

BUSINESS DEVELOPMENT ANALYSIS OF ROBUSTA GROUND COFFEE PRODUCTS TO ENHANCE FLAVOR VARIANTS (CASE STUDY OF AIBA COFFEE BRAND)

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Abstract: The trend of coffee consumption in Indonesia has experienced rapid growth, particularly among the younger generation who are increasingly interested in contemporary coffee with diverse flavor variants. This study aims to analyze the development of flavor variants in robusta ground coffee using market survey, SWOT analysis, and the Business Model Canvas (BMC). The research involved 97 respondents through a market survey and 3 key informants selected using a non-probability sampling technique with purposive sampling. The results indicate that customers prefer coffee with a creamy and sweet taste. Based on the SWOT analysis, Aiba Coffee is positioned in Quadrant I of the IFAS and EFAS matrix, suggesting that the company is market opportunities.

Keywords: Modern Coffee Trend, Robusta, Flavor Development, SWOT Analysis, Matrix IFAS & EFAS, Business Model canvas (BMC).

1 Introduction

Coffee is one of the most important plantation commodities for Indonesia. One type of coffee that is widely grown in Indonesia is robusta coffee. Robusta coffee (*Coffea Canephora*) is known for its strong flavor and more affordable price. Batam is a city with rapid industrial development, along with the increasing trend of coffee consumption, this allows the potential for a growing coffee market. Therefore, many coffee shops are currently located in Batam. In the highly competitive era of globalization, entrepreneurs are expected to

produce products that are unique and in accordance with market needs by considering changes in consumer preferences.

Aiba Coffee is a local coffee brand specializing in robusta ground coffee. Aiba Coffee stands under the legal umbrella of PT Kaba Nusantara Industri which was established on June 14, 2022. Aiba Coffee focuses on the production of robusta ground coffee from Pagaram, South Sumatra. Previously, Aiba Coffee ran its business as one of the coffee suppliers, both in the form of powder and coffee beans, for several coffee shops in Batam. However, these activities had stopped due to the impact of the COVID-19 pandemic and financial constraints. As conditions improved, Aiba Coffee made a comeback with a new strategy developing flavored robusta coffee products under its own brand.

From the results of interviews conducted with the owner of Aiba Coffee, it was revealed that the majority of coffee shops currently use arabica coffee as the main ingredient for flavored coffee beverages, as it is considered to have a smoother taste and is more compatible with the addition of syrup or milk. Observing this condition, Aiba Coffee identified the importance of diversifying its products by utilizing robusta coffee as the main ingredient for flavored coffee production. This diversification strategy was implemented as a strategic effort to capture opportunities arising from the rapidly growing trend of contemporary coffee, where consumers increasingly demand unique flavors and innovative presentations. Such an initiative not only aims to adapt to dynamic consumer preferences but also seeks to expand the target market, ranging from casual coffee drinkers to premium coffee enthusiasts, thereby strengthening Aiba Coffee's competitiveness in the local coffee industry.

This strategy is not only a form of product innovation, but also an effort to increase competitiveness amid the dominance of arabica coffee in the premium market. Therefore, this research is deemed important to analyze the business development of robusta ground coffee products by employing the Business Model Canvas (BMC) approach and SWOT analysis. The results of this study are expected to assist Aiba Coffee in formulating appropriate strategies to expand its market reach and strengthen its position within the local coffee industry.

2 Research Method

This research uses a qualitative approach with a survey design and indepth interviews to measure consumer preferences, market trends and map the elements of the business model canvas more realistically based on the actual strategies carried out by aiba coffee. The data in this study was obtained through a closed multiplechoice questionnaire designed to obtain specific information about consumer preferences for coffee products. This study involved 97 respondents who were selected using non-probability sampling techniques. According to [1], non-probability sampling techniques are techniques that do not provide equal opportunities for each member of the population to be selected as respondents. This study uses purposive sampling as the sampling method. Purposive sampling is a sampling method based on certain criteria or considerations that are relevant to the research objectives [1].

2.1 Market Survey Analysis

This research employs market survey analysis to identify the most preferred flavors and to provide insights for marketing strategies, product development, and enhancing consumer loyalty. Through surveys, Aiba Coffee is able to obtain data on consumer preferences regarding coffee flavors, as well as identify emerging trends and the factors that influence purchasing decisions. This survey was conducted online with a representative sample of respondents who are accustomed to consuming coffee. The questionnaire in this study was structured in the form of closed multiple choice which aims to obtain descriptive information about consumer preferences and characteristics towards the development of robusta coffee flavor variants.

