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## Online Customer Experience, Segmentation, Targeting, Positioning, and Coffee Shop Business Competitiveness Model

Patwayati<sup>1</sup>, Andry Stephannie Titing<sup>2</sup>

<sup>1</sup>Universitas Halu Oleo

<sup>2</sup>Universitas Sembilanbelas November Kolaka

[andriestephan85@gmail.com](mailto:andriestephan85@gmail.com)

### Abstract

*This study aims to explore how Online Customer Experience, Segmentation, Targeting, and Positioning are interpreted and implemented by coffee shop owners in building business competitiveness. This study uses a qualitative approach with a descriptive design to gain an in-depth understanding of the experiences, strategies, and meanings that business owners build in their daily practices. Informants were selected using purposive sampling, involving five coffee shop owners who were directly engaged in business management, customer service, digital promotion, target market determination, and brand image development. Data were collected through semi-structured in-depth interviews and direct observation. Data were analyzed using a descriptive qualitative procedure consisting of data reduction, data display, and conclusion drawn. The findings reveal that Online Customer Experience plays an important role in shaping initial customer perceptions through digital platforms, especially social media. Segmentation is practiced intuitively based on customer lifestyle and visit behavior. Targeting is focused on dominant customer groups such as students, young workers, and local communities, with price, menu, and atmosphere adjustments. Positioning is developed through concept differentiation, product uniqueness, and customer experience to create a distinctive business identity. The study concludes that business competitiveness in coffee shops is formed through the integration of these four elements, which collectively support customer attractiveness, business sustainability, and differentiation in a competitive market. This research contributes by offering a qualitative understanding of the coffee shop business competitiveness model based on digital experience and market strategy.*

*Keywords: Online Customer Experience, Segmentation, Targeting, Positioning, Coffee Shop*

### 1. Introduction

The coffee shop industry has developed into a business sector that emphasizes not only products but also experiences and meanings attached to customer activities [1]. Coffee shops are no longer viewed merely as places to consume beverages, but as social spaces where lifestyle, identity, and personal preferences are expressed. This transformation shows that customers increasingly value atmosphere, interaction, and symbolic experiences as part of their consumption. Business actors are therefore required to provide value that goes beyond product quality by creating spaces and interactions that are relevant to changing consumer expectations [2].

Digital technology has expanded the way coffee shops interact with customers and shape customer perceptions. Interactions that were once limited to direct encounters now continue through social media, online reviews, and digital communication channels [3]. Online Customer Experience has become an important part of how customers interpret a brand before visiting a coffee shop physically [4]. Visual presentation, communication style, and responsiveness in digital platforms contribute to the formation of first impressions and emotional attachment. This condition indicates that customer experience begins prior to direct consumption and is increasingly influenced by online engagement.

Segmenting, targeting, and positioning remain central in helping coffee shop businesses understand customers and determine strategic direction [5]. Segmenting allows business actors to identify different customer groups based on needs and preferences. Targeting helps determine which customer groups are prioritized, while positioning defines how a coffee shop wishes to be recognized and remembered in the market [6, 7]. These strategies are not only technical marketing tools, but also practical processes shaped by the ability of business

actors to read market situations and customer behavior. The implementation of these practices often depends on contextual understanding rather than formal analytical procedures.

A qualitative perspective is necessary to understand Online Customer Experience and STP strategies as lived practices rather than merely measurable variables. Online Customer Experience involves subjective interpretations formed through digital content, emotional impressions, and ongoing communication between business actors and customers [8]. Segmenting, targeting, and positioning also reflect how business actors interpret customer lifestyles, social preferences, and expectations. This perspective allows the study to capture how meanings are constructed in everyday business practices and how those meanings influence the competitiveness of coffee shop businesses. Previous studies have extensively discussed Online Customer Experience and STP strategies [9], but most of them rely on quantitative approaches that emphasize measurement of relationships among variables. Such approaches often simplify complex business realities into numerical patterns and may overlook how strategies are understood and enacted by business actors in real situations. The coffee shop industry, particularly in developing urban markets, requires more contextual exploration because customer experience and market strategy are closely connected to social interactions and local market dynamics [10, 11]. Limited qualitative research in this area creates a gap in understanding how competitiveness is actually built through everyday business practices.

