

## **Marketing Strategy Analysis to Increase Sales Volume at Aksata Coffee Roastery Cafe, Jatinangor Branch Sumedang Regency**

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### **Abstract**

This study aims to analyze marketing strategies to increase sales volume at Aksata Coffee Roastery Cafe, Jatinangor Branch, Sumedang Regency. The research background is based on the intense competition in the cafe business in Jatinangor and the peak sales of Aksata Cafe in the last six months. The research method used was descriptive qualitative, with data collection techniques through interviews, observation, and documentation. Data were analyzed using SWOT analysis to identify strengths, weaknesses, opportunities, and threats, and the Boston Consulting Group (BCG) Matrix to assess the business position. The results showed that Aksata Cafe's sales increased by 12.34% from 2023 to 2024. A SWOT analysis placed Aksata Cafe in quadrant II with a diversification strategy, while a BCG analysis indicated a market position with high growth but relatively low market share. Recommended strategies include product diversification by adding side dishes, seasonal menu innovations, and strengthening digital promotions to increase customer loyalty and expand market share.

**Keywords:** Marketing Strategy, Sales Volume, Business, Cafe Industry, Aksata Coffee.

## **INTRODUCTION**

Indonesia's cultural and subcultural diversity is reflected in the various lifestyles and social classes of its people. These differences manifest in areas such as work, hobbies, social interactions, entertainment, consumption, and even sports activities (Isyana & Sujana, 2020). One of the essential needs associated with lifestyle is social interaction, which is often fulfilled through visits to hangout spots like coffee shops. As the population grows, so does the demand for lifestyle fulfillment, leading to the emergence of various creative and innovative industries.

The phenomenon of coffee shops as social spaces in Indonesia has evolved beyond being mere places to enjoy coffee; they have become venues for building social connections and

creating shared experiences. These dynamics have made coffee shops increasingly attractive from a business perspective, with significant growth driven by the middle-class expansion and evolving social habits. A 2020 study (in Aryani, Zanaria, & Kurniawan, 2022) estimated the coffee shop industry's value at IDR 4.8 trillion annually. This growth is reflected in the rising number of coffee shops across regions, particularly in West Java (Tantular & Andarini, 2023), where lifestyle trends have fueled the proliferation of new cafés.

Jatinangor is among the areas experiencing rapid coffee shop development. Competitive dynamics in this region are shaped by product diversity, service quality, and marketing strategies. Based on 2021 data from BPS, several districts in West Java, including Sumedang Regency, show a notable density of cafés, intensifying market competition. In such a climate, differentiation becomes crucial for survival—requiring effective marketing strategies, innovation, and consistent service quality.

This study focuses on Aksata Coffee Roastery Jatinangor, established in 2019, which faces challenges from newer entrants such as Kopi dari Hati Pujangga. Sales data from 2024 indicates fluctuating monthly performance, signaling potential issues in product promotion and strategic consistency. Currently, Aksata relies heavily on word-of-mouth and Instagram-based promotions, while its competitors actively innovate their menus and improve customer experiences.

To address these challenges, a strategic analysis is necessary. This study utilizes SWOT Analysis to explore internal and external business factors and the Boston Consulting Group (BCG) Matrix to assess strategic market positioning. These frameworks are expected to generate insights into Aksata's competitiveness and help formulate actionable strategies to enhance its performance in an increasingly saturated market.

The purpose of this study is to investigate the current sales performance of Aksata Coffee Roastery Jatinangor and identify effective marketing strategies that could help increase its sales volume amid tight competition in the local café industry.

## METHODS

This study employed a qualitative descriptive approach to examine the marketing strategies implemented by Aksata Coffee Roastery Jatinangor in facing competitive challenges and increasing sales volume. The qualitative method was chosen to explore the phenomenon in its natural setting, allowing for a deeper understanding of contextual conditions. The descriptive design aims to provide an accurate and systematic description of the marketing strategy, customer behavior, and internal and external business factors.

### 1. Subjects and Objects of the Study

The subjects in this study included:

- a. The café manager, as the primary decision-maker in operational and strategic aspects;
- b. Café employees (baristas, cashiers, and servers), who represent the service and operational execution;
- c. 25 café customers, selected to assess perceptions via SWOT-related interview instruments.

The object of the research was the sales performance and marketing activities of Aksata Coffee Roastery Jatinangor in the year 2023.

### 2. Types and Sources of Data

This research utilized qualitative and descriptive data.

- a. Primary data were obtained through direct interviews, structured observations, and customer assessments.
- b. Secondary data came from documentation such as internal business records, sales data, promotional materials, and related literature including previous studies and journal articles.

