International Journal of Business and Quality Research

https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Business Development Strategy At PT. Halalfroz Indonesia

Filza Desri Septiyani[1*], Akhmad Mahbubi[2], Rahmi Purnomowati[3], Dewi Rohma Wati[4]

[1,2,3,4] Dept. of Agribusiness, Faculty of Sience and Technology, Syarif Hidayatullah State Islamic University of Jakarta.

*Corresponding author, email: filzadesri@gmail.com

Abstract

This study aims to identify and analyze internal and external factors that influence the business development of PT. Halalfroz Indonesia; analyze the company's position that influences the business development of PT. Halalfroz Indonesia; formulate appropriate business development strategy alternatives for PT. Halalfroz Indonesia; determine business development strategy priorities for PT. Halalfroz Indonesia. The types of data used in this study are qualitative and quantitative data from primary and secondary sources. The analysis methods used are the IFE matrix, EFE matrix, IE matrix, SWOT matrix, and QSP matrix. The results of the study show that there are 18 key internal factors and 16 key external factors. Based on the weighting and ranking results, the IFE matrix score is 3.009, and the EFE matrix score is 2.897. Based on the IE matrix, PT. Halalfroz Indonesia is positioned in quadrant IV, which is growing and being built with an intensive and integrative strategy. Based on the results of the strategy priority analysis using the QSP matrix, it shows that PT. Halalfroz Indonesia's main priority strategy is to form a research and development team and strengthen human resources to be adaptive to new and old competitors.

Key words: Strategic management, Business Development Strategy, Frozen Food, IFE-EFE Matrix, IE Matrix, SWOT Matrix, QSP Matrix.

INTRODUCTION

Indonesian economy is largely driven by growth in one of the fastest-growing industries today: food and beverages. The food and beverage industry in Indonesia grew by 2.54 percent from 2020 to 2021, reaching Rp775.1 trillion (Kementerian Keuangan, 2022). The food business in Indonesia continues to grow rapidly, especially with changes in lifestyle and diverse consumer choices. The high public interest in frozen foods is due to the fact that the

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

majority of people have busy daily activities and schedules, leaving them with no time to cook and prepare meals. Therefore, the solution to this problem is to buy frozen food products because they are practical, easy to prepare, and have a long shelf life.

Business actors in Indonesia, especially in the Special Capital Region of Jakarta, include many business actors who establish and develop businesses engaged in frozen food. PT. Halalfroz Indonesia is one of the business actors engaged in frozen food. However, in running its business, PT. Halalfroz Indonesia has many major competitors amid fierce market competition. This poses a challenge for PT. Halalfroz to develop strategies to maximize its business growth so that PT. Halalfroz Indonesia can compete with its main competitors.

Business development strategies are also needed by PT. Halalfroz Indonesia to overcome other problems, apart from competition with similar or more developed competitors. Other problems include fluctuations in certain months due to seasonal influences and holidays, limitations in the delivery process of frozen food products, which cannot be outside the freezer for more than 6 hours, frequent updates to several brand products from partners, both in terms of packaging and product weight, which can take more than 30 days, resulting in a slowdown in PT. Halalfroz Indonesia's cash flow.

These issues pose a challenge for PT. Halalfroz Indonesia, which must consistently innovate by making efforts to maintain its business, such as conducting regular evaluations, building strong partnerships, strengthening brand awareness, being able to read popular trends needed by the community, and utilizing digital technology in developing its business. These efforts are undertaken so that PT. Halalfroz Indonesia can maintain the stability of its corporate value and achieve its desired targets, thereby increasing the company's profits.

LITERATURE ANALYSIS

Frozen Processed Foods

Frozen processed foods, commonly known as frozen foods, are the result of a food preservation method that involves lowering the temperature to the freezing point in order to slow down the decay process. As people's lifestyles shift from conventional to modern, Indonesians are starting to adapt to the consumption patterns found in developed countries, one of which is consuming frozen food products (Rahardjo, 2016). According to Prastiwi, et al (2017), there is currently a trend in food consumption that is leaning towards processed frozen foods. Frozen food products are also used to provide convenience and increase the added value of processed meat products.

