

Analysis of Cafe Wanowan Bandar Lampung Business Strategy Decision Making in the Middle of COVID-19 Pandemic

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ABSTRACT

Introduction: The number of cafe and coffee shop businesses required cafe owners to have a strategy to be able to compete with competitors, coupled with the current COVID-19 pandemic, definitely affected the sustainability of the cafe business. Business owners certainly had to rack their brains to maintain the business they owned. The purposes of this research itself is to find out what factors influenced the success of Cafe Wanowan's strategy as well as the right business strategy decisions to be implemented by Cafe Wanowan Bandar Lampung in the midst of the COVID-19 pandemic.

Research and Methods: Regarding the data collection process, researcher used data collection techniques in the form of interviews, observations, questionnaires, and documentation. The analytical method used in this research is the Soft System Methodology (SSM) with the Analytical Hierarchy Process (AHP) as the analytical tool. The results of this study indicated that there are three sub-criteria in both internal and external factors.

Analysis and Discussion: the results of decision making with AHP showed that the first priority strategy was to make interesting menu variations and maintain the taste offered, followed by collaborating with third parties by providing attractive promos, and increasing promotion / marketing with social media to maintain Cafe Wanowan in the midst of a pandemic.

Key Words: soft system methodology (SSM); analytical hierarchy process (AHP); business strategy; COVID-19

INTRODUCTION

The culinary business is one of the most common business fields in the current millennial era. One of the most mushroomed culinary business is cafe and coffee shop business. Generally, most of consumers want a cafe and coffee shop that has a comfortable ambience and atmosphere to gather with friends and family also has a pretty spots for taking pictures or selfie that are considered instagramable. One of the cafe that offers those things is Cafe Wanowan Bandar Lampung.

In order to have superior value compared to other cafes and coffee shops, hence it is necessary to have superior value and differentiation value between Cafe Wanowan and other cafes. But, because of COVID-19 pandemic, the number of consumers that visit or come to Cafe Wanowan has decreased, this also affected the sales value of Cafe Wanowan Bandar Lampung. This condition statement is also supported by the results of research conducted by Brizek et al., (2021) where restrictions on business due to COVID-19 pandemic has effect or impact on business sustainability both in short term and long term.

The purposes of this research itself is to find out what factors influenced the success of Cafe Wanowan's strategy as well as the right business strategy decisions to be implemented by Cafe Wanowan Bandar Lampung in the midst of the COVID-19 pandemic.

LITERATURE REVIEW

According to Yunus (2016), strategic management is required to be able to identify the objectives or purposes of an organization, resources, and also how to use the resources effectively in order to meet the strategic objectives.

Griffin and Ebert (2007, in Suwarso, 2018) state that business is an organization that provide products (goods) or services that are traded with the aim or goal to get a profit.

Haryadi (2008, in Gula & Mulyani, 2020) state that business strategy is a way of company competes that related with a proces to accomplish achievements and maintain company's profit. Besides, business strategy can also be used as a guidelines in running the company.

According to Sweeney and Devi (2012, in Indriany & Afriansyah, 2019), decision making can be interpreted as an evaluation process with the aim to obtain the best results and according to the expectations from a variety of choices.

According to Rubenstein Montano (2001, in (Barusman, 2018b), systems thinking defined as a conceptual framework for solving problems by looking at the problem as a whole.

COVID-19 is an infection that happened in the respiratory area caused by virus named SARSCoV-2. This virus itself first appeared at the end of 2019 in Wuhan, China. This virus spread rapidly to more than 110 countries and was declared by WHO as a health emergency on January 30, 2020 (Al-Fadly, 2020). Positive cases of COVID-19 first identified in Indonesia on March 2, 2020, and since then day the number of people who tested positive continued to increase.

RESEARCH METHODS

This research is a descriptive research. Meanwhile, related to data collection, this type of resarch is a literature research, which is a research conducted by studying the literature related to the problem of this research (Oktaviannur et al., 2020),

and field research, which is a research that conducted by doing a direct observation to the object of the research to get or obtain informations.

