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Enhancing Competitiveness through Strategic Analysis in the Makassar Coffee Shop Industry

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Abstract

This study examines the competitive strategy of Skena Coffee in navigating the intensifying market competition within Makassar's rapidly expanding coffee shop industry. Utilizing a qualitative case study design, the research employs an integrated analytical approach comprising PESTEL, SWOT, IFAS, and EFAS frameworks to obtain a comprehensive assessment of the firm's internal capabilities and external environmental conditions. The empirical findings demonstrate that Skena Coffee holds a strong internal strategic position, as indicated by an IFAS score of 3.06, supported by product differentiation, advantageous geographic placement, and consistent service quality. Concurrently, the company benefits from favorable external opportunities, reflected in an EFAS score of 3.12, including the increasing prevalence of coffee consumption and the rising influence of digital engagement on consumer behavior. The firm's placement within Quadrant I of the IE Matrix denotes an aggressive "grow and build" strategic orientation, signaling a capacity to pursue expansion, innovation, and intensified market engagement. Based on this strategic mapping, the study proposes the adoption of Strength Opportunity (SO) strategies, particularly through market penetration via additional outlet development, continuous innovation and refinement of menu offerings aligned with shifting consumer preferences, and the enhancement of digital marketing systems through optimized social media utilization and strengthened online customer interaction. Collectively, these strategic directives are projected to reinforce Skena Coffee's competitive positioning and support its long-term sustainability within the structurally dynamic and increasingly competitive F&B sector in Makassar.

Keywords: Aggressive Strategy, SWOT Analysis, Coffee Shop, Digital Marketing.

1. Introduction

The coffee shop industry in Indonesia has experienced rapid growth over the past decade. Lifestyle changes, increased coffee consumption, and the emergence of café culture have made this sector one of the most dynamic parts of the culinary and creative economy. According to the International Coffee Organization [1], Indonesia ranks fourth among the world's largest coffee producers, with an annual production exceeding 700 thousand tons. Domestically, the coffee shop market continues to expand as cafés increasingly offer not only beverages but also social, aesthetic, and lifestyle experiences [2].

This national trend is also evident in Makassar, one of the fastest-growing coffee shop markets in Eastern Indonesia. Stable economic growth, an expanding middle class, and the urban lifestyle that integrates cafés as spaces for both work and socialization have intensified market competition. The number of coffee shops in Makassar rose from 628 units in 2022 to 807 in 2023, contributing approximately IDR 55.63 billion in local taxes [3], and reached 858 active cafés by early 2025 [4]. These figures reflect a competitive and dynamic local market where maintaining customer loyalty has become a key challenge [5].

Despite promising growth opportunities, local coffee entrepreneurs face multiple challenges, including intensified competition, fluctuating raw material prices, and rapidly changing consumer preferences. Previous studies have emphasized that innovation and sustainability are critical for long-term business survival. [6]found that circular economy based strategies improve cost efficiency and enhance eco-friendly brand positioning. Similarly, [7]emphasized that business model innovation such as service enhancement, product diversification, and digital platform utilization helps firms adapt to market uncertainty. [8] and [9]also revealed that sustainable practices positively influence both environmental outcomes and customer loyalty.

These dynamics are clearly reflected in Makassar's coffee market, where several modern local cafés have emerged with distinctive branding and customer engagement strategies. One notable example is Skena Coffee, established in 2023, which emphasizes modern coffee culture and community-based experiences. Strategically located near office complexes, Skena Coffee's primary customer base has gradually shifted from university students to young professionals. Although the café has successfully built a strong brand image and aesthetic atmosphere appealing to young adults, it continues to face strategic challenges such as increasing competition, fluctuating input costs, and the need to strengthen digital marketing capabilities.

Therefore, this study aims to analyze the internal and external business factors and formulate strategic recommendations to enhance the competitiveness of Skena Coffee Makassar amid the rapidly evolving Indonesian coffee shop industry. A strategic analysis framework incorporating PESTEL, SWOT, IFAS, and EFAS analysis is employed to identify key opportunities and challenges influencing the company's competitive position and to propose appropriate strategic alternatives.

