

BUSINESS DEVELOPMENT STRATEGY OF SMALL AND MEDIUM ENTERPRISES DURING COVID-19 CONDITION IN THE COFFEE SHOP CULINARY INDUSTRY SECTOR IN BOGOR CITY

Cindi Dyah Widawati^{1*}, Karuniana Dianta Arfiando Sebayang², Saparuddin M³

^{1,2,3} Economics Education, Faculty of Economics, Universitas Negeri Jakarta

E-mail: ¹⁾ cindydyahwidawati_1701618032@mhs.unj.ac.id, ²⁾ sebayang@unj.ac.id

³⁾ saparuddin@unj.ac.id

Abstract

The research aims to determine: (1) the coffee shop profile of Halaman Belakang and Sisi Kiri, Bogor; (2) the development strategy implemented by the coffee shop in maintaining their business amidst the covid-19 pandemic; (3) The role of the coffee shop culinary industry in local economic growth, especially in the city of Bogor. This research is a qualitative descriptive study. This research was conducted in Bogor City in May – June 2022. The subjects of this research are coffee shop owners who have established their outlets since before the COVID-19 pandemic there are Halaman Belakang and Sisi Kiri. The results obtained from this study are that there are several strategies used by Halaman Belakang and Sisi Kiri in maintaining their business in the midst of a pandemic and still surviving until after the pandemic. One of them is the strategy of expanding marketing with promotions through events that have a very positive impact on the progress of the business run by Halaman Belakang and Sisi Kiri. The increasing number of coffee shops at this time has a positive effect on the development of the local economy at Bogor City, at this time coffee shops are one of the SMEs that are currently hype and absorb a lot of the workforce in the Bogor City. We hope this strategy can be implemented and become a consideration for other business owners in dealing with economic problems in Indonesia, especially to maintain their businesses.

Keywords: *Small Industry, SMEs Development Strategy, Coffee Shop, Human Resources, SWOT Analysis*

1. INTRODUCTION

The emergence of the Covid-19 pandemic in Indonesia in early 2020 caused many negative impacts on various sectors. One of them is the MSME sector, which is the "backbone" of the Indonesian economy, which has also been affected by the Covid-19 pandemic. As it is known that Indonesia has a great deal of potential in terms of MSMEs (Yusnita et al., 2022). Various policies have been set by the government to reduce the rate of the spread of Covid-19 which continues to increase every day. Starting from the Large-Scale Social Restriction (LSSR) policy to the Policy for the Community Activities Restrictions Enforcement (CARE) which until now (September 2021) is still in effect and will continue to run. The Policy for the Implementation of Restrictions on Community Activities (CARE) has had a considerable impact on the economy, especially in the MSME sector. The three most affected business sectors are the accommodation and food and beverage sector, transportation and warehousing, and others. Bogor City is one of the cities that has good potential for MSMEs in terms of quality and quantity. With that, the small and

medium business development strategy is expected to function to revive the local economy in the city of Bogor in the midst of the CARE policy period.

Various kinds of small and medium enterprises were forced to experience temporary closure due to this CARE policy. The worst impact of the CARE policy is that many business actors are reluctant to permanently close businesses that have been initiated since the beginning. This also has an impact on increasing the unemployment rate due to the number of employees experiencing layoffs. The decline in sales turnover is also one of the reasons some MSME actors prefer to lay off employees and close their businesses in the midst of the Covid-19 pandemic. There are many small and medium businesses that are starting to live again after 1 month of experiencing closure due to the CARE policy, one of which is in the culinary sector, namely the Coffee Shop. Coffee Shop is a promising business area in the coffee field that is currently being popular among the younger generation to the elderly. The growth of Coffee Shops has begun to increase not only in big cities, but now there are many coffee shops in every city in Indonesia which continue to mushroom and have different standards and markets. The Bogor city has quite a number of Coffee Shops ranging from simple ones to those with luxurious concepts. Even today, there are still more new Coffee Shop outlets in the city of Bogor. It is hoped that the presence of a Coffee Shop at this time can have a major impact, especially in driving the local economy, especially in the city of Bogor.

