

Strategic Formulation for Coffee Shop Business Development: Evidence from Waroeng Me Moelai

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Abstract

Waroeng Me Moelai is one of the coffee shops in Pekanbaru City that has become a preferred choice among consumers. However, as a relatively young business, Waroeng Me Moelai must remain adaptive and innovative in response to the intense competition within the coffee shop industry in Pekanbaru. This study aims to conduct a strategic formulation for the business development of Waroeng Me Moelai. The research employs the exploratory sequential design, adopting a mixed-methods approach that integrates qualitative and quantitative methods. Primary data were obtained through in-depth interviews with the management of Waroeng Me Moelai and online questionnaires. Subsequently, quantitative data were collected through the direct distribution of questionnaires. The sampling technique used was non-probability sampling, with a total of 97 respondents determined using the Lemeshow formula due to the unknown population size. Secondary data were gathered through a literature review of books, academic journals, and relevant websites. The results indicate that: (1) Waroeng Me Moelai is positioned in Cell II (Grow and Build) of the Internal–External (IE) matrix; (2) Waroeng Me Moelai falls within Quadrant I (Aggressive) of the SWOT analysis diagram; (3) the SWOT analysis identifies six strengths, six weaknesses, six opportunities, and five threats; (4) the most appropriate strategic alternative is selected using the Quantitative Strategic Planning Matrix (QSPM); and (5) an updated Business Model Canvas for Waroeng Me Moelai has been developed by incorporating the overall findings of this study. The findings provide practical managerial guidance for coffee shop owners in prioritizing strategic initiatives “improving physical facilities to attract customers to visit and improve service satisfaction” to enhance competitiveness and achieve sustainable business growth.

Keywords: Strategic Formulation; Coffee Shop Business; SWOT Analysis, BMC, QSPM

Abstrak

Warung Me Moelai adalah salah satu coffee shop di Kota Pekanbaru yang menjadi salah satu pilihan utama masyarakat. Namun, di usianya yang muda, Warung Me Moelai harus mampu adaptif dan inovatif ditengah persaingan yang ketat di bisnis coffee shop di Kota Pekanbaru ini. Penelitian ini bertujuan untuk melakukan formulasi strategis pengembangan bisnis coffee shop. Metode penelitian menggunakan desain sekuensial eksploratif yaitu desain mix methods yang mengkombinasikan pendekatan kualitatif dan kuantitatif. Data primer diperoleh dari in depth-interview dengan manajemen Warung Me Moelai dan kusioner yang disebar secara online. Selanjutnya, data kuantitatif dikumpulkan melalui penyebaran kuesioner secara langsung. Teknik pengambilan sampel menggunakan non-probability sampling, dengan jumlah sampel 97 responden yang ditentukan menggunakan rumus Lemeshow karena populasi tidak diketahui secara pasti. Sedangkan data sekunder diperoleh dari studi pustaka dari buku, jurnal, dan website. Hasil penelitian ini menunjukkan bahwa: (1) Warung Me Moelai berada pada sel II (Grow and Build) matrik IE, (2) Warung Me Moelai berada pada Quadrant I (Agressive) pada diagram analsis SWOT. (3) Analisis SWOT pada Warung Me Moelai mengidentifikasi bahwa terdapat 6 kekuatan, 6 kelemahan, 6 peluang, dan 5 ancaman. (4) Strategi terbaik dipilih melalui Quantitative Strategic Planning Matrix (QSPM), dan (5) Business Model Canvas Warung Me Moelai yang terbaru telah dibuat dengan mengadopsi hasil penelitian secara keseluruhan. Temuan penelitian ini memberikan implikasi manajerial yang praktis bagi pemilik coffee shop dalam memprioritaskan inisiatif strategis berupa peningkatan fasilitas fisik untuk menarik lebih banyak pelanggan berkunjung dan meningkatkan kepuasan layanan, sehingga dapat meningkatkan daya saing serta mencapai pertumbuhan bisnis yang berkelanjutan.

