

A Business Development Strategy of Macoa Chocolate Product at cv. Putra Mataram Polewali Mandar

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Cocoa is one of the important plantation commodities that plays a significant role in Indonesia's economy. CV. Putra Mataram is an industry in Polewali Mandar, South Sulawesi, that processes cocoa into Macoa chocolate products. The challenges faced by the company in developing Macoa chocolate products include its less strategic geographic location, limited labor during production and marketing, inadequate production equipment for small businesses, insufficient funding for large stock procurement, numerous competitors for Macoa chocolate products, lack of continuous supply of fermented cocoa beans, rising raw material costs, and unpredictable weather. This study aims to analyze the priority strategies suitable for developing Macoa chocolate products at CV. Putra Mataram in Polewali Mandar. The research methods used were TOWS and QSPM analysis. The results showed that the appropriate strategy for the business development of Macoa chocolate products at CV. Putra Mataram, based on the IE matrix, falls into cell II, with weighted scores from internal and external factors (2.97 and 3.23), placing CV. Putra Mataram in the "Hold and Maintain" position. This strategy indicates that the marketing activities of Macoa chocolate products require a "hold and maintain" approach. Based on the TOWS analysis, nine alternative strategies were identified. The priority strategies for developing Macoa chocolate products at CV. Putra Mataram, based on QSPM analysis, include improving the quality of Macoa chocolate products and expanding partnerships in various cities/regions. The highest total attractiveness score (TAS) for the SO strategy was 6.26.

Keywords: Business development, strategy, cocoa processing, Macoa chocolate, industry, prioritization.

INTRODUCTION

Indonesia, as an agrarian country, has abundant natural resources, making it a major producer of agricultural and plantation products. One of the most reliable commodities is cocoa. Cocoa (*Theobroma cacao* L.) is an important plantation sub-sector commodity in many countries and plays a crucial role in the international market (Aziziah, et al., 2021). Indonesia is the fourth-largest cocoa producer after Ivory Coast, Ghana, and Ecuador (FAO, 2020). In 2022, cocoa production in Indonesia reached 667,300 tons, distributed across several regions (BPS, 2022). One province actively contributing to increased cocoa production is West Sulawesi. Cocoa production in West Sulawesi was 71,374 tons in 2019, decreased to 71,329 tons in 2020, and then increased to 72,600 tons in 2021 (Directorate General of Plantations, 2021). Despite increasing cocoa production, this

commodity has not been optimally utilized by small and medium enterprises (SMEs). Currently, cocoa beans are mainly traded as raw materials. Typically, the cocoa beans sold are dried and unfermented, which have a lower price than fermented beans. Further processing of these cocoa beans into semi-finished or finished products using technology can significantly increase their value (Managanta et al., 2019). This aligns with research by (Gautama, 2019) showing that the development of agro-industrial commodities positively impacts cocoa production and export. One way to add value to cocoa beans is by processing them into chocolate products. Chocolate is a suspension of particles such as cocoa paste, milk powder, and sugar, all bound together by cocoa butter. Besides its delicious taste, chocolate offers health benefits, including lowering blood pressure, reducing heart attack risk, enhancing brain function, and lowering cholesterol levels (Muhammad, 2020). Currently, chocolate products are

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popular among the public, not only among teenagers but also across all age groups, due to their great taste and nutritional value, making cocoa processing a highly prospective business. Cocoa is quite promising, as it can serve as a raw material for the food processing industry. Cocoa beans, as the primary ingredient in chocolate products, have a distinct savory taste and unique aroma, which many people enjoy (Farhanandi *et al.*, 2022). One SME in Polewali Mandar involved in chocolate processing is CV. Putra Mataram. This business processes cocoa obtained from farmers into Macoa chocolate products. Established by four young entrepreneurs in Polewali Mandar in 2015, CV. Putra Mataram produces chocolate bars and cocoa powder, aiming to turn chocolate into a finished product that adds value to income. Macoa chocolate offers a variety of enticing flavors, such as milk chocolate, milk chocolate with cashews, dark chocolate, dark chocolate with cashews, 80% dark chocolate, strawberry milk chocolate, mini chocolates, and more. However, this study focuses on Macoa Milk Chocolate 45g, Dark Chocolate 45g, and Dark Chocolate with Cashews 45g due to their similar selling prices. The marketing of Macoa chocolate started by placing the products in a small local shop, followed by promotions on social media, leading to a main distributor in Makassar. Marketing efforts include using social media platforms like Instagram, Facebook, and the company website. CV. Putra Mataram has also marketed several chocolate products in retail stores, such as “Satu Sama”. However, this proved ineffective as some consumers showed little interest, prompting the company to withdraw its products. The fluctuating sales of Macoa chocolate products reflect consumer interest, as shown in Table 1.

