

Planning A Fruit Shop Business Development Strategy "Nu Mesari Buah" Using SWOT Analysis And QSPM (Quantitative Strategic Planning Matrix) Method

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ABSTRACT

This study employs SWOT analysis and QSPM method to develop a business strategy for "Nu Mesari Buah" fruit shop, focusing on internal and external factors affecting its competitiveness. Through qualitative analysis, including interviews, strengths like strategic location and fresh stock, weaknesses such as price fluctuations, opportunities such as increased demand, and threats like competition were identified. Quantitative evaluations using IFE and EFE matrices revealed stronger internal advantages and opportunities, indicating a favorable position for strategic planning. The IE matrix placed the shop in the Hold quadrant, suggesting market and product development strategies. QSPM prioritized strategies, with increasing goods availability before holidays ranked highest. This aims to meet rising demand by collaborating with local suppliers. Overall, the research offers insights for strategic planning in "Nu Mesari Buah" and similar businesses, albeit requiring gradual monitoring and evaluation for practical implementation, considering environmental and market dynamics.

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1. INTRODUCTION

People's lifestyles after the pandemic have undergone significant changes, namely maintaining health and hygiene. Health comes from within the body by maintaining a healthy diet and regular exercise. One effort to maintain health is to consume fruits. This effort is also strengthened by government programs aimed at increasing fruit consumption in the community [1]. In Indonesia, fruit consumption reaches 73.59% which means almost all Indonesian people consume fruits. The higher consumption of fruit is an opportunity for business actors, especially in the field of fruit shops to make a profit [2]. The emergence of companies that sell fruits and vegetables, both in supermarkets and in stores, causes fierce competition, because they have to compete for increasing market opportunities [3].

In the business world, strategic planning is an important element in ensuring the success of a business. Conceptually formulated strategic plans for large or small organizations with a profit or non-profit orientation, preferably based on more objective than subjective criteria [4]. This is also true in the fruit sales industry, where a fruit shop must adopt a structured and effective approach to develop and expand its business. One method that is often used in planning fruit shop business development strategies is to use two powerful analytical tools: SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) and QSPM Method (Quantitative Strategic Planning Matrix).

Based on SWOT analysis, effective strategies maximize strengths and opportunities while minimizing weaknesses and threats [5]. With a SWOT analysis, fruit shops can identify their strengths such as strategic location, good product quality, and a strong reputation among customers. However, they should also recognize weaknesses such as inadequate infrastructure, lack of product variety, or lack of effective promotion. The information obtained in the SWOT analysis is obtained from the data collection process through internal factor evaluation (IFE - Internal Factor Evaluation)

and external factor evaluation (EFE - External Factor Evaluation). The utilization of EFE and IFE matrices provides a favorable opportunity for companies to evaluate the influence of internal and external factors on organizational performance [6].

After conducting a SWOT analysis, the next step is to apply the QSPM Method. This method allows fruit shop owners to evaluate and prioritize development strategies based on key factors identified in a SWOT analysis. Using QSPM, fruit shop owners can assess various alternative strategies, such as product expansion, product diversification, or increased promotion. They can also determine which strategies are most effective and positively impact the achievement of their business goals. In general, QSPM matrix analysis is carried out at the final stage using data that has been analyzed with several previous matrices [7].

In this study, researchers chose a fruit shop "Nu Mesari Buah" which is located at Jalan Raya Anggungan no 19, Mengwi District, Badung Regency, Bali. Nu Mesari Buah sells imported and local fruits that adjust to consumer demand. Established since 1999, Nu Mesari Buah is one of the most famous fruit shops and a supplier of imported and local fruit to traditional markets throughout Bali. Because it has been established for a long time, of course, a business development strategy is needed so that it can always compete with competitors. The utilization of EFE and IFE matrices provides a clear advantage to organizations by facilitating the evaluation of the influence of external and internal factors on the company, thus enabling organizations to improve business management practices and design effective strategies

2. LITERATURE REVIEW

2.1 Business Development Strategy

Strategy comes from the Greek words "strategos" meaning army and "ego" meaning leader. A strategy has a foundation for achieving its intended goals. According to Budio (2019), Strategy is an art form that involves the use of skills and assets of an organization to achieve its goals in an effective

way, through optimal interaction with the surrounding environment in the most favorable situation. Many companies recognize the importance of strategic planning to analyze conditions, improve operational efficiency, set business priorities and goals, and allocate resources for competitive advantage [3].