Kata kunci: Strategic Formulation; Coffee Shop Business; SWOT Analysis, BMC, QSPM

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Introduction

Micro, Small and Medium Enterprises (MSMEs) have a very vital role in supporting the Indonesian economy, which has been proven for a long time. Limanseto (2024) mentioned that 99% of businesses in Indonesia are MSMEs, their contribution to the Gross Domestic Product (GDP) is 60.61%, and absorbs a total of 97% of the total workforce in Indonesia. This further strengthens the position and role of MSMEs as the backbone of the Indonesian economy because of their extraordinary contribution. One of the MSME sectors that is growing rapidly is the food and beverage sector, especially coffee products.

Nasution et al., (2023) explained that Indonesia is the fourth largest coffee producing country in the world and has good coffee quality. This has triggered the culture of coffee consumption in Indonesia to become an integral part of people's lives and this has encouraged the coffee shop industry to grow rapidly due to market opportunities and coffee demand. As a result, coffee consumption in Indonesia reached 368,752 tons, further the Indonesian Coffee and Cocoa Entrepreneurs Association revealed that the number of coffee shops in 2023 is projected to reach 10,000 and generate revenue of Rp. 80 trillion (Purwanto, 2024).

Table 1. Food and Beverage/Restaurant Providers and Their Growth in Pekanbaru City 2018 - 2024

Year	Food and Beverage Providers/ Restaurant (Unit)	Growth (%)
2018	1.842	-
2019	1.911	3,61
2020	1.911	0
2021	1.722	- 10,97
2022	1.749	1,54
2023	1.757	0,45
2024	460	- 281,95

Source: *Dinas Pariwisata Provinsi Riau* (2025)

Table 1 shows that food and beverage/restaurant providers in Pekanbaru continue to experience unstable growth and tend to have a downward trend. The first decline occurred in 2020 to 2021 of 189 units with a negative growth of 10.97%. The largest decline occurred in 2023 to 2024 at 1,294 with a negative growth of 281.95%. This condition must be a concern for policy makers in Pekanbaru City to evaluate and formulate a strategy to stimulate the business climate to continue to grow stably.

Coffee shops are one of the favorite hangout places for many people regardless of generation and social level. Initially, coffee shops were just a place for elder people to just enjoy their favorite coffee and chat and discuss with their colleagues. But recently, this place has transformed significantly as a place to do various activities ranging from doing tasks, creating content, to entertainment activities that are very popular with young people (Musfar et al., 2022) defined a coffee shop as a place that serves various types of coffee and non-alcoholic beverages in a relaxed and comfortable atmosphere, accompanied by music played via audio or live.

One of the coffee shops that is on the hype in Pekanbaru City is Warung Me Moelai. This is a modern coffee shop that is strategically located near the entrance gate of the University of Riau and has a unique concept by combining Kopitiam and Ampera. Starting a business in 2024, Warung Me Moelai has become a favorite coffee shop in the city of Pekanbaru because of the food, drinks, and services provided. The combination of the Kopitiam and Ampera concepts has become so unique that it still exists in the fierce competition in this business. Foods such as telur barenada, tarempa noodles, butter-rich bread, fruit smoothies, and milk coffee are signature dishes that attract people to visit and enjoy foods and beverages in this place. In addition, Warung Me Moelai offers both free and paid entertainment activities such as chess and playboxes.

Warung Me Moelai has been experiencing ups and downs since its establishment in 2024. Based on in-depth interviews conducted with management, Warung Me Moelai has four business cycles. In the first cycle, namely in the first and second months of store opening, the business achieved revenue growth of 80-90% by carrying out two strategies, namely using influencer marketing and inviting relationships from owners. In the second cycle, which is the third to fifth month, revenue growth fell by 25% due to the holiday season. The third cycle is the fifth and seventh months where businesses enlarge the place and this successfully attracts consumers. The last cycle was in the eighth to tenth months, where the business had managed to attract more consumers but the income was not stable, finally the business increased its operating hours to 24 hours, this increased revenue significantly.

