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THE ANALYSIS OF MARKETING STRATEGIES IN INCREASING THE ATTRACTIVENESS OF COFFEE SHOP FOR THE MILLENNIAL GENERATION: A CASE STUDY OF KEDAI KOPI KOSIM

ANALISIS STRATEGI PEMASARAN DALAM MENINGKATKAN DAYA TARIK KEDAI KOPI BAGI GENERASI MILENIAL: STUDI KASUS KEDAI KOPI KOSIM

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Abstract. Coffee is a drink that is demanded by most people. Currently, the coffee shops in the city of Manado have experienced significant growth. In Manado, Kedai Kopi Kosim are one of the few coffee shops that sell archipelago coffee. The development of coffee shops, which are increasing from year to year, requires management to prepare alternative marketing strategies to survive. The purpose of this study is to analyze the relationship of marketing plans, identify internal and external factors, to analyze alternative strategies used by utilizing strengths and opportunities, and to overcome both weaknesses and threats for Kedai Kopi Kosim. For analysis, this study is using descriptive analysis method. The type of data which is used in the study consists of primary and secondary data. The methods were using the IFAS matrix, EFAS matrix, SWOT matrix and Space matrix. The analysis results show that Kedai Kopi Kosim is the company in the aggressive position.

***Key Words**: Coffee, Marketing Strategies, SWOT analysis, IFAS, EFAS, Space matrix*

***Abstrak**. Kopi merupakan minuman yang banyak diminati oleh sebagian besar masyarakat. Saat ini kedai kopi di kota Manado mengalami pertumbuhan yang cukup signifikan. Di Manado, Kedai Kopi Kosim merupakan salah satu dari sedikit kedai kopi yang menjual kopi nusantara. Perkembangan kedai kopi yang semakin meningkat dari tahun ke tahun mengharuskan pihak manajemen untuk mempersiapkan alternatif strategi pemasaran agar dapat bertahan. Tujuan dari penelitian ini adalah untuk menganalisis keterkaitan rencana pemasaran, mengidentifikasi faktor internal dan eksternal, menganalisis alternatif strategi yang digunakan dengan memanfaatkan kekuatan dan peluang, serta mengatasi kelemahan dan ancaman bagi Kedai Kopi Kosim. Untuk analisis, penelitian ini menggunakan metode analisis deskriptif. Jenis data yang digunakan dalam penelitian ini terdiri dari data primer dan sekunder. Metode yang digunakan adalah matriks IFAS, matriks EFAS, matriks SWOT, dan matriks Space. Hasil analisis menunjukkan bahwa Kedai Kopi Kosim merupakan perusahaan yang berada pada posisi agresif.*

***Kata Kunci**. Kopi, Strategi Pemasaran, Analisis SWOT, IFAS, EFAS, Matriks Ruang*

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Introduction

People live in a modern lifestyle nowadays. The development of the internet and technology is the main factor that has pushed every lifestyle to become instantaneous. Thus, citizens of Indonesia tend to prefer and fulfill their food needs by consuming food purchased from outside. Coffee has now become part of the lifestyle, especially for those who live in big cities, specifically Manado which are the focus of this study. Especially with the increasing number of specialty coffee cafes and innovations in coffee making, giving birth to more and more coffee addicts in this world. Since the beginning, drinking coffee has been a habit of Indonesian people since ancient times. This is because Indonesia is one of the best producers of coffee beans in the world. Some areas that are famous for their coffee bean production are Aceh, Lampung, Medan, Java, Ternate, Sulawesi, and Flores. Even for Europeans in the past, the delicious brew of coffee they sipped was more familiarly called java. Humans live with this need which will be an important element of motivation that directs individuals to behave. The stage of identity search in adolescents, as well as high conformity to the group, makes adolescents become close to certain lifestyles. Not infrequently then this lifestyle underlies the consumer behavior of young people. This is utilized by producers and marketers to market their business, such as the phenomenon of the shift in the function of coffee shops which now not only provide coffee, but also sell the lifestyle favored by young people. Coffee has become part of the daily rituals of thousands of people. Even lately, coffee has become a marker of lifestyle, where coffee has become a primary need for people who do a lot of activities inside and outside of work. Coffee is a drink that is almost in demand among most people. Not only is coffee enjoyed by coffee connoisseurs, but coffee has become a necessity. Because the average person's lifestyle requires additional energy to work at night. Coffee is a brewed coffee fruit drink that has gone through the process of drying, peeling, roasting, and being mashed into powder. Coffee is one of the commodities in the world that is cultivated in more than 50 countries. Coffee is also Indonesia's leading commodity and is a source of foreign exchange, a provider of employment, and a source of income for farmers and other economic actors related to the cultivation, processing, and marketing of coffee beans, especially in the largest coffee producing regions such as South Sumatra, Lampung, North Sumatra, and East Java.

