



Business Development Strategy For Sustainability at Move Up Coffe Shop

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Abstract. Coffee shops are places to gather and relax while drinking coffee. One of the coffee shops in the southern city of Makassar that has a strategic place is Move Up with a vintage concept. This research was conducted at Move Up. The purpose of this study is to determine the internal and external factors in the development of Move Up and to determine the strategies contained in the development of Move Up using SWOT analysis, to determine which alternative strategies should be used. This research uses a qualitative descriptive approach. After knowing the internal and external aspects and then making a SWOT matrix, the alternative strategies obtained are (SO) Do collabs with brands and food vloggers more often and upload them on social media. (S2,O2), Maintaining the vintage concept that is often used for yearbooks/preweed and uploading it more often on social media (S5,O2,O5) (WO) Make offers for customers and upload them on social media. (W1,W5,O2), Add more menu variations from existing ones (W2,O1), (WO) Make offers for customers and upload them on social media (W1,W5,O2), Add more menu variations from existing ones (W2,O1), (WO) Recruit employees who are trained in their fields. (W4,T3,T4), Increase interesting content on social media (W1,T1).

Keywords: Business Development, Coffee Shop, SWOT

1 Introduction

In a highly competitive sector such as the coffee industry, the implementation of a business development strategy is critical to achieving long-term success and growth. To stay relevant in the ever-changing market and adapt to diverse consumer preferences, coffee shops, which are one of the most dynamic retail industries, face major challenges. Along with the increase in coffee production, coffee consumption in Indonesia also continues to increase, resulting in the emergence of more coffee shops in Indonesia[1]. Efficient business development strategies are becoming increasingly important due to customers' increasing interest in unique café experiences, product quality and sustainability values. Coffee shops should not only focus on increasing sales or physical expansion, but also develop various strategic elements such as effective operational management, service innovation, and unique products. To improve their competitiveness in the market, coffee can use various business development strategies in this study. The main focus of this research is:

Identify Market Trends: Find out what is happening in the coffee cafe industry right now, using factors such as customer preferences, product innovations, and new

technologies that impact the cafe business. **Differentiation Strategies:** Examine strategies that can be used to differentiate the coffee café from its competitors. This may include delivering differentiated products, improving the customer experience, or using innovative marketing strategies. **Operational Efficiency:** Consider the best methods for managing coffee café operations, such as inventory management, cost control, and the use of technology to increase productivity and efficiency. **Sustainability and Social Responsibility:** Examine how coffee businesses can apply sustainability and social responsibility principles to attract environmentally conscious consumers and create a good reputation.

This research begins with a strategic formulation process that can be applied to the business being run by Move Up Caffee shop. The strategic formulation process allows the company to compete, survive, and develop its business to increase revenue and sales that are directly proportional to the Company's vision, mission, and goals. Thus, the purpose of this research is to find alternative approaches that can be applied to the subject under study. The goal is that Move Up Caffee, the subject of this research, can compete with other competitors and take advantage of existing opportunities to help the company survive. Based on the background, the author is interested in research entitled “Business development strategy for sustainability at move up coffee shop”.

2 Literature Review

2.1 Business Development Strategy

For a business to compete, survive, and thrive, strategy is essential in its development process. Companies make different innovations from their competitors by using their employee resources to serve customers [2] According , Fred R. David, in the book *Strategic Management*, states that strategy is a tool to achieve long-term goals. Strategies are possible actions that require top-level management decisions and significant resources from the company. Strategy also affects the long-term prosperity of the company. In addition to considering the external and internal variables facing the company, strategy must consider various functions and dimensions.

1. **Internal Environment:** External environment analysis is a business-function approach that aims to analyze the company's internal factors, which include the company's strengths and weaknesses. Internal environmental analysis is usually carried out on functions such as management, marketing, finance, production, and operations[3]
2. **External environmental analysis** is a way to analyze various opportunities and threats that come from outside the company. External factors consist of five categories: economic, social and cultural, environmental, government, technology, and industry[4].

