

Original Article

Business Development Strategy of MSME Cafe (Study at My Yellow Cafe, Depok)

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Abstract: *The MSME sector regarding the country's café industry will be explored in this paper. In fact, many factors, like a changing population, economic growth, and changing lifestyles, shaped the development of Indonesia's culinary environment. This is also supported by the growing popularity of various business ideas, especially when café shops have become a common interest. Global trends are now shifting towards digitalization; therefore, strategic business development is now crucial. This research study is, therefore, meant to serve as a reference to the implementation of digital strategies for Indonesian MSMEs in aid of gaining a competitive advantage and setting an exemplary practice for the sector at large. The purpose of this research work is to develop and recommend an ideal business strategy for My Yellow Café, which is an MSME entity. For this intent, the research study is to be based on a versatile and all-inclusive analytical framework that includes internal and external assessments. In this regard, internal analysis includes Functional Management and SW evaluation, while external analysis will be adapted from Porter's Five Forces model, OT analysis, and PEST (Political, Economic, Social, and Technological) analysis. The results then are collated in a SWOT (Strengths, Weaknesses, Opportunities, and Threats) matrix. The construction of the IFE and EFE matrices forms part of the research methodology, culminating in an Internal-External (IE) matrix. A Quantitative Strategic Planning Matrix (QSPM) is applied to ensure the objectivity of the strategy's prioritization aspect. The fact-finding analytical process permits the researchers to arrive at well-founded conclusions and make strategic recommendations regarding the development of management practices in My Yellow Café. Moreover, the study aims to solve current operational challenges and to support the organization in making decisions.*

Keywords: *Internal Analysis, External Analysis, Digital Transformation, QSPM.*

I. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) in Indonesia constitute a significant proportion of the national economy, representing 99% of all businesses, employing 97% of the workforce, and contributing substantially to the Gross Domestic Product (GDP), non-oil and gas exports, and domestic income. The integration of the "Triple-I" concept (Innovation, Implementation, and Impact) into business education curricula fosters diverse and harmonious Indonesian social values as guiding principles for societal conduct. The advent of technological advancements and digitalization is catalyzing the transformation of traditional business models into more potentially lucrative digital enterprises. This shift is exemplified by the fact that, as of January 2020, 175.4 million Indonesians were active internet users. Within this context, MSMEs, including café establishments, play a pivotal role in Indonesia's economic growth trajectory.

Maintaining the enterprise, and hence the development and growth of the companies involves a total management strategy. The strategy must encompass both internal analysis, functional management and Strengths and Weaknesses analysis. At the same time, external evaluations include Porter's Five Forces model, Opportunities and Threats analysis, and PEST [Political, Economic, Social, and Technological] analysis. Moreover, the combination of the analyses, applied with SWOT methodology and the Quantitative Strategic Planning Matrix (QSPM), enables the strategy to be prepared with strategic emphasis. The emergence of social media sites has been a boon for MSMEs, providing rapid access to information and utility in many aspects of the business. However, for some café businesses like My Yellow Café, performance is deteriorating, forming a call for effective strategies for them to survive and thrive in the long run.

This study explores the promising culinary MSME sector, particularly in terms of cafés. The Indonesian food sector is always increasing, as it fulfils the simple human need for food supply. New cafés offer not only a variety of food but also a warm atmosphere, beautiful decorations, and free wireless internet connections. This development is driven by factors such as demography, economics, and lifestyle. Although some of the lifestyle reasons assigned to the patronization of these cafes, others do use cafés as a remote workplaces. The variety in the concepts and services offered by cafés ensures that their business will continue relevantly responding to the changing needs within society. Proper skills in management are pivotal for a successful business in the café business, avoiding business failure. Other than the CRM product, other factors that will



determine the contribution of an individual to loyalty include quality relating to a product, pricing strategy, and even customer experience.

