

A CRITICAL ANALYSIS OF MARKETING STRATEGIES IN ENHANCING THE COMPETITIVE ADVANTAGE OF CAFE PONDOK REZEKI DELI TUA

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Abstract

Marketing strategy plays a crucial role in influencing the success and competitiveness of a business. Effective marketing strategies enhance a company's ability to expand its market share and achieve desired profitability. This study aims to identify appropriate marketing strategies for Cafe Pondok Rezeki Deli Tua to strengthen its competitive advantage. A descriptive qualitative approach was employed, utilizing SWOT analysis through the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. The findings reveal that a Growth-Oriented Strategy is the most suitable approach, as the business is positioned in Quadrant I with positive results. It is recommended that Cafe Pondok Rezeki Deli Tua further enhance its marketing efforts, particularly focusing on the marketing mix elements, to effectively compete with other cafés in the region.

Keywords: Marketing Strategy, Competitiveness, SWOT Analysis

Introduction

The rapid growth of business in Indonesia has intensified competition among companies (R. Amelia & Tambunan, 2024). In the marketing context, this competition refers to a situation where companies operating within specific product or service markets seek to highlight their competitive advantages, either within or beyond regulatory frameworks, in an effort to attract consumers (R. Amelia, 2024). To navigate this increasingly competitive environment, companies are required to understand and fulfill consumer needs (Pebriani et al., 2025). Consequently, improving product quality is essential to produce goods and services that align with consumer preferences (Nurhidayah et al., 2025).

The dynamics of the business environment significantly influence shifts in customer tastes and preferences (Dewi et al., 2025). These changes compel organizations to continuously innovate and exercise creativity in refining existing products and developing new ones, thereby enhancing their competitiveness to ensure business sustainability and profitability (Nurbayan et al., 2025). Consumers are likely to choose products that offer greater value compared to alternatives available in the market (Hou et al., 2024). Thus, during the innovation process, companies must identify and implement appropriate business strategies to create products with high market value and competitiveness (W. Sari et al., 2025). To achieve this, organizations need to optimize the use of their resources and actively engage in product development efforts to sustain their long-term viability (Nasib, 2024). The success of a business is closely tied to the development and design of high-quality products (Nasib et al., 2023). Companies must strive to produce superior products characterized by better quality, lower cost, faster production processes, and excellent customer service (Khairani, 2023). By doing so, they can enhance customer satisfaction and loyalty (Lestari & Nasib, 2021). Moreover, leveraging information technology has become essential for strengthening competitive advantage, especially in today's increasingly competitive and expansive market landscape (Nasib et al., 2024).

The success of marketing a product or service is measured not only by the number of consumers attracted but also by the level of consumer satisfaction, which contributes to enhancing



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public recognition of the venue and its food products, allowing them to stand out among competitors (Vinodhini et al., 2022). An appealing and comfortable environment further enhances consumer satisfaction (S. Nasib, 2021). To drive sales growth, businesses must implement an appropriate marketing strategy (Razaq et al., 2024). A marketing strategy serves as a structured process that directs an organization toward optimal market opportunities to boost sales and achieve competitive advantages (Herwan Nafil, 2019). Moreover, marketing strategy functions as a critical tool that enables companies to effectively navigate and succeed in competitive markets.

Within a company's organizational structure, most divisions focus primarily on product manufacturing activities (Nasib, 2019). To maintain competitiveness, it is essential for companies to continuously sustain and develop their marketing strategies (N. Sari et al., 2023). A marketing strategy plays a vital role in helping businesses that produce goods or offer services secure a competitive edge (N. R. Amelia, 2018). Analytical marketing strategies are crucial for assessing a company's internal strengths and weaknesses, as well as external opportunities and threats, thereby enabling organizations to effectively respond to changes in their internal and external environments (B. Nasib, 2019).

Marketing strategy is a comprehensive, integrated plan focused on the promotion of goods and services (Nasib et al., 2022). In essence, it can be understood as a series of objectives, goals, policies, and guidelines that direct all marketing activities (Fathoni et al., 2025). This strategy serves as a foundation to guide marketing efforts in a systematic and effective manner (Lestari et al., 2021). Through the formulation of a well-structured marketing strategy, companies can optimize their resources to achieve maximum outcomes (Lubis et al., 2023). Moreover, it enables businesses to seize market opportunities, address various challenges, and strengthen their position within a competitive market environment (Daulay, 2021). By implementing the right marketing strategies, companies are expected not only to enhance their competitiveness but also to achieve long-term business sustainability and profitability (Chaniago, 2018).