2.2 Business Model Canvas Analysis

Business Model Canvas (BMC) consists of nine main elements that explain how an organization creates, delivers and captures value in its operations. According to [2], Business Model Canvas (BMC) helps companies visualize all important aspects of business operations in one simple picture that can be understood by everyone involved in the company.

2.3 SWOT Analysis

SWOT analysis is a framework used to assess the strengths, weaknesses, opportunities and threats contained in the internal and external environment of a business. According to [2], SWOT analysis

(Strengths, Weaknesses, Opportunities, and Threats) helps companies identify elements that can support or hinder their performance.

3 Result and Description

3.1 Market Survey Analysis

This research uses a market survey analysis in the form of a closed questionnaire. This questionnaire consists of several structured questions with predetermined answer options, allowing respondents to select the most appropriate response. Data processing was carried out using tabulation with pivot tables in Microsoft Excel to present the frequency distribution of respondents more systematically and easily understood.

1. Respondent Characteristics

Table 3. 1 Respondent Characteristics

Specifications	Frequency	Percentage	
Gender	Male	25	26%
	Female	72	74%
Age	17-25 years old	87	90%
	26 - 35 years old	9	9%
	36 - 45 years old	1	1%
Occupation	Casier	1	1%
	Content creator	1	1%
	Teacher	1	1%
	Housewife	3	3%
	Employee	28	29%
	Student	37	38%
	Marketing dan Creative	1	1%
	Civil Servant	1	1%
	Field Worker	20	21%
	Entrepreneur	1	1%

Staff	1	1%
Swasta	1	1%
Administration Staff	1	1%

- Gender

Table 3.1 shows the gender distribution of respondents in this study. Most of the respondents were female (74%). While men as much as (26%). This shows that the female group dominates in filling out questionnaires in this study.

- Age

The majority of respondents were in the 17-25 age range at 90%, indicating that the young age group is the dominant segment in consumption or interest in coffee in the context of this study. This finding indicates that the younger generation is a potential target for product marketing strategies.

- Occupation

The majority of respondents were students with a percentage of 38%. This shows that the student segment is the dominant group in this study which can provide an overview of coffee consumption preferences and behavior among students or the younger generation.

Based on these data, it can be concluded that this study is dominated by the young and productive segment (Gen Z). According to [3], Gen Z considers drinking coffee as a lifestyle and culture, they do it based on social needs to mingle with friends in a relaxed atmosphere and situation.

2. Coffee Consumption Habbits

Table 3. 2 Coffee Consumption Habbits

Spesification		Frequency	Percentage
Daily coffee consumption	One a day	74	76,29%
	Twice a day	16	16,49%
	Three times or mor a day	7	7,22%
	Take away	28	28,87%

Place of consuming coffee	Home made (brewed at home)	17	17,53%
	At a coffee shop	52	53,61%
Companions when drinking coffee	With Family	2	2,06%
	With Partner	16	16,49%
	With Friends	49	50,52%
	Alone	30	30,93%
Preferred coffee temperature	Cold	78	80,41%
	Hot	19	19,59%

- Frequency of daily coffee consumption

Table 3.2 shows that 76.29% of respondents consume coffee once a day, 16.49% consume coffee twice a day and 7.22% consume coffee three times a day. This finding indicates that coffee consumption has become a daily habit for most respondents, although the intensity is still within the minimum limit.

- Place of consuming coffee

The majority of respondents (53.61%) prefer to enjoy coffee directly at coffee shops. This shows that the atmosphere of coffee shops and the social interaction offered is a special attraction for coffee lovers.

- Companions when drinking coffee

Table 3.2 illustrates respondents' preferences regarding with whom they usually enjoy coffee. The results show that 50.52% of respondents prefer to drink coffee with friends, indicating that coffee consumption is not merely about enjoying the beverage, but also serves as a medium for social interaction and strengthening friendships. Furthermore, 30.93% of respondents reported that they prefer to drink coffee alone, which may reflect that for some individuals, coffee drinking represents a moment of personal relaxation or self-reflection. In addition, 16.49% of respondents stated that they enjoy coffee with their partner, suggesting that coffee consumption can also be part of quality time within a romantic relationship.

Meanwhile, 2.06% of respondents chose to drink coffee with family, indicating that coffee moments tend to occur less frequently in a family setting.

