STRATEGY DESIGN FOR GRIYA COKELAT NGLANGGERAN DEVELOPMENT: APPLICATION OF SWOT AND QSPM METHODS

Rancangan Strategi Pengembangan Griya Cokelat Nglanggeran: Penerapan Metode SWOT dan QSPM

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ABSTRACT

The purpose of the study is to (1) examine the strategies that currently applied to Griya Cokelat Nglanggeran (2) to design the strategic decisions that can be applied for the development of Griya Cokelat Nglanggeran. This research is a quantitative research with the method of implementation by using descriptive research, taking saturated sampling (census sampling) involving all 13 available respondents. Techniques of collecting data used are interviews, observation, documentation and literature study. Data analysis techniques will be tested with IFE (Internal Factor Evaluation) matrix and EFE (External Factor Evaluation) matrix, IE (Internal-External) matrix, SWOT (Strength, Weakness, Opportunity, Threat) matrix and QSPM (Quantitative Strategic Planning Matrix) to decide the best strategic that can be applied. Based on the data in the processed matrix, the study draws key conclusions that (1) it highlights that the current strategies in Griya Cokelat Nglanggeran, particularly in production and marketing are limited. (2) The strategy applied based on the calculation on the SWOT matrix is the WO (Weakness-Opportunity) Strategy and the right strategy decision to be applied based on the QSPM matrix is a market development strategy based on the QSPM matrix analysis results. Overall, these findings provide valuable insights for the enhancement of Griya Cokelat Nglanggeran's business strategies.

Keyword: development strategy, IFAS-EFAS matrix, IE matrix, QSPM, SWOT

ABSTRAK

Penelitian ini bertujuan untuk (1) mengetahui strategi yang saat ini diterapkan pada Griya Cokelat Nglanggeran (2) mengetahui keputusan strategi yang dapat diterapkan untuk pengembangan pada Griya Cokelat Nglanggeran. Penelitian ini merupakan penelitian kuantitatif dengan metode pelaksanaan dengan menggunakan penelitian deskriptif, pengambilan responden secara sampling jenuh (sampling sensus) dengan pengambilan responden sebanyak 13. Teknik pengumpulan data yang digunakan adalah wawancara, observasi, dokumentasi dan studi pustaka. Teknik analisis data akan diuji dengan matriks IFE (Internal Factor Evaluation) dan matrik EFE (Eksternal Factor Evaluation), matriks IE (Internal-External), matriks SWOT (Strenght, Weakness, Opportunity, Threat) dan matriks QSPM (Quantitative Strategic Planning Matrix). Hasil penelitian ini memberikan kesimpulan bahwa (1) Strategi yang saat ini diterapkan di Griya Cokelat Nglanggeran pada kegiatan produksi dan pemasaran masih bersifat terbatas. (2) Strategi yang diterapkan berdasarkan perhitungan pada matriks SWOT adalah Strategi WO (Weakness-Opportunity) dan keputusan strategi yang tepat untuk diterapkan berdasarkan matriks QSPM adalah strategi pengembangan pasar berdasarkan hasil analisis matriks QSPM.

Kata kunci: strategi pengembangan, matriks IFAS-EFAS, matriks IE, QSPM, SWOT

INTRODUCTION

Agroindustry is an industry that processes agricultural products into semi-finished materials or final products involving humans, agricultural commodities, capital, technology, information and other factors. With agriculture as its core, agro-industry is able to absorb a lot of labour, increase the income of the perpetrators, increase the income of the region, and be able to bring up the local economy (Gultom & Sulistyowati, 2019). For this reason, it is inseparable from the great role of the private sector, especially the banks, as a source of capital for the development of the agro-industrial sector (Soekartawi, 2000).

