

The Effectiveness of The Competitive Strategy "Social Coffee" Anak Panah Kopi Tembalang

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ABSTRACT

The rise of coffee consumption has now become a new culture among consumers. As reviewed by a study in Mix Magazine with the support of Toffin, which states that there are several factors for the growth of coffee shops in Indonesia, including the culture of hanging out while drinking coffee which is directly proportional to the increase in the coffee shop business margin which is quite high. In this case, the research was conducted on Anak Panah Kopi Tembalang, in particular on the use of the word "social coffee" as a marketing strategy. This research was conducted with qualitative research methods with participatory observation, documentation. There are 12 respondents including the supervisor of Anak Panah Kopi Tembalang, Head of Anak Panah Kopi Tembalang, and 10 customers of Anak Panah Kopi Tembalang with the indepth interview method. The results of this study found that customers indirectly interpreted "social coffee" as intended by management, with a note of various pro and con opinions so that it became a suggestion to improve several aspects for the managerial side to survive during intense competition with other competitors.

ABSTRAK

Maraknya konsumsi kopi kini menjadi salah satu budaya baru kalangan para konsumen. Sebagaimana dikaji oleh sebuah penelitian di Majalah Mix dengan didukung Toffin yang menyebutkan terdapat beberapa faktor pertumbuhan kedai kopi di Indonesia diantaranya yaitu terdapat budaya nongkrong sambil ngopi yang berbanding lurus dengan peningkatan margin bisnis kedai kopi yang cukup tinggi. Dalam hal ini penelitian dilakukan terhadap Anak Panah Kopi Tembalang, khususnya terhadap penggunaan kata "social coffee" sebagai strategi marketingnya. Penelitian ini menggunakan metode penelitian kualitatif studi kasus dengan metode pengumpulan data observasi partisipatif, dokumentasi, serta wawancara mendalam. Terdapat 12 responden diantaranya adalah supervisor Anak Panah Kopi Tembalang, Head Anak Panah Kopi Tembalang, dan 10 pelanggan Anak Panah Kopi Tembalang. Hasil dari penelitian menemukan bahwa secara tidak langsung pelanggan memaknai "social coffee" sebagaimana yang dimaksud oleh manajemen, dengan catatan beragam opini pro dan kontra sehingga menjadi saran untuk meningkatkan beberapa aspek untuk pihak manajerial agar dapat bertahan ditengah ketatnya persaingan dengan kompetitor lain.

INTRODUCTION

In today's millennial era, drinking a cup of coffee is not just an activity to quench thirst or drowsiness, but develops into a lifestyle that makes coffee consumption a trend as found in the results of independent research conducted by Toffin as well as in collaboration with Mix MarComm Magazine (SWA Media Group) that the number of coffee shops in Indonesia in August 2019 increased rapidly from the previous three years (Banirestu, 2019). In line with the development of coffee shops in Indonesia, national coffee consumption also grew by 314,400-tons from 2016 to 2018, it is estimated that coffee consumption will reach 370,000-

tons in the year (Widiarini Dea, 2019). The increase in coffee consumption in Indonesia and the growing trend in society are certainly a breath of fresh air for coffee entrepreneurs in Indonesia (Apriliyanto, 2020).

