

COMPETITIVE STRATEGY WITH A SWOT ANALYSIS APPROACH AT COFFEE SHOP KOPI TAMAN LAMONGAN

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ABSTRACT

This research was conducted at Coffeeshop Kopi Taman Lamongan with the aim of analyzing SWOT, including strengths, weaknesses, opportunities, and threats as a strategy to improve business competitiveness. The research method used is descriptive with a qualitative approach, involving data narration techniques such as interviews, observation, and documentation. Five informants were selected based on the principles of suitability and sufficiency. The results showed strengths such as strategic location, attractive view, good service, premium ingredients, and affordable prices. Weaknesses include points that are vulnerable to rainwater, limited parking areas, inconsistent menu availability, lack of consistency in taste, inadequate human resources. Opportunities exist in menu expansion, strategic location, customer satisfaction, delivery service, social media utilization. Threats include high competition, price and quality competition, customer loyalty, and the influence of silat schools.

Keywords: *SWOT Analysis, Competitive Strategy*

1. INTRODUCTION

Strategy is a dynamic and continuous action, and is carried out based on predictions about what consumers expect in the future. In addition to maintaining market dominance in the tight competition, companies must also know where and how business development will be carried out to save the company's competitive advantage.

The development of coffee shops in East Java has experienced quite rapid growth. According to the Association of Indonesian Café and Restaurant Entrepreneurs (Apkrindo) East Java, the growth of coffee-based cafes in East Java reaches 16-18% per year. This trend is not only happening in Surabaya, but also in other cities in East Java, many new coffee shops have sprung up, including those targeting the middle to lower segments with prices below Rp. 30,000. Since the last two decades, various coffee shops have sprung up in Lamongan Regency, ranging from old-fashioned to contemporary.

Coffee Shop Kopi Taman Lamongan began operating on October 1, 2023 with 4 employees. The strategic place and stunning view make Kopi Taman Lamongan crowded with various kinds of people from adults, young people, to those who are married. Besides the affordable menu price, which is under 20 thousand rupiah, Kopi Taman Lamongan has a different design compared to other coffee shops in general. The average coffee shop today generally has a modern and minimalist design. Kopi Taman Lamongan has its own characteristics. Standing firmly on Jalan Raya Waduk Gondang, Singgang, Bakalrejo, Kec. Sugio, makes the curiosity of potential customers arise.

The purpose of this study is to examine more deeply the strengths and weaknesses as well as the opportunities and threats faced by Coffee Shop Kopi Taman Lamongan, to formulate the right competitive strategy used by Coffee Shop Kopi Taman Lamongan based on SWOT analysis that will be carried out in facing its competitors.

2. RESEARCH METHOD

The type of research used is descriptive using a qualitative approach. Researchers collect data by conducting interviews with owners, employees, and customers as well as researchers conducting observations, and documentation at Kopi Shop Taman Lamongan which is located in Pedurungan, Raya Waduk Gondang, Singgang, Bakalrejo, Kec. Sugio. Lamongan Regency.

3. RESULTS AND DISCUSSION

Table 1 SWOT Matrix

IFAS EFAS	(Strengths-S) 1. Strategic location 2. Satisfactory service 3. Affordable price 4. Diverse product variations 5. Using premium materials 6. Good view 7. Organize live music	(Weakness-W) 1. Weather changes 2. Parking area 3. Menu availability 4. Inconsistent in terms of taste 5. Inadequate human resources (HR)
(Opportunity-O) 1. Menu expansion 2. Customer satisfaction 3. Business location 4. Delivery service 5. Social media utilization	Strategy S-O 1. Maintain the quality of service to consumers 2. Maintain the business location and utilize the strategic location to attract more customers. 3. Add more product variants and take advantage of market trends to develop attractive menus and meet customer needs. 4. Increase social media presence to promote the venue, ambience, and service. 5. Keeping prices affordable while providing additional services such as delivery.	Strategy W-O 1. Improve menu availability by implementing a more efficient stock management system. 2. Address parking constraints by finding solutions, such as working with third parties or providing alternatives such as offering delivery services to overcome parking constraints. 3. Prepare strategies to handle the impact of weather changes, such as offering special promotions during certain weather conditions. 4. Conduct additional training or recruit additional human resources to ensure satisfactory service quality. 5. Using social media to get customer feedback on flavor consistency.
(Threat-T) 1. High level of business competition 2. Competitive price and quality 3. Customer loyalty 4. Martial arts fanatics	Strategy S-T 1. Focus on satisfactory service to create a customer experience 2. Keeping prices affordable while maintaining premium product quality to differentiate from competitors. 3. Optimize live music events, good views, and diverse product variants to increase appeal and provide a unique experience to customers. 4. Collaborate with the martial arts community to create positive relationship and reduce the impact of fanatics.	Strategy W-T 1. Maintain menu availability and increase product variety to remain competitive with competitive prices and quality. 2. Create strategies to address the impact of weather changes on customers, such as offering special promotions during certain weather conditions. 3. Address parking area constraints by finding alternative solutions or offering valet services. 4. Improve quality control to ensure flavor consistency in each dish. 5. Improve communication and employee engagement to create a more effective team. 6. Communicating the fanatics of the martial arts college to customers and utilizing it as an added advantage.