Table 1. Sales of Macoa Chocolate Products at CV. Putra Mataram (2019-2022).

Macao chocolate product type	Sales Quantity (pcs)			
	2019	2020	2021	2022
Milk Chocolate 45g (pcs)	5.67	4.00	4.14	4.00
Growth Percentage (%)		-41.81	3.38	-3.29
Dark Chocolate 45g (pcs)	4.88	3.40	3.64	3.62
Growth Percentage (%)		-43.36	6.35	-0.49
Dark Chocolate with Cashews 45g	4.14	3.19	3.53	3.17
Growth Percentage (%)		-29.81	9.79	-11.27
Total Sales (pcs)	14.68	10.59	11.30	10.79
Growth Percentage (%)		-38.70	6.34	-4.70

Source: Primary Data, 2023

Table 1 shows the sales data of Macoa chocolate products at CV. Putra Mataram over the past four years. From 2019 to 2020, there was a 38.7% decline in chocolate sales due to the spread of COVID-19, which reduced consumer purchases. Currently, local consumers tend to buy chocolate products

from major stores, but CV. Putra Mataram has not been able to compete effectively because of dominant competitors in the chocolate market. Competitors like Cheloss, WH, Silverqueen, and Dairy Milk have successfully reached the market in Polewali Mandar. Quality and production competition are crucial in meeting potential market demand (Rosiana, 2020). Another issue is that this unique product is not well-known among local consumers, domestic tourists, or international visitors, with only a few people consuming it. From 2020 to 2021, chocolate sales increased by 6.3%, driven by the reopening of small shops and local tourism. However, from 2021 to 2022, there was a 4.7% decline, attributed to ineffective marketing techniques. According to the Ministry of Communication and Information, only 9% of Indonesia's 57.9 million SMEs have e-commerce capabilities, while the rest rely solely on direct sales without utilizing available marketing media (Angdika *et al.*, 2019). The current consumer behavior, especially local consumers buy chocolate products in several large stores, but CV. Putra Mataram is unable to sell it due to the competition of competitors who dominate chocolate consumers. The competitors that have managed to reach the market in several stores especially in Polewali Mandar such as Cheloss, WH, Silverqueen, Diarmilk, and others. Quality and production competition is one of the efforts to meet potential market demand (Rosiana, 2020). Other problems arise when this special product is less well known among local communities, domestic tourists and foreign tourists and only a few people consume it. According to the information provided by the manager of Cokelat Macoa, his company is still difficult to introduce and market his processed chocolate because he has not found the right way to make his product more widely known and recognized. However, he hoped that Macoa Chocolate, which is an original product of Polewali Mandar, will be able to compete with imported chocolate products that have dominated the chocolate market, especially in the Polewali Mandar area. The increasingly widespread competition between businesses today requires business owners to always pay attention to price and product quality in order to increase consumer buying interest (Napitupulu, 2019). The growing business situation is getting tighter with more and more competitors participating in the same market will make business development strategies have an important role. The strategies developed can maximize profits through competitive advantage and minimize competitive limitations (Leksono and Putra, 2022). Customers who are loyal to competitors' products will be a threat that affects the business development of CV. Putra Mataram processed chocolate products. According to Friadi *et al.* (2022), a competitor is an individual or company that sells or produces the same or similar products as our products, in the form of goods or services, be it in form, benefit, or function. The large number of chocolate products on the market, both national and imported products, have greater branding, making it possible that consumers will buy



more products from the brand they bought before. There are many processed cocoa businesses in West Sulawesi, so sales competition is difficult to avoid. Moreover, local consumers are less familiar with the characteristics or flavors of the processed chocolate, making the marketing process to develop the business ineffective. A business development strategy plays an important role in a company or business. Strategy planners need to know how the internal aspects of the company to take advantage of strengths and overcome weaknesses and know the external aspects to use opportunities and face threats in competition. Internal environment is human and physical resources which include factors that exist within the organization and affect business performance directly on organizational management (Octavia *et al.*, 2020). While the external environment is a potential outside institution or force consisting of factors that affect organizational performance from outside the organization's boundaries (Ahluwalia, 2020). Identify the internal environment of CV. Putra Mataram in doing business, namely: 1) Variety of products, 2) Quality of products, 3) market share, 4) product packaging, 5) product price, 6) promotional activities, 7) Cacao cultivation land 8) Location or geographical position of the company, 9) Labor, 10) Production equipment, 11) Funds/business capital. according to Suratman (2021) the internal business environment is influenced by several factors, including: labor, capital, materials/raw materials, production equipment/equipment, methods/managerial. While identifying the external environment of CV. Putra Mataram in doing business, namely: 1) market demand, 2) information technology (e-commerce), 3) Perceptions or culture of chocolate consumption, 4) Guidance or training on MSME development, 5) Competitors or rivals, 6) Suppliers / suppliers of raw materials, 7) Raw material price, 8) The weather. The external factors are factors that contain opportunities and threats faced by the company including economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitor conditions (Voukkali and Zorpas, 2022). A specific aspect of business development in the chocolate industry that will be discussed in this research that has not been discussed extensively before is what alternative strategies are prioritized for CV. Putra Mataram to develop the business of processed chocolate products. As competition intensifies, business development strategies become crucial. According to (Sumual *et al.*, 2022), business development can include product development, market expansion, and organizational growth. Companies must continuously innovate and create business plans tailored to current conditions. In business, analyzing internal and external factors is essential for planning. Strategic planners need to understand internal aspects to leverage strengths and address weaknesses, as well as external factors to capitalize on opportunities and counter threats. Thus, companies must recognize their strengths and

