



## Designing a Business Growth Strategy Formulation for Cita Rasa Coffee and Eatery

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**ABSTRACT :** Intense competition, fluctuating client numbers, growing raw material costs, insufficient brand awareness, unstable financial situations, and inadequate business strategies are just a few of the difficulties Cita Rasa Coffee and Eatery faces. To find and create the best business strategies, this study makes use of the Business Model Canvas, Analytical Hierarchy Process (AHP), SWOT analysis, Internal-External (IE) Matrix, External Factor Evaluation (EFE), and Internal Factor Evaluation. The value proposition, which consists of premium coffee quality, a range of Indonesian coffee, traditional snacks, and a board gaming area as a main attraction, is strengthened by the use of the Business Model Canvas. In addition to highlighting strengths like superior raw materials, a prime location, and knowledgeable staff, internal study also points out flaws like inadequate marketing, reliance on suppliers, and a lack of online shopping choices. The expanding coffee culture trend, favorable local economic conditions, and technology improvements that can improve operational efficiency, on the other hand, are opportunities highlighted by outsider study. Threats like growing prices for raw materials, fierce competition, and shifting consumer spending power, however, continue to be difficulties.

This study develops growth strategies based on the findings of the IE Matrix and SWOT analysis, which are subsequently ranked using AHP. The suggested tactics include establishing new locations, branching out into reasonably priced mobile coffee services, working with neighborhood organizations on a regular basis, maximizing social media interaction, and increasing online shopping choices via sites like Grab, ShopeeFood, and Gojek. The objectives of these strategic methods are to increase Cita Rasa Coffee and Eatery's competitiveness, broaden its market reach, and create financial stability.

**KEYWORDS:** BMC, Coffee, Internal Factor, External Factor

### I. INTRODUCTION

In today's increasingly individualized world, people's activities are becoming more and more dynamic, and the need for relaxation places such as cafes is increasing. s have now become an essential part of our lifestyles, not only to enjoy coffee, but also to relax, work, and socialize. Coffee consumption in Indonesia continues to increase, for example by 8% in 2015 (ICO), creating great opportunities for this industry. Factors that make modern coffee drinks popular include a convenient location, friendly service, diverse flavors, affordable prices, and visual appeal on social media (Pramelani, 2020). However, very tight industrial competition requires economic actors to continue to innovate both in products and marketing strategies. Established on July 8, 2022 in Bekasi, Cita Rasa Rasa Coffee and Eatery carries a semi-industrial concept and offers a varied and interesting menu.

Despite a decline in sales in 2023, the business experienced a strong recovery in 2024. This highlights the importance of adaptive strategies to face competition and meet consumer needs. A more in-depth analysis is needed to strengthen the company's position in the face of changing market dynamics.

### II. LITERATURE REVIEW

#### 1. Business Strategy

Strategy, which comes from the Greek word "*strategia*," originally referred to a technique used by military commanders to organize the positions and tactics of troops. Modern strategy is defined as a comprehensive plan to achieve long-term goals by linking business excellence to environmental issues (David, 2011; Widjajakusuma, 2002). Business strategy regulates resources, competes, and provides value to shareholders. This includes managing internal capabilities, adapting to changes in external trends, and effective



planning, implementation, and evaluation (Rusdi, 2019; Umar, 2003). According to David (2011), the goal of business strategy is to maintain a sustainable competitive advantage through risk management, innovation, and core competencies.

## 2. Marketing Strategy

The market is an effort to meet the needs and desires of customers through the exchange process (Kotler, 2016). To satisfy current and potential buyers, marketing includes planning, setting prices, promoting, and distributing goods or services. Marketing is basically the process of interaction before and after exchanges to make buyers and sellers satisfied. A marketing strategy is a continuous plan to know the needs and expectations of customers through proper pricing, promotion, and distribution. Kotler (1991) defines two marketing strategies as follows:

1. Segmentation: Segment the market based on different consumer needs to create products that fit the segment, reduce competitive pressure and maintain premium prices.
2. Targeting: Choosing a target market for a product or service based on the opportunities that exist in the segment.
3. Positioning: How the product is perceived by customers to make it different and superior to competitors.