The outbreak of coffee shops in Indonesia also occurs, especially in the city of Semarang, one of which is Anak Panah Kopi. Established as a start-up since mid-2017, Anak Panah Kopi seems to be successfully loved by young people and began to spread its wings to 3 points of Semarang city and 2 outlets with a franchise system. With the vision carried out as the name implies, Arrows which contains the philosophy of "pulling back arrows so that they can shoot forward" contains the meaning of retreating a little to be able to rush further to hit the target, where in the business world itself before we start doing business, of course, we have to retreat first which is hinted at by spending costs for capital which is certainly not small, and the target in question is the intended market so that we can make a profit. Anak Panah Kopi Tembalang does not stand still to set a strategy considering the number of competitors that have begun to emerge coupled with the covid-19 pandemic conditions which caused a fairly drastic decline in April 2020 and May 2020. In addition, competition in the coffee shop industry in the city of Semarang has become increasingly fierce because of the number of new coffee shops that have emerged. The large number of options available makes the market divided. For example, in the Tembalang area, precisely on Jalan Banjarsari, several new coffee shops have emerged as competitors to anak Panah Kopi Outlet Tembalang and even the place is adjacent to the outlet, such as Kastem Space, Teman Kerja Coffee and other coffee shops. This happens because many students live in the surrounding area because in addition to being near the campus, it is also close to the student boarding house environment because the main market to go to is of course students who need a place for activities such as hanging out, holding meetings/meetings or doing assignments. The recent emergence of competitors, of course, also affects operations which has a direct impact on sales turnover. Although each of these coffee shops has its own characteristics and mainstay menu, it can still be a threat to The Arrow of Coffee.

One of the latest marketing strategies of Anak Panah Kopi which is embedded in its branding is "social coffee". This word is embedded in order to also increase the attention of consumers and the surrounding community. As a pioneer of iced milk coffee in Semarang, Anak Panah Kopi, especially in the Tembalang branch, it is not difficult to be able to take heart with the target segmentation of students seeing opportunities to become trendsetters for iced milk coffee connoisseurs. Further researchers will describe the uniqueness and management of the "social coffee" marketing strategy to maintain its existence in the coffee shop industry in Semarang. Pearce and Robinson (Parrangan, 2015) define strategy management as a decision-making activity designed to achieve company goals by drafting a company's implementation plan. Jusuf, Luky, and Devi (Parrangan, 2015) mentioned several factors that affect strategy management, namely the company's vision and mission, internal analysis, external analysis, choice of strategy, and implementation strategy. This is in line with the opinion (Kotler & Keller, 2016) where marketing is an organizational tool that consists of a series of processes to convey, innovate, and internalize value to consumers but still provide benefits for the company.

The formulation of a marketing strategy according to Wibowo (2015) takes 3 basic aspects, namely the market segmentation strategy, the market target determination strategy, the positioning strategy. The market segmentation strategy becomes the company's first step related to the classification of buyer groups into the market based on certain domains. The

strategy of determining market goals formulated by the company is in line with the capabilities and characteristics of the company. Positioning strategy is a strategy to make a company's product a priority choice when consumers are in need or looking for a product.

Anak Panah Kopi focuses on the concept of social coffee as a brand image so that it can be interpreted that its own employees not only explore coffee making techniques, but also create a comfortable atmosphere for consumers. Researchers focus on the realization of the concept with what is accepted by the consumer as (Deshpandé et al., 1993; Lee et al., 2021) define customer orientation as a belief that prioritizes the interests of customers first because basically customer-oriented in the organization of services means listening carefully to the voice of the customer, but without excluding the interests of all other stakeholders, namely owners and employees in creating long-term profitability.

Therefore, in this study want to conduct a deeper study of what is the intended purpose of embedding the word social coffee in the branding of Anak Panah Kopi, and further whether the word social coffee contains strategies and or goals that will be used by Anak Panah Kopi in the future in order to maintain its existence for Anak Panah Kopi itself. So that this research will provide research results in the form of a description of the uniqueness of the Coffee Arrows that make them superior to the coffee industry in Semarang City, as well as provide a detailed description of the social coffee strategy used by Anak Panah Kopi in an effort to maintain existence in the midst of fierce competition in this industrial sector.

RESEARCH METHOD

This research uses a qualitative research design to analyze the marketing strategy of Anak Panah Kopi Tembalang with the use of "social coffee" to maintain its existence in the midst of increasing competitors. This is due to the desire of management to be top of mind for consumers and maintain good social relations and be able to create a market that is outside of this closeness. Based on research conducted by (Lee et al., 2021), it is known that there is a significant positive relationship between customer orientation strategies and company revenues, this is because this reference has an impact on the image or reputation of the relevant organization. So it is important for researchers to examine more deeply the strategy of "social coffee" to be able to encourage the progress of the company with the intention of outperforming its competitors.

