TIAM COFFEE SHOP MARKETING STRATEGY USING THE SWOT ANALYSIS METHOD

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ABSTRACT

The aim of this research is to find out the SWOT matrix (IFAS and EFAS) at Kedai Kopi Tiam and find out alternative marketing strategies. This research uses the SWOT analysis method, namely strategic planning which is used to evaluate strengths, weaknesses, opportunities and threats. The SWOT model used in this research is a strategy for formulating an analytical framework which is divided into 3 stages, namely the input stage, matching stage and decision stage. Based on the results of the data analysis obtained, it was concluded that Kedai Kopi Tiam occupies quadrant I, which means the company is growing and developing. In this strategy, of course Kedai Kopi Tiam must maintain its strengths and take advantage of existing opportunities to avoid external threats and weaknesses within the company.

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui matriks SWOT (IFAS dan EFAS) di Kedai Kopi Tiam dan mengetahui alternatif strategi pemasaran. Penelitian ini menggunakan metode analisis SWOT yaitu perencanaan strategis yang digunakan untuk mengevaluasi kekuatan, kelemahan, peluang dan ancaman. Model SWOT yang digunakan dalam penelitian ini adalah strategi perumusan kerangka analisis yang dibagi menjadi 3 tahap, yaitu tahap input, tahap pencocokan dan tahap keputusan. Berdasarkan hasil analisis data yang diperoleh, disimpulkan bahwa Kedai Kopi Tiam menempati kuadran I, yang berarti perusahaan tumbuh dan berkembang. Dalam strategi ini, tentunya Kedai Kopi Tiam harus menjaga kekuatannya dan memanfaatkan peluang yang ada untuk menghindari ancaman dan kelemahan eksternal dalam perusahaan.

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INTRODUCTION

The coffee shop used to be a traditional coffee shop that was very popular with older people and adult men. However, as the current era develops, coffee shops are one of the places that teenagers really like to relax and gather with their family and friends. This coffee shop can be said to be almost the same as a restaurant, only the place and quality of what is served is not like a luxury restaurant and the prices are quite expensive. Coffee shops are usually known by many people as cafes.

Strategy is a tool for achieving goals in a company with long-term goals, follow-up programs and resource allocation priorities (Chandler, 1962). According to P. Kloter, 2000 Marketing strategy is the most important thing that must be done by every company in order to have a positive long-term impact on a company, especially in terms of retaining customers or consumers, controlling existing market share, and in facing market competition. A marketing strategy can be said to be successful if the level of satisfaction obtained from consumers is a choice.

Facing competition between companies can also be done by analyzing the business environment, external environment, internal environment, and is usually called SWOT analysis. SWOT analysis is a systematic identification of various factors to formulate company strategy. SWOT is an abbreviation for the Internal Environmental Strengths and Weaknesses as well as the External Environmental Opportunities and Threats faced in the business world (Rangkuti 2018, 19). SWOT analysis is a very useful instrument in analyzing strategic matters. SWOT analysis can also make it easier to formulate strategies and can also provide a clear picture in order to apply internal factors optimally and as a whole.

Tiam Coffee Shop is a shop that was once just an ordinary house which was transformed into a shop that has many fans. Tiam Coffee Shop is managed by 45 year old Brother Rustam. The shop is located on Jalan Gatinom, Kalten, in front of the Graha Dwi Wasibagna building.

No	Bulan	Jumlah Pengunjung		
		Kedai Mbah	Kedai Kopi	Kedai
		Om	Tiam	Ghodong Kopi
1.	Maret, 2020	960	1.040	734
2.	September, 2020	1.255	1.275	932
3.	Maret, 2021	1.100	1.195	1.054
4.	September, 2021	1.335	1.346	1.228
5.	Maret, 2022	1.640	1.798	1.255
6.	September, 2022	1.530	1.672	1.112
7.	Maret, 2023	1.368	1.560	1.096
8.	September, 2023	1.245	1.525	998
	JUMLAH	10.433	11.411	8.409

Table 1. Market Share of Shops in Jatinom, Klaten

Based on the table above, Kedai Kopi Tiam is in first position with the number of visitors in the last 3 (three) years, namely 10,433 visitors. In 2021, precisely in March, several shops, one of which is Kedai Kopi Tiam, experienced a decline due to the Covid disease outbreak which affected the entire economy in Indonesia, but Kedai Kopi Tiam continues to try and recover so that the economy of the business it carries out continues to develop. So in the next few months, precisely in September 2021, Kedai Kopi Tiam experienced an increase in visitors. However, from September 2022 to September 2023, Kedai Kopi Tiam experienced a decline due to factors influencing it.