2. Research Methods

This study employs a qualitative descriptive approach supported by a strategic analysis framework that integrates the PESTEL, SWOT, IFAS, and EFAS models. The approach was designed to comprehensively assess the strategic position and competitiveness of Skena Coffee, a micro, small, and medium enterprise (MSME) operating in Makassar's coffee shop industry. The research design aligns with the principles of strategic management, which emphasize the formulation, implementation, and evaluation of strategies to achieve sustainable organizational performance in a dynamic market environment [10].

Primary data were collected through semi-structured interviews with Skena Coffee's management and employees, as well as field observations of business operations. Secondary data were obtained from statistical reports, academic literature, and institutional documentation. The PESTEL framework was applied to examine macro-environmental dimensions political, economic, social, technological, environmental, and legal that influence the external business environment of Skena Coffee [11].

The SWOT analysis was then utilized to identify internal strengths and weaknesses alongside external opportunities and threats that directly affect Skena Coffee's performance and strategic direction [12]. Furthermore, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices were employed to assign weights and ratings to each factor, generating a quantifiable assessment of Skena Coffee's internal resources and environmental pressures [13].

The combined analytical results were positioned within the Internal External (IE) Matrix, which serves as the basis for formulating alternative strategic recommendations tailored to Skena Coffee's operational context. This integrated methodological framework enables a structured interpretation of both internal capabilities and external challenges, facilitating the development of adaptive strategies to enhance competitiveness and organizational sustainability [14].

3. Results and Discussions

The results of this research are presented in a logical sequence to describe the strategic position and competitiveness of the coffee shop industry in Makassar. The findings are structured to illustrate factual conditions obtained from interviews and observations, which are then analyzed using the PESTEL, SWOT, and IFAS/EFAS frameworks. Each subsection presents relevant data and interpretations that collectively address the research objectives. The discussion further elaborates on the relationships among these findings, providing insights into the internal and external factors that influence business performance and competitive advantage.

3.1. Pestel Analysis Result

Political Aspect

Politically, Skena Coffee operates in a regulatory environment that still poses challenges related to business licensing and administrative procedures at the local government level. Identifies complex bureaucracy and cross-agency coordination as major obstacles for MSMEs in Indonesia [15]. Despite these constraints, Skena Coffee

complies with local regulations, maintains official tax reporting, and ensures lawful business operations, reflecting adherence to responsible business governance practices.

Economic Aspect

From an economic perspective, Skena Coffee demonstrates solid growth potential in line with the steady expansion of Indonesia's food and beverage (F&B) sector. The Central Bureau of Statistics [16] reports that the F&B subsector has maintained an annual growth rate exceeding 4%, driven by urban consumption and the rise of digital commerce [16]. However, fluctuations in coffee bean prices and increasing logistics costs particularly in the supply chain from Java to Makassar pose potential risks to operational stability. To address these challenges, Skena Coffee diversifies its suppliers, maintains sufficient inventory, and secures long-term lease agreements to ensure business continuity. The firm's strategy to expand into high-demand commercial areas such as the Racing Center also reflects proactive market positioning amid intensifying local competition.

Social and Culture Aspect

From a social and cultural perspective, café culture has become an integral element of Indonesia's urban lifestyle, especially among young adults and creative professionals. [17] notes that 67% of consumers aged 18 - 35 perceive cafés as social and inspirational spaces that support networking and self-expression. Aligning with this trend, Skena Coffee positions itself as a community-oriented space offering a comfortable ambience and personalized customer experience. The brand's active engagement on social media platforms particularly TikTok and Instagram has enhanced its digital visibility and strengthened emotional connections with consumers. Moreover, the café's gradual shift in customer demographics from students to young professionals reflects an expanding market segment with greater purchasing power and lifestyle-driven consumption preferences

Technological Aspect

Technological innovation serves as a key driver of Skena Coffee's operational and marketing strategies. The café integrates digital platforms to enhance marketing reach, customer engagement, and feedback management. [18] highlights that digital marketing substantially improves visibility and sales performance among small-scale culinary enterprises. Consistent with this, Skena Coffee invests in barista training and regular equipment calibration to ensure product quality and service reliability. Furthermore, its partnerships with online delivery services such as GrabFood and Maxim demonstrate adaptability to the growing consumer shift toward digital convenience and online-based purchasing behavior [19].

