
Marketing Strategy Analysis Using SWOT Analysis Method

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Abstract:

Currently, drinking coffee has become an integral part of the millennial lifestyle. This trend has led to a proliferation of coffee shops, especially in Surabaya. At the heart of Surabaya is Kota Kopi Ambengan, a modern cafe with a unique vintage charm. However, Kota Kopi has experienced a decline in sales turnover over the past few years. The current marketing strategy needs to be reevaluated. This study aims to develop a strong marketing strategy for Kota Kopi. The research employs the SWOT method to analyze the cafe's internal and external factors, including Strengths, Weaknesses, Opportunities, and Threats. By determining the weight and rating of these factors using the IFAS and EFAS matrices, the cafe's position relative to its competitors and potential strategies are identified using the grand strategy matrix. The internal and external factor weighting scores are both 4,000. According to the grand strategy matrix, Kota Kopi's position in quadrant I suggests it should adopt aggressive strategies. Recommended strategies include modernizing the cafe's interior while maintaining its vintage feel, ensuring product safety and cleanliness, enhancing hygiene in food and beverage production, and offering exclusive incentives to nearby office workers and high school students.

Keywords: *SWOT Analysis, Marketing Strategy, Café*

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1. Introduction

One way a company can win the competition is through effective marketing. Marketing is a social process where individuals and groups create and exchange goods and value with others to fulfill their needs and desires (Istanti et al., 2020). Marketing aims to elicit a response to a proposal (Suliawati et al., 2023). To develop a marketing plan that boosts sales, it is crucial to conduct a strategic analysis of the marketing mix variables: product, price, place, promotion, people, process, and physical environment (Kumar et al., 2020; Yusuf and Matiin, 2022; Hidayat, 2021). Similar businesses often collaborate and strive to outdo each other in quality to outshine their competitors (Paley, 2021). Companies implement effective marketing strategies to compete with rivals' products and, by doing so, can secure or maintain the top position in their target market (Adıgüzel, 2020).

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Kota Kopi Ambengan is located near the SMA Complex on Jalan Ambengan No. 35 in Surabaya. Its central location and affordable food and drink options attract a diverse customer base and secure a significant market share. Besides coffee, Kota Kopi offers various non-coffee drinks, such as milkshakes and tea, along with a selection of hearty meals and snacks at reasonable prices. The author examines sales data from Kota Kopi Ambengan for the years 2021–2023, noting a decline in income each year. The table below illustrates this decline.

Table 1. Turnover Revenue 2019 – 2023 Kota Kopi Ambengan

Year	Sales turnover
2019	Rp 640.518.400
2020	Rp 637.660.800
2021	Rp 635.258.600
2022	Rp 507.490.200
2023	Rp 500.498.100

Source : Kota Kopi Ambengan

Table 1 shows a significant decrease in Kota Kopi Ambengan's income between 2021 and 2022. This decline was due to a drop in consumer purchasing power and diminished interest in cafes, including Kota Kopi, as a result of the COVID-19 pandemic. This context provides the basis for the author to investigate the causes and develop specific marketing strategies aimed at increasing Kota Kopi Ambengan's revenue.

An examination of the decreasing sales figures shows that Kota Kopi Ambengan suffers from a weak marketing strategy, lacking a presence on social media and promotional activities, resulting in customer disinterest. To overcome these problem, Kota Kopi Ambengan must develop and execute a strong marketing plan, targeting essential areas and opportunities.

This research is crucial as it can analyze the strengths and weaknesses of Kota Kopi Ambengan using the SWOT method, helping to mitigate threats from competitors and assess business development prospects.

2. Theoretical Background

Marketing Strategy

According to Sharma et al. (2023), Tiffany (2021), and Dewi & Sulivyo (2022), "Marketing strategy is a set of goals and objectives, policies and rules that guide a company's marketing efforts over time, at all levels, and in response to the ever-changing environment and competitive conditions." From this definition, the author concludes that a marketing strategy involves identifying and targeting market segments to satisfy, measuring and assessing market size and profit potential, and designing, enhancing, and promoting suitable products. The marketing concept posits that achieving business goals is possible if customer satisfaction is met (Varadarajan, 2020). When consumers feel their needs have been fulfilled through integrated marketing efforts, they experience satisfaction (Mishra et al., 2023; Mason et al.,

2021). Thus, the marketing concept includes key components such as focusing on the company's objectives, conducting integrated marketing operations, and ensuring consumer satisfaction and addressing their needs (Rehman et al., 2022; Hamid and Purnamasari, 2020; Rosak-Szyrocka et al., 2022).

