing to purchase them. Commonly used promotional tools include advertising, direct selling, sales promotions, and publicity.

5. Marketing strategy

This strategy focuses on selecting a market that suits the company's products and the company's knowledge of the market it will reach.

Marketing environment

According to Salim, the environment means all objects, conditions, circumstances and influences that exist in the space we occupy and influence living things, including human life (Anggraini & Sanjaya, 2021).

The marketing environment is the factors and forces outside the marketing department that influence marketing management's ability to develop and maintain good relationships with target customers (Abdullah, 2018). The marketing environment is the factors and forces outside the marketing department that influence marketing management's ability to develop and maintain good relationships with target customers.

This marketing environment consists of the task environment, namely the company, suppliers, distributors, dealers and target customers) and the demographic environment, namely the economic, physical, technological, political-legal and socio-cultural environment (Saleh & Said, 2019).

In an organization or company there are two environmental factors that can influence marketing strategy (Riyanto, 2018):

1. Internal Environmental Factors

These are factors within the organization or company, such as product quality, finances, human resources (HR), organizational structure, and organizational culture..

2. External Environmental Factors

These are factors outside the organization or company, such as trends, competition, politics and law, technology, culture, customers, suppliers, and investors.

SWOT analysis

One commonly used method for analyzing the marketing environment is SWOT analysis. SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats within a project or business, or to evaluate one's own product lines or those of competitors (Rangkuti, 2018). Internal and external factors are crucial because developing an effective marketing strategy requires considering the company's internal factors, such as strengths and weaknesses, as well as external factors, such as opportunities and threats. Therefore, understanding all of these factors is crucial for designing an appropriate marketing strategy through a SWOT analysis. In conducting a SWOT analysis, we need to compare the internal environmental factors with the external environmental factors of the organization or company, so that the results can be used as a basis for decision-making in developing a marketing strategy. According to Latifah, conducting a logical analysis will simplify the control process in a company. The decision-making process is linked to the company's vision, mission, and primary goals. Therefore, a SWOT analysis can be an excellent tool for analyzing all factors influencing a company's success (Latifah et al., 2022).

<div> <div>Internal</div> <div>Eksternal</div> </div>	S (strength)	W (weakness)
	SO Strategi yang menggunakan kekuatan untuk memanfaatkan peluang	WO Strategi yang meminimalkan kelemahan untuk memanfaatkan peluang
T (threat)	ST Strategi yang menggunakan kekuatan untuk mengatasi ancaman	WT Strategi yang meminimalkan kelemahan untuk menghindari ancaman

Figure 1. SWOT Matrix

Source: Researcher, 2025

This analytical approach uses logic that derives its results by enhancing strengths and opportunities and minimizing weaknesses and threats. This method is called the SWOT matrix, as seen in Figure 1.

After the SWOT matrix has been analyzed, strategies can be developed by utilizing the four types of strategies contained in the matrix, namely SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) (Safitri et al., 2024).

1. SO strategies utilize internal expertise and efforts to seize external opportunities.
2. WO strategies address internal weaknesses by leveraging external opportunities, thereby improving those weaknesses.
3. ST strategies provide direction in leveraging internal strengths while simultaneously taking steps to avoid external threats.
4. WT strategies are defensive strategies, aimed at addressing internal weaknesses and avoiding external threats.

RESEARCH METHODS

This type of research uses quantitative descriptive research. According to Arikunto, the quantitative descriptive research method is a method that aims to use numbers to create an objective picture or explanation of a situation based on data collection, interpretation, form, and results (Jayusman & Shavab, 2020).

Data collection techniques according to Creswell (Ardiansyah et al., 2023):

1. An interview is a method of gathering information through direct conversation between the researcher and the person being interviewed. The purpose of a qualitative interview is to deeply understand a person's experiences, opinions, and perspectives regarding the topic being studied. Interviews can be conducted in various ways, such as structured, semi-structured, or unstructured, depending on a predetermined plan. This study used interviews with the store manager and several people who visited the Kylau Common Space coffee shop.
2. Observation is a method of collecting data by directly observing people and situations related to the phenomenon being studied. Through observation, researchers can observe social interactions, behavior, and the environment related to the research topic. In this study, observations were conducted at the Kylau Common Space coffee shop located at Jalan Palakali No. 38, Kukusan, Beji District, Depok City, West Java.

