ANALYSIS OF THE MARKETING STRATEGY OF SASADAKOPI COFFEE SHOP ON CONSUMER BEHAVIOR IN MEDAN, NORTH SUMATRA

M. Ikbal Nur Irsyad[1*], Gustami Harahap[2], Marizha Nurcahyani[3]

[1]*Universitas Medan Area, Indonesia, Iqbalirsyad085@gmail.com*
[2]*Universitas Medan Area, Indonesia, gustamiharahap@gmail.com*
[3]*Universitas Medan Area, Indonesia, marizhanurcahyani@gmail.com*

[*] **Corresponding Author:** *Iqbalirsyad085@gmail.com*

ABSTRACT

Sasadakopi is a coffee shop founded by Devi Siburian. She is also the owner and manager of the coffee shop. Based on interviews with owners and observations, this business was established on October 26 2019 at Sei Bahorok street No. 21, Babura, Medan Baru, North Sumatra. Every week, Sasadakopi is busy with customers . Most of the customers are teenagers and students. Corporate strategy is a pattern or a plan that integrates the main goals or company policies with a series of actions in a binding agreement. In other words, a marketing strategy is a strategy used to gain profits in business by paying attention to business relationships with consumers. Based on the results of the research, analysis and evaluation that have been carried out, it can be concluded that Sasadakopi Roastery has successfully executed their marketing strategy. In its strategy, Sasadakopi focuses on introducing the taste of coffee that is different from other coffee shops to the consumers.

Keywords: *Coffee Shop, Marketing Strategy, Medan*

INTRODUCTION

As the population continues to grow, so does the demand for necessities. This has led to the growth of various new industries, including businesses that emerge from the creativity and innovation of the owners. Starting from the need for food, beverages, clothing, stationery, and transportation to products aimed solely to fulfill personal desires (Herlyana, 2012).

That phenomenon has become an integral part of people's needs. It creates an opportunity for entrepreneurs to recognize and capitalize on the trend. Businesses today are required to undergo targeted transformations to align with current developments. Coffee shops, in particular, have become a trending business that caters to both needs and desires. The increasing number of entrepreneurs in the food and beverage industry has been marked by the rapid growth of coffee shop businesses. This growth is influenced by the evolving lifestyle of Indonesian society (Remiasa, 2007).

However, the coffee shop industry struggles to maintain long-term sustainability. Intense competition results in a highly competitive market. Consumers have a wide range of choices in terms of product availability and service quality. In such a competitive environment, coffee shop owners must do more than just sell their products; they must also excel in marketing their business. This ensures that consumer interest in visiting and enjoying coffee remains high. Despite the influx of new competitors, the existing coffee shops are expected to continue to meet consumer needs (Jannah, 2015).

Sasadakopi is a coffee shop founded by Devi Siburian, who serves as both owner and manager. According to an interview with the owner and observations, the business was established on October 26, 2019, at Sei Bahorok street No. 21, Babura, Medan Baru, North Sumatra. The coffee shop operates daily from Monday to Sunday; opening at 6:00 AM to 10:00 PM. Every week, Sasadakopi experiences a high number of customers, primarily consisting of teenagers and university students. In addition to these groups, professional workers and adults with families also visit the shop.

Sasadakopi faces several business challenges. The first challenge is the presence of numerous competitors in the area, such as Roemahan Café & Space, Sada Coffee House & Roastery, Shikopi, Kopi Domo, and others. The second challenge is its less strategic location; as heavy rain often causes flooding in the area. The third challenge is customer loyalty. To overcome these obstacles, effective marketing strategies are essential to sustain the business.

According to Kotler and Armstrong, marketing strategy refers to the marketing logic through which a business unit aims to create value and gain profit from its relationship with consumers (Kotler& Armstrong, 2008). Meanwhile, (Wibowo, 2015), defines corporate strategy as a pattern or a plan that integrates a company's main goals and policies with a series of interconnected actions. In other words, a marketing strategy is a method used to achieve business profits by buliding strong relationships with customers.

Every entrepreneur must have an effective marketing strategy to sustain their business. The writer chose to analyze the marketing strategy of Sasadakopi to understand how the owner competes and survives in the culinary industry. Additionally, marketing strategies can be used to analyze a business's strengths, weaknesses, opportunities, and threats in addressing marketing challenges. Below is the data table of Sasadakopi's monthly production and revenue.

