LAUNCHING STRATEGY DELISH COFFESHOP DI KOTA GRESIK

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ABSTRACT

Indonesia, drinking coffee is very common culture. Even though in other countries also. Consumption of coffee get good increase every years. The increase can be good opportunity to establish coffeshop. This step should arranged and planned well because preview survey from research institution in Amerika indicate a new brand that launched 95% was failed. We have to identify key success factor and formulize the best launching strategy to apply.

Keywords: strategy, coffeshop, gresik

INTRODUCTION

Gresik city known epithet with "1001 city of Warung Kopi (coffe shop)". That utterence not too excessive if we see how the habit peoples use to drink coffee become a culture that cannot be separate with those peoples who live in Gresik. That’s way many coffeshop can encountered in every corner of the city. Situation, the growth trend, and scheme of consumption coffee all that as encourage to open delicious coffeshop. This business created by innovations for satisfy demand of market to enjoy coffee with more relaxed.

This research used for resolve two case that is: (1) What is the Key Success Factor Launching of Delish Coffeshop? (2) How is the best launching strategy for Delish Coffeshop?

While the Research purposes is (1) Determined what is the factors that be key success factor during the process of launching for Delish coffeshop. (2) Created the best launching strategy for Delish Coffeshop.

This research consist of 2 benefit that is
1. theoretical
This research expected can give contribution for key success factor concept and gave advice about launching strategy for coffeshop.
2. practical
As guides for delish coffeshop and entrepreneur specially to give information about key success factor in coffeshop business to create the best launching strategy

On this case research should have limit to make easier, Limit of research comprised with things that support launching process, this research only in Gresik city that analize about factors that available in gresik city only

Previous research
Researched by Hwang, B dan Lu, T (2013) with title Analysis for e-SCM project implementation and a case study in semiconductor manufacturer. The result showing the top level of strategy is most critic followed by organization process and technical. Key Success Factor is part of management strategy, Key Success Factor (KSFs)

LITERATURE REVIEW

Key success factor (KSFs) is the most important information that tent financial or nonfinancial that different in company environment and influence about the success of company to achieve
The company goals we need the best strategic. Blocher in Kodrat (2009) to formulate of key success factor(KSFs) needs 3 steps to do:
1. Doing analysis strategy for company with SWOT analyze
2. PEST analysis (Politic,Economic,Social,Technology)
3. Develop strategy information

Key success factor is determinant of company successness. Characteristics of key success factor Antony, et.al. in Kodrat (2009) is:
1. It is important in explaining the success of failure of the business unit
2. It is volatile and can charge quickly, often the reason not control label by the manager
3. A change in unpredictable
4. It is significant enough the prompt action is required when a change occurs
5. The variable can be measured either directly or via a surrogate

Kuczmarski in kodrat (2009) sucessness of new produk supported by levels of inovation that perceived as “new” by consument with used textual criteria, behavior, and symbolic. To support of sucessness of new product, the first thing is the producer do verifying concept the product. The concept test recommended as a tools to show the levels of product acceptance from inovation correspandace to consumen inovation. That test can do with entrepreneur markeship.

Kodrat (2009) entrepreneur markeship concept is the combined of entrepreneurial concept with marketing concept. This concept is important to determine success of launching new product. Markeship consist from five steps terdiri dari lima that is marke insight, marke think, Marke Do, marke thurt dan marke win. (Kodrat, 2009)

**Framework**
From the plan of establishment delish coffeshop, will held launching product. where before do launching product have to do identification of key success factor as reference to establish strategy for delish coffeshop.

**Analysis model**
Analysis of Key success faktor doing with establish internal indicator either IFAS that can analyzed 5’s force analysis and EFAS indicator that can analyzed PEST analyze. Then the indicators will determined by priority scale, to determine which one is the most important.

**Research approach**
Research approach in this case using applied research.

**Determination of informants**
The creteria of informant who choosed on this research is consumen or buyer, supplier, and competitor in Gresik city.

**Data Aggregate**
Data aggregate methode every aspect can exlained by means of kinds of data, and data sources.

**Research Instrument**
Interview guidlines
Observation guidlines
Dokument tools or document notes form

**Research focus**
This research in gresik only

**Verify data**
Yin (2009), have four kinds of test for checking validate of contract, internal validiy, eksternal validity, reliability.

**Data analysis**
1. Key Success Factor analysis
2. Five Force analysis on IFAS
3. IFAS (internal strategic factor analysis summary)
4. Analisis PEST
- Economy
- Politic
- Social
- Technology

5. EFAS (external strategic factor analysis summary)

6. Important level

7. Analysis Entrepreneur Markeship to created Launching strategy

- Marke insight
  Step that have to do on marke insight is:
  1. Change analysis
  2. Competitif analysis
  3. Trend comunity
  4. Costumer potential

- Marke think
  Step that have to do on marke think is:
  1. Segmentation as mapping strategi
  2. Targeting
  3. Unique selling

On this step will create a brand identity.