- Preferred coffee temperature

Iced coffee is the top choice for most respondents. As many as 80.41% of respondents prefer cold coffee, this shows the high popularity of iced coffee among consumers. Based on the results of the survey, this is the impact of the presentation of the menu at aiba coffee and several coffee shops that serve more variants of iced coffee compared to hot coffee. According to [4], Generation Y and Z tend to choose cold drinks because they are easier to consume and also as a result of the trend of iced coffee with various variants that are spreading in Indonesia.

3. Coffee Flavor Preference

The data indicate that respondents have diverse preferences regarding coffee types and flavors, with certain variants being more dominantly selected than others.

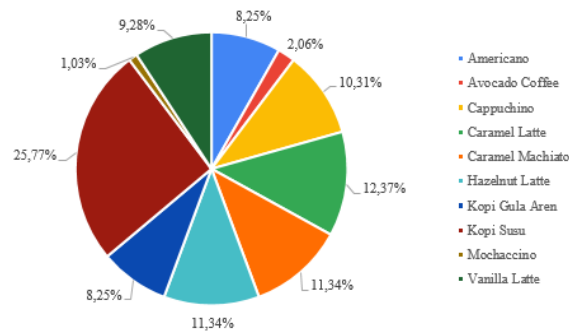


Figure 3. 1 Respondents Preferred Coffee Flavour Variants Diagram

Based on the data obtained from the questionnaire, the majority of respondents prefer coffee with sweet and creamy flavors. Milk coffee is the favorite choice with a percentage of 25.77%, followed by caramel latte (12.37%), caramel macchiato and hazelnut latte (11.34% each), and capuccino (10.31%). This preference indicates that coffee flavors that are mild and not too bitter are preferred.

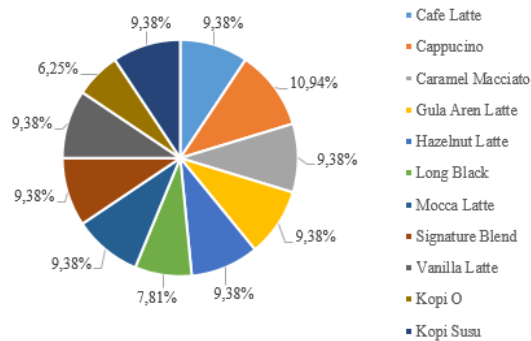


Figure 3. 2 Sales Diagram of Aiba Coffee for the period of Januari - Juni 2025

Figure 3.9 shows sales data for various flavors at Aiba Coffee. From the figure, it can be seen that the variant that consumers are most interested in in the last 6 months is capuccino (10.94%). Based on this data, it can be concluded that the current coffee trend with a mixture of milk or syrup and a less bitter taste still dominates among young consumers. According to [5], consumers expect no bad taste and prefer a pleasant and sweet aroma in the coffee consumed.

Table 3. 3 Sales Data of Aiba Coffe (Cup) for the period of January - June 2025

Month	Sales Quantity (Cup)
January	257
February	445
March	451
April	633
May	608
June	826

Table 3.3 shows aiba coffee sales data for the last 6 months. The data shows an increase in sales experienced by aiba coffee. The data does not include data from sales results at a private bazaar organized by a company, in the bazaar aiba coffee sold as many as 700 cups of coffee within 1 day.

Based on Aiba Coffee's sales data for the period of January–June 2024, a consistent upward trend in sales can be observed each month. Sales increased from 257 cups in January to 826 cups in June, indicating significant growth over the six-month period. This increase demonstrates that the company's marketing strategies, product variations, and improvements in service quality have been effective in continuously attracting consumers. Such trend analysis serves as an important foundation for projecting future sales performance. If this growth pattern can be maintained, sales in the second semester have the potential to surpass those achieved in the first semester.

4. Purchasing Decisions Factors

Table 3. 4 Purchasing Decisions Factors

Spesification		Frequency	Percentage
Factor influencing coffee selection	Aroma	5	5%
	Life Style	1	1%
	Price	3	3%
	Ceffeine Content	12	13%
	Taste	76	78%
Consideration in choosing a coffee shop	Affordable coffee prices	18	19%
	Coffee shops located near my area	26	27%
	Popular coffee shops at present	16	16%
	Product variations offered	37	38%

- Factor influencing coffee selection
According to [5], the main reason people consume coffee is because of the taste produced. This is in line with the questionnaire data which shows that taste is the main factor in choosing coffee, as indicated by 78% of respondents.
- Consideration in choosing a coffee shop
Table 3.4 shows data on the factors that influence respondents in choosing a coffee shop. The results show that 38% of respondents consider product variety as the main factor in choosing a coffee shop, while the other 27% prefer the location of the shop to be close and easily accessible. This finding indicates that consumers tend to choose coffee shops that not only offer a variety of menu options, but also have good accessibility.

