

Brewing Profits: A Study of Cost Management Practices in Coffee Shops in Indonesia

Abigail Yolanda Putri^{1,*}, & Agung Praptapa¹

¹Universitas Jenderal Soedirman, Indonesia

Abstract

This research is narrative qualitative research with a case study approach entitled "Brewing Profits: A Study of Cost Management Practices in Coffee Shops in Indonesia." The purpose of this study is to analyze the strategies used by coffee shops to maintain their sales and control their costs. The study was conducted in two different types of coffeeshop which are local coffee shops and national franchise coffee shops. Both coffee shops are located in Purwokerto, Central Java, Indonesia. Data were collected through in-depth interviews and direct observation.

The results showed that cost control, business location, and selling price determination are the main factors affecting coffee shop income. Cost control involves monitoring operational expenses and efficient use of raw materials. A strategic business location contributes to an increase in the number of customers and sales. Determining the right selling price allows coffee shops to remain competitive while optimizing profit.

The conclusion of this study shows that coffee shops in Purwokerto tend to implement effective strategies to maintain their sales. Cost control is done by efficient inventory monitoring and management. Factors such as location, reputation, selling price, and promotion play an important role in influencing the income of coffee shops in Purwokerto. This study implies that coffee shops need to pay attention to the determinants of income to achieve business success. By understanding the factors that affect income, coffee shops can design effective marketing strategies, encourage product innovation and differentiation, and understand the importance of good financial management, including recording sales transactions.

Keywords: Cost control, cost management, coffee shop, franchise shop, local shop

1.0 Introduction

Nowadays, coffee is a beverage that is highly favored by many people. Various types of coffee are spread throughout Indonesia, becoming an important cultivated product that affects the country's economic activity. Indonesia has famous coffee-producing areas such as Lampung for robusta coffee beans and Aceh for arabica coffee beans. The increase in coffee production in Indonesia is an opportunity for businesses to process it into various types of coffee-based drinks, which have become part of the lifestyle of various groups of people in Indonesia. Coffee production volume in Indonesia shows consistent growth every year, with the latest data showing a 1.1% increase by 2022.

The rapid growth of coffee consumers in major cities has made coffee shops and related businesses the fastest-growing industry compared to the food and other product industries. The number of coffee shops in Indonesia increased sharply from 1,000 in 2016 to more than 2,950

* Corresponding author E-mail address: abigail.putri@mhs.unsoed.ac.id

outlets by 2022. This increase in coffee consumption is inseparable from people's habit of gathering and enjoying coffee, making Indonesia the country with the largest coffee consumption rate in the world. The coffee business in Indonesia has experienced several periods of development, ranging from traditional coffee shops to modern coffee shops and franchises. Traditional coffee shops usually serve ready-to-drink coffee using instant coffee powder, while modern coffee shops have a more attractive appearance and a relaxed atmosphere. Coffee shop franchises such as Starbucks, Kopi Kenangan, and Janji Jiwa are widespread throughout Indonesia.

The phenomenon of coffee drinks is also spreading to smaller cities, including Purwokerto. As the capital of Banyumas Regency, Purwokerto is experiencing rapid development in tourist destinations, prompting the emergence of various new culinary spots, including coffee shops. Coffee shops in Purwokerto, which fall into the category of small and medium enterprises (SMEs), provide various types of coffee drinks as well as snacks. Competition among coffee shops in Purwokerto is intense, influenced by the quality of products and services provided as well as accessibility for customers.

Good service quality will make customers want to recommend the coffee shop to others, increasing the number of new customers. Service quality refers to customers' satisfaction with the products or services they receive, which has a direct impact on customer loyalty, brand image and long-term success. In addition, coffee shops also face the challenge of managing price fluctuations that can affect profits. Key costs such as coffee beans, milk, flavorings, and other ingredients are variable costs that can change depending on sales volume. Effectively controlling the cost of goods sold is critical to maintaining profit margins. Business location also plays an important role in attracting customers and maximizing sales volume. A strategic location will increase the number of customer visits and have a positive impact on coffee shop revenue.