This qualitative research uses a case study approach. Where the case study investigates a specific and temporary phenomenon by conducting an in-depth investigation of the phenomenon studied as a case. Case studies are a form of scientific social research, including experiments, surveys, historical, and archival analysis (Yin, 2014). In other words, this case study approach focuses on investigating how the ability of Anak Panah Kopi in maintaining its existence amid the phenomenon of the proliferation of coffee shops in the city of Semarang, especially in the Tembalang area. For this reason, using a descriptive qualitative research method, it is hoped that researchers can get answers that can explain whether the current strategy applied by Anak Panah Kopi is enough to strengthen its existence in Semarang. Data analysis is a research process that aims to find, collect and interpret research data so that a conclusion is obtained to answer problems in a study (Sugiyono, 2017). The data analysis technique used in this study is an interactive analysis with models (Huberman & Miles, 2002; Sugiyono, 2017). There are four components of analysis, namely: 1) **Data collection** to obtain research data and 2) **Data reduction** to find a series of internalization of rough data as the primary data of the study, 1) **Presentation of data** as a release of the results of data reduction

that has been interpreted (work network or table and 2) **Drawing conclusions** by drawing up patterns of direction and causation.

RESULTS AND DISCUSSION

Based on the analysis of data in this study, it was found that the points found at the time of data collection by the respondents were grouped into 5 sub-categories. The framework of the results of this study can be seen through the explanation of the figure as follows:

Place and Location of Tembalang Coffee Darts

The discussion in this sub-section will be related to the respondent's description of the place, location, environmental atmosphere given and or offered by Anak Panah Kopi Tembalang. As said by one of the respondents, *"because that's besides the highway, loo, and that's also for surely you if it's almost a café, it must also be on that road, the main road, the south banjarsari road, there are really many cafes, so if you want to work, there are many choices, you will... and the arrow is the location there..."* (VF, 23 Years Old). Anak Panah Kopi Tembalang which is located in a strategic location and side by side with many other coffee shops will certainly bring a lot of comparisons and considerations in the minds of consumers.

Asstated by the VF respondent, the location of the Tembalang Coffee Arrow is one netn with many other cafes, but on the other hand, the Tembalang Coffee Arrow has a fairly *eye-catching* place, *"... and because the place is also spacious so friends there can be one table it can be up to how many hours it is... it can take a long time..."* (NJ, 21 Years Old). According to the NJ respondent, a large place can accommodate the needs of him to gather with friends without having to squeeze. On the other hand, Tembalang Coffee Arrows according to some responsnden has a place that is also interesting and also eye-catching in the eyes of consumers.

In addition, when talking about the comfort of the place, each individual has a variety of criteria that are considered as a *plus* point to make Anak Panah Kopi Tembalang a place for activities, which is reinforced by *the following statement*, *"Enough.... Quite comfortable laah.... Make a loo work..."* (IP, 27 Years Old). No wonder many respondents stated that the place provided by Anak Panah Kopi Tembalang can support their productivity in terms of the comfort of the place.