Indonesia has the potential to become a major global cocoa producer. The relatively stable and high world price of cocoa may help to encourage Indonesia to continue to expand the area planted with cocoa, which is expected to continue. The future challenge for plantations is to become more competitive with both tropical producer countries and developed countries that continue to research the production of plantation products (Admaizon, 2004). Indonesia's cocoa plantations are dominated by smallholders. One of the challenges is the long marketing chain from producer to consumer, the inability of farmers to grow high quality cocoa beans, nd the limited access to high quality cocoa beans. In addition, there are limited opportunities for financial capitalization (Barmawi, 2022).

The development of agro-industrial business areas that are based on superior regional commodities is a form of regional development (Martanto, 2019). One of cocoa industry that have agroindustry activities in Indonesia, namely Griya Cokelat Nglanggeran. At least five farmer groups are incorporated within Farmer Group Association (Gapoktan) and are currently cultivating cocoa plantations. Gapoktan has the responsibility to consistently supply cocoa fruit raw materials to Griya Cokelat Nglanggeran. Griya Cokelat Nglanggeran is a micro, small, and medium enterprise owned by Nglanggeran Village that specializes in producing processed cocoa powder. The enterprise produces various chocolate products, including chocolate powder sachet drinks, chocolate bars, chocolate-coated bananas, chocolate dodol, and other items. The business was inaugurated by the Governor of Yogyakarta Special Region (DIY) in 2016. It already has a P.IRT licence, BPOM, and Halal Certificate from MUI for its products. The company utilizes locally grown cocoa sourced from five farmer groups and one farmer group association. The implementation of an agro-industry activity will certainly require many partners in its operations. So it takes cooperation (partnership) in developing an agro-industry (Dzulkarnain, 2020). The aim of the development is to provide food products based on chocolate that can serve as superior souvenir products in the Nglanggeran Volcano Eco-Tourism Area. The tourism sector is an important contributor to the community and the country's income.

Griya Cokelat Nglanggeran has five main components to its cocoa supply chain: farmers, farmer groups, farmer associations, Griya Cokelat Nglanggeran and retailers. Each component encounters varying risks related to their business activities (Farhana et al., 2020). Kumpul Makaryo, who heads the Gapoktan, stated that Nglanggeran Village currently has 101 hectares of community-owned cocoa plantations, with nearly all members of the community owning cocoa trees in their yards or on specific land allocated to them for cocoa cultivation. They have been able to expand their cocoa production to include chocolate powder, Chocomix chocolate drinks, a range of chocolate processed foods, and even chocolate bars. In one month, almost 2,000 sachets of Chocomix chocolate drink can be produced (Nuraziz & Juwitaningsih, 2021). This shift in consumption habits portends well for the prospects of the chocolate-based snacks and beverages, as well as the market for chocolate-based soft drinks (Nurhadi et al, 2019).

Griya Cokelat Nglanggeran's home-based activities are carried out by a small staff of nine people, all of whom are women from the local community, who are employed as production, marketing and administrative staff, which means that they are overburdened and unable to concentrate on their tasks. As Griya Cokelat Nglanggeran's work system is self-supporting and autonomous, meaning that the remuneration earned depends on the results of the sale of goods, there is no fixed salary. In marketing, the most challenging aspect is

retaining customer loyalty by ensuring the continued use of premium goods. This is accomplished by maintaining consistent product quality and availability (Suherman et al., 2017).

In order for an agroindustry to survive in the midst of increasingly fierce market competition, it is necessary to have the right strategy, because the existence of a strategy can provide direction in agroindustry development efforts, which are influenced by various factors, both factors that become strengths, weaknesses, opportunities and threats (Bunda, 2016). With the various conditions that exist in Griya Cokelat Nglanggeran in the form of abundant cocoa natural resource support and its location in a tourist village with a relatively high number of visitors, there are still shortcomings in the process of product variation and marketing is still not optimal. To identify strengths, weaknesses, opportunities and threats, it is necessary to formulate a development strategy for Griya Cokelat Nglanggeran. By conducting research, solutions can be provided that can be used to formulate alternative development strategies for the cocoa agro-industry business at Griya Cokelat Nglanggeran.

