

ANALYSIS OF MARKETING MIX STRATEGIES WITH A SWOT APPROACH IN INCREASING MARKET COMPETITIVENESS AT COFFEE SHOP DE'ALE SIDOARJO



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Abstract

The purpose of this study is to evaluate Coffee Shop De'Ale's marketing mix strategy to improve its competitiveness in the coffee industry. This research uses a qualitative descriptive approach and uses SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify the strengths, weaknesses, opportunities, and threats faced by De'Ale. The analysis results show that De'Ale is in quadrant I in the SWOT matrix, indicating that an aggressive growth strategy is the most suitable for the current situation. Therefore, De'Ale should expand its cafe area, increase its digital promotion through social media such as Instagram and TikTok, and cooperate with influencers or food bloggers to expand the market. By implementing these strategies, De'Ale is expected to become more competitive in the growing coffee industry.

Keywords: Marketing Mix, SWOT, Coffee Shop, Competitiveness, 7P

INTRODUCTION

One of the fastest-growing industries in Indonesia is the culinary industry. Entrepreneurs love the food and beverage business. Coffee is one drink that is often considered a business opportunity. As Indonesia is considered the best coffee producer in the world, drinking coffee has been a habit for a long time. It is impossible to find all ages of coffee connoisseurs, as most do not take into account ages from teenagers to adults and seniors. Coffee can not only be enjoyed as a drink, but it can also be used as an opportunity to start a business. Due to the changing lifestyle of people, especially the younger generation, this business is growing.

The coffee shop business is growing in various regions. One of them is Sidoarjo City, which is one of the cities in East Java, where coffee shops are increasingly emerging and developing. The increasing number of coffee shops can be attributed to the increasing public interest in places that provide a variety of coffee drinks and places that can be used to socialize and do other activities. Data shows that coffee has become a lifestyle for Indonesians.

A report issued by the Ministry of Agriculture shows an increase in the coffee consumption of Indonesian people in the last five years. National consumption of ground/seed coffee averaged around 0.15 ounces per capita per week in 2019 (excluding instant coffee). Then, it gradually increased to reach 0.18 ounces per capita per week in 2023, which is the highest ever recorded. According to Momentum Works' report *Coffee in Southeast Asia: Modernizing Retail of the Daily Beverage*, by 2023, Indonesia will be the largest contemporary coffee shop market in Southeast Asia.

Not surprisingly, the coffee shop business is growing and expanding in every region, especially in Sidoarjo City, which is in East Java Province. This has resulted in many competitors emerging. To stay competitive, every coffee shop must create an effective marketing strategy. According to Putri & Nurhadi (2023), marketing strategy is the company's overall plan to determine the target market and meet customer needs by using a mixture of marketing, product, distribution, promotion, and price. In marketing strategy, there is a tool that is often called the marketing mix. The marketing mix, also known as "mix marketing", is a marketing idea consisting of a combination of several important components that companies use to reach target markets and meet customer needs. According to Korler and Killer in (Firman, 2022) Product marketing mix is a marketing strategy used to achieve target markets. It is a tool to achieve these goals.

Besides De'Ale, there are several similar coffee shops within a short distance from De'Ale. These coffee shops are Kubika Space ± 700m away, Tomoro Coffee ± 300m away, Coffee Things ± 500m away, Kanagara Coffee ± 400m away, Kopi Kenangan ± 600m away. All of these coffee shops are located not far from De'Ale; some of them have been established longer than De'Ale, and some of them have big brands such as Kopi Kenangan and Tomoro Coffee. This will certainly lead to tighter competition and become a challenge for De'Ale to increase competitiveness and capture market share among the many competitors.

The selection of Coffee Shop De'Ale as the object of research is based on the relevance and uniqueness of this business in the context of increasingly fierce competition in the coffee shop industry. Although De'Ale is a local business that does not have the scale of national brands such as Kopi Kenangan or Tomoro Coffee, its success in maintaining its existence and continuing to grow since its establishment in 2020 shows that this coffee shop has an effective marketing strategy and competitiveness that is worth studying.