The Pekanbaru Cooperative and MSME Office (Dinas Koperasi dan UMKM) noted that there were around 26,684 MSMEs and experienced a growth of 20%, but unfortunately some culinary businesses closed in less than two years (Eshaq, 2025). This happens due to the fierce competition in business since the growth in this sector is quite significant, the author is interested in conducting research at Warung Memoalai by considering the performance of the existing business as well as the resources and strategies that they have implemented. Therefore, strategic formulation for coffee shop business development needs to be carried out using tools in strategy management in order to evaluate and produce the best strategy in accordance with the resources possessed so that it can remain sustainable in the market and be able to compete.

The previous researchers utilized Business Model Canvas and SWOT analysis for business development, business model improvement, and evaluation of business activities in a variety of different sector businesses such as car wash business (Rabbani & Alfianur, 2024), coffee shop (Musfar et al., 2023; Orient et al., 2024; Musfar et al., 2022) barbershop and coffee business (Ambari et al., 2020), home-made cake shop (Juliana & Sumawidjaja, 2024) and printing business (Chy, 2023; Zulkarnain et al., 2020). This research will provide a more detailed strategic formulation process for the development of a coffee shop business in stages by utilizing analytical tools such as Business Model Canvas (BMC), Internal Factor Evaluation (IFE) matrix, External Factor Evaluation (EFE) matrix, Internal External (IE) matrix, SWOT analysis diagram, and Quantitative Strategic Planning Matrix (QSPM) to evaluate and formulate the strategi for coffee shop business development. Therefore, this research aims to conduct strategic formulation for the development of a coffee shop business in Pekanbaru City. The strategy development process will increase literacy in terms of strategic formulation for business development in Pekanbaru City, especially in the coffee shop business.

Literature Review

Business Development Strategy

Business strategy is defined as a business action and decision that has been set by a company to achieve its goals, compete effectively in the fierce market competition, strengthen competitiveness in the industry, and ensure long-term growth (Chy, 2023). In addition, business strategy also plays a role in directing the long-term business, uncovering potential opportunities, and exploring possible threats (Phuong, 2024). Susanto et al., (2024) mentioned that an essential business strategy will help an organization to adapt to changing environments. By realizing how fierce competition is in the industry, business development strategies must be set in a measurable manner to be able to have a significant impact.

SWOT Analysis

SWOT analysis is an analytical instrument used by management in strategic planning to formulate operational and competitive strategies (Sharath & Praveena, 2016). SWOT analysis has two dimensions, namely internal and external. The internal dimension consists of organizational factors, as well as strengths and weaknesses, while the external dimension includes environmental factors, as well as opportunities and threats (Gurel & Tat, 2017). This analysis assists companies in determining strategic planning whose accuracy is reflected in how the company's decision-makers seize opportunities and optimize their strengths, while also using that analysis to address threats and mitigate their organization's weaknesses (Poniwatie et al., 2022). By recognizing internal capabilities, weaknesses (strengths and weaknesses), and positioning them in a broader external dimension (opportunities and threats), SWOT analysis strengthens the organization to establish strategies that maximize strengths, minimize weaknesses, and adapt well to external conditions (Pozzessere, 2025). Therefore, this analysis has an important role in understanding business conditions, facilitating strategic discussions, and ensuring that strategies are in line with market changes (Ghaleb, 2024).

Business Model Canvas (BMC)

The Business Model Canvas is a business model that describes the overall rationality of how a company creates, delivers, and expresses value (Osterwalder & Yves Pigneur, 2010). This business model has nine key elements consisting of key partnerships, key activities, key resources, value propositions, customer segments, channels, customer relationships, revenue streams, and cost structures. This business model is divided into two stages, namely the front stage which focuses on customers and the back stage which focuses on business processes. BMC's goal is to map, plan, and improve current business models by finding solutions and implementing new business strategies that are more focused on sustainability (Harianto & Soenard, 2022).

Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is a matrix that has a super technique that is usually used to assess various alternative strategies from internal and external factors of an organization (Elezaj & Kuqi, 2023). This matrix is created by considering the main internal and external factors of Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT (Shubbani et al., 2023). Within decision-making, this matrix is the final phase carried out in which the most appropriate alternative strategy will be selected and is highly recommended to strengthen

and develop the overall productivity of the business (Batubara et al., 2022). The results of the matrix are determined from the AS (Attractiveness Score) and TAS (Total Attractiveness Score) values as the main data in this analysis. Therefore, the QSPM matrix will assist companies in formulating comprehensive alternative strategies where the effectiveness of the chosen strategy can be accounted for.

