

## Coffee Shop Marketing Strategy Using SWOT Analysis to Increase Business Competitiveness

Hery Purnomo\*<sup>1</sup>, Rully Arifiansyah<sup>2</sup>, Nur Andini Sudirman<sup>3</sup>, Ilma Wulansari Hasdiansa<sup>4</sup>, Sitti Hasbiah<sup>5</sup>

<sup>1</sup>Universitas Nusantara PGRI Kediri, Indonesia

<sup>2</sup>Universitas Asa Indonesia, Indonesia

<sup>3</sup>ITB Nobel Indonesia, Indonesia

<sup>4,5</sup>Universitas Negeri Makassar, Indonesia

e-mail: [herypurnomo@unpkediri.ac.id](mailto:herypurnomo@unpkediri.ac.id)<sup>\*1</sup>, [rully.arifiansyah@gmail.com](mailto:rully.arifiansyah@gmail.com)<sup>2</sup>, [andini@nobel.ac.id](mailto:andini@nobel.ac.id)<sup>3</sup>,  
[ilma.wulansari@unm.ac.id](mailto:ilma.wulansari@unm.ac.id)<sup>4</sup>, [sitti.hasbiah@unm.ac.id](mailto:sitti.hasbiah@unm.ac.id)<sup>5</sup>

(Received: 22.12.2023; Accepted: 27.01.2024; Published: 29.01.2024)

### ABSTRACT

*This study aims to assess and analyze whether the marketing strategy carried out by a Coffee Shop called Safehaus for approximately two years (2022-2023) can increase competitiveness. This type of research is descriptive qualitative. The population in this study were the owner and all employees as many as 13 respondents using saturated sampling, which is a sampling technique when all members of the population are used as samples. Data collection techniques were carried out by conducting interviews and questionnaires. While the data analysis technique used is to use SWOT analysis (Strength, Weakness, Opportunities and Threats) and use the IFAS and EFAS tables. Based on the results of this study, it shows that Coffee Shop is in the first quadrant, namely supporting a growth strategy, this result is very beneficial for the company in increasing its competitiveness because it supports aggressive growth (growth oriented strategy). A business that is in the first quadrant condition is very profitable because it has strengths and can take advantage of opportunities well so that it can make it possible to expand, and achieve maximum progress.*

**Keywords:** marketing strategy, SWOT analysis, business competitiveness

*This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



## 1. INTRODUCTION

It is important for a company to understand that modern marketing is not only limited to the promotion of products or services, but also includes a deep understanding of customers and markets. Companies that successfully implement modern marketing strategies tend to be more responsive to changing customer needs and market trends (Roh et al., 2014; Isma et al., 2020). This can be achieved through consumer data analysis, market research, and utilization of information technology to design more targeted marketing campaigns. Therefore, investment in technology and human resources with expertise in data analysis are key to success in designing relevant and effective marketing strategies.

In addition, another important aspect of modern marketing strategies is sustainability and corporate social responsibility (He & Harris, 2020). Modern consumers tend to be more concerned about environmental and social issues. Therefore, companies need to incorporate the values of sustainability and social responsibility in their marketing strategies. Involving consumers in social or environmental initiatives can strengthen the bond between companies and customers (Iglesias et al., 2020; Muhammad et al., 2023). Thus, modern marketing serves not only as a tool to increase sales but also as a means to build deeper and more sustainable relationships with customers and society at large.

In designing a successful marketing strategy, companies need to understand that market dynamics are constantly changing and consumers have an increasingly dominant role (Matarazzo et al., 2021). Therefore, marketing strategy is not only limited to finding a favorable position, but also involves the courage to adapt and innovate. According to Day & Schoemaker (2016), companies that adopt a dynamic approach can more quickly respond to changing consumer needs and preferences. Applying the principles of excellence in marketing not only covers aspects of the products or services offered, but also involves customer service, brand differentiation, and sustainability.

Awareness of changes in consumer behavior is key in developing relevant marketing strategies (Kautish & Sharma, 2020). The shift of power from producers to consumers marks a paradigm shift in the business world. Therefore, companies must understand and respond to consumer desires quickly and effectively. Implementing innovation consistently is an important element, as this enables companies to remain relevant amidst intense competition. By adopting a proactive attitude towards innovation, companies can win over consumers and maintain a strong position in the ever-changing market.

