

Analysis of Internal and External Factors in Business Development Strategy

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ABSTRACT

The popularity of Japanese food has increased in Indonesia, particularly in Bogor, creating both opportunities and challenges for micro, small, and medium enterprises. This study examines a small enterprise offering takoyaki and okonomiyaki near a university campus to enhance its business performance. The goal is to analyze internal and external factors, develop strategies, and identify the best approaches for growth. The research used surveys, interviews, and observations from December 2024 to March 2025, involving customers, employees, and local stakeholders, with various analysis tools to process the data. Findings show strengths, such as its location and customer loyalty, but also weaknesses like pricing and operational issues. Opportunities include a growing student market, while threats involve competition and substitutes. The business is positioned to maintain its market share while exploring growth, with top strategies like campus promotions and price adjustments. In conclusion, applying these strategies can help boost competitiveness and achieve long-term success in the Japanese food market by addressing weaknesses and adapting to trends.

Keywords: External Factors, Internal Factors, Japanese Food, MSMEs.

ABSTRAK

Popularitas makanan Jepang telah meningkat di Indonesia, khususnya di Bogor, menciptakan peluang dan tantangan bagi usaha mikro, kecil, dan menengah. Studi ini meneliti perusahaan kecil yang menawarkan takoyaki dan okonomiyaki di dekat kampus universitas, untuk meningkatkan kinerja bisnisnya. Tujuannya adalah untuk menganalisis faktor internal dan eksternal, mengembangkan strategi, dan mengidentifikasi pendekatan terbaik untuk pertumbuhan. Riset menggunakan survei, wawancara, dan observasi dari Desember 2024 hingga Maret 2025, yang melibatkan pelanggan, karyawan, dan pemangku kepentingan lokal, dengan berbagai alat analisis untuk mengolah data. Temuan menunjukkan kekuatan, seperti lokasi dan loyalitas pelanggannya, tetapi juga kelemahan seperti masalah harga dan operasional. Peluang termasuk pasar pelajar yang berkembang, sementara ancaman melibatkan persaingan dan pengganti. Bisnis ini diposisikan untuk mempertahankan pangsa pasarnya sambil mengeksplorasi pertumbuhan, dengan strategi teratas seperti promosi kampus dan penyesuaian harga. Kesimpulannya, menerapkan strategi ini dapat membantu meningkatkan daya saing dan mencapai kesuksesan jangka panjang di pasar makanan Jepang dengan mengatasi kelemahan dan beradaptasi dengan tren.

Kata kunci: Faktor Eksternal, Faktor Internal, Makanan Jepang, UMKM.

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INTRODUCTION

The presence of various types of food in Indonesia is now growing rapidly. One of the foods experiencing very rapid growth is Japanese cuisine. The trend of Japanese food in Indonesia has surged in recent years, driven by changing consumer preferences, urbanization, increased Japanese cultural influence through media, and steady economic growth (Ulum, 2024). According to data from the Indonesian Cafe and Restaurant Entrepreneurs Association, the number of Japanese restaurants in Indonesia continues to increase, from about 800 in 2010 to over 2.00 in 2020. This trend reflects strong demand for Japanese food, especially in major cities such as Greater Jakarta, Surabaya, and Bandung. A survey by Nielsen in 2022 showed that Japanese food ranks among the top three most loved international cuisines by Indonesians, with growing interest, particularly among millennials and Gen Z (Ulum, 2024; Sari et al., 2024). This popularity is further supported by the rise of Japanese pop culture, such as anime and dramas, which boosts the appeal of authentic Japanese dishes (Aisyi, 2021; Awaludin, 2025).

The number of Micro, Small, and Medium Enterprises (MSMEs) and Japanese restaurants in Bogor has increased, aligning with the development of the culinary sector and rising consumer demand for international cuisine. Takoyaki and okonomiyaki have become highly sought-after Japanese foods, especially among young people and urban communities. Their affordable prices, appealing taste, and large portions, combined with the influence of Japanese cultural festivals and social media trends, drive their popularity (Aisyi, 2021; Putri et al., 2024). Takoyaki is a ball-shaped dough filled with octopus pieces, cooked in a special half-ball mold, while okonomiyaki is a savory pancake made from wheat flour, eggs, cabbage, and various toppings.