From several research results conducted by Reza, et al (2020) entitled Marketing Strategy Based on SWOT Analysis at the Mini Market at Mutiara Mart Rowotengah Jember. Strategies that can be implemented by Mutiara Mart include market penetration, market development and product development. To maintain and expand the growth of a business and face challenges in business competition, it is very necessary to carry out and implement an appropriate strategy so that Kedai Kopi Tiam can survive in today's tight competition. In this research, researchers will identify several internal and external factors which include strengths, weaknesses, threats and opportunities that exist at Kedai Kopi Tiam, then the data will be analyzed and entered into the IFAS and EFAS matrices to assess the position of Kedai Kopi Tiam in how many squares? After finding the position of Kedai Kopi Tiam, it will then be analyzed using a SWOT matrix to see several alternative options as strategies that can be implemented or that can be carried out by Kedai Kopi Tiam. The final step is to determine what strategy is most suitable and appropriate for Kedai Kopi Tiam to carry out based on the alternative strategy options that have been generated. Therefore, based on the description above, researchers are interested in conducting research on "Marketing Strategy for Tiam Coffee Shop Using the SWOT Analysis Method".

Literature Review

From several research results conducted by Reza, et al (2020) entitled Marketing Strategy Based on SWOT Analysis at the Mini Market at Mutiara Mart Rowotengah Jember. Strategies that can be implemented by Mutiara Mart include market penetration, market development and product development. This strategy aims to maintain, maintain and attract customers' interest in shopping at Mutiara Mart. The implementation of this strategy is expected to be able to develop and excel in increasing business competition. And Anissa Mayang Indri Astuti, Shinta Ratnawati (2020) in their research entitled Analysis in Determining Marketing Strategies (Case Study at the Magelang City Post Office 56100). From the results of this research, the position of the Magelang City Post Office 56100 is in a very favorable situation for the company to carry out growth strategies. This research was conducted at the Tiam Jatinom Coffee Shop. The research method uses data collection with documentation, interviews and observations, descriptive research type.

Marketing Management

According to Kotler and Keller (2019), marketing management is a science that studies procedures for selecting and obtaining target markets, retaining customers and developing business by creating, conveying and communicating superior value to customers. Marketing people market 10 types of entities, goods, services, events, experiences, people, places, property (ownership rights), organizations, information and ideas. Meanwhile, according to Kotler & Armstrong (2002: 14) states that marketing management is an analysis, planning, implementation and control of programs that have been designed to create, build and maintain profitable exchanges with target buyers with a view to organizational goals and objectives. *Analisis SWOT*

SWOT analysis is a method for determining company performance and evaluating a problem, project, or business concept based on internal and external factors, namely: strengths, weaknesses, opportunities and threats. This method is a business evaluation method that is most commonly used in finding strategies to be implemented. SWOT analysis only describes the situation that occurs and does not just solve the problem (Freddy, 2014). Strength can be interpreted as a strength or positive thing that stands out from a company/product that can be used as a strength in competition. Weakness is the opposite of strength, weakness is a deficiency or things that the company does not yet have to compete in the market. Opportunity (opportunity) can be considered as part of the company's external environment which can be used as a potential to increase profit market share. Threat (challenge) is the opposite of opportunity, namely it is a threat to the company in expanding the market to gain profit.

SWOT analysis is a direction for maintaining strength and increasing profits from existing opportunities so that threats can be avoided. If SWOT analysis is used correctly, SWOT analysis will help us to see aspects that have been forgotten or that have not been seen so far. SWOT analysis is descriptive and sometimes will be very subjective, because it could be that two people who are analyzing a company or organization will have different views on these four parts. This is natural, because SWOT analysis is an analysis that will provide output in the form of direction and does not provide a "magic" solution to a problem (Mariantha, 2018).