Table 1.
Total Revenue of Sasadakopi from January to June 2022

Month	Production	Income	
January	50 Kg	Rp	135.839.090
February	50 Kg	Rp	95.367.727
March	50 Kg	Rp	134.493.181
April	50 Kg	Rp	134.493.181
May	50 Kg	Rp	137.141.818
June	50 Kg	Rp	137.141.818
Total	**300 Kg**	**Rp**	**774.476.815**

Source: Sasadakopi Financial Report (2023)

It can be seen from Table 1 that Sasadakopi experienced fluctuating sales levels each month; from January 2022 to June 2022. The decline in February was very low because fewer customers came than usual. While the fluctuations in Sasadakopi's revenue were quite significant, the turnover revenue remained relatively stable. The total sales of the Sasadakopi Coffee Shop from January to June 2022 amounted to Rp. 774,476,815.

In the competitive business environment among culinary entrepreneurs, it is undeniable that competition is getting intense. This is proven by the proliferation of dining establishments in Medan especially in the Sei Bahorok area. Naturally, the competing parties will always strive to become superior by consistently providing the best services and adequate facilities for their customers.

The coffee shop owner's goal is for the customers who come to Sasadakopi to consider it as their home regardless of where they live. Based on the table provided above, it is shown that Sasadakopi experienced fluctuating conditions every month from January to June 2022. In February, the turnover revenue experienced a significant drop because many students and consumers chose to visit the new coffee shop. Therefore, it is not surprising that Sasadakopi experienced a decline in turnover revenue in that month.

OVERVIEW

Marketing Strategy

The term "strategy" was first used by the military, meaning a method applied to win a battle, and later adopted by organizations for their defense. The formulation of a strategy begins with an initial step of analyzing the enemy's strength, the conditions on the ground, and the enemy's position (Asrori, 2013).

The word "strategy" originates from the Greek "strategos," meaning generalship, or can be interpreted as a plan devised by a military general with the goal of winning a battle (Rachmat, 2014)

To facilitate understanding, the definition of strategy is arranged as follows:

1. Strategy is a tactic employed, relating to the way an organism responds to stimuli (Adam, 1965).
2. Strategy is a form of competitive choice that shapes the mission, within which it reflects the perspective on all activities (Arianto, 2017).
3. Hamalik states that strategy is the method and procedure undertaken to achieve an instructional objective with the support of supplementary elements (Fanani, 2014).
4. Arnoldo C. Hax and Nicholas explain that strategy is an effort to guide a company precisely toward its primary goal, facilitating corporate development, organizational responsibility, and managerial capability (Chaniago, 2014).

It can be concluded that strategy is a planned process by leaders, focused on the long-term objectives of a company, systematically arranged as the methods and efforts used to achieve those objectives.

Functions of Strategy

Strategy essentially serves to achieve goals more effectively. There are six simultaneous functions:

1. Communicating Objectives: Convey the vision or goals to others by aligning the company's capabilities with environmental factors where these capabilities are utilized.
2. Linking Strengths and Opportunities: Connect the company's advantages with the opportunities available in its environment.
3. Exploiting Success: Leverage current achievements while identifying emerging new opportunities.
4. Generating Resources: Produce more resources than before, such as revenue streams and tangible assets.
5. Coordinating Activities: Direct the future activities of the company by enabling decisive actions to meet organizational goals.
6. Reacting to New Circumstances: Remain responsive to continuously emerging situations, supported by guidance on supporting activities (Asrori, 2013).

Strategy Implementation
The steps for implementing a strategy are divided into four stages:
1. Strategy Formulation:
   o Develop the company's vision and mission.
   o Identify opportunities and threats, as well as determine strengths and weaknesses.
2. Strategy Execution:
   o Set annual company targets.
   o Establish effective policies, provide motivation, and allocate resources.
3. Strategic Execution:
   o Incorporate the company culture as a developmental effort.
   o Establish an appropriate organizational structure, utilize company resources efficiently, and coordinate employee compensation with performance.
4. Strategy Evaluation:
   o Review and measure performance, and reorient strategies as necessary (Taufiqurokhman, 2016).

Marketing Concept
The marketing concept encompasses desires, needs, production, demand, utility, value and satisfaction, transactions, exchange, and market relationships. It differentiates between:
- Needs: Felt when there is dissatisfaction with a certain condition.
- Wants: Strong personal desires for something that satisfies a deeper need.
- Demands: Specific desires for something provided. They are supported by the consumer's ability and availability.

