

## LAUNCHING STRATEGY DELISH COFFESHOP DI KOTA GRESIK

<sup>1</sup>Churin In, <sup>2</sup>David Sukardi Kodrat\*

Ciputra University Surabaya  
INDONESIA

### 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 strategi to apply.*

**Keywords:** strategy, coffeshop, gresik

### INTRODUCTION

Gresik city known epithet with "1001 city of Warung Kopi (coffee shop)". That utterance 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 delish coffeshop. This business created by innovations for satisfy demand of market to enjoy coffee with more relaxed. This reserch used for resolve two case thait 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 succes 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 succes factor in caffeshop business to create the best launching strategy

On this case reseach 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 implementatition 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 Succes 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 importan 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 variabel 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 creteria, 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 corespondace 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 metode every aspect can explained by means of kinds of data, and data sources.

#### **Research Instrument**

Interview guidelines

Observation guidelines

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 construct, 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 (ekternal strategic factor analysis summary)

6. Important level

7. Analysis Entrepreneur Markeship to created Launching strategy

- Marke insight

Step that have to do on marke insght 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. Uniqe 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.

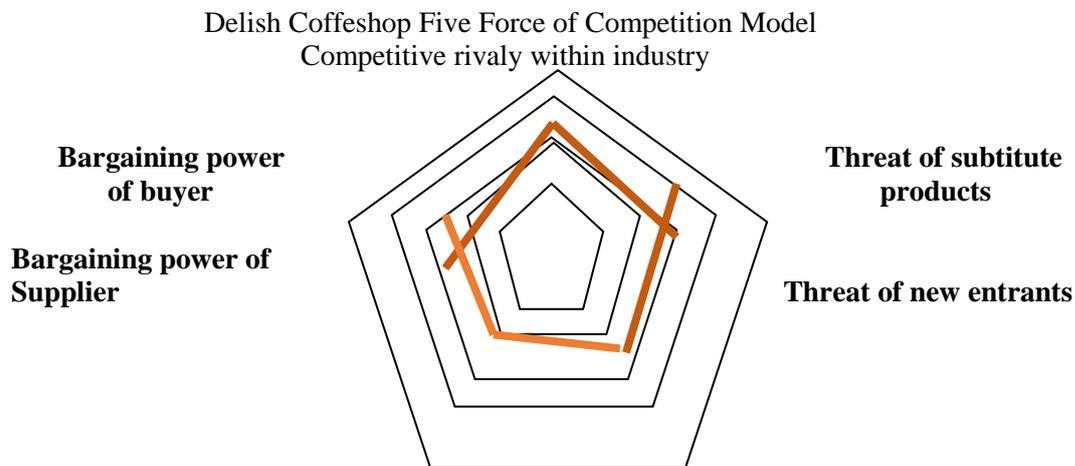
Key Success Factor Analysis

Five Force analysis on IFAS

**Tabel 1. Rangkuman Five Forces Porter Analysis Delish Coffeshop**

Indicator	average	Condition
Threats of New Entrants	3	Medium
Bergaining Power of Supplier	2	Medium low
Bergaining Power of Buyer	3	Medium
Competitive Rivalry Within Industry	4	Medium High
Threats of Subtitute Products	3	Medium

Source : processed Data (2014)



**Figure 1. The five forces of competition model delish coffeshop**

Source : processed primer data (2014)

Strategy used

Based of analysis that did on analisis five force of competition, the strategy that used is The differentiation strategy.

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

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

Source: processed primer data(2014)

**Analisis PEST**

Based from PEST analysis, obtained results show indicator that be opportunity and threat is:

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 3. quality of external company factor**

<b>Faktor-Faktor strategis eksternal</b>	<b>quality</b>	<b>Rating</b>	<b>Quality score (quality x Rating)</b>
<b>Opportunity</b>			
A. UMK penduduk tinggi	<b>0.200</b>	<b>4</b>	<b>0.800</b>
B. Life style	<b>0.225</b>	<b>4</b>	<b>0.900</b>
C. High technology	<b>0.225</b>	<b>3</b>	<b>0..675</b>
<b>total O</b>	<b>0.650</b>		<b>2.375</b>
<b>Threat</b>			
D. Trend that easy to change	<b>0.225</b> <b>0.125</b>	<b>3</b>	<b>0.675</b>
E. Technology competition		<b>3</b>	<b>0.375</b>
<b>total T</b>	<b>0.350</b>		<b>1.050</b>
<b>TOTAL O+T</b>	<b>1.000</b>		<b>3.425</b>

Sumber: Data primer yang diolah (2014)

### SWOT Matrix

If the quality factor marged 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 quadran 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 polotic and law

The policy that made by goverment specially on bank fundingBanyaknya 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 avarege.

