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**BUSINESS STRATEGY AS A COFFEE COACH AND LITERACY BUSINESS
DEVELOPMENT EFFORT IN MEDAN CITY**

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Abstract

The purpose of uni research is to find out what business strategies are applied by Coffee Coach – Coffee & Literacy in developing their business as a business that must be developed specifically in the city of Medan.

In this study, researchers used qualitative descriptive methods, where researchers wanted to analyze the business strategies applied by Coffee Coach and Literacy in developing their business. research location at Coffee Coach – Coffee & Literacy, Jalan Gagak Hitam Kota Medan. Data collection techniques can be done by interview, observation, and a combination of all three.

The results of the study that the quality of Coffee Coach & Literacy products are not in accordance with the price and taste. This is due to the changing raw materials and lack of experience of employees in the coffeeshop field. Coffee Coach & Literacy is still not good at marketing its products on social media as its marketing strategy, Coffee Coach & Literacy More often maximize marketing with the mouth to mouth method, while in today's digital era marketing through extensive social media is very important because it can help increase business success.

The strategy is a collaboration carried out by him with one of the other coffee shops in terms of the process of providing coffee raw materials owned, namely roasting coffee beans themselves, where the coffee bean roasting process is located in his friend's coffee shop. This is done so that the business can be more efficient and the quality of taste is more maintained. Likewise, the management that is applied today has used professionals to manage its business with the aim that all books are recorded properly and can help evaluate the performance of all employees when they are not in place.

Keywords: Strategy, Business Development

Introduction

Business development is carried out with the reason to get maximum profit with the condition that it exceeds the achievement of sales targets that have been planned. The maximum profit obtained will make a major contribution to business actors in order to expand and develop their business. There is an increase in sales for the number of visitors who come, the business is considered able to expand its business to be able to satisfy visitors by using the achievement of targets or profits that are always exceeded (Zuhri 2013)

High market demand is a strong enough reason for business actors to open business location branches. When the business and products offered have such high market demand, it makes business actors have to take advantage of it and fulfill it. The income obtained will also increase. So to overcome high market demand, you can use the solution of opening branches of the business location in order to meet market demand (Ningsih and Maika 2020).

Business development in Indonesia has recently become increasingly fierce

competition, change, and uncertainty. This situation creates sharp competition between companies, both because of increasing competitors, increasing product volumes, and increasing technology. This forces companies to pay more attention to the environment that can affect the company, so that the company knows what kind of marketing strategy and how it should be implemented in the company. Therefore, competition is very important for the success or failure of a company (Sari 2020), So that companies must more carefully read and anticipate market conditions so that they can create quality products, provide quality services that can satisfy consumers so that they can win the competition.

The company needs to recognize its strengths and weaknesses in the competition. This will greatly help the company in recognizing its own company conditions, as well as taking advantage of every opportunity that exists and avoiding or minimizing threats from the external environment. This statement is also expressed by (Guiltinan, Paul, and Rosas Lopetegui 1994), Where in determining competitive strategies and making decisions, a manager must recognize what weaknesses, strengths, threats, opportunities the company has and recognize the advantages of competitors that may be owned.

Marketing strategy is an important thing that must be done by companies because it can have a positive long-term impact on the company, especially in terms of retaining customers, mastering existing market share, and in facing competition (Kumar, Scheer, and Kotler 2000). Business development is the long-term value creation of an organization in terms of customers, markets and relationships and how these forces combine together to create growth opportunities.

According to Budiyanto (Suhardini and Rizki 2014) Corporate Strategy is a formula/tip/way/strategy to achieve company goals. So, strategy is a way to achieve company goals based on the environment faced. Business strategies may include geographic expansion, diversification, acquisitions, product development, market penetration, reductions, divestitures, liquidations and joint ventures.

While David (Suhardini and Rizki 2014) states that strategic management is a plan that is prepared and managed by taking into account various sides with the aim that the influence of the plan can have a positive impact on the organization. The strategic management process consists of three stages, namely Strategy Formulation, Implementation, and Evaluation which is a repeating cycle.

