# Shu.Maique Sidrap Dimsum Business Development Strategy

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**Abstract**

This study aims to formulate development strategies for Dimsum Shu. Maique, a culinary business located in Sidenreng Rappang Regency (Sidrap), analyses internal and external factors and determines strategic priorities using the Quantitative Strategic Planning Matrix (QSPM) method. The approach includes the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to identify the business's strengths, weaknesses, opportunities, and threats. The analysis results show an IFE score of 2.708 and an EFE score of 3.096, placing the business in Quadrant II of the IE Matrix, which supports a grow and build strategy. Through QSPM analysis, the highest-priority strategy identified is recruiting competent human resources, followed by regular product innovation and strengthening relationships with suppliers. These findings provide a strategic basis for the business owner to design effective, targeted development efforts to enhance competitiveness and ensure business sustainability.

**Keywords:** business growth, dimsum, development strategy, SWOT, QSPM

## A. Introduction

Lifestyle changes, increasing diversity of consumer preferences, and technological advancements are driving the growth of the culinary industry (Sophianti & Bashori, 2024; Wahidah et.al., 2024; Salsabila & Hana, 2023). Modifying non-halal foods to meet consumer preferences, which are increasingly shifting toward halal products, further strengthens the national economy as people's incomes rise (Jauhari, 2024). This presents opportunities for businesses to enter the market with innovations in various creative and culinary industries.

Creativity in processing and modifying various types of food has become a profitable opportunity in the culinary sector (Afri et.al., 2023; Soleh & Idris, 2024), thus being utilised by the community in Sidrap Regency. Small business activities or home industries run by the community are considered to have a significant impact on increasing their income. Data from the Central Statistics Agency (BPS) in 2024 recorded an increase in economic growth in Sidrap Regency of 3.28 per cent compared to the previous year. The highest growth was achieved by the Accommodation and Food and Beverage Provision Business Sector at 9.27 per cent. This growth indicates that the interest of culinary business actors as food and beverage providers has been accepted by consumers from various levels (Khemika & Tirtadidjaja, 2024).

One type of fast food that is popular with both businesses and consumers is dim sum. Originating from China, this dish is generally served steamed or fried (Rosida & Anggraeny, 2023). Dim sum businesses in this region capitalise on local market opportunities by providing dim sum that is not only delicious but also attractively packaged. However, the high demand among businesses has led to increased competition, requiring each business to develop its strategy (Yuliaty et al., 2020).

Shu. Maique is a business entity focused on the culinary industry, specifically in providing dim sum dishes. Established in 2022 and starting on a small scale, it creatively shapes dim sum in terms of taste and appearance (Nuriana et al., 2024; Putri et al., 2022). Along with the rapid

development of this culinary business, Shu. Maique strives to meet the growing market demand. Shu. Maique has operated four outlets spread across various locations, namely in Pangkajene Village, Baranti Village, Sidenreng Rappang Regency, as well as outside Sidrap Regency, namely in Pinrang Regency and Makassar City. The owner acknowledged the need for business development efforts so they can expand the market in order to meet consumer demand for ready-to-eat food while still maintaining product hygiene so that it is safe for public consumption. Based on the above description, this study aims to determine the business development strategy of Shu. Maique in Sidrap Regency.

## B.  Methods

This research was conducted at Pondok Dimsum Mentei Shu. Maique in Baranti Village, Baranti District, Sidrap Regency. The research location was chosen purposively, considering that the business has not been operating for long, but its products are already in high demand. Data analysis in formulating this business development strategy was carried out using a SWOT analysis and continued with QSPM to obtain strategies that will be prioritised by this business owner. The analysis was carried out by determining the elements of strengths, weaknesses, opportunities, and threats. All elements were then given a rating and a weighting process. Next, the rating and weighting process was carried out, and the total score of all elements of strengths, weaknesses, opportunities, and threats was calculated (Halimah et al., 2020).

## C.  Results and Discussion
**Internal and External Factor Analysis**

Identification of internal and external factors was carried out to determine the strengths and weaknesses as well as the opportunities and threats faced by the Shu. Maique business owner in developing his Dimsum business.