Increased coffee consumption and changes in people's lifestyles have led to the development of the coffee shop industry in Indonesia. The development of modern coffee shops can be seen in urban centers because urban residents have a higher consumptive attitude compared to rural residents. The growth of coffee shops in Indonesia is increasingly rampant, which is closely related to the growth of coffee consumption in Indonesia. Based on data from the International Coffee Organization (ICO, 2021), it is stated that in 2018- 2019 coffee consumption in Indonesia reached 50.97% of the total domestic production. In 2017/2018 to 2020/2021, it was recorded that coffee consumption in Indonesia continued to increase by 1.7%, totaling 5000 bags of coffee weighing 60 kilograms. The high level of coffee consumption in Indonesia has an impact on coffee shop business owners in Indonesia. This coffee shop business is also looked at by many entrepreneurs. Because for some people, they want to enjoy coffee beverages without having to spend much money. Even in North Sulawesi, coffee shops are a top favorite in the tavern category for startup entrepreneurs due to the high interest of millennials in coffee consumption and gathering somewhere that serves coffee drinks. Sunhilde and Simona (2018) stated that changed in pattern and lifestyle is a business opportunity for entrepreneurs in Indonesia. An entrepreneur who will carry out business activities must be good at analyzing market opportunities. Market opportunity is an area of buyer needs where companies can operate profitably by meeting buyer needs. Those who have an entrepreneurial spirit should not miss the opportunity to start a business.

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According to Chaffey, (2011) The purpose of a business is to make consumers feel satisfied, because maintaining consumer satisfaction is very important to increasing company revenue. One way to achieve company goals is to know what the needs and desires of consumers or markets are in determining targets and providing good satisfaction, which is expected to be more effective and efficient than competitors. Based on these factors, one of the business opportunities that are growing very rapidly in Manado is the culinary business. One of the culinary businesses which is expected to increase is coffee shops. A coffee shop is a beverage industry that is quite interesting to be used as one of the culinary attractions in Manado because it has the advantage of being a place to eat and drink with modern nuances and can be used as a place to relax or gather with family and relatives.

The marketing strategy that is targeted by cafe owners is among students and millennials who live or are in the Wanea area, Manado. Based on the graph provided above, it shows that Kedai Kopi Kosim experiences fluctuating conditions that go up and down every month in 2023. The condition of Kedai Kopi Kosim's turnover income in November and December is quite low because it is the semester vacation time and the preparation time for Christmas events. In these months in the province of North Sulawesi, especially the Manado area, young people tend to spend time with relatives in the same church to practice, raise funds and decorate the church. Therefore, it is not surprising that in these months Kedai Kopi Kosim always experiences a decrease in turnover income. Based on the phenomena above, this research will be conducted along with title, “The Analysis of Marketing Strategies in Increasing the Attractiveness of Coffee Shop for the Millennial Generation: A Case Study of Kedai Kopi Kosim

Research Objective

1) To analyze the marketing strategies that were implemented by Kedai Kopi Kosim.
2) To identify the implementation of marketing strategies by Kedai Kopi Kosim.

