Research Article

Proposed Marketing Strategy to Increase Café Sales (Case Study: Café Sembilan Bintaro)

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Abstract: *Sembilan Café Bintaro launched in March 2021 with a vision to serve as a cultural hubcafé for hosting various events such as live music and art exhibitions. Despite its vibrant offerings, the café has encountered declining revenue primarily due to overreliance on space rentals rather than core café sales, falling short of its financial targets. The aim of this research is to help Sembilan Café to increase its sales and café's visitors through an effective marketing strategy. The research began by analyzing the internal and external environments. For internal factors, in-depth interviews were conducted with the café's internal stakeholders, including owner and employee, to analyze VRIO, Value Chain, STP, and Marketing Mix. For external analysis, data was used to analyze PESTLE, Five Porter's Forces, and Competitor Analysis. Quantitative research was also conducted by distributing questionnaires to 159 respondents for customer analysis. From this analysis, the strengths, weaknesses, opportunities, and threats to Sembilan Café were identified. Based on the research findings, the researcher proposed a new segmentation, targeting, and positioning by conducting a Cluster Analysis, resulting in three market segments. Sembilan Café's proposed target market was obtained from the combination of two segments. The study also proposes a new Marketing Mix featuring a streamlined menu by emphasizing light meals and diverse coffee options, a competitive pricing strategy, an aggressive promotional approach utilizing social media and experimental marketing techniques, and actionable plans to enhance both interior and exterior physical attributes of the café.*

Keywords: *Marketing Strategy, Café, Coffee shop, Segmenting, Targeting, Positioning, Marketing Mix.*

I. INTRODUCTION

Indonesia, with over 270 million people, represents a substantial market for the food and beverage industry, encompassing everything from street food to upscale dining establishments. Recent global economic data shows Indonesia's economy growing at 5.11% in Q1 2024, a slight rise from 5.04% in the previous quarter and the same period last year (globaleconomy.com, 2024). Over recent years, Indonesia has maintained a steady economy.

Consumer spending in Indonesia reached a record high of 1,659,800 billion IDR in Q1 2024, up from 1,649,237.90 billion IDR in Q4 2023 (tradingeconomy.com, 2024), indicating robust economic growth and increased purchasing power among Indonesian consumers. This upward trend in spending underscores the stability and potential of Indonesia's food and beverage (F&B) industry, which has benefited from population growth and rising incomes.
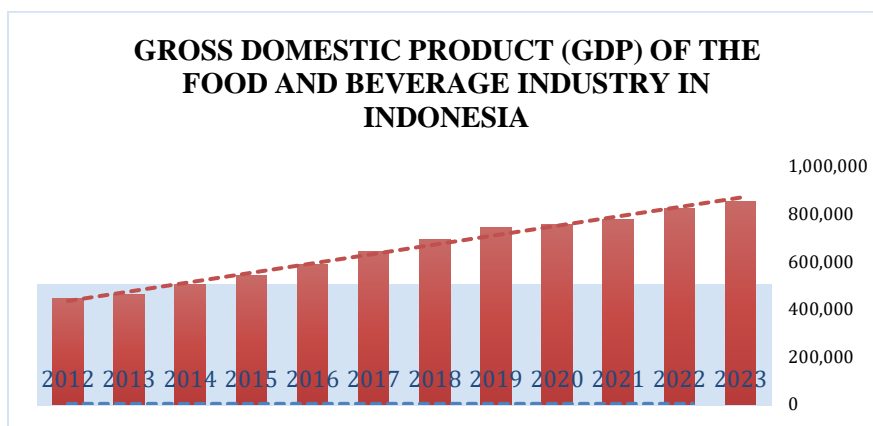

Figure 1 GDP of Food and Beverage in Indonesia

The F&B industry grew by 4.90% annually in 2023, reaching IDR 853.716 billion, driven by expanded production and consumer demand for innovative and quality F&B products (crifasia.com, 2024). Cafés dominate Indonesia's food service market, with 10,000 coffee shops in 2023. Cafés have evolved beyond places for food and drink, becoming essential for self-fulfilment and social interaction among upper-class urbanites.

Sembilan Cafe, formerly Paviliun Sembilan, opened in March 2021 at Jalan Senayan Utama, Bintaro Jaya, as a café that has a creative hub theme, supporting filmmakers, artists, musicians, and culinary. It serves as a café with a cultural bridge for art, film, and music enthusiasts, prioritizing community impact. Sembilan Café faces significant business challenges stemming from declining revenue trends observed since Q1 2021. This decline primarily arises from an over-reliance on revenue generated through event space rentals rather than core café sales. Recent monthly revenues ranging from IDR 17-20 million fall notably short of the targeted IDR 35-40 million necessary for sustainable operations. Despite its strong cultural mission as a nexus for arts and music enthusiasts, the café encounters several challenges due to café's lack of visitors, declining sales, and financial constraints that will be further discussed in this research. Therefore, the research objectives of this study are to analyze the current internal and external business conditions of Café Sembilan, propose a marketing strategy for addressing declining sales and increasing visitor numbers, and provide recommendations along with a detailed implementation plan to effectively tackle these challenges and enhance visitor engagement at Café Sembilan.

II. LITERATURE REVIEW

A) Café

Café is designed to provide a comfortable and attractive atmosphere for socializing and relaxation (Wijaya, 2023). In urban areas, cafes have become important social spaces, offering opportunities for meeting people, information exchange, and business dealings (Surya, 2019). Cafés with varied concepts or ideas are available to attract consumers of all ages, education levels, income levels, and genders; cafes that want to succeed in the competition must have a strong, unique value proposition (Yani, 2023)

B) Marketing Strategy

Marketing is engaging customers and managing profitable customer relationships (Kotler P, 2023). Marketing Strategy involves two key questions: Which customers will we serve (segmentation and targeting)? Moreover, how we will create value for them (differentiation and positioning). Then company design a marketing mix that delivers the intended value for targeted consumers (Kotler P, 2022).

