IFE and EFE Matrix in the Model Space Matrix on Resto AW at JAKARTA

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Abstract:

This research was conducted to see how the influence of non-financial variables against the financial performance on Resto AW in Jakarta. Some information on howcustomer satisfaction, internal business processes, external business processes, learning and growth of the Organization could be one title that affect financial indicators in assessing the performance of a company and organization in Indonesia in particular. As for the purpose of this research is to create a model of analysis that can assess the performance of a company or an organization in several dimensionsand measures by using the analytical framework of the performance of the IFE and EFE Matrix combined into Model SPACE matrix.

As for the methods used in this study is to examine how the analysis of at IFE and EFE matrix in combination into the Matrix SPACE Model can be used to assess the performance of the Resto AW Jakarta, using some of the dimensions and measures toprovide additional information to all stakeholders - internal and external. The results of this research can be concluded that model analysis of IFE and EFE Matrix combined into Model SPACE Matrix can provide additional information with respect to performance analysis on a few Resto AW in Jakarta Indonesia.

Key words: IFE Matrix, EFE Matrix, Matrix SPACE, performance analysis, Resto AW.

I. Introduction

In the last few decades many studies concerning the things about strategy, which commits an argument and statements which will bring us and direct us more specific research into a new and new things. One goal of the research is that, where later the hoped this research can provide something relevant literature is primarily related to the field of management of the company, or a more specific measurement of the company's performance management strategy and its application as a model of strategic measurement and of course performance. The first thing that we need to review from a theory according to which the author is a theory which is used or to be used can explain how organizations can use the theory of theory in the management of the company such as balanced scorecard, IFE and EFE matrix, matrix space as well as the way or method of measurement of the performance of other companies. However, in this study the author will use models of IFE and EFE matrix strategy, which was later combined into the matrix space model as strategic as well as performance measurement tool and about pertaining to the existence of the relationship of the various uses of the concept of the company's performance in an organization.

If we see some definition of performance measurement tools the company used one of the performance measurement tools that are widely used is well known and the balanced scorecard. And when we do a search on Google sites for example, then we will get some of the item or sentence which gives a definition of balanced scorecard: "the Balanced scorecard is a strategic management tool in a double performance-based measurement systems, where the balance of these scorecards can link us later where strategic goals to be accomplished to a comprehensive range of the main performance indicators of the Organization in order to provide a balanced view for the Organization as a whole."

Some other definitions cited by the author explains that "the Balanced score card strategic management system is based on the measurement of the main performance indicators in regard to all aspects and areas of the company, where such aspects as finance, customers, internal processes, learning and growth for the company". "A performance evaluation of the business model to balance the size of the financial performance, internal operations, innovation and learning, and customer satisfaction." In a study conducted on this, the third definition be adopted because carrying out the use of IFE and EFE Matrix combined later into the Matrix SPACE model as a framework for performance evaluation of the business model, which assesses performance in several dimensions and the size of a company.

In some form and manner of performance assessment, models of IFE and EFE Matrix and Matrix SPACE and also the Balance Scorecard can be said as a tool and indicator in the cockpit of the train or plane. As a navigation tool and to fly the plane, the pilot and the engineer requires detailed information about various aspects of travel and aviation. The pilot and the engineer may require information on how fuel is required, the speed of trains and planes in the air, altitude, bearing, goals and other indicators that could make the current environment as well as a prediction of the future. The existence of something form the dependence on an instrument could also later be fatal for the company for example. Another case with the issue of the complexity in the Organization's current management also requires a Manager in assessing and seethe performance of an organization. "That purpose is stated in terms that are created and modified by Kaplan and Norton, (1992, p71-72).

By viewing and guided to the usefulness of the model analysis of the performance of the IFE and EFE Matrix and Matrix SPACE, and balanced scorecard in assessing the performance of a company or organization, it can lead us to the ideas of the main performance indicators both financial and

non-financial (KPI) that exist in the model, the IFE and EFE Matrix SPACE. Indeed if we look them up to be something very important for the health of the Organization, so that it can give stakeholders the company about all the necessary information to help them in order to keep the focus on the achievement of the objectives of the organization. In order to view and monitor the performance and results of the corporate strategy through the selection of metrics/measurement could form the structure of the Organization and can take into account internal and external factors that are considered important. In the event that informs a decision of the company or organization so they can choose a method of performance measurement balanced scorecard, such as IFE Matrix, EFE Matrix SPACE between Matirks or some other strategic control and performance measurement systems as a tool to be used for this research.