Theoretical discussion on Online Customer Experience and STP strategies still needs to move beyond viewing them solely as formal marketing instruments. Business actors do not simply implement strategies based on fixed concepts, but interpret them through direct encounters with customers, observations of behavior, and adjustments to market changes [12]. Customers also actively interpret the experiences offered by coffee shops through both digital and physical interactions [13, 14]. This situation shows the importance of examining how meanings are produced and negotiated in business practices. A qualitative approach is therefore relevant for uncovering the underlying processes behind strategic actions and competitiveness formation.

This study adopts a qualitative descriptive approach to explore how coffee shop business actors interpret and implement Online Customer Experience, segmenting, targeting, and positioning in their business practices. The focus is placed on understanding processes, experiences, and meanings rather than measuring statistical influence among variables. Through this approach, the research seeks to reveal how business actors construct competitiveness through the integration of digital engagement and market strategy [15]. The study therefore emphasizes practical realities and interpretations that emerge from direct involvement in business activities. The research context is characterized by the rapid growth of coffee shop businesses in an urban setting where competition continues to increase. Coffee shops compete not only in product offerings but also in their ability to create distinct concepts, attractive digital presence, and experiences that resonate with customers. Social media platforms such as Instagram and TikTok have become important tools in shaping customer engagement, while the diversity of customer groups requires flexible strategic responses. These conditions make the coffee shop industry a suitable setting for examining how competitiveness is formed through customer experience and market strategy.

Kendari City provides a relevant context for this study because the coffee shop business in this area has expanded significantly and reflects broader urban consumption patterns. The city shows a growing concentration of young consumers, students, and workers whose activities often intersect with digital lifestyles and social consumption. This market condition supports the relevance of examining coffee shop practices in relation to experience based consumption, digital interaction, and contextual market understanding. The urban dynamics of Kendari also indicate the importance of segment based strategies and experiential differentiation in sustaining competitiveness.

This research aims to explore and understand how Online Customer Experience, segmenting, targeting, and positioning are interpreted and applied by coffee shop business actors in building business competitiveness. The study is intended to contribute to marketing literature by offering a qualitative perspective on the formation of competitiveness in coffee shop businesses. Practical contribution is also expected through insights that may help business actors design strategies that are more adaptive, contextual, and aligned with customer needs. A deeper understanding of these practices can enrich discussion on competitiveness by showing that it is built not only through products and prices, but also through meanings, experiences, and strategic interpretation

## Research Methods

This study uses a qualitative approach with a type of descriptive research to understand in depth how coffee shop owners in Kendari City interpret and run Online Customer Experience, Segmenting, Targeting, and Positioning in an effort to build Business Competitiveness. This approach was chosen because the research focuses on the experiences, strategies, and meanings formed directly by business actors in their daily business practices, not to measure the relationship or influence between variables statistically. The technique of determining informants uses purposive sampling with a total of 5 informants, namely coffee shop owners in Kendari City who are directly involved in business management, customer service, digital promotion, determination of target markets, and the formation of business image. In this study, Business Competitiveness is understood through how business actors maintain their business existence, attract customers, face competition, and build the uniqueness of their business in the midst of many coffee shops in Kendari City.

Data collection was carried out through in-depth interviews and direct observation. The interviews were conducted in a semi-structured manner so that researchers could flexibly explore information about how informants build customer experiences online, determine market segments, choose target consumers, and shape their business positioning. Observations were made at several coffee shops to see firsthand the business conditions, service interactions, atmosphere of the place, and digital promotional activities that support business competitiveness. The data obtained were then analyzed qualitatively descriptively through the stages of data reduction, data presentation, and conclusion drawn. Based on this focus, the conceptual model of this study places Online Customer Experience, Segmenting, Targeting, and Positioning as the main themes explored to understand the formation of Business Competitiveness in the coffee shop business in Kendari City.