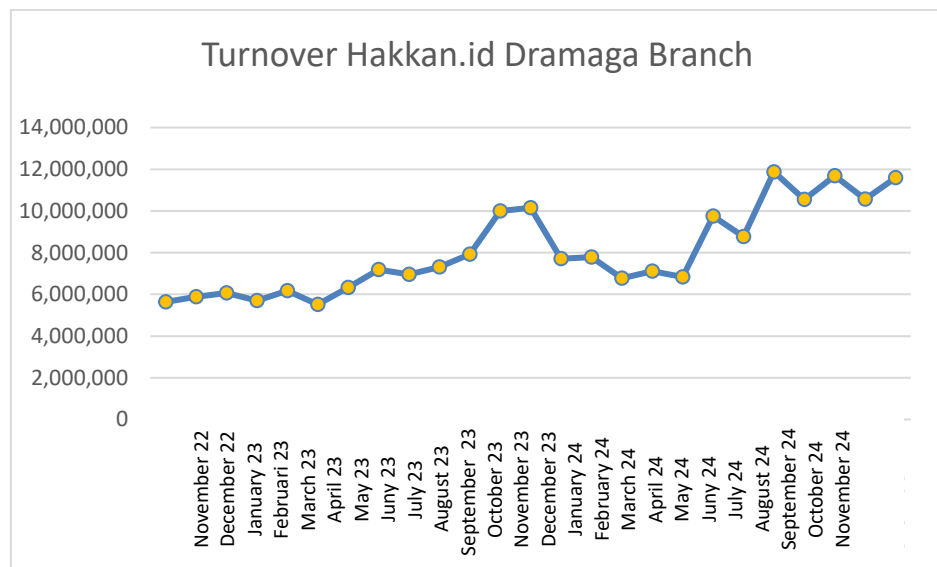


Figure 1. Turnover Chart Hakkan.id November 2022 to November 2024

The significant business opportunities in Japanese cuisine have positioned Hakkan.id, an MSME specializing in takoyaki and okonomiyaki, to capitalize on this trend. Hakkan.id operates in Pandu Raya and Dramaga, Bogor, with the second branch established in Dramaga due to its dense population and proximity to the IPB Dramaga campus. The potential market includes 7.537 new IPB students in 2024 (5.170 undergraduates and 2.367 postgraduates) and a population of 113.555 in Dramaga District (IPB, 2024). Over the past two years, Hakkan.id's Dramaga branch has shown a positive sales trend, as illustrated in Figure 1. Based on Figure 1, the turnover reflects a steady growth of 22.5% on average, indicating positive opportunities for future business development (Wahmil et al., 2024). However, this growth is not yet significant enough given the high market potential and intense competition.

The research gap lies in Hakkan.id's inability to achieve its target monthly sales turnover of IDR 15.000.000, despite its strategic location near the IPB campus and a densely populated area. According to Aisyi (2021), the growing popularity of Japanese food should enable businesses like Hakkan.id to maximize sales, yet competitors like Taki achieve seven times the desired turnover. This gap highlights the need for effective business strategies to enhance market share and competitiveness (Riza et al., 2022; Saputra, 2015; Tambunan, 2023). Studies suggest that MSMEs often struggle with limited resources, suboptimal management systems, and intense competition, which may explain Hakkan.id's performance gap (Rizal et al., 2017; Kadarisman, 2019; Latifah et al., 2021). Business competition remains a key challenge for Hakkan.id to achieve sustainable growth and thrive in the industry. To address this, a comprehensive analysis of internal and external factors is essential to formulate strategies that optimize resources and strengthen market position (Syamsari et al., 2022; Awaliya et al., 2023; Widyawati et al., 2023).

This research aims to analyze the internal and external factors affecting Hakkan.id's business, formulate alternative business development strategies, and prioritize the most effective strategies to enhance competitiveness and achieve sustainable growth. The scope of this study focuses on internal and external analysis, strategy formulation, and determining the best strategies to support Hakkan.id's business development. By leveraging strategic management tools, this research seeks to provide actionable recommendations for Hakkan.id and contribute to academic literature on MSME development in the culinary sector.