Rebuilding a business that had experienced a decline is a difficult thing for an MSME actor. Several problems are faced in running a business ranging from lack of innovation, lack of management and marketing skills, to reduced quality of human resources. With that, developing small and medium enterprises in the midst of the Covid-19 pandemic requires the right strategy as an acceleration to revive SMEs which can at the same time move the local economy, especially in the city of Bogor. The amount of public enthusiasm for coffee causes the level of competition for coffee shops in the city of Bogor to be higher. This can be seen from the increase in the number of Coffee Shops in the city of Bogor every day. With that, Coffee Shop owners are faced with increasing competitiveness in order to make and sell products that can attract consumer interest. In general, the majority of Coffee Shops in Bogor City have relatively the same resources, so that their competitiveness can be increased by determining and learning how to use quality resources to implement strategies that are suitable for the industry (S & Nurjaman, 2017).

Based on the data that I have obtained through Instagram @bogorcoffeeplace, which is one of the media providing information about coffee shops in the city of Bogor, there are more than 10 new coffee shops in the city of Bogor within a period of 2 months (March - April) which makes the city of Bogor is currently dubbed the "Coffee Shop City" by several followers of the Instagram account. The addition of coffee shop outlets in the city of Bogor is one of the potentials for the city of Bogor itself in improving the economy in the SME sector. This is also one of the reasons why some entrepreneurs prefer to switch to this coffee business because the trend is quite high and can survive in the midst of a pandemic with several strategies.

According to Tampubolon (n.d.), In addition to an appropriate business development strategy, both the entrepreneur and the company's employees must possess quality human resources. To improve the quality of human resources, a number of characteristics and traits, including discipline, high commitment, honesty, creativity and innovation, independence,

and realism, must be present. Therefore, training is necessary to develop the quality of human resources in every business, because if a business is founded on expertise, strength, critical thinking, and self-skill, it will serve as the basis for its future success. There are a number of primary issues faced by business actors, ranging from the ability to compete on the market to the availability of qualified workers to product marketing (Hamid & Susilo, 2015).

Some of the problems currently experienced by small and medium business actors often become obstacles and problems that are quite complicated to deal with, especially during a pandemic like this. These obstacles become a challenge that often has an impact on the development of a small and medium business itself. Today's economic globalization also opens up markets and opportunities for business owners. This is expected to provide opportunities that generate profits for small and medium enterprises (Andrianti et al., 2021).

Each company can increase sales of its products by using an effective marketing system, as well as specific strategies in increasing the existing consumer market. The marketing strategy is the Strategy on the Marketing Mix, namely Price, Product, Promotion, and Places (distribution) (Hartono et al., 2014). Recovery is one of the phases contained in the rotation process. These can generally be classified into growth-oriented strategies. The strategy carried out in the recovery of a company or a business one of the goals is to continue to pursue profitability (Wijantini, 2020).

Citing data from a survey conducted by the Regional Development Planning Agency (hereinafter referred to as Bappeda) of Bogor City regarding the impact of Covid-19 on MSMEs conducted in November 2020, 80% of the total MSMEs in Bogor City were used as respondents. The results of the survey, it is known that around 85% of MSMEs in Bogor City are still running in the midst of the COVID-19 pandemic, around 8,7% of MSMEs have closed (bankrupt), and around 5,8% of MSMEs choose to change business types. From the survey results, it was also found that 81,2% of MSMEs in Bogor City experienced a decrease in income during the COVID-19 pandemic and amid the implementation of policies in Bogor City.

Including this relatively rapid growth, approximately 10 to 18 new coffee shops will open in Bogor each month between February and March 2022. Not only for teenagers, but also for children and the elderly, coffee shops have become one of today's most popular hangouts. Due to the fact that many people choose to spend their time chatting with family and friends at the coffee shop for a variety of reasons, including the affordable price and the ever-expanding menu, the coffee shop has begun to offer a main course or heavy food menu.

Based on the description above, it can be concluded that there is a great need for policies related to development strategies carried out by Coffee Shop owners in Bogor City in order to revive the local economy. The focus of this research is to observe how the SME development strategy should be carried out, especially for Coffee Shop owners in Bogor City. To identify the strategy used SWOT analysis. SWOT analysis can analyze the organization and can also provide recommendations for activities in the business sector. SWOT analysis helps businesses in developing feasible strategies and at the same time providing the right strategies (Hatta et al., 2019). In running a business, SWOT analysis is one of the important things to make decisions in determining a strategy starting from analyzing Strength, Weakness, Opportunity, to Threat of a business field. With that, the analysis will later direct SME players to achieve their goals in having the right strategy to

develop the Coffee Shop business and participate in reviving the economy after the CARE policy later.