### 3. Data Collection Techniques

The following techniques were applied:

- a. Observation: Conducted on-site to record service processes, customer interactions, and promotional activities.
- b. Structured Interviews: Targeted at the café manager and selected customers using prepared questions to gather insight into marketing strategies and customer responses.
- c. Documentation Study: Included analysis of internal reports, photos of business activities, sales records, and strategic plans.

#### 4. Research Instruments

The primary research instrument was the researcher. Supporting instruments included structured interview sheets, field notes, a camera, and a voice recorder.

#### 5. Data Analysis Techniques

The data analysis process followed the Miles and Huberman (1992) model, involving:

- a. Data reduction,
- b. Data display, and
- c. Conclusion drawing/verification.

Additionally, a SWOT Analysis was used to assess internal (strengths and weaknesses) and external (opportunities and threats) factors. Internal and external factors were weighted and rated to form IFAS and EFAS matrices, which were then analyzed to develop four strategy types: SO, ST, WO, and WT.

The Boston Consulting Group (BCG) Matrix was also utilized to identify the business position based on the relative market share and market growth rate. Sales volume data from Aksata and competing cafés in Jatinangor were used to plot the café's position in the BCG quadrant, leading to strategic recommendations.

#### 6. Data Validation Techniques

To ensure data credibility, the study employed:

- a. Member checking, where data was validated by informants;
- b. Triangulation of sources, comparing data from the café manager and customers;

- c. Triangulation of techniques, combining observation, interview, and documentation;
- d. Triangulation of time, ensuring consistency in data collection periods.

## 7. Research Location and Duration

This study was conducted at Aksata Coffee Roastery Jatinangor, located in Hegarmanah, Jatinangor District, Sumedang Regency, West Java. The research was carried out from February to August 2025, encompassing proposal preparation, data collection, analysis, and thesis defense.

## RESULTS AND DISCUSSION

### 1. Sales Volume Analysis of Aksata Coffee Roastery Jatinangor

Aksata Coffee Roastery Jatinangor, established in 2019, is one of the key players in the increasingly competitive coffee shop market in the Jatinangor area. To understand the sales trend and market performance of the café, monthly sales data from January to December 2024 were analyzed.

Table 1 Aksata Coffee Roastery's Total Sales for 2023/2024

Month	Amount (in Rupiah Units)	
	2023	2024
January	16.221.000,00	15.750.000,00
February	16.209.000,00	20.372.000,00
March	17.128.000,00	18.789.000,00
April	15.092.000,00	14.330.000,00
May	14.781.000,00	15.436.000,00
June	14.177.000,00	15.710.000,00
July	12.109.000,00	18.823.000,00
August	12.192.000,00	14.200.000,00
September	13.550.000,00	19.460.000,00
October	14.763.000,00	18.230.000,00
November	15.827.000,00	16.203.000,00
December	18.881.000,00	15.948.000,00
Total	180.930.000,00	203.251.000,00

Source: Internal data of PT Aksata Sukses Abadi, processed by researchers (2025)

From the data in Table 1, it is evident that the café's monthly sales fluctuated throughout the year. The highest sales occurred in February (IDR 20.37 million) and July (IDR 18.82 million), which may indicate seasonal factors or promotional activities influencing customer traffic. Conversely, April and August experienced the lowest sales, with IDR 14.33 million and IDR 14.2 million, respectively. These months might coincide with examination periods, holidays, or lower foot traffic.

In summary, the sales volume analysis reveals both opportunities and challenges. The café has shown the potential to generate high monthly revenue, but inconsistency and competition pressure underline the need for a more structured and diversified marketing plan.

## 2. SWOT Analysis of Aksata Coffee Roastery Jatinangor

To develop effective marketing strategies, this study conducted a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify the internal and external factors influencing Aksata Coffee Roastery's business performance. The analysis was based on interviews with the café manager, staff, and 25 customer respondents, as well as observations and internal documentation.

### a. Internal Factors

#### 1) Strengths (S):

- High-quality beverage products
- Consistent and friendly service
- Comfortable and quiet ambience
- Attractive drink presentation and interior aesthetics

#### 2) Weaknesses (W):

- Limited number of staff
- No food menu, only beverages
- Promotion relies solely on Instagram
- Location access is limited due to a narrow street

Table 2 Internal Strategy Factors

No	Strengths	Integrity	Rating	Score
1	The quality of the products offered is quite good	0,25	4	0,91
2	Presenting a new, creative and attractive menu	0,24	3	0,81
3	Guaranteed quality of service	0,26	4	0,87
4	A comfortable place away from the crowds	0,25	4	0,91
Total				3,58
No	Weakness	Integrity	Rating	Score
1	Relatively limited staff	0,22	3	0,61
2	Small space	0,28	4	0,99
3	Location is difficult to find, access roads are narrow	0,23	3	0,68
4	Marketing is less than optimal	0,27	4	0,96
Total				3,24
Total Strengths + Weakness				6,83