In marketing, there are six fundamental concepts that underpin a company's activities:
- The product concept
- The production concept
- The marketing concept
- The selling concept

- The global marketing concept
- The social marketing concept

Additionally, the marketing concept can be expressed in several ways:

1. Identifying and fulfilling market desires.
2. Creating what can be sold instead of focusing on what cannot be produced.
3. Valuing customers more than the products themselves.
4. Operating in one's own unique way.
5. Determining what we want.
6. Operating within our own capabilities as a form of appreciation for customer money that is laden with quality, value, and satisfaction (Priangani, 2013).

Philip Kotler, as cited in (Assauri, 2007), defines the marketing mix as:

"The marketing mix is a set of marketing tools, the controllable factors of product, price, promotions, and place that are combined by the company to produce the desired response in the target market."

Thus, the marketing mix is a set of tools or variables used by companies to market their products with the goal of satisfying their consumers. The main components of the marketing mix consist of four elements, commonly known as the "4Ps":

- Product:
  A product is something offered in the market to capture attention; it can be goods or service produced through production. Consumer products include convenience goods, which are easy to use, widely available, and accessible at all times.

- Price:
  Price is the amount (in monetary value) that consumers must pay to purchase or enjoy the offered goods or services. It is a crucial aspect of the marketing mix, as pricing can determine the success or failure of a product or service. Price setting and competition are considered as key challenges faced by companies.

- Place (Distribution):
  Distribution strategy is critical for reaching the target market and performing various distribution functions. Distribution should be accessible so that the public can easily locate it; ideally in busy areas frequently visited by many. When selecting a location, factors to consider include:

  1. Population Density: An indicator of the potential success of a business.
  2. Income: The income level of the surrounding population, which affects purchasing power.
  3. Number of Competitors: A high number of similar businesses can intensify competition.
  4. Location: A strategic and accessible location greatly contributes to business success and achieving company goals.

- Promotion:
  Promotion is a vital part of the marketing mix. It broadly refers to the activities actively undertaken by companies (sellers) to encourage consumers to purchase the offered products.

This comprehensive framework outlines the functions and implementation of strategy, as well as the key concepts of marketing essential for aligning business operations with consumer needs and market opportunities.

METHODS

Sampling Method

The researcher conducted a survey to support this study. The population refers to the entire set of units or individuals within the scope of the study whose characteristics are to be estimated. The population can also be described as all individuals with specific predetermined qualities used as a data source; these qualities are referred to as variables, while the individuals within the population are the population members. The sample used in this research consists of the consumers of Sasadakopi in Medan.

According to (Sugiyono, 2016), a sample is a portion of the population that reflects the population's quantity and characteristics. The sample taken from the population must be representative. A sample as a subset or representative of the population being studied. If the number of respondents is less than 100, then all individuals are sampled, making the study a population study. However, if the number of respondents exceeds 100, a sample of 10%–15% (or more) is typically taken.

In this study, the sample is 10% of the existing population, because the total population exceeds 100, specifically amounting to 375 consumers per month. Therefore, 375 x 10% = 37, meaning the sample used in this research consists of 37 consumers who visit Sasadakopi. The data sampling used a purposive sampling technique. Through purposive sampling, the selection of consumer respondents becomes more accurate.

Table 2.

Sample and Number of Consumer Respondents at Sasadakopi

No	Respondents	Number of Respondents (Person)
1	Consumer Sasadakopi	37
	Total	**37**

Source: Field Survey (2023)

Data Collection Method

Data sources encompass everything that can provide information relevant to the research. The data used in this study consist of primary data. According to (Sugiyono, 2019), primary data is data that is directly provided to the data collector. The data are gathered firsthand by the researcher from the primary source or the location where the research object is situated. In this study, the researcher used the results of interviews obtained from informants about the research topic as primary data.

The data collection techniques are intended to facilitate the researcher in gathering data or seeking information (Sugiyono, 2017). The following data collection techniques are employed in this study:

1. Observation.

   The observation conducted by the researcher involves watching and listening to events or actions, and then recording the observed results using notes or other supportive tools. This observation provides an overview of the issues that the researcher will address in the thesis, namely the observation of the marketing strategy and the development prospects of the Sasadakopi Coffee Shop.

2. Questionnaire

   The questionnaire is an effective data collection technique if the researcher knows exactly which variables will be measured and what is expected from the respondents. The questionnaire is self-administered, meaning respondents are asked to answer the provided questionnaire.

