



(Research/Review) Article

Analysis of Business Strategy in Business Zozo Garden Bandar Lampung City with SWOT Matrix Approach

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Abstract. The food and beverage industry in Indonesia has experienced rapid growth, leading to increasingly intense competition among cafés and restaurants and requiring businesses to formulate effective strategies to sustain competitiveness and long-term growth. This study aims to analyze the business strategy of Zozo Garden Coffee & Eatery, a garden-themed café located in Bandar Lampung, Indonesia, by evaluating its internal and external environments and identifying the most appropriate strategic priorities. A qualitative case study approach was employed using purposive sampling involving the owner, customers, and an industry expert as informants. Primary data were collected through observations, semi-structured interviews, and documentation, while secondary data were obtained from relevant literature. The collected data were analyzed using the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal–External (IE) Matrix, SWOT Matrix, and Quantitative Strategic Planning Matrix (QSPM). The results show that Zozo Garden achieved an IFE score of 3.10 and an EFE score of 2.84, positioning the company in Cell IV (Grow and Build) of the IE Matrix. The QSPM analysis identified the SO1 strategy as the top priority with a Total Attractiveness Score (TAS) of 3.99, emphasizing digital marketing enhancement, brand differentiation, and customer experience improvement. The study concludes that growth-oriented strategies supported by continuous operational improvement are essential for strengthening competitiveness and ensuring long-term business sustainability.

Keywords: Business Strategy; Café Industry; QSPM; Strategic Management; SWOT Analysis.

1. Introduction

By creating jobs, lowering poverty, and boosting economic resilience, Micro, Small, and Medium Enterprises (MSMEs) are essential to Indonesia's economic growth (Muhafi, 2024; Tambunan, 2019). Due to the insufficient use of systematic strategic management, many MSMEs continue to struggle to achieve sustainable growth despite government support in the form of financial aid and capacity-building initiatives. In order to achieve long-term competitive advantage and match internal capabilities with external environmental conditions, strategic management, which includes strategy design, implementation, and evaluation, is crucial (David & David, 2017; Perace, 2014; Wheelen et al., 2018). Nevertheless, a lot of MSMEs still make decisions based more on gut feeling than on formal strategic analysis, which makes it harder for them to react to market volatility (Hitt et al., 2016).

Increasing MSME competitiveness now heavily depends on innovation. By implementing new concepts, technology, and managerial techniques, innovation strategies let businesses to enhance value (Rothaermel, 2021). Furthermore, when they are hard for rivals to replicate, intangible resources like creativity, brand image, and organizational skills can become sources of long-term competitive advantage (Barney, 1991). In order to ensure long-term corporate sustainability and competitiveness, innovation and strategic resource management must be integrated. One of the MSMEs' most competitive and dynamic sectors is the food and beverage industry. Because new competitors are constantly emerging, industries with low entry barriers typically face significant competitive pressure (Porter, 2008). Additionally, dining preferences have evolved toward experiential value, such as ambience, comfort, and social contact, due to shifting customer lifestyles. This has forced businesses to constantly innovate and employ integrated marketing techniques (Kotler & Keller, 2016).

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Because consumers assess price justice based on the perceived benefits gained, such as product quality, service, and dining experience, pricing strategy also significantly influences consumer behavior (Monroe, 1990; Zeithaml, 1988).

In Bandar Lampung, Zozo Garden is a restaurant with a garden motif that provides a cozy dining experience backed by a number of amenities, including Wi-Fi, roomy seating, and appealing interior and outdoor decor. These qualities support consumer satisfaction and brand distinctiveness and are significant internal strengths. However, the restaurant must contend with a number of strategic obstacles, such as the necessity for ongoing menu innovation, efficient cost control, consistent service, fierce rivalry, rising customer price sensitivity, and volatile raw material prices (Rothaermel, 2021). Despite the restaurant's excellent idea and amenities, customer reviews also show discrepancies between expected and perceived service quality, notably with regard to delayed service and poor seating management during peak hours.

A thorough strategic analysis is required to support managerial decision-making at Zozo Garden in light of these circumstances. According to David & David (2017), the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices offer methodical ways to evaluate both external opportunities and threats and internal strengths and weaknesses. While the Quantitative Strategic Planning Matrix (QSPM) allows for the objective prioritization of strategies based on their attractiveness and feasibility (David & David, 2017), their integration through SWOT analysis makes it easier to formulate suitable strategic alternatives (Helms & Nixon, 2010). In order to improve Zozo Garden's competitiveness in the restaurant market, this study intends to analyze its business strategy by assessing its internal and external environments and producing evidence-based strategic recommendations.