Competition in the industrial world is inevitable. With so many competitors, companies must be able to see market opportunities to determine the right strategy to survive (Bengtsson & Johansson, 2014). Marketing strategy is the spearhead for companies in introducing and marketing the advantages of their products. However, marketing strategies will not be optimal if the products offered lack competitiveness. To achieve competitive advantage, companies need to deeply understand the market and their competitors (Kumar & Pansari, 2016). Market analysis and competitor research help companies identify unmet consumer needs and create better products or services. In addition, companies must also focus on product development to increase their competitiveness. By having superior products, marketing strategies can be more effective in attracting attention and winning the market. Therefore, the integration between marketing strategy and product development is the key to winning the competition in this dynamic industrial world.

Company strategy, especially marketing strategy, is a very important thing that must be pursued and realized by every company that wants to increase its revenue. According to Dereli (2015), businesses that are dynamic from time to time make companies able to increase their competitiveness. In addition, the marketing strategy implemented by the company must be reviewed and developed according to the market environment (Dangelico & Vocalelli, 2017). The review involves a deep understanding of changing market trends, consumer needs, and competitor activities. By continuously monitoring the external environment, companies can adjust their marketing strategies to remain relevant and effective. Moreover, the development of a marketing strategy that is responsive to market dynamics will help companies identify new opportunities and overcome challenges that may arise, ensuring sustainable growth in an increasingly fierce business competition.

SWOT is an important analytical tool for assessing the internal and external circumstances of a company, especially in the context of marketing. SWOT analysis involves identifying the strengths, weaknesses, opportunities, and threats faced by the company. According to Aulia (2021), strengths and weaknesses are internal factors of the company, while opportunities and threats come from external factors. SWOT analysis emerged as a response to competition coming from other companies producing similar goods and services. By evaluating internal strengths and weaknesses, companies can understand their position in the market. On the other hand, through analyzing external opportunities and threats, companies can identify market trends, policy changes, or industry developments that may affect their performance.

The results of the SWOT analysis can be the basis for formulating marketing strategies (Rizki et al., 2021). By leveraging internal strengths and mitigating weaknesses, companies can maximize market potential. In addition, capitalizing on opportunities and overcoming threats helps companies respond proactively to the dynamics of the business environment. Therefore,

SWOT analysis provides a holistic view that enables companies to make better strategic decisions to win the competition in the market.

According to Shepherd & Rudd (2014) the strategic decision-making process is always related to the development of the company's mission, goals, strategies and policies. Thus the strategic role (Strategic Planner) must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) under current conditions. The increasing food and beverage industry in Makassar City has led to fierce competition. Many culinary industries experience difficulties in maintaining and developing their businesses. One of the challenges that often occurs is how an industry brings in and retains its customers. So that an industry is required to respond quickly to market developments. Thus a company must prepare what strategies must be used in winning the market.

Business development in South Sulawesi, especially in Makassar City, which is known as the largest city in Eastern Indonesia, shows rapid growth. One of the business sectors that is experiencing rapid development in Makassar City is the culinary industry, especially the Coffee Shop business. In this context, competition between coffee shops is a noteworthy phenomenon. Every business in this sector, including those operating in Makassar, must have an effective strategy to bring in and retain its customers.

One successful example in the coffee shop industry in Makassar City is Safehaus, which has managed to maintain its reputation and gain popularity among consumers. The success of Safehaus can be attributed to the role of a well-implemented marketing strategy. In a competitive environment, marketing strategies are key to competing and winning the market. Safehaus may have adopted an innovative marketing approach, unique appeal, or focus on customer service to differentiate itself from competitors. With the intense competition in the Makassar City Coffee Shop industry, Safehaus' marketing strategy has an important role in retaining and attracting consumers. Safehaus' success can be an inspiration for other Coffee Shops to continue developing effective marketing strategies to stay relevant in this competitive market.

In terms of marketing, Safehaus Coffee Shop has been running for approximately 2 years. To determine the marketing strategy so that the company can compete with competitors so that it can win the market and the company's goals can be directed, SWOT analysis (strengths, weaknesses, opportunities and threats) can be used where this analysis can determine the right strategy from the internal and external aspects of the company. Based on the results of initial observations at Safehaus Coffee Shop, food and beverage sales from the beginning of its establishment until now tend to fluctuate. This is caused by several factors including, there are several menus that are removed from the menu list whose raw materials are sometimes difficult to obtain, as well as the emergence and number of industries or types of businesses engaged in the same field. Based on the above background, it is the basis for the author's consideration to find out how the role of strategies carried out by Safehaus Coffee Shop in Makassar City to increase the competitiveness of its business,

## **2. METHOD**

### **a. Research Approach**

This research uses a qualitative descriptive research approach. Qualitative research aims to understand the phenomenon of what is experienced by research subjects such as behavior, perceptions, motivations, and actions and others. This qualitative descriptive research was conducted with the intention of analyzing Safehaus Coffee Shop's marketing strategy activities using SWOT analysis to improve business competitiveness. By focusing on qualitative aspects, this research will detail in depth the subject's experiences and views regarding the marketing strategies that have been implemented by Safehaus Coffee Shop. SWOT analysis will help identify internal strengths, weaknesses, opportunities, and threats that can guide the formulation of strategic recommendations.