Table 3.

Likert Scale

Statement	Value Scale
Strongly Agree	4
Agree	3
Don't Agree	2
Strongly Disagree	1

Source: Sugiyono, 2013

3. Interview

   The interviews were conducted directly with the Manager of Sasadakopi Coffee Shop and its consumers. These interviews were carried out in person using recording devices, a camera, and field notes.

4. Documentation

   The researcher collected data in the form of documentation relevant to the research issues on the marketing strategy and development prospects of Sasadakopi Coffee Shop. The documentation in this study includes financial reports, sales volume data, menus, review documents, the organization's articles of association (AD/ART), and photographs taken during the interviews.

Data Analysis Method

Data analysis was conducted qualitatively using a strategic management concept approach, employing descriptive methods. Qualitative analysis was used to understand the company's environment in terms of its strengths, weaknesses, opportunities, and threats. SWOT analysis was used to determine alternative strategies.

The data analysis method used in this study is SWOT analysis. SWOT analysis is a way to examine internal and external factors, forming strategic steps to optimize profitable operations. In this analysis, the aspects that constitute the company's strengths, weaknesses, opportunities, and threats are identified. This enables the determination of various possible alternative strategies that can be implemented (Freddy Rangkuti, 2002) (Freddy Rangkuti, 2002). The results of this research was analyzed using the SWOT analytical tool as well as qualitative descriptive analysis. The data serve to provide a descriptive explanation of the issues by presenting accurate information obtained from Sasadakopi Coffee Shop.

SWOT Matrix

        The SWOT matrix is constructed based on predetermined strategic factors, including internal factors (strengths and weaknesses) and external factors (opportunities and threats). This is intended to determine alternative marketing strategies for the coffee shop in Medan, namely Sasadakopi Roastery. The matrix yields four sets of alternative strategies as follows:

Figure 1.

SWOT Matrix Analysis

Internal Factors External Factors	Strength (S) List 5-10 Internal factors	Weakness (W) List 5-10 Internal factors
Opportunity (O) List 5-10 External factors	Strategy (SO) Develop a strategy here that utilizes strengths to capitalize on opportunities.	Strategy (WO) Develop a strategy here that leverages opportunities to overcome threats
Threat (T) List 5-10 External threat factors	Strategy (ST) Develop a strategy here that uses strengths to overcome threats.	Strategy (WT) Develop a strategy here that minimizes weaknesses and avoids threats.

Source: David, 2011

RESULTS AND DISCUSSION

Analysis of the Marketing Strategy of Sasadakopi Roastery Coffee Shop

1. Rating of Internal and External Factors

        Rating involves identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats), then designing a questionnaire to assign a score to each factor. Based on this rating, it is determined whether each factor qualifies as an internal factor (a strength or a weakness) or as an external factor (an opportunity or a threat).

Table 4.

Rating of Internal and External Factors

Strategic Factors	Average Rating	Rating Distribution (%)			
		1	2	3	4
Internal Factors					
1. Strategic location	3,35	0	0	75	25
2. Quality of coffee shop service provided	3,59	0	0	50	50
3. Availability of sufficient and modern facilities	3,24	0	0	100	0
4. Offered prices are relatively affordable	3,30	0	0	100	0

5. Possesses a distinctive taste quality and innovates new products at the coffee shop	3,51	50	50	0	0
6. Only promotes using Instagram social media	2,19	0	100	0	0
7. Lack of promotion utilizing technological developments	2,41	0	100	0	0
8. Limited parking space	2,11	0	100	0	0
9. Limited availability of meeting rooms	2.08	0	100	0	0
External Factors					
1. High market potential	3,16	0	0	100	0
2. Proximity to the city center and campus areas	3,27	0	0	40	60
3. Increasing consumer purchasing power	3,41	0	0	100	0
4. The current trend of coffee drinks in various coffee shops	3,59	0	0	75	25
5. Use of a coffee roastery (coffee roasting equipment	3,73	0	100	0	0
6. A high number of competing coffee shops in the Sasadakopi Roastery area	1,89	0	100	0	0
7. Business location frequently affected by flooding	2,43	15,79	84,21	0	0
8. Government regulatory policies	2,46	100	0	0	0
9. The presence of illegal levies	2,49	0	0	100	0

Source: Processed Primary Data, (2023)

