



RESEARCH ARTICLE

Coffee Bean Marketing Strategy Using Swot Analysis at Kapakata Coffee Roasters

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ARTICLE INFO	ABSTRACT
Received: Apr 29, 2024	<p>The research objective to be achieved in this research is to determine the right coffee bean marketing strategy based on the use of SWOT (Strength, Weakness, Opportunity, Threat) analysis at Kapakata Coffee Roasters. This research is a type of field research with a qualitative approach and was carried out using descriptive analysis methods in describing appropriate marketing strategies. The results of this research are 8 coffee bean marketing strategies based on SWOT analysis, namely developing variants and maintaining consistent product quality, creating programs to maintain and increase customer loyalty, maintaining good relationships with suppliers, optimizing social media to market products, increasing market potential outside the city Makassar, improving production processes, creating appropriate and visible product standards, developing safer packaging designs, opening up opportunities for collaboration with delivery parties who have guarantees, and always maintaining the availability of raw material supplies from suppliers.</p>
Accepted: Jul 28, 2024	
Keywords	
Marketing strategies SWOT analysis Kapakata Coffee Roasters	
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INTRODUCTION

The development of the coffee shop business, which is growing day by day, cannot last for long. This is due to tight business competition. This tight business competition is caused by consumers who have various choices, starting from places/locations, internet connections, coffee variants offered, and prices. With increasingly strong conditions and situations of competition between coffee shops, business managers/coffee shop business owners must not only be able to sell their products, but also have maximum ability in marketing their business/business. If this capability is possessed, consumers' desire to visit and enjoy their coffee will not decrease and will increase. Even though there is a lot of competition in business, it is hoped that coffee shops will continue to exist to fulfill needs, even in the current conditions of strong competition between coffee shops.

One of the coffee shops in Makassar City is Kapakata Coffee Roasters. Located at Jl. Mt. South Merapi No. 3A, New Maricaya, District. Makassar, Makassar City, Kapakata Coffee Roasters has been serving buyers since 2020. Kapakata Coffee Roasters is a coffee shop and roastery that produces coffee beans. Kapakata Coffee Roasters focuses its production on various types of high quality coffee. Kapakata Coffee Roaster must implement a new strategy by paying attention to the company's strategic position to remain the first choice for consumers. This means that the company can continue to carry out its operational activities effectively and efficiently, including marketing. Kapakata Coffee Roaster must

determine a strategy regarding what needs to be considered in marketing its business. Kapakata Coffee Roaster needs to make a SWOT analysis with an emphasis on sources of strength to cover weaknesses and take advantage of opportunities that arise from this analysis to overcome threats from competitors. It is hoped that the analysis carried out by Kapakata Coffee Roaster will be able to show its position against other business competitors with the same business concept. This analysis is also important to carry out a strategy to win the market. Competition in the business world, especially the coffee shop business which is dense with competitors, makes a company concentrate on the series of processes it goes through and product creation activities that are in line with the company's main capabilities (Novriful: 2014). Based on this statement, it can be concluded that one of the marketing processes, namely the implementation of marketing strategies, has a great influence on achieving company and industry goals. Kapakata Coffee Roaster needs a marketing strategy and looks at future development prospects. Therefore, Kapakata Coffee Roaster requires an evaluation of strengths, weaknesses, opportunities and threats. Strategy formulation must be in accordance with the company's conditions so that Kapakata Coffee Roaster can further develop and achieve the vision and mission that have been set.

This research is important because with this research, Kapakata Coffee Roaster can find out their strengths, weaknesses, opportunities and threats. Based on this, the researcher is interested in conducting research on Coffee Marketing Strategy Analysis at Kapakata Coffee Roaster using SWOT Analysis.