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Strategic Management

Strategic management is used to design a company or organization that is currently being run, in order to understand and identify the overall content of the company or organization. According to Lewaherillla (2022:3-7), strategic management is a comprehensive series of steps on how to identify organizational goals and resources and how the resources available in an organization or company can be utilized by adapting to changes that occur in the company's environment, both internal and external, as opportunities, challenges, or threats to business development.

David (2016:3) states that strategic management is the art and science of formulating, applying, and evaluating a company in order to achieve its goals. Strategic management aims to utilize and create new opportunities for different companies in the future. In strategic management, there are stages that help companies determine good and appropriate strategies for the long-term progress of the company. Strategic management consists of three main activities, namely strategy formulation, strategy implementation,and strategy evaluation.

Business Development

According to Anogara (2007:66), business development for an entrepreneur is a responsibility that must be carried out in order to ensure that their business runs smoothly and can be maintained and expanded over the long term. Business development aims to become a competitive economic actor through entrepreneurial progress and increased productivity, supported by efforts to improve market adaptation, utilize innovation, and apply technology (Marjani, et al. 2024:34).

Business Development Strategy

In determining a business development strategy, several steps need to be taken, namely analyzing the company's environment and formulating a business development strategy that is suitable for the company. Analysis of the company's internal environment consists of strengths and weaknesses originating from within the company, while the company's external environment consists of factors originating from outside the company. The next step, after formulating alternative strategies, is to determine the priority of alternative strategies to determine which strategy is suitable for the company to use in developing its business.

David (2016:81) states that the internal environment of a company is an environment within the company that has a direct impact on the company itself. The analysis of the internal environment of a company is to identify the strengths and weaknesses of the

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

company. Meanwhile, according to Rahim & Radjah (2016:70), internal environment analysis is a process of finding internal aspects/internal variables of a company that are needed in facing its external environment and evaluating whether they are in a strong or weak position.

External environmental analysis aims to identify opportunities and threats originating from outside the company and to find opportunities that can be exploited by the company and threats that need to be avoided or minimized by the company. According to David (2016:45), the purpose of an external audit is to develop a number of opportunities that can be exploited by the company and threats that should be avoided by the company. According to Kotler and Armstrong (2006:78), the external environment of a company consists of actors and forces originating from outside the company that influence the ability of company management to build and maintain successful relationships with customers. According to David (2016:169-170), strategic formulation techniques can be formulated into a framework consisting of three stages, namely the input stage, the matching stage, and the decision stage.

RESEARCH METHOD

This study uses qualitative and quantitative data sourced from primary and secondary data. The qualitative data used in this study includes the company profile and history, an overview of the company, and internal and external factors affecting the company. Meanwhile, the quantitative data in this study includes data on the weighting of internal and external factors affecting the company and the ranking of internal and external factors affecting the company. Primary data was obtained and collected directly in the field through interviews and discussions with PT. Halalfroz Indonesia. Secondary data was obtained from various theories and sources through literature studies and literature sources from various agencies that had the data needed and related to this study. Secondary data was also useful for the author as a reference and reinforcement for this study.

Data collection methods used in this study were interviews, questionnaires, and literature studies. In this study, the sampling technique used was purposive sampling, considering that the informants were people who clearly understood the internal and external conditions of PT. Halalfroz Indonesia. The sources referred to are three key individuals who are knowledgeable and directly involved in the decision-making process and daily operations at PT. Halalfroz Indonesia, namely the distribution manager, warehouse manager, and administrator.

The analysis method used in this study was qualitative and quantitative. In this study, there were three stages in determining the priority of strategies for business development

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

strategies, namely the input stage using Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE), the matching stage using the Internal-External (IE) matrix and the SWOT matrix, and finally the decision-making stage using QSPM.

RESEARCH AND RESULTS

a. Identification of Internal and External Factors of the Company

The identification of internal and external factors of PT. Halalfroz Indonesia can be identified by analyzing the internal and external environment of the company to obtain key factors of the company. Internal environment analysis is conducted to determine the strengths and weaknesses of PT. Halalfroz Indonesia. Meanwhile, external environment analysis is used to determine the opportunities and threats for PT. Halalfroz Indonesia. Based on the results of interviews and questionnaires, the internal and external factors possessed and faced by PT. Halalfroz Indonesia were identified.