This can be done through a digital-centric business development strategy supported by comprehensive analyses internally and externally, undertaken using SWOT, IFE, EFE, and QSPM matrices. Based on the same analysis, objective priority strategies have to be decided. Modern social media has emerged as an effective tool for MSME entrepreneurs; however, it is most especially useful for the culinary sector. Social media, according to Achmad et al. (2020), allows for fast access to information, marketing, customer interaction, savings, and online business management. Currently, the social life of crowded functions provides opportunities for MSME companies to provide proper facilities for the culinary business. Social media makes it possible to carry out streamlined marketing and promotions. Moreover, ordering services through ride-hailing, such as Grabfood and Gofood, also make the purchasing process easier for consumers. All these factors help to establish a favorable context for the formation of food MSMEs, which adapt to the challenges and constraints of an evolving market.

II. LITERATURE REVIEW

A) MSMEs

The MSME sector has an important role in Indonesia's economic development, with the potential to address the growth of the new workforce. Although definitions of MSMEs vary, they are generally based on the number of workers and the value of the company's assets or annual revenue. As for micro businesses, the maximum net worth is IDR 50 million, and the maximum annual turnover is IDR 300 million. Small business: net worth IDR 50-500 million, annual turnover IDR 300 million-2.5 billion. Medium business: net worth IDR 500 million-10 billion, annual turnover IDR 2.5-50 billion. Cafe is a commercial culinary business that provides a variety of drinks and snacks with professional service in an informal atmosphere. There are seven cafe categories: American Cafe Chain, Italian Cafe Chain, Local Cafe Chain, Cafe to Go, Specialty Coffee, Independent Cafe, and Bakery and Pastry Café (Sugiarto & Sulartiningrum, 1996). This research focuses on the type of Independent Cafe.

One major driving force behind the growing popularity of the café business is changing consumer behavior in the younger generations. Analyses show that cafes have become the new hot spot for Indonesian youth to hang out with friends, relax over food and drinks, or take a break from the hustle and bustle of everyday life (Prayoga et al., 2023). This has led café owners to focus more on customer satisfaction concerning service quality, ambience, and product offerings (Prayoga et al., 2023; Abdurrahman et al., 2021). In addition, health-conscious consumer behaviour affects the purchase decision. Researchers also indicated that the health-oriented menu options have had significant effects on the attitudes of consumers and their intentions to purchase. In addition, local coffee brands have seen growth with the rise of Indonesia's café industry. The popularity of these brands has increased because the government encourages people to consume local products. Coffee culture in the country also became popular, and thus, there has been an inclination towards local brands. This tendency for local brands not only increases consumer pride but also makes cafés adopt specific branding strategies that show in accordance with local identities. Strong presence and new product development in the market have been emphasized because of this increasing competition among cafes.

B) SWOT

SWOT analysis, a strategic planning tool, determines the organizational opportunity with the minimum risk of weaknesses and threats by using the logic-based approach to maximize the organization's profits. This analytical framework allows the collection and evaluation of information from within and without the company boundaries for the formulation of effective strategies and risk mitigation measures. A constituent part of strategic planning, SWOT analysis aids the comprehensive assessment of a company's internal and external environments. This core objective seems to paint a vivid picture of the business environment by creatively harnessing internal strengths towards dealing with external opportunities and threats. The SWOT framework laid emphasis on four pivotal dimensions, including strengths, weaknesses, opportunities, and threats. Through the synthesis of those factors, the SWOT matrix would allow the synthesis of opportunities that would be created outside the organization while protecting against the threats and harnessing those strengths and potential weaknesses inside the firm. A four-way systematic approach would provide the company with four possible orientations in strategy and, thus, a structured basis for decisions and allocation of resources. Having been developed and fine-tuned by diverse scholars and practitioners, including Rangkuti, Kotler, Ferrell, and Hartline, SWOT analysis has become a comprehensive strategy for use when considering business contexts. Its core purpose is to maximize available resources without exposing risk factors concerning business operations. SWOT analysis explains within an organization the internal and external factors at play within their business environment in which they can form organizational vision, goals, and strategic decision-making processes. Speaking in terms of the business model canvas, the SWOT analysis provides an organized perspective in approaching any aspect of a business model.

