

Business Development Strategy to Establish Coffee Shops as Tourism Destination in the Post-Covid-19 Pandemic

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ABSTRACT

Kopi Daong as part of the tourism industry must implement a business development strategy to increase its revenue by taking advantage of the post-covid situation. This study aims to identify Kopi Daong's business model, identify factors that become strengths, weaknesses, opportunities, and threats to its business, and determine strategies that can be implemented as business development strategies. Data analysis uses a business model canvas, an analysis of the company's internal and external environment, and a 4-step blue ocean strategy framework. The results of the study provide an overview for companies to develop Daong Coffee into a complete tourist destination that has coffee shops and recreational facilities through several efforts such as optimizing owned land, conducting investment collaborations, optimizing the use of social media, and building partnerships with the government and business actors, including MSMEs.

Keywords: business development, business model canvas, covid-19 pandemic, economic recovery

INTRODUCTION

Tourism is one of Indonesia's mainstay sectors as a driving force for the people's economy. This is reflected in the 2015-2019 National Medium-Term Development Plan and continued in Presidential Regulation number 18 of 2020 concerning RPJMN

2020-2024, there is a target of increasing economic added value through entrepreneurship development, Micro, Small, and Medium Enterprises (MSMEs), and cooperatives, one of which is by exploiting tourism potential. The performance of the tourism sector in Indonesia is also quite good, in the period 2015 to 2018, the tourism sector's contribution to GDP has always increased by up to 5.25% and contributed to foreign exchange which has also always increased. As one of Indonesia's export commodities, the balance of exports and imports of tourism services has a surplus from 2016 to 2019 and has an ever-increasing export value in that period (reaching more than 16 billion USD in 2019). Based on the classification by the United Nations – World Tourism Organization (2008) and also domestic regulations such as those related to Presidential Regulation instead of Law Number 2 of 2022, references to the scope of the tourism industry include accommodation activities and food and beverage services/activities, as well as organizing entertainment activities and recreation.

West Java Province is one of the provinces as the most favorite tourist destination in Indonesia for local tourists with the number of local tourists trips up to 17.55% of all domestic tourist trips (BPS 2018). The area

that is a favorite tourist destination with natural potential and geographical location close to the capital city is Bogor Regency, as shown by data from the BPS and the West Java Provincial Government that in 2018, Bogor Regency ranks second in the highest tourist visits (after Bandung City) and has a tourist area the second largest (after Tasikmalaya Regency), with a total of 7.6 million foreign and domestic tourists.

Restaurant as one of the businesses in the tourism industry will continue to grow. According to data from the West Java Disbudpar, Bogor Regency has a total of 639 restaurant businesses in 2020, which ranks third most in West Java. Kopi Daong is a restaurant or coffee shop located in Bogor Regency and has an outdoor concept with a natural mountain atmosphere. Kopi Daong was founded on April 10, 2019, by the Santa Monica Group. Kopi Daong's business stands amid the rapid development of the restaurant or restaurant sector in Indonesia. Based on BPS data in 2021, the province of West Java is the province with the largest number of businesses providing food and drink in Indonesia in 2019.

From its establishment in 2019 until 2020 before the pandemic, Kopi Daong continued to receive an increase in revenue, reaching an average revenue of 1.3 billion rupiah per month. To maintain business development, take advantage of coffee shop business opportunities and deal with industry developments including pandemics and adaptation to new habits, Kopi Daong needs to develop a strategy to continue to maintain and develop its business. Strategy is a means to achieve long-term goals that are targeted by the company, which include market development, market penetration, horizontal integration, vertical integration, divestment, or liquidation, and also diversification (David 2011). Strategy requires top management decisions and a large amount of resources in a company. Therefore, Strategic management is important to improve business performance. Strategic management is an ongoing process of an organization's activities in meeting the

needs of its consumers in the long term (Kotnour 2010). Strategy management aims to make strategic decisions, implement the plans made, and evaluate the strategies that have been implemented. A business must have a strategy and the ability to compete because a company that can compete with competitors is a company that has successfully carried out its business strategy well (Umar et al. 2018).