Business competition is a continuous process that compels companies to enhance their operational efficiency and strategic capabilities (Junaidi et al., 2022). In an increasingly competitive landscape, driven by dynamic market conditions and rapid changes, it is no longer feasible for companies to avoid competition (Alimin et al., 2025). Instead, businesses must proactively confront and manage competition through optimal, strategic, and sustained efforts (Nasib et al., 2019). Building and maintaining competitive advantage is essential, requiring continuous improvement in both products and organizational performance to achieve long-term success (Pebri et al., 2020). Furthermore, the growing intensity of global trade has significantly heightened the level of competition, exposing companies to challengers not only from domestic markets but also from regional and international players (Sihombing et al., 2024). As free trade flows become more aggressive, the need for innovation, adaptability, and superior value creation becomes even more critical (Harianto et al., 2024). Organizations that can effectively respond to these challenges are better positioned to secure their market share and sustain profitability in an increasingly globalized economy (N. S. E. E. Sari, 2020).

Cafe Pondok Rezeki possesses various advantages that enhance its competitiveness, including a range of superior items, notably the highly sought-after smashed chicken favored by clients. The prices on the menu at this restaurant fluctuate, with chicken dishes priced between Rp20,000 and Rp25,000, noodle dishes at Rp12,000, and beverages starting at Rp10,000. Cafe Pondok Rezeki offers the advantage of collaboration with online motorcycle taxi services, specifically Grab Food and Go-Food. Its strategic location alongside the highway ensures simple accessibility for consumers, while ample parking space for motorcycles and cars facilitates client visits to the restaurant. Companies and business units must consistently develop their competitive strategy.

Cafe Pondok Rezeki faces challenges stemming from a limited variety of menu options and the absence of new food and beverage innovations, leading to less-than-optimal sales performance. Expanding the menu selection and offering affordable pricing could significantly attract more consumers, encouraging repeat purchases and strengthening customer loyalty. By diversifying its offerings and maintaining competitive price points, the café has the opportunity to enhance its market competitiveness, improve its brand positioning, and ultimately drive higher sales. Addressing these

gaps is essential for sustaining business growth and achieving better performance in a highly competitive market environment.

Although numerous studies have explored the role of marketing strategies in enhancing business competitiveness, much of the existing literature has primarily focused on large-scale enterprises or industries with extensive market reach. There remains a lack of research specifically addressing how small to medium-sized businesses, particularly local cafés, can strategically leverage marketing initiatives to improve their competitive positioning within a regional context. Furthermore, while SWOT analysis has been widely applied in business strategy research, the integration of IFAS and EFAS matrices to formulate targeted, growth-oriented marketing strategies for small hospitality businesses has been limited. This study addresses these gaps by providing a contextualized analysis of Cafe Pondok Rezeki Deli Tua, offering practical insights into how localized marketing strategies, particularly those emphasizing the marketing mix, can be optimized to enhance competitive advantage in a highly dynamic and localized market environment.

Theoretical Review

Marketing Strategy

Micro, Small, and Medium Enterprises (MSMEs) are essential to the national economy, significantly contributing to employment generation, economic development, and income distribution (Hou, 2023). However, in facing the dynamics of the ever-evolving market and increasing intensity of competition, the sustainability of MSMEs is highly dependent on their ability to design and implement effective marketing strategies (Siboro & Harefa, 2023). Marketing strategies serve not only to provide items or services but also as the primary tool for comprehending market demands, fostering consumer relationships, and generating enduring added value (Benny Lim et al., 2023). By employing an effective marketing plan, MSMEs can enhance their market position, bolster client loyalty, and exhibit greater adaptability to fluctuations in the business environment (Simatupang, 2022).

The significance of marketing strategy is also evident in endeavors to enhance competitiveness (Fadli et al., 2022). In an increasingly competitive landscape, MSMEs must differentiate their products or services from those of their rivals (Fadli et al., 2021). A marketing plan assists in identifying and conveying competitive advantages regarding quality, price, service, and innovation (Sadalia et al., 2020). Consequently, the potential to acquire new consumers and maintain current customers increases (Tanady et al., 2022). Furthermore, an efficient marketing plan enables MSMEs to optimize the use of their limited resources. By employing a market research-driven strategy, effective segmentation, and distinct positioning, small enterprises can optimize the allocation of money, labor, and technology to attain optimal outcomes (Satrianny et al., 2024).