Based on the identification of internal factors conducted by the informants, a grouping of key internal factors consisting of the strengths and weaknesses of PT. Halalfroz Indonesia was obtained. The results of this grouping were then analyzed by calculating the weight and determining the ranking of the key factors possessed by PT. Halalfroz Indonesia. The next step, after obtaining the weight and rating values from the three PT. Halalfroz Indonesia informants, was to process these values into an IFE matrix. The results of the IFE matrix calculation can be seen in Table 1.

Table 1. IFE Matrix of PT. Halalfroz Indonesia

Key Internal Factors	Weight	Rating	Weighted Score
Strength			
Has a clear organizational structure and *job descriptions*	0.05	3.7	0.2
Familiarity with the products offered	0.05	4	0.21
The products sold are guaranteed halal, and comply with BPOM standards	0.05	4	0.21
Selling price is lower than the market price	0.06	4	0.24
Easy access to all outlets	0.06	3.3	0.2
Promotions are conducted online and offline	0.06	3.3	0.19
Direct sales techniques to consumers also using cross-selling techniques	0.05	3.3	0.17
The products offered are very diverse (types and brand)	0.06	3.7	0.21
Free shipping, royalty points, special discounts for resellers and	0.06	4	0.23

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

agents			
A structured and well-run marketing process well	0.05	3	0.16
Structured cash flow recording using digital media digital media/systems	0.05	3.3	0.18
The company database uses a system called Accurate and iSeller	0.05	3	0.16
Product availability in the warehouse is maintained	0.06	3.7	0.23
Overall workforce is sufficient	0.05	3	0.16
Subtotal			2.74
Weakness			
No overall operational planning design yet overall operational	0.06	1.3	0.09
Evaluation is only conducted when an incident or error	0.05	1	0.05
Sufficient but limited business capital	0.06	1.3	0.08
Does not yet have an R&D team	0.04	1	0.04
Subtotal			0.27
Total			**3.009**

Source: Primary Data, processed (2025)

Based on Table 1, it was found that the main strength factor at PT. Halalfroz Indonesia was the lower selling price of its products compared to the market, with a weighted score of 0.24. The main weakness factor at PT. Halalfroz Indonesia was that it did not have a research and development team, with a weighted score of 0.04. Based on the IFE matrix calculation, the weighted sub-total score for the strength factor is 2.74 and the weighted score for the weakness factor is 0.27. These values indicate that PT. Halalfroz Indonesia's strengths are greater than its weaknesses. The total weighted score from the strength and weakness factors is 3.009. This value indicates that the company has a strong internal position because the total weighted score is above the average.

Meanwhile, the identification of external factors related to the determination of strengths and weaknesses by the informants yielded a grouping of key external factors consisting of opportunities and threats for PT. Halalfroz Indonesia. After obtaining the weights and ratings from the three PT. Halalfroz Indonesia informants, the values were processed into an EFE matrix. The results of the EFE matrix calculation can be seen in Table 2.

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Table 2. EFE Matrix of PT. Halalfroz Indonesia

Key External Factors	Weight	Rating	Weighted Score
Opportunity			
Availability of funding offers from external investors	0.07	3	0.20
Consumer income levels drive purchasing interest	0.06	3	0.19
The existence of positive from the community to social activities during the opening of the outlet	0.05	2.3	0.1
Consumer culture influences interest in purchasing *frozen food* products	0.06	3.7	0.2
The lifestyle of the Greater Jakarta area community that is in line with the characteristics of *frozen food* products.	0.06	3.3	0.2
Government regulations that support ease of business licensing	0.05	2	0.1
Clear government regulations regarding BPOM standards and halal certification	0.07	4	0.28
Increasingly strict government regulations on the halal status of food products	0.06	4	0.26
Technological developments that can be utilized to support company operations	0.07	4	0.24
Availability of business partners in an open market to establish cooperation	0.06	3.3	0.19
Consumers have low bargaining power due to fixed market pricing structures	0.08	4	0.30
Subtotal			2.32
Threat			
Impact of inflation increase	0.07	1.3	0.09
Increase in selling prices from partners	0.07	1.3	0.09
Climate change and weather conditions that hinder consumer activity	0.05	2	0.1
The large number of more developed competitors	0.07	2.7	0.19
Ease of entry for new competitors into the market	0.06	2	0.11
Subtotal			0.58
Total			**2.897**

