

Marketing Strategy Analysis at Karmens'eve Cafe in Increasing Sales Volume

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Abstract

Marketing strategy is a crucial component in business management because it has a direct effect on sales volume. Karmens'eve Cafe, known for its friendly service and cozy atmosphere, shows that the implementation of the right marketing strategy can significantly increase sales. This study uses SWOT analysis to describe Karmens'eve's position in the market. The café's strengths include its strategic location, calm atmosphere, high product quality, and friendly service. However, there are drawbacks such as limited resource management and marketing. On the other hand, the opportunities that exist include the trend of increasing public interest in cafes and the potential of digital marketing that has not been fully utilized. The threat of fierce competition and changing consumer tastes also needs to be watched out. The results of the analysis show that Karmens'eve Cafe has successfully implemented an effective marketing strategy, so that it can continue to increase its sales volume by taking advantage of existing strengths and opportunities.

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1. Introduction

Marketing in a business has a very important role. The main role of marketing is to market products or services by considering company expenses and company revenues. Companies that carry out their marketing strategies efficiently have a very high probability of making a profit. Marketing strategy is also a company strategy to understand customer needs and customer desires and create products in an effective way. The purpose of the marketing strategy itself is to satisfy customer wants or needs. Another goal of marketing strategy is to achieve company goals by involving market research, product development, distribution, and promotion (Kotler, P., & Keller, K. L. 2009). Marketing strategies are needed in various business fields such as the Cafe business. The cafe business in Indonesia is currently growing rapidly, mushrooming cafes not only in big cities but also small cities in various regions in Indonesia. Cafes are developing well in Indonesia because cafes have broad consumer potential. Café consumers are not only young but also old. Another factor that supports the cafe business to grow is the culture of Indonesians who have consumed coffee for a long time, coffee is also considered by Indonesians as a means of communication with other people, which used to be done in coffee shops and now can also be done in cafes. (Ariyani, P. R. (2024).

Currently, the number of cafes in Indonesia is increasing and continues to grow every year. Cafe owners must be able to face intense competition as well as changing market and social conditions. In these conditions, it will lead to competitive business competition, this forces cafes to be able to adapt and continue to innovate. Cafes that are unable to adapt to existing conditions will be left behind and selected by themselves (Ariyani, P. R. (2024).

A cafe that has been able to survive from 2015 and even sales tend to increase is Karmens'eve Cafe. This cafe is located on Karangmenjangan V street no 8 Surabaya,



This cafe is located on the edge of the Karangmenjangan highway which makes it easy for potential customers to find and reach the cafe. Karmenseve Cafe uses a cozy concept by maximizing existing resources such as an indoor place with air-conditioned room facilities, comfortable seating, many sockets to a fast wifi network that will make visitors feel comfortable.

In addition to indoor, there is also an outdoor room that leads directly to the highway so that visitors can enjoy the atmosphere on the edge of the Karangemenjangan road. Karmenseve Cafe always presents a new menu of both food and drinks. This new menu is the result of work made by mixing and adding ingredients to find new flavors such as Ginger bell, Americano carribian, berry wonka, and classic carribian.

The introduction of new menus at Karmenseve cafes is usually through social media such as Instagram, from these social media uploads Karmenseve account followers can find out about the new menu. From some of the things that have been mentioned, sales from Karmenseve cafe have increased in a one-year period. The following is data on the increase in sales at Karmenseve café.

Table 1 Food and Beverage Sales Volume

No.	Month (2023)	Sales (Item)		
		Foods	Beveranges	Total
1	January	350	505	855
2	February	386	590	976
3	March	414	625	1.039
4	April	282	317	599
5	May	455	600	1.055
6	June	457	593	1.050
7	July	428	627	1.055
8	August	576	684	1.260
9	September	744	967	1.711
10	October	710	850	1.560
11	November	754	909	1.663
12	December	862	1097	1.959

Source: Data Processing

In the Karmenseve cafe food and beverage sales data above, it can be seen that sales at the beginning of the month were January 855 items, February 976 items, and March 1,039 items. In April sales decreased at 599 items. In May sales increased to touch 1,055 items. June saw a decline in cafe sales, but not significantly by only 5 items from 1,055 items to 1,050 items. In July sales of Karmenseve cafes can rise again at 1,055 items. Further sales, namely in August, increased to 1,260 items, September 1,711 items, October 1,560 items, and November 1,663 items. The highest increase in sales occurred in December, where sales touched 1,959 items. Sales of this cafe tend to increase and are very significant in December.