## 3. Results and Discussions

### Results

Characteristics of Informants and Research Context

Table 1. Characteristics of Informants

Informants	Business Role	Coffee Store Concept	Main Target Markets	Length of Business Operation
Informant 1	Owner	Aesthetic and modern	Clients and young students	3 years
Informant 2	Owner	Casual and community-based	Local communities and workers	4 years
Informant 3	Owner	Minimalist coffee shop	Students and young professionals	2 years
Informant 4	Owner	Contemporary and social spaces	Young adults and social groups	5 years
Informant 5	Owner	Affordable and everyday coffee concept	Students and general consumers	3 years

Table 1 shows that all informants are coffee shop owners who have a direct role in business management, with diverse business characteristics both in terms of concept and target market. This variation can be seen from the existence of coffee shops with aesthetic concepts, communities, to more affordable daily concepts, and targeting different segments such as students, workers, and local communities. The length of business which ranges from 2 to 5 years also shows that informants have sufficient experience in dealing with the dynamics of business competition in Kendari City. The diversity of these characteristics is an important basis for understanding research findings, especially related to how business actors build Online Customer Experience and implement segmentation, targeting, and positioning. The difference in concept and target market encourages each informant to have a different approach in attracting customers and maintaining competitiveness, thus providing an initial impression that the practice of coffee shop business strategy in Kendari City is contextual and diverse.

### Online Customer Experience in the Coffee Shop Business

Based on interviews with several informants, it was found that Online Customer Experience is an important part of coffee shop business activities in Kendari City, especially in building interaction with customers through digital platforms. All informants point out that social media, especially Instagram and TikTok, has become the main means of introducing their businesses to customers. The platform is used not only to display products,

but also to show the atmosphere of the place, business concept, and activities that take place in the coffee shop. This shows that the customer experience begins to take shape even before the customer comes directly to the location, namely through the visual appearance and initial impression obtained from social media.

The results of the interviews also show that interaction patterns built through social media are an important part of creating customer experiences. The informants emphasized the importance of a quick response to customer messages as a form of initial service. Activities such as replying to direct messages, responding to comments, and reuploading customer content are common practices. For business actors, fast and active communication is seen as able to attract customer attention and build the impression that their coffee shop is responsive and close to consumers. Thus, the customer experience online is not only shaped by the visual appearance, but also by the quality of communication that is built in the digital space.

In addition, some informants explained that the online customer experience is also influenced by the type of content uploaded. Content that is interactive, trend-following, and engages customers is considered more effective in keeping the audience's attention. The use of short videos, interactive stories, and uploads that show customer activity are part of the strategy implemented to create a more lively relationship with consumers. In this practice, social media is not only used as a means of conveying information, but also as an interaction space that allows customers to feel closer to the coffee shop.

The research findings also show that Online Customer Experience is closely related to how coffee shops build their business image and identity. The informants realized that customers often recognized the character of the coffee shop first through social media before deciding to come. Therefore, the appearance of the account, communication style, consistency of uploads, and the type of content shared are important parts in shaping the impression of their business. Through social media, coffee shops try to show who they are, what kind of atmosphere they offer, and what kind of experience customers can feel.

On the other hand, social media is also understood as a means to read customer responses to products and the atmosphere offered. The informants assessed that comments, the number of interactions, direct messages, and customer uploads that marked coffee shop accounts can be a source of information to find out the things that attract the most attention from customers. From these interactions, business actors can recognize customer preferences while adjusting their digital approaches. This shows that the online customer experience is not only shaped by businesses, but also develops through customer engagement in the digital space.

#### Market Segmentation Practices

Based on interviews with several informants, it was found that the practice of market segmentation in the coffee shop business in Kendari City was not carried out formally using a structured marketing framework, but was more intuitive and based on the direct experience of business actors in recognizing their customers. The informants understand the market through daily observations of customer characteristics, visit patterns, and needs that arise while customers are in the coffee shop. Segmentation in this case grows naturally from the ongoing interaction between business actors and customers.