Research Methods

This research was conducted at Warung Me Moelai which is located on Jl. Muchtar Lutfi, Simpang Baru, Tampan District, Pekanbaru City, Riau Province, 28292. This place was selected as the object of this study because it has consistently maintained a positive revenue growth despite its limited resources in its business operations compared to Norma Cafe, Loyal Kopi, and Sanama Kopitiam nearby its surrounding. Its continuous innovation in interior design, business concept, menu development, and additional entertainment that can be rented makes it a compelling case for examining strategic business formulation in a highly competitive coffee shop market. This research used the exploratory sequential design, i.e. design mixed methods which was carried out gradually and sequentially by combining qualitative and quantitative approaches. Primary data were obtained from in depth-interview with the management of Warung Me Moelai and questionnaires distributed online. Furthermore, quantitative data was collected through the distribution of the questionnaire directly. Sampling technique used non-probability sampling where the respondents were selected based on certain criteria, namely someone who ever bought food and drinks at Warung Me Moelai. Lemeshow formula was used to determine the number of samples due to unknown population size in this study.

$$n = \frac{z^2 \cdot P \cdot (1 - P)}{d^2}$$

Description:

n: The minimum sample size required for the study.

z: A standard normal score, which depends on the desired level of trust. The general value includes 1.96 for 95% confidence.

p: Estimated proportion of the population. If this is not known, the most conservative estimate of 0.5 is used to maximize the sample size needed.

d: The margin of error, or sampling error, expressed as a decimal. In this study, the margin of error was 10%.

$$n = \frac{1,96^2 \cdot 0,5 \cdot (1 - 0,5)}{0,1^2}$$

Based on the calculation above, the number of samples that will be used in this study is 96.04 or rounded up to 97. This research has four stages in processing and analyzing data, as follows:

1. Stage 1: Construction of the Business Model Canvas (BMC) Recently

BMC was created based on in-depth interviews with store managers at Warung Me Moelai. The BMC that has been created will be updated taking into account the results of the last stage of this study.

2. Stage 2: Evaluation of Internal and External Factors (Input Stage)

The second stage was carried out by analyzing the results of the questionnaire that had been filled out by 97 respondents, the following stages were based on (Setyorini et al., 2016) the following:

- Weight each indicator in the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrix using a Likert scale of 1 to 5, with 1 (not important), 2 (average), 4 (important), and 5 (most important).
- Rate the IFE matrix on a scale of +3 or +4 for strengths and +1 or +2 for weaknesses. This ranking was carried out by 97 respondents.
- Rate the EFE matrix on a scale of +3 or +4 for better odds and +1 or +2 for fewer chances. This was also done by 97 respondents.
- A weighted score is obtained by multiplying the weight and rating of each factor.

3. Stage 3: Matching (Matching Stage)

In this third stage, the results of the evaluation of internal and external factors will result in alternative strategies (Sanjaya et al., 2020). Here are the stages:

- External Internal Matrix

This matrix is a combination of weighted scores obtained from the second stage, namely EFE (External Factor Evaluation) and IFE (Internal Factor Evaluation) matrices to determine the strategic position of an organization (Triangga et al., 2020). This matrix has 9 cells that can be grouped into 3 main strategies: Grow and Build (cells I, II, or IV), Hold and Maintain (cells III, V, or VIII), and Harvest and Divest (cells VI, VIII, or IX) (Syamruddin & Yunita, 2024). In addition, the scores in the internal and external matrices group the values for EFE into (1) a high score of 3.0-4.0, (2) a medium score of 2.0-2.99, and (3) a low score of 1.0-1.99, while for IFE it consists of (1) a strong score of 3.0-4.0, (2) a moderate score of 2.0-2.99, and (3) a weak score of 1.0-1.99.