Marketing methods also play a key role in shaping a business's image and reputation (Wu et al., 2024). In the digital age, when consumer views of brands are significantly shaped by online information, MSMEs must provide consistent marketing messages across diverse digital channels (Amin, 2021). A positive image built through marketing strategies will increase consumer trust, expand market networks, and create long-term customer loyalty. Within the realm of sustainability, the capacity of MSMEs to adjust to evolving consumer trends is crucial (Rakshit et al., 2022). For instance, heightened awareness of environmental concerns stimulates demand for eco-friendly items (Winarso, 2023). MSMEs who can modify their products and effectively convey sustainability ideals through marketing techniques would possess a more robust position in the future market (Alqudah, 2023).

Moreover, marketing methods encourage innovation. By comprehending consumer demands and preferences, MSMEs might innovate items, enhance services, or establish more pertinent business structures (Nirawati & Hasoloan, 2024). Ongoing innovation is essential for sustaining corporate viability amid swift market fluctuations (Ayokunmi et al., 2025). An approach to marketing focused on the consumer also enhances efficient customer relationship management (CRM) (Bahukeling et al., 2024). By prioritizing consumers in all marketing endeavors, MSMEs may cultivate loyalty, acquire insightful feedback, and establish a robust customer community. A strong relationship

with clients is a vital asset for ensuring consistent revenue and business sustainability (Hardiyansyah et al., 2024).

Along with the rapid development of technology, the implementation of digital marketing strategies has become a key factor for the success of MSMEs (Felföldi, 2022). Utilizing social media, e-commerce platforms, content marketing, and search engine optimization (SEO), MSMEs can access a broader market at a comparatively lower expense than traditional approaches (Nofriza, 2022). The digital presence enables MSMEs to establish brands, enhance consumer engagement, and expedite transaction procedures effectively (Fadli, 2021). Digital technology not only broadens the domestic market but also facilitates entry into international markets, enhancing the global competitiveness of MSMEs (Umam et al., 2022). To effectively leverage this opportunity, MSMEs must formulate a strategic digital marketing plan, comprehend online consumer behavior, and adjust to technology advancements (Wakhyuni et al., 2024).

SWOT Analysis

Micro, Small, and Medium Enterprises (MSMEs) are pivotal in fostering national economic development and generating employment opportunities (Pratiw, 2021). In confronting progressively dynamic market competition, MSMEs must adopt an appropriate marketing approach. A significant method that profoundly impacts the formulation of this strategy is SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) (Tirtayasa, 2022). SWOT Analysis is a structured methodology for evaluating a company's internal and external circumstances. By assessing internal strengths and weaknesses with external possibilities and challenges, MSMEs acquire a thorough comprehension of their company standing (Afifah & Formen, 2023). This comprehension serves as a crucial basis for building an adaptive, pragmatic, and market potential-oriented marketing strategy (Irawan, 2021).

Internal qualities, including product quality, distinctive services, competitive pricing, or advantageous locations, are vital advantages in formulating a marketing plan (Wahyudi et al., 2024). By using these characteristics, MSMEs can enhance product attractiveness to consumers, for instance, through storylines rooted in local wisdom for authentic offerings. Conversely, identifying vulnerabilities, such as insufficient money, inadequate technology use, or restricted distribution networks, enables MSMEs to formulate a more targeted approach (Anwar & Bin Sarip, 2024). By comprehending these constraints, they can implement strategic measures such as forming alliances or selecting markets that align with internal capabilities. External opportunities, such the rising trend of online purchasing, governmental support for MSMEs, and the emergence of new markets, facilitate avenues for business expansion (Thera et al., 2025). By leveraging these opportunities, MSMEs might establish digital marketing channels, engage in capacity-building initiatives, or extend their market reach. Simultaneously, challenges including competitive intensity, shifts in customer preferences, and economic volatility must be preemptively addressed through mitigation techniques. MSMEs must use strategies such as product innovation, service enhancement, and market diversification to maintain competitiveness in the face of these challenges (Pasaribu et al., 2023).