Environmental Aspect

From an environmental perspective, Skena Coffee exhibits increasing commitment to sustainability through collaboration with certified waste management providers to ensure hygienic and compliant disposal practices. Although certain plastic-based packaging remains in use, the café actively promotes customer participation in waste reduction by encouraging reusable containers and planning the adoption of biodegradable materials. The Ministry of Environment and Forestry of the Republic of Indonesia emphasizes that environmentally responsible practices in the F&B sector can strengthen corporate reputation, enhance brand value, and improve long-term competitiveness [20]

Legal Aspect

Legally, Skena Coffee demonstrates adherence to prevailing business regulations and governance principles. The enterprise maintains a notarized long-term lease agreement, conducts periodic tax reporting, and implements Standard Operating Procedures (SOPs) to ensure food safety and product quality. Regular employee training and performance evaluations are carried out to uphold compliance and operational integrity. These governance practices align with the principles established in Law No. 20 of 2008 concerning Micro, Small, and Medium Enterprises, which emphasize legality, social responsibility, and administrative accountability [21]

3.2. SWOT Analysis Result

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to evaluate Skena Coffee's strategic position and competitive potential. This framework systematically examines internal factors, such as

organizational resources and capabilities, and external factors, including market trends and consumer behavior, to identify strengths, weaknesses, opportunities, and threats. The key findings are summarized in Table 1.

Table 1. Strengths and Weaknesses of Skena Coffee

No	Strengths	Weaknesses
1	Strategic location in Makassar, supported by a strong coffee culture and the rapid growth of café establishments.	Limited parking facilities, causing potential inconvenience for customers.
2	Flagship product, Es Kopi Skena, with a distinctive coconut-based flavor, well-received by the target market.	Food menu development has not yet become a primary business focus.
3	High-quality and friendly customer service, supported by structured barista training programs.	Absence of a dedicated digital marketing management team, limiting online engagement potential.
4	Competitive and affordable pricing strategy, aligned with student and young professional market segments.	Dependence on coffee bean supplies from Java, occasionally resulting in logistical delays.
5	Strong social media presence, particularly on TikTok and Instagram, contributing to enhanced brand awareness.	Lack of an integrated digital customer relationship management (CRM) system.

Source: Processed data by the author (2025)

Table 2. Opportunities and Threats of Skena Coffee

No	Opportunities	Threats
1	Growing trend of coffee consumption among young professionals and creative communities.	Increasing competition in the food and beverage (F&B) industry due to the proliferation of new cafés.
2	Potential collaborations with creative communities and local events to reinforce brand positioning.	Volatility in coffee bean prices, which may impact production and profit margins.
3	Rise of viral marketing trends on platforms such as TikTok and Instagram, providing effective promotional opportunities.	High consumer price sensitivity within a highly competitive market environment.
4	Opportunities for business expansion through the establishment of new outlets, such as “Skena 2” in the Racing Center area.	Bureaucratic and licensing processes at the local administrative level, which are often time-consuming.
5	Increasing “work-from-café” lifestyle trend, offering potential for developing co-working space facilities.	Rapidly shifting consumer preferences that may reduce interest in existing café concepts.

Source: Processed data by the author (2025)

The SWOT analysis of Skena Coffee (Table 1) highlights key factors influencing its competitiveness. Internally, the café demonstrates strong capabilities in product distinctiveness, high-quality service, and social media engagement, which contribute to customer loyalty and enhance brand image [22]. However, the absence of a dedicated digital marketing management team and an integrated customer database may limit the strategic planning and optimization of online marketing activities.

Externally, opportunities arise from the growing café culture and the increasing digital lifestyle among urban youth. Platforms such as TikTok and Instagram offer effective channels to strengthen brand positioning [23]. Conversely, the café faces threats from intense market competition, fluctuating coffee bean prices, and rapidly changing consumer preferences.

To achieve sustainable competitive advantage, Skena Coffee should leverage its strengths in product innovation, service quality, and customer experience, while addressing internal weaknesses through investments in digital

marketing capabilities and supply chain reliability. Aligning internal capabilities with external opportunities is essential for formulating strategies that support long-term growth and competitiveness [24]

3.3. IFAS and EFAS Metrics

To provide a more detailed and quantitative assessment of Skena Coffee's strategic position, the internal and external factors identified in the SWOT analysis were further evaluated using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. These matrices allow for the systematic quantification of strengths, weaknesses, opportunities, and threats, facilitating a clearer understanding of how internal capabilities interact with external market conditions. The results of the IFAS and EFAS analyses are presented in Tables 3. and 4. respectively.