The four main categories of SWOT - Strengths, Weaknesses, Opportunities, and Threats - enable an organization to grasp the far more complex realities under which it operates in the bigger business environment. This general perspective gives room for deriving workable strategies calibrated to the particular needs of the organization. Rangkuti's elaboration of the SWOT matrix only serves to further maximize the usefulness of this analytical tool. The matrix helps generate the outcome of the SWOT analysis through actual concrete strategic initiatives. The integration in this context enables organizations to exploit their strengths and external opportunities while at the same time addressing internal weaknesses and minimizing external threats. From this perspective, SWOT analysis stands out as a versatile and highly powerful tool for strategic planning and organization development, providing an organized framework for managing complexity in business environments and developing robust strategies contextually appropriate.

C) Strategy Management

Management, which comes from the root "to manage," is a science and art that deals with the utilization of inanimate and human beings to make organizations work toward their objectives. Frederick Taylor emphasized that jobs should be made simple so that work can be improved upon. Management Function consists of four primary elements: (1) Planning: planning what to do, when, how, and by whom. (2) Organizing: grouping work into units, assigning tasks, authority and responsibility. (3) Actuating: moving subordinates through leadership, commands and motivation. (4) Controlling: measuring and assessing task implementation, as well as controlling deviations so that they are in accordance with the initial plan. Strategic management is fundamentally about the formulation, implementation, and evaluation of decisions that enable an organization to achieve its objectives. It is a continuous process that allows organizations to be proactive rather than reactive, thus exerting control over their future Gürel & Tat (2017). The strategic management process typically involves several stages, including environmental scanning, strategy formulation, implementation, and evaluation (Syuzairi, 2023). This cyclical nature of strategic management emphasizes the need for organizations to adapt to changing environments and to continuously reassess their strategies to maintain relevance and effectiveness (Syuzairi, 2023).

In the context of small and medium enterprises (SMEs), strategic management practices such as strategic planning and execution have a significant impact on performance outcomes. Studies have demonstrated that effective strategic management correlates positively with sales volume, profitability, and overall business success (Omsa, 2017). However, the success of these practices depends on organizational commitment and the external business environment (Rustamadji & Omar, 2019). This means that strategic management practices should be aligned with the specific context and capabilities of the organization.

D) Digitalization Strategy

As explained by Wirtz in 2018, the four main success factors for digital business development include the following: first, to adapt and fit into the internet economy with flexibility by being much more customer-centric; second, innovation capabilities for analyzing markets, reviewing risks and opportunities, and presenting physical and virtual products; third, network capabilities in using digital technology to process information and integrate with other companies. Lastly, it is easier to use, has an orientation toward customer needs, and allows easy migration from offline to e-business through the use of efficient access technology. Four of these factors play a significant role in determining the success of a business in the era of digital change. "Organizations increasingly see digitalization strategies as their domain for improving competitiveness and adapting to a rapidly changing technological future.". The systematic literature review compiles the findings of different studies to provide a full understanding of the use of digitalization strategies, particularly in small and medium-sized enterprises (SMEs) and in the café industry.

Digitalization is fundamentally reshaping business models across industries. Bouwman et al. note how SMEs, for example, face difficulties in reallocation of resources for business model experimentation in the journey of digital transformation Bouwman et al. (2019). SMEs that are more actively engaging with business model innovation tend to have better performances, and hence, strategic resource allocation is critical in ensuring successful digitalization. This is further emphasized by Ghobakhloo et al., who concur that "understanding the IT adoption process is vital for SMEs in executing successful digital strategies" (Ghobakhloo et al., 2012). The literature review suggests that the effective use of IT adoption could lead to dramatic improvements in operational efficiency and responsiveness to markets.