Performance analysis such as BSC, IFE Matrix, EFE Matrix SPACE Matrix and begins as a performance measurement system, call it Kaplan and Norton and other Boston Consulting Group Team, which was the architect of the BCG Model. Some of the performance measurement control system performance evolves into strategic management in order to assist an organization in implementing the strategy they will use. Indeed among several performance measurement methods and techniques, much worn and used by the management company or organization which holds that performance measurement tools that will help management, especially its top management to effectively communicate the vision and strategy of each member organization through a common metric that is very easily understood and applied by every individual in the organization. In Deborah Nightingale, (2005, p4) the performance of the tools mentioned above is considered as one of the tools of effective strategic information in performance measurement tool, where it can be defined as the process of measuring the efficiency of an organization, organizational effectiveness and performance capabilities of the

Organization, from an action / process / system to run in accordance with the established norms and targeted.

Research conducted by Roberts & Adams (1993) and (Sveiby et al., 1989), proposed that the use of performance measurement systems and strategies in a company should not only facilitate the implementation of the corporate strategy, but also to be able to promote a culture of constant change. Although the use of methods as well as how the company's performance measurement as above seems to be the most widely used concept. In others it arises out of an idea to measure and visualize something invisible strategies in terms of non-financial as a model strategy initiated by Kaplan and Norton or Consultant Boston Consulting Group model ". In "the balance sheet looks" some group from the country of Sweden has managed, at least in regard to the attention the debate strategy in your organization, Sweden, which argued for the measurement of non-financial, capital market structure and very necessary in develop. The specifics are usually a company or organizational purpose is to meet the basic needs of individuals and companies to make the list of generally applicable for use when comparing a or some company.

In some models the measurement of performance and other strategies, such as those cited in Sveiby (1997, 1997b) and Cates (1997), as the model has been further developed for the measurement of intangibles model called the Intangible Assets Monitor. This model has been applied to some companies Sweden. While Cates (1997) suggests there are four criteria performed by a Manager in conducting a test of functionality and cost-efficiency of any proposed performance measurement system. Include methods of measurement criteria are (a) diagnosis in the way for the creation of value, (b) a projection of the SEOARNG scenario is a senior manager and in case he wants to explore a segment of the stock valuation (c) and (d) application for designation purposes, compensation policy, mergers acquisitions & price, line managers must be able to

communicate well, especially regarding things both ways between analysts and investors.

Meanwhile, in a study conducted by Smith (1998) concluded that the formulation of strategic objectives and monitoring their achievement is a complex exercise for any organization. Smith said that in theory, the process of integration of quantitative and qualitative basis can give an indication of the competitiveness that made the challenge for Management Accountants. Although the application of the method of measurement of the performance of a company is a possible way to overcome the terminim approach in terms of costs for example. In some respects still does not give clear indication of the weighting system that will allow four perspectives such as the balanced scorecard for combined to produce satisfactory 'organization' effectiveness. The author also asserts that the comparative questions also still unclear because different market situations, product strategy and the competitive environment will require strategies and performance of different models. Booth (1998) defined on such matters as a a real difficulty, which is not so much the classification, so that the identification and measurement of intangibles can be executed and later found the relationship between intangible and financial performance.

II. Review Literature

Internal-External (IE) Matrix

Internal-External performance model (IE) matrix is a strategic management tool, which can be used to analyze the condition of the performance and position of the State as well as strategic business performance indirectly. Internal External performance model Matrix or commonly abbreviated with matrix IE, modeling work based on analysis of internal and external factors, which are combined into one model is suggestive. In the modeling Matrix IE, is a continuation of the EFE matrix and

matrix models of IFE is already known. Later we will be able to see how the Internal-External factors from IE matrix work?. Generally the magnitude of matrix contains the IE group management tools strategic portfolio company performance. If we look at the matrix IE has a way of working that is almost equal to the workings of the BCG matrix. In the matrix, there is as much organizational position IE, grouped into nine matrix shaped cells. As with the concept of the BCG matrix, IE based on two criteria: score from matrix EFE – that is plotted on the y axis and the Score of the matrix IFE – that is plotted on the x axis the axis. second works by combining plots of the total weighted score of EFE matrix on the y axis and draw a horizontal line , and then by taking the value of count in IFE matrix, plot on the x-axis, and then draw a vertical line on the diagram. The meeting point where the horizontal and vertical lines that is the determination of the strategy will be carried out of the company. With those results show the strategy that a company can get examined strategies to be taken as well as the strategies that have to be done later.