The utilization of SWOT Analysis in formulating marketing strategy has numerous advantages, particularly in guaranteeing that corporate decisions are grounded in evidence rather than purely dependent on intuition (Achsa et al., 2023). This strategy enables MSMEs to formulate plans that align more closely with current market conditions, enhance marketing efficacy, and bolster competitive standing. Moreover, SWOT Analysis assists MSMEs in establishing priorities. Not all possibilities require simultaneous pursuit, nor do all weaknesses necessitate rapid rectification. By utilizing SWOT analysis, MSMEs can concentrate their efforts on tactics that provide the most impact in attaining business objectives (Liani & Jumaidi, 2023).

In the SWOT analysis framework, four strategic alternatives are commonly formulated to align internal and external factors (Abdullah et al., 2023). The Strength-Opportunity (SO) strategy focuses on leveraging a business's internal strengths such as product quality, customer loyalty, or efficient operations to take advantage of external opportunities like market expansion or shifting consumer trends. The Weakness-Opportunity (WO) strategy involves improving internal limitations, such as limited digital presence or low brand awareness, to capitalize on current opportunities in the external environment. Meanwhile, the Strength Threat (ST) strategy emphasizes using core strengths to

counteract external threats, such as increasing competition or changing regulations. Lastly, the Weakness-Threat (WT) strategy aims to minimize internal weaknesses and reduce the potential impact of external threats. This strategy is often defensive, helping businesses remain resilient during uncertain conditions. By applying these four strategies thoughtfully, organizations particularly SMEs can develop well-informed marketing decisions and improve their competitive positioning in dynamic markets (Ernawati, 2023).

The SWOT analysis approach enables SMEs to formulate marketing strategies that are comprehensive, realistic, and long-term oriented (Sudarmiatin et al., 2023). This strategy not only guides the direction of marketing efforts but also serves as a critical foundation for designing business development steps that adapt to market dynamics. The success of SMEs in expanding market reach and developing relevant products largely depends on their ability to craft precise marketing strategies. By optimizing the use of SWOT analysis, SMEs can more accurately identify market opportunities, strengthen their competitive advantages, and respond effectively to changing consumer needs and preferences (Lansangan, 2022). Understanding both internal strengths and weaknesses, along with external opportunities and threats, allows SMEs to design strategies that align with their actual business conditions. As a result, the strategies developed are not only relevant in the short term but also support long-term business sustainability and growth (Dahmiri et al., 2023).

Methodology

This study employed a descriptive method with a qualitative approach. The research was conducted through fieldwork, where the researcher directly visited the site, namely Cafe Pondok Rezeki Deli Tua, to observe and collect data firsthand. The main objective was to understand social interactions and the actual conditions within the environment. The study was carried out at Cafe Pondok Rezeki, located on Jalan Besar Deli Tua, during July 2024. Primary data were collected from the cafe owner through structured interviews, direct observations, and documentation. Secondary data were obtained from relevant literature, including books on marketing strategy and management.

Data collection techniques included the use of focused questions to gather information from the owner, direct observation of the research site, and collection of supporting documents related to the subject of study. For data analysis, a descriptive qualitative approach was applied, complemented by SWOT analysis to evaluate internal and external factors influencing the cafe's competitiveness [46]. Additionally, the IFAS and EFAS matrices were utilized to formulate effective marketing strategies for Cafe Pondok Rezeki. This approach aims to provide an in-depth understanding of the actual conditions and strategic measures adopted by the cafe in responding to market competition.

Results and Discussions

Results

SWOT Analysis Using Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) Matrix

IFAS is an analytical instrument utilized to assess the internal conditions of a company within the café industry, identifying its strengths and flaws. EFAS is an analytical instrument utilized to incorporate external aspects, including opportunities and dangers, into the evaluation. The computation of the IFAS and EFAS matrices determines the weight, rating, and score, ensuring that the overall weight does not surpass 1.00. It assesses the rating value of each factor using a scale of 1-4 as outlined below:

a) Level of Significance

To help find the weight in the IFAS matrix. This is done to facilitate the determination of the weight assessment. The level of significance is as follows:

Table 1. Significance Level

Significance Level	Information
5	Very Good
4	Good

3	Quite Good
2	Not Good
1	Not Good

b) Weight Assessment

The objectivity of the criteria weighting process affects the quality of the information produced, and is one of the stages that must be passed in a decision support system. The alternatives for determining the weights include the following:

Table 2. Determination of Weight

SWOT Analysis	Weight Scale	Description
Streanght and Oportunity	4	Very Good
	3	Good
	2	Not Good
Weakness and Treath	1	Bad