RESEARCH METHOD

The study aimed to determine the method for developing Griya Cokelat Nglanggeran through a three-stage strategy formulation process (Rangkuti, 2016). The descriptive analysis method is a research technique that involves collecting data based on actual observations. The data is then compiled, processed, and analysed to provide an overview of the existing problems (Setyowati, 2016). This descriptive research systematically describes the status of the object of study at Griya Cokelat Nglanggeran while excluding subjective evaluations. The selection of the research location was deliberately chosen due to the internal strengths and excellent opportunities of Griya Cokelat Nglanggeran, along with the hindrances of limited tools and human resources which require alternative strategies to develop this potential. Respondents were chosen through purposive sampling using the keyperson technique. They were selected based on their ability, objective knowledge and expertise, as well as their authority and interest in providing information (Subaktilah, 2018). A total of 13 keypersons were selected as stakeholders, including staff, tourism managers and cocoa farmers who play a role in developing the cocoa agroindustry in Griya Cokelat Nglanggeran (Bei et al., 2020). All 13 keypersons were directly involved in the development of Griya Cokelat Nglanggeran. Data was collected through interviews, observations, document analysis, and literature review (Evalia, 2015).

Data analysis in this study employs three stages of strategy formulation:

1. Input Stage

   That identifies internal factors such as strengths and weaknesses with Internal Factor Evaluation (IFE) and external factors such as opportunities and threats with External Factor Evaluation (EFE) (Purnomo, 2016).

2. Matching Stage

   The matching phase involves the analysis of the IE (Internal External) and SWOT (Strengths, Weaknesses, Opportunities, Threats) matrices.

3. Decision Stage

   In the decision-making phase, the QSPM (Quantitative Strategic Planning Matrix) analysis is utilized to prioritize alternative strategies for implementation (David, 2006). The QSPM matrix was applied to 13 respondents, all of whom were parties directly involved in the sustainability of Griya Cokelat Nglanggeran is calculated by combining internal and external factors to formulate alternative strategies. This process involves weighting to determine the Attractiveness Scores (AS) and Total Attractiveness Scores (TAS). The weights on internal and external factors are adjusted to the existing weights in the previous IFAS and EFAS matrix. The AS value is defined as a number that indicates the relative attractiveness of each strategy from a set of alternatives. The AS assessment provisions apply as follows (Setyorini, 2016):

   a. Score 1   = not interesting

   b. Score 2   = reasonably interesting

   c. Score 3   = quite interesting

   d. Score 4   = very interesting

   The TAS value is obtained by multiplying the weight by the AS value. The total TAS score is then accumulated to obtain a score level for various alternative strategies. The highest score determines the best strategy to be implemented in a company.

RESULT AND DISCUSSION

Input Stage

Based on the analysis carried out using the IFE and EFE matrix, the following results were obtained:

1. *Internal Factor Evaluation (IFE) Matrix.*

The IFE matrix displays the strengths and weaknesses of internal environmental factors at Griya Cokelat Nglanggeran. This is achieved by assigning weights and ratings to the indicators which generate scores, as shown in Table 1.

Table 1.   Internal Factor Strategy Matrix of Griya Cokelat Nglanggeran.

Internal Factor Strategy	Weight	Rating	Score
Strength :			
1. Abundant raw materials of cocoa beans	0.12	3	0.36
2. The community around Griya Cokelat Nglanggeran can support with self-help.	0.12	2.92	0.35
3. Supported by the village government (Head of Nglanggeran Village, Head of Nglanggeran BPD and Head of Nglanggeran Village-Owned Enterprises (BUMDes)	0.10	2.69	0.26
4. Supported by relevant agencies (Forestry and Plantation Agency)	0.10	2.77	0.27
5. Strategic location as a place to buy souvenirs from Nglanggeran Ancient Volcano.	0.12	3.23	0.39
Total Strength	0.56	14.61	1.64
Weaknesses:			
1. Lack of manpower	0.10	3.69	0.36
2. Low-capacity tools used	0.10	3.77	0.37
3. Currently unable to offer employees a fixed salary	0.07	3.85	0.28
4. Lack of Product Innovation	0.07	3.77	0.28
5. Processing cocoa beans into cocoa powder remains relatively costly.	0.10	3.69	0.36
Total Weakness	0.44	18.77	1.65
Total Internal Factor Strategy	1.00	33.38	3.29