In general, the methods used are informal and have been proven to work. The first is a deliberate strategy, where a business plan is written and rigorously executed. The second strategy is a business that has no formal strategy and operates according to

industry customs and practices [5] The third strategy relies on the instincts of the business owner

2.2 Coffee Shop

A report released by the International Coffee Organization in 2018 shows that Indonesia is ranked as the sixth largest coffee consuming country in the world. Other countries in this ranking are Europe, the United States, Brazil, Japan, and Russia. Coffee consumption levels in Indonesia tend to increase every year. Between 2016 and 2021, coffee consumption in Indonesia increased by an average of 8.22% per year. The coffee shop business is a group of small and medium-sized enterprises that is currently growing rapidly and attracting the attention of the Indonesian government and business owners. According to kemenperin.go.id, the Indonesian Ministry of Industry is considering establishing regulations and coaching programs to help small and medium-sized industries become more efficient and productive in the future. One example is coffee shops[6]. The increased use of coffee can be attributed to the emergence of coffee shops in Indonesia's major cities. Since the majority of coffee shops can meet the needs of today's society, the emergence of these coffee shops is also welcomed by the community. Most coffee shops are used as a place to complete college assignments, talk, or simply talk with friends while enjoying the coffee drinks offered [7].

2.3 MSMEs

According to [8] MSMEs have the ability to provide employment, reduce poverty levels, improve welfare, reduce unemployment, and build the country's personality through entrepreneurship. Micro, small and medium enterprises (MSMEs) are a very large trading business in the community. It will encourage people to be more entrepreneurial, boosting the local economy. Undoubtedly, there are large enough MSMEs in every region in Indonesia to drive local economic growth. Undoubtedly, there are large enough MSMEs in every region in Indonesia to drive local economic growth. Communities must be trained in skills to improve small business management and adapt to technological advancements. Since MSMEs have the ability to unite with big businesses and have the ability to increase productivity with a more productive workforce, MSMEs will be a stabilizer for the Indonesian economy. Improving the quality of human resources is also necessary to be able to utilize technology, so that MSMEs can compete with large companies. In addition, MSMEs have the potential to assist large enterprises in various ways, such as by providing raw materials, components, and other materials required by large enterprises to be processed into valuable products or goods Micro, small, and medium enterprises (MSMEs) significantly affect the Indonesian economy, so Indonesia should pay greater attention to them[9].

2.4 Analysis SWOT

According to [10], SWOT is used to assess the strengths, weaknesses, and opportunities of the company's resources as well as external challenges and opportunities. (1) Strengths, or strengths, are resources, skills, or other advantages that a company can fulfill that are expected to meet the needs of the market and its competitors. When a company has a competitive advantage in the market, it is called a strength. (2) Weaknesses, also known as weaknesses, are shortcomings or limitations of resources, skills, or capabilities that effectively hinder business performance. Facilities, financial resources, management capabilities, and marketing skills can be a company's weaknesses. (3) Opportunities, also known as chances, are important favorable situations in the company's environment. One significant source of opportunities is tendency. Technological changes and improved relationships between companies and buyers and suppliers provide a picture of opportunities for companies. (4) Threats, also known as threats, are important unfavorable situations in the company's environment. Threats are major disruptors to the company's current or desired position. New or changed government regulations may threaten the success of the business.

3 Research Method

This research uses a descriptive qualitative. Survey is the method used. Primary and secondary data are the types of data used. Primary data comes from the results of research in the field, such as interviews and questionnaires given to respondents. Secondary data comes from various sources, such as literature, and literature studies. Quantitative research is used to process SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) is an analytical tool used after field data is classified and then processed. The steps taken include: Creating a SWOT Analysis session Finding internal factors (strengths and weaknesses) and external factors (opportunities and threats). This research was conducted with three data processing methods: input stage, data analysis, and result processing. To create a development strategy for Move Up Cof-fee Shop, you should use the SWOT matrix created from the interviews with the interviewees. Then, use the SWOT weighting method.