Armed with the background described above, there are problems with Kopi Daong related to the need to develop a Kopi Daong business strategy to survive in the face of the industry by maximizing its natural tourism potential. This can also support Kopi Daong to take the momentum of economic recovery after the Covid-19 pandemic which is starting to improve so that it has an impact on the company's economic recovery after experiencing the worst period in 2020 as shown by cutting employee salaries. As known, the tourism sector in which Kopi Daong operates is the most affected sector economically by the pandemic (Baltescu et al. 2022, and Ahmadani et al. 2021), with a reduction in tourist activities by up to 70% (Ezquivias et al. 2021). To develop this strategy, it is necessary to first identify the current business model.

LITERATURE REVIEW

Strategic Management

Aulia and Ikhwana (2012) define strategic management as a way of making decisions that determine whether an organization can be categorized as a superior organization and can survive or face its death. Strategic management plays a role so that the organization makes the best use of its resources in an ever-changing environment. This strategic management will determine the way in strategic planning in setting goals and making conclusions.

Business Model Canvas

Ostewalder (2010) defines the business model canvas as a formulation of the rationale for how an organization creates,

delivers, and captures value. The main goal of this idea is to combine the development of business models by all members of the organization in a simple and easy-to-understand way. Gierej (2017) defines a business model as a strategic scheme that will be introduced within the framework of the company's structure, processes, and systems. The concept of a business model canvas, a business model consists of nine basic elements that show the logic of developing a profit for the company. The nine elements are Value Proposition, Customer Segments, Customer Relationships, Channels, Revenue Streams, Key Resources, Key Partners, Key Activities, and Cost Structure. Each of these elements can be used as a first step in determining how a business transforms its business model (Wonodjojo and Indriyani 2017). Several studies such as Syahfitri et al. (2022) and Prasetyo et al. (2018) suggest that the Business Model Canvas (BMC) method is used to provide a more focused description of a business, not only from an economic perspective but also in terms of the entire business process, including value creation within the company, and to generate managerial implications for making strategic decisions.

External Analysis

External environment analysis is used to identify factors beyond the company's control that can affect the company. In dealing with these external factors, companies must be able to respond either aggressively or defensively. These responses are formulated into strategic formulations to either take advantage of opportunities or minimize or even overcome existing threats (David, 2009).

Internal Analysis

Internal environmental analysis is used to identify factors from within the company itself. This analysis will look at the strengths and weaknesses of the company. Identification of strengths and weaknesses

must be carried out by the company to improve company performance. According to Hunger and Wheelen (2003), the company's internal factors can be in the form of company structure, company resources, and also the company culture. Furthermore, according to David (2009), the evaluation of internal factors emphasizes the identification and evaluation of the company's strengths and weaknesses in functional business areas including finance, management, marketing, operations, production, management information systems, and research and development.

SWOT analysis

SWOT analysis is used to maximize the company's strengths and opportunities so that in the end it is expected to minimize weaknesses and threats (Maghfirah et al. 2014). The strategy formulation model can be obtained with an analysis tool called the SWOT Matrix. Pratama and Azis (2018) define the SWOT Matrix as a way to systematically identify various factors to formulate corporate strategy.

Evaluation of the Business Model Canvas with SWOT Analysis

According to Osterwalder and Pigneur (2015), to be able to evaluate the description of the business model run by a company, it can use a combination of the Business Model Canvas method and SWOT Analysis. The Business Model Canvas can be an illustration of the business model for efforts to focus on structured discussions in the search for business strategies, while the SWOT analysis will provide an assessment of the elements in the Business Model Canvas. The results of the SWOT analysis of the elements in the Business Model Canvas are used for two types of purposes, namely to improve the business model currently being implemented by the company, then SWOT analysis can also be used to formulate new alternative business strategies.

Blue Ocean Strategy

The combination of the Business Model Canvas and SWOT analysis is expected to create innovation and renewal of business strategy. The Business Model Canvas can be a description of a business designed to focus structured discussions on finding business strategies. The SWOT analysis will evaluate the elements in the Business Model Canvas. Furthermore, the perspective of the Blue Ocean Strategy is used as a strategic tool in the formation of a new Business Model Canvas. Blue Ocean Strategy is a strategy that can create market space without following other companies. The main principle of this analysis is to avoid competition by reconstructing market boundaries to create new market opportunities. The Blue Ocean Strategy approach provides an alternative strategy for

a business to innovate and enter industries with low competition, to save costs and increase the added value of the business (Kim and Mauborgne, 2005).