## **b. Population and Sample**

The population in this study were the owner and all employees as many as 13 respondents using saturated sampling, which is a sampling technique when all members of the population are used as samples. The main data source in qualitative research is a word or action. While supporting data in the form of documents, photographs or other objects related to the focus of research.

## **c. Data Collection Methods**

The technique that will be carried out is through the following stages:

### 1) Distribution of Questionnaires

In order to collect data from the owner and all employees of Safehaus Coffee Shop as many as 13 respondents, the data collection method chosen was to use a questionnaire or questionnaire. The questionnaire is carefully designed to cover relevant questions related to job satisfaction, perceptions of the marketing strategies that have been implemented, and suggestions for improvement. This questionnaire will be distributed to all respondents by providing a brief guide on the purpose of the research and how to fill it out. Once the data is collected, data analysis will be conducted to identify patterns and findings that can provide valuable insights in improving Safehaus Coffee Shop's marketing strategy.

### 2) Interview

An interview is a conversation with a specific purpose. The conversation is conducted by both parties, namely the interviewer (interviewer) who asks questions and the interviewee (interviewee) who provides answers to these questions. An interview is a means of collecting information by asking a number of questions orally to be answered orally as well. Interviews to respondents as sources were conducted with the intention of digging up information related to the focus of the research. In interviews, researchers can use interview guidelines that have been prepared beforehand. This is done by asking open questions. In this case, researchers used formal interviews, namely structured questions. The sources to be interviewed are the owner and several employees of Safehaus Coffee Shop.

### d. Data Analysis Method

In data analysis, the research variables contained in the problem formulation, namely: 1) Internal factors (strengths and weaknesses) and external factors (opportunities and threats), and 2) Competitiveness. The measurement scale is used as a reference to determine the length of the interval in the measuring instrument. The measuring instrument used in the measurement will produce quantitative data. According to Sugiyono (2006: 88), the Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. This research uses a modified Likert scale in 5 answer categories into 4 answer categories.

Modification of the Likert scale can be done based on two reasons, first, the answer category taken has a double meaning, which can mean that it cannot determine or give an answer, it can also mean neutral, neither agree nor disagree, or even hesitate. This double-meaning answer category is not expected in an instrument. Second, the availability of the answer category in the middle causes a tendency to answer in the middle (central tendency effect), especially for respondents who are undecided or the direction of the tendency of their answers towards accordance or not according to the availability of answers in the middle will eliminate a lot of research data, thereby reducing the amount of information obtained from respondents. with each score as follows:

- 1) Choice for answer a: with criteria: strongly agree given a score of 4,
- 2) Choice for answer b: with criteria: agree given a score of 3
- 3) Option for answer c: with the criteria: disagree is given a score of 2
- 4) Choice for answer d: with criteria: disagree is given a score of 1

After these factors have been identified, they are then arranged in the IFAS and EFAS tables as in the data analysis discussed previously on the back page, which is nothing more than

a literature review of the measurement of the variables above which will become a benchmark for measuring perceptions or opinions later.

### 3. RESULTS AND DISCUSSION

#### a. Research result

##### 1) Research Results Based on Observation

Observation is a form of data collection by observing the object to be studied and it is not limited. In the observations made, the author only carried out non-participant observations, where the researcher was not directly involved but made observations independently. For more details, the results of the observations are as follows:

Safehaus Coffee Shop is one of the Coffee Shops in Makassar City. This Coffee Shop has 2 branches, namely Safehaus Hertasing Jl. Hertasing II No.2 Makassar and Safehaus Rooftop Ja & Joy, Rooftop Nipah Park Mall. This cafe provides a varied menu so that customers are satisfied in choosing the menu they want. Apart from that, there are several facilities offered by this cafe, including live music and karaoke, wifi and TV, full AC and bathroom/WC, as well as various photo spots. the aesthetic one.

##### 2) Research results based on interviews

Interviews are 2-way communication to obtain, none other than direct face-to-face contact with respondents, resource persons in this study, owners and employees of the Safehaus Coffee Shop. Please note that Safehaus Coffee Shop was founded in 2022, precisely in February. This coffee shop is generally like the Safehaus Coffee Shop. Usually, one of the mainstays of this Safehaus Coffee Shop is that it has lots of spots for photos and has many menu variants on offer, including various foods, snacks and drinks, where this menu has no competition. This Coffee Shop also has many consumers of various ages and also consumers who live in areas far from the city center, so there is a need for business expansion to get closer to consumers.