Determination of the Marketing Strategy for Sasadakopi Roastery Coffee Shop Based on SWOT Analysis

The evaluation of internal and external strategic factors was carried out by creating a matrix table that assesses both factors. The steps involved in evaluating these internal and external factors include assigning weights, scoring, and calculating weighted ratings (weight x rating). The weights were determined through pairwise comparisons. The ratings, on the other hand, were assigned by the researcher based on predetermined parameters, which are established from the data gathered through interviews. In the scoring stage, ratings are given to internal factors to identify those that represent strengths and weaknesses. The weighted ratings were then calculated by multiplying the weight by the rating. Next, ratings were assigned to external factors to determine those that represent opportunities and threats, and the weighted ratings for these factors were similarly calculated. The multiplication of weights and ratings for both internal and external strategic factors in the marketing strategy of Sasadakopi Roastery Coffee Shop in Medan can be seen in the table below.

Table 5.

Combined Matrix of Internal and External Strategic Factors for Sasadakopi Roastery Coffee Shop Marketing

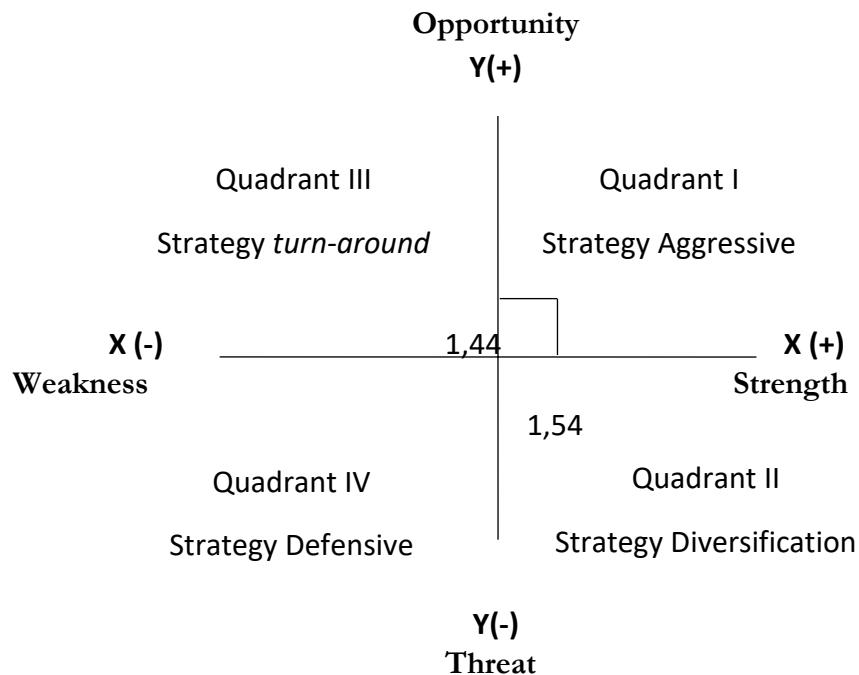| Internal Strategic Factors	Ratings	Weight	Score (Weight x Rating)
Strengths			
1. Strategic location	3,35	0,13	0,44
2. Quality of the coffee shop service provided	3,59	0,14	0,50
3. Availability of sufficient and modern facilities	3,24	0,13	0,42
4. Offered prices are relatively affordable	3,30	0,13	0,42
5. Possesses a distinctive taste quality and creates new products at the Coffee Shop Total Strength Score	3,51	0,14	0,49
Total Strength Score			**2,27**
Weaknesses			
1. Only promotes using Instagram social media	2,19	0,8	0,17
2. Lack of promotion utilizing technological developments	2,41	0,09	0,22
3. Limited parking space	2,11	0,08	0,17
4. Limited availability of meeting rooms Total Weakness Score	2,08	0,08	0,17
Total Weakness Score			**0,73**
Difference (Strengths – Weaknesses)			**1,54**
External Strategic Factors			
Opportunities			
1. High market potential	3,16	0,12	0,38
2. Proximity to the city center and campus areas	3,27	0,12	0,39
3. Increasing consumer purchasing power	3,41	0,13	0,44
4. The current trend of coffee beverages in various Coffee Shops	3,59	0,14	0,50
5. Use of Coffee Roastery (coffee roasting equipment)	3,73	0,14	0,52
Total Opportunity Score			**2,23**
Threats			
1. A high number of competing Coffee Shops in the Sasadakopi Roastery area	1,89	0,08	0,13
2. Business location frequently affected by flooding	2,43	0,09	0,22
3. Government regulatory policies	2,46	0,09	0,22
4.The presence of illegal levies Total Threat Score	2,49	0,09	0,22
Total Threat Score			**0,79**
Difference (Opportunities – Threats)			**1,44**