Segmentation, targeting, and positioning are interconnected to ensure that marketing strategies achieve their goals by understanding customer needs better than competitors. Companies can create value and satisfy customers by using successful strategies.

## 3. Marketing Mix

The marketing mix, also known as the marketing mix, is a strategic tool used to influence the decisions made by consumers. The purpose of the marketing mix is to create and sell goods or services that meet the needs of customers in the target market.

1. Product: Everything that is offered to meet the customer's needs or desires, including physical goods, services, ideas, or places. Products include tangible and intangible benefits that provide value to customers.
2. Price: Pricing is very important because it affects the company's revenue and competitiveness. The price must be in accordance with the target market, the mix of products and services offered, and consider the competition in the market.
3. Location (Place): A more strategic location reduces marketing costs and makes it easier for consumers to access products. In contrast, less strategic locations require more effort to attract customers. Other factors that affect customer comfort include the design, décor, and condition of the place.
4. Promotion: an attempt to attract customer attention to the product, either directly or through other parties. The goal of a sales campaign is to introduce new products, increase the number of buyers, promote product quality, and provide incentives to buy. To guarantee marketing success and customer satisfaction, these four components work together.

## III. METHODOLOGY

This chapter describes the methodology used in the research to offer a thorough understanding of the business problem and situation analysis as follows:

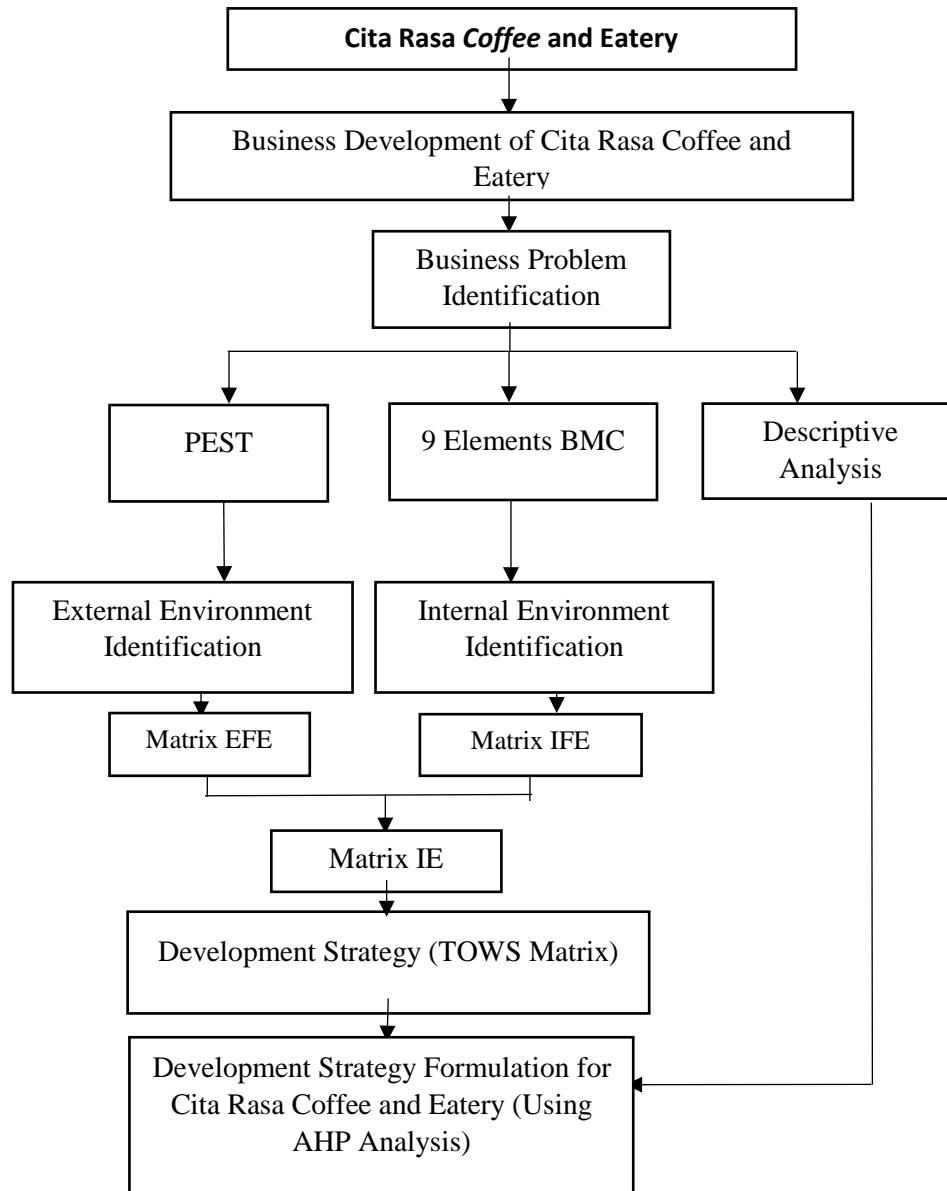


Figure 3.1 Research Methodology

**Location and Time of Research**

The object of this research is *Cita Rasa of Coffee and Eatery Coffee*. This is located at Jl. H Abdul Rojak, 004/005, Jatiluhur, Jatiasih, Bekasi City, West Java 17425. Meanwhile, the planned research time is from February-March 2024.

**Types and Data Sources**

Based on the data sources that the author will do, the data sources that will be used by the researcher are primary data sources and secondary data sources. The primary data used were the results of interviews and questionnaire filling out from the respondents. Secondary data sources were obtained from literature studies, various literature studies, and archive data of *Cita Rasa Coffee and Eatery* to complement the information obtained through interviews and questionnaires.



• **Sampling Techniques**

The sampling method applied uses the purposive sampling method. Purposive sampling is a part of the type of non-probability sampling that determines the sample based on special considerations (Sugiyono, 2007). The informants and respondents in this study are as follows:

**Table 3.1 Overall List of Research Respondents**

Position	Respondent
<i>Owner</i>	1 Respondent
<i>Manager outlet</i>	1 Respondent
<i>Barista</i>	3 Respondent
<i>Cashier</i>	1 Respondent
<i>Head Kitchen</i>	1 Respondent
consument	10 Respondent
<i>Expert (Manager Senior FnB)</i>	1 Respondent
<i>Expert Kopi</i>	1 Respondent
<b>Total</b>	<b>19 respondent</b>

The informants came from *the Owner*, while the respondents were the Owner, *Outlet Manager*, *barista*, *cashier*, *head kitchen*, consumer, and 2 *experts* in the *F&B* world where both experts have been in the *F&B* world for more than 8 years. This was done so that the respondents had similarities in perspective. Sample selection was carried out by data exploration, as well as preliminary observations and interviews (*preliminary interviews*).

**A. Data Processing and Analysis Techniques**

**1. BMC Analysis**

At this stage, the business model of *Cita Rasa Coffee and Eatery* will be analyzed using 9 elements, *namely customer segments, value propositions, channels, customer relations, revenue streams, key resources, key activities, key partners, and cost structure*. After that, each of these elements will be analyzed with SWOT through internal-external factors on each existing element. The following are the respondents to fill in the SWOT:

**Table 3.2 List of SWOT Identification Respondents**

Position	Respondent
<i>Owner</i>	1 Respondent
<i>Manager outlet</i>	1 Respondent
<b>Total</b>	<b>respondent</b>

**2. EFE and IFE Analysis**

In the analysis phase of the Internal Factor Evaluation Matrix (IFE), the goal is to describe and evaluate the main strengths and weaknesses in the various functions of the company. Meanwhile, the External Factors Evaluation (EFE) Matrix allows strategy planners to summarize and evaluate the forms of opportunities and threats faced by companies. Berikut is a list of respondents filling out the IFE and EFE Matrix:

**Table 3.3 List of Respondents for IFE EFE Identification**

Position	Respondent
<i>Owner</i>	1 Respondent
<i>Manager outlet</i>	1 Respondent
<i>Barista</i>	3 Respondent



Cashier	1 Respondent
Head Kitchen	1 Respondent
Konsumen	10 Respondent
Expert (Manager Senior salah satu FnB)	1 Respondent
Expert Kopi	1 Respondent
<b>Total</b>	<b>19 respondent</b>

**1. IE Matrix**

The stage to position where the level of *Cita Rasa Coffee and Eatery* is located in a nine-column table display.

**2. SWOT Matrix**

The step to establish the strategy that must be taken by *Taste Coffee and Eatery* aims to be focused and can be analyzed from various perspectives.

**3. Analytical Hierarchy Process (AHP)**

After identifying internal and external factors with the SWOT method. Furthermore, it is necessary to identify priorities from various alternatives that can be used to develop the *Taste of Coffee and Eatery* business using the AHP (*Analytical Hierarchy Process*) method. Berikut is a list of respondents to fill out AHP:

**Table 3.4 List of AHP Identification Respondents**

Position	Respondent
Owner	1 Respondent
Manager outlet	1 Respondent
Barista	3 Respondent
Cashier	1 Respondent
Head Kitchen	1 Respondent
Konsumen	10 Respondent
Expert (Manager Senior salah satu FnB)	1 Respondent
Expert Kopi	1 Respondent
<b>Total</b>	<b>19 respondent</b>

**IV. RESULTS AND DISCUSSION**

**1. Business Model Canvas (BMC)**

Researchers gathered information on nine elements of BMC: Customer Segments), value propositions, Distribution Channels (*channels*), Customer Relations, Revenue Streams, key activities, key resources, key partners, and cost structure. With the data obtained, researchers can compile BMC.

**Table 4.1 BMC Cita Rasa Coffee and Eatery**

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Supplier beans coffee Supplier bakery Music artists/bands 4.Souvenir suppliers	Purchase from coffee bean suppliers Selection of coffee beans Softselling (boardgames area)	Quality Coffee 100% premium Traditional snacks Providing a variety of types of Indonesian coffee	Membership Promotion	Customers aged children 7-15 years old Customers aged 17-50 years old Middle class



	Selling coffee drinks and bakery	Arena board games	CHANNELS 1. Instagram Outlet
	<b>KEY RESOURCES</b> Major roadside location Well-trained and skilled HR Good order and security		
<b>COST STRUCTURE</b> Raw materials such as coffee, milk, sugar, etc. Store setup costs Employee costs Rental Cost Other charges: electricity, gas, water		<b>REVENUE STREAMS</b> Sales of a variety of Indonesian coffee drinks Traditional snack sales Sales of coffee grounds	

Based on the results above, it can be seen that:

- Customer Segmentation: Cita Rasa Coffee and Eatery targets three main segments of customers: children from the age of 7 to 15 who are interested in snacks and non-coffee beverages; the age group of 17 to 50 years consisting of students, employees, and young families; and the middle class who have enough money.
- Value Proposition: As a unique attraction that sets itself apart from competitors, arena board games, archipelago coffee, traditional snacks, and premium coffee are offered.
- Channels: Using social media such as Instagram and physical locations to communicate and serve consumers, providing first-hand experiences and information.
- Customer Relationships: Build loyalty with discounts and membership programs to attract repeat customers.
- Revenue Stream: Sales of coffee, traditional snacks, and coffee grounds are the main sources of revenue.
- Key Resources: Strategic location, experienced workforce (baristas and chefs), and a safe and comfortable café environment.
- Main Activities: Buying high-quality coffee beans, picking beans, providing board games, and providing coffee and snacks.
- Key Partners: Coffee bean companies, bakeries, and dairy producers are key partners. They also collaborate with musicians and souvenir sellers.
- Cost Structure: Raw materials, store renovations and equipment, employee salaries, venue rental, and utility costs are the main costs. Through a well-integrated combination of resources, activities, and partnerships, BMC Cita Rasa identifies the components that support business success.