Source: Processed Data, 2023

Table 1. describes the strengths and weaknesses of Griya Cokelat Nglanggeran. The variable with the highest average weight score is the Strategic Location as a place to buy souvenirs from Nglanggeran Ancient Volcano (0.39), which is considered the main strength. The Griya Cokelat Nglanggeran offers tourists a central location for the purchase of food souvenirs and an educational tour for those interested in the cocoa bean processing process. However, the lack of product innovation (0.28) is a weakness that requires the attention of the managers to carry out product research and to diversify the range of products offered.

2. *External Factor Evaluation (EFE) Matrix*

The EFE matrix contains indicators of external environmental factors at Griya Cokelat Nglanggeran in the form of opportunities and threats arranged

by giving weights and ratings that produce scores. The matrix results can be seen in Table 2.

Table 2.   External Factor Strategy Matrix of Griya Cokelat Nglanggeran.

External Factor Strategy	Weight	Rating	Score
Opportunities			
1. Many requests from outside Nglanggeran area	0.24	3.15	0.76
2. Offer of cooperation for the opening of outlets outside the Gunungkidul area	0.24	3.46	0.83
3. Increasing people's purchasing power	0.29	3.62	1.05
Total opportunities	0.76	10.23	2.64
Threats			
1. There are two cocoa processing plants nearby.	0.12	1.92	0.23
2. There is no established market for the sale of brown fat.	0.12	1.85	0.22
Total Threats	0.24	3.77	0.45
Total EFE	1.00	14.00	3.09

Source: Processed Data, 2023

Table 2. shows the external factors that affect Griya Cokelat Nglanggeran. The main opportunity is the increase in people's purchasing power (1.05), which is influenced by the location of Griya Cokelat Ngelanggeran in a tourist area. However, a threat to Griya Cokelat Nglanggeran is the existence of two chocolate production and sales places that are located close together (0.23). This naturally reduces the number of potential customers because they are divided into second place. Based on the first stage, the results of the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrix analysis, it is known that the total average score value in the IFE matrix is 3.29 while the total average score value in the EFE matrix is 3.09. The cumulative scores obtained from analysing the IFE and EFE matrix are used to construct the IE Matrix at the matching stage.
Matching Stage

 1. IE (Internal-External) Matrix

The IE matrix is formed from the X and Y axes to show the position of the cell in determining alternative strategies (Novitasari, 2021). The X axis comes from the total score of the IFE matrix in the form of the sum of the strength factors and weakness factors at Griya Cokelat Nglanggeran and the Y axis comes from the total score of the EFE matrix in the form of the sum of the opportunities factors and threat factors at Griya Cokelat Nglanggeran. Calculations to obtain X and Y axis coordinates are seen in Table 3.
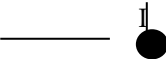
Table 3. IE (Internal-External) Matrix Calculation

X-Axes	
Strategic Factors	Total Score
Strengths	1.64
Weakness	1.65
Total Score IFE	1.64 + 1.65 = 3.29
Y-Axes	
Strategic Factors	Total Score
Opportunities	2.64
Threats	0.45
Total Skor EFE	2.64 + 0.45 = 3.09

Source: Processed Data, 2023

Based on the calculation of the X-axes and Y-axes coordinates, the strategic position of the IE (Internal-External) Matrix is determined. The matching levels was the "Key"to formulating the suitable alternative strategies, this steps starting with inputing the total score of IFE and EFE Matrix (Taru et al., 2023). The X axis is located at the coordinate 3.29 and the Y axis is located at the coordinate 3.09. These (X,Y) coordinates will indicate the position of the cell in the following Table 4.