LITERATURE REVIEW

Strategic Management Practices for Culinary MSMEs

According to David et al. (2017), strategic management is a systematic process that organizations undertake to formulate, implement, and evaluate strategies to achieve long-term objectives. This process involves aligning a company's resources with its vision and mission to navigate competitive markets effectively. Strategic management consists of three main stages: formulation, implementation, and evaluation, serving as a roadmap for businesses to utilize internal strengths and respond to external dynamics (Wheelen & Hunger, 1995). For MSMEs like Hakkan.id, strategic management is critical to overcoming resource limitations and sustaining growth in dynamic industries such as culinary (Tambunan, 2023). Rizal et al. (2017) and Chairunnisa et al. (2019) show that effective strategic management enhances MSMEs' competitiveness by integrating corporate, business, and functional strategies. In the context of culinary MSMEs, strategic management helps businesses adapt to changing consumer preferences and market trends, such as the rising demand for international cuisines (Sari et al., 2024; Fatimah, 2020). By adopting a structured approach, businesses can prioritize resource allocation and build sustainable competitive advantages (Syamsari et al., 2022; Wahmil et al., 2024).

The importance of strategic management for MSMEs lies in its ability to address both internal capabilities and external market conditions (Kadarisman, 2019). For example, culinary MSMEs in Indonesia often face challenges like limited capital and high competition, which strategic management can mitigate through careful planning and market positioning (Latifah et al., 2021; Widyawati et al., 2023). This is particularly relevant for businesses like Hakkan.id, operating in the competitive Japanese food market in Bogor, where consumer trends heavily influence business success (Ulum, 2024). Strategic management ensures businesses remain agile and responsive to opportunities, such as leveraging social media trends or cultural events to boost brand visibility (Putri et al., 2021).

Strategy Formulation for Enhancing MSME Competitiveness

As noted by Wheelen and Hunger (1995), strategy formulation involves analyzing internal and external environments, defining a clear vision and mission, and developing strategic alternatives to achieve organizational goals. This process includes three key

stages: input (gathering internal and external data), matching (aligning strengths and weaknesses with opportunities and threats), and decision (selecting the most suitable strategy) (David et al., 2017). For MSMEs in the culinary sector, strategy formulation is essential to identify market opportunities, such as the growing popularity of Japanese food, and address competitive pressures (Sari et al., 2024). Effective strategy formulation enables businesses to anticipate market changes and maximize opportunities while minimizing risks (Wardana et al., 2022). For instance, Hakkan.id can use strategy formulation to capitalize on the increasing demand for takoyaki and okonomiyaki among young consumers in Bogor (Aisyi, 2021; Rahman et al., 2024).

The formulation process requires businesses to align their strategies with market dynamics and internal capabilities (Saputra, 2015). In the context of MSMEs, this involves creating strategies that are resource-efficient and market-focused, such as product innovation or digital marketing (Mulyantini et al., 2020; Devani & Utari, 2023). Studies highlight that well-formulated strategies help MSMEs overcome barriers like limited capital and high competition by focusing on niche markets or unique value propositions (Fitriany & Abidin, 2018; Chaldun et al., 2024). For culinary businesses, strategies like menu diversification or partnerships with local suppliers can enhance market positioning (Mahbubi et al., 2025). A robust formulation process ensures businesses like Hakkan.id can compete effectively in a crowded market while sustaining growth (Awaliya et al., 2023).

Porter (1980) emphasizes that external analysis, using tools like Porter's Five Forces, helps businesses understand competitive forces such as industry rivalry, threat of new entrants, substitutes, supplier power, and buyer power. This framework is critical for MSMEs to assess market dynamics and identify strategic opportunities. For example, in the culinary industry, high buyer power and substitute products create pressure for businesses to innovate and differentiate (Sari et al., 2024; Karepesina et al., 2024). Internal analysis, on the other hand, focuses on identifying organizational strengths and weaknesses across functional areas like marketing, finance, and operations (Vasile & Duna, 2021; Anwar, 2019). The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices are widely used to map these factors and guide strategy development (David et al., 2017; Leliga et al., 2019).

For MSMEs like Hakkan.id, internal analysis highlights strengths such as strategic location or customer loyalty, while external analysis reveals opportunities like market trends and threats like competition (Riza et al., 2022). The Internal-External (IE) Matrix combines IFE and EFE results to position businesses in strategic categories, such as grow and build or hold and maintain, guiding strategy selection (Utami et al., 2023; Fadhillah et al., 2024). Studies show that MSMEs benefit from integrating internal and external analyses to create strategies that leverage local market potential and address competitive challenges (Wahyuningtyas et al., 2018; Aziz, 2023). In the context of Bogor's culinary market, understanding these factors helps businesses like Hakkan.id navigate the competitive landscape and capitalize on trends like Japanese food popularity (Ulum, 2024; Kasolati & Kamilah, 2024).