For businesses that are already running in the evaluation stage, analysis of the company's internal and external environment can be used. According to Osterwalder (Suhardini and Rizki 2014), Analysis of the company's internal and external environment is a tool to help entrepreneurs or prospective entrepreneurs see more accurately how the business is or will be undertaken. In addition, in strategy formulation, a SWOT analysis is carried out, which is a strategic formulation method that serves to analyze the strengths, weaknesses, opportunities, and threats of a company (Suhardini and Rizki 2014)

This process involves determining specific goals of business speculation by identifying internal and external factors that are supportive and unsupportive in achieving those goals. By using the SWOT matrix, SO, ST, WO, and WT strategies will be generated combined with analysis of the company's internal and external environment. In the strategy formulation process, a matching stage is carried out to identify strategies with the IE Matrix (Suhardini and Rizki 2014)

According to Prawirokusumo (2015) business growth can be divided into 5 stages, namely conceptual stage, start up, stabilization, growth stage, and maturity. This study will discuss business growth seen from the conceptual stages, namely: Recognizing potential opportunities, Analyzing Opportunities, Organizing Resources, Steps to Mobilize Resources Coffee Coach – Coffee & Literacy was established on October 1, 2019 or coincided with International Coffee Day, This business was founded by Mr. Khairul Amri Hasibuan, SE., M.Si who is also the Founder

& CEO of Rekan Institute Consulting. Coffee Coach – Coffee & Literacy is located at Jalan Ringroad No.33, Tj.Sari, Kec.Medan Selayang, Medan City has several types of drink variants such as Café Latte, Sweet Latte, Cappucino, Americano, Mocca, Kopi Susu, Sanger Espresso, Cold Black, Cold White, V60, Japanese Coffee, Tubruk, Green Tea Coffee Latte, Thaitea Coffee, Coffee Chocolate, Thai Tea, The Milk, Matcha Green Tea, Taro Latte, Avocado Juice, Carrot Juice, Orange Juice, Lemon Tea. While there are also several variants of food such as Ayam Penyet, Nasi Goreng, Indomie Kuah, Indomie Goreng, French Fries, Sweet Potatoes, Brown Bananas, Grilled Bananas.

According to Aris Ariyanto and friends, the definition of MSMEs is a trading business managed by individuals or business entities and in accordance with the criteria of a business in the small scope or also in the micro scope. In accordance with the understanding of MSMEs, the criteria for MSMEs can be distinguished, including micro enterprises, small enterprises, medium enterprises. With this classification, the government also hopes that MSMEs can play a role in building the national economy, including the development of regional potential-based and market-oriented businesses.

Law No. 20 of 2008 states that, Micro, Small and Medium Enterprises are business activities that are able to expand employment and provide broad economic services to the community, and can play a role in the process of equitable distribution and increase in community income, encourage economic growth, and play a role in realizing national stability. In addition, Micro, Small and Medium Enterprises are one of the main pillars of the national economy that must obtain the main opportunities, support, protection and development as wide as possible as a form of firm alignment with the people's economic business groups, without neglecting the role of Large Enterprises and State-Owned Enterprises.

Literature Review

1. Strategy

Strategy is important for the survival of a company to achieve effective and efficient company goals or objectives, the company must be able to face every problem or obstacle that comes from within the company and from outside the company. According to Porter (2012) said that Strategy is a set of different actions or activities to deliver unique value.

According to David (2012) Strategy is a means together with the term goals to be achieved by the company. According to Clausewitz (2013), Strategy is an art of using battle to win a war. Strategy is a long-term plan to achieve a goal. Strategy consists of the essential activities necessary to achieve the goal.

Jackson (2013) says that, Strategies can be used in a variety of ways or situations;

- a) Strategy is a plan, how, way to get from here to there.
Strategy is a pattern in action over time.
- b) b) Strategy is a position that is reflecting the decision to offer a particular product or service in a particular market.
- c) Strategy is perspective i.e. vision and direction.

According to Rangkuti (2013) argues that strategy is a comprehensive master plan, which explains how the company will achieve all the goals that have been set based on the predetermined mission. (Rangkuti 2013b) quoting the opinions of several experts regarding strategy, While Business Etymologically defined as the state of a person or group of people who are busy doing activities or work that bring profit. According to (Rangkuti 2013a) A business is a business that is run whose purpose is profit. Based on the definitions of some of the experts above, it can be concluded that Business Strategy is an activity that is usually carried out by business people to obtain competitive advantages. Each actor has a variety of methods,

structures and systematics.