##### b. Subtitution 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 analisis

There is way to determine potential konsumen:

  - **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 rcomodation 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.  
Contects delish coffeshop do launching or grand opening, and make promotion by website, media social, like instragram, 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 fomt 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 konsumen will do repeat transaction because they like the product.

#### **Implication Manajerial**

Key success factor

1. Five Force analysis

**Tabel 4. Implications Five Force**

<b>Indication</b>	<b>Applied</b>	<b>Target</b>
Threats of new entrans	<ul style="list-style-type: none"> <li>• Defferentiation product</li> </ul>	<ul style="list-style-type: none"> <li>• Loyal costumers delish coffeshop</li> </ul>
Bergaining power of supplier	<ul style="list-style-type: none"> <li>• Raw material from family factory</li> </ul>	<ul style="list-style-type: none"> <li>• Stock of raw material</li> <li>• Quality produk</li> </ul>
Bergaining power of buyer	<ul style="list-style-type: none"> <li>• Potential konsumen</li> </ul>	<ul style="list-style-type: none"> <li>• High income</li> </ul>
Competitive rivalry within industry	<ul style="list-style-type: none"> <li>• Inovative product</li> </ul>	<ul style="list-style-type: none"> <li>• Consumen prefer delish coffeshop then other else</li> </ul>
Threats of substitute produk	<ul style="list-style-type: none"> <li>• good service</li> <li>• quality product</li> </ul>	<ul style="list-style-type: none"> <li>• loyal costumers</li> </ul>

Source: processed Primer data (2014)

2. PEST analysis

**Tabel 5. Implication of PEST**

<b>Indicator</b>	<b>Factor in fact</b>	<b>Target</b>
Politic	<ul style="list-style-type: none"> <li>• business permit</li> <li>• Policy</li> <li>• Bank funding</li> </ul>	<ul style="list-style-type: none"> <li>• Easy</li> <li>• Easy</li> <li>• Easy</li> </ul>
Economy	<ul style="list-style-type: none"> <li>• High UMK</li> </ul>	<ul style="list-style-type: none"> <li>• Daya belinya tinggi</li> </ul>
Social	<ul style="list-style-type: none"> <li>• life style modern</li> </ul>	<ul style="list-style-type: none"> <li>• choosing delish coffe to be place where can waste the time, place for meeting with friends, relation etc</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• high technology</li> </ul>	<ul style="list-style-type: none"> <li>• to help delish coffeshop produce coffe and make everything easier.</li> <li>• Make costumers feel more comfortable with technology facility for example free wifi.</li> </ul>

Source: processed primer data yang(2014)

## CONCLUSION

Based from this analysis, delish coffeshop can formulate various of *key success factor*. *Key succes factor* composed from strenght, 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 trand that easier to change with quality score 0.675
- Technology competitor with quality score 0.375

## REFERENCES

- Ireland, R. Duane, Hoskisson, Robert E., Hitt, Michael A (2013) *The Management of Strategy Concepts Cases, 10th adition*. Canada: Nelson Education, Ltd
- Jakfar, dan Kasmir. (2010) *Studi kelayakan Bisnis*. Jakarta. Kencana Prenada Media Grup.
- Kodrat, David Surakdi, (2010). *Manajemen Eksekusi Bisnis*. Yogyakarta: Garha Ilmu
- Nurwahyudi (2011) Dalam Jurnal Pengaruh Kemampuan tenaga Penjualan Sistem Distribusi dan Sistem Promosi Terhadap Kinerja Launching dalam Upayah menciptakan *Brand Awareness*
- Rangkuti, F.(2013) *Teknik Membedah Kasus Bisnis Analisis SWOT (Edisi revisi)*. Jakarta; Pt Grramedia Pustaka
- Royan, M, Farns (2009). *Distributorshop management*. Jakarta: Gramedia Pustaka Utama
- Sulisyanto (2010) *Analisis Data dalam Aplikasi Pemasaran*. Bogor: Ghalia Indonesia
- Suderajat, Muhammad (2009). *Jurnal Key Success Factor Pemasaran Sayur pada PT. Rodeo Fresh Vegetable and Friuts Lawang Malang*. Avalaible [www.docstoc.com](http://www.docstoc.com)
- Thompson, K.E., Artur., Jr., A.J. Strickland dan John E. Camble. (2005). *Crafting and Exciting Strategy : The Quest for Competitive Advatage-Concept and Case*, 14th ed. Boston: McGraw Hill irwin
- Tjiptono, Fandi (2008). *Strategy Pemasaran Edisi ketiga*. Yogyakarta: Penerbit Andi
- Ward, John. Peppard, Joe. (2002). *Strategic Planning for Information System, 3rd Edition*. John Wiley and Sons, Inc, New York.