Most informants segment customers based on lifestyle and purpose of visit. There are customers who come to hang out and socialize, customers who come to work or do tasks, and customers who use coffee shops as a gathering space with the community. The group of customers who come to hang out generally pays more attention to a comfortable, relaxed, and visually appealing atmosphere. Meanwhile, customers who come to work or study tend to need more supportive facilities such as Wi-Fi, power plugs, comfortable seating, and a more conducive atmosphere. The community group usually uses coffee shops as a place for social interaction, discussions, and joint activities.

The results of the interviews also showed that the informants recognized the market segment through the habits of customers when visiting. Observation of arrival time, length of visit, type of order, and pattern of space use is the basis for business actors to understand the differences in customer character. Customers who come in during the day or evening often have different needs than customers who come in at night. Similarly, customers who come alone with laptops have different consumption patterns compared to customers who come in groups. Information like this is a practical basis for business actors in recognizing their market groups.

In addition, the findings of the study show that the market segmentation of coffee shops in Kendari City is also influenced by the local context and the environment around the business. The existence of campuses, crowded areas, and community activities around coffee shops form a different character of customers in each location. This condition makes business actors not apply the same segmentation uniformly, but adjust it to the market reality they face directly. Thus, segmentation becomes a flexible process and develops according to customer dynamics

### Coffee Shop Targeting Strategy

Based on interviews with several informants, it was found that the targeting strategy for the coffee shop business in Kendari City was carried out practically and contextually by adjusting the characteristics of the market around the business location. Informants generally have a fairly clear picture of the main customer groups they want to serve, even if they are not formulated in the form of a formal strategy. The groups that are most often targeted are students, young workers, and local communities who use coffee shops as social spaces and productive activity spaces.

Students are one of the main targets because they are seen as a group that often looks for a place to study, discuss, and relax. In addition, young workers are also an important segment because they need a comfortable place to work flexibly, have informal meetings, or simply take a break after activities. Some informants also showed concern for certain communities that often came in groups and used coffee shops as a gathering place. This condition shows that targeting is carried out based on the group of customers who are most often present and most in accordance with the character of their respective businesses.

In practice, this target determination is followed by adjustments to various aspects of the business, especially the price, menu, and atmosphere of the place. To target students, business actors tend to provide more affordable prices and menu choices that suit their tastes and purchasing power. Meanwhile, for young workers, business actors are more likely to adjust the atmosphere to make it comfortable to work, such as providing supportive seating, adequate internet connections, and a relatively quiet environment. In community groups, the atmosphere of a more open and comfortable place to gather is also a concern in the management of coffee shops.

The results of the interviews also show that targeting is not carried out rigidly, but develops according to market conditions and customer responses. The informants did not always set a very narrow target, but adjusted their focus based on who was most dominant in coming to the coffee shop and how the group's needs could be served. This approach makes targeting more flexible and close to real conditions on the ground.

### Positioning Strategy in a Competitive Market

Based on interviews with several informants, it was found that coffee shop business actors in Kendari City are trying to build different business identities as a way to deal with increasing competition. The informants realized that many coffee shops offer relatively similar products, so the differences are more shown through the business concept and the experience provided to customers. In practice, positioning is understood as an effort to make their coffee shop easily recognizable, remembered, and have a special reason for customers to choose over other places.

One of the most prominent forms of positioning is the differentiation of the concept of place. Some informants developed coffee shops with an aesthetic concept that highlights attractive interior design and an atmosphere that suits the preferences of young customers. Others choose a more relaxed and comfortable concept so that customers feel at home to sit longer, both for chatting and activities. There are also informants who build a more exclusive impression through a calmer atmosphere, neater layout, and greater attention to the quality of the customer experience. This variation of the concept shows that business actors are trying to form a certain image that suits the customer segment they want to serve.