- Marke Do
  1. Promotion
  2. Distribution
  3. Product
  4. price

On this step will created a brand awareness

- Marke Truth
  1. Repeat transtaction

On this fase that will happen brand trial and brand confiction

- Marke Win
  On this fase will happen Brand loyalty

Data analysis
The general description of Object research
Delish Cofeshop is one of coffeshop business that will establish in Gresik city.

Key Success Factor Analysis
Five Force analysis on IFAS

<table>
<thead>
<tr>
<th>Tabel 1. Rangkuman Five Forces Porter Analysis Delish Coffeshop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator</td>
</tr>
<tr>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Threats of New Entrants</td>
</tr>
<tr>
<td>Bargaining Power of Supplier</td>
</tr>
<tr>
<td>Bargaining Power of Buyer</td>
</tr>
<tr>
<td>Competitive Rivalry Within Industry</td>
</tr>
<tr>
<td>Threats of Substitute Products</td>
</tr>
</tbody>
</table>

Source: processed Data (2014)
Strategic analysis focused on the five forces of competition model for Delish Coffeshop:

- **Bargaining power of buyer**
- **Bargaining power of supplier**
- **Threat of substitute products**
- **Threat of new entrants**
- **Competitive rivalry within industry**

**Figure 1. The five forces of competition model delish coffeshop**
Source: processed primer data (2014)

The strategy used for Delish Coffeshop is the differentiation strategy based on the analysis of the five forces of competition model.

**Table 2. Analysis IFAS (internal strategic factor analysis summary)**

<table>
<thead>
<tr>
<th>The determine Factors of internal strategy</th>
<th>Quality</th>
<th>Rating</th>
<th>Quality Score (BobotxRating)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strength</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Family Supplier</td>
<td>0.250</td>
<td>3</td>
<td>0.750</td>
</tr>
<tr>
<td>B.</td>
<td>0.250</td>
<td>4</td>
<td>1.000</td>
</tr>
<tr>
<td>C. Quality of coffee</td>
<td>0.150</td>
<td>4</td>
<td>0.600</td>
</tr>
<tr>
<td>D. Different concept</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total S</strong></td>
<td>0.650</td>
<td></td>
<td>2.350</td>
</tr>
<tr>
<td><strong>Weakness</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Need major fund</td>
<td>0.200</td>
<td>2</td>
<td>0.400</td>
</tr>
<tr>
<td>B. competitor</td>
<td>0.150</td>
<td>4</td>
<td>0.600</td>
</tr>
<tr>
<td><strong>JUMLAH W</strong></td>
<td>0.450</td>
<td></td>
<td>1.000</td>
</tr>
<tr>
<td><strong>TOTAL S+W</strong></td>
<td>1.000</td>
<td></td>
<td>3.350</td>
</tr>
</tbody>
</table>

Source: processed primer data (2014)

**Analysis PEST**
Based on PEST analysis, the results show that the opportunity and threat are:

- **Opportunity**
  1. The high of population income (UMK)
2. Life style
3. Technology

Threat
1. Trend that easy to change
2. Technology competition

EFAS (Eksternal Strategic Factor Analysis Summary)

<table>
<thead>
<tr>
<th>Faktor-Faktor Strategis Eksternal</th>
<th>Quality</th>
<th>Rating</th>
<th>Quality Score (Quality x Rating)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. UMK penduduk tinggi</td>
<td>0.200</td>
<td>4</td>
<td>0.800</td>
</tr>
<tr>
<td>B. Life style</td>
<td>0.225</td>
<td>4</td>
<td>0.900</td>
</tr>
<tr>
<td>C. High technology</td>
<td>0.225</td>
<td>3</td>
<td>0.675</td>
</tr>
<tr>
<td><strong>Total O</strong></td>
<td>0.650</td>
<td></td>
<td>2.375</td>
</tr>
<tr>
<td><strong>Threat</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Trend that easy to change</td>
<td>0.225</td>
<td>3</td>
<td>0.675</td>
</tr>
<tr>
<td>E. Technology competition</td>
<td>0.125</td>
<td>3</td>
<td>0.375</td>
</tr>
<tr>
<td><strong>Total T</strong></td>
<td>0.350</td>
<td></td>
<td>1.050</td>
</tr>
<tr>
<td><strong>TOTAL O+T</strong></td>
<td>1.000</td>
<td></td>
<td>3.425</td>
</tr>
</tbody>
</table>

Sumber: Data primer yang diolah (2014)

SWOT Matrix
If the quality factor merged with external company factor:
(S-W) the result S = 2.350 - 1.000 = 1.350
(O-T) the result O = 3.375 – 1.050 = 2.325

Based from SWOT analysis delish coffeshop is at growth quadrant where the strategy that used in this business is used stable growth strategy.

