

THE IMPLEMENTATION OF KOPIBOXX COFFEE SHOP BUSINESS STRATEGY DURING THE COVID-19 PANDEMIC

IMPLEMENTASI STRATEGI BISNIS KEDAI KOPI KOPIBOXX DI MASA PANDEMI COVID-19

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Abstract: The existence of a decree from the Manado city government regarding health protocols made Kopiboxx coffee shop experience a decline in turnover. This makes the owners of Kopiboxx coffee shop faced with challenges in running their business to survive and be able to get out of the problems caused by this pandemic and can continue to develop businesses that are managed as optimally as possible. Every existing business is required to be as creative as possible in taking advantage of existing opportunities. Kopiboxx coffee shop must be able to innovate and develop business strategies so that it can continue to grow and survive during the COVID-19 pandemic. The research objective is to find out how is implementation of the Kopiboxx coffee shop business strategy during the Covid-19 pandemic. This type of research used in this study is qualitative research. However, the impact of the COVID-19 pandemic has not made the owners of Kopiboxx Coffee and Shop not give up the various business strategies that have been carried out to make Kopiboxx Coffee and Shop survive until now. With market opportunities that are the target market for all types of age and market interests at affordable prices and various and diverse packaging, the response from the market is very good. In addition, with the development of existing technology, Kopiboxx Coffee and Shop runs the business using existing technology, such as digital payments and ordering through the Grabfood, Gofood and Shopeefood applications. And continue to increase sales through social media such as Facebook and Instagram and also sales through applications in collaboration with Kedai Kopiboxx, namely grabfood, gofood and shopeefood.

Keywords: business strategy, pandemic Covid-19

Abstrak: Adanya surat edaran dari pemerintah kota Manado tentang protokol kesehatan membuat kedai kopi Kopiboxx mengalami penurunan omzet. Hal ini membuat para pemilik kedai kopi Kopiboxx dihadapkan pada tantangan dalam menjalankan usahanya untuk tetap bertahan dan mampu keluar dari permasalahan yang diakibatkan oleh pandemi ini serta dapat terus mengembangkan usaha yang dikelola seoptimal mungkin. Setiap bisnis yang ada dituntut untuk kreatif mungkin dalam memanfaatkan peluang yang ada. Kedai kopi Kopiboxx harus mampu berinovasi dan mengembangkan strategi bisnis agar dapat terus tumbuh dan bertahan di masa pandemi COVID-19. Tujuan penelitian adalah untuk mengetahui bagaimana implementasi strategi bisnis kedai kopi Kopiboxx di masa pandemi Covid-19. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kualitatif. Namun, dampak dari pandemi COVID-19 tidak membuat pemilik kedai kopi Kopiboxx tidak menyerah dengan berbagai strategi bisnis yang telah dilakukan untuk membuat kedai kopi Kopiboxx bertahan hingga saat ini. Dengan peluang pasar yang menjadi target pasar untuk semua jenis umur dan minat pasar dengan harga yang terjangkau serta kemasan yang beragam dan beragam maka respon dari pasar sangat baik. Selain itu, dengan perkembangan teknologi yang ada, kedai kopi Kopiboxx menjalankan bisnisnya dengan menggunakan teknologi yang sudah ada, seperti pembayaran digital dan pemesanan melalui aplikasi Grabfood, Gofood dan Shopeefood. Dan terus meningkatkan penjualan melalui media sosial seperti Facebook dan Instagram dan juga penjualan melalui aplikasi yang bekerjasama dengan kedai kopi Kopiboxx yaitu grabfood, gofood dan shopeefood.

Kata Kunci: strategi bisnis, pandemi Covid-19

INTRODUCTION

The trend of the coffee business in Indonesia has developed quite rapidly in the last four years. More than just an activity, drinking coffee has developed into a part of a lifestyle. With the rapid development of the coffee business and drinking coffee has become part of a lifestyle, many investors and companies are interested in

investing in coffee shops. Currently, we can find coffee shops in various cities in Indonesia. It is not surprising that the coffee business trend continues to grow. Seeing the increase in coffee consumption, it is undeniable that the coffee shop business is a business with good prospects in the future, the quality of the coffee served can have a big impact on the success of the coffee shop. This can be seen from the many existing coffee shop businesses, ranging from those owned by foreign entrepreneurs such as Starbucks or local entrepreneurs such as Maxx Coffee, even public figures also do not want to miss opening a coffee shop business. The high consumer buying interest in coffee, especially for beginners who are interested in a unique way of presenting coffee, has even become a lifestyle today. The coffee shop business which is currently a trend makes entrepreneurs tempted to engage in this business related to coffee.