Table 3. Internal Factor Analysis Summary (IFAS)

No	Internal Factors	Weight	Rating	Score (Weight × Rating)
Strengths				
1	Strategic location in Makassar, supported by a strong coffee culture and the rapid growth of café establishments.	0.100	4	0.40
2	Flagship product, Es Kopi Skena, with a distinctive coconut-based flavor, well-received by the target market.	0.110	4	0.44
3	High-quality and friendly customer service, supported by structured barista training programs.	0.090	3	0.27
4	Competitive and affordable pricing strategy, aligned with student and young professional market segments.	0.100	4	0.40
5	Strong social media presence, particularly on TikTok and Instagram, contributing to enhanced brand awareness.	0.100	4	0.40
Total Strengths				1.91
Weaknesses				
1	Limited parking facilities, causing potential inconvenience for customers.	0.080	2	0.16
2	Food menu development has not yet become a primary business focus.	0.090	2	0.18
3	Absence of a dedicated digital marketing management team, limiting online engagement potential.	0.110	3	0.33
4	Dependence on coffee bean supplies from Java, occasionally resulting in logistical delays.	0.090	2	0.18
5	Lack of an integrated digital customer relationship management (CRM) system.	0.100	3	0.30
Total Weaknesses				1.15
Total (Internal Factors)		1.00		3.06

Source: Processed data by the author (2025)

The total weighted score of 3.06 in the IFAS matrix indicates that *Skena Coffee* maintains a strong internal strategic position. According to [25] a score above 2.5 signifies that a firm's internal capabilities sufficiently support its strategic objectives. In this case, the firm's key strengths namely its strategic location, signature product differentiation, affordable pricing, and proactive digital presence serve as the primary drivers of competitive advantage. These factors demonstrate Skena Coffee's capacity to align its resources with customer expectations, particularly within Makassar's growing café culture and youth-oriented market.

However, internal weaknesses such as limited parking, underdeveloped food offerings, and the absence of a dedicated digital marketing team suggest the need for structural improvement. The findings align with [24], who emphasized that addressing managerial and operational weaknesses is essential to sustain competitiveness in highly dynamic service industries. Thus, while internal strengths dominate, Skena Coffee must invest in digital marketing infrastructure and supply chain efficiency to reinforce its overall performance.

Table 4. External Factor Analysis Summary (EFAS)

No	External Factors	Weight	Rating	Score (Weight × Rating)
Opportunities				
1	Growing trend of coffee consumption among young professionals and creative communities.	0.110	4	0.44
2	Potential collaborations with creative communities and local events to reinforce brand positioning.	0.100	4	0.40
3	Rise of viral marketing trends on platforms such as TikTok and Instagram, providing effective promotional opportunities.	0.100	4	0.40
4	Opportunities for business expansion through the establishment of new outlets, such as “Skena 2” in the Racing Center area.	0.090	3	0.27
5	Increasing “work-from-café” lifestyle trend, offering potential for developing co-working space facilities.	0.100	3	0.30
Total Opportunities				1.81
Threats				
1	Increasing competition in the food and beverage (F&B) industry due to the proliferation of new cafés.	0.110	3	0.33
2	Volatility in coffee bean prices, which may impact production and profit margins.	0.100	2	0.20
3	High consumer price sensitivity within a highly competitive market environment.	0.090	3	0.27
4	Bureaucratic and licensing processes at the local administrative level, which are often time-consuming.	0.090	2	0.18
5	Rapidly shifting consumer preferences that may reduce interest in existing café concepts.	0.110	3	0.33
Total Threats				1.31
Total (External Factors)		1.00		3.12

Source: Processed data by the author (2025)

The External Factor Analysis Summary (EFAS) yielded a total score of 3.12, indicating that Skena Coffee operates in an environment characterized by substantial external opportunities and demonstrates adequate preparedness to exploit them [26]. Key opportunities such as the increasing coffee consumption among young professionals, strategic collaborations with creative communities, and the virality of social media marketing provide a favorable context for brand expansion [27].