2. Literature Review

Business Strategy

Business strategy refers to a comprehensive plan that guides organizations in achieving long-term objectives while adapting to internal and external environmental changes. It assists organizations in determining priorities, allocating resources, and coordinating activities to achieve their vision and mission effectively (David & David, 2017).

Strategic Management Process

Strategic management is a continuous process involving strategy formulation, implementation, and evaluation to achieve organizational goals and sustain competitive advantage (David & David, 2017; Hubais & Najib, 2014). Effective strategic management enables organizations to align internal resources with external conditions and improve adaptability in dynamic business environments (Wheelen et al., 2018; Hitt et al., 2016).

Internal Factor Evaluation (IFE) Matrix

The Internal Factor Evaluation (IFE) Matrix is used to identify and assess organizational strengths and weaknesses across functional areas such as marketing, finance, operations, and management (David & David, 2017). Understanding these internal factors supports more effective strategic decision-making (Summase et al., 2020).

External Factor Evaluation (EFE) Matrix

The External Factor Evaluation (EFE) Matrix is designed to evaluate opportunities and threats arising from economic, social, technological, political, and competitive environments (David & David, 2017). Analysis of external factors enables organizations to anticipate environmental changes and develop responsive strategies (Summase et al., 2020).

Internal–External (IE) Matrix

The Internal–External (IE) Matrix integrates the results of the IFE and EFE matrices to determine an organization's strategic position and identify suitable strategic directions (David & David, 2017). This tool facilitates integrated strategic analysis and supports managerial decision-making (Summase et al., 2020).

SWOT Analysis

SWOT analysis is a strategic tool that combines internal strengths and weaknesses with external opportunities and threats to formulate appropriate strategic alternatives (David & David, 2017). It helps organizations align their capabilities with environmental conditions to improve competitiveness (Jeelani & Shah, 2024; Phadermrod et al., 2019).

Quantitative Strategic Planning Matrix (QSPM)

The Quantitative Strategic Planning Matrix (QSPM) is used to evaluate and prioritize strategic alternatives objectively based on key internal and external factors identified in previous analyses (David & David, 2017). This method assists decision makers in selecting the most attractive and feasible strategy for achieving organizational objectives.

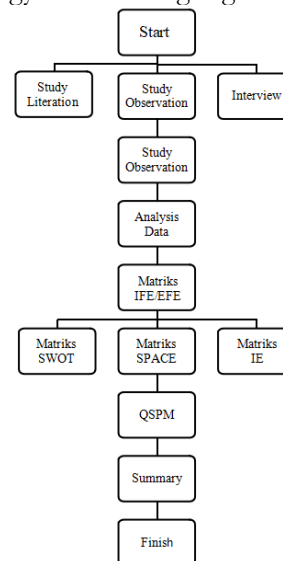


Figure 1. Mind Map.

3. Method

The business strategy of Zozo Garden Coffee & Eatery, a garden-themed café in Bandar Lampung, Indonesia, was examined in this study using a qualitative case study methodology. Because it enables a thorough comprehension of current business phenomena within their actual environment, the case study approach was chosen (Creswell & Creswell, 2018; Yin, 2018). Zozo Garden was selected for strategic analysis utilizing the IFE, EFE, IE, SWOT, and QSPM frameworks because it operates in the fiercely competitive food and beverage sector and is subject to shifting consumer preferences and market dynamics (David & David, 2017). Purposive sampling was used to identify informants, who included the owner, clients, and an expert to guarantee the accuracy and depth of the data gathered (Saunders et al., 2023).

To increase the thoroughness and reliability of the results, this study used primary and secondary data gathered through observations, semi-structured interviews, documentation, and literature studies (Creswell & Creswell, 2018; Saunders et al., 2023). The main research tool was the researcher, who was assisted by interview guidelines created using SWOT analysis and strategic management ideas (David & David, 2017). By comparing data from several informants, source triangulation was used to guarantee the validity of the data. The IFE and EFE matrices were then used to identify internal and external factors in the validated data, the IE matrix was used to determine strategic position, the SWOT matrix was used to formulate strategic alternatives, and the QSPM was used to prioritize the best strategy for implementation (David & David, 2017).