Internal Strategy Factor Matrix (IFAS)

The following are the results of the calculation of internal strategy factors which can be seen in the table below:

Table 3. Internal Strategy Factors of Pondok Rezeki Deli Tua Cafe

No	Strength	Significant level	Weight	Rating	Score
	2	3	4	5	6=4x5
1	The cafe design is comfortable and instagrammable	3	0.1	3	0.32
2	The location is on the edge of a main road, close to schools, shops, hospitals and the main market.	5	0.18	4	0.71
3	The products sold are various foods and drinks with flavors that suit consumer tastes.	4	0.14	4	0.57
4	The service is very good, friendly and fast	3	0.11	3	0.32
5	The employees are very professional in their fields	2	0.07	3	0.21
6	The prices of food and drinks are affordable	3	0.11	3	0.32
Sub-Total		20	0.71	20	2.46
No	Weakness	Significant Level	Weight	Rating	Score
1	The weather factor has a big influence because when it rains, some of Cafe Pondok Rezeki's products are difficult to sell.	2	0.07	2	0.14
2	Market promotion is still limited because it only uses social media	2	0.07	2	0.14
3	Equipment for business is still lacking	2	0.07	2	0.14
4	Lack of business capital because we are still using our own capital without the help of third parties	2	0.07	2	0.14
Sub-Total		8	0.29		0.57
Total For IFAS		28	1.00		3.0

Source: processed data 2024

From the analysis results in table 3, the IFAS strengths and weaknesses factors have a total score of 3.0, because a score of 2.46 means that it can be categorized that the internal conditions of the Company are in a good position .

External Strategy Factors Matrix (EFAS)

Table 4. External Strategy Factors of Cafe Pondok Rezeki Deli Tua

No	Opportunity	Significant level	Weight	Rating	Score
	2	3	4	5	6=4x5
1	Cafe Pondok Rezeki has the opportunity to increase business capital by applying for a loan from a third party (banking)	5	0.22	4	0.87
2	Getting good response from the community	4	0.17	4	0.70
3	Collaborating with vendors such as <i>Gofood</i> , <i>Grabfood</i> and <i>Shopeefood</i>	4	0.17	3	0.52
4	Can open a branch of the business in a more strategic location and busy with people passing through	3	0.13	3	0.39
Sub-Total		16	0.70		2.48
No	Threat	Significant Level	Weight	Rating	Score
1	similar Cafe companies	2	0.09	3	0.26
2	Innovative and attractive service offerings made by competitors	2	0.09	2	0.17
3	Attractive promotions from competitors	2	0.09	2	0.17
4	other more interesting cafe designs	1	0.04	2	0.09
Sub-Total		7	0.30		0.70
Total For EFAS		23	1.00		3.2

Source: processed data 2024

From the analysis results of table 4 EFAS, the opportunity and threat factors have a total score of 4. Thus, the total score obtained can indicate that the Cafe Pondok Rezeki Deli Tua business responds to the opportunities it has and effectively the Cafe Pondok Rezeki Deli Tua business takes advantage of the current opportunities from external threats.

Table 5 H SWOT Matrix Analysis Results

STRENGTH (Strength – S)		WEAKNESS (W)	
1. The design of Pondok Rezeki Cafe is comfortable and instagrammable		1. The weather factor is very influential because when it rains, there are several products at Cafe Pondok Rezeki that are difficult to sell.	
2. The location is on the side of a main road, close to schools, shops, hospitals and the Deli Tua main market.		2. Market promotion is still limited because it only uses social media	
3. The products sold and available at Cafe Pondok Rezeki are various foods and drinks with flavors that suit consumer tastes.		3. Equipment for business is still lacking	
4. The service is very good, friendly and fast		4. Lack of business capital because they are still using their own capital without the help of third parties.	
5. The employees are very professional in their respective fields.			
6. The prices of food and drinks are affordable.			
OPPORTUNITY		STRATEGY (SO)	STRATEGY (WO)
1. Cafe Pondok Rezeki has the opportunity to increase business capital by applying for a loan from a third party		1. Maintaining the characteristics of the cafe	1. It would be better if the equipment in this cafe was increased so that when there are
		2. Adding flavor variants and menus to the food and drinks	