C) Internal Analysis

Internal analysis is the process of assessing organizational internal capabilities and resources to determine strengths and weaknesses. In this study the researcher used Segmenting Targeting Positioning (STP), and Marketing Mix, VRIO, Value Chain analysis in conducted internal analysis.

D) Marketing Mix Analysis

A marketing mix is a set of controllable marketing tools that a company or organization uses to create a desired response in the targeted market (Malhotra, 2020). The marketing mix management paradigm has dominated marketing since the 1940s and McCarthy (1964) further developed this idea and refined the principle to what is generally known today as the four P's, i.e. product, price, place of distribution, and promotion. Later, researchers added three more elements have explained seven elements, which are their 7Ps: product, price, place, promotion, personnel, process, and physical Evidence (Kotler P, 2022).

E) Segmenting, Targeting, Positioning (STP)

Segmentation categorizes customers based on relevant differences to develop group offerings (Kotler, 2022). It includes demographic (age, gender, income, etc.), geographic (locations), behavioral (user status, usage rate, etc.), and psychographics (lifestyle, values) segmentation (Kotler, 2022). Targeting identifies and prioritizes customers, with strategic decisions on segments to serve and tactical decisions on cost-efficient ways to reach them (Kotler, 2022). Positioning designs the company's offering and image to stand out in the target market's mind, highlighting unique attributes (points of difference) and common attributes with competitors (points of parity), often using a positioning map (Kotler, 2022).

F) Value Chain Analysis

Value Chain is a strategic tool used to understand the flow of products and services from production to final consumption. It helps identify opportunities for improving efficiency, quality, and value addition at various stages of the value chain (Kotler P, 2022). It is a framework that divides a company's activities into main and support activities and adds margin (profit) to them (Lee, 2022).

G) VRIO Analysis

VRIO analysis, as defined by Fisher (2020), is a tool for identifying resources and capabilities; it assesses the value, rarity, imitability, and organization of these resources. VRIO analysis is a framework that can maintain a company's competitive

advantage, expand the market, or promote innovation by analyzing a company's management resources and discovering the competitive advantage of management resources and strengths (Lee, 2022).

H) External Analysis

Organizations should develop strategies using external analysis to determine the opportunities and deal with challenges in order to improve organizational performance (Buye R, 2021). External analysis in this research includes PESTLE, Porter's five forces analysis, competitor analysis and customer analysis.

I) PESTLE Analysis

A PESTLE analysis is a framework or tool for strategic analysis and negotiations used to analyze and monitor the macro-environmental factors that may have a profound impact on an organization's performance (Hermold M, 2019). The political environment analysis can reveal political stability, which is favorable, or instability, like war or government uncertainty, which can negatively affect organizations. The economic environment analysis generates data on taxes, tariffs, interest rates, economic growth, recession, inflation, exchange rates, wages, unemployment, cost of living, working hours, and credit availability, helping organizations respond appropriately. The sociocultural environment includes values, beliefs, attitudes, opinions, and lifestyles of stakeholders, influencing clients, and involves studying demographic factors like population size, geographic distribution, age, education levels, and income distribution. Technological environment analysis prepares organizations to adapt to relevant technological advances, improving productivity and potentially reducing production costs, although new technologies might also increase costs. The legal environment encompasses laws and regulations affecting how organizations produce and sell products, which can have positive or negative impacts on operations.

J) Porter's Five Forces

The five forces framework analyzes the competition in the market from an industry perspective (Kotler P, 2022). In a bid to understand the competitive forces at play in the economy, businesses employ Porter's Five Force model to deconstruct the industry. It helps companies identify their best strategic location in the industry by analyzing how these forces affect profitability. It also enables them to come up with integrated development strategies that help them to progress at higher rates (Duan, 2022). The presence of potential competitors poses a threat as they increase the total capacity of the industry (Duan, 2022). Substitutes in a market significantly impact a company's competitive strategy by influencing product pricing and profitability, compelling companies to innovate, improve product quality, or minimize production costs to stay competitive (Duan, 2022). Supplier bargaining power refers to a supplier's ability to influence a company's profitability through unit costs, service quality, or input prices. This power is heightened in concentrated industries with few suppliers, no viable product alternatives, or high switching costs for buyers (Duan, 2022).

Similarly, the bargaining power of purchasers affects profitability, with suppliers reducing unit costs, service quality, or input prices. Factors such as limited competition, lack of viable alternatives, independence from the buyer, the criticality of their products, high switching costs, and the threat of forward integration strengthen a supplier's power (Duan, 2022). Lastly, fierce competition among existing competitors arises when companies in an industry engage in a chain reaction of competitive responses, escalating the intensity of competition (Duan, 2022).

K) Competitor Analysis

Competitor analysis offers a rational analysis of a firm's environment. This three-step process covers the steps of the identification of competitors according to industry, target market and products, the evaluation of competitors' objectives, strategies, strengths, weaknesses, and potential reactions, and the last of these steps refers to the choice of which competitors to contest or to avoid (Kotler P, 2024).

L) Customer Analysis

Customer analysis in the (Kotler P, 2022) framework is a comprehensive process that helps businesses understand their customers deeply, allowing them to create more effective marketing strategies and build long-term profitable relationships. (Creswell, 2016) also stated that customer analysis ensures that marketing efforts are not only effective in attracting new customers but also in retaining and maximizing the value of existing customers.