In addition, De'Ale carries a collaborative concept with local food MSME players, which makes it different from many other coffee shops in the surrounding area (Source: owner of De'Ale coffee shop). This approach shows innovation in business models and differentiation strategies that are interesting to analyze. In addition, the products produced by De'Ale have excellent quality and taste because they are produced from grade A+ coffee beans (Source: Owner of De'Ale coffee shop). Although with high product quality, the price of products sold by De'Ale is arguably standard and affordable, which is an added value by consumers (Source: De'Ale coffee shop consumers). In addition, De'Ale's strategic location and the openness of the management in supporting the research process are supporting factors in the selection of objects.

From all of the above statements, researchers are interested in conducting research on De'Ale coffee shop. Through this research, it is expected to know more about how De'Ale Coffee Shop manages its marketing mix and whether De'Ale has succeeded in fulfilling the five elements of competitiveness, namely product and service quality, innovation, image and brand, competitive pricing, and market access to survive and compete in the midst of a dynamic industry. This research will use SWOT to analyze the marketing mix strategy used by De'Ale in improving its market competitiveness.

REVIEW OF LITERATURE

Marketing

Kotler defines marketing as: "a social and managerial process by which individuals and groups get their needs and wants by creating, offering, and exchanging goods and services and value with each other" (Prayudi & Yulistria, 2020). According to them, marketing is "a social and managerial process in which individuals and groups get what they need and want" (Racmad et al., 2022). One of the main components of business is marketing. In simple terms, marketing is more akin to the process of showing products or services to potential consumers.

Marketing Mix

The marketing mix, also referred to as the marketing mix, is the combination of marketing tools and variables used by a business to meet the needs of its target market and achieve its marketing objectives. The concept typically consists of four main components known as the "7Ps". The 7Ps describe the seller's perspective on what marketing tools are available to influence the buyer, and from the consumer's point of view, any marketing tools designed to help consumers (Ahadin et al., 2020). The seven components that comprise the marketing mix are as follows:

1. Products

Products are goods and services offered by a company to the target market, and the company's goal is to influence consumers through the products they offer.

2. Price

Price is the amount of money a customer must pay to obtain the goods or services offered by a business.

3. Place

The place where the company produces and places its products. Companies must be careful in determining the location or distribution channel for the distribution process so that potential customers can more easily get the products offered.

4. Promotion

Promotion is the way a company communicates and connects customers with the company. It is a communication strategy used to increase consumer awareness and increase their interest in buying the goods the company offers.

5. People

This element includes everyone responsible for delivering the service, including customers and employees. The overall customer experience can be affected by the quality of interactions between employees and consumers.

6. Process

Processes consist of various steps, such as operational procedures and systems used to deliver services efficiently and effectively. Good processes can improve customer satisfaction and operational efficiency.

7. Physical Evidence

Tangible items that demonstrate service quality, such as facilities, product packaging, or marketing materials, are called physical evidence. It ensures that the quality of a brand reflects its quality, which is an important part of building customer trust.

Competitive Strategy

Competitive strategy can be interpreted as an effort made by a company to increase its competitiveness in the eyes of potential customers and customers. To survive and develop, companies must make the right competitive strategy. Competitive strategy is a plan or pattern that combines the company's main objectives with policies that aim to improve the competitive position of the company's products and services in the industry (Hintoro & Wijaya, 2021). There are five major forces to guide the formulation of a strategy in the company. The five forces are:

1. The existence of new competitors
2. Competition between old competitors
3. Threat of substitute products
4. Bargaining power of buyers
5. Bargaining power of suppliers

Competitiveness

Competitiveness is the ability of a person, organization, company, or country to compete with others to achieve certain goals, such as gaining market share, maintaining sustainability, or improving quality of life. According to Porter in Taufik, (2021) competitiveness is the ability of a company to compete with its competitors by developing continuously. The concept of competitiveness is usually associated with one's ability to have an advantage over competitors in terms of products, services, technology, and efficiency.