LITERATURE REVIEW AND THEORETICAL BASIS

Marketing Management

According to the American Marketing Association cited by Kotler and Keller (2012: 5), marketing is an organizational function and a series of processes to create, communicate, and provide value to consumers and to manage consumer relationships in a way that benefits the organization and its stakeholders. Marketing management is the process of increasing the effectiveness and efficiency of marketing activities carried out by companies and individuals (Alma, 2011).

Marketing Strategies

Kotler (2012: 57) stated that market-oriented strategic planning is a managerial process for developing and maintaining organizational goals, skills, and resources in accordance with changing market opportunities with the aim of shaping and improving the company's business and products to meet profit and growth targets. According to Kotler and Keller (2009), “The job of marketing is not to find the right customers for your product but rather find the product that right for your customers”. In marketing, there are four main principles that are called the marketing mix. It contains product aspect, price aspect, place aspect and promotion aspect. This principle helps marketers to define and suit their product or services well to their own target market. The success of services or products being marketed depends on the influence of how it would be accepted by the consumer. This matter needs the adjustment by the company to the needs and wants of the targeted consumer. Marketing management aims to attract and

retain customers by offering products that match customer interests. Marketing management has four tasks such as recognizing the target market, marketing research, product development, and monitoring. Marketing plays an important role in strategy development. Marketing planning and decision-making are based on four things, namely marketing segmentation, determining the target market, marketing positioning, and marketing planning.

Marketing segmetation

The market segmentation is mentioned as being one of the key elements of modern marketing and is, as mentioned, the process of dividing the market into several groups and/or segment(s) based on factors such as demographic, geographic, psychological and behavioral factors. By doing so the marketers will have a better understanding of their target audience and thereby make their marketing more effective (Gunter and Furnham, 1992: 1). This is because by using the analytical process that puts customers first, the marketer will get more satisfied customers and thereby gain a great advantage over competitors (Dibb and Simkin, 1996: 3). Market segments can be characterized in different ways in an way to characterize the preferences of the target customers are homogeneous preferences, referring to customers that roughly have the same preferences. The customers vary in their preferences and finally clustered preferences which mean that the natural market segments emerge from groups of consumers with shared preferences (Kotler and Keller, 2009: 249). Segmentation and targeting of customers allow the marketers to deliver a product within the target audience needs and wants (Pickton and Broderick, 2005: 373). It is important to establish the needs and values of the target customers within each segment, for companies to promote their products, brands or services appropriately. In conclusion, for the section defining the target audience it is important for the marketer to recognize the fact that it is not impossible to reach all buyers in all segments. This is because the customers are too different and have various needs and purchasing behaviors.

Segmenting

According to Kotler and Keller (2009: 228), market segmentation is the process of identifying and profiling various groups of buyers who have different needs and preferences. The market consists of many buyers, and the buyers differ in one or more ways. For example, they differ in their desires, location, purchasing attitudes, and purchasing practices. It cannot be denied that each individual is unique, each individual still has diverse or unique wants, needs, motivations. It is clear that strategy is the main factor to anticipate in the face of diverse consumer behavior. Marketing strategy must be in accordance with the dynamics of the market, with the ongoing vision and reality. The right segmentation strategy can reduce competitive pressure when the competition cannot fulfill products that meet the needs of special segment desires. Therefore, companies usually choose the most effective part of the market to enter. There are companies that have a mindset through 3 stages, namely mass marketing, multiproduction marketing, target marketing.

Targeting

According to Keegan & Green (2014), targeting alone is the process of evaluating segmentation and focusing marketing strategy on a country, region, or potential group of people for served. Targeting or determining a target market is the next stage of segmentation analysis. targeting is called selecting because the marketer must select. This means that marketers must have the courage to focus their activities on only a few parts (segments) and leave other parts. Three types of strategy in implementing market segments are undifferentiated marketing, marketing differentiation, centralized marketing.