2. External Factors of *Coffee and Eatery Cita Rasa*

**Table 4.2 Weighting of external factors**

No.	External Factor	Total	Bobot	Rating	Score
Opportunity	Elements				
1	Coffee drinking culture is growing in Indonesia	82	0.11	4	0.49
2	The economic condition of the community around the location is good	76	0.10	4	0.42
3	The existence of other electronic payment methods (ovo, gopay, dana, Q-ris, etc.)	74	0.10	4	0.40



4	Increasingly advanced technological developments for operational efficiency	58	0.08	3	0.24
5	Ability to expand the business	63	0.09	3	0.29
6	Can be used as a place to hold interesting events	75	0.10	4	0.41
<b>TOTAL</b>		<b>428</b>	<b>0.59</b>	<b>23</b>	<b>2.24</b>
<b>Ancaman</b>					
1	Increase in the price of coffee and snack raw materials	67	0.09	4	0.32
2	Changes in minimum wage policies that may affect labor costs	76	0.10	4	0.42
3	Fluctuations in consumer purchasing power	82	0.11	4	0.49
4	Competitors use many similar concepts	74	0.10	4	0.40
<b>TOTAL</b>		<b>299</b>	<b>0.41</b>	<b>16</b>	<b>1.63</b>
<b>Total Strength + Weakness Factor</b>		<b>727</b>	<b>1.5887</b>	<b>38</b>	<b>3.87</b>

The weighting and assessment of the EFE matrix was carried out based on the collection of data from discussions with the 19 respondents above regarding the internal factors of Cita Rasa of Coffee and Eatery, discussions were carried out and questionnaires were given, so the weighting and rating assessment was produced based on 6 statements for opportunity factors and 4 statements for threat factors for the EFE matrix.

### 3. Internal Factors of Coffee and Eatery Cita Rasa

**Table 4.3 Weighting of internal factors**

No.	Internal Factors	Total	Bobot	Rating	Score
Strength	Element				
1	100% premium coffee bean quality	92	0.10	5	0.50
2	It offers traditional snacks that are unique and difficult to find anywhere else.	59	0.07	3	0.20
3	Providing various types of Nusantara coffee drinks.	68	0.08	4	0.27
4	Providing a board games arena to create a relaxed and attractive atmosphere for customers.	76	0.08	4	0.34
5	Strategic location	68	0.08	4	0.27
6	Well-trained and skilled HR	71	0.08	4	0.30
7	Have membership and promotion programs	74	0.08	4	0.32
8	Guaranteed freshness and quality of raw materials.	76	0.08	4	0.34
<b>TOTAL</b>		<b>584</b>	<b>0.65</b>	<b>31</b>	<b>2.53</b>
<b>Weakness</b>					
1	Location close to other s	75	0.08	4	0.33
2	Sales promotion activities have not been maximized	90	0.10	5	0.47
3	Targeting the middle class and certain ages	54	0.06	3	0.17
4	Depends on the supplier for coffee and snack raw materials	58	0.06	3	0.20
5	Online purchase not yet available	38	0.04	2	0.08
<b>TOTAL</b>		<b>315</b>	<b>0.35</b>	<b>17</b>	<b>1.26</b>
<b>Total Strength + Weakness Factor</b>		<b>899</b>	<b>1.6496</b>	<b>47</b>	<b>3.79</b>





The weighting and assessment of the IFE matrix was carried out based on the collection of data from discussions with the 19 respondents above regarding the internal factors of Cita Rasa Coffee and Eatery, discussions were carried out and questionnaires were given, so the weighting and rating assessment was produced based on 8 statements for the strength factor and 5 statements for the weakness factor for the IFE matrix.