- SWOT Analysis Chart

A SWOT analysis chart is a diagram that describes the strategic position of an organization based on two main dimensions, namely internal conditions (Strength–Weakness) and external conditions (Opportunity–Threat).

- SWOT Matrix

The SWOT matrix is a strategic analysis tool used to match important factors in the context of developing four types of strategies, namely S-O, W-O, ST, and W-T (Zior Samosir & Widiyawati, 2025).

4. Stage 4: Decision Making (Decision Stage)

This last stage will analyze the alternative strategies that have been generated previously by identifying key internal and external factors. The alternative solutions that have been formulated will be processed with the Quantitative Strategic Planning Matrix (QSPM) where by determining the attractive score has the following values: 1 = Not Attractive, 2 = Somewhat Attractive, 3 = Attractive, and 4 = Very Attractive. After that, the attractiveness score of each alternative solution is multiplied by the weight of the value which will result in a (Setyorini et al., 2016) total alternative score. The highest score will be the main solution presented and introduced to solve the problem.

5. Stage 5: Propose New Business Model Canvas

This will be the basis for this research to be able to improve the business model so that it can continue to compete and be innovative and adaptive amidst the tight competition in the coffee shop market in Pekanbaru City.

Results and Discussion

1. Construction Business Model Canvas (BMC)

In this study, BMC was constructed based on an in-depth interview conducted with the management of Warung Me Moelai. The following BMC has been made as follows.



Figure 1. Warung Me Moelai Business Model Canvas Currently

Source: Data Processed (2026)

2. Evaluation of Internal and External Factors (Input Stage)

a. IFE Internal Factor Evaluation

The following are the results of internal factors at Warung Me Moelai

Table 2. Internal Factor Evaluation

No	Strength	Weight	Rating	Score
S1	Affordable prices	0,0734	2	0,147
S2	Variations of food and drink	0,0930	3	0,279
S3	Unique café concept	0,0948	3	0,284
S4	Satisfactory service	0,0736	2	0,147
S5	Strategic location	0,1028	4	0,411
S6	Trendy social media content	0,0920	3	0,276
No	Weakness			
W1	Disadvantages of tables and benches	0,0883	3	0,265
W2	Lack of parking area	0,0902	3	0,270
W3	Disadvantages of sinks	0,0685	2	0,137

W4	Disadvantages of discounts	0,0847	3	0,254
W5	Lack of space in outdoor areas	0,0894	3	0,268
W6	Hot atmosphere	0,0493	1	0,049
Internal Factor Evaluation Score		1.000		2,789

Source: Data processed (2026)

Based on the internal factor evaluation matrix, Warung Me Moelai was identified as having six strengths and six weaknesses. The coffee shop's biggest asset is its strategic location, with a rank of 4, a weight of 0.1028, and a score of 0.411. The main drawback is the lack of parking area, with a rank of 3, a weight of 0.0902, and a score of 0.270. Warung Me Moelai has a total internal factor evaluation matrix score of 2,789.

b. EFE External Factor Evaluation

The following are the results of internal factors at Warung Me Moelai.

Table 3. External Factor Evaluation

No	Peluang (Opportunity)	Weight	Rating	Score
O1	Location near SM Amin UNRI gate	0,0987	3	0,296
O2	Kopitiam Tren	0,0913	3	0,274
O3	High growth of coffee shops in Pekanbaru	0,0918	3	0,275
O4	Partners who support business operations	0,0665	2	0,133
O5	People's habits of hanging out at coffee shops	0,0913	3	0,274
O6	FOMO	0,0891	3	0,267
No	Threat (External Factor)			
T1	Fierce competition in the coffee shop industry	0,1038	4	0,415
T2	Competitors have ample room	0,0921	3	0,276
T3	Competitors have complete facilities	0,0934	3	0,280
T4	Business operations are easy to replicate	0,0905	3	0,271
T5	Competitors use Ads massively	0,0915	3	0,275
External Factor Evaluation Score		1.000		3,037

Source: Data processed (2026)

Based on an external factor evaluation matrix, Warung Me Moelai has identified six opportunities and six threats. The biggest opportunity for this coffee shop is located near the SM Amin UNRI Gate, with a rank of 3, a weight of 0.0987, and a score of 0.296. The main threat is the number of coffee shops in Pekanbaru City which creates fierce competition with a 4th rank, weight of 0.1038, and a score of 0.415. Warung Me Moelai has a total external factor evaluation matrix score of 3,037.