1. LITERATURE REVIEW

1.1 Marketing Strategy

Marketing strategy is a way to win excellence in continuous competition from both goods and service companies. Marketing strategy is considered one of the keys used in company planning (Hidayat: 2021). Marketing strategy has become very important in the business world. If we can create a good marketing strategy, then we will create sustainable advantages, difficult for competitors to imitate, and the company's success can last longer. This is caused by several factors, including: (1) Ability to create special competencies; (2) Ability to create imperfect competition; (3) Ability to adapt to the external environment; (4) Ability to create profits above the long-standing average of other industries; (5) Ability to create a balance between competitors and customers; (6) Have creativity and flexibility (Hassan and Ali: 2009).

1.2 Coffee Shops and Specialty Coffee

Coffee first entered Indonesia during the Dutch colonial era with the forced cultivation system. The Dutch colonialists entered Java by bringing Arabica coffee from India. (Thufail: 2022). Coffee itself in Indonesia has been a tradition for its people since ancient times. This is based on the fact that Indonesia is the best producer of coffee beans in the world. Coffee beans in Indonesia come from several regions, including Flores, Lampung, Toraja, Aceh, Medan and Ternate. In Indonesia, the age of coffee lovers has reached all groups. Whether young people, teenagers, or even adults. Coffee has even become a daily necessity. This is offset by the very rapid growth of coffee shops in Indonesia, including in Makassar. Thufail (2022) stated that in Makassar City there are 628 coffee shops spread across 14 sub-districts in Makassar City. The very rapid growth of coffee shops in Indonesia is not only caused by the large number of coffee lovers, but also by changes in lifestyle. Coffee shops are not only places that can be enjoyed by coffee lovers, but also by people who don't like coffee. This is because coffee shops can be used as meeting places with business colleagues, discussion places for young people, activists and students. In fact, coffee shops have become an identity of existence and a symbol of prestige for society. Coffee shops do not only sell coffee but can be interpreted more broadly, namely selling atmosphere and comfort (Herlyana: 2012). The phenomenon of the proliferation of coffee shops also occurs in areas that are not only busy

centers. This can be seen from the increasing number of visitors to coffee shops, even in regional areas. Coffee shop visitors are not only men, but also women. Nowadays, coffee is no longer synonymous with men, but women have now transformed into coffee fans. This phenomenon has become commonplace with the development of technology and social media (Wardhana: 2014). Specialty coffee is a coffee product that has superior value and image which is marketed specifically as a differentiator from other general coffee products. Several things that characterize specialty coffee include: it has a special taste, has a unique history, has good quality, and a higher price compared to coffee products in general. Specialty coffee has special characteristics in the form of ingredients and production systems which aim to produce optimal high quality coffee on the international market. According to the Specialty Coffee Association (SCA), specialty coffee is Arabica coffee beans that have a cupping score of 85 to 100 and a number of defects of 5 percent.

1.3 SWOT Analysis

SWOT analysis is a tool for identifying various factors that work systematically to formulate company strategy. SWOT is an acronym for strengths, weaknesses, opportunities, threats. Companies will face various situations and conditions, both internally and externally. With these various changes, companies must be able to find solutions to design and determine strategic planning to develop a marketing system that is relatively effective and appropriate. The method that is still widely used to analyze situations for company strategic planning is SWOT analysis.

In principle, SWOT analysis compares the conditions that competitors will face based on subjective and objective criteria. By comparing this, companies can determine strategic plans to face competition. If a company, when conducting a study of its situation and conditions, turns out to not have information on its competitors or its competitors have not yet been mapped either on an industrial scale (a collection of companies that produce the same goods) or from the results of company observations, the company is very urgent about preparing a business plan. - strategic efforts, especially from marketing and managerial organizations, the solution is to use a SWOT analysis and modify it according to needs so that the analysis can be used.