SWOT and QSPM Analysis for Strategic Decision-Making in MSMEs

According to Rangkuti (2014), SWOT analysis integrates internal strengths and weaknesses with external opportunities and threats to formulate strategies such as SO, WO, ST, and WT. This tool is particularly effective for MSMEs in dynamic markets, as it helps align business capabilities with market opportunities. For culinary MSMEs, SWOT analysis can identify strategies like product innovation or digital promotion to address competition and consumer preferences (Wardana et al., 2022; Rahman et al., 2024). The Quantitative Strategic Planning Matrix (QSPM) further prioritizes these strategies by assigning attractiveness scores based on internal and external factors (David et al., 2017). QSPM is valuable for MSMEs to make data-driven decisions, ensuring strategies are both feasible and impactful (Sarfin et al., 2021; Sepriani et al., 2023).

In the context of Japanese culinary businesses, SWOT and QSPM can guide MSMEs like Hakkan.id to prioritize strategies such as market penetration or product development (Putri et al., 2021). Studies demonstrate that QSPM helps MSMEs focus on high-impact strategies, such as digital marketing or partnerships, to enhance competitiveness (Wahmil et al., 2024; Sutomo et al., 2025). For example, leveraging social media trends or collaborating with local suppliers can strengthen market presence in competitive areas like Bogor (Riza et al., 2022; Wildanika et al., 2024). These tools ensure that businesses make informed strategic choices to achieve sustainable growth in dynamic markets (Latifah et al., 2021; Yusuf, 2025).

RESEARCH METHODS

The research was conducted from December 2024 to March 2025, focusing on Hakkan.id stores located in Bogor Regency, particularly the central branch on Jl. Babakan Tengah, Dramaga, Bogor. This study collected both primary and secondary data to provide a comprehensive analysis of the business environment, with primary data gathered through direct interactions and secondary data sourced from existing reports and literature. The choice of Dramaga as the research location was due to its strategic position near the IPB campus, which offers a large potential market for Hakkan.id’s Japanese culinary products like takoyaki and okonomiyaki. By targeting this area, the study aimed to explore how internal strengths and external opportunities could be leveraged for business growth.

Data collection involved a survey approach, using structured questionnaires to gather insights from respondents, alongside interviews, observations, and literature studies to enrich the analysis. The respondents included Hakkan.id customers, employees, and local business stakeholders, with a sample of 50 participants selected through purposive sampling to ensure representation from key market segments, such as IPB students and nearby residents. Interviews were conducted with the business owner and staff to understand internal operations, while observations helped assess the store’s daily activities and customer interactions in the competitive Bogor market. Literature studies provided a theoretical foundation by reviewing existing studies on MSME strategies and culinary trends, ensuring the research was well-grounded.

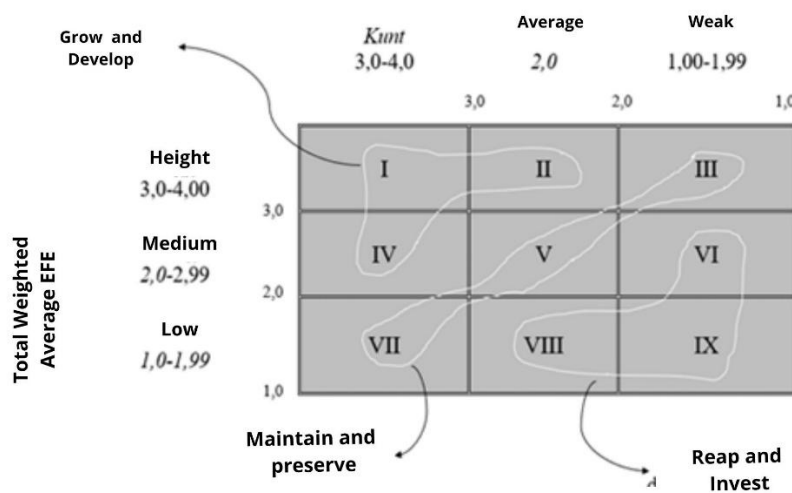


Figure 2. Internal and External Matrix (IE)