In addition to the concept of place, positioning is also built through the characteristics of the products and experiences offered. Some informants place the flagship menu as the main identity of their business, while others emphasize atmosphere, service, and comfort as a differentiating force. Friendly service, an atmosphere that supports customers to stay longer, and an experience that feels different from other coffee shops are part of the identity that we want to build. Thus, positioning rests not only on the product, but also on the overall experience that customers receive when they visit.

The results of the interviews also show that business actors are trying to maintain the consistency of the concepts that have been built. This consistency can be seen from the appearance of the place, the style of communication on social media, the choice of content displayed, and how to serve customers directly. The informants view that the business identity needs to be maintained so that customers have a clear impression of their coffee shop. Too frequent changes to the business concept are considered to obscure the image that has been formed and make it difficult for customers to recognize the character of the business. Therefore, business actors tend to maintain the main characteristics while still adjusting several aspects in a limited way to follow the development of market tastes.

Based on the results of the study, it was found that the competitiveness of the coffee shop business in Kendari City is not only built from product quality, but also from the ability of business actors to manage customer experience, understand the market, determine the main goals, and form different business identities. The findings show that coffee shop owners use digital media as a starting space to build closeness with customers through Online Customer Experience. At the same time, they also segment the market practically by recognizing customers' lifestyle patterns, such as customers who come to hang out, work, or gather in the community. From these groupings, business actors then focus services on the main targets such as students, young workers, and the local community, which are adjusted through prices, menus, and the atmosphere of the place.

On the other hand, positioning is a part that strengthens competitiveness because business actors try to create a distinctive identity through the concept of place, customer experience, and certain characteristics that distinguish their coffee shop from competitors. All of these findings show that Online Customer Experience, segmentation, targeting, and positioning are interrelated elements in shaping business competitiveness. Thus, the synthesis of the results of this study leads to an understanding that the competitiveness of coffee shops in Kendari City is formed from the integration of digital interaction, market understanding, customer target determination, and the formation of business identity. Based on this synthesis, the conceptual model of the research can be described as follows.

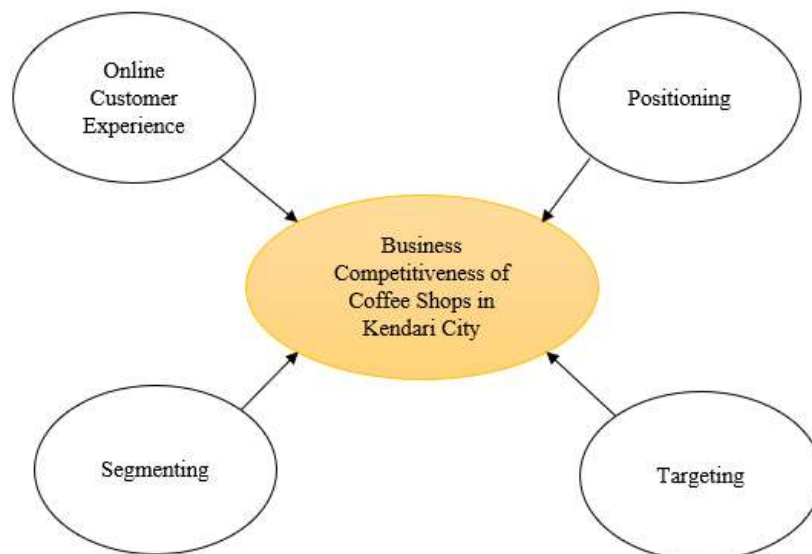


Figure. Conceptual Model of Coffee Shop Business Competitiveness

### Online Customer Experience

Based on the results of the research, Online Customer Experience plays a role as the starting door in building a relationship between coffee shops and customers. Business actors use social media such as Instagram and TikTok to display product visuals, the atmosphere of the place, and activities in the coffee shop. Additionally, active interactions such as quick responses to messages and engagement with customers are becoming an important part of shaping digital experiences. Through this process, customers have begun to build perception and interest

before making in-person visits, so that the online experience becomes the initial basis in attracting the attention of the market.