4. EFE and IFE Matrix

Table 4.4 Weighting of external factors

		Internal Factor Evaluation			
		Strong	Moderate	Low	
		4.0	3.0	2.0	1.0
Evaluation of External Factors	High	3.0	I Grow and Build	II Grow and Build	III Hold and Maintain
	Moderate	2.0	IV Grow and Build	V Hold and Maintain	VI Harvest or Divest
	Low	1.0	VII Hold and Maintain	VIII Harvest or Divest	IX Harvest or Divest

Based on the analysis of the EFE and IFE Matrix, Cita Rasa of Coffee and Eatery is in quadrant I (*Grow and Build*).

5. SWOT

Table 4.5 SWOT Environmental Analysis

Internal Environment	External Environment
<b>(Strengths)</b>	<b>(Opportunities)</b>
1. 100% premium coffee bean quality ( <i>Value Propostion</i> ) Offers traditional snacks that are unique and difficult to find elsewhere ( <i>Value Propostion</i> ) 2. Providing various types of Nusantara coffee drinks ( <i>Value Propostion</i> ). 3. Providing board games arenas to create a relaxed and attractive atmosphere for customers ( <i>Value Propostion</i> ) 4. Strategic location ( <i>Key Resources</i> ) 5. Trained and skilled human resources ( <i>Key Resources</i> ) Have a membership and promotion program ( <i>Customer Relationships</i> ) 5. Guaranteed freshness and quality of raw materials ( <i>Revenue Stream</i> )	Coffee drinking culture is growing in Indonesia (Social) The economic condition of the community around the location is good (Economy) The existence of other electronic payment methods (ovo, gopay, dana, Q-ris, etc.) (Technology) Increasingly advanced technological developments for operational efficiency (Technology) Ability to expand the business (Economy) Can be used as a place to hold interesting events (Social)
<b>(Weakness)</b>	<b>(Threats)</b>
1. Location close to other s ( <i>Key Resource</i> ) 2. Sales promotion activities (Key Activities) have not been maximized 3. Targeting middle and certain age groups ( <i>Customer Segments</i> ) 4. Depends on the supplier for coffee and snack raw materials ( <i>Key Partner</i> ) Online purchase (Channel) is not yet available	Increase in the price of coffee and snack raw materials (Economy) Changes in minimum wage policies that may affect labor costs (Political) Fluctuations in consumer purchasing power (Economy) Many competitors (Competition)