weaknesses to continue developing. One approach to implementing company strategies is by evaluating the current business model and identifying areas needing attention (Harfiani and Pasaribu, 2019). Additionally, companies should use TOWS analysis (Threats, Opportunities, Weaknesses, Strengths) to identify strengths, weaknesses, opportunities, and threats. This analysis maximizes strengths and opportunities while minimizing weaknesses and threats (Anggraini *et al.*, 2019). The alternative strategies derived from the SWOT analysis are further evaluated using the Quantitative Strategic Planning Matrix (QSPM) to prioritize business development strategies. The strategies analyzed at this stage integrate internal and external factors (Sumarno *et al.*, 2020). Business development is necessary to enhance the competitiveness of cocoa products by deepening or expanding the market. This can be achieved through precise and effective business development, allowing cocoa products to compete and add value. Therefore, Macoa chocolate requires a formulated business development strategy to determine priorities in facing competition. This led to my interest in researching "Business Development Strategies for Macoa Chocolate Products at CV. Putra Mataram Polewali Mandar". The study aims to analyze the appropriate priority strategies for developing Macoa chocolate products at CV. Putra Mataram in Polewali Mandar.

METHODS AND MATERIALS

Location and Duration of Research: This research was conducted at CV. Putra Mataram, Wonomulyo District, Polewali Mandar. It lasted approximately two months, from August 2023 to September 2023. The location was chosen directly to collect data, conduct observations, and interview selected informants at CV. Putra Mataram.

Informant Selection: This study uses informants to obtain information related to the object of research. Selection of informants in this study using the case study method. Where information retrieval is carried out by further investigating the causes of certain social aspects, then data collection can be developed or proven to solve problems in the study. This judgment is taken if it meets certain criteria that are in accordance with the research topic. According to Utarini (2020), a case study is a type of research that is applied to produce an in-depth or multi-acquisition understanding of complex problems in the context of real life. Determination of informants is carried out by direct appointment with consideration, namely those who have a background as actors who influence policy making at CV. Putra Mataram and controls and knows the information needed related to this research. In this regard, the management of CV. Putra Mataram and other relevant parties. Relevant parties in the company in the form of company leaders, production, administration, finance, logistics, etc. This informant will later provide information about the internal and external



factors of the company. It will then be analyzed by in-depth interviews and FGD (Focus Group Discussion) with the informants (respondents) that have been determined.

Methods of Data Collection: This study uses data collection as follows:

1. Observation, is a method of collecting data by conducting a direct review in the field to obtain data related to the research objectives. Observations are made directly in the CV Putra Mataram Polewali Mandar area.
2. An interview, is data collection carried out through direct question and answer with informants from CV. Putra Mataram to obtain information related to the research. The interview between the researcher and the informant was conducted using the in-depth interview method and FGDs related to the research to be conducted at CV. Putra Mataram.
3. Questionnaires, namely data collection techniques that are carried out by giving several written questions to informants to answer and can be given directly, this questionnaire is given to informants who have been previously selected.
4. Documentation, in the form of taking pictures / photos related to CV. Putra Mataram. This documentation is carried out to serve as evidence of the research conducted.

Methodology Limitations: This study recognizes the potential limitations of the chosen method, such as subjectivity in informant responses or assumptions about the accuracy of complete data from informants. The study did not conduct a financial analysis of business development of processed chocolate products at CV. Putra Mataram.

Data Analysis Method: The data analysis method used to address the research objectives was descriptive analysis. Qualitative descriptive analysis involves analyzing data and presenting the results as descriptions of phenomena rather than numerical values or coefficients about relationships between variables. To identify business development strategies for Macoa chocolate products at CV. Putra Mataram, the analysis utilized the EFAS (External Factors Analysis Summary) matrix, the IFAS (Internal Factors Analysis Summary) matrix, the IE matrix (TOWS Quadrant), and the TOWS matrix (Threats, Opportunities, Weaknesses, Strengths). To determine priority strategies, the quantitative strategic planning matrix (QSPM) was used.