M) SWOT

A SWOT analysis is a strategic planning tool that helps a business entity identify its strengths and weaknesses, as well as opportunities and threats that may exist in a specific business situation. Strengths include internal capabilities, resources, and positive situational factors to serve the customer and its objectives, and weaknesses include internal limitations and negative situational factors that may interfere with the company's performance (Kotler, 2022).
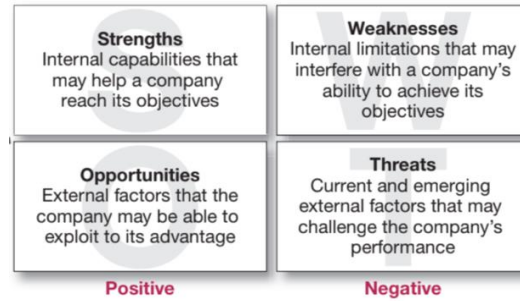
Figure 2 SWOT Analysis

III. METHODOLOGY

In this research, the author will collect both primary and secondary data. The primary data will be gathered using both qualitative and quantitative methods. The qualitative is obtained through interviews with the café's internal stakeholders and café visitors to understand the root cause and current business issues, and Quantitative methods by distributing questionnaires to understand customer preferences for visiting the café. This comprehensive approach provides valuable insights for optimizing Sembilan Cafe's marketing strategy. The author employs a Likert scale measurement device in generating the questionnaire. The secondary data sources in this research include previously published books, magazines, journals, and unpublished autobiographies and biographies (Mazhar, 2021). To determine the sample size for the questionnaires, the author applied the Slovin Model using the following equation formula:

$$n = \frac{N}{1 + N(e)^2}$$

Whereas:
n= Number of samples
N= Total Population
e =error tolerance (significance level 0.1)

With a significance level of 0.1, the minimum target of this research will be 100, and the respondent of this research will be 159. Once the results are obtained, the author will analyze them using Microsoft Excel for descriptive analysis and IBM SPSS for cluster analysis. Hierarchical Cluster Analysis to determine the number of clusters, and K-Mean Cluster Analysis to provide detailed information about the clusters.

IV. RESULT DISCUSSION

A) Internal Analysis

a. Current Segmenting, Targeting, Positioning (STP)

Sembilan Café currently segments the primary geographic market in South Tangerang and a secondary market in the Greater Jakarta area, including Jakarta Selatan, Jakarta Utara, Jakarta Barat, Jakarta Timur, Bogor, Depok, and Bekasi. The café caters to both males and females, primarily targeting Generation Z (ages 12-27) and secondarily Generation Y (ages 28-43). The demographic focus includes students, young professionals, entrepreneurs, and emerging artists from middle to upper-middle-class backgrounds. For the positioning, Currently Sembilan café positions itself as "Sembilan Café is an event-based café located in Bintaro, South Tangerang that focuses on unique creative events, leveraging the mini cinema, live music performance and also a cafe that would serve as a bridge, bringing together lovers of art, film, and music in one place". Café Sembilan's targeting is presented in Table I below.

Table 1: Current Target Market of Sembilan Café

Target	Variables	Market
Geographic	Region	South Tangerang, Bintaro (location of the café), Greater Jakarta
Demographic	Gender	Both male and female.
	Age	12-27 years old (Generation Z).
	Occupation	Students/College students.
		Young professionals.
	Social Class	Middle Class.

Psychographic	Value & Lifestyle	Individuals prioritize comfortability and are drawn to cafes that offer unique amenities like live music, mini cinemas, and creative workshops.
Behavioral	Needs and Benefits	Individuals seek a homey, spacious, and comfortable café with various amenities and looking for a place that is ideal for quality time with friends and family, as well as for discussions and social gatherings.
	Buyers Readiness Stage	Individuals familiar with the café through social media, word of mouth, and past events held in Cafe

b. Current Marketing Mix

Sembilan Café offers a range of coffee, non-coffee drinks, food, and snacks priced from IDR 10,000 to IDR 58,000, tailored to appeal to Generation Z after rebranding. Promotion relies on Instagram, Google Reviews, TikTok, and word-of-mouth, focusing on events and multifunctional spaces, but needs more frequent updates. Located in Bintaro Jaya, South Tangerang, the café attracts locals with a cosy atmosphere, dining areas, a mini cinema, and meeting rooms. A 13-person team ensures smooth operations, handling everything from greeting customers to serving, billing, and payments efficiently.

c. Porter's Value Chain

Value Chain is a strategic tool used to understand the flow of products and services from production to final consumption. It helps identify opportunities for improving efficiency, quality, and value addition at various stages of the value chain (Kotler P, 2022). It is a framework that divides a company's activities into main and support activities and adds margin (profit) to them (Lee, 2022). Sembilan Café's value chain integrates several strategic activities both primary and secondary Activities. Primary activities include inbound logistics, operation, outbound logistics, marketing and sales, after sales service. Secondary activities include infrastructure, Human Resource Management, Technological Development, and Procurement.

d. Primary Activities

1. In Inbound logistics, The kitchen and bar teams assess inventory and send restocking requests to the Manager On Duty (MOD), who compiles and reviews orders. The MOD forwards consolidated orders to the purchasing team, which selects suppliers based on cost, quality, and delivery timelines. They manage supplier agreements, reconcile costs with revenue, and source products offline and online, focusing on taste, quality, and menu compatibility.
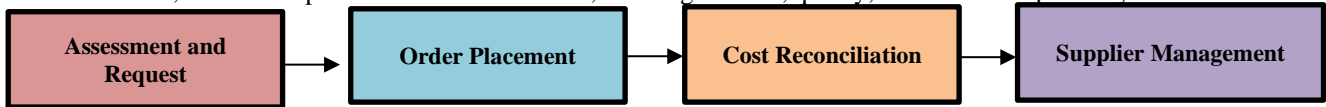