The sales data shows fluctuations in the number of sales at Karmenseve Cafe within one year, namely in 2023 and the survival of this cafe from 2015 to the present. Researchers want to know the marketing strategies carried out by Karmenseve Cafe to increase sales volume. Marketing according to (Fandy and Diana 2020) is the process of creating, distributing, promoting, and pricing goods, services, and ideas to meet consumer demand as well as building and maintaining positive relationships with stakeholders in a dynamic environment. According to (Sunyoto 2019) marketing can be interpreted as human activities that have the aim of satisfying needs and desires through the exchange process with interested parties. According to the explanation above, it can be concluded that marketing is

an activity carried out by individuals or groups to meet consumer needs and provide benefits to producers.

Marketing can also be called the process of creating value for customers and forming strong partnerships to take value from customers (Kotler and Armstrong 2020). A product will be very easy to sell if marketers understand what customers are interested in, develop products to meet customer needs, and make effective promotional efforts for marketed products. according to (Sunyoto 2019) The main purpose of marketing is to help sellers to not only meet, but also understand the needs of consumers well, so that the products or services offered match their desires and can be sold naturally without the need for excessive sales efforts.

According to Syafrizal in (Sattar 2019) strategy is a way to achieve a goal based on an analysis of the company's external and internal factors. Strategy is basically a scheme to achieve the intended goal. Strategy can be defined as a form of decisions and actions taken to achieve goals by adjusting existing resources to the opportunities and challenges faced by the company's environment. Strategy in business is needed to achieve a vision and mission that has been set by the organisation or company. In general, the concept of strategy is divided into two perspectives, namely the perspective of what the organisation wants to do, from the perspective of what the organisation ultimately does. The first perspective means the concept of strategy as a program to determine and achieve the goals of the organisation or company. The second perspective means that the perspective is a pattern of responses or responses of the organisation or company to its environment over time.

SWOT analysis according to (Ahmad 2020) is a strategic planning used in evaluating aspects of analysis. This analysis is based on thinking that aims to maximize *strengths*, and *opportunities*, but at the same time can also suppress *weaknesses*, and *threats*. According to (Rangkuti 2019), SWOT analysis is the systematic identification of various factors to formulate a company strategy that is used to evaluate (Strength, Weakness, Opportunities, and Threats) in a project or business. According to (Isniati and Rizki 2019) SWOT analysis is known to have a number of advantages over other analysis methods. Some of the benefits of using SWOT analysis include: It helps to comprehensively identify the strengths, weaknesses, opportunities, and threats faced by an organization. In addition, this method is also simple and easy to understand, so it can be used by various parties in strategic decision making. SWOT also allows organizations to evaluate internal and external conditions simultaneously, which helps in designing more effective and targeted strategies.

2. Methods

The type of research used is descriptive research. Descriptive research aims to provide a comprehensive description of a situation by exploring and clarifying certain social phenomena or realities. The method used in this research is quantitative method. According to (Sugiyono 2020) quantitative is a research method based on concrete data that will be measured using statistics as a calculation test tool. This is because this research uses SWOT analysis which is part of the quantitative method.

The research was conducted at Karmens' Eve Cafe located at Karangmenjangan street V no 8, Surabaya. This research was conducted to the owner, employees, and consumers of the Cafe. In this study, data were collected through interviews and included a general description of the company, organizational structure, and analysis of the strengths, weaknesses, opportunities, and threats faced by the company. To analyze the data, an environmental analysis approach is used as well as SWOT analysis, which involves an assessment of the factors of strengths, weaknesses, opportunities, and threats.

The data analysis techniques used in this research are Internal Factor Analysis Summary and External Factor Analysis Summary. The parameters used include the company's internal strengths as well as the external influences it faces. This model aims to formulate high-level business strategies in more depth. After the strategic factors are identified, an IFAS (Internal Strategic Factor Analysis Summary) table is prepared to analyze

the internal factors and an EFAS (External Strategic Factor Analysis Summary) table to assess the external factors. Each table contains various relevant factors.