EFAS and IFAS Matrices: The steps for identifying internal and external environmental factors in the EFAS and IFAS matrices (Rangkuti, 2015) include identifying external and internal company factors, assigning weights and ratings by respondents, and multiplying weights by ratings. The weighted score for each factor is obtained by multiplying its weight by its rating. These weighted scores are then summed to get the total weighted score.

IE Matrix: This matrix positions the company within a grid of nine cells. It consists of two dimensions: the total IFE

matrix score on the X-axis and the EFE matrix score on the Y-axis. The matrix is grouped into three main strategies: 1) Grow and Build (cells I, II, or IV); suitable strategies include market penetration, market development, product development, or integration (backward, forward, or horizontal); 2) Hold and Maintain (cells III, V, or VII); strategies include market penetration, product development, and market development; 3) Harvest or Divest (cells VI, VIII, or IX); strategies include divestment, conglomerate diversification, and liquidation.

TOWS Matrix: Based on the previously identified external and internal factors, the TOWS matrix is compiled to develop alternative strategy recommendations. According to (Rangkuti, 2015), TOWS analysis systematically identifies various factors to formulate company strategies. The TOWS matrix helps in devising strategies by aligning the opportunities, threats, strengths, and weaknesses faced by CV. Putra Mataram.

QSPM Analysis: QSPM analysis objectively evaluates strategies based on the key internal and external success factors identified in the earlier stages. It calculates the Total Attractive Score (TAS) for these strategies. TAS helps in determining the position or ranking of the strategies, with the highest-ranking strategy being prioritized. The higher the total attractiveness score, the more appealing the strategy.

RESULTS AND DISCUSSION

Informant Identities: Informants in this study include individuals with backgrounds influencing decision-making at CV. Putra Mataram, possessing the necessary knowledge related to this research. These informants provided data on external and internal factors, weighting for the EFAS and IFAS matrices, and priority scaling in the QSPM matrix to determine the prioritized alternative strategies formulated.

Table 2. Informant Identities at CV. Putra Mataram.

No.	Name	Gender	Education	Position	Age
1.	Dheny	Male	S1	CEO	31
2.	Muh. Akbar	Male	S1	Production manager	31
3.	Ratna Jayanti	Female	S1	Finance manager	27
4.	Takwin	Male	High School	Logistics	31
5.	Khay	Male	High School	Marketing	33

Table 2 lists the names of the company's informants, consisting of five individuals: Dheny as CEO of CV. Putra Mataram, Mr. Muh. Akbar as the production manager, Ms. Ratna Jayanti as the finance manager, Mr. Takwin responsible for logistics, and Mr. Khay in marketing. These informants assisted researchers in questionnaire completion, focus group discussions (FGD), and interviews.

EFAS and IFAS Matrix Analysis: According to (Ahmad, 2020), EFAS (External Strategic Factor Analysis Summary)



refers to external factors impacting a company, while IFAS (Internal Strategic Factor Analysis Summary) assesses internal strategic factors. Both matrices are compared to determine the company's position through the IE matrix and to identify alternative strategies in the TOWS analysis (SO, ST, WO, and WT). The external and internal factors, along with the weighting results (EFAS and IFAS) for CV. Putra Mataram, are as follows:

EFAS Matrix: External factors such as opportunities and threats influencing strategic decisions supporting Macao chocolate product development at CV. Putra Mataram. Weights and ratings were assigned to each factor, resulting in the total scores shown in Table 3.

Table 3 shows that the total score for external factors is 3.23, with a strength score of 2.15 and a weakness score of 1.08. The weighting results for external factors—opportunities and threats—at CV. Putra Mataram indicate a greater value for

opportunities than threats within the company. This suggests numerous opportunities for the development of the Macao chocolate product business.

IFAS Matrix: Internal factors such as strengths and weaknesses impact the determination of ideal strategies supporting Macao chocolate product development at CV. Putra Mataram. Identification of strengths and weaknesses as internal strategy factors, followed by weighting and rating for each factor, resulting in total scores shown in Table 4.

Table 4 shows that the total score for internal factors is 2.97, with a strength score of 2.32 and a weakness score of 0.65. The weighting results for internal factors—strengths and weaknesses—at CV. Putra Mataram indicates a greater value for strengths than weaknesses within the company. This suggests that the company can leverage its strengths to develop the Macao chocolate product business.

Table 3. EFAS Matrix.