Figure 3 Flow of Inbound Logistics

2. In Operations, the café ensures efficient order processing, with beverages ready in 10 minutes and main courses in 15 minutes, enhancing customer satisfaction.
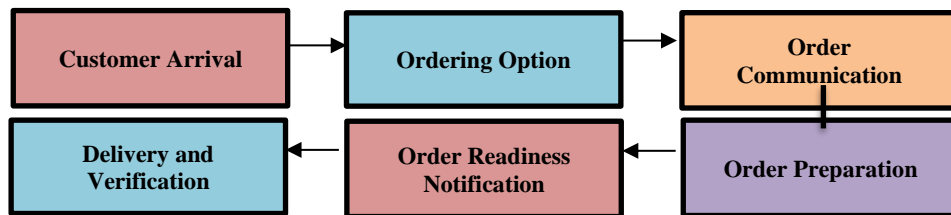
Figure 4 Flow of Operation

3. In Outbound logistics, Guests receive their orders from waitstaff, ensuring accuracy and preparation. During the dining experience, waitstaff periodically check in with guests to address needs. For open bills, guests can make payments directly at the cashier using cash, credit cards, debit cards, or QRIS. Upon concluding their visit, café staff encouraged guests to leave a comment if they desired order processing.

4. Marketing Sales

Currently, Sembilan Café utilizes social media, particularly Instagram, for marketing and promotional activities. In addition to social media, Sembilan Café also employs a word-of-mouth strategy for promotion.

5. After Sales-Services

Collecting "guest comments" and acting on customer feedback to improve offerings and address issues promptly.

e. Secondary Activities
1. Firm Infrastructure
    i. Dining area (Main Area)**:** Located on floors 1 and 2, it serves as a dine-in place for enjoying the café's menu and ambience, accompanied by a live music band.
    ii. Mini Cinema**:** This unique feature sets Sembilan Cafe apart from regular cafes, attracting film enthusiasts and offering a venue for screenings, workshops, and events (Floor 2)
    iii. Meeting Rooms**:** Cater to professionals and groups needing space for meetings and presentations, generating additional revenue through rentals (Floor 1)
    iv. Multifunctional Space: Provides flexibility for various art workshops, yoga classes, or community events, attracting a wider customer base with diverse interests (Floor 3)

2. Human Resource Management

    Currently, Sembilan Café conducts training for baristas, kitchen staff, and all other staff under the supervision of the Daily Operational Manager.

3. Technology Development

    A Point of Sale (POS) system in a café facilitates accurate and efficient order-taking, accepts diverse payment methods, and effectively manages and monitors inventory levels to streamline stock control and ordering processes. It generates detailed reports on sales, revenue, and inventory. Maintaining a social media presence (Instagram) for marketing and customer engagement.

4. Procurement

    Sembilan Cafe emphasizes quality in kitchen and bar procurement, selecting Grade A ingredients for freshness and taste. Regular checks maintain quality standards, with proper storage to preserve freshness. Bar ingredients, including speciality items for signature drinks, are sourced from trusted suppliers. Equipment procurement focuses on regular maintenance and replacement for quality upkeep. Cost management involves monitoring spending to stay within budget, with major expenses requiring MOD and higher management approval.
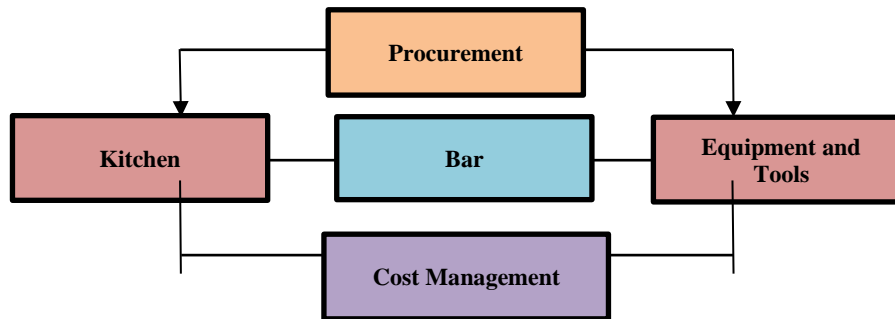
Figure 5 Flow of Procurement

B) VRIO Analysis

    Based on interviews with Sembilan café's internal stakeholders, several resources and capabilities are considered valuable, rare, inimitable, and organized as discussed below. Table 2 below provides a classification of each resource and capability through the VRIO framework, whether classified as competitive parity, temporary competitive advantage, or sustainable competitive advantage.

Table 2: VRIO Analysis

Resource and Capabilities	V	R	I	O	Level
Unique Concept and Cultural Hub	√	√	√	√	Sustainable Competitive Advantage
Multifunctional Space	√	√	-	-	Temporary Competitive Advantage
Live Music	√	√	√	√	Sustainable Competitive Advantage

Mini Cinema	√	√	√	√	Sustainable Competitive Advantage
Brand Identity and Reputation	√	√	√	√	Sustainable Competitive Advantage
Technological Integration	√	-	-	-	Competitive Disadvantage

C) *External Analysis*

a. PESTLE Analysis

Indonesia's improved political stability supports stable business operations and partnerships for Sembilan Café despite ongoing risks. Economic growth, with Indonesia's GDP expanding by 5.11% in Q1 2024 and rising consumer spending, creates favourable conditions for increased café patronage and sales. Sociocultural, coffee consumption as a lifestyle choice among Gen Z and Millennials offers Sembilan Café a significant opportunity to attract a diverse customer base seeking social experiences. The rapid growth in internet and social media users presents further opportunities for Sembilan Café to enhance digital marketing and customer engagement strategies. Legally, compliance with Indonesian regulations, including obtaining a Tourism Business Registration Certificate (TDUP), ensures operational legitimacy and builds consumer trust. Environmental factors, such as South Tangerang's tropical climate influencing customer preferences, highlight the importance of climate-responsive and sustainable café practices.