Positioning

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According to Kotler & Keller (2018: 292) defines that positioning (product positioning) is an act of determining market position to show how a product can be distinguished from competitors' products. This means that the actions taken by marketers to create an image of the products and things they want to offer to the market have succeeded in obtaining a clear and meaningful position in the minds of their target consumers. Good positioning must be able to reverse this relationship to strengthen its market position.

SWOT Analysis

SWOT Analysis is an analysis method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in an organization, a plan, a project, a program, a person or any kind of business activities. SWOT Analysis is the most used strategic planning tool to access the Internal and External factors of any organization (Humphrey, 2005). According to Chaffey (2009; 274), SWOT Analysis is a simple yet powerful tool that can assist companies in analyzing their internal resources in terms of strengths and weaknesses and matching them with the external environment in terms of opportunities and threats such as S-O Strategy, S-T Strategy, W-O Strategy, and W-T Strategy.

RESEARCH METHOD

Research Approach, Place and Time of Research.

This research used a qualitative research method. Qualitative research gathers participants' experiences, perceptions, and behavior. This research is expected to be on process period of July to September 2024. It will be conducted in Manado City.

In this research procedure, there are nine steps that have been taken to conduct this research. Several procedures were done to conduct this research:

1) Learn the research issue
2) Find journals related to research issues
3) Learn the qualitative research method
4) Construct a research proposal
5) Collecting data through interview and observation
6) Design questions for the Interview
7) Data processing using EFAS and IFAS Matrix
8) Analysis Data
9) Conclude the results of the research

Types of Data and Data Sources

This research used two types of data resources which are primary and secondary data. Primary data was obtained through direct observation and documentation study. The process of collecting data by direct observation of things in the field. The documents gathered, like goods, images, or writings, are used as evidence and provide important information. The observation is planned and focused on the research goals. In this case, the observation took place at Kedai Kopi Kosim Manado and trough process of interviews that were conducted with 2 owners and 2 employees of Kedai Kopi Kosim to complement the survey results. Interviews in this study were conducted in a structured manner. Secondary data collection is obtained manually from data and information collection techniques which include literature sources, web sites, journals, previous research and book literature.

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Data Analysis Method

Analysis

Descriptive analysis aims to obtain an in-depth and objective picture to describe the vision and mission of the object of research.

Matrix External Factors Analysis Summary (EFAS)

The EFAS matrix is used to evaluate the company's external factors. The company's external data is collected to analyze concerning issues such as social, technological, economic, environmental, political, legal, and ethical issues as well as other external data. After the company analyzes and identifies the competition in the industry market where the company is located, the company can use the external factors analysis summary-EFAS table (David, 2011).

Matrix Internal Factor Analysis Summary (IFAS)

The IFAS matrix is used to determine the company's internal factors related to strengths and weaknesses that are considered important. Company data and information regarding the internal aspects of the company from several functional aspects such as management, finance, human resources, marketing, information systems and production. (David, 2011).

Space Matrix

Space Matrix (Strategic Position and Action Evaluation) is used to map the company's condition using a model that is presented using a cartesian diagram consisting of 4 quadrants with the same size scale. The four quadrants indicate whether it would indicate an aggressive, conservative, defensive, or competitive strategy for the company being analyzed. These four factors are the most important determinants of a company's strategic position.

RESULT AND DISCUSSION

Table 1. Result of Internal Factors

No.		Kedai Kopi Kosim
1.	**STP**	**1.Segmenting** All people with upper middle economic status who are in Manado, both natives and tourists. **2.Targeting** Young people aged 17-40 years and coffee lovers. **3.Positioning** Want to be the best coffee shop in Manado that brings out products with a variety of authentic Indonesian coffee.