4 Results and Discussion

4.1 Identification of internal Factors

Based on the results of research on coffee processing respondents at the "Move Up" coffee shop, the internal factors of strengths and weaknesses that affect the development of the "Move Up" coffee shop are obtained. Some internal factors related to the development of this coffee shop, namely:

1. Strength (S)

- Has 2 favorite menus, namely iced palm sugar coffee, and latte
- Holding events / collabs with brands and food vloggers
- Service to consumers is swift and friendly
- The price range has been adjusted if there are fluctuations in raw materials
- The concept of a vintage coffee shop is often used for yearbook / pre-weed

2. Weaknesses (W)

- Still not consistent in uploading on social media
- Opposite another coffee shop
- The parking lot is only enough for 2 cars
- Employees are not trained / in their fields
- Promos or offers have not been maximized

4.2 Identification of External Factors

Some external factors related to the development of the coffee shop business, namely:

1. Opportunities (O)

- Changes in people's lifestyles who are happy with coffee
- Technological developments that are increasingly advanced
- Strategic location
- Interesting coffee shop concept
- The existence of business expansion (opportunities).

2. Threats (T)

- The owner has entered playing in MSME .
- The number of competitors in the area
- Government policy
- Social and political threats

Table 1. SWOT Analysis Move Up Coffee Shop

<p>Internal External</p>	<p>Strength</p> <ol style="list-style-type: none"> 1. Has 2 favorite menus, namely iced palm sugar coffee and latte. 2. Organizing events / collabs with brands and food vloggers 3. Service to consumers is swift and friendly 4. Price range has been adjusted if there are fluctuations in raw materials 5. Vintage coffee shop concept Often used for yearbook/reweed. 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Still not consistent in uploading on social media 2. Opposite to other coffee shops 3. The parking lot is only enough for 2 cars 4. Employees are not from the trained/in their field 5. Promos or offers have not been maximized.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Changes in people's lifestyles who are happy with coffee 2. The development of increasingly advanced technology 3. Strategic location 4. Attractive coffee shop concept 5. Business expansion (opportunity). 	<p>SO</p> <ol style="list-style-type: none"> a. Collab with brands and food vloggers more often and uploading it on social media.(S2,O2) b. Maintain the vintage concept that is often used for yearbook/prewed and upload it more often on social media. (S5,O2,O5). 	<p>WO</p> <ol style="list-style-type: none"> a. Make offers for customers and upload on social media.(W1,W5,O2). b. Add more menu variations from the existing ones (W2,O1).
<p>Threats</p> <ol style="list-style-type: none"> 1. Large capital owners have entered in MSMEs 2. The number of competitors in the area 3. Government policy 4. Social and political threats 	<p>ST</p> <ol style="list-style-type: none"> a. Maintain favorite menu or add favorite menu (S1,T1,T3,T4). b. The price range has been adjusted according to the fluctuation of raw materials, which will not make the predetermined price change. (S4,T3). 	<p>WT</p> <ol style="list-style-type: none"> a. Recruit employees who are trained in their fields. (W4,T3,T4). b. Increase interesting content on social media (W1,T1).

Based on Table 1, there are alternative strategies that Move Up can take in developing its business. Alternative strategies that Move Up can do are:

4.3 Strength - Opportunities Strategy (S-O)

1. Collaborate more often with food vloggers and post their content on social media. Collaborating with food vloggers and brands that have a big influence on social media is a great way to drive progress. Will create interesting and inventive content that will be uploaded on social media platforms through these collaborations. In this way, Move Up can increase the visibility of the coffee shop and attract new customers who are looking for a unique experience. Increasing customer loyalty can be achieved through collaboration with influencers and brands.
2. Maintaining the vintage concept that is often used for yearbook/pre-wedding and uploading it more often on social media by highlighting the vintage concept and uploading it on social media, this strategy is taken because Move Up has the strength of the vintage concept and the vintage concept is very popular among gen z and currently in the era of social media Move Up has an opportunity for the sustainability of Move Up, maintaining the vintage concept which is the main attraction for customers, especially those looking for a unique place to make memories, such as for yearbook or pre-wedding. With an aesthetic and characterful ambience, Move up wants to create an unforgettable experience for every customer. In addition, we will more frequently upload interesting photos and videos about this vintage concept on social media, so as to reach a wider audience and inspire many people to visit Move Up as a top choice in creating precious moments. believe that the combination of an authentic atmosphere and a strong presence on social media will attract more customers and ensure the sustainability of the business in the long run.