b. Porters Five Forces Analysis

The five forces help the companies identify their best strategic location in the industry by analyzing how these forces affect profitability. It also enables them to come up with integrated development strategies that help them progress at higher rates (Duan, 2022)

Table 3: Porter's Five Forces Analysis

Resource and Capabilities	Level	Reasoning
Bargaining Power of Buyer	High	Sembilan Café faces strong competition in the coffee shop market, making it easy for customers to switch to other options. Despite high traffic during events, customer loyalty is a challenge due to readily available alternatives and price sensitivity among Generation Z and Y.
Bargaining Power of Supplier	Low	The café's standard menu and multiple suppliers reduce dependency and enhance operational flexibility.
Threats of New Entrants	High	While unique features like a mini cinema offer some protection, low entry barriers and a competitive market environment pose significant threats.
Threats of Substitutes	High	Competitors like fast-food chains offering café experiences increase the risk of customer diversion from traditional coffee shops.
Competitive Rivalry	High	Greater Jakarta and South Tangerang and nearby competitors host numerous coffee shops with strong customer bases and diverse offerings, posing continuous competitive pressure on Sembilan Café.

c. Competitor Analysis

Table 4: Competitor Analysis

Marketing Mix	Adara Coffee	Ayoola Coffe and Eatery	Abbra Coffee
Product	**Beverages** Coffee, non-coffee drinks, smoothies, **Foods** Western and Indonesian cuisine, with main courses and snacks	**Beverages** Comprising coffee, artisan coffee, non-coffee drinks, mocktails, teas, artisan teas, fresh juices, and squashes **Foods** Western and Indonesian cuisine, including main dishes, sides, healthy options like smoothies and Lassi, rice bowls, and desserts.	**Beverages** Speciality coffee, signature coffee, smoothies, speciality tea, mocktails, cold press juice **Foods** Indonesia and Western main course, snack, dessert, rice bowl, salad/wrap
Price	IDR 42,000 - IDR 60,000 for food items, IDR 10,000 - IDR 50,000 for beverages	IDR 17,000 - IDR 95,000 for food items, IDR 15,000 - IDR 45,000 for beverages	IDR 26,000 - IDR 70,000 for food items, IDR 30,000 - IDR 40,00

Place	Located at Jl. Senayan Utama Blok HI6 No. 8 - 8A, Bintaro, Tangerang Selatan	Located at Jl. Senayan Utama HI 6 No. 10, Bintaro, Tangerang Selatan	Jl. Senayan Utama No.9 Blok HJ4, Pd. Pucung, Kec. Pd. Aren, Tangerang Selatan, Banten 15229
	Offers dine-in and Go-Food online ordering	Offers dine-in and Go-Food online ordering	Offers dine-in, not providing Go-Food online ordering
Process	Ordering through menu reading or scanning, payment at the counter	Ordering through menu reading or scanning, payment at the counter	Ordering through menu reading or scanning, payment at the counter
Physical Evidence	Minimalist and modern design, ample parking, indoor and outdoor seating	Industrial green vibe, indoor (non-smoking) and outdoor (smoking) seating, parking space	Cosy, modern, and minimalist ambience, parking space, indoor and outdoor seating
Promotion	Utilizes Instagram and TikTok for promotions, offers "Buy Food Get Drink" and bundling promos	Leverages Instagram for promotions to highlight the café's ambience and culinary offerings	Utilizes Instagram and TikTok for promotions, highlights café's ambience and menu offerings
People	Friendly and knowledgeable staff	Friendly and knowledgeable staff	Friendly and knowledgeable staff

Table 5: Offline Store Comparison

Attribute	Sembilan Cafe	Adara Coffee	Ayoola Coffee and Eatery	Abbra Coffee
Offline Store				
Live Music Performance	√	-	-	-
Mini Cinema	√	-	-	-
Indoor seatings	√	√	√	√
Outdoor seatings	√	√	√	√
Meeting Room	√	-	√	-
Parking Space	-	√	√	√
Multifunctional Space	√	-	√	-

Sembilan Café's online marketing strategy reveals significant opportunities for improvement compared to competitors such as Adara Coffee, Ayoola Coffee and Eatery, and Abbra Coffee. While Sembilan Café uses platforms like Instagram, Google Reviews, and TikTok and relies on word of mouth, its approach lacks the consistency and strategic depth observed in its competitors' efforts.

d. SWOT Analysis

After analyzing the internal and external factors, these are the SWOT Analysis. SWOT is a strategic planning method used to evaluate strengths, weaknesses, opportunities, and threats in a project or a business venture. Below is the SWOT analysis for Sembilan Café.

Table 6: SWOT Analysis of Sembilan Cafe

Strength	Weakness
(S1) Unique Concept (S2) Spacious Space (S3) Live Music Performance (S4) Mini Cinema (S5) Multifunctional Space	(W4) Weak Online Presence and Marketing Strategy (W2) Poor Front Appearance (W3) Limited Parking
Opportunities	**Threats**
(O1) Political Stability (O2) GDP Growth (O3) Digital Engagement (O4) Demographic Trend	(T1) Tight Competition (T2) Substitute Products

e. Solution and Proposed Implementation Plan

The researcher aims to achieve the second research objective, which is to propose marketing strategies for Sembilan Café The discussion will cover new STP (Segmentation, Targeting, Positioning) and a new marketing mix 7P (Product, Price, Place, Promotion, Process, People, Physical Evidence). In this study, the researcher conducted a cluster analysis to create market segmentation using IBM SPSS 25. The results showed 3 clusters or segments that will be elaborated in Table 7 for the demographics of each cluster.