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2	**Marketing Mix**	**1. Product** • It has processed coffee from various types of coffee beans from the archipelago. • Has a menu of non-coffee drinks • Has a menu of heavy meals such as fried rice and a variety of favorite snacks such as french fries. **2. Place** • Located on the Manado city protocol road which has heavy activity • The concept is an industrial outdoor that is designed with a more millennial concept. • The theme is "Good coffee doesn't have to be expensive" • The exterior concept uses an industrial theme by using concrete as the main material. • Coupled with music **3. Price** • The price range for coffee drinks is Rp 18,000- Rp 25,000 • The price range for non-coffee drinks is Rp 15,000- Rp 20,000. • The price range for food is Rp 10.000 – Rp 25.000 **4. Promotion** • Through banners, electronic or social media • Word of mouth from customer satisfaction. • Organize scheduled events, i.e., coffee-making training for the public, cooperation with local automotive clubs for 'kopdar' or meetings.

Source: Data Processed (2024)

Table 2. Results of IFAS Matrix Analysis Results at Kedai Kosim

No	Internal Factors	Weight	Ratings	Weight Score
	Strengths			
1.	Coffee Blending Skill (*Barista*)	0,13	4	0,52
2.	Availability of various kinds of coffee	0,09	3	0,27
3.	Good customer service and the speed of servings	0,09	3	0,27
4.	Good relations between owners and employees so that the sense of familial grows	0,10	3	0,3
5.	Products' flavor	0,11	4	0,44
6.	Variations of Menu	0,09	3	0,27
7.	Modern coffee shop concept	0,11	4	0,44
	Weaknesses			
1.	SOPs are not detailed	0,08	2	0,16
2.	Limited human resources	0,06	2	0,12

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3.	Financial management is done manually (non-computerized)	0,10	3	0,3
Total		**1,00**		**3,09**

Source: Data Processed (2024)

Based on Table of the IFAS matrix, the total weight score of the analysis results is 3.09. This score indicates that Kedai Kosim is in a strong position by utilizing the strengths to overcome the weaknesses faced by Kedai Kosim. From the IFAS matrix analysis, the main strength of Kedai Kosim is the skill of the coffee maker (barista) with a weight score of 0.52 where for Kedai Kosim, the barista is the final taste determinant before being enjoyed by consumers. Meanwhile, the weakness at Kedai Kosim lies in limited human resources with a weight score of 0.12.

Table 3. Results of EFAS Matrix Analysis at Kedai Kopi Kosim

No	External Factors	Weight	Ratings	Weight Score
	Opportunities			
1.	Manado is one of the most popular culinary destinations for the public	0,14	3	0,52
2.	Increased income and purchasing power	0,13	3	0,39
3.	Determine locations with high economic levels (city center)	0,15	4	0,6
4.	Changes in people's lifestyle in consuming coffee	0,13	3	0,39
5.	Supplier Loyalty	0,15	4	0,6
	Threats			
1.	High level of competition in coffee shops	0,08	2	0,16
2.	Consumer Bargaining Power	0,07	2	0,14
3.	Lots of substitute products	0,10	3	0,3
	Total	**1,00**		**3,1**

Source: Data Processed (2024)

Based on Table of the EFAS matrix, the total weight score from the analysis results is 3.1. This score indicates that Kedai Kopi Kosim is in a strong position by utilizing strengths to overcome the weaknesses faced by Kedai Kopi Kosim. From the EFAS matrix analysis, the main strength of Kedai Kosim is the location with a high economic level (city center) with a weight

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score of 0.6. Meanwhile, the weakness in the Coffee Room lies in the consistency of products from coffee farmers with a weight score of 0.14.