Moreover, as highlighted above, digital marketing has very recently become part of the official café business through improving brand awareness and communicating with customers. Actually, as presented by the example of Prakasa's El Primero Café, community-based digital marketing strategies could help in the discovery of a brand (Prakasa, 2023). According to Zulstra, the owners of cafes must upgrade their outreach and effectiveness by improving their digital marketing skills (Zulstra, 2023). In conclusion, both studies underscore the fact that there is a great need for caffeine companies to alter marketing efforts in line with the digital environment, as pressures have intensified due to the COVID-19 pandemic (Suprpto, 2024). Aside from marketing and embracing technological practices, innovation practices must also be well integrated to hold onto a competitive edge in a digital environment. In another study, Asnimar et al. argue that product, process, and organizational

innovations play a critical role in the performance of café businesses, meaning that well-rounded innovation is needed to achieve success in the digitalized market. In this respect, the article by Ghory et al. serves to complement this by asserting that HEART models can be used to measure user experiences of cafés, which instantly link digital usability with customer satisfaction and loyalty.

E) Research Method

This research is based on a non-probability sampling method: purposive sampling that selects informants. That will allow researchers to deliberately choose participants based on predetermined criteria other than by probability. The approach is to ensure access to pertinent information and a comprehensive understanding of the social context under investigation. The informants were selected based on knowledge, experience, openness, availability and willingness to participate. They consist of internal stakeholders associated with My Yellow Cafe, who have knowledge regarding the management of MSME Cafes, and external parties, like consultants for Café. By conducting in-depth interviews with each informant, data were gathered in order to help investigators obtain detailed and contextual information concerning the digitalization strategy and business development of MSME Cafes, with special attention on My Yellow Cafe.

The research uses a qualitative approach, focusing on the collection of True, Accurate, Actual, and Complete data. Two leading techniques were deployed: observation to understand field conditions and semi-structured interviews with the use of the in-depth interview method to gather comprehensive information. The guide for the interview is structured into an opening, core questions on the digitalization strategy of the MSME Cafe, and a closing. Observations would help in analyzing the surroundings and the activities of the research subjects. In contrast, interviews would require a detailed understanding of the opinions, ideas, and viewpoints of informants in relation to the development of digitalization in MSME Cafes. This method will enable researchers to have in-depth information on the digitalization approaches and factors that affect the efficiency of Cafe MSMEs in handling the electronic challenges, both from internal and external perspectives from informants who are carefully purposively sampled.

This study employs a source and technique triangulation strategy to ensure increased reliability of the data collected. Source triangulation entails using various informants, both internal and external, to give different perspectives. In contrast, technique triangulation refers to the use of methods of data collection from various sources to enhance increased reliance on data collected. Technical triangulation, in the case of My Yellow Cafe, incorporates an amalgamation of interviews, observations, and documentation to understand its internal and external environments. Triangulation includes validation of observational and interview results by checking aggregate information as well as opinions among informants, comparison of interview outcomes, and contrast of interview results with other sources of data. The method does not rely on a single source of any data but utilizes several data sources to ensure that the findings are accurate and valid. As a result, triangulation enhances the validity and credibility of the research data. It provides an even more comprehensive and credible view of the MSME digitalization strategy of My Yellow Cafe.

This study also makes use of a structured data analysis method with three main stages.

Data reduction is the first stage in which only suitable and careful selection, simplification, and transformation of data gathered from sources such as field notes, interview transcripts, and relevant documents form part. This process is designed to collect the obtained information and summarize it into easily recognizable compilations, hence outlining a brief but comprehensive overview of the data obtained. Data presentation is the second step: The condensations are kept in more structured forms, such as short stories, diagrams, or flowcharts. The way data is presented helps one understand it better and provides further analysis since it gives an orderly and logical framework for the information. The final stage involves making inferences from those findings and verifying the conclusions. In this stage, researchers derive inferences based on their analyzed data, putting those inferences in the social framework. It also encompasses a process of verifying the accuracy and validity of the conclusions taken. By this holistic analytical approach, researchers will systematically analyze the data wherein a better, more refined understanding of My Yellow Cafe's MSME digitalization strategy and its broader implications will be identified. To further strengthen and validate the study, the methodology uses a triangulation approach that involves both source and technique triangulation.