1. **Segmentation**

Table 7: Proposed Segmentation of Sembilan Cafe

Aspect	Cluster 1	Cluster 2	Cluster 3
Gender	Dominated by man.	Dominated by women.	Dominated by women.
Age	Dominated with people aged 12-27 years (Generation Z).	Dominated with people aged 12-27 years (Generation Z).	People aged 44-59 years (Generation X).
Domicile	Living in South Tangerang.	Living in South Tangerang.	Living in South Tangerang.
Occupation	Employee (Private, State-Owned-Enterprise) and Student.	Employee (Private, State-Owned-Enterprise) and Student.	Housewife (mother).
Education	Dominated by D4/S1.	Dominated by D4/S1.	SD/SMP/SMA.
Average Income	Average income between IDR 3.000.001 and IDR 5.000.000.	Average income between IDR 3.000.001 and IDR 5.000.000.	Average income spending between IDR 7.000.000 and IDR 10.000.000.
Behaviour	Visiting café less than twice a week with average spending between Rp 30.001 and Rp 60.000 per visit the primary reason for visiting the café to purchase drinks and socialization.	Visiting café less than twice a week with average spending between Rp 60.001 and Rp 100.000 per visit. The primary reason for visiting the café to purchase drinks and socialization.	Visiting café less than twice a week with average spending between Rp 20.001 and Rp 30.000 per visit; the primary reason for visiting café for purchasing dinks and spending time.
Product	Preferred drink: Coffee Preferred food: Light meal/snack Crucial aspect of purchasing in drink: Taste The crucial aspect in purchasing food: Taste	Preferred drink: Coffee Preferred food: Light meal/snack Crucial aspect of purchasing in drink: Taste The crucial aspect in purchasing food: Taste	Preferred drink: Blended drink Preferred food: Heavy meal/Main course (Western) Crucial aspect of purchasing in drink: Taste A crucial aspect in purchasing food: Taste
Price	Crucial aspect in terms of price matching: Quality Preferred price for buying coffee: IDR 25.001- IDR 35.000 Preferred price for buying non-coffee: IDR 15.001- IDR 25.000 Preferred price for buying snacks: IDR 15.001- IDR 25.000 Preferred price for buying heavy meals: IDR 35.001- IDR 45.000.	Crucial aspect in terms of price matching: Quality Preferred price for buying coffee: IDR 15.001- IDR 25.000 Preferred price for buying non-coffee: IDR 15.001- IDR 25.000 Preferred price for buying snacks: IDR 15.001- IDR 25.000 Preferred price for buying snacks: IDR 35.001- IDR 45.000.	Crucial aspect in terms of price matching: Comfortability Preferred price for buying coffee: IDR 25.001- IDR 35.000 Preferred price for buying non-coffee: IDR 15.001- IDR 25.000 Preferred price for buying snacks: IDR 15.001- IDR 25.000 Preferred price for buying snacks: IDR 35.001- IDR 45.000.
Place	Preferred location: Nearby home Preferred accessibility by: Car	Preferred location: Nearby home Preferred accessibility by: Motorbike	Preferred location: Nearby home Preferred accessibility by: Motorbike
Promotion	Preferred platform for advertising: Friends/Relation Preferred promotion discount: Buy 1 Get 1	Preferred platform for advertising: Friends/Relation Preferred promotion discount: Buy 1 Get 1	Preferred platform for advertising: Friends/Relation Preferred promotion discount: Buy 1 Get 1

People	Important aspect in waitress: Warm and likely to smile Important aspect of cashier staff: Polite The important aspect of a barista: Good product knowledge.	Important aspect in waitress: Warm and likely to smile Important aspect of cashier staff: Warm and likely to smile Important aspect in barista: Warm and likely to smile.	Important aspect in waitress: Warm and likely to smile Important aspect of cashier staff: Polite Important aspect in barista: Warm and likely to smile.
Process	Preferred ordering method: At the table Preferred delivery method: At the table Preferred payment method: QRIS	Preferred ordering method: At the table Preferred delivery method: At the table Preferred payment method: QRIS	Preferred ordering method: At the table Preferred delivery method: At the table Preferred payment method: QRIS
Physical Evidence	Important physical evidence factors: Comfortable seating Important facilities: Parking space	Important physical evidence factors: Comfortable seating Important facilities: Parking space	Important physical evidence factors: Comfortable seating, enjoyable music, Wi-Fi Important facilities: Parking space, prayer room (mushola), live music performance
Important Aspect	Price Product, Promotion	Price Product Promotion	1. Price 2. Promotion 3. Product

2. Proposed Targeting

As the target market, the researcher chooses Cluster 1 and Cluster 2 because there are higher opportunities in these 2 Clusters compared to Cluster 1, as Cluster 2 only represents the smallest amount of respondents and considerably less potential.

Table 8: Proposed Targeting of Sembilan Cafe

Aspect	Target Market
Gender	Man and Woman
Age	Predominantly Generation Z (12-27 years).
Domicile	Predominantly live in South Tangerang.
Occupation	Employees (Private or State-Owner Enterprise) and Student.
Education	The majority have D4/S1 educational backgrounds.
Average Income	Moderate, ranging between IDR 3,000,001 and IDR 5,000,000 monthly.
Behaviour	Visit cafés less than twice a week for socialization and drinks. Prefer comfortable seating and a welcoming atmosphere. Male respondents spend between IDR 30,001 and IDR 60,000 per visit. Female respondents spend between IDR 60,001 and IDR 100,000 per visit. Value interactions with warm, friendly staff.
Product	Preferred Drink**:** Coffee, with a preference for taste. Preferred Food: Light meals/snacks for quick consumption. Quality: A crucial factor influencing purchase decisions.
Price	Willing to Spend: Coffee: IDR 25,001 - IDR 35,000 (men); DR 15,001 - IDR 25,000 (women). Non-coffee drinks: IDR 15,001 - IDR 25,000. Snacks: IDR 15,001 - IDR 25,000. Heavy meals/main courses: IDR 35,001 - IDR 45,000.
Place	Prefer cafés located in residential areas or easily accessible neighbourhoods. Need ample parking space Men prefer car accessibility. Women prefer motorbike accessibility.