Source: Primary Data, processed (2025)

Based on Table 2, it is obtained that the main opportunity factor that can affect the business development of PT.Halalfroz Indonesia is the existence of clear government

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

regulations related to BPOM standards and halal certification with a weighted score of 0.28. Meanwhile, the main threat factor is the large number of more developed competitors with a weighted score of 0.19. Based on the EFE matrix calculation results, the subtotal weighted score for opportunity factors is 2.32 and the subtotal weighted score for threat factors is 0.58. These values indicate that the opportunity factors in the business development of PT.Halalfroz Indonesia are greater than the threat factors. The total weighted score for the opportunity and threat factors is 2.897. This may indicate that PT. Halalfroz Indonesia can respond well to the opportunities and threats it faces, as the total weighted score is above average.

b. Company Position

The company position of PT. Halalfroz Indonesia is determined based on the diagram in the IE matrix. The IE matrix itself can be determined through the results of the IFE matrix and the EFE matrix. The x-axis in the IE matrix is determined based on the total score value from the IFE matrix. Meanwhile, the y-axis in the IE matrix is determined based on the total score value from the EFE matrix. The position of PT. Halalfroz Indonesia in the IE matrix calculation can be seen Figure 1.



Figure 1. IE Matrix of PT. Halalfroz Indonesia

Source: Primary Data, processed (2025)

Based on the score calculation results on the IFE matrix on the x-axis with a weighted score of 3.009, it represents that PT. Halalfroz Indonesia has a strong internal position. Meanwhile, based on the score calculation results on the EFE matrix on the y-axis with a

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

weighted score of 2.897, it represents that PT. Halalfroz Indonesia is in a moderate or average external position. The two axis intersection points on the IE matrix of PT. Halalfroz Indonesia position the company in quadrant IV, which means that the position of PT. Halalfroz Indonesia is *Grow and Build*. The appropriate strategy for a company in this position is an intensive strategy (market penetration, market development, and product development) and an integrative strategy (backward integration, forward integration, and horizontal integration).

The intensive strategy refers to strategies such as increasing digital promotion, expanding cooperation, optimizing outlets, opening distribution networks to new areas (outside Greater Jakarta), and adding product variants in line with trends (low MSG products, family portions, economical packaging, etc.) in order to reach a wider segment. This strategy aims to increase sales volume and expand the consumer base. Meanwhile, the integrative strategy involves expanding the official outlet network, strengthening the partnership system, establishing close cooperation with partners as producers, expanding the distribution network, and accelerating market expansion. This strategy aims to control the supply chain, product availability, and strengthen the distribution network.

c. Alternative Company Strategies

The formulation of alternative company strategies was carried out using a SWOT matrix. In its formulation, the SWOT matrix pairs internal and external factors that will produce S-O strategies, S-T strategies, W-O strategies, and W-T strategies. The SWOT matrix of PT. Halalfroz Indonesia can be seen in Table 3.

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Table 3. SWOT Matrix of PT. Halalfroz Indonesia

Internal Factor	Strengths (S)	Weakness (W)
External Factor	1. Clear organizational structure and job descriptions 2. The products offered are very familiar 3. The products sold are guaranteed halal and comply with BPOM standards 4. Selling price is lower than the market price 5. All outlets are easily accessible 6. Promotions are conducted both online and offline 7. Direct sales techniques to consumers also use cross-selling techniques 8. The products offered are very diverse 9. Free shipping, royalty points, special discounts for resellers and agents 10. The marketing process is structured and runs smoothly 11. Cash flow records are structured using digital media/systems 12. The company's database uses systems called Accurate and iSeller. 13. Product availability in the warehouse is always maintained 14. Overall workforce is sufficient	1. Not an overall operational planning design 2. Evaluation is only conducted when incidents or errors occur 3. Sufficient but limited business capital 4. No R&D team
Opportunities (O) 1. Availability of funding offers from external investors 2. The level of consumer income	**S-O Strategy** 1. Add product variants that are in line with trends and lifestyles (S8, O4, O5) 2. Expanding outlets and promotions with investor and partner	**W-O Strategy** 1. Forming an R&D team to ensure product innovation aligns with consumer income and lifestyle (W4, O2, O9).