Business development refers to the measures used to identify, maintain, acquire customers and business opportunities to drive organizational growth and increase profits, while a business development strategy is a document that describes the strategy to be used to achieve these goals. Strategic business development aims to match the business development process with the company's business goals. If the planned strategy is strong and in accordance with the goals of the company and is well implemented, then the strategy makes it possible to drive the profitability of the company

2.2 SWOT Analysis

SWOT analysis is a tool used for strategic planning and strategic management of an organization that is used effectively to build organizational strategies and competitive strategies, whereby an organization consists of internal and external environments (GÜREL, 2017) SWOT analysis consists of kekuatan (strength), kelemahan (weakness), peluang (opportunity) dan ancaman (threat).

2.3 IFE Matrix

Internal Factor Evaluation (IFE) Matrix is a tool used in strategy management that can help evaluate the internal strengths and weaknesses of a company. IFE Matrix is designed to analyze the strengths and weaknesses of internal factors such as resources, capabilities and key competencies (MBA Hub, 2019).

2.4 EFE Matrix

EFE matrix or stands for External Factor Evaluation Matrix is almost similar to IFE Matrix, the difference is that EFE matrix concentrates more on external factors of the company, such as social, economic, political and various other external factors. The EFE

Matrix can be expanded into five levels, for example listing the main external factors including opportunities and threats affecting the company. Make a list of opportunities first, then make a list of threats. Make it as detailed and detailed as possible using percentages, ratios and comparisons [8].

2.5 IE Matrix

The Internal-External Matrix (IE) Matrix is a continuation of the IFE and EFE matrices where the total IFE weight score on the x-axis and the total EFE weight score on the y-axis. According of David & [9], The IE matrix is divided into three parts that have different strategy alternatives, namely:

- 2.5.1 Quadrants I, II, and IV are described as "growth and build" where appropriate strategies include market penetration, market expansion, product innovation, backward integration, forward integration, and horizontal integration.
- 2.5.2 Quadrants III, V, and VII are described as "hold and maintain" and suitable strategies are market penetration and product development.
- 2.5.3 Quadrants VI, VIII, and XI are described as "harvest and divest" and the corresponding strategy is cost efficiency and investment reduction

2.6 QSPM Matrix

The Quantitative Strategic Planning Matrix (QSPM) is a strategy management tool used to evaluate and prioritize strategy alternatives based on previously analyzed internal and external factors. Assessment of alternative strategies through the QSPM method is carried out by utilizing Attractiveness Scores (AS) and Total Attractiveness Scores (TAS). This assessment process illustrates respondents' preferences for alternative strategies. Alternative strategies that have the highest TAS value are considered the recommended strategy choices for the business [8].

3. METHODS

In this study, the method used was qualitative descriptive analysis. Qualitative research involves understanding the context, situation, and setting of natural phenomena. Qualitative research involves understanding natural phenomena in a variety of contexts. The aim is to provide an in-depth description of the situation under study, according to observations in the field of study [10]. Researchers conducted an interview with the resource person, namely the owner of Nu Mesari Buah fruit shop on February 12, 2024. In addition to store owners, interviews were also conducted with store employees to complete information for research purposes.

4. RESULTS AND DISCUSSION

4.1 Nu Mesari Buah SWOT Analysis

Based on the results of interviews with the owner of Nu Mesari Buah and his employees, the results of SWOT analysis were obtained as follows:

1. *Strength*
 - a. Strategic location in the city center
 - b. Providing imported and local fruits with a wide selection
 - c. Working with local farmers
 - d. Fruit stock is always fresh every day
 - e. Spacious parking facilities
2. *Weakness*
 - a. Fruits quickly undergo rotting
 - b. The price of fruit is not fixed, prices fluctuate every day
 - c. Less aggressive promotions
 - d. Price competition from competitors who offer low prices
 - e. Dependence on supplies from unstable local farmers
3. *Opportunity*
 - a. Increased public interest in a healthy lifestyle
 - b. Fruits from local farmers are easily affordable
 - c. The demand for fresh fruits has increased ahead of the holiday
 - d. Expansion opportunities into the online market