In terms of the cleanliness of the place, researchers found input for the managerial of the Tembalang Coffee Arrows, *"The cleanliness of the smoking area.... Emmm cigarette ash, tissues are sometimes still splattered..."* (AM, 23 Years Old). Am respondents stated that in the smoking area of Anak Panah Kopi Tembalang he often found remnants of cigarette ash that were not cleaned directly, causing the smoking area to look very dirty. AM's opinion is also supported by AF's statement where he also stated that the cleanliness in the Coffee Arrow is not monitored continuously, based on AF's opinion, the level of cleanliness that is not supervised is the one on the 2nd floor. The cleanliness and hygiene carried out by Anak Panah Kopi Tembalang has actually been pursued continuously by the Managerial Team of Anak Panah Kopi, by implementing new SOPs related to hygiene and adjustmentsto health protocols. *"... so if it's like I'm observing that there are cuttleries coming out with hot water that makes it feel sterile... then we use sterilizer as well as the treatment... that's it..."* (OK, 27 Years Old)

If you look at the overall aspects of this place and location, as explained in the grouping of these sub-themes, The Coffee Arrows encountered many positive impressions and negative impressions. From these impressions, respondents also provided positive input for the

sustainability of The Coffee Arrow in Tembalang when viewed through the lens of consumer needs.

Tembalang Coffee Darts Facility

The facilities provided by Anak Panah Kopi Tembalang are also things that have received a lot of attention from the side of the consumer respondent group. In terms of completeness of facilities, the majority of consumers emphasize charger facilities, *indoor smoking*, and *Wifi* as a support for their activities while at Anak Panah Kopi Tembalang. Anak Panah Kopi Tembalang itself has a commitment to continue to be able to provide good facilities for its consumers, this was directly conveyed by the General Manager of Anak Panah Kopi Tembalang itself. *"... the coffee darts are providing, facilitating, such as hanging out, playing, nugas, meeting... yes we encourage that..."* (OK, 27 Years Old).

The other side of the discussion about facilities apparently made the managerial party have to understand some of the opinions of the respondents who were input, including the absence of comfortable sofa chairs and prayer rooms. What was conveyed by the VF respondents was one of the inputs that could be used as a basis for consideration for the managerial team of Anak Panah Kopi Tembalang considering the commitment of Anak Panah Kopi Tembalang itself to be able to provide good facilities for the needs of its consumers.

From the various facilities provided by Anak Panah Kopi Tembalang. As a pioneer coffee shop that has long been established in the Tembalang area, making several facility conditions requires improvements so that it can support consumer comfort when in Anak Panah Kopi Tembalang. This statement was made by several groups of consumer respondents who were researchers at the time of the interview. *"... so what... maybe it's more renovated this time, because that's why the coffee shop is not young anymore, so maybe the maintenance is..."* (AF, 22 Years Old). The condition of this facility according to the narrative of a Head Outlet anak Panah Kopi Tembalang often holds maintenance and updates every year. So that related to maintenance and renewal every year will be carried out oleh Anak Panah Kopi Tembalang. *"If every year it is actually certain, only we update it to follow the needs of the customer from what, it can later be adjusted"* (DF, 27 years old). Based on the statement delivered by the Head of the Tembalang Coffee Arrow Outlet, it is also good for the Tembalang Coffee Arrows to hear more about the need for good facilities for its consumers.

Service

Service is one of the aspects that managerial parties pay attention to. The improvised focus on this field of service is seen in terms of barista service which is felt directly by consumers. The barista's dexterity and friendliness are recognized by consumers as a consideration for choosing Anak Panah Kopi Tembalang as a place to do activities. This research then found the respondent's narrative which became an interesting discussion where according to the DG respondent, he said that the barista at Anak Panah Kopi Tembalang could be sure to have new friends who were consuls of Tembalang Coffee Arrows. *"... in fact, he said that my friend is a barista, yes, he said that each barista has a friend... must have an acquaintance whose basics are really customers... so the strangers continue to know..."* (DG, 22 Years Old). Based on the explanation of the DG respondent, this can give an idea that there is a new circle of friends that was created, starting from the frontline of the Tembalang Coffee Arrow service itself, namely baristas.