However, the external environment also presents significant constraints. Intensified market competition, volatility in coffee bean prices, and rapidly evolving consumer preferences constitute critical threats that necessitate adaptive and proactive strategic responses. Sustained competitive advantage relies on the firm’s capacity to anticipate environmental shifts while maintaining brand authenticity and value creation [28].

3.4. Result of Strategy Matrix Identification

The integration of the Internal Factor Analysis Summary (IFAS) and the External Factor Analysis Summary (EFAS) produces an internal score of 3.06 and an external score of 3.12. Based on the Internal–External (IE) Matrix framework, these results position Skena Coffee in Quadrant I, which reflects an aggressive “grow and build” strategy. This indicates that the firm possesses strong internal capabilities and faces highly favorable external opportunities, making growth-oriented strategic actions most appropriate. The corresponding strategic alternatives are illustrated in Figure 1.

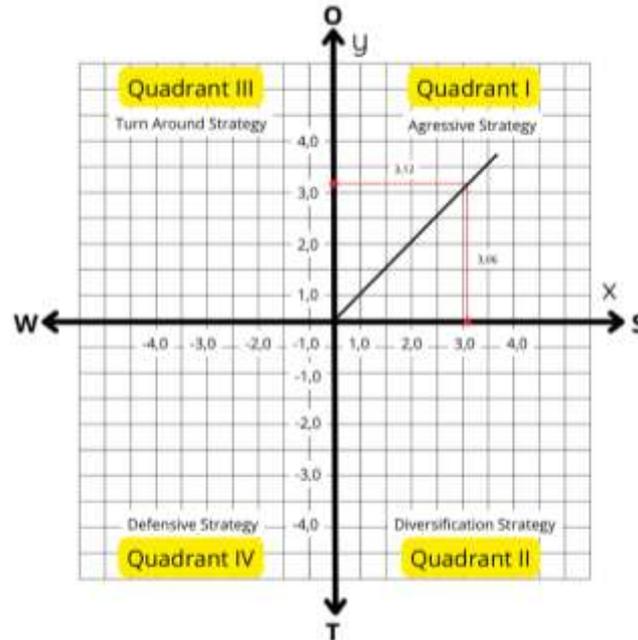


Figure 1. SWOT Strategy Matrix of Skena Coffee
Author’s analysis (2025)

The position of Skena Coffee in Quadrant I of the IE Matrix indicates a combination of strong internal capabilities such as operational efficiency, brand recognition, and consistent service quality and an externally favorable environment marked by rising coffee consumption, a vibrant café culture, and expanding digital engagement opportunities in Makassar. This alignment suggests that the firm is well-positioned to capitalize on its strengths to pursue market growth, product innovation, and brand consolidation. The coordinates ($X = 3.06$; $Y = 3.12$) reaffirm the company’s readiness to adopt an aggressive “grow and build” strategy, emphasizing proactive expansion and creative adaptation within the competitive F&B landscape. Consequently, Skena Coffee’s strategic focus should aim at strengthening competitiveness, deepening customer engagement, and ensuring long-term business sustainability.

3.5. Formulation of SO, WO, ST, and WT Strategies

Based on Skena Coffee’s position in Quadrant I (Aggressive Strategy) of the SWOT Matrix, the company demonstrates substantial internal strengths and operates within an environment characterized by promising external opportunities. This strategic position underscores the firm’s capacity to pursue growth-oriented and innovation-driven initiatives. Accordingly, the formulation of alternative strategies integrates the results of internal and external analyses, emphasizing four strategic combinations SO (Strength - Opportunity), WO (Weakness - Opportunity), ST (Strength - Threat), and WT (Weakness - Threat) which are summarized in Table 5.