Conceptual Framework

In this study, a business model analysis was carried out by Kopi Daong with the Business Model Canvas approach. First, an existing business model is identified based on the nine elements of the Business Model Canvas. Furthermore, the elements of the business model are evaluated using internal and external environmental analysis to determine weaknesses, strengths, opportunities, and threats to Kopi Daong's business. After that, an alternative strategy was generated through a refined prototype of a new business model. The conceptual framework of this research can be seen in Figure 1.

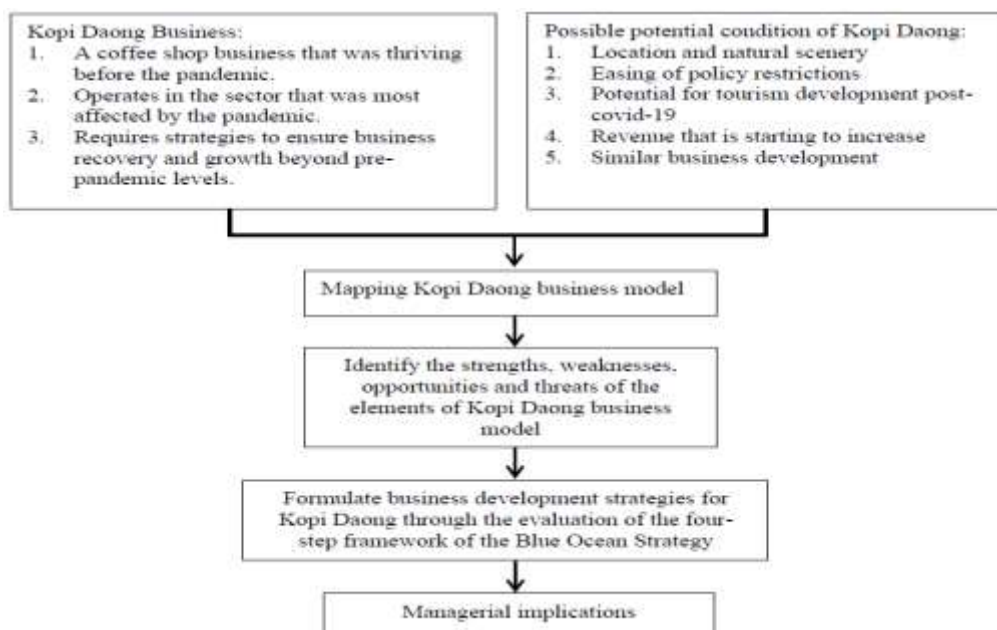


Figure 1. Conceptual framework

METHODS

The research was conducted at the location of Kopi Daong business, namely in the regions Pancawati, Bogor, and West Java from June to July 2022. The samples for the study were taken using a non-probability sampling technique through an expert judgment approach. The selection of this sample was carried out to obtain research

results based on parties directly involved in Kopi Daong business process, namely the top hierarchy of Kopi Daong management who were in the field every day since 2020 before the pandemic. According to Chou and Lu (2022), in business research, observation can be employed to gather internal business operation information,

which can also assist in evaluating the conducted business processes.

Data was collected using interview techniques and discussions conducted with representatives of Kopi Daong management referring to a list of questions (questionnaire) to identify the general description of the company and elements of the Business Model Canvas that the company runs, and aims to determine strategic issues on internal and external factors. According to Larreche and Moinpour (1983), selecting expert sources will provide better testimonials regarding the processes involved and can also offer recommendations for policy development. Apart from primary data, this study also explored secondary data. This exploration was carried out using literature studies, internet searches, searches for related statistical data, and collecting information from related agencies. The method used in this research is descriptive qualitative analysis. The business model analysis tool used in this study uses the Business Model Canvas approach. Then, it is followed by an analysis of the company's internal and external environment based on the nine elements of the Business Model Canvas, and combined with the Blue Ocean Strategy through a four-step framework.