3. Matching Stage

a. Internal External Matrix

The following is the position of Warung Me Moelai in the internal evaluation matrix, where the internal factor evaluation score is 2.789 and the external factor evaluation score is 3.037.

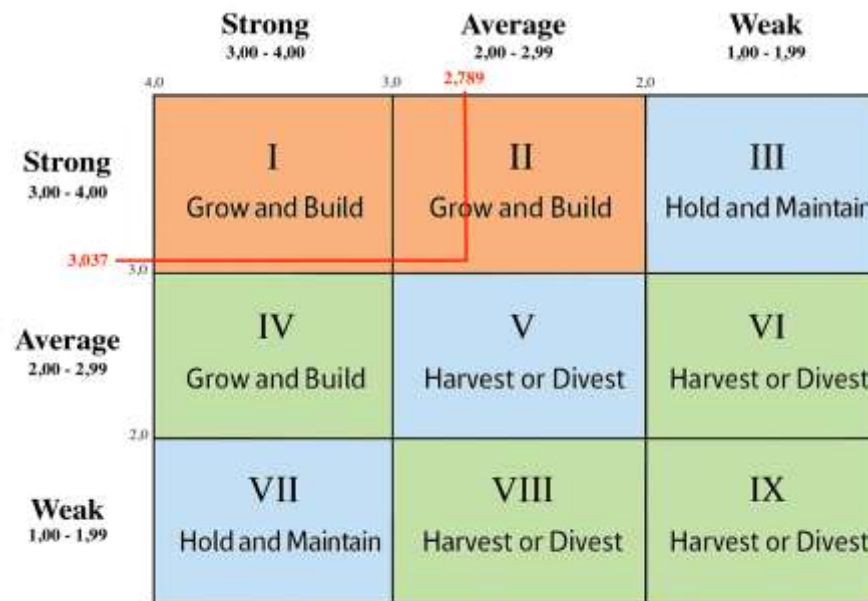


Figure 2. Internal External Matrix

Source: Data processed (2026)

Warung Me Moelai is in Cell II on the external internal matrix. This placement reflects a combination of average internal strength and strong external opportunities, leading to the recommended strategic implications of grow and build.

b. SWOT Analysis Chart

Tabel 3 below shows that the opportunity factor scored 1,520, and the threat factor scored 1,518. Although the difference between these factors is relatively small, Warung Me Moelai's current external environment provides more lucrative opportunities than potential threats. Nonetheless, to stay mindful of the challenges that businesses may face, making good use of opportunities is a must for businesses to strengthen their competitive advantage. Therefore, today's threats must be anticipated and managed appropriately.

Based on the results in the Table 2 above, showing that the strength factor scored 1,545, and the weakness factor scored 1,244. These differences show that Warung Me Moelai's internal environment is currently dominated by strengths rather than weaknesses. This is a solid position for the company to compete and improve its operational performance. Therefore, current weaknesses must be evaluated and overcome to strengthen the company's competitiveness.

From the analysis above, the SWOT diagram matrix at Warung Me Moelai can be seen from the image below.