4. Results and Discussion

Result

Based on information gathered from observations, interviews, and documentation involving the owner, patrons, and an industry expert, Zozo Garden Coffee & Eatery's internal strategic condition was evaluated using the Internal Factor Evaluation (IFE) Matrix. Key strengths that contribute to consumer happiness and business distinctiveness were discovered by the investigation. These include the garden-themed atmosphere, reasonable prices, high-quality products, customer service, and a cozy dining area. In the meanwhile, shortcomings included outlet upkeep, menu innovation, order accuracy, supporting facilities, and service efficiency. A good internal strategic position where the company's strengths outweigh its flaws and provide a solid basis for continuing competitiveness in the café industry was indicated by the IFE analysis's overall weighted score of 3.10.

Table 1. IFE Matrix.

Code	Internal Factors	Weight	Rating	Weight Score
Strengths				
S1	Garden-themed atmosphere	0.13	4.0	0.52
S2	Affordable pricing	0.10	3.0	0.30
S3	Product quality	0.15	4.0	0.60
S4	Customer service quality	0.12	3.5	0.42
S5	Comfortable dining environment	0.11	4.0	0.44
Weaknesses				
W1	Service efficiency	0.10	2.0	0.20
W2	Order accuracy	0.08	2.0	0.16
W3	Supporting facilities	0.08	2.5	0.20
W4	Menu innovation	0.08	2.0	0.16
W5	Outlet maintenance	0.05	2.0	0.10
Total		1.00		3.10

Zozo Garden Coffee & Eatery's external strategic condition was evaluated using the External Factor Evaluation (EFE) Matrix. Major threats included fierce competition, competitor innovation, shifting consumer preferences, volatile raw material prices, and new market entrants; major opportunities included the expanding café lifestyle trend, digital marketing expansion, broader customer segments, community collaboration, and promotional innovation. Zozo Garden has an average capacity to respond to external possibilities and dangers and is still reasonably able to adapt to the dynamic café business environment, according to the EFE analysis, which yielded a total weighted score of 2.84.

Table 2. EFE Matrix.

Code	Internal Factors	Weight	Rating	Weight Score
Opportunities				
O1	Café lifestyle trend	0.14	4.0	0.56
O2	Digital marketing	0.12	3.5	0.42
O3	Customer segment expansion	0.10	3.0	0.30
O4	Community collaboration	0.10	3.5	0.35
O5	Promotional innovation	0.09	3.0	0.27
Threats				
T1	Intense competition	0.14	2.0	0.28
T2	Competitor innovation	0.11	2.0	0.22
T3	Changing customer preferences	0.08	2.5	0.20
T4	Raw material price fluctuations	0.07	2.0	0.14
T5	New market entrants	0.05	2.0	0.10
Total		1.00		2.84

Zozo Garden Coffee & Eatery's strategic position was ascertained using the Internal–External (IE) Matrix by combining the IFE score of 3.10 and the EFE score of 2.84. Strong internal skills and a moderate capacity to adapt to external situations were indicated by the company's placement in Cell IV, which is classified as Grow and Build (David & David, 2017). According to this viewpoint, Zozo Garden should focus on intensive growth strategies like market penetration, market development, and product development while utilizing its advantages in customer service, atmosphere, and product quality and enhancing operational aspects like menu innovation, service efficiency, and supporting facilities.

Table 3. IE Matrix.

	Strong 4.00-3.00	Average 2.99-2.00	Weak 1.99-1.00
High 4.00-3.00	I	II	III
Medium 2.99-2.00	IV	V	VI
Low 1.99-1.00	VII	VIII	IX

To create strategic options for Zozo Garden Coffee & Eatery, the SWOT Matrix was created by combining the external elements from the EFE Matrix with the internal factors found in the IFE Matrix. The suggested tactics center on business growth by utilizing strengths, resolving weaknesses, seizing opportunities, and reducing threats because the organization is situated in Cell IV (Grow and Build) of the IE Matrix. The techniques were divided into four types according to David and David (2017): Strength–Opportunity (SO), Weakness–Opportunity (WO), Strength–Threat (ST), and Weakness–Threat (WT).

While WO strategies concentrate on strengthening operational weaknesses to take advantage of market opportunities, SO strategies stress leveraging Zozo Garden's strengths to expand markets and increase customer loyalty. While WT strategies place more emphasis on mitigating vulnerabilities and lowering external risks, ST strategies seek to exploit the company's competitive advantages to respond to industry competition and shifting consumer preferences. The QSPM was used to further assess the discovered alternatives because not all methods could be applied at the same time.

Table 4. SWOT Matrix.