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

drives purchasing interest 3. Positive public response to social activities during the opening of the outlet 4. Consumer culture influences interest in purchasing *frozen food* products 5. The lifestyle of the Greater Jakarta area community is in line with the characteristics of *frozen food* products 6. Government regulations that support ease of business licensing 7. Clear government regulations regarding BPOM standards and Halal certification 8. Strict government regulations on the halal status of food products 9. Technological developments that can be utilized to support operations 10. Availability of business partners in the market who are open to cooperation 11. Consumers have low bargaining power	support (S6, S10, O1, O10) 3. Optimizing marketing technology and digital recording for efficiency (S6, S11, S12, O9)	2. Developing a operational with investor support and technological advancements (W1, O1, O9). 3. Addressing capital constraints through collaboration with partners to improve distribution efficiency (W3, O10)

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

due to 12. the market price structure remains fixed		
Threats (T) 1. Impact of rising inflation 2. Increase in selling prices from partners 3. Climate change and weather conditions that hinder consumer activity 4. Numerous similar competitors that are more developed 5. Ease of entry for new competitors	**S-T Strategy** 1. Maintaining warehouse and distribution efficiency to address inflation and price increases (S13, T1, T2). 2. Improving service and digital promotion strategies to maintain competitiveness against competitors and the threat of new competitors (S6, S7,S14, T4, T5)	**W-T Strategy** 1. Regularly conducting evaluations to be better prepared for inflation and rising prices (W2, T1, T2) 2. Forming an R&D team and strengthening human resources to adapt to both new and existing competitors (W4, T4, T5).

Source: Primary Data, processed (2025)

S-O Strategy

The S-O (*Strengths-Opportunities)* strategy is a strategy that uses the company's internal strengths to take advantage of external opportunities. PT. Halalfroz Indonesia has many strengths, such as products that are familiar to the public, variety, competitive prices, active promotions, and a structured digital system. Given the opportunities arising from increased consumer interest, investor support, and the ability to keep pace with technological developments, the S-O strategy formulated for PT. Halalfroz Indonesia is as follows:

1. Expanding product variants to align with current trends and lifestyles, ensuring relevance to the local market and adaptation to consumer preferences.
2. Expanding outlets and promotions with investor and partner support will increase market share.
3. Optimizing marketing technology and digital recording for efficiency, as well as supporting the company's operational development in line with

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

technological advances.

S-T Strategy

The S-T (Strengths-Threats) strategy is a strategy that uses the company's internal strengths to avoid, reduce, or overcome the impact of external threats to the company. External threats to PT. Halalfroz Indonesia, such as inflation, increases in raw material prices, climate and weather that affect sales, and growing competitors, must be addressed by utilizing internal strengths. The S-T strategy formulated for PT. Halalfroz Indonesia is as follows:

1. Maintain warehouse and distribution efficiency to cope with inflation and price increases, in order to be able to absorb fluctuations in raw material costs and remain competitive in the market.
2. Improving service quality and digital promotion to maintain customer loyalty and stay ahead of both old and new competitors. This strategy is important so that the company does not lose market share due to price competition or innovation from competitors.

W-O Strategy

The W-O (*Weaknesses-Opportunities)* strategy is a strategy that uses the company's internal weaknesses to take advantage of external opportunities. PT. Halalfroz Indonesia has several weaknesses, such as the lack of comprehensive operational planning, non-reactive evaluation, sufficient but limited capital, and the absence of a research and development team. However, the company has great opportunities from investors, the trend of digitalization, and good relationships with partner companies. The W-O strategy formulated for PT. Halalfroz Indonesia is as follows:

1. Forming an R&D team to ensure product innovation is in line with consumer income and lifestyles, enabling the company to innovate and stay ahead of the curve.
2. Develop an operational plan with investor support and technological developments so that the company's activities are more focused, efficient, and resistant to external pressures.
3. Overcoming capital constraints through collaboration with partners for distribution efficiency, so that the company can continue to grow without being burdened by internal funding limitations.