Evaluation of Internal Factors	Weight	Rating	Score
Opportunities			
1. High market demand, reflecting consumer interest in chocolate consumption	0.12	3.20	0.38
2. Advancing information technology (e-commerce), facilitating product marketing	0.13	3.80	0.49
3. Relatively affordable selling price, commensurate with provided quality	0.12	3.60	0.43
4. Favorable consumer perception or chocolate consumption culture	0.14	3.80	0.53
5. Government often provides guidance or SME development training	0.11	2.80	0.31
Total	0.62		2.15
Threats			
1. Numerous competitors or Macao chocolate rivals	0.07	2.40	0.17
2. Suppliers of fermented cocoa bean raw materials not continuously available	0.10	2.60	0.26
3. Rise in raw material prices	0.11	3.20	0.35
4. Unpredictable weather	0.10	3.00	0.30
Total	0.38		1.08
Grand Total	1.00		3.23

Table 4. IFAS Matrix.

Evaluation of Internal Factors	Weight	Rating	Score
Strengths			
1. Diverse chocolate products as typical souvenirs from Polewali Mandar with delicious taste	0.10	3.60	0.36
2. Assurance of product quality to consumers	0.10	3.60	0.36
3. Wide market share	0.10	3.00	0.30
4. Informative product packaging and product safety guarantee	0.10	3.60	0.36
5. Special pricing for bulk buyers (distributors)	0.10	3.80	0.38
6. Maximum promotional activities	0.11	3.60	0.40
7. Own land for cocoa plant cultivation	0.07	2.40	0.17
Total	0.68		2.32
Weakness			
1. Less strategic geographic location of the company	0.08	1.60	0.13
2. Limited workforce during production and product marketing	0.10	2.00	0.20
3. SME position using inadequate production equipment	0.09	2.20	0.20
4. Lack of funds from management related to large stock procurement	0.05	2.40	0.12
Total	0.32		0.65
Grand Total	1.00		2.97



IE Matrix: Based on the EFAS and IFAS matrix results, the initial step involves formulating strategies through IE matrix analysis. The summary of Internal-External factors is depicted in Figure 1.

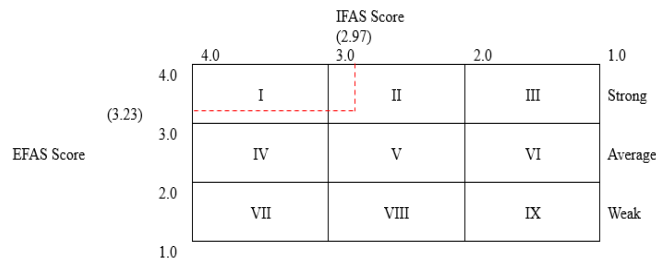


Figure 1. Summary of Internal-External Factors.

Based on Figure 1, the IE matrix results for CV. Putra Mataram regarding Macoa chocolate product business

development placed it in quadrant II with weighted scores from external and internal factors (3.23 and 2.97), positioning the company in the "Hold and Maintain" category. This strategy indicates that Macoa chocolate product business development activities require a strategy of maintaining and sustaining.

TOWS Matrix: Based on the EFAS and IFAS matrix calculations, various alternative strategies can be formulated using the TOWS matrix analysis model. The formulated alternative strategies for Macoa chocolate product business development at CV. Putra Mataram is shown in Table 5.

This table outlines the TOWS analysis for CV. Putra Mataram's Macoa chocolate product business, showing strategic recommendations based on internal strengths (S), weaknesses (W), external opportunities (O), and threats (T).

QSPM Analysis: The formulation of priority strategies for developing the Macoa chocolate business at CV. Putra

Table 5. Analysis TOWS.

INTERNAL FACTORS	STRENGTH	WEAKNESS
	<ol style="list-style-type: none"> Diverse chocolate products as typical souvenirs from Polewali Mandar with delicious taste Assurance of product quality to consumers Wide market share Informative product packaging and product safety guarantee Special pricing for bulk buyers (distributors) Maximum promotional activities Own land for cocoa plant cultivation 	<ol style="list-style-type: none"> The company's geographical location is less strategic. Limited workforce during production and product marketing SME's production equipment is inadequate Insufficient funds from management for large-scale stock procurement
EXTERNAL FACTORS	SO STRATEGY	WO STRATEGY
OPPORTUNITIES <ol style="list-style-type: none"> High market demand, reflecting consumer interest in chocolate consumption Advanced information technology (e-commerce), facilitating product marketing Relatively affordable selling price, commensurate with provided quality Favorable consumer perception or chocolate consumption culture Government often provides guidance or SME development training 	<ol style="list-style-type: none"> Improve the quality of marketed Macoa chocolate products (S1, S2, S4, S7, O1, O4, O5) Expand business partnerships for chocolate processing in various cities/regions (S3, S5, S6, O2, O3) 	<ol style="list-style-type: none"> Increase sales locations for Macoa chocolate that are easily accessible (W1, O1, O4) Maximize the use of information technology to market Macoa chocolate products (W2, O2, O3) Enhance human resource capacity (W3, W4, O5)
THREATS <ol style="list-style-type: none"> Numerous competitors or Macoa chocolate product rivals Suppliers of fermented cocoa bean raw materials not continuously available Rise in raw material prices Unpredictable weather 	ST STRATEGY <ol style="list-style-type: none"> Maximize the development of Macoa chocolate as a signature Polewali Mandar souvenir (S1, S2, S4, S7, T1) Expand and establish good cooperation with suppliers of fermented cocoa bean raw materials (S3, S5, S6, T2, T3, T4) 	WT STRATEGY <ol style="list-style-type: none"> Provide training/support cocoa farmers to produce high-quality cocoa beans (W1, W2, T1, T2) Collaborate and seek government assistance for chocolate production equipment (W3, W4, T3, T4)