**Table 1.** Internal Factors for the Development of Shu.Maique Dimsum Business

| INTERNAL FACTORS | |
|---|---|
| **Strengths S** | **Weaknesses W** |
| 1. Strategic location of Shu.Maique Outlet<br>2. Digital marketing and e-commerce partnerships<br>3. Authentic, delicious, quality Dimsum taste and the pioneer of mentai dimsum<br>4. Attractive Packaging<br>5. Product Innovation: Various Variants | 1. Management of organisational structure is not optimal<br>2. High operating costs<br>3. Limited human resources<br>4. The product is not durable<br>5. Production materials are available at certain locations |

Table 1 shows five strengths and weaknesses identified through interviews, field observations, internal business data, and a questionnaire with the Shu. Maique Sidrap business owner. Table 2 describes five factors that pose opportunities and threats to the development of this business.

**Table 2.** External Factors in the Development of Shu.Maique Dimsum Business

| EXTERNAL FACTORS | |
|---|---|
| **chance (*Opportunities*) The** | **Threat (*Threats*) T** |
| 1. Increasing people's purchasing power<br>2. Increasing public awareness of halal products<br>3. Healthy food trends and the social habit of sharing food as a form of care<br>4. Digitalisation of payments and finance<br>5. Already have regular suppliers | 1. Fluctuations in raw material prices<br>2. The absence of NIB and Food Safety Counselling Certificate<br>3. Risk of digital system disruption<br>4. Fierce market competition<br>5. Competitors' product prices are cheaper |

After identifying the various internal and external factors affecting the Shu. Maique Dimsum business, the next step is to compile an internal factor evaluation (IFE) matrix and an external factor evaluation (EFE) matrix. The IFE matrix is used to evaluate the business's internal

strengths and weaknesses, while the EFE matrix is intended to assess the extent to which the business responds to opportunities and threats from the external environment. Each factor is scored based on its level of importance (weight) and the business's assessment of its response to that factor (rating). The total score from these two matrices will be used to determine the business's strategic position in the IE (Internal-External) Matrix, which serves as the basis for formulating alternative strategies through SWOT analysis and selecting priority strategies using QSPM.

**Table 3.** Internal Factor Evaluation (IFE) Matrix for Shu.Maique Sidrap Dimsum Business Development

| Internal Factors | Weight | Rating | Weight x Rating |
|---|---|---|---|
| 1 | 2 | 3 | 4=2x3 |
| **Strength (S)** *Strengths* | | | |
| 1. Strategic location of Shu.Maique outlet | 3,833 | 0,099 | 0,378 |
| 2. Digital marketing and e-commerce partnerships | 3,500 | 0,096 | 0,337 |
| 3. Authentic, delicious, quality dimsum taste and the pioneer of mentai dimsum | 4 | 0,105 | 0,418 |
| 4. Attractive packaging | 4 | 0,101 | 0,406 |
| 5. Product innovation with various variants | 3,667 | 0,096 | 0,352 |
| Total Strength (*Strengths*) | | | **1,889** |
| **Weakness (W)** *Weaknesses* | | | |
| 1. Management of organisational structure is not optimal | 1,833 | 0,087 | 0,160 |
| 2. High operating costs | 1,500 | 0,112 | 0,168 |
| 3. The product is not durable | 1,667 | 0,098 | 0,164 |
| 4. Limited human resources | 1,500 | 0,107 | 0,160 |
| 5. Production materials are available at certain locations | 1,667 | 0,099 | 0,165 |
| Total Weakness (*Weakness*) | | | **0,816** |
| Overall Total | | | **2,708** |

The calculation results in Table 3 explain that the total Strengths score is 1.889, while the total Weaknesses score is 0.816, so the overall IFE Matrix score reaches 2.708. This value indicates that internally, Shu. Maique is in a fairly strong position because it can utilise most of its strengths, although there are still several weaknesses that need to be addressed. The main strength factors that make the biggest contribution are the authentic and high-quality taste of dim sum (score 0.418) and attractive product packaging (score 0.406). This shows that the business owner is very concerned about the quality of the products offered. One of the factors that determines the purchasing decision of a product by consumers is the quality of the product offered (Maulida, 2024). Meanwhile, the biggest weakness comes from high operational costs (score 0.168). The owners admitted that high demand forced them to increase labour and use relatively expensive raw materials to maintain the consistent quality of their dim sum. Research by Mellysha et al. (2024) and Ellynawati et al. (2025) found that fast food producers, such as dim sum, recognised operational costs as a significant component of their business costs.