SWOT

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analytical technique, developed at Stanford in the 1970s (Puyt et al., 2023), is now widely used by organizations to formulate strategic plans such as those in the study (Widani et al., 2022; Unpapar, 2021). SWOT analysis is a systematic planning method that evaluates the four key aspects of an organization, project, or business venture (Wardhani and Dini, 2020; Hasbullah et al., 2021). It is a simple approach to identifying organizational strengths, addressing weaknesses, mitigating threats, and capitalizing on opportunities (Mangarin, 2023; Fridayani and Chiang, 2022).

SWOT analysis can be employed as a tool for selecting a fundamental strategy (Benzaghta et al., 2021). According to Jatmiko et al. (2021), SWOT analysis involves systematically identifying various factors to develop organizational strategies. This analysis is based on the logic of minimizing threats and weaknesses while maximizing strengths and opportunities (Hailuddin et al., 2022; Widani et al., 2022). The SWOT model, used in strategic planning and business development, assesses a project's or business hypothesis's strengths, weaknesses, opportunities, and threats (Abdi, 2022; Fainshtein et al., 2021). The acronym SWOT represents these four elements.

3. Methodology

This study utilized primary data to gather information from participants. Data collection involved a barcoded questionnaire distributed to respondents, who then completed it. The sample included both employees and visitors of Kota Kopi Ambengan. Based on a population of approximately 487 people, a sample of 97 individuals was taken using questionnaire.

After collecting the necessary data, it was processed to conduct validity and reliability tests. If the questionnaire data is found to be valid and reliable, it can be used for the SWOT analysis. The first step involves assigning weight scores to the IFAS and EFAS matrices to assess the impact of various factors on Kota Kopi. The second step is creating a grand strategy matrix based on the internal and external factors' weight scores. The final step is developing a SWOT matrix to suggest alternative marketing strategies for Kota Kopi Ambengan.

4. Empirical Findings/Result

In this research, data collection was carried out through observation and questionnaires. The data collected are internal factors (strengths and weaknesses) and external factors (opportunities and threats) from the Kota Kopi Ambengan coffee shop. Below are the results of data processing using SPSS 26.

A. Validity Test

Table 2. Validity Test Results

Internal Factors				
No.	Strengths	R count	R table	Exp.
1.	Strategic location because it is in the city center.	0,533	0,197	Valid
2.	The place is spacious so it is suitable for gathering together.	0,430	0,197	Valid
3.	Classic café atmosphere with antique interior.	0,228	0,197	Valid
4.	The products offered are of high quality because the manufacturing process uses gloves.	0,282	0,197	Valid
5.	Polite and friendly service	0,250	0,197	Valid
6.	Relatively affordable prices suitable for all groups	0,509	0,197	Valid
Weakness				
		R count	R table	Exp.
7.	Lack of consumer support facilities such as wifi which often has problems.	0,464	0,197	Valid
8.	Lack of indoor facilities which do not have AC in them.	0,368	0,197	Valid
9.	Lack of marketing on social media.	0,384	0,197	Valid
10.	Lots of mosquitoes at night because it is located next to the river.	0,464	0,197	Valid
11.	Still implementing a call system when taking orders.	0,221	0,197	Valid
External Factors				
Opportunities				
		R count	R table	Exp.
1.	High consumer demand.	0,300	0,197	Valid
2.	The consumerist lifestyle of society.	0,533	0,197	Valid
3.	The parking area is spacious because there are signs on the side of the road where you can park.	0,431	0,197	Valid
4.	Located around the high school complex and offices.	0,329	0,197	Valid
Threats				
		R count	R table	Exp.
5.	Similar competitors located near the cafe location.	0,363	0,197	Valid
6.	Competitors market their products on social media.	0,333	0,197	Valid
7.	Many competitors offer live music.	0,471	0,197	Valid
8.	Competitors have more variants in drinks and food.	0,567	0,197	Valid

Based on the results of the validity test above, it can be seen that all the rcount values for internal and external factors are greater than the rtable ($r_{\text{count}} > 0.197$), so all the factors used are valid. After the questionnaire items are valid, reliability testing can then be carried out (Indra et al., 2022; Foithong, 2020).

B. Reliability Test

Table 3. Reliabilitas Test Result

<i>Cronbach's Alpha</i>	Koefisien Reliabilitas	<i>N of Items</i>
0,7	0,6	20

It can be seen in the table above that the results of the reliability test (Cronbach's Alpha) are worth 0.7, where this value is greater than 0.6 ($0.7 > 0.6$), so it can be said that the results of the reliability test on the questionnaire used are reliable (Saragih et al., 2020).