Several components of competitiveness must be considered as determining the ability of a company or business to compete effectively, namely:

1. Product and service quality
2. Innovation
3. Image and brand
4. Competitive price
5. Market access

RESEARCH METHOD

The type of research used is qualitative research. Qualitative research is based on inductive thinking patterns, namely participatory objective observation of social phenomenon symptoms (Harahap, 2020). The method used in this research is a descriptive approach where which research is classified as qualitative descriptive research.

Data Source and Data Collection

The data source used is primary data. Primary data is data obtained by the author directly from the field. Primary data obtained from interviews and observations of respondents

1. Interview
2. Observation
3. Documentation

Research Informants

In qualitative research, informants function as the main source of data, helping researchers explore information and understand the social, cultural, and behavioral contexts related to the subject under study. The informants in this research are the owner of De'Ale coffee shop, employees of De'Ale coffee shop, and consumers of De'Ale coffee shop.

Data Analysis Technique

The data analysis technique used is SWOT analysis. SWOT analysis is a useful tool for companies of all sizes and industries because it provides a structured approach to evaluating the company's internal and external environment. Information about the future and achieving goals can help companies make decisions (Zainuri & Setiadi, 2023). Then, for strategic analysis tools, this research uses the IFAS Matrix (internal factor analysis), EFAS Matrix (external factor analysis), and SWOT Matrix (identification of external and internal factors).

RESULTS AND DISCUSSION

Marketing Mix

The marketing strategy applied by Coffee Shop De'Ale Sidoarjo in facing business competition is carried out using the 7P marketing mix concept, namely Product, Price, Place, Promotion, People, Process, and Physical Evidence.

1. In the Product aspect, De'Ale prioritizes quality as its main strategy. The selection of raw materials using grade A+ coffee beans is a fixed standard in serving their products. Due to the quality and uniqueness of the products offered by De'Ale Coffee Shop, the product element (product) is the most superior in De'Ale Coffee Shop's marketing strategy. De'Ale provides coffee produced from high-quality basic ingredients with a variety of flavors tailored to the

tastes of customers. Product innovations such as Cold Brew are one of the main attractions in De'Ale's product strategy. In addition to quality, consistency in product presentation is the main factor that makes the product component the most superior. De'Ale ensures that every drink served has the same standard of taste, so that customers always get a satisfying experience. Use of quality raw materials and the right brewing method also maintain De'Ale's distinctive taste, which has become its identity. By maintaining high standards in its products, De'Ale is able to build customer loyalty and create strong differentiation amidst the increasingly fierce competition in the coffee shop industry.

2. In the Price aspect, De'Ale offers prices that are classified as standard like other coffee shops, with price ranges ranging from Rp 10,000 to Rp 40,000. The superiority of the price offered is not only because of the nominal, but combined with the quality of the products provided, so that it can compete with competitors around.
3. From the Place aspect, Coffee Shop De'Ale utilizes the owner's private land as a business location. Although the coffee shop area is not too large, De'Ale prioritizes the cleanliness and comfort of the place for visitors, such as sufficient lighting, environmental cleanliness, and adequate air conditioning facilities.
4. In the Promotion aspect, De'Ale's marketing strategy utilizes social media, especially Instagram, as the main media in introducing products and promotions. In addition, De'Ale also has a promotional strategy in the form of discounts or attractive discounts on certain days such as "Pay as you like" promos, Ladies Day discounts, and buy a drink free food promos.
5. The people aspect is also an important concern in De'Ale's marketing strategy. The owner provides special training for employees to maintain service and product quality. Employees are also actively involved in marketing activities such as social media content creation, thus creating an attachment between employees and customers.
6. De'Ale's process aspect emphasizes service flexibility while still prioritizing friendly interactions with customers. Operational evaluation is conducted regularly, including through discussions in WhatsApp groups, quality control, and the resolution of customer complaints directly or online.
7. In the aspect of evidence, Coffee Shop De'Ale applies a minimalist modern design concept with an industrial touch. This aims to strengthen brand identity in the eyes of customers. In addition, the cleanliness and appearance of the coffee shop area are the main concerns of the owner as part of building a business reputation.