**Table 4.** External Factor Evaluation (EFE) Matrix for Shu.Maique Sidrap Dimsum Business Development

| External Factors | Weight | Rating | Weight x Rating |
|---|---|---|---|
| 1 | 2 | 3 | 4=2x3 |
| **Chance (O)** *Opportunities* | | | |
| 1.   Increasing people's purchasing power | 3,667 | 0,100 | 0,365 |
| 2.   Increasing public awareness of halal products | 3,500 | 0,099 | 0,347 |
| 3.   Healthy food trends and the social habit of sharing food as a form of care | 3,500 | 0,098 | 0,345 |
| 4.   Digitalisation of payments and finance | 3,667 | 0,085 | 0,311 |
| 5.   Already have regular suppliers | 3,667 | 0,099 | 0,362 |
| Total Opportunities | | | **1,730** |
| **Threat (T)** *Threats* | | | |
| 1.   Fluctuations in raw material prices | 3,000 | 0,109 | 0,328 |
| 2.   The absence of NIB and Food Safety Counselling Certificate | 2,333 | 0,113 | 0,264 |
| 3.   Risk of digital system disruption | 2,667 | 0,096 | 0,256 |
| 4.   Fierce market competition | 2,667 | 0,099 | 0,263 |
| 5.   Competitors' product prices are cheaper | 2,500 | 0,102 | 0,254 |
| Total Weakness (*Weakness*) | | | **1,366** |
| Overall Total | | | **3,096** |

Based on Table 4, the analysis of external factors yielded a total weighted score of 3.096, reflecting that the external environment has a fairly positive influence on business continuity and development. This score consists of 1.730 from the opportunity factor and 1.366 from the threat factor. This means that currently available opportunities outweigh the threats faced, strategically positioning the business to capitalise on opportunities and minimise external risks. The main opportunity factors show high weighted values, with the order of dominant opportunities as follows:

1. Increasing people's purchasing power (0.365): This opportunity has the highest score, indicating that increasing purchasing power is the main driving force that can be utilised to expand the market and increase sales volume.
2. Already have permanent suppliers (0.362): The availability of permanent suppliers is an advantage in maintaining the smoothness of the supply chain and the stability of product quality.
3. Increasing awareness of halal products (0.347): Provides a competitive advantage, especially in the Muslim market segment that cares about the halal aspects of products.
4. Healthy food trends & social habits of sharing food (0.345): Supports product differentiation that is not only healthy but also has social value in everyday life. Factors 3 and 4 support the creation of added value for products that emphasise ethical and health aspects, which are increasingly relevant to modern consumer preferences (Rahmawaty et.al, 2023).
5. Digitalisation of payments and finance (0.311): Digitalisation opens up opportunities for operational efficiency and ease of transactions, which are important in keeping pace with changing consumption patterns in a digital society.
   Despite the dominant opportunities, several significant threats need to be anticipated:
1. Fluctuations in raw material prices (0.328): This threat is the most significant and has a direct impact on production costs. Mitigation strategies such as long-term contracts with suppliers or diversification of raw materials can be implemented (Narulita et al, 2024).
2. The absence of NIB and Food Safety Extension Certificate (0.264): Product legality and safety are the main challenges in market development, especially if businesses want to enter the modern market or export.

3. Risk of digital system disruption (0.256): Dependence on digital systems must be balanced with increased data security and training for business actors so that they are not disrupted when the system experiences problems.
4. Tight market competition (0.263): Increasing competition demands product differentiation and a strong branding strategy.
5. Lower prices of competing products (0.254): Need for product differentiation strategies and emphasis on quality or added value, such as halal certification or attractive packaging.

With an IFE score of 2.708 and EFE of 3.096, the strategic position of Shu. Maique Sidrap's business can be mapped using the Internal-External Matrix (IE Matrix) as shown in Figure 1.
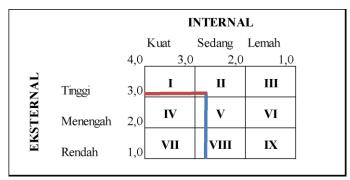


**Figure 1.** Shu Dimsum Business Development IE Matrix.Maique Sidrap

Figure 1 illustrates the results of the weighted score calculation from the Matrix analysis obtained. The IE Matrix is a strategic analysis tool that integrates two main dimensions: the internal environment (strengths and weaknesses) on the horizontal axis and the external environment (opportunities and threats) on the vertical axis. Its purpose is to identify the strategic position of a company or business unit to determine the most appropriate development strategy (Iftikar et al., 2022; Maulana et al., 2023).