The operating hours of Anak Panah Kopi Tembalang turned out to be for the entire group of consumer respondents said that the service hours provided were a strong reason for this group of respondents to come to visit the Tembalang Coffee Arrows. *".. so the plus point is that it is different from other coffee shops, the duration was before the pandemic, 24 hours... so it's really flexible... so people want to go there when it's free... and there was never a maximum order..."* (NJ, 21 Years Old). However, due to regulations regarding restrictions on the opening hours of similar industries that are limited during the pandemic, Anak Panah Kopi specifically in Tembalang was alerted by opening its outlets early in the morning as a substitute for the curfew implemented by regulations during the pandemic. *"For the advantages, maybe from the one that crosses it, the operating hours... because we're going to open it earlier than 7..."* (DF, 27 Years Old). According to the narrative of DF respondents, Anak Panah Kopi Tembalang took the step of opening its outlets earlier than other coffee shops in the Tembalang area to make it stay ahead of other cafes and take the market first. In addition, the managerial party of Anak Panah Kopi continues to strive so that the opening hours of its shop operations in the Tembalang area can reopen as before.

Menu

As an important element in the food and beverage industry, the menu at Anak Panah Kopi Tembalang continues to undergo updates. According to the Head of the Tembalang Coffee Arrow Outlet, at the Anak Panah Kopi Tembalang outlet, there will always be updates or updates to the food and beverage menu. According to him, this is important to do so that consumers do not feel bored with the menus offered by consumers.

Price is something that appears a lot when talking about the Tembalang Coffee Arrow. The affordable price for students and college students is a point that is widely favored by the group of consumer respondents in this study. *"Hmmm, that's a tu... the place is not bad, huh... make the coffee yourself okay... in terms of price, it is also not bad... merakyatlah..."* (BP, 24 Years Old). In addition to the price, food menu and miuman offered, coffee flavor as the main element of Anak Panah Kopi, signature menu, variations and visuals of the menu choices served. Overall, consumers feel that they are quite satisfied with the menus in Anak Panah Kopi and feel that the taste of the food and drink menu is quite consistent, and it is fairly good.

Other factors

Another factor found by researchers is also a consideration for the group of consumer respondents when visiting Anak Panah Kopi Tembalang. As a coffee shop that is quite loved by consumers, the level of crowding is also an input because it is judged by some respondents because it is considered quite noisy, and eats up the parking space, *"I highlighted about the parking... but also I think I also want to see what else is the place there and also maybe find a parking solution, the land there is also already limited... maybe the best solution, yes, we have to pinter-pinter find time just to get parking or just right to get there so much as we go there... so we can be more comfortable..."* (AR, 21 Years Old).

The managerial party chose a new breakthrough strategy by holding events such as acoustic performances and organizing game competitions such as *Mobile Legend*. This event gets a pretty positive response from the following respondent statement, *"Maybe... if there's an ML event that's the time... because my guy is an ML player... sometimes it's an event... even though he didn't participate in the competition, yes, but he just kept watching it so good..."* (DG, 22 Years). Respondents admitted that they had participated in the *Mobile Legend* tournament held by

Anak Panah Kopi Tembalang. According to him, this is interesting to be carried out by Anak Panah Kopi Tembalang because coincidentally, DG respondents also have an interest in the world of games such as Mobile Legend.

Basically, events like this will still be worked on and considered by the managerial party anak Panah Kopi Tembalang specifically to attract consumers to come back to visit, especially after the pandemic with all its policies is over.

Discussion

The Uniqueness of Tembalang Coffee Arrows

Researchers found that there are uniquenesses that make consumers interested in visiting Anak Panah Kopi Tembalang. As for the uniqueness or things that are the attraction of the Tembalang Coffee Arrows from the point of view of the consumer respondent group. Overall, this study found 13 things that are unique to Anak Panah Kopi Tembalang which are seen from the point of view of the consumer respondent group. This uniqueness is based on the questions given to consumers of Anak Panah Kopi Tembalang related to "What do you think distinguishes Anak Panah Kopi Tembalang from other coffee shops?" Then this research has summarized into discussion groups and found 13 things that distinguish Tembalang Coffee Arrows from other coffee shops.