The sampling technique that used in this study was purposive sampling, where the researchers determines the source based on the involvement of the interviewees with the problem of the research hoping that the information obtained can help the researcher to answer the problems in the study. The interviewees that will be a primer data source in this research are:

1. Gilang Gumilar as Manager of Cafe Wanowan Bandar Lampung.
2. Selfie Alkemega S.T., M.M. as an academic lecturer at Universitas Bandar Lampung.
3. Employees and customers of Cafe Wanowan each of 2 people.

The analytical method that used in this research is a qualitative analysis method with the Soft System Methodology (SSM) method. According to Jackson (2003, in Barusman, 2018), soft system methodology (SSM) is a methodology that establishes the principles that have the possibility to be carried out or used in unstructured problem situations. According to Checkland and Poulter (2006, in Barusman, 2018), there are 7 steps in Soft System Methodology or called as SSM Classic.

The analytical tools that used in this research is Analytical Hierarchy Process (AHP). According to Barusman, 2018a), AHP is a decision support model that distributed or disseminated by Thomas L. Saaty. AHP itself can break down problems with many factors or many complex criteria into a hierarchy.

ANALYSIS AND DISCUSSION

The discussion in this chapter is related to the current condition of Cafe Wanowan, what has been done by Cafe Wanowan, as well as models and results of strategy analysis regarding strategic decision making in Cafe Wanowan using analytical hierarchy process (AHP).

Based on the results of in-depth interview with several of related interviewees, the following informations are obtained:

1. The conditions related to the sales of Cafe Wanowan are quite good, however this hasn't reached the target set yet. This issue itself happened due to changes in market and economic condition which was one of the impacts of the COVID-19 pandemic.
2. Things that has been done by Cafe Wanowan are: do promotion by using media social instagram also rely on word of mouth, maintain the taste and ensure the appearance of the foods and drinks that are offered looks attractive to consumers, and do a good and neat interior arrangement.
3. The AHP hierarchy obtained from the interview results is showed by the figure below:

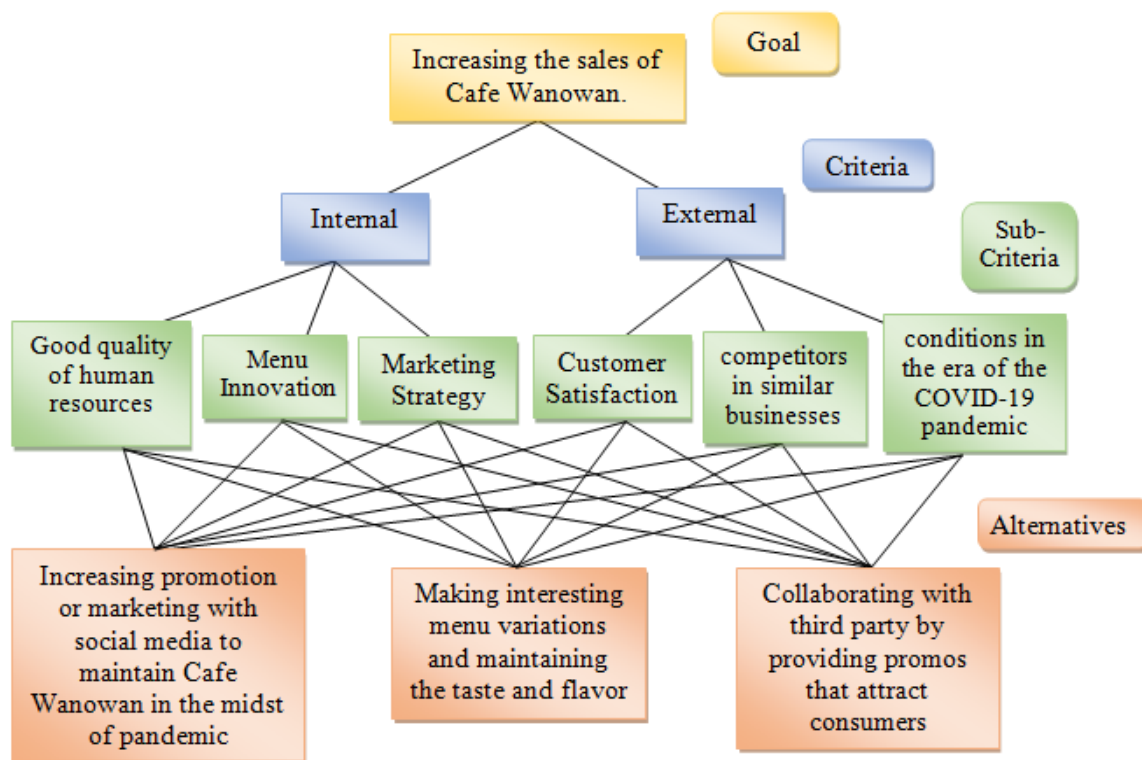


Figure 1. AHP Hierarchical

From the hierarchy that has been created, there are three hierarchical levels, namely:

1. **Goal:** increasing the sales of Cafe Wanowan.
2. **Criteria:** consisting of internal and external factors.
3. **Sub-criteria:** consisting of good quality of human resources, menu innovation, marketing strategies, customer satisfaction, competitors in similar businesses, and conditions in the era of the COVID-19 pandemic.
4. **Alternatives:** consisting of increasing promotion or marketing with social

media to maintain Cafe Wanowan in the midst of pandemic, making interesting menu variations and maintaining the taste and flavor offered, and collaborating with third party by providing promos that attract consumers.

From the results of filling out the questionnaire that was given to the six relevant sources, the data were processed using the AHP analysis tool and the following combined results were obtained below:

Table 1. Combined Questionnaire Calculation Results

LEVEL 1	LEVEL 2	ALTS	Prty
Internal percent (L: 447)			44,6
	Good human resources percent (L: 540)		24,1
Internal (L: 447)	Good human resources (L: 540)	increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,082
Internal (L: 447)	Good human resources (L: 540)	making interesting menu variations and maintaining the taste and flavor offered	0,073
Internal (L: 447)	Good human resources (L: 540)	collaborating with third party by providing promos that attract consumers	0,086
	Menu innovation percent (L: 241)		10,8
Internal (L: 447)	Menu innovation (L: 241)	increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,015
Internal (L: 447)	Menu innovation (L: 241)	making interesting menu variations and maintaining the taste and flavor offered	0,069
Internal (L: 447)	Menu innovation (L: 241)	collaborating with third party by providing promos that attract consumers	0,024
	Marketing strategies percent (L: 219)		9,7
Internal (L: 447)	Marketing strategies (L: 219)	increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,040
Internal (L: 447)	Marketing strategies (L: 219)	making interesting menu variations and maintaining the taste and flavor offered	0,024
Internal (L: 447)	Marketing strategies (L: 219)	collaborating with third party by providing promos that attract consumers	0,033
External percent (L: 553)			55,4
External (L: 553)	Customer satisfaction percent (L: 533)		29,4
External (L: 553)	Customer satisfaction (L: 533)	increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,068
External (L: 553)	Customer satisfaction (L: 533)	making interesting menu variations and maintaining the taste and flavor offered	0,133
External (L: 553)	Customer satisfaction (L: 533)	collaborating with third party by providing promos that attract consumers	0,093
	Competitors in similar businesses Percent (L: 208)		11,6
External (L: 553)	Competitors in similar businesses (L: 208)	increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,024
External (L: 553)	Competitors in similar businesses (L: 208)	making interesting menu variations and maintaining the taste and flavor offered	0,059
External (L: 553)	Competitors in similar businesses (L: 208)	collaborating with third party by providing promos that attract consumers	0,033
	Conditions in the era of the COVID-19 pandemic percent (L: 259)		14,3
External (L: 553)	Conditions in the era of the COVID-19 pandemic (L: 259)	increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,072
External (L: 553)	Conditions in the era of the COVID-19 pandemic (L: 259)	making interesting menu variations and maintaining the taste and flavor offered	0,029
External (L: 553)	Conditions in the era of the COVID-19 pandemic (L: 259)	collaborating with third party by providing promos that attract consumers	0,042

Data source: data processed by researcher in 2020

Overall inconsistency: 0,06.