Kopiboxx Coffee Shop was founded in 2016 although it is a newcomer, Kopiboxx Coffee Shop is very popular, especially among millennial to gather at the coffee shop with colleagues just to unwind for those who have a lot of work on campus or in the office or just enjoying coffee. The taste and price of Kopiboxx Coffee Shop are quite tasty and affordable. This is what makes consumers who come to enjoy coffee with a delicious and comfortable coffee drinking experience. As time goes by and the rapid development of Kopiboxx Coffee Shop, at the beginning of 2020 Indonesia was shocked by an outbreak that caused the whole world to experience an extraordinary crisis, one of which was in the business and economic sectors due to the COVID-19 Virus Pandemic. The COVID-19 outbreak, which has almost spread all over the world, is starting to show its impact on the crucial food and beverage (F&B) sector in Indonesia. A very drastic decline in turnover due to this epidemic.

The F&B business that has been suppressed by this outbreak is a coffee shop, almost all coffee shops have complained about the losses they have experienced since the COVID-19 pandemic. This fatal impact is also starting to be felt by Kopiboxx Coffee Shop. Almost four years on, there has never been a complaint of a drastic decrease in turnover because this coffee shop is always in demand by coffee connoisseurs. However, since this pandemic, the government has begun to issue regulations regarding the prevention of COVID-19. The Manado city government issued a Decree regarding health protocols related to COVID-19. One of them is in the contents of the decree regarding business operating hours which are usually open at 08.00-23.00 because the Manado city government decree operating hours start at 10.00-20.00.

The existence of a decree from the Manado city government regarding health protocols made Kopiboxx Coffee Shop experience a decline in turnover. This makes the owners of Kopiboxx Coffee Shop faced with challenges in running their business to survive and be able to get out of the problems caused by this pandemic and can continue to develop businesses that are managed as optimally as possible. Every existing business is required to be as creative as possible in taking advantage of existing opportunities. Kopiboxx Coffee Shop must be able to innovate and develop business strategies so that it can continue to grow and survive during the COVID-19 pandemic.

Research Objective

Based on the formulation of the problem above, the research objective is to examine is implementation of the Kopiboxx coffee shop business strategy during the Covid-19 pandemic.

THEORETICAL FRAMEWORK

Business Strategy

The business strategy consists of two words, namely strategy and business. The word strategy can be interpreted as a tactic or science of war. The word strategy can be linked with other words, such as business strategy, war strategy, learning strategy, communication strategy, marketing strategy, and many others. While a business can be interpreted as business, trade, and work for a profit. So, it can be understood that business strategy is a strategy in trading. Further, the meaning of business strategy will be described in detail in the discussion below. Business strategy is the company entrepreneur's ability to analyze the company's external and internal environment, formulate strategies, implement plans designed to achieve company goals, and conduct evaluations to get feedback in formulating future strategies. This variable is measured by 3 dimensions, namely: differentiation, low cost, and focus strategy (Mahmud, 2011).

Strategy Formulation

Strategy formulation is the development of long-term plans for the effective management of environmental opportunities and threats, in light of the company's strengths and weaknesses. After knowing the

threats facing the company, the opportunities or opportunities it has, as well as the strengths and weaknesses that exist in the company, then we can then determine or formulate a company strategy. Strategy formulation includes determining the company's mission, determining achievable goals, developing strategies, and establishing policy guidelines.

Previous Studies

Pramagista and Wandebori (2021) aimed to assist the XYZ team in improving sales performance, especially in marketing strategies. In identifying external problems, this study uses general environmental analysis, industrial environmental analysis and competitor analysis. In identifying internal problems, this study uses resource analysis, value chain analysis, marketing mix analysis and competitor exploration. Furthermore, this study uses a qualitative approach that collects data from interviews with 15 customers as respondents. The respondents who were interviewed had the aim of capturing customer values and XYZ's ability to fulfill customer values. Interviews were also conducted due to changes in conditions caused by the pandemic which are likely to have an impact on customer value. Based on the analysis and determination of the direction of corporate strategy, this study finds that the company's situation is at the stage of growth and diversification. At this stage, XYZ needs to prioritize the target market according to its potential. In addition, this study also suggests XYZ to implement a diversification strategy in marketing activities. Finally, this study also uses the TOWS matrix as the main tool for developing marketing activities. In conclusion, this study proposes a strategy map, schedule, activity time and cost estimation as an implementation plan