Source: Data Processed (2025)

b. External Factors

1) Opportunities (O):

- Increasing use of digital marketing
- Growth of the coffee shop trend in urban areas
- Rising consumer spending among students
- Potential collaborations with local brands

2) Threats (T):

- High number of similar cafés in the area
- Consumer trend shifts (e.g., toward thematic cafés)
- Rising cost of raw materials
- Risk of customer loss due to limited offerings

Table 3 External Strategy Factors

No	Opportunities	Integrity	Rating	Score
1	Good Corporate Image	0,25	3	0,79
2	Development of social media and digital marketing	0,24	3	0,67
3	Increased purchasing power	0,25	3	0,75

4	Opportunities for partnerships and collaborations with other businesses	0,26	3	0,83
Total				3,02
No	Threats	Integrity	Rating	Score
1	Many cafe competitors in Jatinangor	0,26	4	1,05
2	Fluctuating raw material prices	0,25	4	0,97
3	Rapidly changing consumer trends	0,24	4	0,87
4	Risk of losing customers because the product is only drinks.	0,24	4	0,87
Total				3,75
Total Opportunities + Threats				6,77

Source: Data Processed (2025)

The IFAS matrix generated a total internal factor score of 3.14, indicating strong internal capabilities. The EFAS matrix resulted in a score of 2.94, suggesting moderate external opportunities and threats.

A SWOT analysis of the marketing strategy at Aksata Coffee Roastery Jatinangor Cafe showed a total Strengths score of 3.58; a total Weakness score of 3.24; an Opportunities score of 3.02; and a total Threats score of 3.75.

Based on these calculations, the total Strengths (S) factor score is higher than the total Weaknesses (W) factor score. Meanwhile, the total Opportunities (O) factor score is lower than the total Threats (T) factor score. This can be presented using a SWOT diagram to identify the marketing strategy position at Aksata Coffee Roastery Jatinangor Cafe as follows:

$$X = (Strengths - Weakness) \div 2 = (3,58 - 3,24) \div 2 = 0,17$$

$$Y = (Opportunities - Threats) \div 2 = (3,02 - 3,75) \div 2 = -0,37$$

From these identification results, the marketing strategy position at Aksata Coffee Roastery Jatinangor Cafe can be determined using the following SWOT analysis diagram:

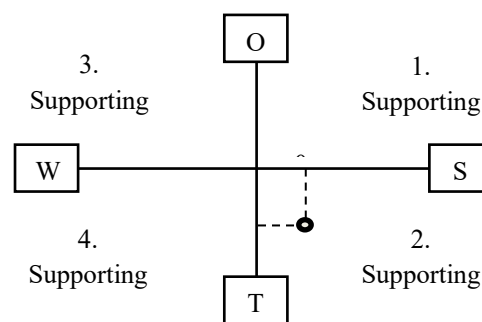


Figure 1 Mapping Business Position on a SWOT Diagram

Source: Data Processed (2025)

The interaction of these factors guided the formulation of strategic options, which are summarized in the SWOT strategy matrix.

Table 4 SWOT Matrix

Internal Environment	Strengths	Weakness
	1) The quality of the products offered is quite good.	1) Relatively limited staff
	2) The presentation of new, creative and attractive menus.	2) Limited space
	3) Guaranteed quality of service.	3) Difficult to find, narrow road access
	4) A comfortable location away from the crowds.	4) Marketing is less than optimal
External Environment		
Opportunities	SO	WO
1) Good corporate image	1) Develop digital promotional content that highlights product quality, menu innovation, and a comfortable atmosphere.	1) Optimize digital marketing to reach more consumers without relying on physical locations.
2) Development of social media and digital marketing		2) Establish partnerships with other businesses or local communities to expand promotional reach and overcome space and human resource limitations.
3) Increased purchasing power	2) Collaborate with other businesses or local communities.	
4) Opportunities for partnerships and collaborations with other businesses		
Threats	ST	WT
1) Many café competitors in Jatinangor	1) Leverage product quality, menu innovation, and superior service to maintain customer loyalty.	1) Increase the effectiveness of digital marketing in a routine and planned manner
2) Fluctuating raw material prices		2) Gradually diversify products

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- |   |  |
|---|--|
| 3) Rapidly changing consumer trends                             | 2) Add a variety of complementary products such as snacks or specialty treats. |
| 4) Risk of losing customers because the product is only drinks. |  |
- 

Source: Data Processed (2025)

This matrix helps align internal strengths and weaknesses with external challenges and opportunities, providing a structured approach to build competitive advantage through targeted marketing efforts.