### **Segmentation**

The results of the study show that market segmentation is carried out intuitively based on observations of customer behavior and lifestyle. Business actors group customers into several main categories, such as customers who come to hang out, work or study, and gather in communities. This segmentation is not formal, but develops from first-hand experience in understanding customer needs. By recognizing these differences in character, business actors can adjust the atmosphere and services according to the preferences of each group.

### **Targeting**

Targeting is carried out by focusing services on the most dominant and business-relevant customer groups, namely students, young workers, and the local community. The determination of this target is followed by adjustments to the aspects of price, menu, and atmosphere of the place. Coffee shops that target students tend to offer more affordable prices, while those that target young workers emphasize comfort and supporting facilities. This approach shows that targeting is flexible and adjusts to market conditions around the business location.

### **Position**

Positioning is built through efforts to create a different business identity in the midst of many coffee shops with similar offers. Business actors develop diverse place concepts, such as aesthetic, relaxed, or more exclusive, and highlight certain characteristics of both products and customer experiences. Consistency in maintaining this concept is an important part so that coffee shops are easily recognized and remembered by customers. Thus, positioning is the main way to differentiate a business from competitors.

### **Business Competitiveness**

Based on the synthesis of the overall findings, the competitiveness of the coffee shop business in Kendari City is formed from the integration between Online Customer Experience, segmenting, targeting, and positioning. Online experiences help attract attention and build initial relationships with customers, segmentation provides an understanding of the character of the market, targeting focuses services on specific groups, and positioning strengthens the company's identity. These four aspects work together in shaping the ability of coffee shops to attract customers, maintain business existence, and compete in an increasingly growing market.

### **Discussions**

Customer Experience in this study shows that digital experience is an important element in building the Online Customer Experience in this study confirms that digital interaction has become a central element in shaping the competitiveness of coffee shop businesses. The findings indicate that business actors actively utilize social media platforms such as Instagram and TikTok to construct initial customer perceptions through visual representation and continuous engagement [16, 17]. Customers are not only exposed to product information, but also to the atmosphere, concept, and identity of the coffee shop before making a visit [18, 19]. This indicates that customer experience begins in the pre-visit stage, where digital content functions as a medium for delivering symbolic and emotional value [20, 21]. The role of responsiveness in digital communication also strengthens this experience, as quick replies to messages and comments create a sense of closeness and attentiveness. This pattern reflects how digital environments extend the service encounter beyond physical interaction. Such findings are consistent with previous research showing that younger consumers tend to form brand perceptions through digital interactions and online experiences prior to actual consumption decisions [22]. The increasing reliance on digital platforms further highlights how social media acts as an interactive space that facilitates engagement and relationship building between businesses and customers [23]. Therefore, Online Customer Experience contributes not only to attracting customers but also to maintaining their attachment, which ultimately strengthens business competitiveness.

Segmenting practices identified in this study reveal that coffee shop business actors tend to rely on experiential understanding rather than formal analytical frameworks. Market segmentation is constructed through daily observations of customer behavior, visit patterns, and lifestyle preferences. Business actors differentiate customers based on their purposes of visiting, such as relaxing, working, or socializing within communities. This indicates that segmentation is embedded in real interactions rather than being derived from structured market analysis [24]. The ability to recognize these patterns allows business actors to adapt the environment, service style, and overall experience according to the needs of each segment. This finding aligns with the notion that

segmentation in service industries, particularly in coffee shops, often relies on behavioral aspects such as visit purpose and consumption patterns. In urban contexts, segmentation based on lifestyle becomes increasingly relevant because customers use coffee shops as multifunctional spaces that combine social, productive, and leisure activities. The diversity of customer expectations requires businesses to remain flexible and responsive in adjusting their offerings. As a result, segmentation serves as a practical tool that enables business actors to align their services with customer needs, thereby enhancing their competitive position in the market.