Table 6. QSPM Matrix.

Alternative Strategies	Total TAS	Peringkat
SO Strategy		
1. Improve the quality of Macoa chocolate products (S1, S2, S4, S7, O1, O4, O5)	6.26	I
2. Expand business partnerships for chocolate processing in various cities/regions (S3, S5, S6, O2, O3)		
ST Strategy		
1. Maximize the development of Macoa chocolate as a signature Polewali Mandar souvenir (S1, S2, S4, S7, T1)	5.15	II
2. Expand and establish good cooperation with suppliers of fermented cocoa bean raw materials (S3, S5, S6, T2, T3, T4)		
WT Strategy		
1. Provide training/support cocoa farmers to produce high-quality cocoa beans (W1, W2, T1, T2)	4.02	III
2. Collaborate and seek government assistance for chocolate production equipment (W3, W4, T3, T4)		
WO Strategy		
1. Increase sales locations for Macoa chocolate that are easily accessible (W1, O1, O4)	3.67	IV
2. Maximize the use of information technology to market Macoa chocolate products (W2, O2, O3)		
3. Enhance human resource capacity (W3, W4, O5)		

Mataram was analyzed using the QSPM matrix. The alternative strategies derived from the TOWS matrix were assessed based on internal and external factors using QSPM analysis. The QSPM matrix from this study is shown in Table 6.

Table 6 shows the QSPM analysis results, with the Total Attractive Score (TAS) ranked by value. The highest TAS was obtained by the SO strategy with a total score of 6.26.

EFAS Matrix: Based on Table 3, the EFAS matrix calculation shows a total external factor score of 3.23, with opportunities scoring 2.15 and threats scoring 1.08. This indicates that CV. Putra Mataram is well-positioned to support the ideal strategies for developing the Macoa chocolate business. This aligns with (Hidayat, 2023), where the EFAS matrix scored 1.62 for opportunities and 0.9 for threats, resulting in a difference of 0.72, reflecting above-average capability in leveraging opportunities and mitigating threats.

IFAS Matrix: Table 4 presents the IFAS matrix results, with a total internal factor score of 2.97, strengths at 2.32, and weaknesses at 0.65. This suggests that CV. Putra Mataram is suitably positioned to support optimal development strategies for the Macoa chocolate business. Consistent with (Hidayat, 2023), where the IFAS matrix showed a total strength score of 1.53 and weaknesses of 1.21, yielding a difference of 0.32, indicating an above-average capacity to capitalize on strengths and address weaknesses.

IE Matrix: The IE matrix aims to outline the grand strategy, helping the company decide whether to develop, maintain, or divest. By combining the EFAS and IFAS scores on the X and Y axes, the IE matrix places CV. Putra Mataram in Cell II with weighted scores of 2.97 (internal) and 3.23 (external), indicating a Hold and Maintain position. This strategy

suggests that Macoa chocolate business development should focus on maintaining and nurturing current operations. Supported by (Liani, 2019), where EFAS scored 2.98 and IFAS 2.60 for CV. Permadi Karya Mandiri Blitar, validating its strong internal and external positioning. The IE matrix results are then used to formulate alternative strategies using the TOWS matrix.

TOWS Analysis: The TOWS matrix, developed through a qualitative approach, effectively formulates strategies by combining internal and external factors. Its success lies in aligning key external and internal elements to create strategies that maximize opportunities and strengths while avoiding threats and minimizing weaknesses. Based on the EFAS and IFAS calculations, various strategic alternatives were developed using the TOWS matrix model. Table 5 outlines nine alternative strategies, including:

Improving the Quality of Macoa Chocolate Products: This strategy reviews the strengths of CV. Putra Mataram's Macoa chocolate business development, including product variety as a unique souvenir of Polewali Mandar, delicious taste, product quality assurance to consumers, and company-owned land for cocoa cultivation. This potential can be used to enhance the quality of Macoa chocolate products marketed. This can be achieved by leveraging opportunities such as high market demand, consumer interest in chocolate, a positive consumption culture, and government support through SME development training.