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

W-T Strategy

The W-T (*Weakness-Threats)* strategy is a strategy that minimizes the company's internal weaknesses and avoids external threats. The W-T strategy is a defensive strategy, used when a company has internal weaknesses and must face significant external threats. The focus is on survival and maintaining business continuity. The W-T strategy formulated for PT. Halalfroz Indonesia is as follows:

1. Conduct regular evaluations to be better prepared to deal with inflation and price increases, so that the company does not only react when problems arise, but can also predict and anticipate external threats such as price spikes and inflation.
2. Forming a research and development team and strengthening human resources to be adaptive to new and old competitors, enabling the company to quickly adjust to market dynamics and competition.

d. Company Startegy Priorities

Based on the results of the information in the previous sub-chapter on the company's position using the SWOT matrix in Table 3, 10 alternative strategies were generated from the S-O, S-T, W-O, and W-T strategies that can be applied by PT. Halalfroz Indonesia in developing its business. In determining strategy priorities, a strategic analysis tool in the form of a QSP matrix is required. The QSP matrix is an analysis tool used in the final stage of the strategy formulation process, where this matrix is used to measure the attractiveness score (AS) of each strategic alternative to each key internal and external factor to see how much influence the formulated strategic alternatives have.

The next step in determining the priority of strategic alternatives is to calculate the total attractiveness score. The attractiveness score for each strategy will be multiplied by the weight of the key internal and external factors, which will produce the total *attractiveness* score *(*TAS). The result of the total attractiveness score will be a ranking for each formulated strategic alternative to see which strategic alternative is the priority among several existing strategic alternatives. The alternative strategy with the highest total attractiveness score/TAS indicates that this strategy is the priority strategy that will be recommended and can be implemented by PT. Halalfroz Indonesia in developing its business. There are 10 alternative strategies that have been formulated, and the total attractiveness score for each strategy can be seen in Table 4.

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

Table 4. Strategic Priorities of PT. Halalfroz Indonesia

No.	Strategy Alternatives	TAS
1	Increase product variants in line with trends and lifestyles of society	5,698
2	Expanding outlets and promotions with the support of investors and partners	5,731
3	Optimizing marketing technology and digital recording for efficiency	5,792
4	Forming a research and development team to ensure product innovation is in line with income and consumer lifestyles	5,509
5	Developing plans operations with support investors and technological developments	5,826
6	Overcoming capital constraints through partner collaboration for efficiency distribution	4,999
7	Maintaining warehouse and distribution efficiency to cope with inflation and price increases	5,269
8	Improving service and digital promotion strategies to maintain competitiveness against competitors and the threat of new competitors	5,780
9	Conducting regular evaluations to be better prepared for inflation and price increases	5,741
10	Form a research and development team and strengthen human resources to be adaptive to new and existing competitors	5,848

Source: Primary Data, processed (2025)

Based on Table 4, the results of the QSP (Quantitative Strategic Planning) Matrix calculation yielded ten prioritized strategic alternatives based on the highest total scores. The strategic alternative with the highest total score was to form a research and development team and strengthen human resources to be adaptive to new and old competitors (TAS 5.848). This strategy is a top priority because it addresses the most critical weakness of PT. Halalfroz Indonesia, which is a lack of planning and the absence of an R&D team. By developing adaptive and innovative human resources, the company will be able to respond more nimbly and resiliently to major changes, consumer trends, and attacks from new or existing competitors.

The alternative strategy with the second highest TAS value is to develop an operational plan with investor support and technological developments (TAS 5.826). Long-term planning is essential so that PT. Halalfroz Indonesia does not become reactive. This strategy is recommended for companies to develop a comprehensive plan by utilizing

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Business and Quality Research
https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

technology and investor support, so that operational decision-making becomes more focused and efficient.