2. RESEARCH METHOD

The purpose of this study is to describe the Development Strategy through several research foci, namely Natural Resources, Human Resources, Marketing, and Technology, in several small and medium businesses in the Coffee Shop culinary industry sector in Bogor City using the sampling technique known as Purposive Sampling. This purposeful sampling includes a form of sampling based on specific criteria that is believed to provide the most information. Coffee shops in the city of Bogor that have been operational since before the COVID-19 pandemic in Indonesia are the sampling criteria for this study. Therefore, the selection of the subject group is based on certain characteristics or traits that are believed to have a relatively close relationship with the already-known characteristics or traits of the population.

This research employs a qualitative methodology. The qualitative research method emphasizes in-depth interviews in the field and non-statistical analysis of the data. The qualitative approach emphasizes meaning and comprehension from within, reasoning, and the definition of a specific situation, and will investigate more aspects of daily life (Mulyadi, 2013). Interviews with a semi-structured format were used to collect data for this study. Several items will be communicated to the research subject prior to the interview, including: (1) the goals and interests of the researcher, (2) confidentiality, (3) research procedures, and (4) preparation for the interview (Helaluddin, 2018). The results of the interviews will be analyzed using a SWOT analysis.

Beginning in May of 2022, this research was conducted in the city of Bogor. *Halaman Belakang* and *Sisi Kiri Koffie & Grill* are the two coffee shops that will be the focus of this study. This study's key informants were the proprietors of two coffee shops in the city of Bogor, which was the focus of this investigation. In this study, the supporting informant is a member of the coffee shop's management who is expected to be familiar with the company's daily operations. There were also consumers willing to be interviewed who frequented the coffee shop. Thus, the subject (informant) is expected to provide the broadest, most in-depth, and most specific information regarding the various information that researchers seek and investigate (Suyitno, 2018).

This study consists of six informants. Each coffee shop is owned by two individuals, in this case the *Halaman Belakang* and *Sisi Kiri*. The remaining two are management and staff from the *Halaman Belakang* and *Sisi Kiri* coffee shop. Lastly, there are two additional informants, including one of the *Halaman Belakang* and *Sisi Kiri* consumers I met at the coffee shop.

In this study, triangulation is used as the validity test. Triangulation is an approach to analyzing data from multiple sources; therefore, its purpose is not to seek the truth, but to increase researchers' understanding of the existing data and facts. In qualitative research, data analysis involves organizing the data, dividing it into units, compiling it into a pattern, and selecting which ones are significant and will be studied so that a conclusion can be drawn and communicated to the reader. In this qualitative research, data analysis begins before the

researcher enters the field. The data analysis was then continued while the researcher was conducting fieldwork.

3. RESULT AND DISCUSSION

3.1. Result

3.1.1. Overview of *Halaman Belakang* Coffee Shop

Halaman Belakang is a business that is engaged in food and beverage, especially Coffee which is located on Achmad Adnawijaya Street No. 1, Tegal Gundil, North Bogor District, Bogor City, West Java. Some of the products offered on this coffee shop include various types of drinks such as coffee menus and non-coffee menus, and there are also several heavy food menus and snacks. *Halaman Belakang* is one of the businesses that stands in the city of Bogor, West Java. The owner of *Halaman Belakang* himself has been in the business world since he was in school. Starting from his passion for the business world, the owner of *Halaman Belakang* began to take steps little by little so that he could open a Coffee Shop which currently stands under the name *Halaman Belakang*. *Halaman Belakang* was founded by the owner named Mrs. Karin along with her husband.

At first, *Halaman Belakang* was a restaurant with the main menu, namely seafood, which was founded in 2018. *Halaman Belakang* itself has a distinctive concept of a place where the ambience presents wall scribbles with spray paint or commonly called Graffiti. The concept of *Halaman Belakang* attracts many visitors who come and think that the place is a place that sells coffee, not selling seafood, which at that time was the main focus of *Halaman Belakang*. Seeing this high demand, the owner of *Halaman Belakang* also had the idea of collaborating with one of his friends who has been in the coffee world for a long time to start focusing on the coffee shop he wants to try to build and is still running today, July 2022.