Inaccordance with the Theory of Strategic Management proposed by Parrangan (2015), the uniqueness that has been conveyed by the group of consumer respondents of Anak Panah Kopi Tembalang can currently be used as a medium for analysis from the external side of a company. In this case, consumers are outsiders whose opinions should be taken into account because they will reveal sides that may not be realized by the company's internal parties. In addition, in the Tembalang Coffee Arrow business in particular, consumers are the main point that Tembalang Coffee Arrows must continue to pay attention to.

The next step of the Strategy Management theory promoted by Parrangan (2015) after conducting internal and external analysis of the company is the formulation of strategies and implementation plans. The preparation of this strategy and implementation plan is of course based on the vision and mission of the company that has previously been held by the company, and also by considering the results of the internal and external analstitions of the company that have been carried out.

Accuracy and Effectiveness of Social Coffee Strategy in Tembalang Coffee Arrows

Social Coffee is apparently not only a tagline carried by Anak Panah Kopi but also as a goal or strategy that is currently being pursued for its realization by Anak Panah Kopi. This research will further assess how this *social coffee* strategy works properly and how this research can have an impact on the application or implementation of the realization of *Social Coffee* in Anak Panah Kopi with the main goal being to maintain existence.

The *Social Coffee* strategy predicted by Anak Panah Kopi Tembalang after an in-depth interview and analysis of the results is actually a combination of several strategies that are the focus of the current business with the main goal of providing coffee and all its supporting facilities for all circles. The strategy currently applied is stratgei positioning and also promotion strategy. Based on the results of the analysis regarding the accuracy of the *social coffee* strategy, it was obtained that the choice of this strategy was appropriate for the Tembalang Coffee Arrows to do. Namun would be more appropriate if the choice of strategy was accompanied by the re-formulation of the market segmentation strategy to be able to

better describe the consumer focus faced by Anak Panah Kopi Tembalang in the future, be it related to new market groups, changing market needs, and product adjustments to these market conditions.

CONCLUSIONS

This research has found several uniqueness or things that distinguish tembalang coffee arrows from their competitors, such as: location; premises; atmosphere; facilities; service; operating hours; food offered; drinks offered; price; level of crowding; the scope of friendship; social media; events/events; market segments; and the power of the brand, from the Coffee Arrows themselves. In addition to the uniqueness possessed by Anak Panah Kopi, it is also supported by the accuracy of the strategy currently used by Anak Panah Kopi, namely *the social coffee* strategy, which is basedly a combination of positioning strategies and also promotional strategies. The positioning strategy implemented today focuses on restoring consumer confidence to return to visit Anak Panah Kopi Tembalang, especially after the pandemic phenomenon that has an impact on Anak Panah Kopi Tembalang in particular and the surrounding social environment. This promotional strategy is simultaneously applied to increase the purchasing power of consumers of Anak Panah Kopi Tembaalang by providing giveaways and other promos such as harbolnas, etc. These strategies based on the results of this research analysis are considered appropriate and run quite effectively with the evidence of a significant increase in visitors to Anak Panah Kopi Tembalang specifically. Furthermore, this study obtained the result that the formulation of a market segmentation strategy needs to be applied further. This is because according to the results of this research analysis, it was found that there was a potential for changes in consumer behavior patterns that changed after the pandemic phenoman. Furthermore, to remap the potential for the entry of new groups such as family groups, which indeed if the Tembalang Coffee Arrows will take the market, it is necessary to carry out further analysis of the formulation and application of the market segmentation strategy. This research takes the object of a coffee shop business which is currently growing. Because of the large amount of competition in the market, so this research can be an illustration for future research with the focus of other objects that have a high level of competition in the market. Furthermore, this research is also expected to be the basis of quantitative research with the same focus on objects by looking at things that are the attraction of the Anak Panah Kopi coffee shop business specifically in the Tembalang area.

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