Promotion	Respond well to word-of-mouth referrals. Prefer promotions like Buy 1 Get 1 Free.
People	Value warm and likely-to-smile waitress Polite cashier staff Expect baristas with good product knowledge.
Process	Prefer to order and receive orders at the table. Choosing QRIS for convenient payment methods
Physical Evidence	Comfortable seating and enjoyable ambience are critical. Availability of parking space (both car and motorbike) is very important.
Important Aspect	Price Product Promotion

3. Proposed Positioning

The primary business issue faced by Café Sembilan Bintaro, as identified through interviews with internal stakeholders and external and internal analysis, revolves around declining revenue and sales. This decline is mainly attributed to a heavy dependence on space rentals rather than focusing on the core café business. Therefore, the primary goals of this research are to attract and stimulate visitor interest and increase café sales volume to reach the target sales. After the comprehensive analysis, Sembilan Café's positioning statement could be as follows:

"Sembilan Cafe caters to Generation Z who is seeking a vibrant café experience rooted in arts, culture, live music performance and a cosy and spacious space with a very affordable price."

4. Proposed Marketing Mix

i. Product

Café Sembilan currently offers a diverse menu including a variety of coffees, non-coffee beverages, heavy meals, and light meals or snacks. Customer analysis indicates that most customers and the targeted market, Generation Z demographic, prefer beverages over food items, with a preference for coffee over other types of beverages and light meal snacks over heavier options.

The proposed product strategy aims to streamline the menu, focusing primarily on light meals and beverages that cater to the preferences of Generation Z. The current menu, especially in beverages and light meals/snacks, is recommended to be enhanced with more diverse, unique, and options. The existing heavy meal main course segment should be simplified in favor of practical, simple, and quick-to-prepare dishes such as fried rice and noodles. Decrease complex and time-consuming menus that require more resources. This adjustment aligns with Generation Z's preference for simple and light food and inclination for socialization, fostering a welcoming environment for social engagement without the need for excessive spending.

ii. Price

At Café Sembilan, the current pricing structure varies across different menu categories. For food items, prices range from IDR 15,000 to IDR 58,000, offering a selection of heavy meals or main courses; light meals and snacks are priced between IDR 15,000 and IDR 27,500, providing affordable options for quick bites or smaller meals. In the coffee section, prices range from IDR 20,000 to IDR 35,000, and Non-coffee beverages, from IDR 10,000 to IDR 45,000.

Based on customer analysis when it comes to drinks, coffee is the most preferred choice among this demographic. Men are willing to spend between IDR 25.001 and IDR 35.000 on coffee, while women are slightly more price-sensitive, preferring to spend between IDR 15.001 and IDR 25.000. In terms of food, the preferred options are light meals and snacks that are quick to consume with a price range of IDR 15.001 to IDR 25.000, and heavy meals priced from IDR 35.001 – IDR 45.000.

Based on customer analysis, Café Sembilan should adopt a competitive pricing strategy compared to its competitors to attract Generation Z consumers with moderate incomes (IDR 3,000,001 to IDR 5,000,000 per month). This strategy aims to increase sales volume and cover the annual cash flow by aligning prices with the preferences and budget of the target market.

iii. Place

Based on customer analysis, most customers prefer café that is located in residential areas, which is already aligned with the current place aspect; for accessibility, customers like a café that can be accessible by motorbike. Therefore, the café should ensure adequate parking space, particularly for motorbikes, to meet this preference.

iv. Promotion

Word-of-Mouth Marketing

Based on customer analysis, Café 9 must Utilize effective methods such as word-of-mouth (low-cost marketing) and Buy 1 Get 1 free promotions, which resonate well with Generation Z.

Experimental Marketing

Sembilan Café should leverage live music performances, which are currently underutilized on a daily basis. With a valuable resource like live music at their disposal, the proposed strategy involves hosting diverse and frequent performances, particularly on weekends. This includes featuring these new or amateur home bands that are paid per performance to create a vibrant and engaging atmosphere. This approach aligns with the café's financial constraints by utilizing press-budget marketing tactics. They can enhance this initiative by offering promotions such as discounts for first-time visitors, thereby attracting more patrons and enriching the café's ambience.

Social Media Marketing

Sembilan Café should enhance its online presence by maintaining consistent posts on platforms such as Instagram and TikTok. Sharing engaging content highlighting menu favourites, customer testimonials, and promotional discounts can effectively attract and retain customers digitally. It's essential to update their call-to-action features, such as links or the website, to accurately reflect the current brand identity and offerings.

v. People

Based on customer analysis, Sembilan Café must prioritize hiring warm and friendly waitstaff, polite cashier staff, and knowledgeable baristas with a good understanding of the products (good product knowledge).

vi. Process

Based on customer analysis, Sembilan Café must Implement a personalized table service for orders and receive orders rather than in the bar. Additionally, Café should utilize QRIS for payment methods, meeting Generation Z's preference for efficient and digital-friendly transactions. The author suggested an approach by providing a menu barcode that is located on the customer's table and linked to the cashier POS system. This aligns with the target market's preference for convenience and effectiveness for the waitress.

vii. Physical Evidence

Based on customer analysis, comfortable seating and enjoyable ambience are critical; all of them address a specific need in parking space, both car and motorbike. This is Sembilan café's main challenges that need to be addressed; all nearby competitors provide ample parking space.

Based on in-depth interviews, most of the respondents agree that Café Sembilan's front appearance is uninviting, which deters new customers. This is caused by poor visibility from tree coverage, unclear signage, and insufficient lighting both inside and outside, exacerbating this issue. The strategy proposed is renovating and enhancing both the café's exterior and interior to make it more inviting, which includes redesigning the façade to reflect a modern café aesthetic. This includes refreshing paint colors that stand out in the neighborhood. The partitions and grille barriers in front of the café are removed to make it more visible and inviting café.