SWOT analysis is an analysis method used by identifying factors from within (internal) and from outside (external) a company with the aim of formulating an appropriate strategy. In principle, this aims to maximize the strengths and opportunities that the company has, but it must also minimize the weaknesses and threats that the company will face. So, someone who carries out planning must identify the internal and external conditions of the company which include, among other things, strengths, weaknesses, opportunities and threats, because in making decisions related to the development of the company's mission, goals and policies (Putong: 2003). The variables contained in the SWOT analysis are:

- a. *Strengths* is a profitable company factor in achieving targets. Some examples included in these elements are: (1) Increased market share; (2) Clear distribution channels; (3) Price policy; (4) High work morale; (5) Availability of sufficient resources.
- b. *Weaknesses* are factors that hinder or limit an organization in achieving its goals.
- c. Some examples of this element are: (1) Low work morale; (2) Product quality that does not meet standards; (3) Bad work culture.
- d. *Opportunities* are the external conditions of a company that provide opportunities for the company to develop or succeed in achieving its targets. Some examples included in this element are: (1) Increased consumer purchasing power; (2) New machines or workers; (3) Price competition; (4) Industry growth rate; (5) Relations between regions are well established.

- e. *Threat* are external factors that threaten or hinder the company from achieving its targets. Some examples included in this element are: (1) Technological developments; (2) Inflation rate; (3) Tight competition in the industry; (4) Government policy; (5) Chaotic political situation.

According to Kotler and Keller (2009) SWOT (Strengths-Weakness-Opportunities- Threats) analysis is an important matching tool that helps managers develop four types of strategies, namely:

- a. SO (strength-opportunity) strategy. This strategy is a strategy that combines the company's strengths and takes advantage of existing opportunities.
- b. WO strategy (weakness-opportunity). This strategy minimizes the company's weaknesses by taking advantage of the opportunities that exist in the company's environment.
- c. ST (strength-threat) strategy. This strategy optimizes the company's strengths in avoiding threats that exist in the company's environment.
- d. WT (weakness-threat) strategy. This strategy is a strategy that minimizes existing deficiencies in the company and tries to avoid existing threats.

2. RESEARCH METHODS

This research was carried out from April to June 2024 and was carried out in the Makassar City area, South Sulawesi Province. The research object studied was Kapakata Coffee Roasters which is located at Jl. Mt. South Merapi No. 3A, Maricaya Baru, Kec. Makassar, Makassar City. This research is a type of field research with a qualitative approach and was carried out using descriptive analysis methods. This method does not just describe, but provides sufficient understanding and explanation. This research attempts to reveal the marketing strategy of Kapakata Coffee Roasters using SWOT analysis.

According to Heryana (2018), in qualitative research, the main consideration in data collection is the informant. Informants are people who can provide information about the situation and conditions of the research setting. Determining the number of informants is flexible, meaning that researchers can increase the number of informants in the middle of the research process if the information obtained is felt to be insufficient. Researchers can also reduce the number of informants if the information is sufficient. You can even change the informant if the selected person/subject is not cooperative in answering the interview. This means determining informants according to selected criteria that are relevant to the research problem. This research used 6 informants. The selection of 6 informants can be linked to the concept of purposive sampling technique explained by Kaharuddin (2021). The purposive technique is a technique for taking informants carried out by researchers deliberately by considering certain criteria. In the context of this research, researchers deliberately chose the owner and employees of Kapakata Coffee Roasters as the main informants because of their knowledge regarding the business internally and externally. Then from an external perspective, the researcher deliberately chose the government and academics to become supporting informants to get other perspectives regarding Kapakata Coffee Roasters. The data analysis technique used by researchers in this research is SWOT analysis. SWOT analysis is a tool used in compiling a company's strategic factors. SWOT analysis can clearly describe internal factors in the form of strengths and weaknesses, and external factors in the form of opportunities and threats that the business has. This SWOT analysis was carried out at Kapakata Coffee Roasters Makassar. After using the SWOT analysis, the researcher will describe the results of the analysis. Qualitative descriptive analysis is data analysis, whether in the form of numbers or not, which can explain descriptively a problem. The stages in carrying out a SWOT analysis are as follows:

1) IFE Matrix (Internal Factor Evaluation)

After the internal factors of a company are identified, the IFE table is prepared to formulate the internal factors in the company's strength and weakness framework with the following stages:

- a. Determine the factors that will be the company's strengths and weaknesses in column 1
- b. Give weight to each factor on a scale ranging from 1.0 (most important) to 0.0 (not important), based on the influence of the factor on the company's important position. (All these weights must not exceed a total score of 1.00).
- c. Give a rating of 1 to 4 for each factor to show that each factor has major weaknesses (rating=1), minor weaknesses (rating=2), minor strengths (rating=3), and major strengths (rating=4). The rating is based on the company and the weighting is based on the industry in which the company is located.
- d. Multiply each weight by the rating to get a score.
- e. Adding up the total scores on each variable, the total means ranged between a low of 1.0 and a high of 4.0 with a mean of 2.5. If the total average is below 2.5, it indicates that internally it is weak, while the total value above 2.5 indicates a strong internal position (Rangkuti: 1997)

2) EFE Matrix (External Factor Evaluation)

There are five stages in preparing the external strategy factor matrix, namely:

- a. Determine the factors that constitute opportunities and threats
- b. Give each factor a weight ranging from 1.0 (very important) to 0.0 (not important).
- c. These factors can have an impact on strategic factors. The sum of all weights must equal 1.0.
- d. Calculate the rating for each factor by giving a scale from 1 to 5, where 5 (very good response), 4 (above average response), 3 (average response), 2 (below average response), and 1 (very below average response). This rating is based on the effectiveness of the company's strategy, so the value is based on the company's condition.
- e. Multiplying each weight by its rating to get a score.
- f. Add up all the scores to get the company's total score. This total value describes how a particular company reacts to its external strategic factors.

The possible total score is 4.0 and the low score is 1.0. A total score of 4.0 indicates that the company is able to respond to existing opportunities in an effective way and avoid existing threats. A total score of 1.0 indicates that the company's strategy does not take advantage of opportunities or is biased so that it does not avoid external threats

3) IE Matrix (Internal-External)

The IE matrix is based on two key dimensions: the total IFE score on the X axis and the total EFE score on the Y axis. For analysis using the IE matrix, the IFE and EFE matrices are first required. This aims to obtain an appropriate strategy at the corporate level

4) SWOT Matrix

The SWOT matrix is a tool used to measure a company's strategic factors. This matrix can show in detail the opportunities and threats (external) as well as the strengths and weaknesses (internal) that the company has. (Rangkuti: 1997). The SWOT matrix is an important matching tool that can help develop four types of strategies: SO strategy, WO strategy, ST strategy, and WT strategy.

3. RESULTS AND DISCUSSION

3.1 Marketing Mix Kapakata Coffee Roasters

The marketing mix is defined by Kotler and Armstrong (2012) as a combination of a set of marketing tools to get consumers in the market. Companies can attempt to influence consumer demand and decisions by identifying and analyzing the marketing mix based on the 4P approach, namely product, price, place and promotion.

After conducting interviews with the owner and employees, it was discovered that Kapakata Coffee Roasters is a roastery business that processes raw coffee beans into roasted beans. Kapakata Coffee Roasters sells two types of coffee beans, namely Arabica and Robusta. Apart from that, Kapakata Coffee Roasters also sells coffee beans ranging from grade 1 to specialty beans. In terms of price, the pricing strategy applied at Kapakata Coffee Roasters is to find out the price of raw materials upstream. After that, postage costs, packaging and all losses are calculated. Only after that is the product price determined. The profit margin is 65% to 75%. In terms of location, the owners and employees of Kapakata Coffee Roasters feel that location does not have much influence on the marketing of their products. Different from the dine-in concept, Kapakata Coffee Roasters more often delivers their products to customers. In terms of promotion, the owner and employees of Kapakata explained that the strategy used to promote Kapakata Coffee Roastery products is only open cupping, which is an event where customers are invited and invited to try Kapakata Coffee Roasters products. Apart from that, social media is also used, namely Instagram. Information regarding products is usually obtained by consumers by word of mouth.