Model Entrepreneur Markeship analysis for determine Launching strategy
1. Marke insight
1. Changed analysis
   a. technology
      high technology can help on business process on delish coffeshop.
   b. economic growth
      economic growth in Gresik city on good level.
   c. The growth of polotick and law
      The policy that made by government specially on bank funding
      kebijakan-kebijakan yang dibuat oleh pemerintahan terutama dalam hal pendanaan bank.
   d. The friction of social and culture
      the high income in gresik city can change they life style.
   a. Market changes
      Market for coffe in indonesia reached high market every year and always follow population growth.
2. Competitif analysis
   a. New comer
      The citizens in gresik used to drink coffe, that will be opportunity make business.
      And they have high income average.
   b. Substitution product.
To avoid of substitution product delish coffeshop have to somtheng diference with the competitor. Delish coffeshop sholbe be better then them. The differentiation is kuality and sevice

3. Trend comunity analysis
   a. Life style between group with other. The life style already changed be modern style.

4. Consumen potential analisy
   There is way to determine petential consumen:
   - **specify target**
     market target that choose by delish coffe is teeneger and adult.
   - **Proaktif**
     Contact with friends, co worker, family and many things
   - **network**
     make a network can be strat from mouth to mouth, then rcomendation from costumers to another cotumers is the most prosper. The other thing can make promotin with medial social, because this is the new trend even we can make friend with new people by this.

**Marke think**

The step that have to do on marke think antara lain:

1. Segmentation as  mapping strategi
   a. Psikografic
      More specify, the segment that choosed by citizens specially people on junior high school, senior high school, worker that among 15 years old until 40 years old.
   2. Targeting
      Targeting from Delish coffeshop are teeneger and adult and segmentation that already choosed are between 15 years old until 40 years old
   3. Unique selling
      a. Content delish coffeshop is selling many variant coffe that heve high quality with low price.
         Contacts delish coffeshop do launching or grand opening, and make promotion by wedsite, media social, like instaram, twitter, facebook, path.
      b. Infrastructure is utilize technology as tools to help delish coffe shop production. The tools are coffe maker as produce coffe drink with good taste and faster, cassier, internet, media promotion.

**Marke Do**

1. Promotion
   launching or grand opening, give discont, free product, member card, point accumulation to get free drink. Use internet for promotion by website and another media social that trend on that time
   2. Distribution
      Delish coffeshop more focus to sell coffe, the raw materials from coffe factory then supplied to coffe shop, after that coffe will process be many variant of beverage and selling in fotm of coffe powder too, that will pack and brand by delish coffeshop.
   3. Product
      sell many variant product
   3. Price
      The price between Rp. 10.000 hingga Rp.15.000

**Marke Truth**

Delish coffeshop will do active promote by media sosial

**Marke Win**

Loyal consumen will do repeat transaction because they like the product.

**Implication Manajerial**
Key success factor

1. Five Force analysis

<table>
<thead>
<tr>
<th>Indication</th>
<th>Applied</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Threats of new entrants</td>
<td>• Defferentiation product</td>
<td>• Loyal costumers delish coffeshop</td>
</tr>
<tr>
<td>Bargaining power of supplier</td>
<td>• Raw material from family factory</td>
<td>• Stock of raw material • Quality produk</td>
</tr>
<tr>
<td>Bargaining power of buyer</td>
<td>• Potential consumen</td>
<td>• High income</td>
</tr>
<tr>
<td>Competitive rivalry within industry</td>
<td>• Inovative product</td>
<td>• Consumen prefer delish coffeshop then other else</td>
</tr>
<tr>
<td>Threats of substitute produk</td>
<td>• good service quality product</td>
<td>• loyal costumers</td>
</tr>
</tbody>
</table>

Source: processed Primer data (2014)

2. PEST analysis

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Factor in fact</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politic</td>
<td>• business permit • Policy • Bank funding</td>
<td>• Easy • Easy • Easy</td>
</tr>
<tr>
<td>Economy</td>
<td>• High UMK</td>
<td>• Daya belinya tinggi</td>
</tr>
<tr>
<td>Social</td>
<td>• life style modern</td>
<td>• choosing delish coffe to be place where can waste the time, place for meeting with friends, relation etc</td>
</tr>
<tr>
<td>Technology</td>
<td>• high technology</td>
<td>• to help delish coffeshop produce coffe and make everything easier. • Make costmers feel more comfortable with technology facility for example free wifi.</td>
</tr>
</tbody>
</table>

Source: processed primer data yang(2014)
CONCLUSION
Based from this analysis, delish coffeshop can formulate various of key success factor. Key success factor composed from strength, weakness, opportunity dan threat. The company can find crucial things to support successness the company. Key success factor on delish coffeshop is:

Internal factor:
- Supplier is own company with quality score 0.750
- Coffe quality with quality score 1.000
- Different concept with quality score 0.600
- Major funding with quality score 0.400
- Competitor who have loyal costumers with quality score 0.150

External factor:
- High income (UMK) with quality score 0.800
- Life style with quality score 0.900
- High technology with quality score 0.675
- The trad that easier to change with quality score 0.675
- Technology competitor with quality score 0.375

REFERENCES