The naming of *Halaman Belakang* is as said by the owner, Mrs. Karin, basically what is meant is not the backyard of the house, but the back page that is meant here, namely the "back page of the book". As most people know and have experienced in school, the very back page of a notebook usually contains random scribbles that come from the mind of the person who wrote the scribble. The reason he chose the name is that it has a meaning where some people can usually be themselves when venting their hearts and minds on the back page of their books. As such, Mrs. Karin and husband have hope for *Halaman Belakang* to become a place for people to be themselves.

3.1.2. Overview of *Sisi Kiri* Coffee Shop

Sisi Kiri is a business that is engaged in the food and beverage sector, especially coffee which is located on Achmad Sobana Street No. 27, Bogor City, West Java. Some of the products offered at *Sisi Kiri* include various types of drinks such as coffee menus and non-coffee menus, and there are also several heavy food menus and snacks. *Sisi Kiri* is one of the businesses that stands in the city of Bogor, West Java. The owner of *Sisi Kiri* has been in business since 2017 and remains active today.

At first, *Sisi Kiri* was founded because of a trend that at that time was busy regarding hangouts for young people, especially in coffee shops. At the same time, coffee culture is experiencing an increase in society even today, July 2022. Seeing this opportunity, in 2018

one of the owners of *Sisi Kiri* named Mr. Angga and his friends agreed to build a coffee shop with the name *Sisi Kiri*.

The naming of *Sisi Kiri* also has a meaning. Mr. Angga as one of the owners, wanted the coffee shop he founded to have a different concept from coffee shops in general. Mr. Angga saw the creativity, with the coffee shop, there is also a place for young people to share with their friends. Sharing for creativity usually uses the left brain as well as the right brain. Therefore, Mr. Angga tries to use the word "Sisi" which is a commonly used word, and also the word "Kiri" as a characteristic where a place is basically always on the left. This left word is also used by Mr. Angga with the intention of showing that this is a coffee shop with its own creative side that comes from ideas that are implemented and fought for. *Sisi Kiri* Brand is currently registered and patented in HAKI (Intellectual Property Rights).

3.1.3. SWOT Analysis Matrix on Halaman Belakang Coffee Shop

The next step is to formulate a strategy based on the *Halaman Belakang* coffee shop's data obtained from interviews and documentation, using the SWOT matrix. The SWOT matrix itself consists of four alternative strategies that can be implemented by the *Halaman Belakang* derived from the SWOT factor analysis. The table displays the SWOT matrix for *Halaman Belakang* Coffee:

Table 1 Halaman Belakang SWOT Matrix

Strength Weakness Opportunity Threat	Strength (S) • Strategic business location • Various products sold • Maximum service provided • Adequate technology available	Weaknesses (W) • There are employees who are still late • Operational activities are hampered due to lack of discipline
	Opportunity (O) • A broad target market • Maximizing marketing with promotions • Successful events in the midst of a pandemic • An online ordering feature that helps sales in the midst of a pandemic	Weakness Opportunity • Provide punishment to employees who are late • Provide direction to employees to deal with delays that affect operations

Threats (T)	Strength Threat	Weakness Threats
• Cashless payment rules in the midst of a pandemic that reduces consumer interest • More sophisticated competitor technology • More and more competitors in the same field • Government regulations in the midst of a pandemic that reduces the number of visitors	• Providing rewards in the form of cashback or promos for consumers with cashless payment transactions • Trying to develop newer technology and still maximizing existing technology • Expanding the reach of digital marketing to maintain and strengthen brand image • Utilizing technology that supports health protocols for smooth operational activities	• Provide training to employees to be more optimal in providing services • Provide direction to employees regarding new technology that will be used • Get used to socialization from employees to every visitor who makes transactions to use cashless payments

The preceding table depicts the SWOT Matrix for *Halaman Belakang* Coffee. Several strategies were employed by *Halaman Belakang* to maintain its business during the covid-19 pandemic, based on this matrix. Some of these strategies include the strategy of strengthening opportunities obtained from several strengths by taking advantage of opportunities by obtaining strategies, namely maximizing social media to create campaigns by collaborating to further expand market share, always making interesting promotions related to products sold to expand market share and holding promotions on online sales features.