If we see in the picture below there is the x axis of the Matrix, IE have the score when we total range to be between 1.0-1.99, is intended to represent the position of the internal matrix of the weak. There is another one that has a score of 2.0-2.99, which is considered average score. The next has a score of 3.0-4.0, indicating the strong. For the next one we looked at the direction of the y axis, it is almost the same as the x axis, a total weighted score value ranging from EFE 1.0-1.99 are considered low. While that has a score of between 2.0-2.99 is considered as a medium. Subsequent to that has a score of 3.0-4.0 are considered high. This is one form of a simple example of an existing matrix model IE. Next in the chart we will try to calculate matrix IFE for an anonymous company in IFE Matrix page. Weighted total score calculated on this page a 2.79 points to a company with a strength of internal above average. By calculating the matrix EFE for the same company

on the page of the matrix of EFE. The total weighted score is calculated for the matrix EFE 2.46 indicating slightly less than average ability to respond to external factors. And now we will get a plot of the values on the axis in the matrix of IE as follows.
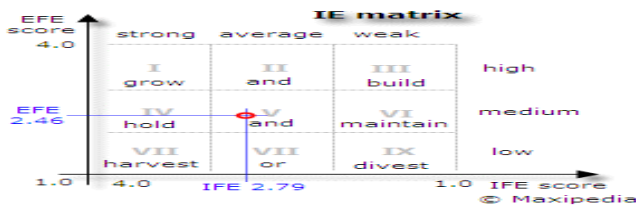
In the composition of the above chart telling you that IE a company matrix must hold and maintain its position at the place in had in may based on the analysis above, IE. Suppose that there are companies that should pursue the strategy, with a focus on increasing market penetration and product development who owned more. In the matrix, IE be made a function of the horizontal lines and vertical lines where the scene of meetings or meet in one of nine mutually intersecting axes in matrix cells IE. We should follow a strategy depends on as well as where the axis line of cells that intersect each other. In the image above IE matrix can be divided into three main areas, that will have implications of different strategies. Where in the picture there is a cell I, II, and III, who suggested the growth rate and how to build a strategy. If we make a simple conclusion this means the existence of a strategy of intensive tactical and aggressive. The strategy certainly has to do with a focus on market penetration, market development, and product development. If we look at in terms of operations, integration, integration into the back to the front, and the horizontal integration then we should also consider such things as well as other things. On chart IE matrix contained cells IV, V, and VI suggests to survive and maintain a strategy. In this regard, the strategy that needs to be done is a strategy tactical, where such

a strategy requires us to have to focus on product development and market penetration. As for the chart image cells VII, VIII, IX and marked by harvest or an exit strategy, a form of rejuvenation strategy business, in other words we should be trying to do a business revitalization. In other words, actions that we can take that is conducting an aggressive cost management strategy.

If we examine and note, IE in the matrix and matrix BCG there is definitely something different?. The difference is we can see from the way the measurement values of the matrix on the matrix of IE and BCG, which is located on the axis of measurement calculations. If the axis on matrix BCG matrix used to measure market growth and market share, while the axis of the matrix, IE used to measure values are calculated based on the results of the analysis of a group of external and internal factors. Thus, we can explain it if IE matrix will give you maximum results, if we get any better against the object of the organization that we are thorough, as well as further information about the business of using the BCG matrix at. If we look at the longer axis of the matrix BCG is a single factor, the values for each axis in the matrix of IE is a multi-factor. More IE matrix gives an overview a wider definition and strategy development. But the similarities of both this matrix is the same same assess the condition of a company and formulating corporate strategies. But surely will arise the questions for the future, about where the matrix between the two is better used, is it IE or BCG matrix. If the author of the tapsirkan in General, BCG matrix and matrix IE same same is built using the factors associated with the condition is taking place. Two sets of Matrix-Matrix and Matrix BCG IE used for current conditions and a set to reflect the expectations of the future. Matrix IFE (Internal Factor Evaluation) matrix of EFE and Factorr External Evaluation.