Source: Processed Primary Data, (2023)

Table 5 shows that the difference between internal strategic factors (strengths minus weaknesses) is 1.54. This implies that the influence of strengths is greater than the weaknesses in the marketing of Sasadakopi Coffee Shop. Then, the difference between external factors (opportunities minus threats) is 1.44, indicating that the influence of opportunities is greater than the threats in the marketing of Sasadakopi Roastery Coffee Shop.

Next, the marketing strategy position for Sasadakopi Roastery Coffee Shop is determined using a position matrix. The development strategy position is indicated by the coordinate point (X, Y), where the X value is obtained from the difference between internal factors (strengths minus weaknesses) and the Y value from the difference between external factors (opportunities minus threats).

Based on Table 16, the X value is obtained as X < 0, which is 1.54, and the Y value is obtained as Y > 0, which is 1.44. The position of the coordinate point (X, Y) can be seen in the Cartesian diagram in Figure 2.

Figure 2.
Position Matrix of the Marketing Strategy of Sasadakopi Roastery Coffee Shop.

Opportunity

Y(+)

Quadrant III	Quadrant I
Strategy *turn-around*	Strategy Aggressive

X (-)   1,44   **X (+)**

Weakness   **Strength**

1,54

Quadrant IV	Quadrant II
Strategy Defensive	Strategy Diversification

Y(-)

Threat

Sasadakopi Roastery has its own financial reports prepared by the finance department. The finance team has implemented financial audits by keeping up with technological advancements. The technology helps to manage the financial reports easily. Every consumer order is directly recorded through a financial application. Payments made by customers can be processed either through merchant services or in cash.

Figure 2.

Revenue Turnover of Sasadakopi Roastery Medan (Over 6 Months) (Rp)
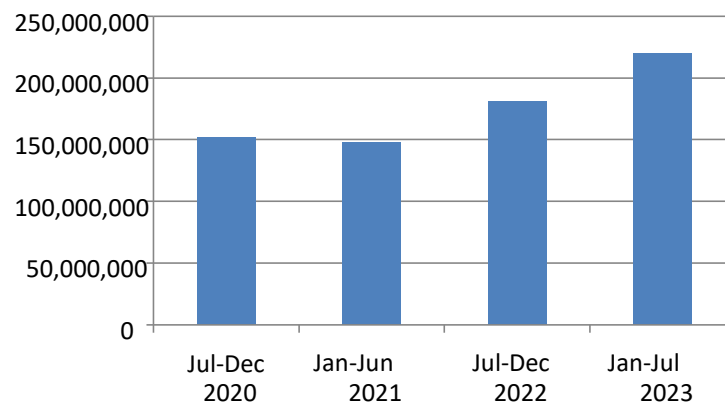
Research and Development

Sasadakopi Roastery continuously conducts market research and development to stay updated with current trends, especially in the coffee industry and the coffee shop sector. The business adapts to advancements in various areas, such as customer payment methods—not only accepting cash but also debit cards and specific merchant services like QRIS, OVO, Dana, Shopeepay, and Gopay. Beyond payment systems, Sasadakopi enhances its presence on social media, particularly Instagram, by curating engaging content aimed at attracting new consumers. Menu innovations are also implemented by monitoring customer feedback and sales performance of specific items to determine which offerings are popular. The division responsible for these efforts is the Research Development Marketing team.

Promotion

Instagram stands as one of the most popular social networks globally, especially among young people. In promoting its brand, Sasadakopi utilizes a promotion mix that includes advertising, personal selling, public relations, and word-of-mouth marketing. The coffee shop leverages social media platforms like Instagram—using tools such as quizzes— to engage with consumers, while also keeping its audience updated daily about its latest conditions and offerings. Additionally, Sasadakopi employs advertising strategies aimed at expanding its market share, ensuring that its products reach even remote areas. In formulating its advertising strategy, the company focuses on two key decisions: its mission (the goal of attracting and informing consumers) and its budget (the amount of funds allocated for the advertising program).