- e. Opportunities for cooperation with restaurants and cafes
4. *Threat*
- a. Competition from large fruit stores and supermarkets
 - b. fluctuations in the price of agricultural products
 - c. seasonal changes in fruit availability and prices
 - d. Government Policy on Restrictions on Imported Fruit
 - e. Shifting People's Shopping Patterns

These analyses will serve as a guide for Nu Mesari Buah in making decisions related to its business growth, which is part of a long-term planning strategy that requires a thorough and detailed evaluation of various aspects to determine the company's future steps.

4.2 IFE Matrix Analysis

Table 1. IFE Matrix Analysis of "Nu Mesari Buah" Fruit Shop in 2024

No	Factors	Weight	Rating	Result
Strength				
1	Strategic location in the city center	0.07	4	0.28
2	Providing imported and local fruits with a wide selection	0.18	4	0.72
3	Working with local farmers	0.09	3	0.27
4	Fruit stock is always fresh every day	0.15	4	0.6
5	Spacious parking facilities	0.06	3	0.18
Sum				2.05
Debilitation				
1	Fruits quickly undergo rotting	0.08	1	0.08
2	The price of fruit is not fixed, prices fluctuate every day	0.04	2	0.08
3	Less aggressive promotions	0.02	1	0.02
4	Price competition from competitors who offer low prices	0.04	1	0.04
5	Dependence on supplies from unstable local farmers	0.06	2	0.12
Sum				0.34
Total				2.39

Source: Processed primary data (2024)

4.3 EFE Matrix Analysis

Table 2. EFE Matrix Analysis of "Nu Mesari Buah" Fruit Shop in 2024

No	Factors	Weight	Rating	Result
Chance				
1	Increased public interest in a healthy lifestyle	0.15	4	0.6
2	Fruits from local farmers are easily affordable	0.07	4	0.28
	The demand for fresh fruits has increased ahead of the	0.08	4	0.32
4	Expansion opportunities into the online market	0.06	3	0.18
5	Opportunities for cooperation with restaurants and cafes	0.04	3	0.12
Sum				1.5

From the results of the EFE analysis above, the company has a total weighted score of 1.5 for opportunities and 1 for threats. A total EFE of 2.5 indicates that the company has a fairly good chance of dealing with threats. Companies need to pay attention to serious threats such as competition with large fruit stores, seasonal changes and government

Threat				
1	Competition from large fruit stores and supermarkets.	0.08	3	0.24
2	Price fluctuations of agricultural products	0.05	2	0.1
3	Seasonal changes in fruit availability and price	0.25	2	0.5
4	Government policy on restrictions on imported fruit	0.04	3	0.12
5	Shifting people's shopping patterns	0.02	2	0.04
Sum				1
Total				2.5

Source: Processed primary data (2024)

policies on limiting imported fruit. In the face of threats, companies need to take steps to minimize their impact such as penetrating the market and focusing on the uniqueness of products from competitors.

4.4 IE Matrix Analysis

Table 3. IE Matrix Analysis

TOTAL SCORE IFE

TOTAL SCORE EFE	Kuat 3,0 – 4,0	Sedang 2,0 – 2,99	Lemah 1,0 – 1,99
	Tinggi 3,0 – 4,0	I (Grow and Build)	II (Grow and Build)
Sedang 2,0 – 2,99	IV (Grow and Build)	V (Hold and Maintain)	VI (Harvest or Diverst)
Rendah 1,0 – 1,99	VII (Hold and Maintain)	VIII (Harvest or Diverst)	IX (Harvest or Diverst)

Source: Processed primary data (2024)

Based on the results of the IE matrix analysis, it can be seen that the fruit shop "Nu Mesari Buah" is in the V quadrant position, namely **Hold and Maintain**. The right strategy for the fruit shop "Nu Mesari Buah" is a strategy of market development, product development and market penetration (intensive strategy). One of the product development steps that can be done is to increase the availability of fruits to meet the needs of the community ahead of

religious holidays. In addition, it can also be developed with market development strategies by exploring new markets in addition to existing traditional markets. In addition, utilizing the Gojek and Grab platforms to sell products and provide delivery services to consumers is also a strategy that can be applied.