The selling price of the product also affects the customer's perception of the coffee shop's value. Variations in product selling prices help to overcome fluctuations in commodity prices and maintain profitability. In the highly competitive coffee shop industry, cost control is a key factor to ensure sustainable profitability. The cost of raw materials, employee wages, space rental, and other costs can significantly affect coffee shop income. The quality of products and services offered also greatly affects the sustainability of the business. Customer satisfaction, as measured by their willingness to return and recommend the coffee shop to others, will increase sales volume and income.

The coffee shop industry is highly competitive, cost control is a key factor in ensuring sustainable profitability. Raw material costs, employee wages, space rental, and other costs can significantly impact a coffee shop's revenue (Lander, 2019). Coffee shop businesses often experience challenges managing costs due to changes in raw material prices, price competition, and varying demand. This challenge requires good management to remain efficient without reducing the quality of products or services (Lander, 2019). Cost control influences many managerial decisions, including product and service pricing, resource allocation, and new product development.

The various menus offered by coffee shops allow them to appeal to various market segments, supporting sustainable business growth. One of the problems that coffee shops face is that many customers only buy because they follow the trend of the coffee-drinking lifestyle. To face this challenge, coffee shops need to improve strategies to attract customers to make repeat

purchases. The organization's goal is to increase income, and business productivity, maintain a high level of competitiveness, and build a positive reputation with consumers.

The purpose of this study is to analyze how coffee shops maintain their sales with tight competition, analyze how coffee shops can control their operations cost-effectively, identify the factors influencing the income of coffee shops in Purwokerto City, and analyze the strategies implemented by coffee shops to control their income. The type of research used is qualitative research. In this research, two coffee shops were selected as the object of study. The first coffee shop is a local coffee shop originating from Purwokerto City, and the second coffee shop is a franchised coffee shop also located in Purwokerto City. The selection of the location of these two coffee shops aims to clarify the object of research, thus enabling researchers to compare various factors affecting income and operational strategies between local and franchised coffee shops in the same neighborhood. The determination of this location is expected to provide a deeper insight into the dynamics of the coffee business in Purwokerto from different perspectives.

2.0 Literature Review

2.1 Cost Production Theory of Value

Adam Smith first came up with the production cost theory of value. According to him, in economics, the value of a good is determined by the production costs incurred by the producer to make the good or service. Production costs include all costs incurred in each production process, from purchasing raw materials, labor, and overhead, to distribution. An important component in the economic analysis of a company, the efficiency of production costs will affect the company's profits and competitiveness.

Production costs include fixed costs and variable costs. Fixed costs include shop rent, salaries of permanent employees, and administrative costs, while variable costs include raw materials, direct labor, and transportation costs. This theory also states that variable production costs are costs incurred by the company for the production process and their nominal value changes according to the number of products produced.

This theory is based on the principle that the price of a good or service is determined by the cost of the resources used to make it, including labor, capital, and land. The theory assumes constant scale and the existence of only one unproduced factor of production. In the long run, the price of a commodity is equal to the total input costs of that commodity, including interest costs. This theory can explain how the costs involved in the production process can affect a firm's business decisions and profitability.

2.2 Resource-Based View Theory

Based on the Resource-Based View theory developed by Barney (1991), it is evident that strategic management relies heavily on leveraging unique, valuable, rare, and difficult-to-imitate resources to achieve sustainable competitive advantage. These resources encompass both tangible assets like physical capital and intangible assets such as organizational routines and capabilities. By strategically combining these resources, organizations can enhance operational efficiency and ultimately increase profitability. This theory emphasizes the distinctive nature of company-specific resources, highlighting their role in securing long-term competitive advantages in the marketplace. According to the resource-based view theory,

resources can be broadly defined as assets, organizational processes, firm attributes, information, or knowledge controlled by the firm, which can be used to conceive of and implement their strategies. Examples of resources are brand names, technological abilities, and efficient procedures (Spanos and Lioukas, 2001).