Moreover, there is a strong threat strategy with several strategies resulting from several strengths to deal with several threats by obtaining a strategy, namely providing rewards in the form of cashback or promotions for consumers with cashless payment transactions, attempting to develop newer technology while maximizing existing technology, expanding reach digital marketing to maintain and strengthen brand image, and utilizing technology that supports health protocols for swine influenza.

The weakness opportunity strategy is used to minimize weaknesses by taking advantage of opportunities by obtaining strategies, such as punishing employees who are late and instructing employees on how to deal with delays that affect operations.

Lastly, there is a weakness threat strategy resulting from internal weaknesses with external threats to the company by obtaining a strategy to provide training to employees to be more optimal in providing services, provide direction to employees regarding new technology that will be used, and familiarize employees with every visitor. The implementation of cashless transactions.

3.1.4. SWOT Analysis Matrix on Sisi Kiri Coffee Shop

As with *Halaman Belakang*, the *Sisi Kiri* coffee shop's information was gathered through interviews and documentation, and a SWOT matrix-based strategy formulation was then conducted. The SWOT matrix contains four alternative strategies that the related *Sisi Kiri* derived from the SWOT factor analysis can also implement. The following table displays the SWOT matrix for *Sisi Kiri* Coffee:

Table 2 *Sisi Kiri* SWOT Matrix

Strength Weakness Opportunity Threat	Strength (S) • Strategic business location • Various products sold	Weaknesses (W) • Employees who are still not disciplined • The services provided are not optimal • The technology is not sufficient
	Opportunity (O) • A broad target market • Maximizing marketing with promotions • Successful events in the midst of a pandemic • An online ordering feature that helps sales in the midst of a pandemic	Weakness Opportunity • Provide punishment to employees who are late • Develop technology used to further maximize promotions • Provide direction to employees to provide customer-focused services

Threats (T)	Strength Threat	Weakness Threats
• Cashless payment rules in the midst of a pandemic that reduces consumer interest • More sophisticated competitor technology • More and more competitors in the same field • Government regulations in the midst of a pandemic that reduces the number of visitors	• Providing rewards in the form of cashback or promos for consumers with cashless payment transactions • Trying to develop newer technology and still maximizing existing technology • Increasing interactions on social media to further strengthen brand image • Utilizing technology that supports health protocols for smooth operational activities	• Provide training to employees to be more optimal in providing services • Provide direction to employees regarding new technology that will be used • Expand the parking area so that customers are more comfortable visiting the store • Get used to socialization from employees to every visitor who makes transactions to use cashless payments

The table above show Sisi Kiri Coffee's SWOT Matrix. During the COVID-19 pandemic, Sisi Kiri maintained its business utilizing a number of strategies derived from this matrix. Some of these strategies include the strategy of strengthening opportunities obtained from several strengths by taking advantage of opportunities by obtaining strategies, namely maximizing social media to create campaigns by collaborating to further expand market share, always making interesting promotions related to products sold to expand market share and holding promotions on online sales features.

Furthermore, there is a strong threat strategy with multiple strategies resulting from multiple strengths to deal with multiple threats by obtaining a strategy, namely providing rewards in the form of cashback or promotions for consumers with cashless payment transactions, attempting to develop newer technology while maximizing existing technology, increasing interaction. on social media to further strengthen the brand image and utilizing technology that supports health protocols.

The weakness opportunity strategy is used to minimize weaknesses by capitalizing on opportunities by acquiring a strategy, such as providing rewards in the form of cashback or promotions for consumers with cashless payment transactions, attempting to develop newer technology while maximizing existing technology, and increasing social media interactions to increase customer satisfaction. Utilize technology that supports health protocols for streamlined operations to improve the brand's image.

Lastly, there is a weakness threat strategy as a result of internal weaknesses and external threats to the company by obtaining a strategy of providing training to employees to be more optimal in providing services, directing employees regarding new technology to be used, and expanding parking lots to make customers happier. Every customer who visits a store using cashless payments will become accustomed to interacting with employees.