The number of human resources or commonly abbreviated as HR at this Coffee Shop has several sections, namely the kitchen, barista, cashier and music section. The following is a table that describes the number of employees plus the Owner at Safehaus Coffee Shop. The total number of employees and owners of Safehaus Coffee Shop is 13 people.

One of the employees interviewed stated that:

"During the 2 years I worked at this Coffee Shop, I always made improvements to both the interior of the Cafe and additions to the menus offered so that consumers don't get bored (IK, Interview with Informant/Employee)."

One customer stated that:

"This cafe is different from the others in that the menu offered is varied and there is live music" (DW, Interview with Customer).

##### 3) Analysis of Internal and External Strategy Factors

To obtain a more flexible picture of the SWOT analysis that has been carried out, it is necessary to use a table of internal and external company factors which is submitted in the form of a questionnaire to research respondents. In this questionnaire, the researcher chose to select 13 respondents to fill out the questionnaire that had been prepared. The selection of respondents was based on the considerations of the researcher, namely, people who have positions in the company who know exactly things related to the problem being studied.

To find out the rating and weight of each internal and external factor, it is made in the form of a questionnaire to respondents, where each question item is given an alternative

answer, each answer is given a value according to the scoring rules of very important, important, quite important and not important. The strength and opportunity factors were given a value of 4 (strongly agree) to 1 (disagree). Meanwhile, the weakness and threat factors are given a value of 1 (very high) to 4 (low).

a) Internal Factor Analysis

In making the IFAS matrix, it is necessary to know and evaluate the company's internal environment. There are five steps in making this matrix, namely:

- IFAS concerns the internal environment; At the beginning, a list or list of important internal environmental factors is made, both strengths and weaknesses of the company.
- Each factor above needs to have a weight or scale determined, starting from 0.0 for factors that are not important to 1.0 for factors that are very important.
- Next, each factor is given a rating starting from 1 to 4. This rating describes how effective the strategy is in responding to the various internal factors. Score 1 if the company responds very badly; value 2 if the company's response is the same as the average of other companies in the industry; value 3 if the company's response to these internal factors is compared with the response of other companies in the industry; score 4 if the company's value for the internal environment is very good and optimal.
- Next rare, each weight or weight on the previous rare is multiplied by the ranking determined on the third rare to get its weighted value.
- Finally, subtract the weighted value for each variable so that the total weighted value of the company can be known.

To calculate the weight and rating, the sub-total assessment of respondents from all 13 respondents must be calculated per answer item (columns 1-13). For more details, see Appendix 7a. The answer scores for internal factors can be seen in the table. 8 below:

**Table 1.** Respondents' Assessment Results for Internal Factors

No.	Description	Sub Total of Respondents' Ratings
Strength		
1	Product Quality	44
2	Customer Trust	43
3	Strategic Location	43
4	Many Menu Variants	39
5	Adequate Facilities	37
Weakness		
1	Vulnerable Employee Quality	26
2	Insufficient Manpower	25
3	There is no Delivery Order System yet	35
<b>Total</b>		<b>292</b>

From table 1 above, it can be explained that for the total number of sub-totals in the description of strengths and weaknesses, the respondents received a total assessment of 292, for good product quality of 44, customer trust of 43, strategic location of 43, many menu variants of 39, adequate facilities of 37, for the description of weaknesses, the quality of employees who are still in the range of 26, labor is still lacking in 25, there is no delivery order system of 35.

To calculate the weight of each description above, the following formula is used:

$$\text{Weight} = \frac{\text{assessment}}{\text{total assessment}} \times 1$$

The following is the sum of the weights for the Strength factor:

1. Weight for good product quality =  $\frac{44}{292} \times 1 = 0,15$
2. Weight for customer trust =  $\frac{43}{292} \times 1 = 0,15$
3. Weight for strategic location =  $\frac{43}{292} \times 1 = 0,15$
4. Weight for large menu variants =  $\frac{39}{292} \times 1 = 0,13$
5. Weight for adequate facilities =  $\frac{37}{292} \times 1 = 0,13$

The weighting for weakness factors is as follows:

1. Weight for the quality of employees who are still vulnerable =  $\frac{26}{292} \times 1 = 0,09$
2. Weight for labor that is still lacking =  $\frac{25}{292} \times 1 = 0,09$
3. Weight for no delivery system =  $\frac{35}{292} \times 1 = 0,12$

To determine the number of ratings, the number of respondents is multiplied by the highest scale and the lowest scale, then determine the range, where the highest score and the lowest scale, as for the calculation method is as follows:

Highest score  $13 \times 4 = 52$

Lowest score  $13 \times 1 = 13$

Range =  $52 - 13 = 39$

Interval =  $\frac{39}{4} = 9,75$

So the range for the survey results is  $\frac{39-13}{4} = 6,5$

- a.  $13 - 19,5 =$  disagree is given a score 1
- b.  $19,6 - 26,1 =$  less agree is given a score 2
- c.  $26,2 - 32,7 =$  agree is given a score 3
- d.  $> 39 =$  strongly agree is score 4

So as to determine the rating value, the interval measurement presented above is used, so that for the strength factor, on the indicator, good product quality has a rating of 4, customer trust has a rating of 4, a strategic location has a rating of 4, many menu variants have a rating of 4, adequate facilities have a rating of 4, for the weakness factor, the quality of employees who are still in the range has a rating of 2, the workforce is still lacking has a rating of 2, there is no delivery order system has a rating of 4. After calculating the weights and ratings in the calculations above, a table will be presented for the results of the analysis of internal factors at Safehaus Coffee Shop below:

**Tabel 2.** Weight and Rating Results Internal factors

No.	Description	Weight	Ratings	Score
Strength				
1	Product Quality	0,15	4	0,60
2	Customer Trust	0,15	4	0,60
3	Strategic Location	0,15	4	0,60
4	Many Menu Variants	0,13	4	0,52
5	Adequate Facilities	0,13	4	0,52

				2,84
Weakness				
1	Vulnerable Employee Quality	0,09	2	0,18
2	Insufficient Manpower	0,08	2	0,16
3	There is no Delivery Order System yet	0,12	4	0,48
				0,82
<b>Total</b>		<b>1</b>	<b>2,02</b>	

In table 2 above explains that, the value of good product quality in the company has a weight of 0.15, so it is multiplied by a rating of 4 and gets a score of 0.60, for customer trust has a weight of 0.15, so it is multiplied by a rating of 4 and gets a score of 0.60, a strategic location has a weight of 0.15, so that it is multiplied by a rating of 4 and get a score of 0.60, many menu variants have a weight of 0.13, so that it is multiplied by a rating of 4 and get a score of 0.52, adequate facilities have a weight of 0.13, so that it is multiplied by a rating of 4 and get a score of 0.52, for the total score of the strength factor of 2.84. For the weakness factor, the quality of employees still ranges has a weight of 0.09, so it is multiplied by a rating of 2 and gets a score of 0.18, the lack of labor has a weight of 0.08, so it is multiplied by a rating of 2 and gets a score of 0.16, there is no delivery order system has a weight of 0.12, so it is multiplied by a rating of 4 and gets a score of 0.48, the score for the weakness factor is 0.82, so the amount for the strength factor minus the weakness factor has a score value of 2.02.

b) External Factor Analysis

No different from the IFAS matrix, in making the EFAS matrix it is also necessary to know and evaluate the company's external environment both in the general environment and the industry, namely:

- EFAS, concerning the external environment; at the initial stage, a list or list of important factors in the company's external environment, both opportunities and threats.
- Each of the above factors needs to be determined by its weight or scale, starting from 0.0 for factors that are not very important to 1.0 for factors that are very important. These weights or scales express how important each factor is in the industry where the company is located, with a total of all weights or scales equal to 1.0.
- Furthermore, in the next step, each factor is also given a rating ranging from 1 to 4. This rating illustrates how effectively the strategy responds to the various external factors. A score of 1 if the company responds very poorly; a score of 2 if the company's response is the same as the average value of other companies in the industry; a score of 3 if the company's response to these external factors is compared to the response of other companies in the industry; a score of 4 if the company's response to the external environment is very good and optimal.
- In the next term, each weight or scale in the second term is multiplied by the predetermined rank in the third term to get the weighted value.
- Finally, subtract the weighted value for each modifier so that the total weighted value of the company can be known.

Similarly, with the EFAS matrix, if the value of the EFAS matrix results found that the results obtained are below 2.5, it means that the company with the existing circumstances has not been able to optimally utilize opportunities and is very vulnerable to the threats of its competitors, that is, in the face of the dynamics of the external environment, the company is in a weak position. Conversely, if the result is more than 2.5, it can be concluded that in the face of the dynamics of the external environment, the company's position is relatively strong.