2.3 Business Location

Business location plays a crucial role in strategic planning, significantly impacting a company's performance and success. Business location is a critical aspect of strategic planning, encompassing the physical and geographical environment where a company conducts its operations. It involves selecting a site that can profoundly influence a business's performance and overall success. Factors considered in choosing a location include accessibility to customers, operational costs, market access, competition levels, regulatory requirements, and other pertinent aspects specific to the business type. The physical attributes such as address, geographic surroundings, and infrastructural support are pivotal considerations (Prihatminingtyas, 2019). Factors such as customer accessibility, demographic characteristics, competition, operational costs, human resources availability, government regulations, infrastructure, logistics, and environmental conditions must all be carefully considered. These elements collectively influence the suitability of a location for achieving business objectives. Businesses must evaluate these aspects comprehensively to make informed decisions that align with their strategic goals and enhance operational efficiency.

2.4 Selling Price

Price is an important factor in consumer purchasing power, where product value is what consumers are willing to pay. Consumers also determine the value of the product, as mentioned by Pramandiri et al. (2017). Price itself is the amount of money or compensation in nominal value paid to obtain a product or service. The price reflects the value placed on the product or service by the manufacturer or seller, which can be influenced by various factors including production costs, market demand, competition, and marketing strategies.

Price variation refers to fluctuations or differences in the price of a product or service. Knowledge of the factors that influence price variation is important for consumers and companies in making purchasing and sales decisions. Some of the factors that influence consumers' perceptions or views on price variation include views on fair prices, price quality assessments, price comparisons, brand trust, and discounts and promotions offered.

Indicators that can be used to measure or influence price variation include the balance between supply and demand, production costs, the level of competition in the market, seasons or special events, as well as internal company policies such as pricing strategies and promotions. By understanding these factors, consumers and companies can make better decisions in the context of buying and selling products or services.

2.5 Cost Control

Cost control methods also referred to as cost management, are essential techniques employed by businesses to monitor, evaluate, and enhance the efficiency of specific operational areas, such as departments, divisions, or product lines, to reduce costs or control their growth rate (Obara, 2014). Cost control in businesses encompasses several essential techniques, as described by Kumar & Sunil (2022). Budgetary control ensures financial discipline through

continuous budget creation and comparison with actual expenditures, facilitating necessary adjustments. Standard costing establishes predetermined costs for activities, enabling businesses to analyze variances and refine cost estimates. Inventory control optimizes material purchase, usage, and storage to enhance production efficiency and minimize waste. Ratio analysis evaluates organizational performance against benchmarks, identifying trends for informed decision-making. Variance analysis pinpoints and addresses discrepancies between planned and actual costs, enhancing overall cost efficiency through corrective actions. These methods collectively support financial stability and operational effectiveness in managing business costs.

2.6 Income

Business income represents the economic value generated by a company through its various activities, such as the sale of goods or services, investments, royalties, and more. It serves as a fundamental measure of financial performance, crucial for assessing profitability, growth, and operational efficiency. Understanding the sources and nature of business income is essential for accurate financial reporting and strategic decision-making. Key considerations include distinguishing between taxable and non-taxable income, managing non-current income streams effectively, ensuring compliance with legal and regulatory requirements, and maintaining consistent accounting policies. Common indicators used to evaluate business income include net income, gross income, net profit margin, gross profit margin, and revenue growth, each providing insights into different aspects of a company's financial health and performance over time. These metrics enable stakeholders to gauge profitability, efficiency, and overall business success.

Understanding various aspects related to business income is essential. Income can originate from diverse streams such as sales, investments, royalties, and rentals, necessitating clear categorization in financial statements for transparency and accurate reporting. Distinguishing between taxable and non-taxable income is crucial, impacting tax obligations and influencing overall financial planning strategies. Some income sources, like seasonal, require prudent management to ensure financial stability. Income metrics such as net income and gross income play a pivotal role in financial analysis, providing insights into operational efficiency, profitability, and overall financial performance, thereby aiding stakeholders in decision-making processes. Adherence to applicable laws and regulations in income recording, reporting, and disclosure is vital to avoid legal repercussions and tax-related issues. Consistent application of accounting policies, especially regarding revenue recognition and accurate income recording, ensures that financial statements reflect the true financial position of the company.