IFE/EFE	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategies	WO Strategies
	SO1. Enhance digital marketing by promoting the café atmosphere and product quality (S1, S3, S5, O2, O3).	WO1. Improve service efficiency and facilities to meet growing demand (W1, W3, O1, O3).
	SO2. Develop promotions and community events to attract customers (S2, S4, O4, O5).	WO2. Introduce menu innovations supported by digital promotion (W4, O2, O5).
	SO3. Strengthen customer loyalty through product quality and community collaboration (S3, S4, O4).	WO3. Improve order accuracy and outlet maintenance to enhance customer experience (W2, W5, O3).
Threats (T)	ST Strategies	WT Strategies
	ST1. Differentiate the café through its atmosphere, products, and service quality (S1, S3, S4, T1, T5).	WT1. Improve operational efficiency and service consistency to remain competitive (W1, W2, T1).
	ST2. Maintain product quality and affordable pricing to address market changes (S2, S3, T2, T3).	WT2. Develop menu innovations to respond to competition and changing preferences (W4, T2, T3).
	ST3. Strengthen customer loyalty through a comfortable environment and excellent service (S4, S5, T4).	WT3. Improve outlet maintenance and resource utilization to reduce costs (W5, T4).

The strategic alternatives derived from the SWOT Matrix were prioritized using the Quantitative Strategic Planning Matrix (QSPM), which assessed each alternative's relative attractiveness based on important internal and external characteristics found in the IFE and EFE assessments. Each method was given an Attractiveness Score (AS) between 1 and 4, and the factor weight was multiplied by the AS value to determine the Total Attractiveness Score (TAS).

Because it showed the most promise for leveraging strengths, addressing weaknesses, seizing opportunities, and reducing threats, the plan with the highest total TAS was deemed the highest priority for implementation (David & David, 2017).

According to Table 5., SO1 had the highest TAS value (3.99), suggesting that Zozo Garden's primary strategic goal should be to improve digital marketing and capitalize on the café's advantages.

Table 5. QSPM Matrix for SO.

Key Strategic Factors	Weight	SO1		SO2		SO3	
		AS	TAS	AS	TAS	AS	TAS
Strengths							
S1	0.13	4	0.52	2	0.26	3	0.39
S2	0.1	2	0.2	4	0.4	2	0.2
S3	0.15	4	0.6	3	0.45	4	0.6
S4	0.12	3	0.36	4	0.48	4	0.48
S5	0.11	4	0.44	2	0.22	3	0.33
Opportunities							
O1	0.14	3	0.42	3	0.42	2	0.28
O2	0.12	4	0.48	3	0.36	3	0.36
O3	0.1	4	0.4	2	0.2	3	0.3
O4	0.1	3	0.3	4	0.4	4	0.4
O5	0.09	3	0.27	4	0.36	3	0.27
Total			3.99		3.55		3.61

WO3 had the highest TAS value (2.97), suggesting that in order to take advantage of market prospects, operational deficiencies including service quality and innovation must be improved.

Table 6. QSPM Matrix for WO.

Key Strategic Factors	Weight	WO1		WO2		WO3	
		AS	TAS	AS	TAS	AS	TAS
Weaknesses							
W1	0.1	4	0.4	2	0.2	3	0.3
W2	0.08	3	0.24	2	0.16	4	0.32
W3	0.08	4	0.32	2	0.16	2	0.16
W4	0.08	2	0.16	4	0.32	3	0.24
W5	0.05	2	0.1	2	0.1	4	0.2
Opportunities							
O1	0.14	4	0.56	2	0.28	3	0.42
O2	0.12	2	0.24	4	0.48	3	0.36
O3	0.1	3	0.3	3	0.3	4	0.4
O4	0.1	2	0.2	2	0.2	3	0.3
O5	0.09	2	0.18	4	0.36	3	0.27
Total		2.7		2.56		2.97	

ST1 achieved the highest TAS value (3.82), indicating that leveraging the café's strengths is essential to address competition and changing customer preferences.

Table 7. QSPM Matrix for ST.