RESULT AND DISCUSSION

Kopi Daong is one of the businesses engaged in the supply of food and beverages, with the main menu being coffee drinks. Kopi Daong is under the auspices of the company PT. Santa Monica Indonesia (SMI). The location of Kopi Daong is in the Pancawati area, Caringin, Bogor Regency, West Java, and was established in April 2019. Currently, the business being run focuses on resorts, tourism, and cafes/restaurants. PT. SMI has been established in 2017 and is domiciled in Jakarta. PT. SMI has business locations in the Pancawati area, namely the Santa Monica Resort and Kopi Daong accommodation. PT. SMI is located in a pine forest area so the said business actor

considers it appropriate to combine the tourism business with the restaurant business as a solution for the public to look for restaurants with an open nature concept and views. Specifically, the business location of PT. SMI is directly adjacent to the Mount Gede Pangrango National Park area to the north and east and is directly adjacent to the community land of Pancawati Village to the south and west. The area is 22ha and 2ha has been utilized including Kopi Daong.

Identification of Kopi Daong Business Model

Research conducted at Kopi Daong involved management, and focused on the business model undertaken by Kopi Daong, including during the Covid-19 pandemic (2020 and 2021 periods). The mapping of nine business models through the Business Model Canvas aims to see changes from before the pandemic. BMC Kopi Daong after the Covid-19 pandemic can be seen in Figure 2. In short, there have been several changes, such as different orientations for selecting visitor segments. Apart from the pandemic, the company has also experienced changes due to the death of the owner in 2021, which has led to a change in policy direction in running the business. The staging of Kopi Daong's business model through the nine elements of the Business Model Canvas is as follows.

1) Customer Segments

The company has a target segment of middle to lower visitors which is shown by the company by prioritizing the simplicity of shop architecture and efforts to make prices affordable and provide value not only from providing food and beverage services but also recreation areas with natural nuances. The company's target is that for IDR 100,000 – IDR 120,000, visitors can buy food and drinks for two people at Kopi Daong. One of the coffee shop role models owned by Kopi Daong is the Klotok Coffee Shop in Yogyakarta, which has a simple and traditional concept. Apart from that, Kopi

Daong also has a visitor segment from nature lovers and coffee lovers because it has a special menu of specialty coffee.

2) Value Propositions

Kopi Daong has two main values that are offered to visitors, namely the atmosphere of a coffee shop in the middle of the forest and exploiting the potential of nature with views, the next is the value of the simplicity theme carried by the company so that the atmosphere of the shop is friendly for various groups, and the last is that the company provides several rides as. Before the pandemic, Kopi Daong had several mini-rides such as flying mats and hanging bicycles as recreational facilities and other values offered to visitors, but these were removed for safety reasons.

3) Channels

Channels are a medium for companies to interact with consumers so companies need to adapt these channels to the visitor segment and also the value offered. Kopi Daong relies on two channels in running its business, namely through Kopi Daong shop itself, and through social media, especially Instagram, especially during the pandemic. Before the pandemic, Kopi Daong had a branch in Bogor City which had to be closed due to the impact of the pandemic.

4) Customer Relations

In building relationships with visitors, Kopi Daong makes several efforts such as maintaining room capacity so that it is not too overloaded, maintaining a maximum service time limit of 20 minutes, and involving visitors in several activities, especially in the use of social media such as photo and video contests.

5) Revenue Streams

Kopi Daong through value propositions offered to consumers through channels to generate revenue and has a target to continue to increase revenue. The company's revenue flow is obtained from the sale of products, namely processed coffee products and also their complementary foods. Before the pandemic period, Kopi Daong was able to earn an average income of 1 billion rupiahs per

month, but after the pandemic (2020-2021 period), the average income decreased significantly between 60% to 80%, even in 2020 there were several months of business not operating. As one of the efforts to innovate, after entering the pandemic, companies are collaborating with MSMEs and using a profit-sharing system (80:20).

6) Key Resources

In running a business, Kopi Daong has several key resources to provide value to visitors, namely:

- a. Human resources (HR) who carry out activities or business processes, namely baristas, chefs, and service department.
- b. Shop location
- c. Facilities at the shop
- d. Kopi Daong brand was formed to become a coffee shop brand that is close to nature.