SWOT Analysis

Internal Environment Analysis

1. Strengths
 - a. The coffee served is produced from high-quality raw materials with grade A+ and below.
 - b. The products offered by De'Ale are also varied so that customers can have many references for menu choices.
 - c. De'Ale always provides the best service to customers.
 - d. Our location is very strategic in the middle of Sidoarjo City.
 - e. The price we offer is very comparable to the quality of the products we present
2. Weaknesses
 - a. Parking lot is not large enough

- b. De'Ale's west-facing location means that it is often exposed to direct sunlight and will glare during the day.
- c. Space for customers is not large enough, especially for the indoor section

External Environment Analysis

1. Opportunity
 - a. Opening new branches in other cities
 - b. Cooperate or merge with food MSMEs to fill tenants at De'Ale
 - c. Provide specific offers or attractive product discounts
2. Threats
 - a. The number of competitors around who have the same type of business
 - b. Raw material prices rise

IFAS Matrix

The IFAS (Internal Factor Analysis Summary) table is created from the company's strategic factors described earlier. After that, each element of the company's strategy is discussed. Weighting and rating are used to determine the company's strategic elements. Based on interviews with owners, employees, and consumers, the author rated each factor from 1.0 (very important) to 0.0 (not important). The author uses average results to assess the average of the questionnaires distributed to 6 respondents. The results of the questionnaires obtained are as follows:

Table 1
Respondent Questionnaire Results

Strength							
Informant	1	2	3	4	5	6	Average
S1	4	4	3	3	4	4	3,6
S2	4	3	4	4	3	3	3,5
S3	4	3	4	4	3	4	3,6
S4	3	4	4	3	3	4	3,5
S5	3	4	4	4	3	4	3,6
Weaknesses							
W1	4	1	4	2	4	2	2,8
W2	1	2	2	2	2	2	1,8
W3	2	4	4	2	4	3	3,1

Source: Results of Researcher Data Processing (2025)

Table 2
IFAS Matrix

No.	Value-Determining Factor	Weight	Rating	Score
Strength				
1	The coffee served is produced from high-quality raw materials with grade A+.	0,14	2	0,28
2	The products offered by De'Ale are also varied so that customers can have many references for menu choices.	0,14	2	0,28
3	De'Ale always provides the best service to customers.	0,14	2	0,28
4	Our location is very strategic in the middle of sidoarjo city.	0,14	2	0,28
5	Price the we offer is very comparable with quality of the product	0,14	2	0,28
Total Strength		0,7	-	1,4
Weaknesses				
6	The parking lot is not large enough	0,11	2	0,22
7	West-facing location makes De'Ale's location often exposed to Light sun	0,07	1	0,07

	direct and will glare during the day			
8	Space for customers is not large enough, especially for the indoor section	0,12	2	0,24
Total Weaknesses		0,3	-	0,53
Grand Total		1	-	1,93

Source: Results of Researcher Data Processing (2025)

Based on the results of the IFAS Matrix analysis above, it is obtained that the strength factor of De'Ale coffee shop has a total score of 1.4. Meanwhile, the weakness factor has a total score of 0.53.