Business Strategy is also called competitive strategy, usually developed at the division level and emphasizes improving the competitive position of products in the form of company goods or services in a special industry or market segment served by the division. The division's business strategy may emphasize increasing profits in the production and sales of the products and services produced. Business strategy should also integrate various functional activities to achieve divisional objectives. Business strategy is one of overall cost leadership, or differentiation.

2. Development

According to Nadler (N a f i s a h 2 0 2 3) Development is learning activities that are held within a certain period of time to increase the possibility of improving performance. According to Brown and Petrello Business Development is an institution that produces goods and services needed by the community. If the needs of the community increase, then business institutions will also increase their development to meet these needs, while earning profits. (Brown and Petrello 1976)

According to Hughes and Kapoor, business development is an individual business activity that is organized to produce and sell goods and services for profit. According to Mussleman and Jackson, business development is an activity that meets the needs and desires of the community, and companies are organized to engage in these activities.

According to Mussleman and Jackson there are two important elements in business development including: first: Internal Elements in the form of the desire of entrepreneurs to develop and enlarge their business, Understand techniques for creating products starting from the amount of production, how to develop and others, Make a budget to find out the amount of expenses and income. The two External Elements are: Obtaining a business budget does not only depend on the budget from within by following the development of existing business information, Understanding the business environment situation, price and product quality, product range.

Research methods

This research researchers use qualitative descriptive methods, where researchers want to analyze the business strategies applied by Coffee Coach and Literacy in developing their business. According to Sugiyono, there is no easy way to determine how long the research will take. But the duration of the study will depend on the existence of data sources and the purpose of the study. It will also depend on the scope of the study, and how the research manages the time used. The allocation of time used for this research, carried out within 5 months with stages in the first month of observation, starting with the preparation of proposals, the second three months is carrying out research stages which include data mining at Coffee Coach – Coffee & Literacy Jalan Gagak Hitam Medan City.

According to Sugiyono, primary data is data taken directly from the main source or raw data taken by the researcher himself (not by others) from the main source for the benefit of his research and the data did not previously exist. Primary data in this study was sourced from the researchers' own observations made during a visit to the research site .(Sugiyono 2010) According to Sugiyono (2018), secondary data is data that is not obtained directly from the main source but obtained from other parties. This secondary data researchers obtained directly from the main source (Owner) of Coffee Coach and Literacy in the city of Medan by means of interviews

Findings

SWOT matrix is an analytical tool that can be used to find out the company's strategy that is being carried out and can also be used to produce alternative strategies for the company. From the results of interviews with informants, the analysis of Internal and Exthermal Factors of the SWOT Method in Coffee Coach & Literacy Medan is as follows:

- 1) The price set is lower than other Coffee Shops.
- 2) Strategic location because it is close to the center of the crowd, universities and offices
The location of the establishment of Coffee Coach & Literacy is at a crowded point in the Ringroad area, coupled with the existence of private universities and offices makes the location of the establishment of Coffee Coach & Literacy very strategic. Tempat yang bernuansa alam dan modern.
The atmosphere at Coffee Coach & Literacy presents an open position that has a blend of natural and modern nuances, this location has indeed been thought of from the beginning and is characteristic by Coffee Coach & Literacy itself. The presentation of this atmosphere is expected to be an important factor to attract consumers to be comfortable in Coffee Coach & Literacy.
- 3) Availability of ample parking space
- 4) Already partnered with an online Shuttle Platform (Go-Food, Grab Food, Shopee Food)
- 5) Availability of complete facilities (wifi, toilet, prayer room) fasilitas lengkap (wifi, toilet, musholla)
- 6) Consistent with the Taste of Coffee Shop
 - a. *Weakness*
 1. Lack of maximum service along with the growth of enthusiasts
 2. The best service to customers is a benchmark for success in creating customer loyalty and satisfaction, but this is a problem in Coffee Coach & Literacy. Lack of experienced employees in the field of Coffee Shop Employee productivity is an important factor to produce good output from the company itself, but experienced employees in the field of Coffee Shop is very minimal because recruitment at the beginning does not refer to the Standard Operating Procedure (SOP) Coffee Shop
 3. No Meeting Room
Meeting Room has an important role in the development of Coffee Coach & Literacy, meeting room serves as a place to conduct important meetings by organizations, groups and governments
 4. The promotion carried out has not been fully carried out optimally limited to Facebook social media only.
 - b. *Opportunities*
 - 1) Can develop business by adding new products, and opening new branches to dominate the market Coffee Coach & Literacy will try its best to develop its products, of course this must be supported by innovation and creativity of employees. Another way to develop a business is to open a new branch, and this issue has become a priority for Coffee Coach & Literacy so that it becomes a short-term plan to build a new branch.
 - 2) The development of increasingly advanced technology so that it can facilitate promotion and sales