7) Key Activities

Kopi Daong as a coffee shop that offers tours has key activities, namely the provision of beverage, food, and tourism services. Apart from that, services for visitors arriving, ordering, and returning visitors are also the key activities of Kopi Daong. Publication activities are also a key activity as management focuses on promoting Kopi Daong through social media.

8) Key Partnerships

In running the business, Kopi Daong's key partners are green bean coffee providers, because Kopi Daong does not yet have independent land or coffee plantations, but already has coffee bean roasting equipment. Next is the local government and also the manager of Mount Gede Pangrango National Park which is included in the government element. In addition, MSMEs are also currently key partners because they are one of the parties that generate income for Kopi Daong.

9) Cost Structure

The cost structure that must be incurred by Kopi Daong is divided into fixed costs and variable costs. Fixed costs that must be incurred include cleaning costs, electricity, and employee salaries. Meanwhile, there are

variable costs that depend on the number of visitors, such as purchasing raw materials and maintaining machines and facilities, which are considered part of the reinvestment. There are also costs incurred and are contracted in nature, with suppliers

of raw materials. Related to employment, Kopi Daong also pays fees such as BPJS Employment so that employees continue to get the rights they should have. Overall, the total of these costs amounts to 50 to 60% of the total revenue each month.

<p>Key Partnerships</p> <ul style="list-style-type: none"> Local Government (Urban village and Sub-district) Mount Gede Pangrango National Park Supplier of raw materials for green beans MSMEs 	<p>Key Activities</p> <ul style="list-style-type: none"> Provision of drinks and food Marketing <p>Key Resources</p> <ul style="list-style-type: none"> HR Location Facility Brand 	<p>Value Propositions</p> <ul style="list-style-type: none"> Natural feel Price 	<p>Customer Relations</p> <ul style="list-style-type: none"> Duration of food preparation Use of social media <p>Channels</p> <ul style="list-style-type: none"> Place (direct) Social media 	<p>Customer Segments</p> <ul style="list-style-type: none"> Lower middle-class economy Nature and coffee lover
<p>Cost Structure</p> <ul style="list-style-type: none"> Purchase of raw materials Electricity Machine maintenance Cleanliness Profit Share of Directors Wages 		<p>Revenue Streams</p> <ul style="list-style-type: none"> Product sale 		

Figure 2. BMC of Kopi Daong after the Covid-19 pandemic

Evaluation of Kopi Daong Business Model

After identifying the Coffee business model, the next step is to map the strengths, weaknesses, threats, and opportunities of each element of the business model currently being implemented by Kopi Daong. Based on the results of interviews and observations, the SWOT identification results from Kopi Daong business model are as follows.

In terms of customer segments, Kopi Daong has strength in the visitor market segment, although this can still be expanded by expanding the target audience segment. In terms of value propositions, Kopi Daong has strengths in convenience, price, and quality of service. On channels, Kopi Daong has strength in the coffee shop itself which is the value of Kopi Daong and social media. In terms of customer relationships, Kopi Daong has strengths in terms of service time with a maximum of 20 minutes of order preparation, however, the mechanism for delivering orders to visitors, which is still manual, still hinders service efficiency. On the revenue stream, Kopi Daong is experiencing weakness in terms of revenue which have not yet reached the company's target, only reaching 70-80% of

the target. On key resources, location and young employees are strengths such as the possibility of creativity and resulting collaboration, as well as potential weaknesses in terms of employee emotional stability. In key activities, Kopi Daong has its strength from the natural attractions it has at the shop location but has weaknesses from changes at the management level. In key partnerships, Kopi Daong has strength from the side of the partners it has, namely elements from the government and MSMEs as business supporters, but it still needs to develop partnerships with investors. Finally, regarding the cost structure, Kopi Daong is engaged in sectors affected by the pandemic, so it has started steps for cost efficiency but has a weakness in the absence of integrated statistical data in every aspect of the business.

In general, the nine elements of Kopi Daong business also have several opportunities and threats, mainly from the pandemic side which has started to improve so that the policy on limiting activities has also been relaxed. This is also supported by the government's efforts to increase tourism and entrepreneurship through ease of business licensing. Technological developments are also an opportunity for Kopi Daong to be

used as a promotional medium with various types of content on social media. For business threats, Kopi Daong faces competition from similar businesses so that visitors have a variety of destination choices, as well as the possibility of hoax issues that can spread easily in society.