Based on the Internal-External (IE) Matrix analysis, the Shu. Maique Sidrap's dimsum business obtained a weighted score of 2.708 for internal factors (IFE) and 3.096 for external factors (EFE). This score places the business in Quadrant II of the IE Matrix. Quadrant II reflects an organisation with moderate internal strengths but facing high external opportunities. In other words, although the organisation's internal capacity is not yet fully optimal, there is significant potential from the external environment that can be utilised for business growth. David (2020) explains that the IE matrix is divided into nine quadrants representing three main strategies: Grow and Build, Hold and Maintain, and Harvest or Divest. Quadrant II specifically includes the strategy*Grow and Build*, which also includes Quadrants I and IV. This strategy indicates that the business is in a position with sufficient potential to develop its business through various growth approaches.

Strategy*Grow and Build encompasses* various alternatives such as market penetration (increasing market share in existing segments), market development (entering new geographic or demographic markets), and product development (product innovation and diversification). For the Shu. Maique Sidrap Dimsum Business, this can be achieved through menu development, distribution network expansion, such as through app-based delivery services, and more intensive promotions to reach new customers. Although the business's internal strengths are still moderate, this does not hinder growth as long as the organisation is able to effectively align internal and external strategies (Kyana et al., 2023).

By optimally leveraging its strategic position in Quadrant II, the Shu. Maique Sidrap's dim sum business can undertake planned and sustainable expansion and strengthen its internal foundations to face future external challenges. The strategy adopted should consider the synergy between the large market potential and the organisation's readiness to transform into a more competitive and highly competitive business.

**Quantitative Strategic Planning Matrix (QSPM)**

After identifying various strategic alternatives based on internal and external factor analysis, the next step is to prioritise strategies using the Quantitative Strategic Planning Matrix (QSPM). This method allows for an objective assessment of each strategic alternative based on its strategic attractiveness (Indriarti & Chaidir, 2021). The QSPM results are demonstrated through the Total Attractiveness Score (TAS), which is used as the basis for determining the most appropriate strategic priority order for the Shu. Maique Dimsum Business, as seen in Table 5.

**Table 5.** Strategic Priorities of QSPM Results

| No | Strategic Priorities | ∑ THAT |
|----|---------------------|--------|
| 1 | Recruiting a competent/professional workforce | 6,617 |
| 2 | Conducting product development and innovation periodically | 6,585 |
| 3 | Maintain and enhance good cooperative relationships with suppliers | 6,549 |
| 4 | Optimising technological progress and information | 6,487 |
| 5 | Acceleration of the NIB and Food Safety Counselling Certificate processes | 6,40 |
| 6 | Enhancing Digital System Security to Address the Risk of Technology Disruption | 6,26 |

The strategies with the highest TAS values from Table 5 indicate the strongest level of attractiveness and execution feasibility, namely:

1. Recruiting competent/professional workforce (TAS = 6,617)
   This strategy is a top priority because the availability of competent human resources is key to operational success and business innovation. A trained workforce will improve service quality and production efficiency, as well as strengthen product competitiveness in the market.
2. Conducting product development and innovation periodically (TAS = 6,585)
   Continuous product innovation is crucial in the food industry to maintain consumer interest and stay abreast of market trends. This strategy is highly valuable because it supports business sustainability and consumer appeal.
3. Maintaining and enhancing cooperative relationships with suppliers (TAS = 6.549)
   A stable relationship with suppliers ensures a smooth supply of raw materials, price stability, and product quality. This strategy is crucial for supporting production continuity and product development.
4. Optimising technological and information advancements (TAS = 6.487)
   Leveraging technology, such as online ordering systems, digital promotions, and inventory management, is a crucial factor in increasing efficiency and market reach. This strategy supports a business's digital transformation.
5. Acceleration of the NIB and Food Safety Counselling Certificate process (TAS = 6,400)
   Business legality and food safety certification are essential for increasing consumer trust, expanding markets, and opening up partnership opportunities with digital platforms and other formal institutions.
6. Improving digital system security (TAS = 6,260)
   In the digital age, customer data and operational system security are crucial. While this strategy is last on the list, it remains relevant to prevent the risk of data breaches and technological disruptions that could disrupt operations.

The highest priority strategies focus on improving human resource quality, product innovation, and strengthening the supply chain. These three strategies are most supportive of accelerating business growth and need to be implemented gradually but consistently, accompanied by support for technology and business legal aspects.

## D.  Conclusion

The analysis results indicate that the Shu. Maique Dimsum's business is in Quadrant II of the IE Matrix, which recommends growth and development strategies. The priority strategies obtained through the QSPM are recruiting a competent workforce, followed by product innovation and strengthening supplier relationships. These strategies are expected to increase competitiveness and encourage sustainable business development.

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