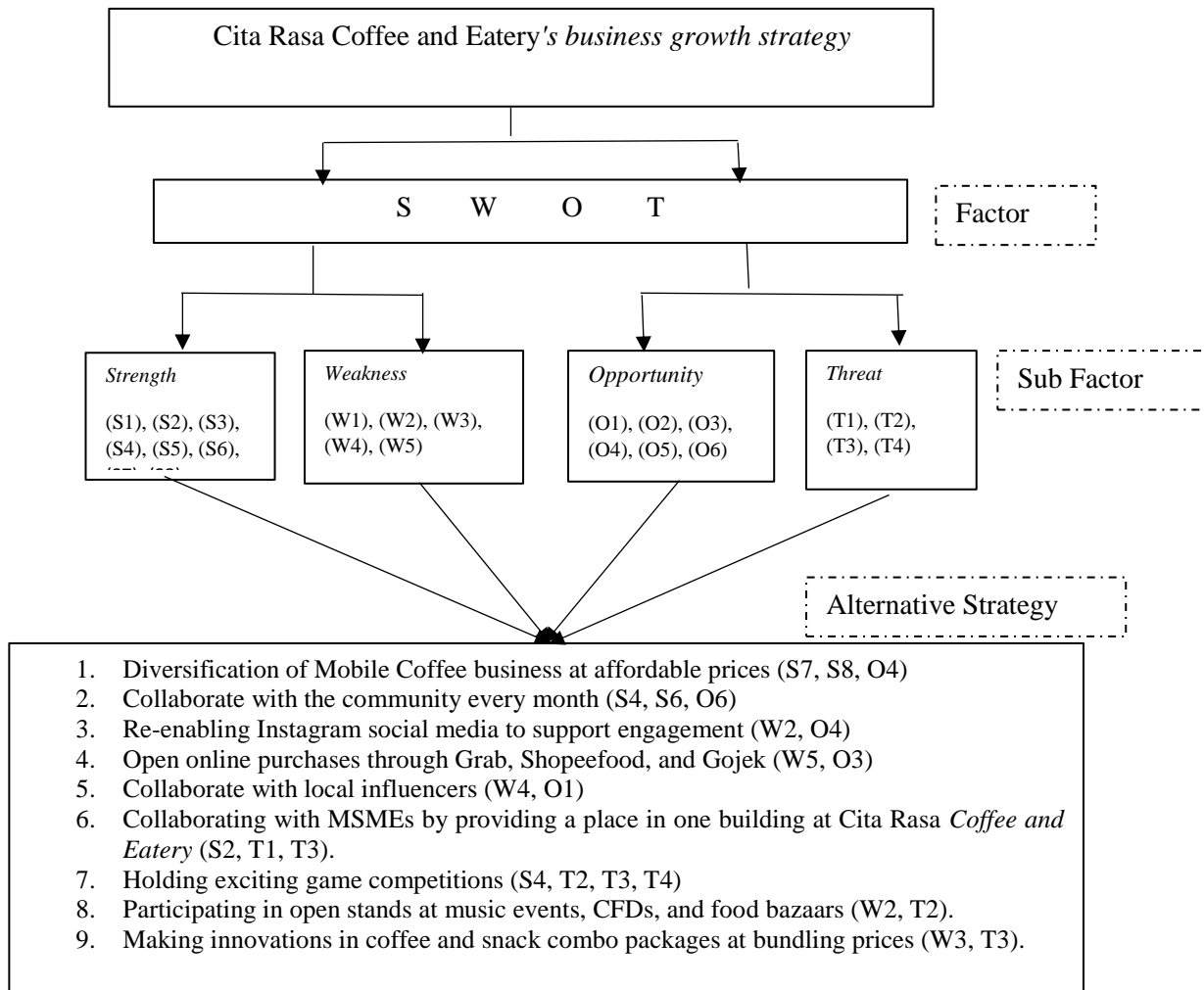
7. TOWS Matrix

The table below is an alternative formulation of the Cita Rasa of Coffee and Eatery strategy using the TOWS matrix

Table 4.6 TOWS Matrix

<p><b>Internal</b></p>	<p><b><u>Strength (S)</u></b>                  100% premium coffee bean quality                  It offers traditional snacks that are unique and difficult to find anywhere else.                  Providing various types of Nusantara coffee drinks.                  Providing a board games arena to create a relaxed and attractive atmosphere for customers.                  Strategic location                  Well-trained and skilled HR                  Have membership and promotion programs                  Guaranteed freshness and quality of raw materials.</p>	<p><b><u>Weakness (W)</u></b>                  Location close to other s                  Sales promotion activities have not been maximized                  Targeting the middle class and certain ages                  Depends on the supplier for coffee and snack raw materials                  Online purchase not yet available</p>
<p><b>External</b></p> <p><b><u>Opportunity (O)</u></b>                  Coffee drinking culture is growing in Indonesia                  The economic condition of the community around the location is good                  The existence of other electronic payment methods (ovo, gopay, dana, Q-ris, etc.)                  Increasingly advanced technological developments for operational efficiency                  Ability to expand the business                  Can be used as a place to hold interesting events</p>	<p><b><u>SO Strategies</u></b>                  1. Diversification of Mobile Coffee business at affordable prices (S7, S8, O4)                  2. Collaborate with the community every month (S4, S6, O6)</p>	<p><b><u>WO Strategies</u></b>                  Re-enabling Instagram social media to support engagement (W2, O4)                  Open online purchases through Grab, Shopeefood, and Gojek (W5, O3)                  Collaborate with local influencers (W4, O1)</p>
<p><b><u>Threat (T)</u></b>                  Increase in the price of coffee and snack raw materials                  Changes in minimum wage policies that can affect labor costs.                  Fluctuations in consumer purchasing power                  Competitors use many similar concepts</p>	<p><b><u>ST Strategies</u></b>                  Collaborating with MSMEs by providing a place in one building at Cita Rasa Coffee and Eatery (S2, T1, T3).                  Holding exciting game competitions (S4, T2, T3, T4)</p>	<p><b><u>WT Strategies</u></b>                  Participating in open stands at music events, CFDs, and food bazaars (W2, T2).                  Making innovations in coffee and snack combo packages at bundling prices (W3, T3).</p>