3.0 Research Method

The method used in this research is qualitative research with a narrative research approach. Qualitative research is a type of research that delves into understanding the "why" and "how" of human experiences, behaviors, and social phenomena. Unlike quantitative research, which focuses on numbers and statistics, qualitative research prioritizes detailed descriptions and narratives. Narrative research takes data by collecting stories from individuals and documents. Narrative analysis is an approach that looks at the stories that tell about ourselves and how they affect our lives. Interviews are commonly used to gather narrative data (Sekaran Uma & Bougie, 2016).

The object of this research is the coffee shop itself. Two coffee shops will be used as research objects. One coffee shop is a local coffee shop that originates from Purwokerto, and the other is a franchise coffee shop in Purwokerto. The subject of this research is the manager, cashier, and one of the customers of a coffee shop in Purwokerto. The manager, cashier, and one of the customers will be the main informant who will provide insight regarding their experience, knowledge, and views on factors that can influence coffee shop income. By involving coffee shop managers, cashiers, and customers of a coffee shop, this research can obtain information from an in-depth perspective about how these factors influence coffee shop income.

This research collected data from interviews, observations, and available documents. An interview is a method of collecting data obtained by having a conversation between two parties, namely the interviewer, who asks several questions, and the interviewee who provides answers and the information needed. This observational data collection technique was initially used in ethnography. Ethnography is the study of a culture which aims to understand the way of life from the perspective of the people involved in it. Cartwright in the book *Qualitative Research* written by Eko Murdianto (2020:54) states that observation is a process of viewing, observing, observing, and recording behavior systematically for a specific purpose. The purpose of the observation itself is to describe the behavior of the object and understand it. Documentation is a record of past events in the form of writing, drawings, or someone's work. The definition of documentation itself refers to looking for data regarding things or variables in the form of notes, transcripts, books, newspapers, magazines, meeting minutes, agendas, and so on.

Validity in qualitative research pertains to the accuracy and fidelity of gathered data, ensuring that findings authentically reflect the phenomena under investigation. Dimensions such as credibility, transferability, dependability, and confirmability serve to bolster the strength and objectivity of research outcomes. Employing approaches like triangulation, which incorporates source triangulation, further enhances data credibility by integrating diverse perspectives derived from various sources, including coffee shop managers and employees within Purwokerto City.

Reliability, on the other hand, focuses on the consistency and stability of data across different researchers and contexts. To achieve this, researchers employ methodologies such as triangulation, consistent data collection methods, and peer debriefing to mitigate potential biases and bolster the reliability of the research findings. These strategies collectively contribute to the robustness and trustworthiness of qualitative research in exploring the complexities of factors influencing coffee shop revenues.

4.0 Research and Discussion

4.1 How coffee shop maintain their sales

In the competitive realm of coffee shops, maintaining sales is crucial for both local and franchise coffee shop. Sustaining consistent sales figures is essential not only for generating revenue but also for ensuring ongoing profitability and viability in the market. This necessitates a strategic approach that includes effective marketing strategies, customer relationship management, product innovation, and responsive pricing strategies. By continuously adapting to consumer preferences, trends, and market dynamics, coffee shops can enhance customer loyalty, attract new patrons, and differentiate themselves from competitors. Moreover, a robust sales performance enables coffee shops to reinvest in their operations, expand their market reach, and solidify their position as leaders in the competitive coffee industry landscape

Local coffee shops face challenges in competing with larger chains and adapting to evolving industry trends. To sustain sales, these shops implement strategies rooted in understanding market dynamics and customer preferences. Pricing strategies are pivotal, balancing production costs, added value, and competitive positioning. Daily sales analysis helps identify profitable items and adjust pricing accordingly, while careful management of raw materials ensures product quality and customer satisfaction.

Radio Dalam Kopi, for instance, meticulously plans its inventory based on daily sales forecasts, ensuring optimal stock levels without wastage. The shop leverages social media promotions and collaborations with local influencers to enhance visibility and attract diverse customer segments. Innovations in menu offerings and maintaining consistent product quality further bolster customer loyalty and attract new patrons.