Expanding Chocolate Processing Business Partnerships in Various Cities and Regions: Partnership strategies are quite effective for companies like CV. Putra Mataram to gain important benefits, including market access for business development. This strategy reviews CV. Putra Mataram's strengths, including a broad market share and special pricing



for consumers (distributors) purchasing large quantities of Macoa chocolate, supported by maximum promotional activities. This can be utilized to expand partnerships in various cities and regions by leveraging the growing e-commerce technology, which facilitates product marketing. Additionally, the relatively affordable price of Macoa chocolate is proportionate to the quality offered.

Increasing Accessible Sales Locations for Macoa Chocolate Products: The accuracy of location selection is one of the factors determining business success. This strategy addresses the weakness of CV. Putra Mataram regarding its less strategic geographical position. Thus, it forms the basis for adding sales locations that are easily accessible to consumers. This can be done by leveraging opportunities like high market demand and positive consumer perceptions of chocolate consumption.

Maximizing the Use of Information Technology to Market Macoa Chocolate Products: his strategy reviews the weaknesses in CV. Putra Mataram's business development of Macoa chocolate, particularly the limited workforce for production and marketing. Moreover, the company can consider the opportunity presented by the growing e-commerce technology, which facilitates product marketing, alongside the relatively affordable pricing of Macoa chocolate. Thus, maximizing the use of information technology for marketing is necessary.

Enhancing Human Resource Capacity: This strategy addresses the weaknesses in CV. Putra Mataram's Macoa chocolate business development, particularly the use of inadequate production equipment and a lack of funds for large stock procurement. The company needs to enhance human resource capacity by utilizing government-supported SME development training. A quality workforce can be developed through training and development programs.

Maximizing the Positioning of Macoa Chocolate as a Polewali Mandar Souvenir: The positioning as a unique Polewali Mandar chocolate is not yet supported by solid differentiation. CV. Putra Mataram's business development strategy is still not optimal. This strategy leverages the strengths of Macoa chocolate business development, including product variety, taste, product quality assurance, informative packaging, and company-owned cocoa plantations. To counter potential threats from numerous competitors, the company is expected to maximize the positioning of Macoa chocolate as a unique souvenir from Polewali Mandar.

Expanding and Strengthening Relationships with Suppliers of Fermented Cocoa Beans: This strategy leverages the strengths of CV. Putra Mataram's Macoa chocolate business development, which includes a broad market share, special pricing for bulk purchases, and maximum promotional activities. Moreover, to address threats such as the inconsistent availability of fermented cocoa bean suppliers, rising raw material prices, and unpredictable weather

conditions that could hinder raw material supply, the company should expand and strengthen relationships with suppliers. Strong partnerships with cocoa farmers can positively impact market access for farmers and ensure a steady supply of raw materials for the company.

Conducting Training for Partner Cocoa Farmers to Ensure High-Quality Cocoa Beans: This strategy addresses the weaknesses in CV. Putra Mataram's Macoa chocolate business development, including less strategic geographical positioning and a limited workforce. Additionally, there are threats from numerous competitors and the inconsistent availability of fermented cocoa bean suppliers. To tackle these issues, CV. Putra Mataram should conduct training for partner cocoa farmers to ensure high-quality cocoa beans.

Collaborating and Seeking Government Support for Chocolate Production Equipment: This strategy reviews the weaknesses in CV. Putra Mataram's Macoa chocolate business development, particularly the use of inadequate production equipment and limited funds for large stock procurement. Moreover, threats such as rising cocoa bean prices and unpredictable weather conditions could hinder raw material availability. Therefore, collaborating with the government by submitting business proposals to relevant government agencies can help secure support in the form of funding or production equipment.

QSPM Analysis: The prioritization of strategy formulation used in the development of Macoa chocolate products at CV. Putra Mataram was analyzed through the QSPM matrix. The QSPM analysis begins by determining the Attractiveness Scores (AS) from respondents. AS values indicate the attractiveness of alternative strategies in addressing strategic factors, which can be evaluated based on the extent of their impact on CV. Putra Mataram's strategic factors in developing Macoa chocolate products. If the impact is strong enough, the correlation in using these strategies is equally strong. Therefore, respondents assess that formulated strategies can influence and play a role in leveraging the company's strengths and opportunities, as well as addressing weaknesses and threats, thereby supporting the development of Macoa chocolate products. Table 6 shows the QSPM analysis results, which provide the Total Attractive Score (TAS) or the total attractiveness score obtained by summing the average multiplication results of AS or attractiveness values of a strategy against external and internal factors. The resulting TAS values are then ranked based on their magnitude. The TAS value indicates the priority sequence of strategies implemented by CV. Putra Mataram. The highest TAS score is found in the SO strategy with a TAS total score of 6.26, which involves improving the quality of marketed Macoa chocolate products and expanding chocolate processing partnerships in various cities/regions. The SO strategy is formulated based on SWOT analysis, which reviews strengths and opportunities. This is supported by the research of Adji Wisnu, Doeranto Panji, and (Adji Wisnu, 2022), which shows



that SWOT analysis yielded 8 alternative strategies analyzed using the QSPM matrix, resulting in the best-ranked alternative strategy with the highest score, focusing on improving product quality to compete against competitors (ST7) as the top priority with TAS (6.460).