(banking)		
2. Getting a good response from the community	3. Maintaining a comfortable and beautiful cafe design so that consumers can linger while chatting or doing other activities in the cafe.	many visitors, there would be no hassle and lack of equipment.
3. Collaborate with vendors such as Gofood, Grabfood and Shopeefood for online sales services.	4. Opening small branches in crowded areas such as near the main market, and Sembiring Hospital. etc.	2. Expanding the indoor space so that bad weather doesn't get wet
4. Can open a branch of the business in a more strategic location and one that is busy with people passing through		3. Employees or waiters must be alert and fast in serving customers. So that customers are not disappointed.
		4. Add promotional strategies through print media such as posters, banners, etc.
THREATS (Threats-T)	STRATEGY-ST	STRATEGY-WT
1. More and more entrepreneurs are opening similar cafes	1. Maintaining a good image in the eyes of consumers	1. Provide training and OJT to employees so that they can make different and more varied variants of drinks and foods.
2. Innovative and attractive service offerings made by competitors	2. Maintain cooperation with vendors.	
3. Attractive promotions from competitors	3. Pondok Rezeki Cafe must provide cafe facilities such as toilets, prayer rooms and large parking areas.	
4. There are still other cafe designs that are more interesting	4. We must increase promotions via social media, such as creating content, videos and promotions in print media.	
5. Other cafes have more complete facilities	5. On Saturday nights or holidays, visitors can do karaoke.	

Source: Data processed 2024

Discussion

Internal Factor Analysis Summary (IFAS) Matrix Analysis

Based on the results of the IFAS analysis, it can be seen that the strength and weakness factors that influence *Pondok Rezeki Cafe* are : in the strength factor , there are 6 very important factors and they get a rating of 4, there are 2 factors with their respective values, namely the strength of this cafe is in terms of design. a comfortable cafe, then the location of the cafe is strategic because it is on the main road so it is easy to find and the products sold (0.71), The products sold and provided at Cafe Pondok Rezeki are still various coffee drinks, non-coffee and various juice flavors and provide various kinds of food that tastes according to the taste of the community (0.56). There are 4 factors that get a score of 3, namely the design of the cafe is comfortable and instagrammable (0.32), The service is very good and friendly getting a score of 0.32 , then there is a strength strategy factor that has a score of 3, namely the employees are very professional in their respective fields and at Cafe Pondok Rezeki the price of food and drinks is affordable (0.32).

Meanwhile, in terms of the weakness factor , all of them received a rating of 2, namely, weather, where if it rains, some of our products may be difficult to sell (0.14), market promotion is still limited because it only uses social media and word of mouth (0.14), equipment for the business is still lacking (0.14), lack of business capital because we are still using our own capital without the help of third parties (0.14).

External Factor Analysis Summary (EFAS) Matrix Analysis

Based on the external environmental analysis using the *External Factor Analysis Summary* (EFAS) matrix, it can be seen that the opportunity and threat factors that affect Cafe Pondok Rezeki, with details on the opportunity factor (*Opportunity*) there are 2 very important factors and get a rating of 4, namely, Cafe Pondok Rezeki has the opportunity to increase business capital by applying for a loan from a third party, namely banking (0.87), then those who get a rating of 4 are that Cafe Pondok Rezeki gets a positive response from the community seeing the number of visitors to the Cafe, especially on Saturdays and Sundays (0.70). For those who get a rating of 3, there are 2 important things, namely Cafe Pondok Rezeki collaborates with vendors for online sales applications such as *Gofood*, *Grab Food* and *Shopee Food* . These three vendors can provide benefits and expand sales of food and beverage products at Cafe Pondok Rezeki Deli Tua. (0.52), and those who received a rating of 3 are expected to take advantage of the wide open opportunities to open business branches in more strategic locations and busy places (0.39). While in the threat factor (*Threats*) there is 1 factor that needs to be considered because this 1 factor gets a rating of 3, namely the increasing number of companies opening similar cafes, because the location of Cafe Pondok Rezeki is very strategic because it is on the side of a large road, there are many government offices and private agencies, close to hospitals, Deli Tua Inpres Market and schools so that it is possible that many competitors will open similar businesses. It's just that to anticipate this, Cafe Pondok Rezeki must improve itself by providing innovations in food and drinks served in this cafe and its design must be more attractive so that consumers feel more at home for a long time in the cafe and also provide karaoke facilities so that visitors can not only order drinks and food but also sing to refresh themselves. (0.26), For those who get a rating of 2, there are 3 important things that must be considered, namely offering innovative services and interesting things done by competitors, we can imitate this if we are able and it is profitable for our business. (0.17), Interesting promotions from competitors, Cafe Pondok Rezeki must also dare to innovate and improvise in terms of promotion on social media such as creating interesting content, interesting videos then uploading them on social media so that more people know about Cafe Pondok Rezeki, banners and brochures can also be an option in promoting the Cafe Pondok Rezeki Deli Tua business. (0.17), and there are still other more interesting cafe designs (0.09) .