Indrawati et al. (2021) aimed to describe and analyze household businesses and formulate a domestic business strategy implemented by women in Indonesia during the Covid 19 pandemic. This study uses a quantitative approach by using numeric data to prove the hypothesis Research was conducted in May 2021. The sample is determined by purposive sampling with the criteria of research samples by conducting business for a minimum of 1 (one) year and the population of Indonesia is indicated by the address on the Identity Card. To provide solutions to this study, this study uses SWOT analysis which is an analysis used to identify various factors to formulate the company's strategy. The results showed that based on SWOT analysis the position of household businesses is in the second quadrant namely ST (Strength-Threats). ST (Strength-Threats) strategy is a strategy that uses the power of the household business to overcome the threat. With a focus on marketing mix that includes product, price, place and promotion, the strategy carried out by household businesses is to diversify products, diversify product sizes, increase stock / sales volume by expanding market share, maintain inter-goods services without additional costs and increase promotions through whatsapp as a promotional media that is considered very effective.

Rosmadi (2021) determined the business strategies applied by Micro, Small and Medium Enterprises (MSMEs) in the face of the Covid-19 pandemic. The object of research is the snack industry with the trademark Waroenk Ngemil which is located on Sadang street, Bandung Regency. The method used is a qualitative research method with a descriptive approach. Based on the research results, it was obtained data that the business strategy in marketing its products is through social media. From the results of the research above, it can be explained that this strategy can work as expected by paying attention to the purchasing power of consumers during the Covid-19 pandemic. However, by using social media facilities, the funds needed by small business actors have an impact on reducing business capital.

Conceptual Framework

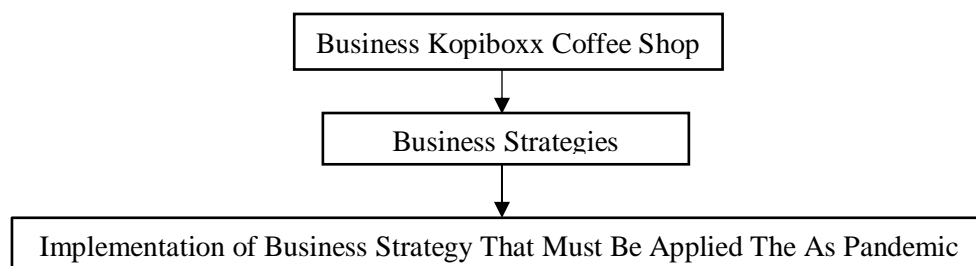


Figure 1. Conceptual Framework

Source: Literature Review

RESEARCH METHOD

Research Approach

This type of research used in this study is qualitative research, was used to examine the condition of the object that naturally where the researcher is a key instrument, data collection techniques performed by triangulation, data analysis is inductive/qualitative and qualitative research results further emphasize the significance of the generalization

Research Informants

Informants are people who provide information, with the understanding of this informant can be said to be the same as the respondent if he gives his statement when responding or answering questions from researchers (Arikunto, 2002). In this study, the source of data or informants is one business owner/owner and one employee of Kopiboxx Coffee Shop and Consumers of Kopiboxx Coffee Shop so that the number of informants in this study found 8 informants

Types of Data and Data Source

Types and sources of data to be obtained in this study are:

1. Primary data, namely data obtained from interviews with related parties and directly involved with the object of research as well as through direct observation of the Kopiboxx shop business strategy
2. Secondary data, namely data that is not obtained directly or data that is already available from the results of collecting agency data related to the object of research. This data was obtained from the place where the author researched, namely at Kedai Kopiboxx.

Testing and Research Instruments

In qualitative research, the research instrument is the researcher himself. The qualitative researcher as a human instrument has the function of setting the focus of the research, selecting informants as data sources and making conclusions on everything. In addition to the researcher as the main instrument, there is also an instrument to complete the data. and compare with data that has been obtained through observation and interviews (Sugiyono, 2009). So in this study, the researcher becomes the research instrument itself, besides the instruments used, are data obtained from interviews, observations, and documentation.