3.2. Discussion

3.2.1. Coffee Shop Business Development Strategy amidst the Covid-19 Pandemic

By using the SWOT factor analysis as described previously, it can be seen that the four strategies presented in the SWOT matrix can later be taken into consideration for the related coffee shop improvements to be implemented. These strategies include strength opportunities (SO), strong threats (ST), weakness opportunities (WO), and weakness threats (WT) strategies. Based on the information contained in the SWOT matrix, it is known that the strategies used by *Halaman Belakang* and *Sisi Kiri* are related to maintaining their business in the midst of a pandemic, namely as follows:

1) Strength Opportunities (SO) strategy

This strategy is a statement that uses internal strengths to take advantage of external opportunities. According to Lamarre & Talbot (1989) One of the strategies in the SWOT analysis is made based on the company's way of thinking, namely by utilizing all strengths to seize and take advantage of opportunities as much as possible. The strategies used by *Halaman Belakang* and *Sisi Kiri* include:

- a) Maximizing social media to create campaigns by collaborating to further expand market share. In this case, amid the covid-19 pandemic, the *Sisi Kiri* actually held a campaign by collaborating even with other competitors. This turned out to be useful for further expanding market share, because each coffee shop must have a different market share. As for the other campaigns held, namely by creating events with unique concepts held in stores, for example the glow in the dark event held by *Halaman Belakang* which successfully attracted the attention of consumers to further raise the name of *Halaman Belakang* even outside the city.
- b) Always make interesting promotions related to the products sold to the market share. As for examples of promos made amid a pandemic, for example the promo of exchanging vaccine proof for free coffee held by *Sisi Kiri*. This actually attracted the enthusiasm of *Sisi Kiri* customers who directly introduced the *Sisi Kiri* to people who didn't know. As for the promotions carried out by *Halaman Belakang* to be given to its customers, namely the *wednesband* promotion which is still routine until now. The promotion is valid every Wednesday using the band attribute, and customers who come will get a gift from *Halaman Belakang*. With that, customers who have a hobby of bands will feel more appreciated by the promotion.

2) Strength threats (ST) strategy

This strategy is a statement that uses internal strengths to overcome external threats. According to Abdel-Basset et al. (2018) also stated that this strategy is the use of good company strengths that are useful for reducing or even eliminating the impact of external threats. The strategies that can be used by *Halaman Belakang* and *Sisi Kiri* include:

- a) Provide rewards in the form of cashback or promos for consumers with cashless payment transactions. This method is one option that can be used by *Halaman Belakang* and *Sisi Kiri* to increase awareness of consumers in making cashless payments.
- b) Increase interaction on social media to further strengthen the brand image. This strategy was used by *Halaman Belakang* and *Sisi Kiri* during the pandemic to keep interacting with consumers even though at that time they had to close the store for three months due to government regulations. This has a positive impact, the

enthusiasm of consumers to come to *Halaman Belakang* and *Sisi Kiri* when the store is open also has an effect. This was done because Instagram followers on the *Halaman Belakang* and *Sisi Kiri* while at home still felt "accompanied" by the coffee shop who always interacted through social media.

3) Weakness opportunity (WO) strategy

This strategy is a strategy that considers the company's internal weaknesses to take advantage of external opportunities. Lurati & Zamparini (2018) states that this strategy is where there are internal weaknesses that allow them to be overcome by external utilization of company opportunities. The strategies that *Halaman Belakang* and *Sisi Kiri* can do in this case include:

- a) Provide punishment to employees who are late. This is intended to overcome one of the weaknesses of employee delays by providing punishment to employees, so that there are no more delays that result in delays in the company's operational activities.
- b) Provide direction to employees to provide customer-focused services. This is one way that can be used so that employees can implement a focus on consumer culture. As is known, one of them is the *Sisi Kiri* which has a broad target market, but in terms of its services it is still too "free" so that it is not fully focused on consumers.

4) Weakness threats (ST) strategy

This strategy is a strategy in which the company's internal weaknesses can be overcome by external threats. Abdel-Basset et al. (2018) also stated that this ST strategy is an attempt to reduce the impact of external threats by considering internal weaknesses. The strategies that can be used by *Halaman Belakang* and *Sisi Kiri* include:

- a) Provide training to employees to be more optimal in providing services. This can be done by *Halaman Belakang* and *Sisi Kiri* to pay more attention to providing training to employees related to services. However, service in a business, especially food and beverage, is endeavored not to feel satisfied so that in the future it can continue to upgrade services for the better in order to compete with new competitors.
- b) Provide direction to employees regarding new technology that will be used. Even this can be used to further advance the business from existing new competitors, technological advances used in a business will be one of the attractions for consumers in choosing a place to dock with friends and family. So with that, technological advances and upgrading facilities are needed in a business, especially food and beverage.