4.4 SWOT Analysis Matrix

Table 4. SWOT Analysis Matrix

IFAS EFAS	Strength (S) a. Strategic location in the city center b. Providing imported and local fruits with a wide selection c. Working with local farmers d. Fruit stock is always fresh every day	Weakness (W) a. Fruits quickly undergo rotting b. The price of fruit is not fixed, prices fluctuate every day c. Less aggressive promotions d. Price competition from competitors who offer low prices
	Opportunity (O) a. Increased public interest in a healthy lifestyle. b. Fruits from local farmers are easily affordable c. The demand for fresh fruits has increased ahead of the holiday d. Expansion opportunities into the online market e. Opportunities for cooperation with	SO Strategy a. Increase the availability of goods to be able to meet market needs ahead of the holidays b. Optimize the strategic location in the city center by holding special promotions or discounts to attract customers from large fruit stores or nearby supermarkets.
Threat (T) a. Competition from large fruit stores and supermarkets, b. fluctuations in the price of agricultural products c. seasonal changes in fruit availability and prices d. Government Policy on Restrictions on Imported Fruit e. Shifting People's Shopping Patterns	ST Strategy a. Always innovate to develop processed products so as to increase sales. b. Diversify products by offering exotic fruits that are rarely found in large stores, so as to attract customers who are looking for more unique product variations	WT Strategy a. Increase price competitiveness with large fruit stores that offer lower prices. b. Develop stronger relationships with local farmers and distributors to ensure stable and consistent supply,

Source: Processed primary data (2024)

4.5 Matrix QSPM

Table 5. QSPM Results

No	Alternative Strategies	Total TAS	Rank
1	Increase the availability of goods to be able to meet market needs ahead of the holidays	1.04	I
2	Optimize the strategic location in the city center by holding special promotions or discounts to attract customers from large fruit stores or nearby supermarkets	0.52	IV
3	Strengthen promotion and marketing through social media and websites	0.34	V
4	Provide customer loyalty programs or rewards packages to attract new	0.20	VIII

	customers and retain existing customers		
5	Always innovate to develop processed products so as to increase sales	0.31	VI
6	Diversify products by offering exotic fruits that are rarely found in large stores, so as to attract customers who are looking for more unique product variations	0.68	II
7	Increase price competitiveness with large fruit stores that offer lower prices	0.64	III
8	Develop stronger relationships with local farmers and distributors to ensure stable and consistent supply	0.25	VII

Source: Processed primary data (2024)

Based on table 4, the QSPM results above show that the highest value on the Total Attractiveness Score (TAS) is an alternative strategy regarding increasing the availability of goods to be able to meet the needs of the consumer market that consumes fruits to support a healthy lifestyle and market needs before the holidays. This is related to the Hindu community in Bali who use fruit as a

complement to upakara. With this strategy, fruit shops will be able to take advantage of the momentum of increasing demand to increase sales and expand their market share significantly. In this case, collaboration with local suppliers can also be a strategic step to ensure the availability of sufficient and quality goods during the period.

5. CONCLUSION

Planning the business development strategy of the fruit shop "Nu Mesari Buah" which has been carried out through SWOT and QSPM analysis can be concluded that the strategy that can be done is to increase the availability of goods to be able to meet market needs before the holidays, offer fruit that is rarely found in large stores, offer low prices, hold special promos and discounts, innovate, develop relationships with local farmers and provide loyalty programs for regular customers. The main priority result of the analysis is to increase the availability of goods to be able to meet market needs ahead of the holiday with TAS 1.04.

The results of the research can be used by the fruit shop "Nu Mesari Buah" in strategic

planning in order to help the development of the company. This research is part of the strategy formulation process and has not yet reached the stage of practical application. Gradual monitoring and evaluation of the proposed strategy is required. In addition, the strategies discussed in this study may not be suitable if applied to similar businesses because various factors such as environmental conditions, market characteristics, and time factors can affect its success.

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