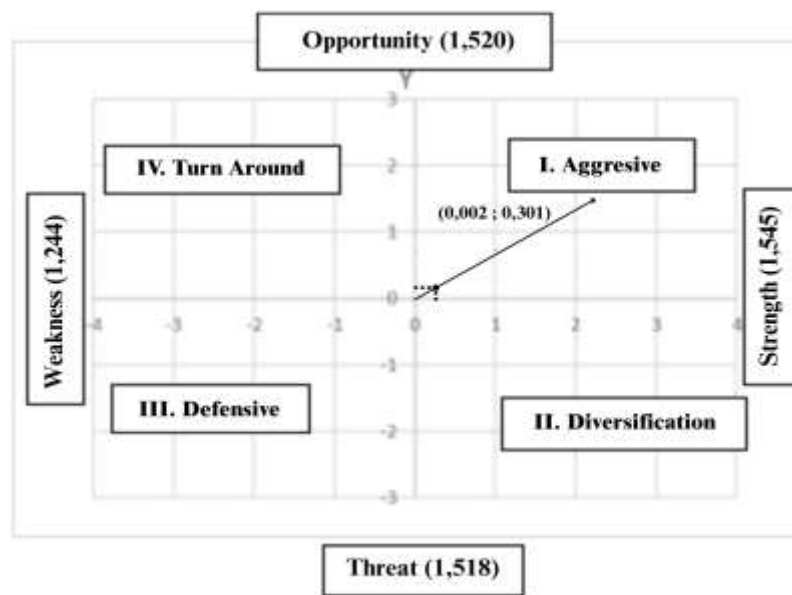


Figure 3. SWOT Analysis Chart
 Source: Data processed (2026)

c. SWOT Matrix

The SWOT matrix is utilized significantly and appropriately to formulate the 10 strategies below to evaluate the internal and external environment of the current conditions and strengthen the business's position in the market to compete with its competitors in the fierce market competition.

Table 4. SWOT Matrix

No	Strength - Opportunity (SO)
SO1	Optimizing its strategic location to attract new customers by providing attractive promos/discounts of around 5-7% for students and lecturers by showing Student/Lecturer Identity Cards (S5, S6, O1, O6)
SO2	Give appreciation to new customers with a discount of Rp.5,000 - Rp. 10,000 for the second purchase by providing feedback through the QR Code in front of the cashier to increase the number of customers visiting (S3, S4, S6, O3, O4, O6)
SO3	Collaborate with student organizations to sell their products at their events to increase brand awareness and brand revenue (S1, S2, S3, O1, O3)
No	Strength - Threat (ST)
ST1	Leverage Ads on Instagram and TikTok to strategically compete with corporate competitors (Q3, S6, T1, T5)
ST2	Maintain taste, quality, and price for all menus and diversify menus by innovating and observing new menus to be adopted as customers' choice (S1, S2, T1, T4)
ST3	Highlight the uniqueness of the café and the diverse menu in social media content to compete with larger and more complete competitors (S3, S6, T2, T3)

No	Weakness - Opportunity (WO)
WO1	Leverage support from café business partners to address unserviceable and unreachable customers (W1, W5, O3, O4)
WO2	Improve physical facilities to attract customers to visit and improve service satisfaction (W1, W2, W3, W6, O1, O2, O5)
WO3	Upgrade or collaborate with third parties to support parking spaces (W2, O1, O6)
No	Weakness - Threat (WT)
WT1	Redesign the layout and improve ventilation to cope with the heat in the room and improve the atmosphere of the café (W6, O3, O5, O6)

Source: Data processed (2026)

4. Decision Stage

In the last stage, the Quantitative Strategic Planning Matrix (QSPM) is used in the decision-making process to get the best solution. This stage will analyze the alternative strategies that have been given in the previous table 4 that were created objectively based on internal and external factors. After deciding on an alternative strategy, QSPM requires determining an attraction score or alternative score (AS). The US has several values: 1 = Unattractive, 2 = Somewhat Attractive, 3 = Attractive, and 4 = Very Attractive.

Note:

- The weighted values are based on the calculation of the IFAS and EFAS matrices.
- The attractiveness score (AS) was obtained from focus group discussions, using a scale of 1-4.
- The total TAS alternative score is obtained by multiplying the weighted value by the US alternative score

Table 5. Recommended Alternative Strategies

No	Alternative Strategies	STAS	Rank
WO2	Improve physical facilities to attract customers to visit and improve service satisfaction (W1, W2, W3, W6, O1, O2, O5)	6,397	1
WT1	Redesign the layout and improve ventilation to cope with the heat in the room and improve the atmosphere of the café (W6, O3, O5, O6)	5,430	2
ST1	Leverage Ads on Instagram and TikTok to strategically compete with corporate competitors (Q3, S6, T1, T5)	5,159	3
SO2	Give appreciation to new customers with a discount of Rp.5,000 - Rp. 10,000 for the second purchase by providing feedback through the QR Code in front of the cashier to increase the number of customers visiting (S3, S4, S6, O3, O4, O6)	5,115	4