3.2 Internal Factor of Kapakata Coffee Roasters

The internal factors owned by Kapakata Coffee Roasters come from the results of interviews conducted with informants. Kapakata Coffee Roasters' internal factors are divided into two, namely strengths and weaknesses. Based on the results of interviews with Kapakata Coffee Roasters, namely the founder, co-founder and employees, an identification of strengths and weaknesses was obtained which were used in analyzing the marketing strategy for coffee beans at Kapakata Coffee Roasters. The overall results of the internal factor evaluation (IFE) analysis can be seen in the following table:

Table 1: Kapakata Coffee Roasters IFE Matrix

Main Internal Factors		Weight	Ratings	Score
Strength				
S1	The products produced are of higher quality than competitors	0.176471	4	0.705882
S2	The resulting products are made in accordance with clear SOPs	0.117647	4	0.470588
S3	Good relationship with consumers	0.058824	3.5	0.205882
S4	Good relationship with farmers	0.176471	5	0.882353
S5	Application of technology in processing coffee beans	0.058824	3.5	
Weakness				
W1	The use of social media is not optimal	0.176471	1	0.176471
W2	Product delivery is not optimal	0.176471	2	0.352941

W3	The use of production machine capacity is not optimal	0.058824	2	0.117647
				0.647059
TOTAL		1.000000		3.117647

Determination of weights was carried out by internal respondents from Kapakata Coffee Roasters using a pairwise comparison matrix of internal strategy factors which produced an average weight. The rating is also determined by internal informants, namely founders, co-founders and employees, who produce an average rating. From table II.3. It is known that the main strength of Kapakata Coffee Roasters is good relationships with farmers with a score of 0.882353, while the main weakness of Kapakata Coffee Roasters is that product delivery is not optimal with a score of 0.352941.

3.3 External Factors of Kapakata Coffee Roasters

Table 2: Kapakata Coffee Roasters EFE Matrix

	Main External Factors	Weight	Ratings	Score
Opportunity				
O1	Growth of the coffee shop business in the city of Makassar	0.157895	5	0.789474
O2	Increasing public interest in coffee	0.157895	4	0.631579
O3	Increased delivery services to out of town	0.052632	3.5	0.184211
O4	Increased use of online stores for consumers	0.052632	3.5	0.184211
O5	Easy road access to farmers (has been improved by the government)	0.157895	4	0.631579
O6	Government regulations to prioritize shopping for domestic products	0.052632	3.5	0.184211
				2.605263
Threat				
T1	Global coffee price fluctuations	0.157895	1	0.157895
T2	Unpredictable weather	0.157895	2	0.315789
T3	Product delivery risks	0.052632	2	0.105263

		0.578947
TOTAL	1.000000	3.184211

The weights were determined by internal respondents from Kapakata Coffee Roasters and also externally, namely academics and the government, using a pairwise comparison matrix of external strategy factors which produced an average weight. The rating is also determined by internal informants, namely founders, co-founders and employees, who produce an average rating. From table II.4. It is known that the main opportunity for Kapakata Coffee Roasters is growth of the coffee shop business in the city of Makassar with a score of 0.789474, while the main threat for Kapakata Coffee Roasters is uncertain weather with a score of 0.31578

IE Matrix

Mapping the position of business units is carried out in order to make it easier for business units to determine appropriate alternative strategies to face competition and business growth in the future. The results obtained based on the IFE and EFE matrices are used to compile the IE matrix, so that we can know the business position of Kapakata Coffee Roasters. The total average score on the IFE matrix is 3.117647 and the EFE matrix is 3.184211. These results place Kapakata Coffee Roasters in cell I. The implications of the strategy applied for businesses in cells I, II and IV, namely grow and build. Strategies that are suitable for businesses in this cell are intensive strategies such as market penetration, market development and product development. Businesses in this cell can also implement integrated strategies such as backward integration, forward integration and horizontal integration.