Implementation of marketing strategy

Table 4. Strengths, Weakness, Opportunities, Threats (SWOT) Matrix

<table>
<tr><th colspan="3">SWOT MATRIX</th></tr>
<tr><th colspan="2">Strenght</th><th>Weakness</th></tr>
<tr><td colspan="2">1.Good coffee maker (barista) skills
2.Availability of a wide variety of coffee
3.Good customer service and speed of serving
4.Good relationship between owner and employees
5.Taste of the product
6.Menu variety
7.Coffee shop concept modern</td><td>1.SOPs are not detailed
2.Limited human resources
3.Manual financial management (non-computerized)</td></tr>
<tr><td>Opportunities
1.Manado is one of the culinary tourism destinations that people are interested in
2.Increased income and purchasing power of the community
3.Determining locations with high economic levels (city center)
4.Changes in people's lifestyle in consuming coffee
5.Supplier loyalty</td><td>S-O
1.Establish cooperative relationships with other suppliers to anticipate limited product supply (S2, S5, O5).
2.Improve good service to consumers (S3, S7, O2, O3, O5)</td><td>W-O
1.Improve supervision of human resources so that business activities can run effectively and productively (W1, W2, O2, O3).
2.SOPs are made more detailed and organized (W1, W2, W3, O5)
3.Creating a new trend about coffee as a promotion and quality improvement (W1, O1, O2, O3, O4)</td></tr>
</table>

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Threats	S-T	W-T
1.High level of coffee shop competition 2.Product consistency of coffee farmers. 3.Lots of substitute products	1.Expand the business by improving the quality of the products produced (S1, S5, S6, S7, T1, T2) 2.Maintain and improve product quality to meet customer needs (S1, S5, S6, S7, T1, T2)	1.Expand the business by improving the quality of the products produced (S1, S5, S6, S7, T1, T2) 2.Maintain and improve product quality to meet customer needs (S1, S5, S6, S7, T1, T2)

Source: Data Processed (2024)

Analysis of alternative strategies is the result of a combination of internal environmental analysis and the external environment which includes strengths, weaknesses, opportunities, and threats for a business. The alternative strategy used uses the SWOT analysis method. The SWOT analysis applied can be formulated in general by producing four alternative strategies, namely Strength-Opportunity (S-O) strategy, Weakness-Threat (W-T) strategy, Weakness-Opportunity (W-O) strategy, Strength-Threat (S-T) strategy.

After identifying internal factors consisting of strengths and weaknesses as well as external factors containing opportunities and threats that exist in Kedai Kopi Kosim, several alternative strategies are produced consisting of *S-O, W-O, S-T, W-T*. These strategies can be used as a consideration for companies in developing their business to increase productivity and profits for the company.

The Space Matrix (Strategic Position and Action Evaluation) is used to map the company's condition using a model that is presented using a cartesian diagram consisting of 4 quadrants with the same size scale. The four quadrants indicate whether to indicate an aggressive, conservative, defensive, or competitive strategy for the company being analyzed. The following is the result of the calculation of the space matrix based on the results of the calculation of the EFE matrix and the IFE matrix.

Table 5.1 Result of External Factor Ratings Opportunities (O) / Industry Strenght (IS)

Opportunities (O) / Industry Strenght (IS)		Ratings
1.	Manado is one of the most popular culinary destinations for the public	3
2.	Increased income and purchasing power	3
3.	Determine locations with high economic levels (city center)	4
4.	Changes in peoples' lifestyle in consuming coffee	3
5.	Supplier loyalty	4
Total		**17**
Mean		**3,4**

Source: Data Processed (2024)

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Table 5.2 Result of External Factor Ratings Threats (T) / Enviroment Stability (ES)

Threats (T) / Enviroment Stability (ES)		Ratings
1.	Increase in number of coffee shops	-2
2.	Consistency of products from coffee farmers.	-2
3	Lots of substitute in product	-3
Total		**-7**
Mean		**-2,3**

Source: Data Processed (2024)

Table 6.1 Result of Internal Factors Ratings Weakness (W) / Competitive Advantages (CA)

Weakness (W) / Competitive Advantages (CA)		Ratings
1.	SOPs are not detailed	-2
2.	Limited human resources	-2
3.	Financial management is done manually (non-computerized)	-3
Total		**-7**
Mean		**-2,3**

Source: Data Processed (2024)