Evaluation in the matrix IFE provides some elements which could be used to identify and evaluate the relationships between one component with the other components. The internal Factor Evaluation matrix or short IFE matrix is used in the formulation of the strategy. IFE Matrix together with the matrix of EFE matrix formulation of the strategies and tools that can be utilized to evaluate how a company's performance in terms of internal as well as external force to be identified, either company's weaknesses as well as the advantages of a company. IFE matrix concept is almost the same with the Balanced Scorecard method when we wear. To create a matrix IFE and use some of the following steps: one of a company's success lies in its key internal factors. The internal audit process is done and we identify strengths and weaknesses in all areas of the business. To achieve this, we recommend that a company doing the identification of more or less 10 to 20 internal factors. If that number is more and more identification, than the better the IFE matrix. The first step to do is to log all the strengths and weaknesses that exist within the company, it would surely be implemented judiciously, and seobyektif may be specific as possible, so that later will be a percentage, ratio, and the comparative figures for an assessment.

To assess the success of a company by conducting assessment, and application-based industry to the weighting scale rating. E.g. set 1 to X rating for each factor. Scale rating a company can adjust based on your preferences. Reviewers usually use a scale from 1 to 5 and so on. The figure shows the ratings and at the same time remaining, are the advantages or weaknesses that take precedence. Like for example (rating = 1), excess (rating = 2), the advantages of moderate (rating = 3), or excess medium (rating= 4). Sufficient and (rating 5). The proposed scale of likely results rating can be 4 or 3rating and even 5 or 1. Need to be italicized, the weight rating above is determined by the policies of the industrial base. About company valuation, the value of base is weighted for each factor

used in constructing a matrix IFE and EFE. So it will be in the get weighted total score for business.

If we use such a performance analysis model of weighting and ranking, is considered a factor in the advantages and disadvantages of an individual or company, can bring a bit of nature into the empirical model of performance analysis. Maybe this is what causes the measurement performance analysis model of IFE and EFE matrix be different with the model performance analysis SWOT ?. Performance analysis in a nutshell more IFE and EFE matrix is better and more advantages compared to a SWOT analysis. For the problem of the difference between the two models of this performance analysis leads to each other. When we do the ranking with more subjectivity and set a realistic rating for several factors, the author considers it not too very important. We need to know that a thorough understanding about the individual factors included in the matrix, IFE and EFE is still more important than the actual numbers. IFE and EFE matrix is a good tool to visualize and prioritize opportunities and threats any activity of the business is facing.

SPACE Matrix Method of Strategic Management

Management strategies with model SPACE matrix is a management tool that is very widely used to analyze the performance of a company. This analysis tool is widely used to determine the kind of corporate strategy should be done. Where using this matrix SPACE model we will be able to determine the Strategic positioning of the evaluation matrix Action & or in other words, the matrix model of short SPACE defined as strategic management analysis tool for an organization whose primary focus is to determine the formulation of strategies, especially those related to the problem to analyze an organization's competitive position. Model analysis of SPACE of this matrix can be used as a basis for the analysis of almost the same performance analysis, such as the example of SWOT

analysis, BCG matrix Models, analysis of industry, or assess alternative strategies IE matrix.

If we look carefully how the matrix SPACE work, it will arise a sentence that says that, it is best to reverse-engineer it. Before we see what the results of the analysis of the matrix SPACE within a company. If we see a picture of a SPACE matrix, as shown below.
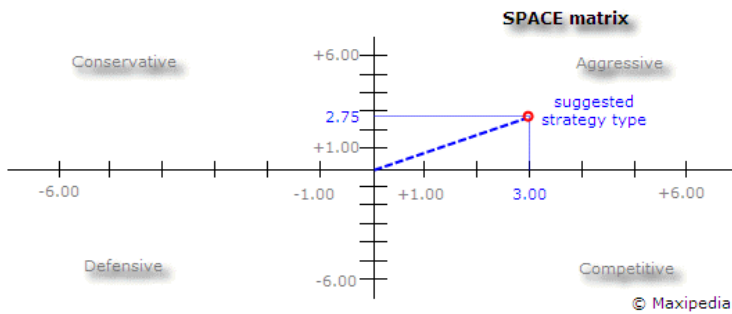
Figures1 : Model SPACE matrix

Source., H. Rowe, R. Mason, and K. Dickel, *Strategic Management and Business Policy: A Methodological Approach* (Reading, Massachusetts: Addison-Wesley Publishing Co. Inc., © 1982): 155. Reprinted with permission of the publisher.