3. Results and Discussion

Researchers conducted interviews and observations of informants in terms of the strengths, weaknesses, opportunities, and threats of Karmens'eve Cafe. The results of the interview are as follows:

The power of Karmens "eve Cafe:

- a. Good and friendly service
- b. Quiet and cozy atmosphere
- c. Visitors can customize their food or beverages as desired.
- d. Visitors can see firsthand the process of making coffee
- e. Strategic location of cafes close to campuses and offices

The weakness of Karmens'eve Cafe:

- a. The parking lot provided by the cafe is not large enough, especially for cars.
- b. Limited café capacity

Karmens'eve Cafe Opportunity:

- a. Making frozen food products
- b. Create member cards for customers
- c. Collaboration with banks to provide discounts to students who use certain student cards for payment at Karmens'eve Cafe.

Karmens'eve Cafe Threat:

- a. Declining purchasing power

IFAS Analysis

The company's strengths and weaknesses are entered into the IFAS analysis table and then given a weight based on their level of importance. A vulnerable weight of 0.0 is not important and a vulnerable 1.0 is very important. This level of importance is based on interviews with owners, employees, and consumers. This rating aims to assess how much influence each factor has on the performance of the Cafe. Researchers conducted research on 10 people consisting of cafe owners, employees, and consumers. One of the data collection techniques is a SWOT questionnaire to analyze IFAS, the data is as follows:

Tabel 2 IFAS Analysis

STRENGTH											
No. Code	1	2	3	4	5	6	7	8	9	10	Average
S1	4	4	3	4	3	3	3	3	4	4	3,5
S2	4	4	3	4	3	3	3	3	4	4	3,5
S3	4	4	3	4	3	4	3	3	4	4	3,6
S4	4	3	3	3	3	3	3	4	4	3	3,3
S5	4	4	3	4	3	4	3	3	4	3	3,5
WEAKNESSES											
No. Code	1	2	3	4	5	6	7	8	9	10	Average
W1	3	2	3	3	4	2	2	2	3	2	2,6
W2	2	2	3	4	4	3	2	2	3	3	2,8

Table 3 Result of IFAS Respondents

No.	STRENGTH	Weight	Rating	Weight x
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				Rating
1	Strategic location	0,16	3	0,48
2	Cozy atmosphere	0,15	3	0,45
3	Good product quality	0,16	4	0,64
4	Varied menu	0,16	3	0,48
5	Friendly service	0,16	3	0,48
Total power		0,79		2,53
No.	WEAKNESSES	Weight	Rating	Weight x rating
1	Parking lot is not large enough	0,11	3	0,33
2	Outdoor is less spacious	0,10	3	0,30
Total weakness		0,21		0,63

Source: Data Processing

According to the analysis results in the table, strengths have a total score value of 2.53 while weaknesses have a value of 0.63. The results of this analysis show that strengths have a higher value than weaknesses. The superiority value of strengths over weaknesses is 1.9.

EFAS Analysis

This analysis uses the Cafe's external factors as the data to be analyzed. These factors are entered into the EFAS table. These factors are given weights ranging from 0.0 (not important) to 1.0 (very important). This weight is determined based on the results of interviews with Cafe owners, employees and consumers. In addition to the weight, the factor is given a rating which is the average of the results of the questionnaires that have been distributed. The purpose of the rating is to see how impactful the factors are on the performance of the Cafe. The following is the data from the EFAS interview results:

Table 2 Result Of EFAS Respondent

OPPORTUNITIES											
No. Code	1	2	3	4	5	6	7	8	9	10	Average
O1	3	2	2	3	3	3	3	3	4	3	2,9
O2	3	2	3	4	3	4	2	4	4	3	3,2
O3	2	3	3	4	3	4	3	4	4	3	3,3
O4	2	3	2	3	3	4	3	4	4	3	3,1
THREAT.											
No. Code	1	2	3	4	5	6	7	8	9	10	Average
T1	3	3	4	3	3	1	2	2	3	2	2,6
T2	2	2	2	4	3	2	3	2	3	3	2,6

Source: Data Processing

Table 3 IFAS Result

No.	OPPORTUNITIES	Weight	Rating	Weight x Rating
1	Outdoor space added	0,18	3	0,54
2	Open a new branch	0,18	3	0,54
3	Social media promo	0,19	3	0,57

4	Inviting food vloggers	0,18	3	0,54
Total Opportunity		0,73		2,19
No.	THREAT	Weight	Rating	Weight x rating
1	Decreased consumer power	0,14	3	0,42
2	Price competition	0,13	3	0,39
Total threat		0,27		0,81

Source: Data Processing

The results above show that opportunities have a total of 2.19 with a weight of 0.73. Threats have a total of 0.81 with a weight of 0.27. From these results, opportunities have a higher total of 1.38 than threats.