SWOT Analysis 4 Quadrants

The main purpose of SWOT Analysis helps companies develop all internal and external factors involved in business decision making. The SWOT Analysis method is the right tool to find problems from 4 (four) different sides with applications: How strengths *are* able to take existing opportunities , how to overcome weaknesses *that* prevent profits, how strengths *are* able to face threats , how to overcome weaknesses *that* can make threats *real* or create a new threat. By connecting these factors, SWOT Analysis makes it easier to realize the vision and mission of the company/organization. From the SWOT matrix diagram, it is very clear that Cafe Pondok Rezeki Deli Tua is in quadrant I with strengths originating from the internal environment of Cafe Pondok Rezeki, namely (1) the strength of this Cafe is in terms of the comfortable cafe design, then the strategic location of the cafe because it is on the main road so it is easy to find and the products sold, (2) The products sold by Cafe Pondok Rezeki are still various foods with a taste that arouses the consumer's appetite as well as various kinds of drinks, namely coffee, non-coffee and various juices, but Cafe Pondok Rezeki provides a spot for vendors of snacks to sell their products such as bread, (3) The quality of taste and service must always be friendly and polite to all customers, (4) focusing on the service sector, product variations, and a comfortable place so that consumers can feel safe and comfortable when they are at Cafe Pondok Rezeki Deli Tua, (5) Human resources/employees who are competent in their fields, (6) Right on target because it is close to the city center and easy to reach, (7) affordable prices . And opportunities that come from the external environment of Cafe Pondok Rezeki (1) Cafe Pondok Rezeki has cooperation with colleagues, (2) Innovative and attractive service offerings carried out by competitors, (3) Growth of *coffee shops* in Indonesia, (4) Having e-commerce to sell products on *the Grabfood*, *Go food* and *shopee food applications* . which describes a very good situation because of the company's strength to achieve profitable opportunities. This means that this position has a very profitable business situation for Cafe Pondok Rezeki Deli Tua and has the strength to take advantage

of existing opportunities. The strategy that must be implemented in this condition is to support an aggressive growth policy (*Growth Oriented Strategy*), by implementing this strategy the company can maximize its strengths to achieve existing opportunities so that the company can compete well in similar business fields.

SWOT Matrix Analysis of Cafe Pondok Rezeki Deli Tua

Based on the SWOT matrix analysis, Cafe Pondok Rezeki Deli Tua is positioned to implement key strategies to strengthen its market presence. The recommended Strength-Opportunity (SO) strategy is to maintain and emphasize the café's unique characteristics, ensuring it remains a distinct choice for consumers. The Strength-Threat (ST) strategy involves enhancing creativity and innovation, particularly in updating the coffee shop's design to align with contemporary trends. The Weakness-Opportunity (WO) strategy focuses on expanding the indoor seating area to accommodate customers during adverse weather conditions, thereby improving customer comfort and retention. Lastly, the Weakness-Threat (WT) strategy suggests conducting specialized training programs for baristas to broaden the variety of beverage flavors offered. By implementing these strategic actions, Cafe Pondok Rezeki Deli Tua can better adapt to external challenges, capitalize on existing opportunities, and strengthen its competitive advantage in the increasingly dynamic café market.

Conclusions

Based on the findings of this study, several conclusions can be drawn. The SWOT analysis results indicate that, from internal factors, the average score for strengths is 2.46, while weaknesses score an average of 0.57, resulting in a total internal factor score of 3.0. For external factors, opportunities have an average score of 2.48 and threats 0.70, producing a total external factor score of 3.2. These results place Cafe Pondok Rezeki Deli Tua in Quadrant I, suggesting that the business possesses strong internal capabilities supported by favorable external opportunities. Consequently, an aggressive growth strategy is recommended. This strategic positioning indicates that Cafe Pondok Rezeki Deli Tua is in a highly advantageous condition, allowing it to pursue expansion initiatives and maximize its potential for growth and competitive advancement.

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