Table 5. Strategy Formulation for Skena Coffee

Strategy Type	Strategic Formulation
SO (Strength - Opportunity) Strategies	Strengthen digital promotion and brand awareness through creative and viral marketing content on TikTok and Instagram (S1, S2, S4, S5, O1, O3). Collaborate with local SMEs and creative communities to create limited-edition products or thematic events (S2, S4, O2, O5). Develop “Skena 2” outlets in strategic areas such as the Racing Center, integrating co-working spaces to attract young professionals (S2, S3, S4, O4, O5).
WO (Weakness - Opportunity) Strategies	Establish a digital marketing and customer relationship management (CRM) team to optimize online engagement (W2, W3, W5, O1, O3). Utilize data-driven marketing analytics to personalize promotional strategies and enhance visibility (W1, W3, O2, O4). Diversify menus and improve café facilities to meet the needs of creative communities and digital workers (W2, W4, O4, O5).
ST (Strength - Threat) Strategies	Differentiate through product uniqueness and excellent service quality to sustain competitiveness (S1, S2, S4, T1, T5). Enhance supply chain efficiency and ensure product standardization to mitigate raw material fluctuations (S3, S5, T2, T4). Foster customer loyalty through consistent service delivery and social media engagement (S3, S5, T3).
WT (Weakness - Threat) Strategies	Strengthen partnerships with local suppliers and improve operational efficiency to reduce dependency on external markets (W3, W4, T2, T4). Upgrade café facilities and train employees to improve service quality amid rising competition (W1, W2, T1, T5). Implement ongoing staff development programs to enhance customer experience and operational resilience (W2, W4, T3, T5).

Source: Processed data by the author (2025)

As shown in Table 5, the formulation of Skena Coffee’s strategies emphasizes growth-oriented actions that align with its positioning in Quadrant I of the IE Matrix. The SO strategies prioritize leveraging existing strengths particularly digital presence, service quality, and brand reputation to exploit emerging opportunities in creative marketing and community collaboration. Meanwhile, the WO strategies address internal limitations by enhancing digital capability, data utilization, and service innovation to adapt to evolving consumer preferences. The ST strategies focus on maintaining differentiation through product uniqueness, operational consistency, and loyalty-building initiatives, thereby reinforcing competitive advantage amid market fluctuations. Finally, the WT strategies aim to strengthen resilience by improving operational efficiency, staff competence, and supply chain partnerships. Collectively, these strategies illustrate an integrated framework that supports Skena Coffee’s pursuit of sustainable growth, innovation, and competitiveness within Makassar’s dynamic F&B industry.

3.6. Discussion

The strategic mapping results place Skena Coffee in Quadrant I (Aggressive Strategy) of the SWOT Matrix, with internal and external scores of 3.06 and 3.12 respectively. This position shows that the café possesses strong internal resources such as product uniqueness, brand image, and service quality while operating in a favorable market characterized by a growing coffee culture and rising digital consumer engagement in Makassar. Such alignment supports the implementation of a “grow and build” strategy emphasizing market expansion and product innovation. According to [25], firms in this quadrant are encouraged to exploit opportunities through proactive strategic initiatives.

This finding aligns with the *resource-based view* and *dynamic capability theory*, which highlight how organizations sustain advantage by reconfiguring their tangible and intangible assets. Dynamic capability enables firms to adapt resources in response to market shifts [29]. In the case of Skena Coffee, digital marketing capability and localized brand identity represent core strategic assets that enhance competitiveness. Empirical research by [30] further found that cafés integrating social media and experiential elements tend to strengthen customer loyalty and revisit intention.

Despite these advantages, the café must address its internal limitations, particularly the lack of structured digital marketing management and dependence on specific suppliers. Emphasize SMEs can improve resilience by upgrading internal processes and developing data-driven decision systems [31]. Similarly, [32] suggest that fostering digital readiness enhances responsiveness to market volatility. Therefore, while Skena Coffee's aggressive position supports growth, sustained competitiveness will depend on its ability to strengthen operational capabilities and adapt to dynamic changes in Makassar's F&B sector.

4. Conclusion

This study concludes that Skena Coffee occupies a strategically advantageous position within Quadrant I of the SWOT matrix, reflecting an aggressive growth orientation supported by strong internal capabilities and favorable market conditions. The firm's competitiveness is primarily driven by product differentiation, digital presence, and service excellence, which collectively align with the characteristics of Indonesia's expanding café culture. However, sustaining this position requires continuous improvement in digital marketing management, supply chain efficiency, and operational systems. Theoretically, these findings reinforce the relevance of the resource-based view and dynamic capability framework in explaining how micro and small enterprises in the F&B industry can achieve sustainable growth through adaptability and innovation. Practically, Skena Coffee should continue to pursue a "grow and build" strategy by expanding its market reach, deepening customer engagement through digital platforms, and fostering collaborations with local creative communities. Future research may further investigate the role of technological adoption and customer experience management in strengthening strategic agility among emerging coffee businesses in Indonesia.

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