Figure 1. SWOT Analysis Components

Components in the SWOT analysis:

1. Strengths (strength)

Strengths contain resources, skills and other advantages that competitors do not have. This strength component can provide a comparison between the strengths of each company in the market.

2. Weakness (weakness)

Weaknesses can be interpreted as a lack of several advantages that each company has so that it will hinder the company's performance.

3. Opportunities (opportunities)

In this component, an opportunity is very necessary for the company so that it will gain a profit. 4. Threats (threats)

This component contains any threats that the company may be facing which could hamper the rate of development of a company (Lena, 2022).

The comparison between the four basic components of SWOT can be explained in the SWOT matrix scheme. The SWOT matrix consists of 8 cells: 4 cells where the data contains internal variables and external variables and also the other four cells contain implications regarding the strategies they generate. Cell 1 contains a list of the company's strengths (S) and cell 2 contains a list of weaknesses (W) that each company wants to eliminate. Cell 3 contains a list of business opportunities (O) currently and in the future and cell 4 contains a list of threats (T) currently

being faced and in the future. Cell 5 is a choice of strategy that each management wants to choose based on the combination of strengths and business opportunities in cells S and O, therefore this cell is called the SO cell or strategy (maxi-maxi). Cell 6 is the strategy that management wants to choose based on the combination of weaknesses and business opportunities that exist in cells W and O, therefore this cell is called the WO (mini-maximum) cell or strategy. Cell 7 contains the strategy choices generated by the combination of S and T cells, therefore this cell is called the ST (maxi-mini) cell or strategy. Cell 8 contains the strategy from the combination of W and T cells, therefore this cell is called the WT (mini) cell or strategy. Schematically, the SWOT matrix can be depicted as follows:

IFAS EFAS	Strength (S) Tentukan 5-10 faktor- faktor kekuatan internal	Weakness (W) Tentukan 5-10 faktor- faktor kelemahan internal
<i>Opportunitie</i> s (O) Tentukan 5-10 faktor peluang eksternal	Strategi SO : menciptakan strategi yang menggunakan kekuatan untuk memanfaatkan peluang	<i>Strategi</i> WO : menciptakan strategi yang meminimalkan kelemahan untuk memanfaatkan peluang
Theaters (T) Tentukan 5-10 faktor ancaman eksternal	<i>Strategi</i> ST : menciptakan strategi yang menggunakan kekuatan untuk mengatasi ancaman	<i>Strategi</i> WT: menciptakan strategi yang meminimalkan kelemahan dan menghindari ancaman

METODE PENELITIAN

Research methods are a way to obtain data for certain purposes through systematic procedures. In this research the author used quantitative methods. Quantitative research is research that is based on the philosophy of positivism as a scientific or scientific method because it fulfills scientific principles in a concrete or empirical way, objectively, measurably, rationally and systematically (Sugiyono, 2019). This research is classified as field research by visiting respondents directly (Sugiyono, 2014).

The approach used in this research is descriptive research, which seeks to describe a symptom, event that is occurring at the present time or an actual problem. The aim of descriptive research is to provide an overall picture of the current social situation. The sampling for this research was taken from internal parties of the company, namely owners and employees, and external parties of the company, namely consumers.

1. Internal Parties

Tiam Coffee Shop has 4 employees

(2 kitchen employees, 1 waiter employee, 1 cashier employee).

2. External Parties Selecting 30 Tiam Coffee Shop consumers

RESULTS AND DISCUSSION

Internal Environmental Analysis

Strength is a resource, skill or other advantage relative to competitors and the market needs that a company or organization serves or wants to serve. Strength contains human, financial or leadership resources as well as other factors.

- a) Free wifi
- b) There are nobar (watching together) facilities
- c) Live music
- d) Has a distinctive taste
- e) Varied food and drink menu
- f) Affordable prices
- g) Spacious parking

Weaknesses or weaknesses are limitations or deficiencies in resources, skills and capabilities that continually hinder effective performance in a company or organization. Things that are sources of weakness in a company or shop are weaknesses in facilities, financial resources, management capabilities and marketing skills.