To provide answers to the respondent's sub-total assessment for external factors, it is the same as internal factors where the entire total of 13 respondents must be calculated per item of answer, for more details, see appendix 7b. as for the answer score on external factors can be seen in table 10, below:

**Table 3.** Respondents' Assessment Results for External Factors

No.	Description	Sub Total of Respondents' Ratings
Opportunities		
1	Good company image in the eyes of consumers	42
2	Favored by young people who like to hang out	41
3	Good market capture ability	37
4	Using social media in marketing	43
Threat		
1	Threats from competitors	17
2	Limited supply of raw materials	29
<b>Total</b>		<b>209</b>

From table 3 above, it can be explained that for the subtotal number in the description of opportunities and threats, the respondents received an assessment of 209 where, for indicators of a good company image in the eyes of consumers, a total of 42, favored by young people who like to hang out, a total of 41, the ability to capture a good market, a total of 37, using Social media in marketing, a total of 43, for the description of threats, threats from competitors, a total of 17, supplies of raw materials that are usually empty, a total of 29. To calculate the weight of each of the descriptions above, the following formula is used:

$$\text{Weight} = \frac{\text{assessment}}{\text{total assessment}} \times 1$$

The following is the sum of the weights for the opportunity factor:

- Weight for a good company image in the eyes of consumers =  $\frac{42}{209} \times 1 = 0,20$
- Weight to be favored by young people who like to hang out =  $\frac{41}{209} \times 1 = 0,20$
- Weight for good market capture ability =  $\frac{37}{209} \times 1 = 0,18$
- Weight to use social media in marketing =  $\frac{43}{209} \times 1 = 0,21$

The weighting for threat factors is as follows:

- Weight for threats from competitors =  $\frac{17}{209} \times 1 = 0,08$
- Weight for raw material inventory that is usually empty =  $\frac{29}{209} \times 1 = 0,14$

Similar to internal factors, where to determine the number of ratings, the number of respondents is multiplied by the highest scale and the lowest scale, then determine the range, where the highest score and lowest score are subtracted from the lowest scale result, as for the calculation method as follows:

Highest score  $13 \times 4 = 52$

Lowest score  $13 \times 1 = 13$

Range =  $52 - 13 = 39$

Interval =  $\frac{39}{4} = 9,75$

So the range for the survey results is  $\frac{39-13}{4} = 6,5$

Range skor:

- a. 13 - 19,5 = disagree is given a score 1
- b. 19,6 - 26,1 = less agree is given a score 2
- c. 26,2 - 32,7 = agree is given a score 3
- d. > 39 = strongly agree is score 4

So, to determine the rating value, the interval measurement presented above is used, so that for the opportunity factor, the indicator of a good company image in the eyes of consumers has a rating of 4, favored by young people who like to hang out has a weight of 4, the ability to capture a good market has a weight of 4, using Social media in marketing has a weight of 4, for the threat factor, the indicator of threats from competitors has a weight of 1, the usual empty supply of raw materials has a weight of 3.

After calculating the weights and ratings in the above calculations, table 4 will be presented for the results of the analysis of external factors at Safehaus Coffee Shop below:

**Tabel 4.** Weighting Results and External Factor Scores

No.	Description	Weight	Ratings	Score
Opportunities				
1	Good company image in the eyes of consumers	0,20	4	0,80
2	Favored by young people who like to hang out	0,19	4	0,76
3	Good market capture ability	0,18	4	0,72
4	Using social media in marketing	0,21	4	0,84
				3,12
Threat				
1	Threats from competitors	0,08	1	0,08
2	Limited supply of raw materials	0,14	3	0,42
				0,50
<b>Total</b>		<b>1</b>		<b>2,62</b>

In table 4 above for the results of the analysis of external factors at Safehaus Coffee Shop, which is the same as the calculation of the IFAS matrix, for the opportunity indicator, namely a good company image in the eyes of consumers with a weight of 0.20, then multiplied by a rating value of 4 to produce a score of 0.80, for indicators favored by young people who like to hang out with a weight of 0.19, then multiplied by a rating value of 4 to produce a score of 0.76, for indicators of good market capture ability with a weight of 0.18, then multiplied by a rating value of 4 to produce a score of 0, 72, for indicators using Social media in marketing with a weight of 0.21, then multiplied by a rating value of 4 to produce a score of 0.84, for the threat factor, where the threat indicator from competitors with a weight of 0.08, then multiplied by a rating value of 1 to produce a score of 0.08, for indicators of raw material supplies that are usually empty with a weight of 0.14, then multiplied by a rating value of 3 to produce a score of 0.42, the results of the reduction for the opportunity factor amounted to 3.12 and a threat of 0.50 resulting in a score of 2.62.