3.2 Business Model Canvas Analysis

The formulation of the 9 blocks of the Business Model Canvas (BMC) was derived from inter-views with the owner of Aiba Coffee. The following section presents the results of the BMC analysis for Aiba Coffee.

Key Partnerships 1. Coffee farmers 2. Roastery partners 3. Logistics providers	Key Activities 1. Development of flavour variants 2. Consumer product testing 3. SOP for production process 4. Marketing activities Key resources 1. Competent human resources 2. resources 3. Standardized production process	Value Proposition 1. High quality robusta coffee 2. Contemporary flavour variants 3. Affordable price 4. Product hygiene	Customer Relationship 1. Emphasis on quality 2. Direct Interaction with customers 3. Direct engagement with customers Channels 1. Outlet 2. Quinary bazaars 3. Online platforms	Customer Segments 1. Millennial & Gen-Z 2. Contemporary Coffee enthusiasts
Cost Structure 1. Production cost 2. Logistics 3. Rental of premises 4. Employee salaries 5. Promotion			Revenue Stream 1. Offline sales at booths 2. Sales at bazaars 3. Online sales (social media and food delivery applications)	

Figure 3. 3 Block Business Model Canvas Aiba Coffee

From the Business Model Canvas (BMC) analysis, it can be concluded that the key aspects supporting the sustainability and development of Aiba Coffee's business are the development of flavor variants, the quality of Robusta coffee, and direct engagement with consumers.

3.3 SWOT Analysis

- **Scoring SWOT Factor**

Determination of factors in SWOT is obtained from interviews with the owner of Aiba Coffee. The preparation of SWOT factors and the results of their weighting can be seen from the following table:

Table 3. 5 Weighting IFAS and EFAS

No	Strength	Score	Weight	Value
1	S1 Guaranteed supply of robusta coffee	4	20	0,8
2	S2 SOP for quality & higiene	4	20	0,8
3	S3 Popular flavour variants	3	20	0,6
4	S4 Strong offline sales performance	3	20	0,6
5	S5 Competent human resources	3	20	0,6
Total				3,4
No	Weakness	Score	Weight	Value
1	W1 Slow logistics	-3	20	-0,6
2	W2 Weak digital promotion	-2	20	-0,4
3	W3 Strong flavor of robusta coffee	-3	20	-0,6
4	W4 Minimum marketing baget	-2	20	-0,4
5	W5 Dependence on a single roastery partner	-3	20	-0,6
Total				-2,6
No	Opportunities (Peluang)	Score	Weight	Value
1	O1 Trend of modern coffee life style	4	20	0,8
2	O2 Strong consumer appeal of robusta	3	20	0,6
3	O3 Outlet expansion potential	3	20	0,6
4	O4 Growth of online ordering services	3	20	0,6
5	O5 Increasing demand for packaged coffee	3	20	0,6
Total				3,2

No	Threats	Score	Weight	Value
1	T1 Arabica dominates the flavored coffee market	-2	20	-0,4
2	T2 Intense competition	-2	20	-0,4
3	T3 Risk of logistical disruptions	-2	20	-0,4
4	T4 Rapidly consumer preference	-2	20	-0,4
5	T5 Fluctuating raw material prices	-2	20	-0,4
Total				-2,0

This SWOT weighting table shows the results of the assessment of the internal (Strength and Weakness) and external (Opportunity and Threat) strategic factors of Aiba Coffee, obtained through interviews with the owner of Aiba Coffee. Each factor is assessed based on its level of influence on business continuity, using a weight and rating scale and then calculated into a final score (value). Based on the analysis of internal factors (Strength and Weakness) and external factors (Opportunity and Threat), an assessment is then carried out through the IFAS and EFAS matrix to determine the strategic position of Aiba Coffee.

Table 3. 6 Calculation of IFAS Matrix (Internal Factor Analysis Summary)

Internal Factors	Total Score
Strength	3,4
Weakness	2,6
IFAS Score (X)	0,8

The difference between the total strength and weakness scores results in an IFAS score of 0.8, which represents Aiba Coffee's position on the X-axis in the SWOT quadrant. This positive value indicates that the internal strengths are more dominant than the weaknesses.