- a) There is no prayer room
- b) The toilet is one with the private house
- c) Outdoor place
- d) Place in the middle of the village

External Environmental Analysis

Opportunities or opportunities are important profitable situations in a company or organizational environment.

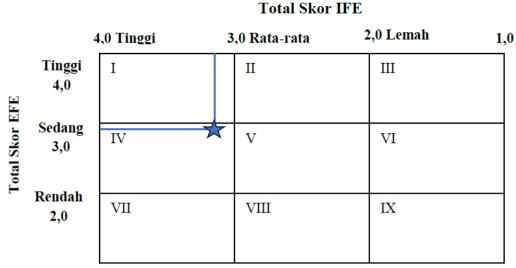
- a) Strategic location
- b) Consumer confidence in the products being sold
- c) Consumer interest in the facilities provided
- d) The menus served are favorites for consumers

Threats are important situations that are unfavorable for a company or organization. Threats are a major disruptive problem that will occur in a company or organization now or in the future. To understand the opportunities and threats that will be faced, companies or organizations must identify realistic and effective strategic options for a company or organization.

- a) Uncertain raw material prices
- b) Number of competitors
- c) Unpredictable weather conditions
- d) Disruption of local people during live music

IE Matrix

IE Matrix (Internal and External) and SWOT Matrix. The IE matrix is prepared based on the internal and external environmental conditions of the business which are combined from the IFE and EFE matrices.



Picture 2. Matrik IE

Based on figure 4.1 of the IE matrix (Internal External) it can be seen that the position of Kedai Kopi Tiam is located in box number I, which means that this position shows the IE matrix value of growth and development with an IFE value of 3.26 and an EFE of 2.97. This is a very profitable situation for Kedai Kopi Tiam because Kedai Kopi Tiam has strengths and opportunities that can be utilized and can help to improve the quality and service in the shop. The strategy that will be applied in this situation is to support an aggressive growth policy (Growth oriented strategy) to continue to progress and achieve greater success.

Matrix SWOT

According to Rangkuti (2003) the tool used to compile the company's strategic factors is the SWOT Matrix. SWOT matrix analysis results that can maximize strengths and opportunities as well as minimize weaknesses and threats for Kedai Kopi Tiam in handling inadequate facilities using strategic analysis methods (S-O), (W-O), (S-T), and (W-T).

The S-O strategy formula aims to strengthen the strength of Kedai Kopi Tiam in handling lacking facilities by taking advantage of the opportunities that exist in Kedai Kopi Tiam, and the S-O strategy has obtained results:

- 1. Expanding the business by opening new branches and more strategic locations. This can help Kedai Kopi Tiam to expand its marketing strategy and can expand its reach to more consumers and can generate higher profits and can also be known by many people.
- 2. Utilizing social media to develop marketing strategies so that people can find out what is in the shop, what the situation of the shop is and what promotions or discounts offered by Kedai Kopi Tiam can attract consumers to come to Kedai Kopi Tiam.
- 3. Improve the quality of service for consumers so that they can become regular customers at Kedai Kopi Tiam

Next is the W-O strategy analysis which can make it possible to improve existing weaknesses in Kedai Kopi Tiam by taking advantage of existing opportunities, and the results of the W-O analysis are:

- 1. Adding supporting facilities such as special consumer toilets to make it easier for consumers to carry out their personal matters such as urinating or defecating without feeling embarrassed or shy and adding a place to use as a prayer room to make it easier for consumers who want to pray.
- 2. Maximize social media as a promotional place to increase sales. Such as: providing promos/discounts.

Furthermore, the S-T analysis is used to maximize the advantages or strengths of Kedai Kopi Tiam in overcoming or avoiding threats that may occur, and the results of the S-T analysis are: https://jurnal.umt.ac.id/index.php/jceb/index

- 1. Adding a roof to places that still don't have a roof so that customers are safe and comfortable during the rainy season
- 2. Maintaining product quality by not changing the taste of Kedai Kopi Tiam and improving service to create customer loyalty so that they remain loyal customers of Kedai Kopi Tiam.