7. Analytical Hierarchy Process (AHP)



**Figure 4.1 Hierarchical structure of Tasrasa Coffee and Eatery's business growth strategy**

(Source: Processed by Researcher, 2024)

The AHP analysis was carried out at the level of alternative strategies generated from the TOWS matrix using *Expert Choice 11 software* to determine and select the priorities of the Cita Rasa Coffee and Eatery business strategy. The results of the strategy priority order were obtained, the highest priority order was to make innovations in combo and snack packages at bundling prices and hold exciting game competitions. This is in line with research conducted by Tantra *et al.* (2015) that companies that are able to survive must also be able to earn long-term profits so that the company will grow and develop. Figure 4.2 shows the order of priority of Cita Rasa Coffee and Eatery's business strategy.

9. Implication of Managerial

Based on the results of the research that resulted in the following 10 business development strategies for Cita Rasa Coffee and Eatery, the researcher added an action plan that can be implemented by stakeholders of Taste Coffee and Eatery:



**Table 4.8 Implication of Managerial**

No	Action/Strategy	Start Time	End Time	Budget Estimate
1.	Divergification of Mobile Coffee business at affordable prices	May 1, 2025	-	Rp. 20.000.000
2.	Collaborate with the community every month	1 February 2025	-	Rp. 0
3.	Open online purchases through Grab, Shopeefood, and Gojek	1 January 2025	-	Rp. 0
4.	Participating in open stands at music events, CFDs, and food bazaars	May 1, 2025	-	Rp. 1.000.000
5.	Collaborate with local influencers	1 February 2025	March 1, 2025	Rp. 2.000.000
6.	Re-enabling Instagram social media to support engagement	25 December 2025	-	Rp. 800.000
7.	Collaborating with MSMEs by providing a place in one building at Cita Rasa Coffee and Eatery	1 January 2025	-	Rp. 0
8.	Making Coffee and Snack Combo Package Innovations at Bundling Prices	1 January 2025	-	Rp. 200.000
9.	Hold exciting game competitions	14 January 2025	15 January 2025	Rp. 5.000.000
<b>TOTAL ESTIMATED BUDGET</b>				<b>Rp. 29.000.000</b>

(Source: Processed Data, 2024)

**V. CONCLUSION**

Based on the research that has been carried out regarding the design of the formulation of a coffee business growth strategy at Cita Rasa Coffee and Eatery, the following conclusions can be drawn:

**1. Business Problems**

- Customer fluctuations cause inefficiencies and raw material wastage.
- Rising raw material costs reduce profits.
- Fierce competition with nearby coffee shops.
- Financial instability and limited capital hinder growth.

**2. Business Model Canvas**

- **Key Aspects:** Partnerships with suppliers, premium coffee, unique snacks, board games, promotions, and strategic location.
- **Revenue:** Coffee drinks, snacks, and coffee grounds.
- **Costs:** Raw materials, rent, salaries, and operations.

**3. Internal & External Factors**

- **Strengths:** Premium products, unique offerings, strategic location (IFE: 2.53).
- **Weaknesses:** Minimal promotions, supplier dependency, no online sales (IFE: 1.26).
- **Opportunities:** Growing coffee culture, tech, e-payment options (EFE: 2.24).
- **Threats:** Price hikes, intense competition, consumer power fluctuation (EFE: 1.63).



#### 4. Growth Strategies

- Affordable mobile coffee business (0.137).
- Monthly community collaborations (0.136).
- Online sales via platforms like Grab and Shopeefood (0.117).

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