Table 3. 7 Calculation of EFAS Matrix (External Factor Analysis Summary)

External Factors	Total Score
Opportunity	3,2
Threat	2,0
EFAS Score (Y)	1,2

The difference between the total opportunity and threat scores results in an EFAS score of 1.2, which becomes the value on the Y-axis in the SWOT quadrant analysis. This positive value indicates that the external opportunities are greater than the threats faced.

From the results of the calculation of the IFAS and EFAS scores previously described, a SWOT matrix quadrant is compiled based on the coordinate value ($X = 0.8$; $Y = 1.2$). This point is in Quadrant I, which is a quadrant with positive values on internal factors (Strength) and external factors (Opportunities) which are described as follows:

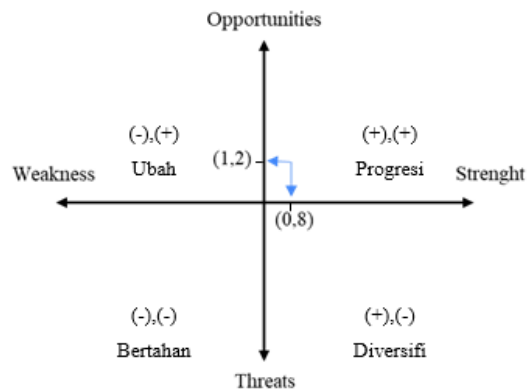


Figure 3.4 Quadrant of IFAS and EFAS Matrix

Based on the results of the IFAS and EFAS matrix quadrant depiction above, the value shows a meeting point in quadrant I with the results in the form of progression, which means that the company is in a strong condition and faces great opportunities. This position recommends an aggressive strategy. According to [6], a business position in quadrant I indicates an appropriate strategy in the form of market growth and brand strengthening. This strategy is suitable for businesses that are in superior condition and want to grow bigger through innovation, outlet expansion, and digital channel optimization.

Although Aiba Coffee sets a minimum daily sales target of 20 cups, the SWOT analysis results place the business in quadrant I indicating that Aiba coffee is in a strong position and has high growth potential. This position is reflected by a combination of solid internal strengths and ample external opportunities. Internally, Aiba Coffee excels in terms of consistent product quality, innovation in flavor variants, and a high level of customer loyalty. These factors not only enhance the competitiveness of the business, but also strengthen the company's foundation in facing market challenges. Meanwhile, the trend of people's lifestyles increasingly favoring coffee consumption provides a great opportunity for the growth of this business. The phenomenon of increasing interest in coffee as part of daily life, especially among young people and workers, opens up potential market opportunities to continue exploring.

The daily sales target of 20 cups is not determined arbitrarily, but has been carefully considered by the owner of Aiba Coffee based on the calculation of the cost of goods produced (COGS), the cost of renting a business location, and the allocation of employee salaries. In other words, the

figure has been set in such a way as to be able to cover basic operational needs and maintain business efficiency. With qualified internal strengths and growing external opportunities, Aiba Coffee is in a strategic position to not only survive, but also develop aggressively amidst the increasingly dynamic competition in the coffee beverage industry.

- **Analysis of 9 element of the Business Model Canvas using SWOT**

According to [7], this approach aims to analyze the external and internal factors that exist in aiba coffee. The analysis is presented in detail in the following table:

Table 3. 7 Analysis of 9 Elements of Business Model Canvas with SWOT

BMC Element	Strengths (S)	Weaknesses (W)	Opportunities (O)	Threats (T)
Key Partners	(S1) Stable and traceable supply of coffee beans.	(W5) Dependence on a single roastery, so if any problem occurs it will disrupt operations.	(O3) Potential to establish cooperation with new partners for outlet expansion and larger-scale production, including other roasting partners.	(T3) Risk of crop failure or logistical disruptions from farmers. (T5) The price of raw materials may increase due to farmers' limited capacity.
Key Activities	(S2) Production, cleanliness, and roasting processes are standardized to maintain product quality and hygiene.	(W1) The logistics process from the plantation to Batam takes quite a long time (2–4 weeks), which can delay production.	(O3) Development of distribution channels, expansion of customer base, and production on a larger scale.	(T3) If distribution is disrupted, (weather, transportation, or roasting delays) then key activities will be hampered.