SWOT Diagram

Table 4 Score For Internal and External Strategy

No.	Internal Strategy Factors	Score
1	Total power	2,53
2	Total weakness	0,63
Total		3,16
Difference		1,9
No.	External Strategy Factors	Score
1	Total opportunity	2,19
2	Total threat	0,81
Total		3
Difference		1,38

Source: Data Processing

From the results of the SWOT Diagram, it can be seen that the strength factor has a total value of 2.53, while the weakness factor has a total value of 0.63. With the total IFAS value reaching 3.16 and the difference in strength value of 0.63. In the EFAS table, the opportunity factor has a total value of 2.19, while the threat factor has a total value of 0.81. The overall total EFAS value is 2.60 with a difference in opportunity value of 0.76. Based on these calculations, the IFAS value is 2.72 and the EFAS value is 2.60. These results are then used as coordinates in the internal-external matrix to determine alternative strategies for Karmens' Eve Cafe. internal and external matrix table as follows:

Table 5 Matrix Internal and External Strategies

		IFAS SCORE		
		Strong 4,0-3,0	Medium 2,99- 2,00	Low 1,99- 1,00
EFAS SCORE	High 3,0-4,0	3	II 3,16	III
	Medium 2,00- 2,99	IV	v	VI
	Low 1,0-1,99	VII	VIII	IX

Source: Data Processing

In the table above, Karmens'eve Cafe is in quadrant I with a value of (x; y) (3.16; 3). The quadrant shows that the cafe is in a position (Grow and build), namely growing and building. The strategy that is suitable for this position is an intensive strategy. This strategy can be like expanding market share or products, developing products, adding product value, and growing assets. This effort aims to increase sales volume which will increase sales turnover.

SWOT Diagram Analysis

The SWOT diagram can formulate a marketing strategy for Karmens'eve Cafe with the difference in strengths and weaknesses of 1.90 and the difference in opportunities and threats of 1.38. The SWOT diagram image is as follows:

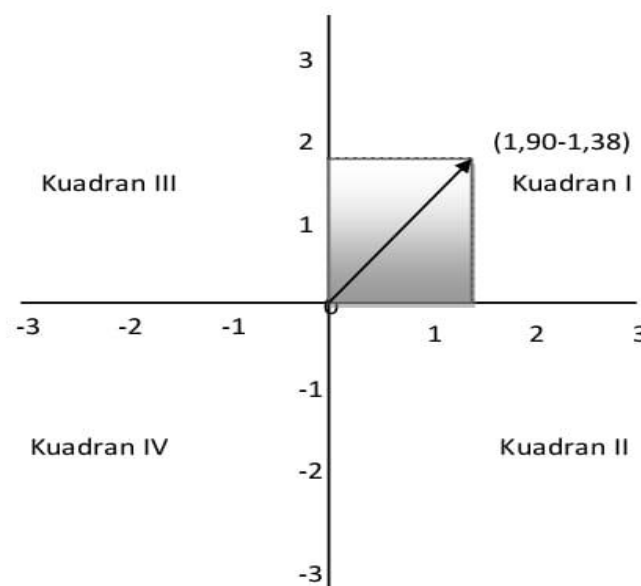


Figure 1 Diagram of Analysis SWOT
Source: Data Processing

In the SWOT diagram above, it can be seen that Karmens'eve Cafe is in quadrant one with a value of (x; y) (1.90; 1.38). This indicates that Karmens'eve Cafe must implement an aggressive strategy, which is a strategy that utilizes internal strengths to take advantage of existing opportunities. Thus Karmens'eve Cafe can take advantage of existing advantages to increase turnover and strengthen competitiveness in the Cafe industry.

SWOT Matrix

Karmens'eve Cafe in this study is in a very favorable position and there are many opportunities and strengths that can be maximally utilized to achieve company goals. The recommended strategy is an aggressive strategy that focuses on growth. After the total internal and external scores were calculated, the researcher created a SWOT matrix to analyze various alternative strategies, namely Strengths-Opportunities (SO), Weaknesses-Opportunities (WO), Strengths-Threats (ST), Weaknesses-Threat (WT). analysis results as follows:

- a) Strength Opportunity Strategy (Growth Strategy)

This strategy utilizes the strengths and opportunities that the company has, namely Karmens' Eve Cafe, in an effort to increase sales volume. Karmens' Eve Cafe SO strategies such as:

- 1) Maintain and improve product quality and friendly service to visitors so that the possibility of repurchasing or visiting again is greater.
- 2) Create a new menu such as a seasonal menu so that visitors can try new menus and increase visitor attractiveness.
- 3) Work with other parties to create promos such as discounts when using certain bank cards.
- 4) Creating events at the Cafe so that more people know Karmens' Eve Cafe
- 5) Increase the capacity of spaces, especially outdoor spaces that still prioritize visitor comfort

b) Strength Threat Strategy (Diversification Strategy)

This strategy uses the strengths that the company has to overcome the threats faced by the company, namely Karmens' Eve Cafe. The ST strategy is as follows:

- 1) Providing discount coupons to visitors who have purchased which will be used and come back or given to friends or relatives.
- 2) Providing friendly and best service so that visitors get more value than the price of the products offered by the cafe.

c) Weakness Opportunity Strategy (Turn-Around Strategy)

This strategy takes advantage of existing opportunities to minimize the weaknesses that the company has, namely Karmens' Eve Cafe. Karmens' Eve Cafe WO strategies such as:

- 1) Adding or maximizing parking lots, especially cars, so that visitors do not doubt the availability of parking lots for cars.
- 2) Increase or maximize visitor capacity, especially outdoor, so that it can accommodate more visitors.

d) Weakness Threat Strategy (Defensive Strategy)

This strategy is in the form of minimizing company weaknesses and avoiding company threats. Karmens' Eve Cafe WT strategies such as:

- 1) Providing discounts for Karmens' Eve Cafe customers who order using the Grab application, this can attract consumers who are reluctant to come and think about parking and availability of places.

The results obtained from the SWOT matrix are four alternative strategies. Of the four alternative strategies, the SO strategy is in accordance with Karmens' Eve Cafe. This adjustment can be in the form of analyzing the intended market conditions to increase market share. In addition to analyzing market conditions, Karmens' Eve Cafe must also pay attention to product sales or marketing because sales volume has a direct effect on sales turnover.

Understanding Cafe consumers about consumer needs or desires is also an effective strategy for finding new innovations that consumers expect. No less important is marketing activities, because marketing is not only selling products but includes many things such as the marketing mix.

The marketing mix can be utilized by companies to design basic procedures that serve as a reference in assessing the effectiveness of company promotions. The main objective of the marketing mix is to increase company efficiency, company revenue, and company profits from the sale of its products. The marketing mix strategy implemented by Karmens' Eve Cafe includes:

Product

Karmens'eve Cafe in making various menus always uses quality ingredients and is well processed until it is presented aesthetically. The manufacture of this product is also accompanied by friendly and good service so that visitors feel satisfied and want to return to visit the Cafe again.

Price.

The price strategy offered by Karmens'eve Cafe is fairly affordable for the pockets of students to workers. This price is also accompanied by the quality of the products sold as well as the services provided so that the price is very commensurate.

Place

The space strategy presented by Karmens'eve Cafe is minimalist and spacious. The place is coupled with a cozy and calm atmosphere so it is suitable for visitors who will work and students who want to do assignments. Visitors can also gather in large numbers in outdoor places that allow large numbers of visitors.

Promotion

Promotions carried out by cafes such as discounts in the form of coupons which are usually given to employees and customers. In addition to coupons, Karmens'eve Cafe also provides discounts to consumers who order via Grabfood. The cafe is also planning to work with universities and banks to provide discounts if making product payments using certain bank student cards.

4. Conclusion

In the research results, it can be seen that the position of Karmens'eve Cafe has seven internal factors. These factors include the strengths of the cafe which has a strategic location, a comfortable atmosphere, good product quality, a varied menu, and friendly and good service. While weaknesses such as a less spacious parking lot and a less spacious outdoor place. There are six external factors including, opportunities, namely adding outdoor places, opening new branches, providing promos on social media, and inviting food vloggers, while existing threats such as declining consumer purchasing power, and price competition with new cafes.

Based on the results of the IFAS and EFAS analysis, Karmens'eve Cafe has strength factors with a total score of 2.53, while the weakness factor is 0.81. Opportunities have a total score of 2.19, while threats have a score of 0.81. Looking at the SWOT matrix, Karmens'eve Cafe is in quadrant I with a value of (X; Y) (1.90; 1.38). The appropriate strategy is to implement an aggressive strategy by utilizing internal strengths to take advantage of existing opportunities.

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