Tabel 4.   IE (Internal-External) Matrix Results

		Total Score IFE		
		Strong 3.00– 4.00	Medium 2.00 -2.99	Weak 1.00 – 1.99
Total Score EFE	Strong 3.00 – 4.00	I ●	II	III
	Medium 2.00 – 2.99	IV	V	VI
	Weak 1.00 – 1.99	VII	VIII	IX

Source: Processed Data, 2023

Based on the coordinates (X,Y) from the results of the IE (internal-external) matrix data processing, it is obtained that the strategic position of the development of Griya Cokelat Nglanggeran based on the IE (internal-external) matrix is in quadrant I, This position proves a strong and potential business. The strategy undertaken is progressive. Progressive means that the enterprise is in good condition and that very possible to continue to carry out a business expansion, increase growth and achieve optimal progress (Wijayanti et al., 2023). A favorable situation is if the company has opportunities and strengths. The strategy has to apply to support an aggressive growth policy (Growth Oriented Strategy), (Arminsyurita, 2018). The situation of Griya Cokelat Nglanggeran's development strategy describes an intensive strategy (market penetration, market development and product

development) or an integrative strategy (backward integration, forward integration and horizontal integration).

SWOT Analysis

Alternative strategies prepared with the SWOT Matrix can be seen in Table 5.

Table 5.   Griya Cokelat Nglanggeran Development SWOT Matrix

IFAS	Strengths (S)	Weaknesses (W)
	1. Abundant raw materials of cocoa beans 2. The community around Griya Cokelat Nglanggeran can support with self-help. 3. Supported by the village government (Head of Nglanggeran Village, Head of Nglanggeran BPD and Head of Nglanggeran Village-Owned Enterprises (BUMDes) 4. Supported by relevant agencies (Forestry and Plantation Agency) 5. Strategic location as a place to buy souvenirs from Nglanggeran Ancient Volcano.	1. Lack of manpower 2. Low-capacity tools used 3. Currently unable to offer employees a fixed salary 4. Lack of Product Innovation 5. Processing cocoa beans into cocoa powder remains relatively costly.
EFAS Opportunities (O)	SO Strategy (Strenghteness-Opportunities)	WO Strategy (Weaknesess-Opportunities)
1. Many requests from outside Nglanggeran area 2. Offer of cooperation for the opening of outlets outside the Gunungkidul area 3. Increasing people's purchasing power	1. Conducting sales and opening outlets outside Gunungkidul with the support of village government or related government agencies and the Forestry and Plantation Department. (SO 1) (S1, S3, S4, O1, O2) 2. To maintain and improve the quality of the product so that it becomes the signature product of Gunungkidul and even Yogyakarta. (SO 2) (S1, O3) 3. Create a special room where cocoa beans are processed into chocolate powder (SO 3) (S1, S2, O3). 4. Place products in each tourist attraction in Nglanggeran Tourism Village to highlight Nglanggeran's speciality products. (SO4) (S1, S5, O3)	1. In-house processing of cocoa beans at Griya Cokelat Nglanggeran to reduce production costs so that costs incurred for processing abroad can be allocated as an addition to employee salaries to a fixed salary. (WO 1) (W1, W2, W3, W5, O3) 2. To sell products and open outlets outside the Gunungkidul region to further increase people's purchasing power and demand and to continue innovation to make products that are popular with the public. (WO 2) (W4, O1, O2, O3)