Targeting in this study demonstrates that business actors prioritize specific customer groups that are considered most relevant to their business concept and operational capacity. The dominant target groups identified include students, young professionals, and local communities, all of whom actively engage with coffee shops as part of their daily routines. The selection of these targets reflects an understanding of market demand as well as the characteristics of urban consumers who seek both social interaction and productive environments [25]. Targeting strategies are implemented through adjustments in pricing, menu offerings, and spatial design. For instance, affordability becomes a key consideration when targeting students, while comfort and supporting facilities such as WiFi are emphasized for young professionals. This indicates that targeting is not a static decision but a dynamic process that evolves based on customer response and market conditions. The findings support previous studies suggesting that students and young workers represent primary segments in the coffee shop industry due to their frequent visits and demand for flexible spaces. The dynamic nature of urban consumers further reinforces the need for adaptive targeting strategies that respond to shifting preferences and consumption patterns. By focusing on clearly defined target groups, business actors are able to allocate resources more effectively and create offerings that resonate with customer expectations, thereby strengthening competitiveness.

Positioning in this study highlights the importance of establishing a distinct business identity in an increasingly competitive market. Coffee shop business actors differentiate themselves through unique concepts, product characteristics, and the overall experience offered to customers. The findings show that positioning is expressed through various themes such as aesthetic design, relaxed atmosphere, or premium experience, each aimed at attracting specific customer segments [26]. This differentiation allows coffee shops to create a recognizable identity that distinguishes them from competitors offering similar products. Consistency in maintaining this identity also emerges as a crucial factor, as it reinforces customer perception and builds long term recognition. The emphasis on experiential differentiation reflects the shift from product based competition to experience based competition in the service industry [27]. This observation is supported by studies indicating that concept differentiation and experiential value are key drivers of competitive advantage in coffee shop businesses. Furthermore, the integration of product quality, service interaction, and environmental design contributes to a holistic customer experience that strengthens brand perception. Positioning therefore functions not only as a means of differentiation but also as a strategic tool for sustaining customer loyalty and enhancing competitiveness.

Overall, the discussion shows that Online Customer Experience, segmenting, targeting, and positioning are interconnected elements that collectively shape business competitiveness. Digital experience initiates customer engagement, segmentation provides an understanding of market diversity, targeting directs business focus toward relevant customer groups, and positioning establishes a distinctive identity in the market. The integration of these elements reflects a comprehensive approach to managing customer relationships and responding to competitive pressures. In this context, competitiveness is not determined solely by product quality or price, but by the ability of business actors to create meaningful experiences, interpret market dynamics, and continuously adapt their strategies. This holistic understanding provides a deeper insight into how coffee shop businesses sustain their presence and remain competitive in an evolving market environment.

#### **4. Conclusion**

This study concludes that the competitiveness of the coffee shop business in Kendari City is formed through the integration of Online Customer Experience, segmenting, targeting, and positioning carried out contextually by business actors. Online Customer Experience serves as an initial means of building customer interaction and perception through digital media, while segmenting helps businesses understand market characteristics based on customer lifestyle and behavior. Targeting allows focusing on key groups such as students, young workers, and local communities with adjustments to pricing, menus, and atmosphere. On the other hand, positioning is the main differentiating factor through the business concept, product characteristics, and experience offered. The implications of this study show that coffee shop business actors need to integrate digital strategies and market understanding simultaneously to create sustainable competitiveness. Practically, these results can be a reference for business actors in developing business strategies that are more adaptive to local market dynamics.

However, this study has limitations, especially in the limited number of informants and focuses on one region, so it is not fully representative of the broader conditions. In addition, the qualitative approach used emphasizes in-depth understanding, so it does not measure the level of contribution of each variable specifically. Therefore, further research is recommended to expand the number and variety of informants, as well as examine the contexts of different regions to gain a more comprehensive understanding. The next research can also combine qualitative and quantitative approaches to see the relationship between variables in more depth, as well as explore other factors such as product innovation, service quality, and the wider use of digital technology in supporting the competitiveness of coffee shop businesses.

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