			(O4) Developed into a packaged coffee production process with an online distribution system.	
Key Resources	(S1) Robusta coffee beans are in abundant supply because they come from their own plantation.	(W1) Dependence on logistics and roasting processing time from outside partners.	(O2) Can utilize the origin of coffee beans to build a strong brand image.	(T3) Risk of raw materials disruption. (T5) Upside price risk may affect key resources.
Value Proposition	(S3) It offers premium robusta coffee with 3 main flavors that are already in demand (capuccino, vanilla, caramel and hazelnut).	(W3) Robusta coffee's flavor is quite strong and not necessarily accepted by all.	(O1) The current coffee trend. (O2) High-caffeine coffee is in high demand among young people to help them stay focused at work.	(T1) the coffee variety market is predominantly arabica. (T4) Rapidly changing consumer tastes.
Customer Relationships	(S4) Direct interaction through booths and bazaars enables product	(W2) Lack of digital promotion makes customer relations on social media less active.	(O4) strengthen customer relationships through social	(T2) There are many competitors and can imitate so it is necessary to

	education and customer engagement.	(W4) The marketing budget is still minimal.	media and other online features.	maintain good relations with customers to get customer loyalty.
Channels	(S4) Sales are still dominated by booths or conventional sales that provide a direct experience to customers.	(W2) Digital channels such as marketplaces, websites or delivery applications have not been maximized.	(O4) Great opportunity in developing digital channels to expand the market.	(T2) Distribution channels are easily copied by competitors, so service or content differentiation is necessary.
Customer Segment	(S3) The product is suitable for coffee lovers with strong flavors and local coffee connoisseurs.	(W3) The product was not well received by customers who preferred a lighter coffee flavor.	(O1) Millennials and Gen Z like to seek out new flavors and are interested in local origin coffee stories.	(T1) The diverse coffee market is dominated by arabica coffee. (T4) Rapid changes in consumer preferences.
Cost Structure	(S1) Relatively low cost of coffee beans (self-supply).	(W1) High logistics costs. (W4) Marketing is still limited.	(O4) Digital promotion through social media and delivery channels.	(T5) Operating costs are at risk if freight rates increase or supply disruptions occur.

Revenue Streams	(S3) Bottled and powdered products have potential for growth. (S4) Stable revenue from offline sales.	(W2) Online sales have not been optimized and income from the subscription system has not been implemented.	(O3) Great potential for branch expansion. (O5) Opportunity for service development of packaged coffee to earn recurring revenue.	(T2) Many competitors have sprung up with competitive prices and aggressive promos that can drain revenue.
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Table 3.8 shows the results of the analysis of the relationship between the 9 elements of the Business Model Canvas (BMC) and SWOT, it can be seen that Aiba Coffee has a number of strengths that support its business model, such as a stable supply of robusta coffee beans from its own garden (S1), as well as a production process that has standardized cleanliness and quality (S2), strongly supporting the core activities (key activities), key resources (key resources), and value proposition (value proposition). However, weaknesses such as dependence on one roastery partner (W5) and long logistics time (W1) are barriers to smooth operations and expansion. This is reinforced by the findings of threats (T3, T5) such as the risk of distribution disruption and raw material price fluctuations, which affect key activities, key resources, and cost structure.

In terms of value proposition, Aiba has the strength in offering robusta coffee with various flavors that consumers like (S3). However, the strong robusta flavor (W3) can be a barrier for consumers who are used to arabica, especially since the current coffee variant market is still dominated by arabica (T1). Nevertheless, the current coffee trend (O1) and young people's interest in high-caffeine coffee (O2) are opportunities to strengthen the position of Aiba products, especially in the millennial and Gen Z segments, which are the main target customer segments.

Aiba's current distribution channels are still dominated by conventional sales through booths (S4), but not maximized in digital channels (W2). Great opportunities exist for the development of

digital channels and online ordering systems (O4), which can also support customer relationships to be more active and affordable. Despite the emergence of many competitors (T2), the strength of direct relationships with customers at booths or fairs (S4) is still a competitive advantage.

In terms of cost structure, raw material costs are quite low due to self-supply (S1), but logistics costs and limited promotion are weaknesses (W1, W4). To overcome this, opportunities through digital promotion (O4) and distribution efficiency need to be utilized. Aiba's current revenue streams are still stable from offline sales (S4), but not yet optimal in online sales and subscription systems (W2). Therefore, opportunities for outlet development (O3) and packaged coffee (O5) need to be developed immediately to create recurring revenue and increase business scale.

Overall, the Business Model Canvas (BMC) and SWOT show that Aiba's internal strengths are very supportive of product development and expansion, but still need improvement in terms of logistics, digital promotion, and partner diversification. The opportunity of current coffee trends and interest in robusta coffee can be utilized to penetrate the dominance of the arabica market, provided that Aiba is able to manage market threats and competitors with the right differentiation strategy.