On the other hand, franchise operations like Fore Coffee utilize standardized processes and advanced technologies to maintain operational efficiency and customer service excellence across multiple outlets. Strategic pricing strategies, supported by detailed cost analysis, help Fore Coffee maintain profitability while delivering high-quality products. By focusing on superior raw materials and leveraging its brand reputation, Fore Coffee enhances customer satisfaction and loyalty.

Both local coffee shops and franchises underscore the importance of accurate sales recording through sophisticated point-of-sales systems. These systems not only streamline transactions but also provide invaluable data for analyzing sales trends, evaluating promotional strategies, and optimizing inventory management. By adapting to market demands and leveraging their unique strengths, coffee shops like Radio Dalam Kopi and Fore Coffee exemplify effective strategies for sustaining sales growth in a competitive industry landscape.

4.2 How coffee shop control their cost

Cost control is essential for ensuring the sustained success of coffee shop businesses, whether they are local or franchise coffee shops. Efficient management of expenses, particularly in areas such as raw materials and operational costs, is pivotal in maintaining profitability and securing a competitive edge in the market. By effectively controlling costs, coffee shops can optimize their financial resources, improve overall operational efficiency, and ensure that they can offer competitive pricing while maintaining quality standards. This strategic approach not only enhances profitability but also strengthens the business's ability to adapt to market fluctuations and consumer preferences, thereby fostering long-term sustainability and growth in the competitive coffee industry. Local coffee shops face unique challenges in managing costs effectively. Key strategies include meticulous inventory management, where monitoring of coffee beans, milk, syrups, and other supplies helps in avoiding both overstocking and shortages. By aligning inventory levels with demand forecasts and historical sales data, these shops optimize their resource allocation, thereby reducing unnecessary expenditures. Radio Dalam Kopi exemplifies this approach through systematic stock-taking practices, conducted regularly without disrupting daily operations. This ensures accurate inventory levels, essential for minimizing costs and maximizing operational efficiency. Such practices not only prevent wastage but also contribute to consistent service quality, crucial for customer satisfaction. Moreover, budgeting is integral for local shops like Radio Dalam Kopi, enabling them to forecast and allocate funds effectively across raw materials, labor, rent, and other expenses. This financial discipline not only keeps operations organized but also fosters a culture of accountability among employees, ensuring financial resources are used judiciously.

Franchise coffee shops, exemplified by Fore Coffee Purwokerto, operate within a more structured framework yet face similar imperatives in cost control. Here, strategic stock management is pivotal, guided by market demand and the FIFO method to minimize product expiration and waste. By maintaining optimal stock levels through minimum and maximum limits, Fore Coffee ensures operational efficiency across its branches while catering to regional preferences through menu adaptations. Additionally, rigorous stock-taking practices at Fore Coffee reinforce inventory accuracy, crucial for maintaining supply chain integrity and financial transparency. This process involves regular physical audits to reconcile actual stock with digital records, enabling prompt corrective actions to mitigate discrepancies and enhance operational reliability.

In conclusion, effective cost control in coffee shops hinges on strategic inventory management, meticulous budgeting, and rigorous stock-taking practices. These measures not only optimize operational efficiency but also uphold product quality and customer satisfaction, vital for long-term profitability and competitive advantage in the dynamic coffee industry landscape.

4.3 Identifying factors influencing the income of coffee shops in Purwokerto and analyzing the strategies implemented by coffee shops to control their income

In the competitive business world, particularly within the coffee shop industry, comprehending the factors influencing a coffee shop's income is paramount to optimizing business performance and fostering growth. This nuanced understanding empowers owners and managers to strategically enhance their coffee shops' operations. By implementing effective income management strategies, such as optimizing pricing strategies, controlling costs, and diversifying revenue streams, coffee shop owners can establish a solid foundation for sustainable business growth. Moreover, leveraging insights into income drivers enables proactive decision-making, fostering resilience in the face of market fluctuations and evolving consumer preferences. Ultimately, a strategic approach to income management not only enhances operational efficiency but also strengthens the coffee shop's competitive position and profitability in a dynamic business environment.

Local coffee shops like Radio Dalam Kopi benefit significantly from strategic locations near campuses and city centers. This strategic positioning enhances accessibility and attracts a steady flow of customers, especially students and residents. Such locations not only increase foot traffic but also facilitate effective promotional strategies like discounts and bundle offers, which further boost sales and customer loyalty.