Finally, there is the W-T analysis which aims to minimize weaknesses to suppress threats that could occur, so as to minimize the facilities that are lacking at Kedai Kopi Tiam, and the results of the W-T analysis are:

1. Maintain affordable prices and pay attention to good product quality to be able to survive with new similar business competitors.

DISSCUSION

SWOT analysis is a method for determining company performance and evaluating a problem, project, or business concept based on internal and external factors, namely: strengths, weaknesses, opportunities and threats. Strength can be interpreted as a strength or positive thing that stands out from a company/product that can be used as a strength in competition. Weakness is the opposite of strength, weakness is a deficiency or things that the company does not yet have to compete in the market. Opportunity (opportunity) can be considered as part of the company's external environment which can be used as a potential to increase profit market share. Threat (challenge) is the opposite of opportunity, namely it is a threat to the company in expanding the market to gain profit. Through SWOT analysis, companies can see an overall evaluation of strengths, weaknesses, opportunities and threats. The fundamental aim of SWOT analysis is to identify trends, strengths and conditions that have a potential impact on the formulation and implementation of marketing strategies in the company. The SWOT analysis model used in this research is the formulation analytical framework strategy (David, 2011) which is divided into 3 stages, namely the input stage, the matching stage, and the decision stage.

Based on the results of the IE matrix, Kedai Kopi Tiam is that the strategy is in quadrant I, which means Kedai Kopi Tiam is growing and developing and this position is very profitable for Kedai Kopi Tiam. In this position, Kedai Kopi Tiam has strengths and opportunities that are useful for suppressing or eliminating existing threat factors by continuing to increase market share, improving service and product quality, carrying out promotions on social media, and maintaining a taste image. The reason this strategy was chosen is because it can increase sales and increase the existing market share, so that it can attract the attention of consumers to visit and buy products from Kedai Kopi Tiam.

From the results of this research, it can be concluded that the research carried out by the author is almost the same as the research of Tina Hernawati Suryatma, et al (2021) entitled Marketing Strategy Planning Using Swot Analysis in Efforts to Increase Sales of Adidas Shoes at PT. Panarub Industry with the results of the Cartesian diagram feels like the X,Y axis (0.5; 0.69) is in quadrant I, which means the strategy used is the S-O strategy or usually called an aggressive strategy. Strategies that can be carried out by PT. Panarub Industry, namely: maintaining the quality of Adidas Shoe products by utilizing materials that are always available, utilizing online marketing to market products, and improving product designs and models.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of data analysis and discussion described in the previous chapter, the author draws the following conclusions:

- 1. The position of the Tiam Coffee Shop is in quadrant I, which means the shop is in a growing and developing situation. In this situation, Kedai Kopi Tiam must be more active in maintaining quality and developing a competitive market in order to expand market share.
- 2. Selecting the right strategy for Tiam Coffee Shop, namely:
 - a. Expanding business marketing strategies by opening new branches and more strategic locations. This can help Kedai Kopi Tiam to expand its marketing strategy and expand its reach to more consumers and generate higher profits
 - b. Utilizing social media as a promotional tool to develop marketing strategies for Kedai Kopi Tiam. As we now know, many people have used social media to look for food or drink promotions, comfortable places and complete facilities as considerations for gathering with friends, relatives or family.
 - c. Expanding and creating a product's taste image is very important, because a distinctive taste image can provide a different sensation. If the distinctive taste image is maintained, it will have a positive impact on increasing sales.
 - d. Improving service quality is the most important factor in marketing strategy, because consumers will definitely choose services that satisfy them.

Suggestion

Based on the conclusions from the results of the analysis carried out, there are several suggestions that might be useful and input for Kedai Kopi Tiam, namely:

- 1. Add other supporting facilities that don't exist yet so that consumers can be more comfortable. For example: toilets for consumers, prayer rooms, and roofs for open areas.
- 2. To increase profits, it would be good if Kedai Kopi Tiam added new innovations to the products it sells.
- 3. To increase greater profits, Kedai Kopi Tiam needs to implement an S-O strategy, where this strategy utilizes strengths to seize existing opportunities.

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