In the model matrix of SPACE in the image above the graph looks like vertical and horizontal split into four quadrants, where each quadrant shows the type or nature of a strategy that will be produced and used later: conservative, aggressive, defensive, competitive. Performance analysis model of SPACE matrix specifically tells us that the company would pursue a strategy of various models. When a company has a pretty good competitive position, this marked the onset of a growth rate which is said quickly. But we need to use an internal strengths in the development and market penetration strategy market development for example. It can only make a coverage of a product development or service, which in turn can create integration with other companies, can do the process of

acquisition of competitors, and so on. 4 quadrant it can only make a very meaningful input for the company, which was later a company can assess and determine the position of the perusahaani they are now.

For it so that we get to the results of a model performance analysis that may be shown in the matrix SPACE?, then we must carefully look at the analysis function Matrix SPACE on two strategic external and internal dimensions as well as the form of the Organization's strategic position in the industry. Performance analysis model of SPACE matrix is pictured in the image above, is based on four areas of performance analysis in General. Almost the same as the model IE matrix analysis in the model SPACE matrix we also get to know the internal strategic dimensions: such as financial strength (FS) and competitive advantage (CA). Then we will see also external strategic dimensions: namely environmental Stability (ES) and the power industry (IS). Very much all the things that can define the factored matrix SPACE under internal and external strategic dimensions. These factors are analyzed the strategic position of internal business. The financial strength of the factors often come from accounting firms such as internal resources are inadequate and others. And if we look again to the FS matrix Factor SPACE can include for example, return on investment, turnover, leverage, liquidity, working capital, cash flow, and others. As for the factors of competitive advantage include the speed of innovation is a product or service of a company, a niche market position, customer loyalty, product quality, market share, product life cycle, and others. Every business is also influenced by the environment in which it operates. In other words, matrix SPACE associated with the strategic dimension of external business indirectly that can create economic conditions the company be good or less good as a whole, GDP growth, inflation, price elasticity, technology, barrier to entry,

competitive pressures, the potential growth of the industry, and others.

Research Hypothesis

As for the research conducted by this author is trying to answer the hypotheses made by the author as follows:

H1: framework of IFE and EFE Matrix SPACE Matrix Combination allows used-internal and external-to assess the company's performance on a Resto AW Jakarta very effectively and efficiently?

H2: the use of IFE and EFE matrix combination Matrix SPACE gives additional information about the company's performance on a Resto AW in Jakarta?

III. Research Methodology

In view of its analysis, the research approach used is descriptive quantitative research.

Descriptive quantitative research approach

Research with quantitative descriptive approach emphasizing its analysis on numerical data (numbers) are treated with the method of analysis of the numbers, then the number spelled out numbers into the form of a description of the analysis. The authors further emphasize the numeric processing that not processed with statistics tools, but rather with a combination of predetermined assessment figures. Descriptive quantitative approach is basically done on the type of research inferential research results and conclusion resting on an error probability of rejection of null hypotheses. With descriptive quantitative methods will likely be obtained difference group or the significance of the relationship between the variables

examined. When simplified research based on a quantitative approach to in-depth research analysis used was an quantitative in to descriptive.

A descriptive approach

As explained by the author of the above descriptive research analysis research only to the extent the description, by doing the analyzing and presenting the data systematically, but here in descriptive data that has been analyzed in combination with the company's management analysis tools in measuring performance, will be in a can that is easier to be understood and concluded in a study conducted at the moment. Greater descriptive research aims to further describe systematically and accurately about the fact and characteristics about a particular field. The usual analysis is often used in descriptive research: analysis of the percentage and trend analysis. Data analysis is only looking for a measure of centrality and dispersion data accompanied by various forms of graphic. But because in this study combines the IFE and EFE Matrix into Matrix SPACE, then needed a formula to calculate the metric.

The Technique of Calculating the Metric Formula

There is a formula to calculate the metric in the Internal Factors and external factors are almost the same as the measurement is done in a financial perspective on the Balanced Scorecard, but is a bit different because there's a model combining the measurements above, customer satisfaction Index (CSI) and others are calculated from a sample provided to the customer by giving a value that corresponds to the approximate estimates based on observations and analysis of the author.