Conversely, franchise coffee shops such as Fore Coffee capitalize on their established brand names and nationwide presence to attract customers. Their strategic locations near malls, offices, and campuses ensure high visibility and accessibility, contributing to increased sales volume. The brand recognition and reputation of Fore Coffee play a crucial role in building customer trust and loyalty, which are essential for sustaining income.

Pricing strategies differ between local and franchise coffee shops. Local shops like Radio Dalam Kopi adjust their prices to match local market expectations, often offering affordable options tailored to student budgets. This pricing strategy, combined with occasional promotional offers, effectively drives sales and maintains a competitive edge. In contrast, franchise coffee shops like Fore Coffee adhere to standardized pricing across branches, ensuring consistency in brand image and customer expectations. This approach helps in maintaining operational efficiency while meeting market demands.

Marketing strategies also vary based on the business model. Local coffee shops rely heavily on word-of-mouth, local promotions, and community engagement to attract and retain customers. Radio Dalam Kopi, for instance, utilizes targeted promotions and student discounts to enhance customer engagement and stimulate sales. On the other hand, franchise coffee shops leverage their brand recognition to implement broader marketing campaigns through digital platforms and traditional media. Fore Coffee's extensive marketing efforts focus on reinforcing brand loyalty and expanding its customer base nationwide.

Operational efficiency is crucial for both types of coffee shops to control costs and maximize income. Local shops like Radio Dalam Kopi emphasize efficient inventory management and cost control to optimize profitability. This includes strategic menu offerings and periodic adjustments in response to customer preferences and market trends. Similarly, franchise coffee shops such as Fore Coffee prioritize operational consistency across branches to uphold brand standards and ensure customer satisfaction. This entails rigorous management of supply chain logistics, quality control, and customer service standards.

In conclusion, while both local and franchise coffee shops in Purwokerto face unique challenges and opportunities, their income generation strategies revolve around strategic location selection, effective pricing and marketing tactics, and operational excellence. These factors collectively contribute to their ability to sustain profitability and thrive in a competitive market landscape. By understanding and effectively managing these key factors, coffee shop owners can position their businesses for long-term success and growth.

5.0 Conclusion

To maintain their sales, local and franchise coffee shops adopt different but complementary strategies. Local coffee shops focus on setting the right price by considering production costs and customer value and regularly analyze sales data to adjust marketing strategies. They also rely on high-quality raw materials and creative marketing strategies such as social media promotions to attract customers. On the other hand, coffee shop franchises maintain sales by prioritizing production costs, superior raw material quality, and technology integration to improve efficiency. They offer a unique experience supported by modern concepts and technology and use a point-of-sale system to analyze sales trends and evaluate promotions. These two types of coffee shops demonstrate that effective sales management requires a combination of smart pricing strategies, a focus on product quality, and the utilization of technology to meet customer expectations and remain competitive in a dynamic market.

Local and franchise coffee shops choose different strategies to control their operating costs, but both are effective in achieving the same goal. Local coffee shops focus on meticulous inventory management, budget management, cost analysis, and efficient wage management. On the other hand, franchise coffee shops use an approach that includes strict inventory control, the use of the FIFO method, detailed budget planning, and compliance with wage regulations. Both approaches demonstrate the importance of careful planning and efficient management to maintain business sustainability and profitability in the coffee shop industry, both on a local and franchised scale.

Local and franchised coffee shops have different approaches to influencing their income. Local coffee shops focus on marketing strategies, customer preferences for location and product quality, and implementation of inventory management and cost analysis. They also use pricing and promotion strategies to maintain their revenue. On the other hand, franchise coffee shops

are more influenced by brand recognition, pricing strategies, and marketing effectiveness. External factors such as location and competition also play an important role. They emphasize consistent product quality, good customer service, and digital marketing strategies to increase their income. In conclusion, the success of coffee shops, whether locally owned or franchised, depends on their ability to thoroughly understand local market dynamics, implement effective marketing strategies tailored to their target audience, and skillfully manage the customer experience to ensure satisfaction and loyalty.

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