The analysis process utilized functional management to break down the company’s operations into four key areas: marketing, human resources, financial, and operational management, which helped identify internal strengths and weaknesses. External analysis was performed using Porter’s Five Forces to evaluate competitive forces like rivalry and

buyer power, while Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices were used to assign weights and ratings to key factors affecting Hakkan.id. These ratings, ranging from 1.0 to 4.0, were determined based on expert judgment from the research team and feedback from respondents, with the total weighted scores plotted on Figure 2 to determine the business position. The IE Matrix, with its x-axis (IFE) and y-axis (EFE) ranging from 1.0 to 4.0, categorized Hakkan.id's strategy into options like grow and build or hold and maintain, providing a clear direction for development. David and David (2017) explained that the IE Matrix can be divided into three main areas that have different strategic implications, namely Grow and Build Strategy, Hold and Maintain Strategy, Harvest and Diphet Strategy.

RESULTS

This section presents the findings from the comprehensive analysis of Hakkan.id's business environment, focusing on its position in the Japanese culinary market in Bogor. The study utilized various strategic tools to evaluate internal strengths and weaknesses, external opportunities and threats, and to prioritize effective business strategies for sustainable growth. By integrating data from surveys, interviews, and observations conducted between December 2024 and March 2025, the results aim to provide actionable insights for Hakkan.id to enhance its competitiveness. These findings are crucial for understanding how the business can address challenges and seize opportunities in a highly competitive industry, especially given its strategic location near the IPB campus.

Table 1. Porter's Five Forces

No.	Factor	Value	Analysis Results
1	Similar industry competition	4.22	Influential
2	The threat of newcomers	4.17	Influential
3	Threat of substitute products	4.5	Influential
4	Supplier bargaining power	3.47	Quite Influential
5	Buyer bargaining power	4.33	Influential

The Porter's Five Forces analysis, detailed in Table 1, reveals that Hakkan.id operates in an industry with a high level of competition. The strongest factor is the threat of substitution products, with a value of 4.50, indicating significant pressure from alternatives like dimsum, kebabs, and martabak that attract consumers with lower prices. Buyer bargaining power scores 4.33, reflecting high consumer influence due to easy price comparisons via social media, while similar industry competition at 4.22 shows intense rivalry among local Japanese food outlets. The threat of new entrants is rated at 4.17, suggesting low barriers to entry due to minimal capital requirements, and supplier bargaining power at 3.47 highlights challenges from limited sources of specialized ingredients like takoyaki sauce. These results suggest that Hakkan.id needs to focus on product differentiation and strong customer engagement to maintain its market position.

Table 2. IFE Matrix (Summary)

Category	Detail	Total Score
Key Strengths	Strategic location (0.474), Consumer loyalty (0.397), Active promotion (0.370), Loyal HR (0.321)	2.619
Main Disadvantages	Product prices are less competitive (0.146), Sales are not optimal (0.139), Limited business scale (0.131), SOP is not optimal (0.129)	2.619

Internal analysis using the IFE Matrix, summarized in Table 2, shows a total score of 2.619, indicating a balanced internal capability. The key strengths include a strategic location near the IPB campus with a weight of 0.474, consumer loyalty at 0.397, active promotion efforts at 0.370, loyal human resources at 0.321, good production planning at 0.267, and digitized finance at 0.244. However, weaknesses are evident, with product prices being less competitive at 0.146, suboptimal sales at 0.139, limited business scale at 0.131, and non-optimal standard operating procedures (SOPs) at 0.129. Compared to

similar MSMEs in the food sector, Hakkan.id's strengths in location and loyalty are notable, but its weaknesses suggest a need for pricing adjustments and operational improvements, as seen in studies of other culinary businesses in urban areas.

Table 3. EFE Matrix (Summary)

Category	Detail	Total Score
Key Opportunities	Potential new consumers of students & society (0.323), Events & bazaars (0.298), Japanese food trends (0.293)	2.781
Major Threats	Product substitution (0.306), Fierce competition, and High consumer bargaining power	2.781

The EFE Matrix, presented in Table 3, yields a total score of 2.781, pointing to significant external opportunities for Hakkan.id. The greatest opportunities are the potential new consumers from IPB students and the surrounding community, weighted at 0.323, market penetration through events and bazaars at 0.298, and the rising trend of Japanese food at 0.293. On the other hand, major threats include a high level of product substitution at 0.306, fierce competition from other Japanese food outlets, and strong consumer bargaining power. These results imply that strategic promotional campaigns and pricing policies are crucial to capitalize on opportunities while mitigating external risks. These findings align with trends observed in Bogor's culinary market, where the popularity of Japanese food among young people creates both opportunities and challenges. Hakkan.id can leverage these opportunities by targeting student events, but it must address threats through innovation and competitive pricing.