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3. Documentation is a method of collecting data from various documents, archives, or other written materials related to the topic being researched. The documents used can be notes, reports, letters, books, or other official documents. This documentation technique helps obtain information about the background, policies, events, and developments related to the phenomenon being studied. In this study, the documentation technique was carried out by reading several articles and books related to the research topic.

Meanwhile, the sampling technique used in this study was purposive sampling, a technique used by researchers to determine samples according to the research objectives and the desired criteria. Purposive sampling is a sampling technique that involves certain considerations. This is because not all samples meet the criteria desired or the researcher's goals (Sugiyono, 2019). For this study, the researchers created the following research criteria:

1. The research was conducted at the Kylau Common Space coffee shop.
2. The research period was January-March 2025.

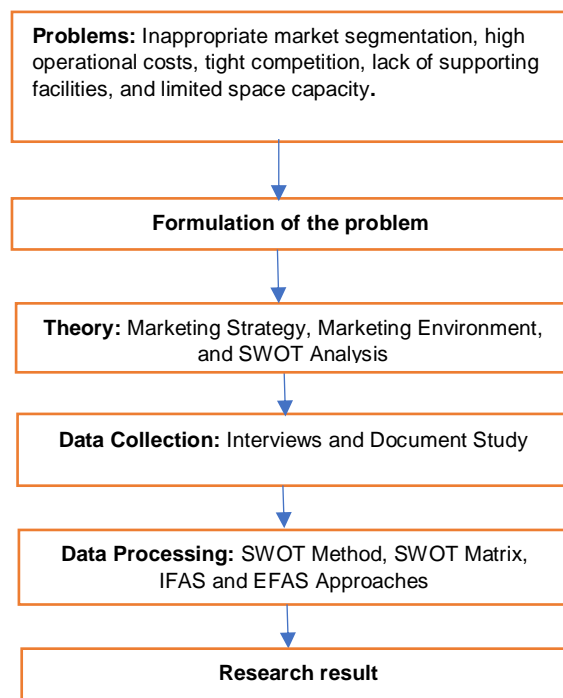


Figure 2. Research Method

Source: Researcher, 2025

The problem solving steps in this research are as follows:

1. Determine and recognize existing problems in order to create clear strategies that can be implemented for future improvements.
2. Conduct a literature study by looking for theories related to the research being conducted.
3. Collect data by conducting interviews and direct observation of research objects.
4. Process the collected data using a SWOT analysis, then create a SWOT matrix table. After that, compare the results of the IFAS matrix score and the EFAS matrix score. Determining the IFAS and EFAS matrix scores is done by assigning a weight to each factor. The weight value ranges from 0.00 to 1.00, with the total weight of all factors must be 1.00. If a factor is given a weight close to 1, it means that the factor is very important. Conversely, if the factor's weight is 0.00, it means that the factor is not important. In addition, each factor is given a rating on a scale of 1 to 4. A rating of 1 indicates a very low influence, a rating of 2 means a low influence, a rating of 3 means

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a fairly high influence, and a rating of 4 indicates a very large influence. After that, the difference between the total internal environmental score and the total external environmental score is mapped into a Cartesian diagram to determine the marketing strategy areas that can be taken as company management decisions.

5. From the results of the data processing, an analysis is then carried out to obtain decisions in the form of recommendations for marketing strategies that can be used by the Kylau Common Space coffee shop.

RESULTS AND DISCUSSION

Research result

A. Internal Environmental Analysis

The internal environmental analysis of Kylau Common Space coffee shop was conducted using a functional approach, namely by analyzing every aspect directly related to facilities and technology, Human Resources (HR), operations, marketing and branding as well as location and accessibility at Kylau Common Space as a whole. So that the internal environmental factors can be obtained, namely the strengths and weaknesses of Kylau Common Space coffee shop as below:

Table 1
Internal Environmental Factors

Strengths	
No	Information
1.	Has complete and modern facilities
2.	Have an aesthetic and attractive room design
3.	Friendly and easy to understand service system
4.	Have professional and competent human resources
5.	Flexible 24-hour operating hours that attract a wide range of people
Weaknesses	
No.	Information
1.	Limited market segmentation
2.	High operational costs
3.	The location is not strategic for new visitors
4.	Lack of supporting facilities, such as toilets
5.	Lack of digital promotion and branding

B. External Environmental Analysis

In analyzing the external environment of the Kylau Common Space coffee shop, external factors were identified, including various opportunities and threats that could impact business growth. The results of interviews and direct observations conducted by the researcher obtained the following external environmental factors that influence the company's environment at the Kylau Common Space coffee shop:

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Table 2
External Environmental Factors

Opportunities	
No	Information
1.	Many people need a workplace that is open 24 hours.
2.	The number of freelancers and small businesses continues to increase
3.	Nowadays many people work flexibly
4.	Potential for collaboration with local campuses, communities, and MSMEs
5.	Opportunity to expand business network
Threats	
No.	Information
1.	The emergence of new competitors who are more innovative or have lower prices
2.	Unstable economic conditions and impact on purchasing power
3.	The increasingly dense competition in the co-working space market
4.	Limited parking space
5.	Limited space capacity during high demand

C. SWOT Matrix

The SWOT matrix is a decision-making formulation tool to determine the strategy that a company will implement based on logic to maximize strengths and opportunities, but at the same time minimize the company's weaknesses and threats (Setyorini et al., 2016).

The SWOT matrix develops four types of marketing strategies: SO, WO, ST, and WT, based on the internal and external environmental factors present at Kylau Common Space coffee shop. The SWOT matrix is arranged into four quadrants as shown below:

1. Quadrant I (SO) combines strengths and opportunities. Companies in this position possess both strengths and opportunities that can be utilized to seize all available opportunities. The strategy that can be implemented is to implement an aggressive growth policy.
2. Quadrant II (ST) uses strengths to address threats. In this situation, the company must leverage its strengths to address existing threats, both short-term and long-term. A suitable strategy is diversification, which means differentiating products or services from others.
3. Quadrant III (WO) addresses weaknesses by capitalizing on opportunities. In this quadrant, companies have many profitable opportunities but also face internal weaknesses. To overcome these challenges, companies need to mitigate internal challenges and capitalize on broad market opportunities.
4. Quadrant IV (WT) combines weaknesses and threats into a defensive strategy. This indicates that the company is in a disadvantaged position, facing numerous threats and internal weaknesses. In this situation, the company needs to implement a defensive strategy, continue to improve internal weaknesses, and strive to avoid threats by capitalizing on existing opportunities.

Based on data on internal and external environmental factors owned by the Kylau Common Space coffee shop, a SWOT matrix was obtained as below:

Table 3
SWOT MATRIX

	Strengths	Weaknesses
	SO Strategy	WO Strategy
Opportunities	<ol style="list-style-type: none"> 1. Provide training to workers regarding excellent service. 2. Make the interior design more attractive and modern, suitable for content on social media. 3. Develop premium membership services such as food discounts and exclusive member spaces. 	<ol style="list-style-type: none"> 1. Be more active in promoting on social media and websites to become better known. 2. Add important facilities such as toilets to make visitors more comfortable. 3. Provide special package prices for students. 4. Build partnerships with online motorcycle taxi services or rental parking to solve access and facility problems.
	ST Strategy	WT Strategy
Threats	<ol style="list-style-type: none"> 1. Carry out promotions through social media that are currently trending, such as TikTok. 2. Always maintain the quality of the place and products so that they remain comfortable both in terms of cleanliness and service. 3. Create a community program for members. 4. Conduct regular customer satisfaction surveys to quickly respond to new competitors. 	<ol style="list-style-type: none"> 1. Limit the booking capacity with the reservation system to avoid overload. 2. Find strategic partners to provide external parking space. 3. Audit of operational costs and energy efficiency. 4. Create regular digital promotions with interactive content to attract engagement.

D. IFAS Analysis

The Internal Factor Analysis Summary (IFAS) matrix is a strategic analysis tool that organizations or companies can use to assess internal factors, such as strengths and weaknesses, and assign a rating or weight to each factor. By utilizing the IFAS matrix, Kylau Common Space can evaluate the extent to which internal factors influence the achievement of its strategic objectives.

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Table 4
IFAS MATRIX

Strengths				
No	Information	Ratings	Weight	Score
1.	Has complete and modern facilities	4	0,12	0,48
2.	Have an aesthetic and attractive room design	4	0,10	0,4
3.	Friendly and easy to understand service system	3	0,09	0,27
4.	Have professional and competent human resources	3	0,09	0,27
5.	Flexible 24-hour operating hours that attract a wide range of people	4	0,10	0,4
			0,50	1,82
Weaknesses				
No.	Information	Ratings	Weight	Score
1.	Limited market segmentation	3	0,08	0,24
2.	High operational costs	3	0,10	0,3
3.	The location is not strategic for new visitors	4	0,12	0,48
4.	Lack of supporting facilities, such as toilets	3	0,10	0,3
5.	Lack of digital promotion and branding	4	0,10	0,4
			0,50	1,72
TOTAL			1	0,1

The IFAS matrix assessment results, as shown in Table 4, are 0.1, a value based on the current situation and the level of importance/urgency for addressing marketing issues at the Kylau Common Space coffee shop. The IFAS analysis results are used in the SWOT analysis, which will be mapped in a Cartesian diagram on the X-axis.