Identifying Potential Risks Associated with Each Strategy: Technologies are the overall means to provide the goods or products necessary for the continuity of the industry. The lack of equipment can hamper the production process so that the time needed is long enough to meet consumer demand. The process of cocoa processing is by roasting cocoa beans, stripping cocoa skin using the NSS (Nib Shell Separator) tool, grinding nibs into coarse paste using a stone mill, grinding coarse paste into fine paste using a ball mill, then mixing ingredients for chocolate dough in a mixer, smoothing chocolate dough using a ball mill, molding chocolate using a tempering machine, freezing chocolate in a freezer, and packaging chocolate (Herdhiansyah *et al.*, 2022). The processing of chocolate at CV. Putra Mataram's is still done manually, such as sorting the raw materials of cocoa beans and the packaging process of Macao chocolate products is still done manually.

The urban lifestyle of people who like to consume processed snack products will make it more likely for business places to be more crowded. CV. Putra Mataram has one distributor in Makassar City. For businesses, the income obtained from marketing results and high market demand determine the income of the business (Erstiawan *et al.*, 2021). Social and cultural conditions of the community that affect the business development of processed chocolate products are changes in people's lifestyles that have developed a culture of giving gifts to friends, parents and loved ones at moments of birthday celebrations, for example by giving chocolate in the form of packaging or chocolate in the form of letters, so this condition can be used as an opportunity for the company's business because it can affect the increase in demand and also be an excellent promotional tool in marketing products.

A proactive mitigation plan: The public is considered consumptive in consuming processed chocolate products. The market segmentation includes children to the elderly with lower, middle, and upper economic levels that can still be reached. According to Wahyudi and Rahardjo (2008), the penchant for consuming chocolate foods and drinks in the millennium era is no longer dominated by certain circles, but has become a common thing consumed by all levels of society, especially children and young people. This gives CV. Putra Mataram's processed chocolate products business a great opportunity to sell products to consumers and to expand marketing beyond the city so that products are better known by the public. Besides, the existence of new partners, such as being entrusted to stalls or minimarkets, can also facilitate the product marketing process and be more easily accessible to consumers.

Conclusion: Based on the research findings, it can be concluded that the appropriate strategies used in the development of Macao chocolate products at CV. Putra Mataram, based on the IE matrix results falling into cell II with weighted scores from internal and external factors (2.97 and 3.23), position CV. Putra Mataram in the Hold and Maintain quadrant. This strategy indicates that marketing activities for Macao chocolate products require strategies to maintain and preserve market position. Based on EFAS and IFAS matrix calculations, various alternative strategies can be formulated through TOWS analysis, including: 1) Improving the quality of marketed Macao chocolate products, 2) Expanding chocolate processing partnerships in various cities/regions, 3) Increasing accessible sales locations for Macao chocolate products, 4) Maximizing the use of information technology to market Macao chocolate products, 5) Enhancing human resource capacity, 6) Maximizing the development of Macao chocolate products as a Polewali Mandar souvenir, 7) Expanding and strengthening relationships with suppliers of fermented cocoa bean raw materials, 8) Conducting training for partner cocoa farmers to ensure high-quality cocoa bean production, 9) Collaborating and seeking government support for chocolate production equipment. The prioritized strategies used in the development of Macao chocolate products at CV. Putra Mataram, based on QSPM analysis, resulted in alternative strategies under SO focusing on improving the quality of marketed Macao chocolate products and expanding chocolate processing partnerships in various cities/regions. The total TAS score obtained for the SO strategy is 6.26. According to the research that has been carried out, the following suggestions can be given.

1. Companies need to pay attention to the business development strategy that will be carried out first in order to master the target market that will be determined in running a business.
2. It is expected that the company can innovate each of its products so that the product can develop.
3. For further research, it is better to integrate Financial Analysis in the business development of Macao chocolate products (e.g., Cost-Benefit Analysis, Financial Projections, Budgeting).

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SDG's Addressed: Decent Work and Economic Growth, Industry, Innovation, and Infrastructure, Responsible Consumption and Production, No Poverty, Partnerships for the Goals.

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