### 3. Business Positioning through the Boston Consulting Group (BCG) Matrix

To further assess the strategic market position of Aksata Coffee Roastery Jatinangor, this study applied the Boston Consulting Group (BCG) Matrix framework. The BCG Matrix enables businesses to classify their units or products based on market growth rate and relative market share, offering strategic guidance for resource allocation and development direction (Suwarsono, 1996; Susilo, 2011).

Data used for the analysis included annual sales volume of Aksata Coffee Roastery in 2023 and 2024, along with the estimated sales of its closest competitor in the Jatinangor area, Kopi dari Hati Pujangga.

#### a. Market Growth Rate

The market growth rate was calculated based on the percentage change in annual sales volume between 2023 and 2024:

$$VPP = \frac{203.251.000 - 180.930.000}{180.930.000} \times 100\%$$

$$VPP = 12,34\%$$

This modest growth indicates that the café operates in a low-growth market, which is characteristic of a mature industry.

#### b. Relative Market Share

Relative market share compares Aksata Coffee Roastery’s performance to its main competitor:

$$PPR = \frac{203.251.000}{267.195.000}$$

$$PPR = 0.761 < 1$$

With a relative market share below 1, Aksata Coffee Roastery is considered a follower in the competitive landscape.

### c. Position in the BCG Matrix

Based on the low market growth rate (2.57%) and relative market share of 0.91, Aksata Coffee Roastery is positioned in the “Question Mark” quadrant of the BCG Matrix.

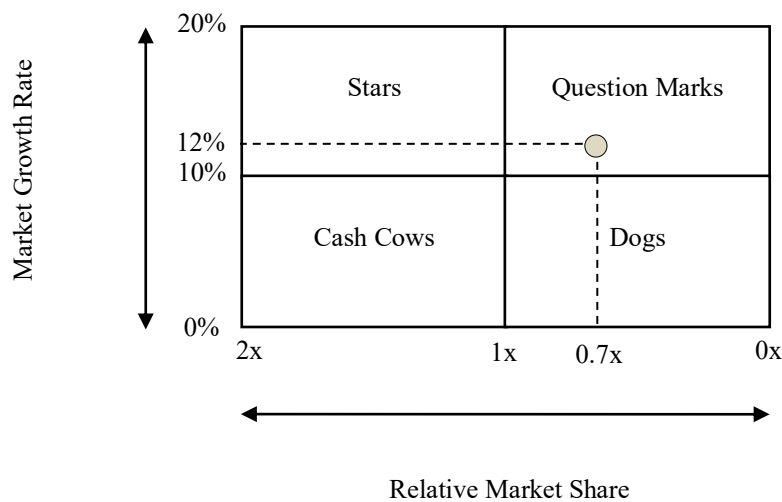


Figure 2 Mapping Business Positions on the Boston Consulting Groups Matrix

Source: Data Processed (2025)

This quadrant reflects products or units with low market share in a low-growth market. Businesses in this position must decide whether to:

- Invest aggressively to gain market share,
- Differentiate their products or services,
- Or divest and shift focus to higher potential areas.

For Aksata Coffee Roastery, remaining in the “Question Mark” quadrant suggests a strategic need to improve competitiveness, especially through better positioning and promotional strategies. Limited product offerings (beverages only), passive promotional activities, and lack of clear differentiation may hinder the café from becoming a market leader.

By expanding its menu, optimizing its use of digital platforms beyond Instagram, and leveraging customer loyalty through personalized programs, Aksata can potentially shift toward the “Star” or “Cash Cow” quadrant in the future.

## Conclusion

This study aimed to analyze the marketing strategy of Aksata Coffee Roastery Jatinangor in response to growing competition and fluctuating sales performance. The findings revealed that although the café possesses strong internal assets—such as high product quality, consistent service, and a comfortable ambience—its market presence remains limited due to narrow promotional reach and a lack of product diversification.

Sales analysis showed inconsistent monthly performance throughout 2024, with visible declines in several months and no significant upward trend. The SWOT analysis highlighted the need to capitalize on internal strengths and external opportunities while addressing weaknesses such as a limited menu and underutilized digital marketing.

The BCG Matrix positioned Aksata Coffee Roastery in the “Question Mark” quadrant, indicating low market share in a low-growth industry segment. This strategic position calls for decisive action—either through investment in promotional strategies, product expansion, or service differentiation to strengthen market standing.

In conclusion, Aksata Coffee Roastery must reformulate its marketing strategy by expanding its product range, optimizing promotional channels, and leveraging its customer service strengths to move toward a more stable and competitive position in the local coffee shop industry.

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