The company's position in the Internal-External (IE) Matrix, based on the IFE score of 2.619 and EFE score of 2.781, places it in Cell V, categorized as the Hold and Maintain strategy, as illustrated in Figure 2. This position indicates a medium competitive standing with promising market opportunities, suggesting that Hakkan.id should focus on market penetration and product development to strengthen its foothold. By aligning internal strengths with external opportunities, Hakkan.id can sustain its current market share and avoid being overtaken by competitors. Compared to other MSMEs analyzed in similar matrices, Hakkan.id's placement reflects a stable but not dominant position, requiring strategic actions to avoid being overtaken by competitors. This approach allows the business to maintain its current market share while exploring growth options.

From the SWOT analysis, nine strategies were formulated to address Hakkan.id's internal and external factors. These include utilizing the strategic location with active promotions at campus events, digitizing booking and payment services, selling frozen food products to expand the market, strengthening information systems and SOPs, enhancing branding and customer loyalty, improving production efficiency through supplier cooperation, adjusting prices with promo bundling, and innovating local-Japanese menus on a small-to-medium scale. These strategies are designed to directly respond to both the internal weaknesses and external threats, ensuring practical and targeted actions. These strategies were developed by matching strengths like location and loyalty with opportunities such as student markets, while addressing weaknesses like pricing and threats like competition. This aligns with findings from other MSME studies, where diverse strategies help businesses adapt to market changes.

Table 4. QSPM Strategy Priorities

Strategy	BAG	Priority
Active promotion at campus events	7.47	1
Price adjustment & promo bundling	7.28	2
Sales of frozen food products	6.98	3
Digitization of services	6.78	4
Strengthening branding	6.5	5
Supplier cooperation	6.35	6
Digitalization of management	6.27	7
Strengthening SOPs & menu innovation	6.11	8

The Quantitative Strategic Planning Matrix (QSPM), detailed in Table 4, prioritizes these strategies based on their attractiveness scores. The top strategy is active promotion at campus events with a Total Attractiveness Score (TAS) of 7.47, followed by price adjustment and promo bundling at 7.28, frozen food sales at 6.98, and service digitization at 6.78. Other priorities include strengthening branding at 6.5, supplier cooperation at 6.35, management digitalization at 6.27, and SOPs with menu innovation at 6.11. This ranking indicates that short-term growth can be achieved through promotions and pricing, while digitalization and operational improvements support long-term sustainability. These rankings suggest that promotional and pricing strategies are critical for immediate growth, while digital and operational improvements support long-term sustainability. Compared to QSPM analyses in other culinary MSMEs, Hakkan.id's focus on campus events reflects a unique opportunity tied to its location, offering a competitive edge if executed well.

The study's findings indicate that Hakkan.id faces a competitive yet opportunity-rich environment in Bogor's Japanese food market. The high threat of substitutes and buyer power, as shown in Table 1, requires innovative marketing and pricing tactics, while internal strengths like location and loyalty, detailed in Table 2, provide a solid foundation. External opportunities, outlined in Table 3, can be maximized through targeted promotions, and the prioritized strategies from Table 4 offer a clear roadmap for implementation. In summary, by aligning internal strengths with external opportunities and addressing weaknesses and threats strategically, Hakkan.id can achieve sustainable growth, maintain market share, and enhance its competitive position in the Japanese food sector. These results suggest that Hakkan.id can achieve sustainable growth by balancing short-term market penetration with long-term operational enhancements, drawing lessons from similar MSMEs that have succeeded through strategic adaptability.