- Business Strategy Development Analysis
Aiba Coffee's business development strategy was formulated using SWOT analysis and 9 elements business model canvas analysis.

Table 3. 8 IFAS and EFAS Aiba Coffee

<p>Internal Factor Analysis Summary (IFAS)</p> <p>External Factor Analysis Summary (EFAS)</p>	<p>STRENGTHS:</p> <ol style="list-style-type: none"> 1. Robusta coffee bean supply is guaranteed. 2. Standart of quality and hygiene. 3. Main flavor variations are in demand (vanilla, caramel and hazelnut). 4. Offline sales are strong. 5. Competent human resources. 	<p>WEAKNESS:</p> <ol style="list-style-type: none"> 1. Logistics delays. 2. Weak digital promotion. 3. Robusta coffee flavor is quite strong so not all people can accept it. 4. Limited marketing budget. 5. Depends on one roastery only.
<p>OPPORTUNITIES:</p> <ol style="list-style-type: none"> 1. Current coffee trends. 2. The appeal of robusta as it has high caffeine. 3. Expansion of outlets. 4. Delivery or social media applications. 5. Coffee packaging/subscription requests. 	<p>SO-STRATEGY</p> <ol style="list-style-type: none"> 1. Use coffee origin (traceability) and quality standart as storytelling content on social media, following current coffee trends (O1). 2. Utilize robusta's high caffeine character as a selling point in promotional strategies (O2). 	<p>WO-STRATEGY</p> <ol style="list-style-type: none"> 1. Increase digital promotions on social media & delivery apps to reach new customers (W2 - O1/O4). 2. Development of lighter robusta flavor variants to be more acceptable to ordinary consumers (W3 - O1/O5). 3. Creating a budget packaged coffee subscription package

	<ol style="list-style-type: none"> 3. Expansion of new outlets by relying on the development of contemporary coffee flavor variants and experienced human resources (O1 - O3). 4. Utilize delivery channels with favorite flavors to expand reach without physical outlets (O4). 5. Build a subscription system for packaged coffee (O5). 	<ol style="list-style-type: none"> for home or office customers on a regular basis (W4 - O5). 4. Seek additional roasting partners to maintain production capacity during outlet expansion (W5 - O3). 5. Optimize delivery service features and bundling promotions to be more efficient than physical outlets (W2/W4 - O4).
<p>THREATS:</p> <ol style="list-style-type: none"> 1. Variety of coffee market dominated by arabica coffee. 2. The coffee shop competition is quite tight. 3. Risk of supply/logistics disruption. 4. Consumer tastes change quickly. 5. Fluctuation of raw material prices. 	<p>ST-STRATEGY</p> <ol style="list-style-type: none"> 1. Create a strong positioning with the image of “Premium Robusta by Aiba” to counter the negative perception of robusta and the dominance of arabica (T1). 2. Consistently maintain taste quality to gain customer loyalty (T2). 3. Utilize independent stock and roasting SOP to overcome the risk of 	<p>WT-STRATEGY</p> <ol style="list-style-type: none"> 1. Add roastery partners and diversify logistics services to avoid dependence on one party (W5 - T3). 2. Conduct regular market surveys to ensure coffee flavors remain in line with fast-changing consumer tastes (W3 - T4). 3. Establish a loyalty card/regular customer

	<p>supply disruption from outside parties (T3).</p> <p>4. Collect feedback from booth customers to adjust flavors according to trends (T4).</p> <p>5. Monitor operational efficiency and use raw materials from own farmers to cope with price increases (T5).</p>	<p>discount system to reduce the risk of customer switching to competitors (W2 - T2).</p> <p>4. Organize a cheap but more effective digital promotion budget allocation through tiktok content or collaboration with micro influencers (W4 - T2).</p> <p>5. Improve logistics efficiency with planned delivery scheduling and raw material inventory for one month (W1 - T5).</p>
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Based on the results of the IFAS and EFAS analysis compiled from direct interviews with the owner of aiba coffee, baristas and one of the coffee lovers, a comprehensive picture of the internal and external conditions that affect the running of the business is obtained. The identification of strengths, weaknesses, opportunities and threats is then used as the basis for formulating a more targeted business development strategy. The strategy is expected to increase the competitiveness of Aiba Coffee while optimizing its potential. The strategies that can be applied are described in four main categories as follows:

a. S-O Strategy

1. Aiba coffee has utilized information on the origin of coffee beans (traceability) and the application of Quality standart in the production process as the main material in social media content. This step has been taken and is in line with current coffee trends that prioritize transparency and quality.