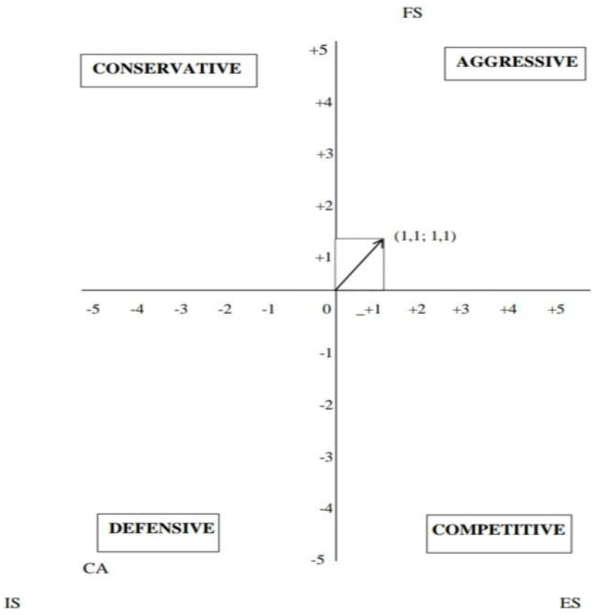
Table 6.2 Result of Internal Factors Ratings Strength (S) / Financial Strength (FS)

Strength (S) / Financial Strength (FS)		Ratings
1.	Coffee Blending Skill (*Barista*)	4
2.	Availability of various kinds of coffee	3
3.	Good customer service and the speed of servings	3
4.	Good relations between owners and employees so that a sense of familial grows	3
5.	Product flavors	4
6.	Variaty of menu	3
7.	Modern coffee shop concept	4
Total		**24**
Mean		**3,4**

Source: Data Processed (2024)

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Figure 4. 1 Space Matrix result of Kedai Kopi Kosim



Calculation with matrix space, i.e:

X axis: CA + IS = (-2,3) + 3,4 =1,1

Y axis: FS + ES = 3,4 + (-2,3) = 1,1

Based on the following space matrix, the right strategy is an aggressive strategy. This can be seen from the value that shows a positive number indicating the direction of the arrow in the aggressive quadrant. The Coffee Shop is in a very good position to take advantage of its various internal strengths to take advantage of external opportunities, overcome internal weaknesses, and avoid various external threats. The strategy that can be carried out based on the internal and external environment faced by Kedai Kopi Kosim is an intensive strategy because Kedai Kopi Kosim still needs to make various intensive efforts. In this case, there is a need for efforts from Kedai Kopi Kosim to be better, one of which is by increasing human resources so that there are no more double jobs that occur to employees.

CONCLUSION AND RECOMMENDATION

CONCLUSION

1. Kedai Kopi Kosim is in a good and strong position with good IFE and EFE table values. This value shows that this coffee shop can utilize strengths to overcome weaknesses and take advantage of opportunities to overcome threats faced by Kedai Kopi Kosim.

2. The results of the SWOT matrix analysis obtained ten alternative development strategies that can be applied by Kedai Kopi Kosim in running its business.

3. The implementation of marketing strategies to face competition at Kedai Kopi Kosim is good. This is indicated by the condition of this coffee shop in an aggressive strategic position, it can be seen from the value that shows a positive number indicating the direction of the arrow in the aggressive quadrant.

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RECOMMENDATION

1. Kosim Coffee Shop should provide the necessary human resources so that there are no double jobs for employees. In addition, the relationship between suppliers needs more attention so that they can choose good suppliers so that they always get quality coffee beans.

2. Kedai Kopi Kosim needs to further organize the SOP so that the arrangement of employee duties and regulations is made more neatly to produce better cooperation. In addition, Kedai Kopi Kosim needs to pay attention to the increasingly strong coffee shop competition to survive in the culinary business world.

3. Kedai Kopi Kosim is expected to realize the results of the formulation of alternative SWOT strategies that have been identified to increase profits.

4. Kedai Kopi Kosim should be able to maximize all the resources it has to be able to develop its business efficiently and sustainably

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