Weighting value is done by looking at the main objectives of this study or research namely increasing sales, which of

that objectives the criteria and sub-criteria emerge which will generate the following priority alternatives:

Table 2. Alternative Weights Priority for Increasing Sales

Alternative Priority for Increasing Sales	Weight
Increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic	0,302
Making interesting menu variations and maintaining the taste and flavor offered	0,387
Collaborating with third party by providing promos that attract consumers	0,311

Data source: data processed by researcher in 2020

Based on the results of weighting that has been done by the researcher, the

alternative priority that is prioritized by the consumers or related interviewees is to

make interesting menu variations and maintaining the taste and flavor offered with a weight of 0,387, then the next is to collaborate with third party by providing promos that attract consumers with a weight of 0,311, and having a weight that is not too far from the second alternative is increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic with a weight of 0,302.

1. Making interesting menu variations and maintaining the taste offered is the first priority alternative in achieving the goal, namely increasing the sales of Cafe Wanowan Bandar Lampung. In a business in the culinary field like this, it is very necessary to develop new and attractive menu ideas so that consumers do not get bored.

With the new and certainly interesting menu variations, consumers will feel curious about the menu offered and will come to Cafe Wanowan. Another thing that need to be considered in updating the menu or making the new menu is distinctive taste of Cafe Wanowan which must be maintained and not disappoint consumers. The key to the menu offered is on the internal of the company, namely the human resource (HR) used. The human resource that used must be able to maintain the distinctive taste and also the good serving, because these will have an impact to the customer satisfaction that the company will get, and also have an impact to sales.

An alternative to this decision is also applied to the results of the research conducted by Nasihin et al., (2020), where innovation and maintaining the quality offered can be one of the right business strategies so that businesses such as cafes or coffee shops can survive in a pandemic era like what happened now.

2. Collaborating with third party by providing promos that attract consumers, is a technique that is quite widely used in several business fields in

various regions in Indonesia during the pandemic era. The purpose of this kind of cooperation is to attract consumers by providing promos, discounts or free gifts with a specified period limit. In addition, this cooperation can boost the income received by both parties.

Some examples of the implementation of this collaboration are kopichuseyo.id, which collaborates with shopspace. Jakarta at Shopee. The form of this collaboration is that if you purchase Emina products at shopspace. Jakarta, consumers will immediately get a discount promo coupon of 30% for purchasing drinks at all Kopichuseyo outlets. In Bandar Lampung itself, Bun.kopi collaborates with Portofolio. The form of cooperation that is carried out is if a consumer makes a purchase of 80,000 rupiahs, he will immediately get a free gift sticker from Portofolio.

Regarding conditions in the current pandemic era, Cafe Wanowan can implement this alternative by collaborating with mask entrepreneurs with attractive designs and good materials or hand sanitizers. This form of cooperation can be in the form of making a purchase at a specified price limit, so consumers will get a free gift such as a mask or hand sanitizer. This kind of cooperation will certainly help increase the sales of Cafe Wanowan because the public will be interested in the free gifts given, and to get this, consumers are required to make purchases at Cafe Wanowan.

3. Increasing promotion / marketing with social media to maintain Cafe Wanowan business in the midst of a pandemic is a marketing activity carried out with the aim of reaching the desired target consumers and making Lampung people aware of Cafe Wanowan. This process itself can be done by using social media that almost used by everyone nowadays, which is instagram.

The owner of Cafe Wanowan can increase the level of activity in Cafe

Wanowan's social media. Related to this, Cafe Wanowan can make interesting posts on the social media account feeds that are used or can also upload any interactive contents using the story feature on Instagram. Another form of promotion that Cafe Wanowan can do is to promote or endorse culinary promotion accounts in Bandar Lampung so that they can reach a wider market.