Threats (T)	ST Strategy (Strenghteness-Threats)	WT Strategy (Weaknesess-Threats)
1. There are two cocoa processing plants nearby. 2. There is no established market for the sale of brown fat.	1. Ensure that Griya Cokelat Nglanggeran has a distinctive flavour so that it is different from other places where cocoa is processed, even if they are in the vicinity. (ST 1) (S1, S5, T1) 2. Cooperate with the Head of Nglanggeran Village, Head of Nglanggeran BPD and Head of Nglanggeran Village-Owned Enterprises (BUMDes) or related government agencies and the Forestry and Plantation Department to expand the market for Nglanggeran's specialities, namely Griya Cokelat Nglanggeran and Agricultural Technology Park. (ST 2) (S3, S4, S5, T1)	1. Increase in the number of employees and production capacity in anticipation of similar products from other processing sites so that market demand is met. (WT 1) (W1, W2, W4, T1) 2. Innovating products, especially those that use chocolate fat as a feedstock in addition to making chocolate bars, so that chocolate fat may have a greater sales value. (WT 2) (W2, W4, T1, T2)

Source: Processed Data, 2023

Table 6.   SWOT Matrix Average Calculation

Strategic Factors	Total Score	Total Variables	Average Score
Strengths	1.64	5	0.32
Weakness	1.65	5	0.33
Opportunities	2.64	3	0.88
Threats	0.45	2	0.22

Source: Processed Data, 2023

Based on Table 6. the average score calculation from the SWOT matrix above, the SO, WO, ST and WT strategy scores can be determined as shown in Table 7.

Table 7.   SWOT Analysis Calculation.

	Strengths	Weakness
Opportunities	$SO = \left(\dfrac{Average\ Strengths + Opportunities}{2} \right)$ $SO = \left(\dfrac{0.32 + 0.88}{2} \right)$ $SO = 0.60$	$WO = \left(\dfrac{Average\ Weakness + Opportunities}{2} \right)$ $WO = \left(\dfrac{0.33 + 0.88}{2} \right)$ $WO = 0.61$

	Strengths	Weakness
Threats	$ST = \left(\dfrac{Average\ Strengths + Threats}{2}\right)$ $ST = \left(\dfrac{0.32 + 0.22}{2}\right)$ ST = = 0.27	$WT = \left(\dfrac{Average\ Weakness + Threats}{2}\right)$ $WT = \left(\dfrac{0.33 + 0.22}{2}\right)$ WT = 0.28

Source: Processed Data, 2023

Based on the calculations in Table 7. it can be concluded that the hypothesis that the development strategy of Griya Cokelat Nglanggeran is in the WO strategy, leads to an accepted hypothesis because from the SWOT matrix calculation table, the WO strategy has a value of 0.61 which is greater than the SO strategy of 0.60; ST strategy of 0.27 and WT strategy of 0.28.

Decision Making Stage

After conducting an input analysis using the IFAS and EFAS matrix, performing a SWOT analysis and then proceeding to the decision stage using the QSPM analysis, the resulting results provide an objective indication of the most viable alternative. (Erlina et al., 2021). Conclusions can be drawn by analysing the results of research, which are supported by theoretical foundations. This provides a basis for rational thinking (Setyorini & Santoso, 2018). The right strategic decision to be applied from the various strategic options that already exist in the development of Griya Cokelat Nglanggeran. Based on the calculation of QSPM through the evaluation of strategies from the SWOT matrix, the determination of strategic priorities is obtained as shown in Table 8.