Source triangulation is where multiple sources of internal and external informants will be used in the literature, giving the research subject a different complexion of perspectives. This method ensures a multi-factor perspective of the phenomenon to be researched. Technique triangulation incorporates multiple data collection methods, such as interviews, observation, and documentation. By incorporating the methodology in this way, gaining an insight into My Yellow Cafe's internal and external environment can be very comprehensive. The simultaneous use of these different techniques helps researchers gather a tapestry of rich information, which in turn enhances the depth and breadth of insight. Trailing, further in the triangulation process, includes a number of critical steps such as checking observation and interview results, a detailed analysis of the aggregated

data, a comparison of opinions from different sources, and interview outcomes with other sources of data. This multi-layered method of validating data increases the credibility of research findings because it does not specifically depend on a particular source of data. Ultimately, this rigorous approach enables the researcher to conduct a systemic and exhaustive analysis of the data, thus ending in a subtle and reliable representation of My Yellow Cafe's MSME digitalization strategy. This approach neither guarantees a failure-free outcome but rather provides for a holistic understanding of the implications based on the broader MSME digitalization context of the cafe industry.

III. RESULTS AND DISCUSSION

The development strategy of My Yellow Cafe follows many key functional management aspects. A central focus includes updating their efforts concerning digital marketing on social media and online to expand market share and increase brand awareness. Their strategy features innovative communications and menu products, using social media research to gather customer feedback. Raw materials should be of good quality with optimal vendor selection to maintain this quality. A great place is held by the quality of service, where employees know their product and follow standardized operating procedures. Surveys of customer interaction help enhance quality and innovation.

This study highlights the critical need for digital transformation and enhancement of service quality as strategic strategies for enhancing SME cafes' competitiveness in the digital age. The main findings of this study suggest that digital marketing and online communication with customers are essential in the expansion of market share and increased brand awareness. The study highlights the development of human resources in terms of acquiring mastery of product knowledge and SOPs, which are prime aspects. Menu and facility innovations, along with the use of technology like digital point-of-sale systems, are seen to be necessary to overcome competitiveness in a highly saturated market, as evident from the fact that 3-4 similar cafes exist within a 1-km radius. This research implies that SME cafes need to implement more aggressive digital marketing strategies, such as social media, especially for promotion and market research. Investment in the development of human resources and technology is one of the major factors for improvement in the efficiency of operations and quality of service. Continuous menu offerings and facilities innovation ensure competitive advantage, while regular collection and analysis of customer feedback become paramount for the improvement of services and innovation of products. This study assumes significance for SME cafes in Indonesia because it focuses attention on the adoption of digital technology and the improvement of service quality as lifeblood strategies for survival and growth in a competitive market. Through social media in marketing and research, improvement in the quality of humans, and innovation in menus and facilities, SME cafes shall experience a considerable increase in competitiveness. Service differentiation and a unique service experience can also aid SME cafes in gaining customer loyalty, thus differentiating them from their competitors to help strengthen them as a player in a landscape that is rapidly changing.

On the other hand, a full digital point-of-sale system is recommended to facilitate better working. Internal management practices are going to be refined through this proposal, which includes the conducting of consistent performance evaluations of employees and the initiation of incentives or bonuses as inducements to foster staff excellence. Such measures would serve to foster My Yellow Cafe's competitive edge in the digitalized world of commerce while maintaining quality products and services. The strategic management approach for My Yellow Café employs SWOT analysis. The particulars of the approach include a SWOT analysis designed to identify and expound upon internal strengths and weaknesses as well as external opportunities and threats. The results of the SWOT analysis can be used by management as a basis for creating alternative strategies and recommendations for the development of the business unit. This research was done through interviews with four key informants: three internal respondents, namely, the Owner/Finance Manager, the Marketing Manager, the Head Barista, and an external party, a Cafe Consultant. The strategy design process has three phases of staging in a sequence: the input stage, the matching stage, and then the decision stage. Basically, at the input stage, it uses fundamental information that is explicated and synthesized to formulate strategies using the IFE and EFE matrices. The matching stage applies the Internal-External (IE) matrix analysis and SWOT framework for strategy formulation. Finally, the last stage of the determination of strategic priorities depends on the application of the Quantitative Strategic Planning Matrix (QSPM). This integrative approach enables a systematic examination of My Yellow Cafe's internal capabilities as well as its external environment, which permits the building up of strategies to suit market conditions yet aligned with the organization's strengths. Such a multi-stage process will ensure that the strategies arrived at are well grounded in empirical data and strategic analysis, thereby providing a solid basis for further development of the cafe into the future and its competitive positioning within the evolving digital landscape of the MSME sector.