Methods of Data Collection

Data collection is carried out to obtain information needed to achieve research objectives. In this study, the authors carried out data collection techniques as follows:

1. Observation
2. Interview
3. Documentation

Technical Analysis

This research is qualitative, so the data analysis technique used is qualitative analysis. The data analysis model used is interactive (Miles, Huberman and Saldana, 2019), with the data analysis steps as follows:

- a. Data collection. Data collection is by conducting interviews with data sources/informants based on the questions that were prepared in advance.
- b. Reduce data. Data reduction is the selection process focusing attention on simplification, abstraction, and transformation of rough data that emerges from written notes in the field. This data reduction activity took place continuously during the research and was continued after the data was collected by making summaries, tracing themes and classifying them into a clearer pattern.
- c. Data presentation. The reduced data is then presented in the form of narrative text. According to this analysis model, to see the picture as a whole or a particular part of the research, the presentation of the data must be attempted systematically.
- d. Concluding and verification. The third step in analyzing qualitative data according to Miles and Huberman is concluding. It is hoped that the conclusions made by researchers can answer the problem formulation that has been formulated, namely the Kopiboxx shop business strategy during the Covid-19 pandemic.

RESULTS AND DISCUSSION

Result

Knowing how the business strategy is at Kopiboxx Coffee Shop, researchers can see and find out what applications this business uses during the covid-19 pandemic. To find out the implementation of the Kopiboxx coffee shop business strategy during the covid 19 pandemic in the city of Manado, the author will describe it in the presentation of the data as follows: Application of Business Strategy Concepts at Kopiboxx Coffee Shop

Production Strategy

The following are the results of interviews that researchers obtained after conducting interviews with the owners of Kopiboxx Coffee Shop, so here the author will describe them in the following data presentation:

Name : BW

Job Position : Owner of Kopiboxx Coffee Shop

"We process our own raw coffee from the raw coffee beans. There are kilos, usually one kilo. Coffee from a variety of easily available tempays can also be ordered online. The raw material depends on the availability of coffee, what kind of coffee is available, for example, Toraja coffee, Kotamobagi coffee, that's what we take. But if you don't have the coffee, you can buy it online. Judging from the results of the interview above, it can be seen that the raw materials purchased by Kopiboxx Coffee and Shop depend on the harvest season for the coffee plant. Each coffee has a different harvest period. For example, in Robusta Coffee, it is estimated that it will take 8-11 months. As for Arabica coffee or commonly called Aceh coffee, it takes about 6-8 months. According to Mr. BW, the stock on the menu is always provided by Kopiboxx Coffee and Shop according to the menu list. Then Mr. BW gave further explanation: "We take the benchmark price on average. We are under the business of excelso. What for? So that people can reach out and enjoy the atmosphere. There is no target to be students or middle and above. We take the average. There is nothing to take advantage of. Some of the proceeds for employee salaries, sharing, helping other communities. That's enough." According to the results of the interview above, according to Kopiboxx Coffee and Shop, pricing is still affordable for the community, and there is no target marketing target (all groups). For the results of the effort to be divided for employee salaries, share with others and to help other communities in programs or activities that are positive.

Marketing Strategy

The product concept holds that consumers will favor products that offer the best in quality, performance and innovative features. Buyers value a well-made product and they can judge the quality and performance of a product. The following are the results of interviews that researchers obtained after conducting interviews with the owners of Kopiboxx Coffee and Shop. The author will describe it in the following data presentation: Kopiboxx Coffee and Shop pays great attention to the quality of the coffee they sell. With a variety of products or coffee that can be offered to customers". But for the food menu, I prefer to buy at the traditional market, because apart from being close to the shop, the price is more than the supermarket".

Human Resource Strategy

Further interview with Mr. BW, it can be seen that Kopiboxx Coffee and Shop wants to provide good service to customers. Likewise with employees, will definitely give their best performance to help in the progress of the business. Therefore, employees are given direction to be friendly, smiley and humble towards customers. Directions are carried out so that tasks can be carried out properly and can improve the performance of employees by providing general input. Briefings are held 3 or 4 days a week. From these meetings can also increase the good relationship between owners and employees. Employees are also required to always maintain cleanliness so that customers always feel comfortable when visiting. Before opening, the employees always clean the shop

Financial Strategy

Furthermore, about the financial strategy that is run by Kopiboxx Coffee and Shop through an interview with Mr. BW: "Finances run by Kopiboxx Coffee and Shop bookkeeping systems and how to manage financial books using a financial report application that is downloaded via a smartphone". From the interview above, it can be seen that Kopiboxx Coffee and Shop wants to always make the best, both in terms of marketing strategy, production strategy, human resource strategy, as well as from a financial perspective, they want to make the best so they can see how financial resources that support business strategy, both in the long and short term. The ability to manage finances for a business venture is an important aspect for the continuation of a business venture

Discussion

From the results of the study, it was found how the implementation of the Kopiboxx Coffee and Shop Business Strategy during the covid-19 pandemic was;