Table 8.   Strategy Priority

No	Strategy Priority	Total Score	Rank
1	Conducting sales and opening outlets outside Gunungkidul with the support of village government or related government agencies and the Forestry and Plantation Department.	5.89	3
2	To maintain and improve the quality of the product so that it becomes the signature product of Gunungkidul and even Yogyakarta	5.50	7
3	Create a special room where cocoa beans are processed into chocolate powder	5.39	8
4	Place products in each tourist attraction in Nglanggeran Tourism Village to highlight Nglanggeran's speciality products	5.50	6
5	In-house processing of cocoa beans at Griya Cokelat Nglanggeran to reduce production costs so that costs incurred for processing abroad can be allocated as an addition to employee salaries to a fixed salary.	6.23	2
6	To sell products and open outlets outside the Gunungkidul region to further increase people's purchasing power and demand and to continue innovation to make products that are popular with the public.	6.97	1
7	Ensure that Griya Cokelat Nglanggeran has a distinctive flavour so that it is different from other places where cocoa is processed, even if they are in the vicinity.	5.54	5
8	Cooperate with the Head of Nglanggeran Village, Head of Nglanggeran BPD and Head of Nglanggeran Village-Owned Enterprises (BUMDes) or related government agencies and the Forestry and Plantation Department to expand the market for Nglanggeran's specialities, namely Griya Cokelat Nglanggeran and Agricultural Technology Park.	5.79	4
9	Increase in the number of employees and production capacity in anticipation of similar products from other processing sites so that market demand is met	5.25	9
10.	Innovating products, especially those that use chocolate fat as a feedstock in addition to making chocolate bars, so that chocolate fat may have a greater sales value	4.72	10

Source: Processed Data, 2023

Priority Strategies

Based on the results of the QSPM assessment, the TAS values were ranked from highest to lowest. This ranking can be used to determine priority strategies that can be implemented by Griya Cokelat Nglanggeran. The following top 3 alternative priorities emerged from the QSPM analysis:

1. To sell products and open outlets outside the Gunungkidul region to further increase people's purchasing power and demand and to continue innovation to make products that are popular with the public. This strategy has the highest score of 6.97 because it combines the strength factors and three opportunity factors in the SWOT analysis. To increase people's purchasing power, product innovation must be carried out. This will make the product more widely known and enable the opening of outlets outside the Nglanggeran area in Gunungkidul.
2. In-house processing of cocoa beans at Griya Cokelat Nglanggeran to reduce production costs so that costs incurred for processing abroad can be allocated as an addition to employee salaries to a fixed salary is the second strategic priority (6.23). The lack of cocoa bean processing equipment means that the process has to be carried out externally, which results in additional costs. It is anticipated that the company will acquire its own processing machine in the future, allowing the funds previously allocated to external processing to be redirected towards increasing employee salaries.
3. Conducting sales and opening outlets outside Gunungkidul with the support of village government or related government agencies and the Forestry and Plantation Department is the third strategic priority (5.89). The government's role is crucial in introducing the superior products of Griya Cokelat Nglanggeran, which are currently only available in the tourist village area, by participating in exhibitions or promoting superior village products throughout Indonesia.

The alternative strategy that Griya Cokelat Nglanggeran Development should implement as a top priority is Strategy 6, which is to sell products and open outlets outside the Gunungkidul area to further increase people's purchasing power and demand to continue innovation to make products popular with the public, with a total score of 6.97. This strategy is a top priority in order to increase people's purchasing power through market development. Effective distribution involves providing products to locations that are easily accessible and frequently visited by both locals and tourists, ensuring consumers can easily obtain what they desire. by placing outlets in many places, it is indirectly one part of marketing. (Khadijah et al., 2016)

CONCLUSION AND SUGGESTION

Conclusion

The strategies currently implemented at Griya Cokelat Nglanggeran are production activities that are not yet optimal due to limited tools and human resources, and marketing activities that are still carried out directly at the Griya Cokelat Nglanggeran showroom and outside the Nglanggeran area when participating in exhibitions. The strategy applied at Griya Cokelat Nglanggeran based on the calculations on the SWOT matrix is the WO (Weakness-Opportunity) strategy and the right strategic decision to be applied based on the QSPM matrix is a market development strategy.

Suggestion

To sell products and open outlets outside the Gunungkidul region to further increase people's purchasing power and demand and to continue innovation to make products that are popular with the public. To process our own cocoa beans at Griya Cokelat Nglanggeran to reduce production costs so that we can provide a fixed salary to our employees.

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