Furthermore, the calculation of the difference table for the results of the analysis of internal factors and the results of the analysis of external factors at Safehaus Coffee Shop, where for internal factors is 2.02 and external factors is 2.62, based on this difference, coordinates are

determined to see clearly how the right strategy is to increase competitiveness at Safehaus Coffee Shop as can be seen in the figure below:



**Figure 1.** SWOT Diagram

In Figure 1 above, it has been illustrated that the score value for the strength factor is 2.84 and the score value for the weakness factor is 0.82 so the difference between the two values is 2.02. While the score value for the opportunity is 3.12 and the score value for the threat factor is 0.50 so the difference between the two values is 2.62. The difference values form a coordinate point, namely (2.02: 2.62) so that the company is in quadrant I. from the difference between the coordinate points (2.02: 2.62) of 0.60 where opportunities are greater than strengths. So it can be said that there are still many opportunities or external factors that can still be utilized by the company to increase sales. however, the company has captured a market share of 0.40. this result is very beneficial for the company in increasing its competitiveness because it supports aggressive growth (growth oriented strategy). So that the strategy that supports the growth of this aggressive policy can be carried out with an intensive strategy by implementing a market penetration strategy (market Penetration) and market development (Market development). market penetration in this case Safehaus Coffee Shop is always adding to the existing menu so that the menu offered is not menoton one of which is a burger and kebab menu that makes consumers interested in enjoying it.

**b. Pembahasan**

In general, this research shows very satisfying results. Judging from the results of the analysis of the internal factors, Safehaus Coffee Shop has a reduction in the Strength factor of 2.84 and Weakness of 0.82 resulting in a score of 2.02. Strength factors include good product quality, customer trust and strategic location has the same and highest score with a score of 0.60 this is because these factors have a very important role for Safehaus Coffee Shop to be competitive. Furthermore, seen from the results of the analysis of external factors, Safehaus Coffee Shop has a reduction in the results of opportunities of 3.12 and threats of 2.62, resulting in a score of 2.62. The opportunity factor that has the highest score is a good company image in the eyes of consumers with a score of 0.80, meaning that Safehaus Coffee Shop, apart from marketing through social media, a good company image in the eyes of consumers helps indirectly in terms of marketing so that consumers do not hesitate to make purchases or come to the Cafe.

Judging from the results of the SWOT analysis which shows that Safehaus Coffee Shop is in the first quadrant which is a very profitable situation so that the right strategy for Safehaus

Coffee Shop to apply is Growth Oriented Strategy, which is an aggressive growth policy because the company has opportunities and strengths that can be utilized. According to Atmayanti et al. (2021) Growth Oriented Strategy is a growth strategy through expansion and expanding the marketing and sales area of products or it can be product deversification. This is in line with previous research from Strategies that support the growth of this aggressive policy can be carried out with intensive strategies by implementing market penetration strategies (Untari et al., 2018) and market development (Latief et al., 2021).

With Safehaus Coffee Shop being in the first quadrant of the SWOT analysis results, it shows that the company is in a very favorable situation. This first quadrant shows that the company has significant internal strengths and can also take advantage of existing external opportunities. Therefore, the right growth strategy for Safehaus Coffee Shop to implement is the Growth Oriented Strategy. According to Bamiatzi & Kirchmaier (2014), Growth Oriented Strategy involves an aggressive growth policy, where the company utilizes its opportunities and strengths to achieve significant growth. This strategy can be implemented through business expansion, expansion of marketing areas, or even product diversification to meet growing market demand (Mason & Brown, 2014).

To support the aggressive growth strategy, Safehaus Coffee Shop can implement intensive strategies, specifically by using market penetration and market development strategies. Market penetration strategies involve efforts to increase market share in existing markets by expanding sales to existing customers. Meanwhile, the market development strategy involves expanding the business into new territories or markets. Both are appropriate strategies for Safehaus Coffee Shop in order to maximize growth potential in a competitive industry, such as Coffee Shop in Makassar City. Thus, the Growth Oriented Strategy with the support of this intensive strategy is expected to bring Safehaus Coffee Shop to greater success in facing competition in its local market.

#### **4. CONCLUSIONS AND SUGGESTION**

##### **a. Conclusions**

After conducting research on the Safehaus Coffee Shop in Makassar City, from this research, namely through SWOT analysis, it can be concluded that the strategy that has been implemented by the Safehaus Coffee Shop has sufficiently increased its competitiveness. Apart from that, the condition of Safehaus Coffee Shop is in the first quadrant, this shows that the company is in a very profitable condition because it has strength and can take advantage of opportunities well so that it can expand and achieve maximum progress.

##### **b. Suggestion**

After stating the conclusions above, the advice that the author would like to give is that businesses must continue to improve and continue to maximize existing strengths and also seize every opportunity and then minimize weaknesses and prevent threats that come. Apart from that, Safehaus Coffee Shop must focus more on awareness of the company's existing weaknesses. By identifying existing weaknesses, the company can continue to minimize and perfect the company's marketing strategy.