C. Internal Strategy Factor Matrix (IFAS)

Table 4. Internal Strategy Factor Matrix (IFAS)

No.	Internal Factors	Weight	Rating	Score
<i>Strengths</i>				
1.	Strategic location because it is in the city center.	0,0926	4	0,3704
2.	The place is spacious so it is suitable for gathering together.	0,0907	4	0,3628
3.	Classic café atmosphere with antique interior.	0,0912	4	0,3648
4.	The products offered are of high quality because the manufacturing process uses gloves.	0,0885	4	0,354
5.	Polite and friendly service	0,0916	4	0,3664
6.	Relatively affordable prices suitable for all groups	0,0915	4	0,366
Total Strength Score				2,1844
<i>Weakness</i>				
7.	Lack of consumer support facilities such as wifi which often has problems.	0,0864	4	0,3456
8.	Lack of indoor facilities which do not have AC in them.	0,0926	4	0,3704
9.	Lack of marketing on social media.	0,0914	4	0,3656
10.	Lots of mosquitoes at night because it is located next to the river.	0,0921	4	0,3684
11.	Still implementing a call system when taking orders.	0,0914	4	0,3656
Total Weakness Score				1,8156
Total Weighted Score		1,0000	4,0000	

D. External Strategy Factor Matrix (EFAS)**Table 5. External Strategy Factor Matrix (EFAS)**

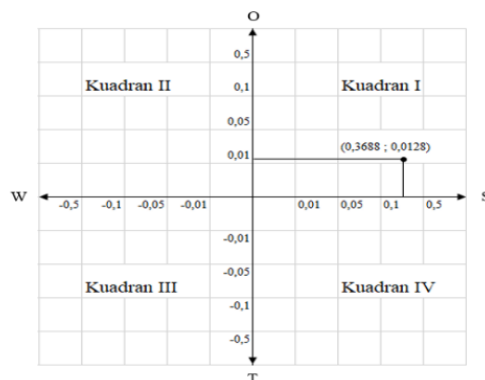
No.	Eksternal Factors	Weight	Rating	Score
Opportunities				
1.	High consumer demand.	0,1185	4	0,474
2.	The consumerist lifestyle of society.	0,128	4	0,512
3.	The parking area is spacious because there are signs on the side of the road where you can park.	0,1267	4	0,5068
4.	Located around the high school complex and offices.	0,1284	4	0,5136
Total Opportunities Score				2,0064
Threats				
5.	Competitors market their products on social media.	0,1182	4	0,4728
6.	Many competitors offer live music.	0,1251	4	0,5004
7.	Competitors have more variants in drinks and food.	0,1284	4	0,5136
8.	High consumer demand.	0,1267	4	0,5068
Total Threats Score				1,9936
Total Weighted Score		1,000		4,000

E. Matriks Grand Strategy

The grand strategy matrix functions to determine the position of the cafe. Determining the point coordinates used in this matrix is based on the difference in internal factor scores and the difference in external factors. The points are determined as follows:

Point X = Difference between total strength score – total weakness score
 $= 2.1844 - 1.8156 = 0.3688$

Point Y = difference between total opportunity score – total threat score
 $= 2.0064 - 1.9936 = 0.0128$

**Figure 1. Grand Strategy Matrix for Kota Kopi Ambengan**

As can be seen from the above image, Kota Kopi Ambengan is situated in quadrant I, which indicates that it is in an advantageous position to pursue an aggressive strategy. Kota Kopi can boost sales and expand its business by utilizing its current prospects

and internal capabilities. The cafe's strategic location in the heart of the city, spacious interior that makes it ideal for gatherings, classic cafe atmosphere with antique furnishings, high-quality products offered because gloves are used in the manufacturing process, courteous service and friendly staff, and reasonably priced prices that are suitable for all groups are among its internal advantages that can be taken advantage of. The community's consumer lifestyle, the high demand in the food and beverage industry, the ample parking indicated by signs on the side of the road, and the location which is near the high school complex and offices all present opportunities that can be taken advantage of in between (Ge et al., 2021; Walker, 2021; Kühn, 2021).

F. SWOT Matrix

Table 6. Matrix SWOT

	<i>Strengths (S)</i>	<i>Weakness (W)</i>
INTERNAL	1. Strategic location because it is in the city center. (S1). 2. The place is spacious so it is suitable for gathering together. (S2).	1. Lack of consumer support facilities such as wifi which often has problems. (W1). 2. Lack of indoor facilities which do not have AC in them. (W2).
EXTERNAL	3. Classic café atmosphere with antique interior. (S3). 4. The products offered are of high quality because the manufacturing process uses gloves. (S4). 5. Polite and friendly service (S5). 6. Relatively affordable prices suitable for all groups (S6).	3. Lack of marketing on social media. (W3). 4. Lots of mosquitoes at night because it is located next to the river. (W4). 5. Still implementing a call system when taking orders. (W5).
<i>Opportunities (O)</i>	<i>S-O</i>	<i>W-O</i>
1. High consumer demand. (O1). 2. The consumerist lifestyle of society. (O2). 3. The parking area is spacious because there are signs on the side of the road where you can park. (O3). 4. Located around the high school complex and offices. (O4).	1. Modernizing the cafe's interior decor while preserving its timeless feel (S1;S2;S3;O1;O3) 2. To guarantee product safety and cleanliness, improve hygiene, particularly in the production of food and beverages. (S4;S5;O2) 3. In order to draw customers to the cafe, give exclusive incentives to nearby office workers and high school students. (S1;S6;O2;O4)	1. Upgrade customer support amenities like WiFi, which frequently experiences issues, and indoor spaces without air conditioning. (W1;W2;O2;O3;O4) 2. Collaborate in social media marketing by working with creators of content. (W3;O1;O2) 3. Use electric insect repellent products. (W4;O1) 4. Start off connecting to customers with