DISCUSSION

The analysis using Porter's Five Forces highlights that Hakkan.id operates in a highly competitive environment within the Japanese food sector in Bogor. According to Porter (1980), the threat of substitute products with a score of 4.50 poses a major challenge, as customers can easily switch to alternatives like dimsum or kebabs, especially with their lower prices. Buyer bargaining power at 4.33 shows that consumers have a strong influence due to price comparisons on social media, a trend also observed by Kotler and Keller (2016) in modern marketing dynamics. The industry competition score of 4.22 and the threat of new entrants at 4.17 indicate low barriers to entry, which aligns with Rizal et al. (2017) findings on food and beverage small businesses facing similar pressures. Supplier power at 3.47 suggests a need for Hakkan.id to find more diverse ingredient sources, making differentiation and customer retention key strategies to stay ahead.

The IFE Matrix results reveal that Hakkan.id's strategic location near IPB, with a weight of 0.474, is a significant strength, supported by consumer loyalty at 0.397, as Widyawati et al. (2023) noted in their research on culinary small businesses. However, weaknesses such as less competitive prices at 0.146 and suboptimal standard operating procedures at 0.129 point to areas needing improvement, a common issue among small enterprises as per Latifah et al. (2021). The EFE Matrix identifies opportunities like the student market at 0.323, which Yusuf (2025) suggests can be tapped through targeted efforts, though threats like substitution at 0.306 require innovative solutions. Compared to Karepesina et al. (2024), who studied culinary businesses in Ambon, Hakkan.id benefits from a larger urban market, but its threats are equally intense due to Bogor's crowded food scene. This comparison shows that location is an advantage, but strategic action is needed to overcome weaknesses.

Hakkan.id's position in Cell V of the IE Matrix supports a Hold and Maintain strategy, which Utami et al. (2023) recommend for firms with moderate competitiveness. This placement suggests that the business should focus on maintaining its current share while exploring growth through market penetration and product development, a strategy that is

also effective for other small businesses during competitive times. The SWOT analysis and QSPM results prioritize strategies like active campus promotions with a score of 7.47 and price adjustments at 7.28, reflecting high market potential as noted by Wardana et al. (2022) in their study of culinary small businesses. These priorities indicate that promotional efforts and pricing tweaks can address external threats and internal gaps, but the lack of detailed competitor data limits a full understanding of the competitive landscape. This gap suggests that future efforts should include broader market comparisons.

Another important aspect is Hakkan.id's operational challenges, such as limited business scale and non-optimal procedures, which Mulyantini et al. (2020) noted as common among urban small businesses. The QSPM's lower scores for SOP improvements and menu innovation (6.11) indicate areas needing more focus, a point echoed by Chaldun et al. (2024). Reliance on Dramaga data alone is a limitation, as it may not capture variations across Bogor, also highlighted by Fitriany and Abidin (2018), and the lack of competitor insights restricts strategic depth. The implications are vital for Hakkan.id's growth in the competitive Japanese food market. Implementing top QSPM strategies, such as campus promotions and frozen food sales, can boost visibility and revenue (Rahman et al., 2024). According to Chaldun et al. (2024), strengthening SOPs and supplier partnerships will enhance efficiency and cost management, while continuous monitoring of trends and pricing adjustments is needed to counter substitution threats (Fitriany & Abidin, 2018). This study contributes by showing how small food enterprises like Hakkan.id can apply strategic management theories, such as Porter's Five Forces and IFE-EFE frameworks, in practical, localized contexts, offering actionable strategies for competitive advantage and sustainable growth.

CONCLUSION

This research successfully analyzed the internal and external factors affecting Hakkan.id's business, formulated alternative strategies, and determined the best priorities to support its growth in the Japanese culinary market. The findings show that Hakkan.id has key strengths like its strategic location and consumer loyalty, but it also faces weaknesses such as less competitive prices and limited business scale. Externally, the business benefits from opportunities like the growing interest in Japanese food among IPB students, though it must tackle threats like fierce competition and product substitution. The IE Matrix placed Hakkan.id in a Hold and Maintain position, recommending market penetration and product development as the best approaches. The QSPM results highlight active campus promotions, price adjustments, frozen food sales, and service digitization as top strategies to boost competitiveness and achieve sustainable growth.

The implications of these findings are important for Hakkan.id's future success, as implementing the prioritized strategies can increase sales and strengthen its market position in Bogor. However, the study has limitations, as it focused only on the Dramaga branch, which may not reflect challenges faced in other areas, and lacked detailed competitor data that could provide deeper insights. For future research, it would be helpful to expand the study to other Hakkan.id locations and include a broader analysis of competitors to get a fuller picture. This can help develop more effective strategies and support the business in adapting to changing market trends over time.

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