Alternative Strategy through Blue Ocean Strategy

Doing a combination of mapping the business model through the Business Model Canvas with the perspective of the Blue Ocean Strategy is one of the means to review the elements in the business model and alternative strategies to be implemented in the future. The application of this combination will make it easier for business actors or writers to identify the interrelationships between elements that influence each other in the business model. From the results of the research, several things need to be eliminated by Kopi Daong, namely a manual service system so that delivery of orders becomes more effective (customer relationships), and reduces the difference in vision held by HR both at the horizontal level or between management levels (key resources). Furthermore, it can also leverage young employees who have the potential for high idealism and the ability to solve problems creatively and collaboratively (Meng Y et al., 2018). Kopi Daong also needs to make new things in its business activities, namely expanding new market segments including foreign tourists (customer segments) which are also supported by previous research findings that expanding customer segments in a business can strengthen the business's bargaining position (Syahfitri et al., 2021), making efforts to improve access through

collaboration with various parties, including maximizing the utilization of various content on social media platforms to potentially have a broader impact (Rizky and Setiawati, 2020) (channels), improving value through activities that attract visitors such as live music (customer relationships), making purchase promos (revenue streams), and product diversification to be sold online (key activities), that is in line to the study by Rawabdeh et al. (2012), companies that are capable of creating a range of new products can develop new demand for the company. Furthermore, there are several things that Kopi Daong can improve, namely the completeness of facilities such as photo spots and recreational rides to take advantage of land that has not been optimized, creativity in creating content, a collaborative publication for investment, and training or upgrading for Kopi Daong resources. Some of the things above are intended so that Kopi Daong can innovate more advanced than its competitors with the main goal of becoming a complete tourist destination by providing food and beverage services, including being a place for coffee lovers, accommodation, and also recreational vehicles.

After evaluating the business model using the company's internal and external analysis as well as the Blue Ocean Strategy approach, the research provides an overview of Kopi Daong business development strategy through the design of a new business model using Kopi Daong business model which can be a target for companies to be implemented in business development. In Figure 3 there is Kopi Daong's business model that has been refined.

Key Partnerships <ul style="list-style-type: none"> Local Government (Kelurahan and Kecamatan) Mount Gede Pangrango National Park Supplier of raw materials for green beans MSMEs Business actors in 	Key Activities <ul style="list-style-type: none"> Provision of drinks and food Marketing Provision of recreational services Sales of coffee products online and offline Employee development 	Value Propositions <ul style="list-style-type: none"> Natural feel Price A coffee shop destination as well as accommodation and recreation 	Customer Relations <ul style="list-style-type: none"> Duration of food preparation Use of social media 	Customer Segments <ul style="list-style-type: none"> Lower middle-class economy Nature and coffee lover Families looking for a complete outdoor tourism destination Lower middle-class and upper-middle-class economic people
	Key Resources		Channels	

<ul style="list-style-type: none"> the Pancawati area Investors 	<ul style="list-style-type: none"> HR Location Facility Brand 		<ul style="list-style-type: none"> Place (direct) Social media 	
Cost Structure <ul style="list-style-type: none"> Purchase of raw materials Electricity Machine maintenance Cleanliness Profit Share of Directors Wages Facility Maintenance Security 		Revenue Streams <ul style="list-style-type: none"> Product sale (expected increase in revenue through product diversification and increased number of visitors) Ticket sales 		

Figure 3. The design of Kopi Daong's new business model
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Judging from the results of the evaluation and design of Kopi Daong business model, business development is expected to be able to bring Kopi Daong, which was previously a food and beverage service provider, to become a complete service provider, including recreation services, and also utilize online platforms in selling products so that Kopi Daong market can be wider. This gives Kopi Daong the advantage of seeing that there is no business with complete and comprehensive facilities and provision of services such as Kopi Daong if business development is carried out and has the potential to make Kopi Daong the top choice for visitors.

The main strategies undertaken by the company for business development include:

1. Expanding the reach of the visitor segment, including through online sales.
2. Developing Kopi Daong's value proposition and key activities, from a food and beverage service company to providing recreational services.
3. Expanding the scope of the company's key partners.
4. Increase sales promotion.