Intensive strategies can be applied to companies in this cell. This intensive strategy includes market penetration, market development and product development strategies. Market penetration strategy is an effort to increase the market share of a product or service that already exists on the market through more intensive marketing efforts. Market penetration strategies can be carried out by improving product quality and increasing sales promotions. Market development strategy is to introduce current products or services to new geographic areas. Meanwhile, the product development strategy is to increase sales by improving or modifying existing products or services.

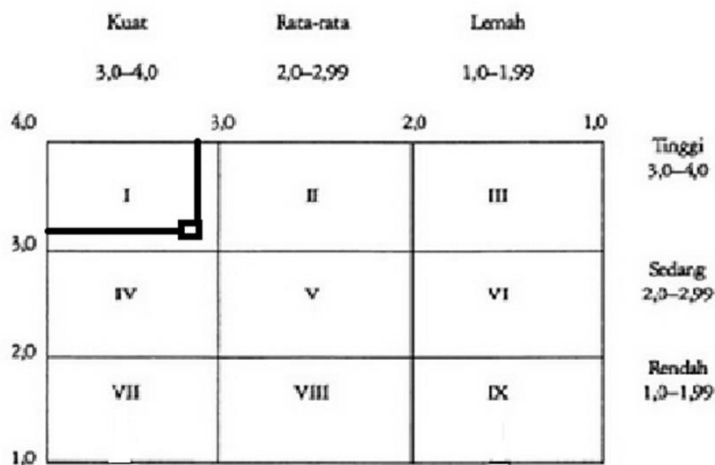


Figure 1: Position of Kapakata Coffee Roasters in the IE Matrix (Internal-External)

3.4 SWOT Matrix Analysis

SWOT analysis uses data obtained from the IFE and EFE matrices. The four main strategies recommended are SO (Strength-Opportunities), WO (Weakness-Opportunities), ST (Strength-Threats) and WT (Weakness-Threats) strategies. From these strategies, several alternative strategies that the company can implement will be obtained. Consideration of alternative strategies is formulated based on the situation described by the IFE and EFE matrices. The advantage of using this model is that it is easy to formulate strategies based on a combination of external and internal factors.

Table 3: Kapakata Coffee Roasters SWOT Matrix

	Strength	Weakness
	S2. The resulting products are made in accordance with clear SOPs	W1. The use of social media is not optimal
	S3. Good relationship with consumers	W2. Product delivery is not optimal
	S4. Good relationship with farmers	W3. The use of production machine capacity is not optimal
	S5. Application of technology in processing coffee beans	
Opportunity	SO Strategy	WO Strategy
01. The mushrooming of the coffee shop business in the city of Makassar	S01. Develop variants and maintain consistent product quality (S1, S2, S5, O1, O2, O4)	W01. Optimizing social media to market products (W1, O1, O2, O3, O4, O6)
02. Increasing public interest in coffee	S02. Create programs to maintain and increase customer loyalty (S3, O1, O2, O4)	W02. Enlarge market potential outside Makassar city (W2, O2, O3, O4, O6)
03. Increased delivery services that can reach outside the city	S03. Maintain good relationships with suppliers (S1, S4, S5, O5)	W03. Production process improvement (W3, O1, O2)
04. Increased use of online stores for consumers		
05. Easy road access to farmers (has been improved by the government)		
06. Government regulations to prioritize shopping for domestic products		
Threat	ST Strategy	WT Strategy
T1. Global coffee price fluctuations	ST1. Create precise and visible product standards (S1, S2, S3, S5, T1, T2)	WT1. Open opportunities for collaboration with delivery parties who have a guarantee (W2, T3)