Cafe Wanowan can also make promos on food ordering applications such as Go-food and also grabfood. Especially in the current pandemic era, where people are urged to stay at home as much as possible, still be able to enjoy menus from Cafe Wanowan without having to hang out and worry about being exposed to the virus. The form of promos in food ordering applications, for example, collaborates with go-biz regarding the making of discount vouchers and promos for menus offered by Cafe Wanowan for use in Go-food. The example of promo vouchers that are commonly used at Go-food are discount vouchers and also buy 1 get 1 voucher. In addition, Cafe Wanowan itself can provide discounts or promos that are limited and exclusive to certain seasons and events such as Christmas, Independence Day or what has recently been quite excited is the number of culinary business actors who make promos with events from the Korean drama called 'Start Up', which was booming in Indonesia. There are also dates event such as 12.12, and many more.

This alternative decision was also implemented in Macau area. According to the results of research conducted by Alves et al., (2020), the object of cafetaria company under study also implements a strategy of collaborating with food delivery parties so that the business is still running and can reduce the direct labor cost by up to 20%. In addition, according to the results of research conducted by Munandar et al.,

(2020), alternative decision to increase promotion also one of the good solutions to be implemented in this pandemic era because with good promotional activities, cafes can provide information about menus or products that offered to the wider community to attract consumer interest.

CONCLUSIONS

Based on the results of the research that has been done, it is found that the criteria that influence the success of a business strategy are:

1. Criteria for internal factors, such as good quality of human resources, menu innovation, and marketing strategy.
2. Criteria for external factors, such as customer satisfaction, competitors in similar businesses, and conditions in the era of the COVID-19 pandemic.

Alternative business strategies at Cafe Wanowan Bandar Lampung are:

1. Increasing promotion or marketing with social media to maintain Cafe Wanowan in the midst of pandemic.
2. Making interesting menu variations and maintaining the taste and flavor offered.
3. Collaborating with third party by providing promos that attract consumers.

An alternative strategy that is a priority at Cafe Wanowan Bandar Lampung is to make interesting menu variations and maintain the taste and flavor offered. By making innovations and variations on the menu offered by Cafe Wanowan Bandar Lampung, consumers do not get bored easily. Another thing that needs to be considered regarding this business strategy is the distinctive taste of Cafe Wanowan which must be maintained and not disappoint consumers.

SUGGESTIONS

Based on the existing conclusions, several things that can be suggested by researchers are:

1. From the conclusions and results of the research that has been done, the researcher suggests that Cafe Wanowan Bandar Lampung should focus on making menu variations that attract consumers and in accordance with existing taste trends in order to attract consumers to come to Cafe Wanowan and will increase sales. The menu variations that are referred here can be in the form of updating or upgrading the old menu to be newer or it can also be in the form of menu innovations that have never been offered by Cafe Wanowan Bandar Lampung to consumers before. In addition to an attractive menu, of course, it must be followed by an interesting presentation and taste, different or unique compared to other cafe competitors.
2. Besides upgrading its menu, Cafe Wanowan can do collaboration with third parties by providing attractive promos for consumers. This kind of cooperation certainly has the opportunity to increase revenue / sales from the parties that are cooperating. Cafe Wanowan can try this suggestion by providing promos such as making purchases up to a certain price to get free gifts. Examples of free gifts can be masks or hand sanitizers, which are essential items in an era of pandemics like now.
3. The next suggestion is, Cafe Wanowan can also increase promotion or marketing with social media to maintain Cafe Wanowan in the midst of COVID-19 pandemic. Cafe Wanowan can maximize the features on Instagram for example, Instagram ads and Instagram stories. Cafe Wanowan can also do endorse or paid promote to accounts that promote culinary in Bandar Lampung to reach more consumers in Lampung. Other than that, Cafe Wanowan can also provide promos at certain events and seasons such as holidays or dates events such as 12.12.

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