The development of technology can no longer be stopped, there are many technological emergences that facilitate human activities in life and business, Coffee Coach & Literacy is one of the business ventures that should be able to utilize technology in driving its business and one of them is in the field of promotion. In order for better promotion, it is necessary to use technology so that the promotion carried out is able to reach stakeholders. Promotions that utilize technology such as playing all social media such as Instagram, Twitter, Facebook, Telegram, WhatsApp and many other platforms.

- 3) Loyalty of loyal customers visiting (there is a good relationship) Based on the results of the interview, consumers admitted that comfortable and peaceful when at Coffee Coach & Literacy, this is because it is not without reason, but consumers feel suitable with the environment provided by Coffee Coach & Literacy, besides that consumers recommend to relatives, friends and relatives to visit Coffee Coach & Literacy
- 4) Good economic condition of the community around the location

The location of Coffee Coach & Literacy stands in Ringroad, this area is one of the areas in Medan City with good economic conditions. As it is known that the center of hustle and trade traffic in Medan City, namely on the Ringroad, this advantage should be used by Coffee Coach & Literacy. Adanya pembayaran elektronik (M-Banking)

c. *Threats*

- 1) The number of new competitors with the same type of business

Based on an interview with the manager of Coffee Coach & Literacy, he admitted that the biggest threat in this business is the emergence of new competitors with the same type of business. Therefore, it is necessary to be aware of these problems by developing businesses and innovating and creating so that Coffee Coach & Literacy still exists and remains the main choice in the midst of society.

- 2) Unstable raw material prices

The fluctuating prices of raw materials are unsettling. To save costs, Coffee Coach & Literacy must first find out which raw material suppliers sell yarn cheaper, for that this business has several sources of raw material suppliers, so that if one of the income increases the price then it is decided to move to another supplier who sells yarn raw materials cheaper. This becomes quite difficult because the price is not stable.

- 3) Consumers are switching to cheaper coffee (brewed coffee)

Consumer-minded towards coffee at Coffee Coach & Literacy which is more expensive, allowing consumers to switch to cheaper competing coffee products such as street coffee stalls. The higher price is a threat to the continuity of Coffee Coach & Literacy because people tend to want cheaper prices, especially the lower middle class.

Conclusion

Based on the results of the study, it can be concluded that the quality of Coffee Coach & Literacy products is not in accordance with the price and taste. This is due to the

changing raw materials and lack of experience of employees in the coffeeshop field. Coffee Coach & Literacy is still not good at marketing its products on social media as a marketing strategy, Coffee Coach & Literacy more often maximizes marketing with the word to mouth method, while in today's digital era marketing through extensive social media is very important because it can help increase business success.

However, on the occasion of research conducted an interview with the owner Mr. Khairul Amri Hasibuan, SE., M.Si said that he had carried out a strategy to develop his business, this was related to the price and taste of the coffee sold. The strategy is a collaboration carried out by him with one of the other coffee shops in terms of the process of providing coffee raw materials owned, namely roasting coffee beans themselves, where the coffee bean roasting process is located in his friend's coffee shop. This is done so that the business can be more efficient and the quality of taste is more maintained. Likewise, the management that is applied today has used professionals to manage its business with the aim that all books are recorded properly and can help evaluate the performance of all employees when they are not in place.

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