3.2.2. The Role of the Culinary Business of the Beverage Sector, Especially the Coffee Shop in the Economy of the City of Bogor

According to Seran (2016), there are several aspects that can be seen from the contribution of the MSME sector to economic development, especially the local economy, including the Manpower and GRDP. Labor can be regarded as one of the factors of production with a very important contribution to supporting economic development outside of the factors of land production, management, skills, and capital. The workforce itself can be defined as a population of productive age between 15-64 years who are ready to contribute to the world of work. The business sector is one sector that is quite large in absorbing labor.

In this case, the increasing number of coffee shops in the city of Bogor can contribute to the development of the local economy by providing a workforce that is comparable to the new coffee shop. Not only that, the velocity of money also certainly increases, but this does not have a significant impact. Because for SMEs themselves, it is not only coffee shops and food and beverage businesses, but there are still many industrial sectors that have contributed to local economic development, especially shortly after the pandemic.

The total number of businesses running in the culinary industry sector is one of the reasons for a number of people who are looking for work. So it is known that if there are more job choices in an industrial sector, it will be in line with the high vacancies or job opportunities for workers (Rakhmawati & Boedirochminarni, 2018). The high number of labor force is expected to be able to increase economic activity which in turn can improve people's welfare.

4. CONCLUSION

Based on the results of the research that has been described, the researchers obtained conclusions including the business development strategies used by *Halaman Belakang* and *Sisi Kiri*, namely by holding events in the midst of a pandemic both online and offline; using digital marketing such as being active on social media to maintain interaction and increase customer engagement on *Halaman Belakang* and *Sisi Kiri*; provide a varied menu at affordable prices; and strive to provide and provide services as well as adequate technology and facilities for the convenience of consumers. Furthermore, the SWOT analysis on *Halaman Belakang* consists of strengths, namely strategic business locations, varied products, maximum service, and adequate technology and facilities. Whereas weakness that is there are still employees who are late. Then, the opportunities include a broad target market, maximizing marketing with promotions and events, as well as the online food ordering feature. Finally, the threat is the existence of cashless payment rules that reduce consumer interest, the increasing number of new competitors with more sophisticated competitor technology, as well as government regulations amid a pandemic related to reducing operating hours and visitor capacity.

The SWOT analysis on *Sisi Kiri* consists of strengths, namely strategic business locations and varied products. Meanwhile, weakness is that there are employees who are late, service is still not optimal, and technology is not adequate. Then, the opportunities include a broad target market, maximizing marketing with promotions and events, as well as the online food ordering feature. Finally, the threat is the existence of cashless payment rules that reduce consumer interest, the increasing number of new competitors with more sophisticated competitor technology, as well as government regulations amid a pandemic related to reducing operating hours and visitor capacity. Final, related to strategies that can be used *Halaman Belakang* and *Sisi Kiri* based on the SWOT matrix, namely by maximizing social media to create campaigns to further expand market share; provide rewards in the form of cashback or promos for consumers with cashless payments; also provide direction and training to employees related to customer-focused services and discipline so that business operations can continue to run smoothly.

Based on the results of this study, researchers also found several things that must be considered for the development of *Halaman Belakang* and *Sisi Kiri* coffee shops. Researchers provide suggestions and input as consideration for future improvements for the progress of the *Halaman Belakang* and *Sisi Kiri*. The suggestion is *Halaman Belakang* should improve the technology and also the facilities provided so as not to be left behind by competitors, and consumers can experience the technology with *Halaman Belakang* vibes that have a strong enough brand image. In addition, *Sisi Kiri* is expected to pay attention to employees so that they can be more disciplined and focus more on consumers in daily services so that company operations can run well and are comfortable for consumers. *Sisi Kiri* can also create events with the characteristics of *Sisi Kiri* to further strengthen the brand image and make it easier for consumers to remember.

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