5. Proposed Implementation Plan

The proposed implementation plan for Sembilan Café's Product, Place, Promotion, Place and Physical Evidence can be seen in Table 9 below.

Marketing Mix	Activities	Months					
		1	**2**	**3**	**4**	**5**	**6**
Product	Streamline the menu to focus on meals and beverages and enhance it with more diverse, unique, and flavourful options. Simplify heavy meals menu.	▨					
	Person In Charge (PIC)	Daily Operational Manager, Owner, Kitchen Team					
	Key Performance Indicator (KPI)	Completion of the new streamlined menu within 1 month.					
	Activities	Months					
		1	**2**	**3**	**4**	**5**	**6**
Price	Adjust food and beverage prices according to the proposed target market preference.	▨					
	Person In Charge (PIC)	Daily Operational Manager, Owner, Kitchen Team					
	Key Performance Indicator (KPI	Completion of the new (adjusted) pricing menu within 1 month.					
	Activities	Month					
		1	**2**	**3**	**4**	**5**	**6**
Promotion	Leveraging live music performances on weekends and Launch "Discount for First-Time Visitors" promotion to attract new customers	▨	▨	▨			
	Person In Charge (PIC)	Manager On Duty, Daily Operational Manager					
	Key Performance Indicator (KPI)	• There is an increase in Café visitor traffic and brand awareness through word-of-mouth, a • Achieve a 20% growth in social media engagement and mentions related to customer experiences and event participation. • Achieve a 10% increase in average daily sales attributed to enhanced visitor traffic.					
	Activities	Month					
		1	**2**	**3**	**4**	**5**	**6**
	Develop a Posting Schedule and Implement Aggressive Social Media Marketing by posting regular and engaging promotional content.	▨	▨	▨	▨	▨	▨
	Person In Charge (PIC)	Marketing					
	Key Performance Indicator (KPI)	Social Media Marketing Objectives : • Increase in post reach by 20% within 3 months. • Maintain an average engagement rate of 5% (likes, comments, shares) on all posts.					
	Activities	Month					
		1	**2**	**3**	**4**	**5**	**6**
	Collaborate with influencers, food reviewers and local media partners to increase brand awareness.	▨	▨	▨	▨	▨	▨
	Person In Charge (PIC)	Marketing					
	Key Performance Indicator (KPI)	• Achieve a 15% increase in followers across all platforms within 3 months.					

		• Attract at least 500 new followers on Instagram within 3 months. • Increase in brand mentions and tags by 25% within 6 months. • Increase in new customer visits attributed to influencer and media referrals by 20% within 6 months.					

Place and Physical Evidence	**Activities**	**Month**					
		1	**2**	**3**	**4**	**5**	**6**
	Remove partitions and grille barriers in front of the café, and relocate trees that obstruct visibility and signage. Enhance exterior lighting, Use the space for providing parking.	░	░				
	Person In Charge (PIC)	Owner					
	Key Performance Indicator (KPI)	The café becomes more inviting from the outside, and there is space at least for motorbike parking as the first priority before completing the parking space for cars, and there is an increase in café visitors (more crowded)					
	Activities	**Month**					
		1	**2**	**3**	**4**	**5**	**6**
	Facelift Façade (applying refreshing paint colors that stand out from nearby competitors and incorporating landscaping elements)			░	░		
	Person In Charge (PIC)	Manager On Duty, Daily Operational Manager, Owner					
	Key Performance Indicator (KPI)	• Increase in positive customer feedback (frequent buyers) on the café's refreshed exterior design. • Achieve a 50% improvement in visibility from the street and surrounding areas during both day and night. • Increase monthly sales.					
	Activities	**Month**					
		1	**2**	**3**	**4**	**5**	**6**
	Optimize the café's exterior and interior through redesign, renovation, and landscaping. Enhance the layout by adding more seating arrangements to maximize space usage efficiently, including the addition of a communal table.				░	░	░
	Person In Charge (PIC)	Manager On Duty, Daily Operational Manager					
	Key Performance Indicator (KPI)	• Increase seating capacity by 20% through optimized layout adjustments, including the addition of a communal table. • Increase café's traffic, brand awareness and monthly sales. • Achieve an average seat occupancy rate of 70% during peak hours. • Maintain at least 80% positive customer feedback on seating comfort and ambience improvements.					

V. CONCLUSION

Café Sembilan, located in Bintaro, South Tangerang, launched in March 2021 as a cultural hub hosting events like live music and art exhibitions. Despite vibrant offerings, the café faces revenue decline due to overreliance on space rentals instead of core café sales. Customer feedback highlighted issues with the uninviting exterior, lack of distinct menu offerings, underutilized space, inadequate parking, and a need for an enhanced online presence to attract daily visitors.

Internally, Sembilan Café focuses on competitive pricing and social media for marketing. However, it prioritizes space rental over core café operations. Valuable resources and capabilities identified in its value chain and marketing mix suggest areas for improvement in product and pricing strategy, online presence, and marketing performance compared to competitors.

Externally, Sembilan Café benefits from Indonesia's stable political climate and strong GDP growth, supporting consumer spending. Digital engagement offers opportunities for brand visibility, especially among youth. However, fierce competition from nearby establishments and fast-food coffee poses threats to its market position.

The proposed marketing strategy for Sembilan Café aims to reverse declining sales, backed by extensive research. Targeting Generation Z, aged 12 to 27, employed in private or state enterprises with moderate income, the strategy emphasizes light meals, diverse coffee options, competitive pricing, daily live music events, discounts for first-time visitors, and aggressive social media marketing. Physical improvements include enhancing both exterior and interior, removing barriers, optimizing seating, and enhancing accessibility and customer experience.

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