The alternative strategy with the third highest TAS value is to optimize marketing technology and digital recording for efficiency (TAS 5.792). The digitization of marketing and recording systems provides significant efficiency opportunities in distribution, sales, and inventory control. This strategy will strengthen internal systems and support business expansion while maintaining operational stability. The results of this QSP matrix can be used as a reference in strategic decision-making in developing PT. Halalfroz Indonesia's business.

CONCLUSION AND RECOMMENDATIONS

Based on the results of internal and external environmental analysis, IE matrix, SWOT matrix, and QSP matrix conducted on PT.Halalfroz Indonesia, several conclusions can be drawn, as follows:

1. PT.Halalfroz Indonesia has 18 internal factors and 16 external factors that significantly influence business development. The main strength of PT. Halalfroz Indonesia is its lower product prices compared to competitors, while its main weakness is the lack of a research and development team. The main opportunity for PT. Halalfroz Indonesia is the existence of clear government regulations regarding BPOM standards and halal certification, while the main threat is the large number of more developed competitors.
2. Based on the results of the IE matrix, PT. Halalfroz Indonesia is positioned in cell IV, which indicates that the company has strong internal conditions with moderate or average external conditions. The strategy that can be applied in quadrant IV, which corresponds to the position of PT. Halalfroz Indonesia, is Grow and Build.
3. Ten alternative strategies were obtained that could be implemented by PT. Halalfroz Indonesia in developing its business. The ten alternative strategies were obtained from a formulation using the SWOT matrix.
4. The strategic priority recommended to PT. Halalfroz Indonesia based on the QSP matrix is to form a research and development team and strengthen human resources to be adaptive to new and existing competitors.

Based on the results of the research conducted, there are several suggestions that can be considered by PT. Halalfroz Indonesia, namely as follows:

1. PT. Halalfroz Indonesia is expected to consider the formulation of alternative strategies produced as a reference in business development for PT. Halalfroz Indonesia, and to use the recommended alternative strategies as material for evaluation and a reference in decision making.

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.

2. For future researchers, it is hoped that they can conduct further development of this research by conducting research using other analytical tools such as the Business Model Canvas (BMC).

REFERENCES

Anogara, Pandji. (2007). Introduction to Business: Business Management in the Era of Globalization. Jakarta: Rineka Cipta.

David, F. R., & David, F. R. (2016). Strategic Management: A Competitive Advantage Approach, 15th Edition, Third Printing. Jakarta: Salemba Empat.

Kementerian Keuangan. (2022). "The Condition of the Food and Beverage Processing Industry in Indonesia (Ministry of Finance)." Article by the Regional Office of the Directorate General of State Assets (DJKN) of North Sulawesi, Central Sulawesi, Gorontalo, and North Maluku. https://www.djkn.kemenkeu.go.id/kanwil-suluttenggomalut/bacaartikel/15588/Kondisi-Industri-Pengolahan-Makanan-dan-Minuman-di-Indonesia.

Kotler, P., & Armstrong, G. (2006). Principles of Marketing, First Edition. Jakarta: Gelora Aksara Pratama (Erlangga).

Lewaherilla, N. C, R. Pratiwi, I. Kusumawati, et al. (2022). Strategic Management. Yogyakarta: Nuta Media.

Marjani, M., Sabaruddin, S., Musliadi, M., Indri, H., Sitti, Z. M., Muhammad, Y., Zulkifli, Z., & Muliana, M. (2024). Business Development Management. Central Java: PT.Nasya Expanding Management.

Prastiwi, Santoso, & Marzuki. (2017). Preferences and Perceptions of Nugget Product Consumption as an Alternative to Chicken Meat Consumption among Communities in Secang District, Magelang Regency. Agromedia, 35(1), 5–24.

Rahardjo, C. R. (2016). Factors That Influence Consumer Preferences in Purchasing Frozen Food Products. Jurnal Performa: Journal of Management and Business Start-ups, 1(1), 32–43. https://journal.uc.ac.id/index.php/performa/article/view/106.

Rahim, A. R., & Radjah, E. (2016). Strategic Management. Muhammadiyah University Library and Publishing Institute, Makassar

Copyright to the author of some rights reserved This work is licensed under aCreative Commons Attribution-ShareAlike 4.0 International License.