---

## REFERENCES

- Atmayanti, T., Andiana, B. D. L., & Husni, V. H. (2021). Strategi Pengembangan Home Industry Era New Normal Pandemi Covid 19 Dalam Meningkatkan Pendapatan (Studi Kasus Kelompok Usaha Bersama (KUBE) "Arjanjang" Desa Selebung Ketangga, Kabupaten Lombok Timur). *JPEK (Jurnal Pendidikan Ekonomi Dan Kewirausahaan)*, 5(1), 76-89.
- Aulia, F. W., Aprialinita, D., Putra, S. E., & Putri, A. M. (2021). Analisis Lingkungan Internal dan Eksternal dalam Menghadapi Kompetitor di Masa Pandemi pada Perusahaan Indofood. *Jurnal Pendidikan Tambusai*, 5(2), 2858-2864.
- Bamiatzi, V. C., & Kirchmaier, T. (2014). Strategies for superior performance under adverse conditions: A focus on small and medium-sized high-growth firms. *International Small Business Journal*, 32(3), 259-284.
- Bengtsson, M., & Johansson, M. (2014). Managing coepetition to create opportunities for small firms. *International small business journal*, 32(4), 401-427.
- Dangelico, R. M., & Vocalelli, D. (2017). "Green Marketing": An analysis of definitions, strategy steps, and tools through a systematic review of the literature. *Journal of Cleaner production*, 165, 1263-1279.
- Day, G. S., & Schoemaker, P. J. (2016). Adapting to fast-changing markets and technologies. *California Management Review*, 58(4), 59-77.
- Dereli, D. D. (2015). Innovation management in global competition and competitive advantage. *Procedia-Social and behavioral sciences*, 195, 1365-1370.
- He, H., & Harris, L. (2020). The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of business research*, 116, 176-182.
- Iglesias, O., Markovic, S., Bagherzadeh, M., & Singh, J. J. (2020). Co-creation: A key link between corporate social responsibility, customer trust, and customer loyalty. *Journal of business ethics*, 163, 151-166.
- Isma, A., Hidayatullah, A., Winarno, A., & Hermawan, A. (2020). Marketing Strategy for Welding Workshops in the New Normal Era after the Covid-19 Pandemic. *Pinisi Business Administration Review*, 2(2),
- Kautish, P., & Sharma, R. (2020). Determinants of pro-environmental behavior and environmentally conscious consumer behavior: An empirical investigation from emerging market. *Business Strategy & Development*, 3(1), 112-127.
- Kumar, V., & Pansari, A. (2016). Competitive advantage through engagement. *Journal of marketing research*, 53(4), 497-514.
- Latief, N., Mandey, S. L., & Tampenawas, J. L. (2021). Strategi Swot Dalam Meningkatkan Penjualan Pada Umkm Rumah Makan Padang Raya Santiago Sario Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(2).
- Mason, C., & Brown, R. (2014). Entrepreneurial ecosystems and growth oriented entrepreneurship. *Final report to OECD, Paris*, 30(1), 77-102.
- Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective. *Journal of Business Research*, 123, 642-656.
- Muhammad, Isma, A., & Alisyahbana, A. N. Q. A. (2023). From Kitchen to Digital World: E-Business Implementation Strategies in the Culinary Sector Household Industry. *Indonesian Journal of Business and Entrepreneurship Research*, 1(3), 147-155.
- Rizki, M., Ghifari, A., Hui, W. L., Permata, E. G., Siregar, M. D., Umam, M. I. H., & Harpito, H. (2021). Determining Marketing Strategy At LPP TVRI Riau Using SWOT Analysis Method. *Journal of Applied Engineering and Technological Science (JAETS)*, 3(1), 10-18.
- Roh, J., Hong, P., & Min, H. (2014). Implementation of a responsive supply chain strategy in global complexity: The case of manufacturing firms. *International Journal of Production Economics*, 147, 198-210.

- 
- Shepherd, N. G., & Rudd, J. M. (2014). The influence of context on the strategic decision-making process: A review of the literature. *International journal of management reviews*, 16(3), 340-364.
- Untari, S. N., Djaja, S., & Widodo, J. (2018). Strategi Pemasaran Mobil Merek Daihatsu Pada Dealer Daihatsu Jember. *JURNAL PENDIDIKAN EKONOMI: Jurnal Ilmiah Ilmu Pendidikan, Ilmu Ekonomi Dan Ilmu Sosial*, 11(2), 82-88.