T2. Unpredictable weather

ST2. Development of safer shipping packaging design(S1, S2, T3)

T3. Product delivery risks

WT2. Always maintain the availability of raw materials supplies from suppliers (W3, T1, T2)

Based on the strategy formulation that has been carried out, several marketing strategies can be carried out by Kapakata Coffee Roasters. These strategies include:
SO Strategy (Strength-Opportunities)

SO1 Develop variants and maintain consistent product quality

This strategy is the embodiment of an intensive strategy, namely product development, and an integration strategy, namely forward integration. Kapakata Coffee Roasters will be able to develop new coffee bean variants, namely coffee beans that have been mixed with existing types of coffee beans so that they have certain characteristics. This strategy is also in accordance with the results of interviews with academics, namely Achmad Amiruddin, SP, M.Sc. who said that the way to welcome the increasing growth of coffee shops and public interest in coffee is to continue to develop quality and strengthen product branding so that they can compete well in the market.

SO2 Create programs to maintain and increase customer loyalty

This strategy is a manifestation of an intensive strategy, namely market development. Kapakata Coffee Roasters will be able to develop programs such as cupping to maintain and increase customer loyalty. Apart from that, programs can also be created such as loyalty cards or other promotions to maintain and increase customer loyalty.

SO3 Maintain good relationships with suppliers

This strategy is the embodiment of an integration strategy, namely backward integration. With good communication already established with farmers as suppliers of coffee beans, this communication only has to be maintained well so that the relationship between the supplier and Kapakata Coffee Roasters continues to run well. This is crucial for business because of the importance of the availability of quality raw materials from suppliers. This strategy is also in accordance with the results of interviews with academics, namely Achmad Amiruddin, SP, M.Sc. which says that the availability of raw materials can be maintained by forming a partnership pattern with farmers or coffee bean entrepreneurs/producers.

1) WO (Weakness-Opportunities) Strategy

a) W01 Optimize social media to market products

Kapakata Coffee Roasters currently only relies on Instagram to market its products, but the use of other social media is still not optimal. Apart from optimizing social media, Kapakata Coffee Roasters can also create a website with an online shopping feature that can be done directly through the website. The existence of websites and social media makes it easier for consumers to see relevant information about the products owned by Kapakata Coffee Roasters.

b) W02 Increase market potential outside the city of Makassar

This strategy is a manifestation of an intensive strategy, namely market development. Kapakata Coffee Roasters is currently prioritizing the inner city market as its main market. However, with the increase in delivery/shipment services that can reach outside the city while still maintaining

product quality, Kapakata Coffee Roasters can start to see market prospects outside the city of Makassar. This will also be made easier by the increasing habit of shopping using online stores for consumers.

c) **W03 Improvement of production processes**

Kapakata Coffee Roasters currently has two machines for roasting, namely machines with a capacity of 1kg and 1.5kg. However, the roasting machine here is used for the initial stages of production. To improve the production process, Kapakata Coffee Roasters can make improvements by purchasing a new machine for roasting. Apart from that, Kapakata Coffee Roasters can also buy/upgrade several other machines to optimize in terms of quality, quantity, time and cost.

2) **ST Strategy (Strength-Threats)**

a) **ST1. Create precise and visible product standards**

This strategy is a manifestation of an intensive strategy, namely product development. Implementing this strategy is crucial due to weather uncertainty which is a force majeure. Weather uncertainty and fluctuations in global coffee prices are threats that must be overcome. There is a need for product standards so that the quality of the products produced can be maintained. Apart from that, the product standards must be visible and can be known by consumers.

b) **ST2. Development of safer shipping packaging designs**

This strategy is a manifestation of an intensive strategy, namely product development. Implementing this strategy is crucial because of the risks posed in the product delivery process. By developing safer packaging designs, this risk can be overcome.