Managerial Implications

The strategy formulation carried out in this study aims to identify strategies for Kopi Daong that can be implemented to develop its business by evaluating the current business model. As mentioned by Al-Hakim (2021), some efforts that can be undertaken to recover businesses affected by the pandemic include collaborating with

influential figures on social media, implementing promotions/discounts, and involving visitor opinions. Kopi Daong can also take advantage of changes in people's lifestyles when visiting restaurants, where health is prioritized, and choosing places that support a healthy lifestyle (Dharmawan and Rachmaniyah, 2020). The following are strategic implications that can be carried out by companies referring to the results of evaluating business models, including:

- a. Improving the completeness of facilities, facilities, and services
 Kopi Daong can use a business model by expanding the visitor segment which also includes the upper middle class and even foreign tourists. Several ways that can be done include improving facilities and supports such as chairs, and tables, and applying certain promotions for large purchases. Another way is through the internet channel through the official Kopi Daong website. Kopi Daong also needs to prepare facilities for activities that can involve visitors such as music equipment and a mini stage. In terms of service, Kopi Daong needs to change the service system to self-service.
- b. Form a site plan for the development of Kopi Daong

This site plan includes any rides that will be built, including those related to environmental issues, bearing in mind that Kopi Daong must continue to help preserve the environment. Some of the facilities that can be the company's top choice are glamping, tree houses, play areas in the middle of parks and pine forests, photo areas, flying foxes, and

other outbound activities that still need to be considered for safety. This site plan is Kopi Daong's first step in transforming itself into a coffee shop which is a tourist destination, making it possible to implement a ticket purchasing system for visitors.

- c. Establish a dialogue forum with local government and business actors

Kopi Daong can initiate a forum or dialogue between business actors and the local government with the aim that the government can focus on supporting the tourism potential in Pancawati through improving road access. Kopi Daong can also initiate business actors so that they can independently improve access. Kopi Daong can also build synergies with the government regarding involvement in business activities such as land management to support business activities, namely parking area management. Collaboration with elements of the community and the government is also needed so that the comfort of visitors can be maintained.

- d. Form a dedicated social media team

The company needs to form a special social media team that will be responsible for how the company will form branding through content on social media and also the official Kopi Daong website which is currently not available. This also includes product diversification to be sold through social media or websites such as special Kopi Daong merchandise and announcements of certain promotions. Branding or promotion through digital platforms is considered to expand the market by delivering a good content presentation (Faizurrohman et al. 2021).

- e. Develop an investment cooperation scheme

The collaboration is carried out to accommodate the current management who is more risk averse, so that the formation of cooperation with investors allows the existing risks not to be borne by one party, but the company will still

have additional capital to build Kopi Daong. Kopi Daong needs to determine the expected investment cooperation scheme, such as investor criteria, selection mechanism, amount of investment, amount of ownership sharing, policy-making mechanism, profit sharing mechanism, a mechanism for dealing with risks/losses, and potential returns from investment.

CONCLUSION

Several changes in Kopi Daong's business model occurred before and after entering the pandemic, including key activities, key partnerships, value propositions, and channels. These changes are generally due to restrictions on interaction after the Covid-19 pandemic. In the business model that Kopi Daong is currently running, the company focuses on the middle to lower customer segments, the value proposition offered is coffee shops for nature lovers, as well as partnerships with elements of the government and MSMEs. After evaluating the strengths, weaknesses, opportunities, and threats of each element of the business model, Kopi Daong needs to improve the business model including i) customer segments, to expand the reach of visitor segments; ii) value propositions, to maximize tourism potential as the value given to visitors and to involve visitors more for certain activities at Kopi Daong; and iii) key partnerships, to jointly develop the potential they have in the Pancawati area, as well as maintain a conducive climate in establishing relationships with various stakeholders. The result of an alternative strategy that needs to be done is to make Kopi Daong a complete tourist destination with various facilities such as playgrounds and lodging, optimizing the use of social media and the internet as marketing and sales media. Both of these can be achieved by opening opportunities for investment cooperation with parties outside Kopi Daong.

Declaration by Authors

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