E. EFAS Analysis

The EFAS (External Factor Analysis Summary) matrix is an analytical tool that helps in SWOT analysis to identify and evaluate opportunities and threats in the company's external environment.

Table 5
EFAS MATRIX

Opportunities				
No	Information	Ratings	Weight	Score
1.	Many people need a workplace that is open 24 hours.	4	0,12	0,48
2.	The number of freelancers and small businesses continues to increase	4	0,11	0,44
3.	Nowadays many people work flexibly	3	0,09	0,27
4.	Potential for collaboration with local campuses, communities, and MSMEs	3	0,09	0,27
5.	Opportunity to expand business network	4	0,14	0,56
			0,55	2,02
Threats				
No.	Information	Ratings	Weight	Score
1.	The emergence of new competitors who are more innovative or have lower prices	3	0,08	0,24
2.	Unstable economic conditions and impact on purchasing power	3	0,08	0,24
3.	The increasingly dense competition in the co-working space market	4	0,12	0,48
4.	Limited parking space	4	0,09	0,36
5.	Limited space capacity during high demand	4	0,08	0,32
			0,45	1,64
TOTAL			1	0,38

Based on Table 5 above, the EFAS matrix assessment results are 0.38. This is based on the conditions and level of importance/urgency at the Kylau Common Space coffee shop. These results are used in the SWOT analysis, which will be mapped in a Cartesian diagram on the Y-axis.

Discussion

Based on the overall results of the IFAS and IFAS matrix analysis calculations, the points obtained for the X-axis are strengths with a score of 1.82 and weaknesses with a

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score of 1.72, so the difference between the two is 0.1. Meanwhile, for the Y-axis, the score for opportunities is 2.02 and the score for threats is 1.64. Then, these results are mapped in a Cartesian diagram as seen below:



Figure 3.

SWOT Analysis Cartesian Diagram

Figure 3, a Cartesian diagram of the SWOT analysis, shows that the mapping results from the IFAS and EFAS matrix assessments are in the Strength and Opportunity areas. Therefore, the decision that can be taken by the Kylau Common Space coffee shop according to the results of the SWOT analysis using the IFAS and EFAS approaches is to implement the SO strategy. This strategy is an aggressive strategy, where the company utilizes the company's strengths to face various opportunities it has. The following are several SO strategies that the Kylau Common Space coffee shop can implement according to the SWOT analysis to overcome the marketing problems it is facing, namely:

1. Provide employee training on quality service.
2. Create an attractive and modern interior design suitable for social media content. This way, consumers will automatically promote the coffee shop without needing any encouragement from the company.
3. Develop premium membership services such as food discounts and exclusive member spaces.

CONCLUSION AND SUGGESTIONS

The internal environmental factors owned by Kylau Common Space coffee shop in terms of strengths are having complete and modern facilities, attractive and aesthetic room design, friendly and easy-to-understand service system, professional and competent employees, and flexible 24-hour operating hours that attract various groups. Meanwhile, in terms of weaknesses, namely the existence of new competitors who are more innovative or dare to offer lower prices, unstable economic conditions that affect people's purchasing power, increasingly tight competition in the co-working space market, limited parking space, and limited room capacity when demand is high.

The external environmental factors that Kylau Common Space coffee shop has in terms of opportunities are the increasing need for a 24-hour workplace, the growing number of freelancers, freelance workers, and small businesses, the increasing number of people working flexibly, the potential for collaboration with campuses, communities, and local MSMEs, and the opportunity to expand business networks.

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Meanwhile, in terms of threats, these include the emergence of new competitors who are more innovative or have lower prices, unstable economic conditions that affect purchasing power, increasingly dense competition in the co-working space market, limited parking space, and limited room capacity when demand is high.

The marketing strategy that can be recommended to the Kylau Common Space coffee shop based on the SWOT analysis with the IFAS and EFAS approaches is to use the SO strategy, namely maximizing the strengths of the Common Space coffee shop by taking advantage of current opportunities.

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