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the research, analysis, and evaluation conducted, the following conclusions can be drawn:

1. Marketing Strategy and Social Media Engagement:
   Sasadakopi has devised its marketing strategy by leveraging social media to attract consumers to visit the coffee shop. It promotes its brand on Instagram to expand market share and increase public interest and familiarity with Sasadakopi Roastery Coffee Shop. Following these promotional efforts, consumers experience the unique sensation offered by Sasadakopi—especially its signature beverage, the "local charcoal coffee"—which delights their taste buds and encourages repeat visits. Satisfied customers, in turn, recommend the brand to their friends, thereby generating valuable word-of-mouth promotion.

2. Promotional Activities to Enhance Purchasing Power:
   Sasadakopi employs promotions to boost consumer purchasing power, effectively communicating the benefits of its products to its customers. The coffee shop actively engages in marketing activities that highlight product quality, persuading and reminding customers to make purchases. By using Instagram—one of the most popular social networks globally, particularly among young people—Sasadakopi enhances its sales promotions and outreach.

Furthermore, the marketing strategy at Sasadakopi Roastery Coffee Shop is designed to increase consumers' purchasing power by setting competitive prices. Pricing plays a crucial role in maintaining a competitive edge, as it is directly influenced by the prices of competitors. The price set for a product also serves as a reference for determining production volumes. In addition, consistency in flavor and continuous innovation add value for consumers, creating a satisfying experience that builds trust and customer loyalty. Satisfied consumers not only return but also spread positive word-of-mouth recommendations, reinforcing the brand's reputation. High commitment from the team—toward themselves, the company, and the product—further strengthens loyalty and work integrity, ensuring that consumers continue to choose Sasadakopi for their coffee needs.

Suggestions

Service Quality and Facilities: Sasadakopi Roastery should continue to uphold and further improve the quality of its services. An expansion of the parking area would also enhance customer convenience and comfort during visits. Competitive Pricing and Market Evaluation: The coffee shop should fully leverage available opportunities by continually evaluating and researching competitive pricing strategies to maintain its edge against other coffee shops. Digital Presence and Event Participation: Sasadakopi Roastery is encouraged to utilize emerging digital platforms to broaden its product exposure. Additionally, participating in major events can help introduce Sasadakopi to a wider audience and reinforce its market presence.

REFERENCES

Adam, L. M. (1965). *Websters World University Dictionary*. DC: Publisher Company.

Arianto, E. (2017). *Pengantar Manajemen Strategi Kontemporer, Strategi di Tengah Operasional*. Kencana.

Asrori, M. (2013). *Pengertian, Tujuan dan Ruang Lingkup Strategi Pembelajaran*. 5.

Assauri, S. (2007). *Manajemen Pemasaran*. Raja Grafindo.

Chaniago, S. A. (2014). Perumusan Manajemen Stategi Pemberdayaan Zakat. *Jurnal Hukum Islam*, *12*.

Fanani, A. (2014). Mengurai Kerancuan Istilah Strategi dan Metode Pembelajaran. *Nadwa*, 8.

Freddy Rangkuti. (2002). *Riset Pemasaran*. PT Gramedia Pustaka Utama.

Herlyana, E. (2012). *Fenomena Coffee Shop Sebagai Gejala Gaya Hidup Baru Kaum Muda*. Universitas Islam Negeri Sunan Kalijaga.

Jannah, A. M. (2015). *Strategi Pemasaran Usaha Kafe Kucing "Cats and Coffee"*.

Kotler, P., & Armstrong, G. (2008). *Prinsip-prinsip Pemasaran, Jilid 1*. Erlangga.

Priangani, A. (2013). Memperkuat Manajemen Pemasaran dalam Konteks Persaingan Global. *Kebangsaan*, *2*.

Rachmat. (2014). *Manajemen Stratejik. Bandung*. CV. Pustaka Setia.

Remiasa, R. Y. L. (2007). *Analisis Persepsi Pelanggan terhadap Kualitas Layanan Coffee Shop Asing dan Coffee Shop Lokal*. 3.

Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. PT Alfabet.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. PT Alfabet.

Sugiyono. (2019). *Metodologi Penelitian Kuantitatif dan Kualitatif dan R&D*. PT Alfabet.

Taufiqurokhman. (2016). *Manajemen Strategik*.

Wibowo, D. H. (2015). Analisis Strategi Pemasaran untuk Meningkatkan Daya Saing UMKM (Studi Kasus Batik Diajeng Solo). *Jurnal Administrasi Bisnis*, *29*.