- Production Strategy. Which is a process where goods are processed into a product and can add use value and aim to meet human needs. At Kopiboxx Coffee and Shop, the products that are sold are various kinds of Indonesian coffee which are served in various ways of presenting it. Products that are in demand by all people. Not only serving coffee, but there are snacks to heavy foods such as fried bananas.
- Marketing Strategy. Promotion is a company's effort to convey information from the company so that consumers and the public know the existence, location, products, and advantages of the products created by the company. In this case, the promotional strategy that has been carried out by Kopiboxx Coffee and Shop is through promotions through social media, personal selling and Word of Mouth. The promotional strategy carried out by Kopiboxx Coffee and Shop is to promote through social media, namely Instagram (@kopiboxx), promotion through Facebook by providing promotional posters for Kopiboxx Coffee and Shop as well as providing promos and discounts through grabfood or gofood.
- Human Resources Strategy. Human resources as a determinant in an organization that manages the organization so that the vision, mission and goals are achieved. There are 4 workers at Kopiboxx Coffee and Shop. In order to keep his business growing and surviving to this day, the owner has good communication with the workforce, in order to create a good and comfortable working atmosphere. In terms of employee recruitment, Kopiboxx Coffee and Shop is recruited by the direct owner. The workforce is recruited with the criteria of young people who want to work, aged around 17 – 25 years.

CONCLUSION AND RECOMMENDATION

Conclusion

From the results of the research as stated above, it can be concluded that the application of the Kopiboxx Coffee and Shop Business Strategy during the Covid-19 Pandemic is the application of:

1. Production Strategy maintains good production quality where goods are processed into a product and can add use value and aim to meet human needs. At Kopiboxx Coffee and Shop, the products that are sold are various kinds of Indonesian coffee which are served in various ways of presenting it. Products that are in demand by all people. Not only serving coffee, but there are snacks to foods that are in great demand.
2. Marketing Strategy by implementing quality product elements, where coffee is a featured menu with a variety of coffee flavors that are also in demand by all groups. Promotion; with promotions through social media, personal selling, word of mouth, Kopiboxx Coffee Shop will be increasingly recognized by consumers and coffee enthusiasts alike. Price; at a low price that can be reached by all people, both school, college and also employees. Location: with a strategic location near schools, campuses and crowded places, it is the flagship of Kopiboxx Coffee and Shop's business.
3. Human Resource Management Strategy. There are 4 employees employed at Kopiboxx Coffee and Shop and each of these employees serves as a barista (person who makes coffee) as well as delivering orders to consumers, cooks (cooks) and waiters. The employee recruitment system at Kopiboxx Coffee and Shop is based on ability or expertise in making coffee and criteria such as honesty, discipline and responsibility. While the employee remuneration system at Kopiboxx Coffee and Shop is given once a month.
4. Financial Strategy. There are 4 employees employed at Kopiboxx Coffee and Shop and each of these employees serves as a barista (person who makes coffee) as well as delivering orders to consumers, cooks (cooks) and waiters. The employee recruitment system at Kopiboxx Coffee and Shop is based on ability or expertise in making coffee and criteria such as honesty, discipline and responsibility. While the employee remuneration system at Kopiboxx Coffee and Shop is given once a month.
5. The external environment also determines the business run by Kopiboxx Coffee and Shop is a competition from government policies that were implemented during the covid-19 pandemic. However, the impact of the COVID-19 pandemic has not made the owners of Kopiboxx Coffee and Shop not give up the various business strategies that have been carried out to make Kopiboxx Coffee and Shop survive until now.

Recommendation

Based on the conclusions above, the suggestions can be described, namely:

1. Kopiboxx Coffee and Shop should pay more attention to and improve its business business with coffee production as the main superior. The way to market the business more vigorously can be by using a celebrity or Manado artist to market this Kopiboxx Coffee and Shop business so that more coffee enthusiasts can find out and visit this coffee shop business.
2. In terms of Human Resource Management, employees are added because more and more customers or who will order will definitely be overwhelmed in service.
3. Financial elements, where good and neat financial records will be seen whether there is an increase or decrease in profit from the Kopiboxx coffee and shop business.
4. The impact of the covid-19 pandemic must make the owners of Kopiboxx Coffee and Shop more active and improve the business strategies that are run with market opportunities that are the target market for all types of age and market interest at affordable prices and good and varied packaging so that the response from the market very good.
5. By using Kopiboxx Coffee and Shop technology such as must use social media more and existing technological developments to make it easier to run this coffee shop business.

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