SO3	Collaborate with student organizations to sell their products at their events to increase brand awareness and brand revenue (S1, S2, S3, O1, O3)	4,996	5
SO1	Optimizing its strategic location to attract new customers by providing attractive promos/discounts of around 5-7% for students and lecturers by showing Student/Lecturer Identity Cards (S5, S6, O1, O6)	4,883	6
ST3	Highlight the uniqueness of the café and the diverse menu in social media content to compete with larger and more complete competitors (S3, S6, T2, T3)	4,819	7
WO1	Leverage support from café business partners to address unserviceable and unreachable customers (W1, W5, O3, O4)	4,294	8
ST2	Maintain taste, quality, and price for all menus and diversify menus by innovating and observing new menus to be adopted as customers' choice (S1, S2, T1, T4)	4,103	9
WO3	Upgrade or collaborate with third parties to support parking spaces (W2, O1, O6)	4,083	10

Source: Data processed (2026)

5. Propose New Business Model Canvas



Figure 4. Adjusted Business Model Canvas of Warung Me Moelai

Source: Data processed (2026)

Conclusion

Based on data analysis using the Business Model Canvas and Quantitative Strategic Planning Matrix (QSOM), this study concluded as follows:

1. Strategic Position

Based on internal and external analysis, Warung Melolai's strategic position obtained an internal factor evaluation score of 2,789 and an external factor evaluation score of 3,037. This situation places Warung Memolai in cell II (Grow and Build) of the IE matrix and recommends a "Grow and Build" strategy through facility development and market penetration.

2. Aggressive Strategic Position

The Matrix Room shows that Warung Memolai is in Quadrant I (Aggressive). This means that the company has sufficient internal strength and external opportunities to execute a proactive and aggressive business strategy.

3. SWOT Analysis Findings

Warung Me Moelai has six strengths, namely affordable prices, diverse food and drinks, unique café concept, satisfactory service, strategic location, and trendy social media content. The disadvantages consist of a lack of chairs and tables, a lack of parking areas, a lack of sinks, a lack of discounts, a lack of indoor areas, and a hot atmosphere. The opportunities range from its location close to the gate of SM Amin UNRI, the kopitiam trend in the community, the trend of coffee shops that are growing in the city of Pekanbaru, partners who support business operations, the habit of hanging out at coffee shops, and FOMO (Fear of Missing Out). Lastly, the threat is that the number of coffee shops in the city of Pekanbaru creates fierce competition, competitors have larger spaces, competitors have more complete facilities, it is easy to replicate business operations, and competitors aggressively promote on social media with advertisements.

4. QSPM Priority Strategy

The decision-making stage explains that "improving physical facilities to attract customers to visit and increase service satisfaction" has the highest STAS score of 6,397.

Managerial Implications. The findings suggest that Waroeng Me Moelai should prioritize investments in physical facilities, including expanding seating capacity, improving parking availability, increasing indoor comfort, and enhancing supporting amenities. These improvements should be complemented by continuous menu innovation, consistent social media engagement, and customer experience enhancement to strengthen competitive advantage and sustain business growth in the increasingly competitive coffee shop industry.

Limitations. This study was conducted using a single case study of one coffee shop in Pekanbaru, which may limit the generalizability of the findings. Furthermore, the strategic analysis primarily relied on expert judgment and managerial assessments, which may introduce subjective bias despite the systematic application of BMC, SWOT, SPACE, IE, and QSPM.

Suggestions for Future Research. Future studies should examine multiple coffee shops across different cities or regions to improve the generalizability of the findings. Researchers are also encouraged to integrate strategic formulation tools with quantitative approaches, such as Structural

Equation Modeling (SEM), customer satisfaction analysis, or financial performance evaluation, to provide a more comprehensive understanding of the factors influencing business competitiveness and long-term sustainability.

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