Conclusion The research findings highlight the challenges and adaptive strategies of My Yellow Cafe, an SME in the culinary sector of Depok, Indonesia. There are bureaucratic obstacles associated with the registration of an event as well as adaptation processes, which underscores the need to increase the transparency between the municipal government and SME operators. Pressures of inflation have forced the need for the inflation of the products sold within the cafe, basing long-term

projections. The location of the cafe in an urban residential area limits its ability to maintain customer visitation, especially during off-peak hours. A dominant theme found in this study is responsiveness to customer needs, as indicated by attempts to alter menu products and enhance facilities. My Yellow Cafe would also be aware of the digital trend of introducing digital point-of-sale systems and improving WI-FI, television, projectors, CCTV, and pager systems to increase the efficiency of service and customer comfort. Digital marketing strategy has also been focused on due to the prospects of growing sales via the online platforms of GoFood, Grabfood, and Shopeefood, and social media advocacy has been perceived as tapping into a bigger market space. Implications based on the findings also indicate that such SMEs in the culinary industry have to better encompass their ways of dealing with such issues. This encompasses adjusting to fluctuating economic conditions, utilizing technologies to improve the efficiency of operations, and building strong digital marketing plans. The ability to respond quickly to such needs and changes in market conditions will emerge as an important success factor for SME cafes in Indonesia. With these conclusions, there is an emerging need for SME cafes in Indonesia to have a flexible business model, invest in related technologies, and focus on delivering innovation along with personalization to enrich the customers' experience.

IV. CONCLUSION

For My Yellow Cafe, the strategic recommendations comprise three core areas as well as other upgrades to place. First, the facilities should be diversified, and thus, the market coverage should be expanded through the smoke-free area offered to Work From Cafe customers, as well as meeting rooms equipped with technology and spaces for various events. This strategy is marketed toward the family audience and business people because My Yellow Cafe is an all-purpose location that will be able to suit all tastes and expectations of its clientele.

The second is an integrated approach towards marketing and harmonizing offline and online efforts. It would include strategic placing of physical banners in good traffic spots, active engagement in digital marketing through, among others, Instagram, and the making of use of food deliveries such as GoFood and GrabFood. The core objective of this multi-channel marketing campaign focuses on boosting the brand, extending the reach of the cafe to potential customers, and contacting them through various touch points. The third strategic focus is on the need to maintain product quality and increase customer satisfaction by making a huge investment in technology and conducting wide-ranging staff training programs to ensure consistent product and service quality.

Besides these recommendations, My Yellow Cafe needs to upgrade its technology, namely Wi-Fi connectivity, presentation equipment and machines, and a more high-tech digital point-of-sale. Improvements in these new technologies are helpful in increasing efficiency in operation and boosting the customer experience, especially for customers like this one who need to ensure reliable internet connectivity and modern amenities. In addition, My Yellow Cafe should intensify its online presence by leveraging a variety of social media sites to provide multifaceted content campaigns that attract a wider audience of diverse customers with the product.

The final recommendation is the expansion of outreach to local communities. The cafe can utilize its meeting room facilities and co-host events, sponsor community projects, or join local events. This will increase customer visibility in the community, reinforce ties with potential customers, increase food and beverage sales, and maximize meeting room rental revenue. This strategy and recommendations are put in place in a bid to position My Yellow Cafe to achieve sustainable growth with improvements in the market presence, thus enhanced.

V. REFERENCES

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