Methods and Materials Research

In this study also uses the model performance analysis on IFI and EFE metric, in view of the limitations and disadvantages

analysis of performance management systems in organizations that will be examined. With a population of approximately as much as 15. This research also implemented several stages in reaching a maximum results in a combination of several models of strategy analysis is done. In this research author makes several stages in the analysis that is used:

I) author of bypassing the design model and the factors both external and internal matrix.

II) Then the author a bit of doing SWOT matrix analysis techniques on the results of the design model that has been created.

III) result of the second analysis model of the above, the authors continue by combining into model SPACE matrix.

IV) author does Last strategy priority in the identification of performance strategies.

IV. Results and Discussion

When the Resto do External Factor AW Evaluation Matrix to evaluate the opportunities and threats that affect AW Resto from other fast food industry. Using the analysis of the economic, social, cultural, demographic, environment, politics, Government, law, technology, and competitive information to develop the key internal and external factors of the company. These factors include some external opportunities and key internal & few external threats, all key internal & assigned in the rating in order to develop a weighted value to determine the position of the external accumulation AW Resto in the food and beverage industry fast.

Suppose A is given to show the relative importance of each factor to being successful in the food processing industry. Then A rate assigned to each factor to indicate how effectively the strategy at the moment. Level evaluated on a scale of 1 to 5, where 5 shows their response is superior, 4 States their response is very good, 3 shows the response they are above

average, 2 means their average response, 1 shows their low response. This rate is based by the company while the weighting is based on the industry scala according to the author's analysis.

Table 1 : Internal key factor matrixs

Key Internal Factors AW Resto	Ratings
Strengths (SP)	
The company's growth rate above the expected (Growth potential)	-4
Consumers easily find the location or place of Resto AW, so to the entrance to market the product AW Resto made easy.	-4
AW Resto produce excellent profit from on industry. (Profit potential)	-3
Financial circumstances and financial position AW Resto, stability is quite good.	-4
Resources a have by AW Resto in obtaining human resources and raw materials is quite good and easy.	-4
Weaknesses (CP)	-19
In the face of competition effort AW Resto could adjust and able to face the competition tight enough in the food and beverage industry in Jakarta	-3
The product AW Resto more specific compared with other Restaurants in Jakarta	-3
Labor used by AW Resto already have experience and are skilled in their field, especially relating to food and beverage industry in Jakarta.	-3
With the exchange of technology and the introduction of new technologies in thefood and beverage industry Resto AW adjust it with the progress there.	-5
The prices of products offered by AW Resto is pretty competitive with the competitor other at Jakarta.	-3
TOTAL	**-17**

Sources : Proceed by author

By conducting internal Factors Evaluation Matrix to evaluate the strengths and weaknesses in the field of functional and using our intuitive assessment to determine the factors and assign each with weight and estimated value. Researchers categorizing Key Internal Factors with Strong (SP) and Weakness (CP). The obtained total points for both the internal matrix components (IFE Matrix)-19-17

Then calculate the weighted score for each factor and concluded them together to determine the position of the internal AW Resto had. Each factor under the power gain rank 3, 4 or 5, becoming a minor power and 3 5 became major powers. AW Restoh as shown positive sales growth and has been operating effectively in all five operating segments, we regard it as a major power companies, so as to value obtain 5. This would be expected of any large company in the food industry to have a priority and high food safety standards, so this factor determined Resto AW became a small force whose average is important for the success of the company in this industry.

Table 2 : External key factor matrixes

Key External Factors AW Resto	Ratings
OPPORTUNITIES (IP)	
Resto AW Jakarta has a high loyalty costumer.	-4
Resto AW Jakarta completes on schedule has a very good product.	-5
The nation's market Resto AW Jakarta was very nice. (Market Share)	-4
Level of knowledge of the technology that is owned by Jakarta high AW resto(Teknological Knowledge).	-3
To compete Resto AW Jakarta (Competition) Threats (FP)	-3
Threats (FP)	-19
The existence of a sales increase annually by 10% up to 15% on AW Resto Jakarta	-4
The resulting net profit suffered a kenaiakn every year by 5% from the previous year'sprofit.	-2
Gross profit advantage over to AW Resto Jakarta compared to similar indsutri 2:1.	-3
The use of the technology used by AW Resto Jakarta very advanced. Compared to the similar competitor, Pizza	-3
Hut or missal Don Burger Resto AW Jakartahas a different menu.	-3
TOTAL	**-16**

Sources : proceed by author

Major Weakness (rating =1)

Minor Weakness (rating =2)

Minor Strength (rating =3)

Major Strength (rating =4)

By creating the SWOT matrix we see through EFE to re-examine what external factors and internal key to AW Resto.