2. Aiba coffee has not optimized the characteristics of robusta coffee, which has a high caffeine content, as a selling point in the promotional strategy. Even though this has the potential to attract the youth segment who need energy to work and study.
3. The expansion of new outlets by developing flavor variants and improving the quality of human resources has not been implemented by Aiba Coffee, even though the opportunities are wide open along with the increasing interest in local coffee.
4. Utilization of delivery services has been carried out by aiba coffee, but not yet optimal in terms of reach and consistency of offering favorite flavor variants. The potential for market expansion through this channel is still very large.
5. Aiba coffee has not yet built a subscription system for packaged coffee, which actually has the potential to create recurring income and customer loyalty, especially from the household and office segments.

b. W-O Strategy

1. Aiba coffee has not actively run intensive digital promotions, either on social media or through delivery platforms. Even though this is a great opportunity to reach new consumers, especially the younger generation who are very active digitally.
2. Aiba coffee has developed a lighter robusta flavor variant, as a form of adaptation to market preferences that want a less strong coffee taste.
3. Affordable packaged coffee subscription program for individual and corporate customers is not yet available, although it can be an effective strategy to increase revenue and customer retention.
4. Aiba has not established partnerships with additional roasteries, so operations are still dependent on one partner, which could be risky in the event of production disruptions.
5. Utilization of delivery features and bundling promotional strategies have begun to be implemented, but implementation has not been optimal in terms of intensity and variety of packages offered.

c. S-T Strategy

1. Aiba coffee has built a strong brand image through the positioning “Robusta Premium by Aiba”. This is important to strengthen product differentiation and face the dominance of the arabica coffee market.

2. Aiba coffee has maintained the quality and consistency of coffee flavor on an ongoing basis, which is an important foundation in building customer loyalty.
 3. The availability of raw material stocks from own farms and roasting Quality standart have been utilized by Aiba to reduce dependence on external parties in the supply chain, thus anticipating the risk of supply disruptions.
 4. Aiba coffee has not actively collected customer feedback directly at the booth or point of sale for product adjustments to dynamic market trends.
 5. Aiba coffee has implemented operational efficiency by using raw materials from its own farmers, thereby minimizing the impact of rising raw material prices or logistics costs.
- d. W-T Strategy
1. Aiba coffee has not diversified its roasting partners and logistics services, so it is still dependent on one party. This dependence can be a serious threat if there are operational problems.
 2. Aiba coffee has conducted regular market surveys to find out changes in consumer preferences, and the results have been used as a basis for product development.
 3. Aiba coffee has not built a customer loyalty system, such as a discount program or membership card, which can strengthen customer retention and reduce the risk of losing customers due to competition.
 4. Aiba coffee has not allocated a planned and efficient digital promotion budget, for example through the use of TikTok content or cooperation with micro influencers, which can be a low-cost but high-impact promotional solution.
 5. Aiba coffee does not have an efficient and scheduled logistics system, including the management of raw material inventory for a certain period of time (e.g. one month), which can help production stability.

4 Conclusions and Suggestios

4.1 Conclusions

Based on the research results, Aiba Coffee has a positive growth in robusta coffee market in Batam. Especially among young and productive consumers who like sweet and creamy flavors. From the SWOT analysis results, Aiba Coffee shows solid internal strengths and promising external opportunities, so it is in the aggressive strategy (Quadrant I), which encourages market

expansion and continuous innovation. The development of flavor variants is the main strategy in business activities, with an adaptive approach to trends and maintaining quality standards through production Quality standart, so as to attract new consumers and maintain customer loyalty.

4.2 Suggestions

Based on the conclusions that have been presented previously, the following suggestions are given to support the development of the aiba coffee business:

1. Promotion

Aiba Coffee should develop a point reward system or a packaged coffee subscription program to strengthen customer loyalty. Furthermore, the company needs to optimize online sales channels, particularly through delivery applications and various social media platforms.

2. Product Quality

To maintain product consistency, Aiba Coffee should collaborate with additional roasting and logistics partners to minimize the risk of raw material supply delays. Moreover, the company should implement a customer feedback program to better align flavor variants with evolving market trends.

3. Human Resources

Aiba Coffee should enhance barista competencies by providing certification training as well as customer service training, ensuring both technical skills and service quality are continuously improved.

4. Location

For outlet expansion, Aiba Coffee should select strategic locations (such as areas near offices or campuses) and establish temporary booths to test market potential before committing to permanent outlets.

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