4.4 Weakness - Opportunities (W-O)

1. Strategy Make offers for customers and upload it on social media, this strategy is taken because Move Up's main weakness is the lack of offers for customers, therefore the opportunity for Move Up's sustainability is to make many offers and upload them diligently on social media because by uploading them on social media, more and more people will find out about promos from Move up and be supported by the increasing number of coffee lovers.
2. Keeping in mind the changing lifestyle of people, who increasingly love coffee and seek new experiences to enjoy high-quality beverages, adding more variety to the existing menu. By introducing innovative menu options, ranging from different types of specialty coffee to exciting non-coffee drinks, as well as snacks and heavy meals, by catering to the evolving tastes of customers and attracting new visitors. Move Up must consider customer feedback to ensure every menu option we offer meets customer expectations and becomes a pleasant place to enjoy coffee.

4.5 Strength - Threats (S-T)

1. Strategy of maintaining a favorite menu or adding a favorite menu. This strategy is taken because this strategy is relevant to deal with current threats and for the sustainability of Move Up with the increasing number of competitors in the Coffee Shop business, Move Up must maintain the taste of the favorite menu and add to

the menu so that customers come again and can add new customers and with the increase in the menu, customers are not bored with the menu. only.

2. Since the price range has been adjusted according to the fluctuation of raw materials, the predetermined price will not change, so we can keep the price stable without compromising on product quality. This demonstrates Move Up's commitment to providing the best customer experience, so customers do not have to worry about sudden price increases that may affect their budget. In addition, Move Up guarantees that customers will always get value for money for the quality of coffee and services they offer by maintaining set prices through an effective and transparent management system. This strategy will increase customer trust and help Move Up survive the changing market dynamics.

4.6 Weakness - Threats (W-T)

1. Strategy Recruit employees who are trained in their fields A relevant strategy in dealing with current threats and for the sustainability of Move Up is to have trained employees Trained employees usually have the knowledge and skills needed to complete tasks more effectively, efficiently and minimize errors.
2. To ensure Move Up's sustainability amidst the increasing competition, especially with the entry of large capital owners into the MSME sector, Move Up should increase engaging content on social media that not only highlights its products, but also creates closer relationships with customers. By utilizing social media platforms, Move Up should come up with different types of content, such as behind-the-scenes videos of the coffee-making process, reviews from loyal customers, and collaborations with local influencers, all of which aim to increase engagement and capture the attention of a wider audience With creative and consistent digital marketing strategies, Move Up can differentiate itself from competitors, create a loyal community, and ultimately strengthen Move Up's position in an increasingly competitive market. In this way, Move Up can continue to grow and thrive, despite challenges from new players with greater resources.

5 Conclusion

There are two internal factors that Move Up has, namely strengths and weaknesses. Move Up's strengths are having 2 favorite menus, namely iced palm sugar coffee and latte, holding events / collabs with brands and food vloggers, service to consumers is swift and friendly, the price range has been adjusted if there are fluctuations in raw materials, the concept of a vintage coffee shop is often used for yearbook / reweed. The weaknesses that Move Up has are Still not consistent in uploading on social media, Opposite another coffee shop, The parking lot is only enough for 2 cars, Employees are not trained / in their fields, Promo or offer is not maximized. Move Up also has opportunities. Changes in people's lifestyles who are happy with coffee, increasingly advanced technological developments, strategic location, interesting coffee shop concepts, business expansion (opportunities). Move Up also has threats,

namely the owner has entered playing in MSMEs, the number of competitors in the area, government policies, social and political threat. Alternative strategies obtained based on SWOT analysis are eight, namely (SO) 1. Collab with brands and food vloggers more often and upload on social media 2. Maintaining a vintage concept that is often used for yearbooks/prewed and uploading it more often on social media, (WO) 1. Make offers for customers and upload them on social media, 2. Add more menu variations than existing ones, (ST) Maintaining a favorite menu or adding a favorite menu, the Price Range has been adjusted to the fluctuations in raw materials will not make the predetermined price change, (WT) Recruit employees who are trained in their fields, Increase interesting content on social media.

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