<i>Threats (T)</i>	<i>S-T</i>	wireless calling tools. (W5;O1) <i>W-T</i>
1. Similar competitors located near the cafe location. (T1).	1. To enhance quality in terms of location, products, services, and advertising strategies, compare Kota Kopi Ambengan with other cafes. (S1;S2;S4;S5;T1;T3;T4)	1. Educate staff members to be more mindful of the current infrastructure and procedures. (W1;W2;W3;T1;T2)
2. Competitors market their products on social media. (T2).	2. Implement the best possible marketing techniques, such as opening an Instagram account and asking bloggers to write about the cafe to increase its visibility. (S3;S4;T1;T2)	2. Use social media to promote the cafe and increase its customer base. (W3;T2)
3. Many competitors offer live music. (T3).	3. Create a secret menu that is exclusive to Kota Kopi Ambengan. (S4;S6;T1;T4)	3. To make it simpler to contact customers, use wireless calling. (W5;T1)
4. Competitors have more variants in drinks and food. (T4).	4. Having live music available could bring in customers. (S2;S3;T1;T3)	

5. Discussion

In this research, data collection at Kota Kopi Ambengan coffee shop was conducted using observation and questionnaires to gather both internal (strengths and weaknesses) and external (opportunities and threats) factors. The results, processed using SPSS 26, underwent rigorous validity and reliability testing to ensure the robustness of the findings.

The validity test indicated that all factors examined—ranging from strategic location and spacious environment to customer service quality and competitive pressures—were statistically valid ($r_{count} > r_{table} = 0.197$). This underscores the credibility of the data used in subsequent analyses (Indra et al., 2022; Foithong, 2020).

Following validity testing, reliability analysis using Cronbach's Alpha yielded a score of 0.7, surpassing the minimum threshold of 0.6, affirming the questionnaire's reliability in measuring the identified factors consistently (Saragih et al., 2020).

The Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices provided insights into the strategic position of Kota Kopi Ambengan. The IFAS highlighted strengths such as strategic location, spacious ambiance, and quality products, while weaknesses included inadequate amenities like WiFi and air-conditioning. Conversely, EFAS identified opportunities such as high consumer demand and a convenient parking area, alongside threats from nearby competitors and their social media presence.

Further analysis using the Grand Strategy Matrix positioned Kota Kopi Ambengan in quadrant I, suggesting it can pursue aggressive strategies leveraging its strengths and external opportunities. This strategic alignment recommends enhancing product offerings, improving customer facilities, and capitalizing on its prime location near schools and offices (Ge et al., 2021; Walker, 2021; Kühn, 2021).

The SWOT Matrix synthesized these findings, illustrating strategies like modernizing facilities, intensifying social media presence, and diversifying product offerings to mitigate threats and capitalize on opportunities. Recommendations include enhancing marketing efforts through social media collaborations and improving customer amenities to sustain competitiveness (Abdi, 2022; Benzaghta et al., 2021).

In conclusion, this comprehensive analysis not only identifies critical factors influencing Kota Kopi Ambengan but also provides strategic insights for improving operational efficiency and competitive positioning in the coffee shop industry. Future research could explore the implementation and effectiveness of these strategies in enhancing customer satisfaction and business sustainability.

6. Conclusion

The overall weighted score for external variables (opportunities and dangers) in the EFAS matrix is 4,000, and the total weighting score for internal elements (strengths and weaknesses) in the IFAS matrix is 4,000, as determined by the IFAS and EFAS matrices. Making a grand plan matrix to assess the state of the café comes next, following the calculation of the overall weighted score. The findings indicate that Ambengan Coffee City belongs to the grand strategy matrix's first quadrant, indicating that cafés there are permitted to employ aggressive methods. A SWOT matrix that generates four probable strategies is used to arrange the options that Ambengan Coffee City can implement. Based on the state of the cafe, the S-O strategy can be put into practice by maximizing the opportunities and strengths that are already there. Among the tactics that are applicable are: modernizing the cafe's interior decor while its timeless feel, guarantee product safety and cleanliness, improve hygiene, particularly in the production of food and beverages, and give exclusive incentives to nearby office preserving workers and high school students.

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