Key Strategic Factors	Weight	ST1		ST2		ST3	
		AS	TAS	AS	TAS	AS	TAS
Strengths							
S1	0.13	4	0.52	3	0.39	2	0.26
S2	0.1	3	0.3	4	0.4	2	0.2
S3	0.15	4	0.6	3	0.45	3	0.45
S4	0.12	4	0.48	4	0.48	3	0.36
S5	0.11	3	0.33	4	0.44	3	0.33
Threats							
T1	0.12	4	0.48	3	0.36	2	0.24
T2	0.1	3	0.3	4	0.4	3	0.3
T3	0.09	4	0.36	3	0.27	2	0.18
T4	0.08	3	0.24	4	0.32	3	0.24
T5	0.07	3	0.21	3	0.21	4	0.28
Total		3.82		3.72		2.84	

WT3 achieved the highest TAS value (2.96), indicating that improving operational efficiency and service performance remains important to minimize weaknesses and external threats.

Table 8. QSPM Matrix for WT.

Key Strategic Factors	Weight	WT1		WT2		WT3	
		AS	TAS	AS	TAS	AS	TAS
Weaknesses							
W1	0.1	3	0.3	2	0.2	4	0.4
W2	0.08	3	0.24	2	0.16	4	0.32
W3	0.08	2	0.16	3	0.24	4	0.32
W4	0.08	3	0.24	4	0.32	2	0.16
W5	0.05	2	0.1	3	0.15	4	0.2
Threats							
T1	0.12	3	0.36	2	0.24	4	0.48
T2	0.1	3	0.3	4	0.4	2	0.2
T3	0.09	2	0.18	3	0.27	4	0.36
T4	0.08	4	0.32	3	0.24	3	0.24
T5	0.07	3	0.21	2	0.14	4	0.28
Total		2.41		2.36		2.96	

Using internal strengths to take advantage of market opportunities is the best course of action for Zozo Garden Coffee & Eatery, according to the QSPM research, which ranked SO1 as the top strategic priority with the highest TAS value (3.99). This result aligns with the company's IE Matrix position of Grow and Build. In the meantime, ST1 (3.82), WO3 (2.97), and WT3 (2.96) enable sustainable corporate growth by preserving competitiveness, strengthening operational weaknesses, and increasing efficiency.

Table 9. Strategy Priority Ranking.

Strategy	TAS	Rank
SO1	3.99	1
ST1	3.82	2
SO3	3.61	3
SO2	3.55	4
WO3	2.97	5
WT3	2.96	6
WO1	2.7	7
WO2	2.56	8
WT1	2.41	9
WT2	2.36	10

Discussion

With an IFE score of 3.10 and an EFE score of 2.84, the study's findings show that Zozo Garden Coffee & Eatery has good internal capabilities while dealing with moderate external constraints. These results place the company in IE Matrix Cell IV (Grow and Build), indicating that growth-oriented initiatives are most suited for the company's future expansion. Customer satisfaction and competitive difference are enhanced by the company's distinctive garden-themed atmosphere, high-quality products, attentive customer service, and cozy dining area. However, a number of flaws were also found, especially in order accuracy, menu innovation, service efficiency, and supporting facilities, all of which call for ongoing managerial development to improve operational performance.

From an external standpoint, Zozo Garden gains from a number of potential prospects, such as the expanding café lifestyle trend, the growth of digital marketing platforms, wider client segments, and chances for community cooperation. However, the business also faces serious risks, including fierce rivalry, innovation from rivals, shifting consumer tastes, volatility in raw material costs, and the appearance of new competitors. According to the SWOT and QSPM assessments, SO strategies are the most appealing strategic options. SO1, which emphasizes improving digital marketing, brand distinctiveness, and customer experience, had the highest TAS value of 3.99.

Furthermore, the comparatively high TAS value of ST1 (3.82) emphasizes how crucial it is to preserve service excellence, product quality, and a unique business model in order to withstand pressure from competitors. All things considered, the results indicate that Zozo Garden Coffee & Eatery is in a good position to pursue aggressive expansion initiatives while also strengthening operational flaws and preserving efficiency to achieve long-term competitiveness and company sustainability.

5. Conclusions

According to the study's findings, Zozo Garden Coffee & Eatery is positioned in the Grow and Build category and demonstrates the appropriateness of growth-oriented tactics due to its good internal capabilities and moderate reactivity to external obstacles. The results show that the most appealing strategic priority is to boost digital marketing while highlighting the café's distinctive ambience, high-quality products, and customer experience. However, this study's limitations, focusing on a single case study and using a small sample size of informants may restrict how broadly the results may be applied to other companies or sectors. Therefore, in order to provide more comprehensive and broadly applicable insights into strategic management practices in the food and beverage industry, future studies are encouraged to incorporate quantitative approaches, include multiple cafés or restaurants as comparative cases, and involve a larger number of respondents..

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