3) **WT Strategy (Weakness-Threats)**

a) **WT1 Opens opportunities for collaboration with delivery parties who have a guarantee**

This strategy is a manifestation of the integration strategy, namely horizontal integration. This strategy is crucial because out-of-town deliveries have not yet been made and we see opportunities for developing markets outside the city, but there are risk constraints in the delivery process. There is a need for cooperation with shipping or expedition parties who maintain the quality of goods and even have a guarantee for delivery.

b) **WT2 Always maintains the availability of raw material supplies from suppliers.**

This strategy is a manifestation of the integration strategy, namely backward integration. This strategy is necessary considering the importance of the availability of raw materials in the Kapakata Coffee Roasters business process. Coupled with external factors such as fluctuations in global coffee prices and uncertain weather, good analysis is needed to maintain the availability of raw material supplies from suppliers. This strategy is also in accordance with the results of interviews with academics, namely Mr. Achmad Amiruddin, SP, M.Si. who said that maintaining the availability of raw material supplies from suppliers is a key factor in the sustainability of the coffee bean roasting business like that of Kapakata Coffee Roasters. Raw material stocks must be maintained by preparing raw material stocks based on demand levels each year.

4. **CONCLUSION**

This research aims to reveal appropriate coffee bean marketing strategies using SWOT analysis at Kapakata Coffee Roasters. After conducting research using SWOT analysis, it was revealed that the

main internal factors were the strengths of Kapakata Coffee Roasters, namely the products produced were of higher quality than competitors, the products produced were made in accordance with clear standard operating procedures, good relationships with consumers, good relationships with farmers, and implementation. technology in processing coffee beans. The weaknesses of Kapakata Coffee Roasters are that the use of social media is not optimal, product delivery is not optimal, and the use of production machine capacity is not optimal. Apart from that, external factors were also revealed, namely opportunities for Kapakata Coffee Roasters, namely the large number of coffee shop businesses in the city of Makassar, increasing public interest in coffee, increasing delivery services to outside the city, increasing use of online shops for consumers, easy road access to farmers, and regulations. government to prioritize purchasing domestic products.

After knowing the internal and external factors of Kapakata Coffee Roasters, the business unit position mapping was carried out using the IE (internal-external) matrix. The total average score on the IFE matrix is 3.117647 and the EFE matrix is 3.184211. These results place Kapakata Coffee Roasters in cell I. The implications of the strategy applied for businesses in cells I, II and IV, namely grow and build. Strategies that are suitable for businesses in this cell are intensive strategies such as market penetration, market development and product development. Businesses in this cell can also implement integrated strategies such as backward integration, forward integration and horizontal integration.

After that, the research continued using SWOT matrix analysis. SWOT analysis uses data obtained from the IFE and EFE matrices. The four main strategies recommended are SO (Strength-Opportunities), WO (Weakness-Opportunities), ST (Strength-Threats) and WT (Weakness-Threats) strategies. The SO (strength-opportunities) strategy is developing variants and maintaining consistent product quality, creating programs to maintain and increase customer loyalty, and maintaining good relationships with suppliers. The WO (weakness-opportunities) strategy is optimizing social media to market products, increasing market potential outside the city of Makassar, and improving production processes. The ST (strength-threats) strategy is to create appropriate and visible product standards, and develop safer shipping packaging designs. The WT (weakness-threats) strategy is to open up opportunities for cooperation with delivery parties who have guarantees, and always maintain the availability of raw material supplies from suppliers.

Authors' contributions statement: Mustamir Sultan, research, analysis of results, original draft preparation, and conceptualization; Ahmad Ramadhan Siregar and Abdul Razak Munir, supervision of research and validation; Muh. Hatta Jamil and Abd. Haris Bahrin, research methodology, data validation, and data curation.

Acknowledgment: The authors are very grateful to Hasanuddin University.

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