The SWOT matrix in table 1 produces strategic alternative cells that can be identified as estimates of strengths, weaknesses, opportunities and threats. So that conclusions can be drawn by the manager of Taman Coffee how to run a business in making decisions to face increasingly fierce competition.

3.1. Strength-Opportunities (SO) Strategy

In this concept, companies or individuals use their strengths (Strengths) to take advantage of opportunities (Opportunities) that exist in the environment or market. It focuses on utilizing internal advantages to take advantage of external opportunities. So that the company can have a competitive advantage with other similar coffee shop businesses.

3.2. Strength-Threats (ST) Strategy

In this concept, companies or individuals try to utilize their internal strengths (Strengths) to overcome or face external threats (Threats) that might affect their performance or goals. It involves using internal advantages to protect themselves from potential risks or challenges present in the external environment.

3.3. Weaknesses-Opportunities (WO) Strategy

In this context, companies or individuals try to overcome their internal weaknesses (Weaknesses) by capitalizing on external opportunities (Opportunities) that may be present in their environment or market. The goal is to improve performance or overcome weaknesses by taking advantage of existing opportunities.

3.4. Weaknesses-Threats (WT) Strategy

In this context, companies or individuals try to deal with or reduce the impact of internal weaknesses (Weaknesses) by anticipating or responding to external threats (Threats) that might hinder their performance or goals. This strategy focuses on efforts to overcome weaknesses and deal with challenges that arise from the external environment.

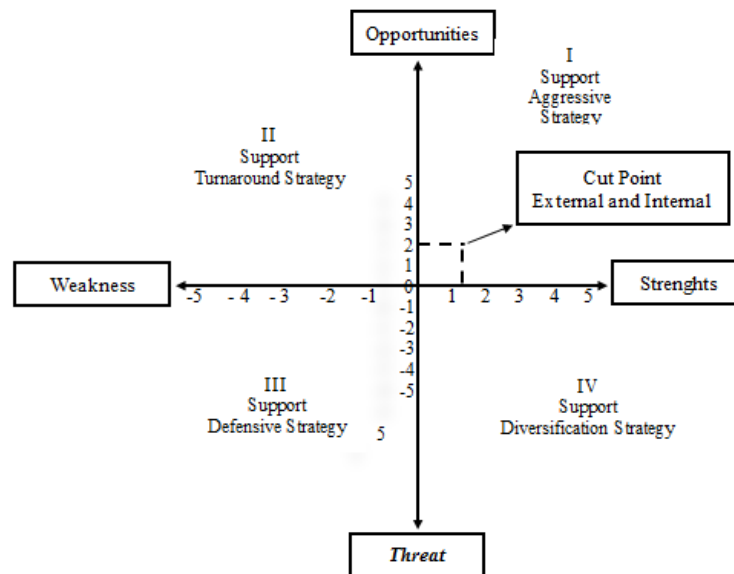


Figure 1 SWOT Quadrant Diagram Grand Matrix Kopi Taman Lamongan

The intersection point of internal factors and external factors is in quadrant I (1.16; 1.11). In quadrant I Progressive (S-O Strategy) the general strategy that can be carried out by the company is to use the company's strengths to take every advantage on existing opportunities. In quadrant II Diversification Strategy (W-O Strategy) the company can make advantages on opportunities as a reference for focusing activities by avoiding weaknesses. In quadrant III Change Strategy (W-T Strategy) Minimize all weaknesses to deal with every threat. In quadrant IV Survival Strategy (S-T Strategy) Make every strength to face every threat by creating diversification to create opportunities.

The analysis results place the position point of Kopi Taman in quadrant I of the grand matrix diagram. The position in Quadrant I explains that Taman Coffee has great opportunities and strengths so that it can take advantage of existing opportunities. So it does not rule out the possibility of Kopi Taman to improve the quality of its products and human resource services.

4. CONCLUSIONS

Based on the results of the research and the previous discussion, it can be concluded that from the results of the analysis that has been carried out based on internal environmental strategy factors (IFAS) strengths and weaknesses, a score of 3.2 is generated and external strategy factors (EFAS) opportunities and threats generate a score of 3.27. The second conclusion is that after the grand matrix places the position point of Kopi Taman Lamongan in quadrant I of the grand matrix diagram, this condition supports aggressive growth (growth oriented strategy). So it does not rule out the possibility of Kopi Taman to increase the quality of its products and human resource services.

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