By using some of the strategies that owned that originated the input stage. There are three weaknesses-opportunities strategies, two strategies weakness-threat, three strategies of strength-opportunities, and the three strategies-strength threat. We see the value point to an external matrix (EFE Matrix) scored a total of 19-and-16. So when we combine all the numbers and the EFE Matrix IFE analysis referred to, and we combine into the Matrix SPACE frame mode, then we will get the results for analysis Matrix AW Resto Jakarta as follows.

SP Average: -19/5= -3.8   IP Average: -19/5= -3.8
CP Average: -17/5= -3.4   FP Average: -16/5= -3.2
With Vector Coordinates:
X-axis: (-3.4) + (-3.8) = -7.2   Y-axis: (-3.8) + (-3.2) = -7.0

Strategic position and action Evaluation Matrix, also known as Matrix SPACE is an important matching phase is used to match different variables along two axes. With the two axes intersect at the Center then create four quadrants of the matrix are labeled will be top right to the bottom right of the aggressive, conservative, defensive and competitive.

Y axis in the figure includes two dimensions, one can position internal finance (FP) and one external, which is a position of stability (SP) we call the IFE matrix. X axis includes the two other dimensions of competitive position (CP) which is internal and industry position (IP) that our external named EFE matrix. These factors may be the most important determinant of the strategic position of the organization. We get coordinates for X and Y axis at-4.5 and-7, if we see are on the Defensive, indicating areas that AW Resto should do the strategies persist and concentrate against the already done during this time, in addition to conducting marketing activities and innovation always over food products beverages & owned. Recommendation above for AW Resto in Jakarta, which pursue integration and more intensive strategy even though we believe that intensive strategy is indispensable in business activities

such as fast-food business. The strategy seems to make most sense is the product development because of the added value that will create the most economical, and can build a motto about healthy menu corresponding to the rate.

V. Conclusion

Due to the financial conditions were good enough on Resto AW, all internal and external problems can be resolved, so that conditions and circumstances AW Resto is now very good, while market conditions are also quite good, then AW Resto is expected to develop tastes and preferences for menus served on AW Resto is an added value, as well as always keeping the existing one, of this research it can be concluded that AW Resto in position over all survive the concentration alreadyobtained menu, sticking with the company and conditions that are already good, but AW Resto should do a new strategy, especially in the development of the market and a little marketing products.

From this research it can be concluded there is some profit to be gained in the development strategy of the Resto AW recently, with the use of model performance analysis SPACE combined into the matrix SPACE matrix as follows:

• Focus on existing products if allowed to continue to do product development and enhance a little R & D by working with the product development of existing companies in foreign countries to attract more consumers or buyers.

• Focus to build the spirit of the work of employees by giving them training to acquire new skills and quality.

• Provide a great work environment with encourages employees to develop learning and provide skills in leadership, management, and communication.

• Eliminate cannibalizing similar product category if it exists.
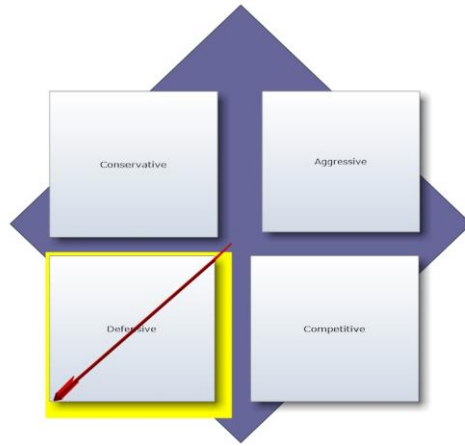
• Plan for the system supplies an effective and reliable.

• Expand market development to areas that have not been reachable for example to the city that does not yet exist, for example the field and create a partnership if need be.

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Figures 2 : IFE and EFE Matrixes Combination SPACE Matrixes

X-axis: (-3.4) + (-3.8) = -7.2   Y-axis: (-3.8) + (-3.2) = -7.0
Coordinate: **(-7.2, -7.0)**