EFAS Matrix

The EFAS (External Factor Summary) table is created from the company's strategic factors described above, and each factor is discussed. Weighting and rating are done to determine the strategic components of the company. The author of this study rated each factor from 1.0 (very important) to 0.0 (not important) based on interviews with informants, namely owners, employees, and consumers. The author uses the average results of the questionnaires distributed to ten respondents to determine the rating. The results of the questionnaire are as follows:

Table 3
Respondent Questionnaire Results

Opportunities							
Informant	1	2	3	4	5	6	Average
O1	4	3	2	3	3	4	3,8

O2	4	3	3	2	4	3	3,8
O3	3	3	3	3	4	2	3,6
Threats							
A1	2	3	2	3	3	1	2,8
A2	2	2	2	2	2	2	2,4

Source: Results of Researcher Data Processing (2025)

Table 4 EFAS Matrix

No.	Value-determining factor	Weight	Rating	Score
Opportunities				
1	Opening new branches in other cities	0,24	4	0,96
2	Cooperate or merge with food MSMEs to fill tenants at De'Ale	0,24	4	0,96
3	Provide specific offers or attractive product discounts	0,23	4	0,92
Total Opportunity		0,72	-	2,84
Threats				
4	The number of competitors around that have the same type of business	0,14	2	0,28
5	Raw material prices rise	0,15	2	0,30
Total Threats		0,29	-	0,58
Grand Total		1	-	3,42

Source: Results of Researcher Data Processing (2025)

Based on the results of the EFAS Matrix analysis above, the results of the opportunity factor for De'Ale coffee shop has a total score of 2.84. Meanwhile, the threats factor has a total score of 0.58.

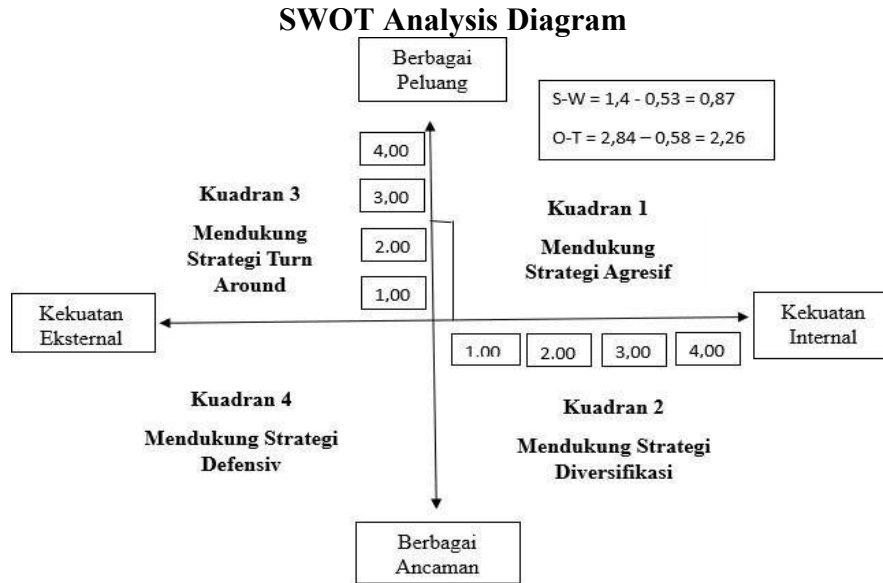


Figure 1
SWOT Analysis Diagram
 Source: Results of Researcher Data Processing (2025)

Judging from the SWOT Analysis diagram above, De'Ale coffee shop is in quadrant 1 (one), and in this condition, De'Ale has more internal opportunities and strengths than the weaknesses and threats it faces. The strategy that can be carried out by a business in a situation like this is to support the policies of the company.

Aggressive growth (growth oriented strategy) is by utilizing existing opportunities and internal strengths owned by De'Ale.

The total value of all the above factors, in addition to what is shown in the SWOT diagram, will be shown in the formulation of the SWOT matrix, which can be found in the following table:

Table 5
Planning for SO/WO/ST/WT Strategy Combination

	STRENGTH (S)	WEAKNESS(W)
IFAS		
EFAS		

OPPORTUNITIES (O)	SO STRATEGY Strategy that using strengths to capitalize on opportunities 1,4 + 2,84 = 4,24	WO STRATEGY Strategy that minimize weaknesses to capitalize on opportunities 0,53 + 2,84 = 3,37
THREATS (T)	STRATEGY ST Strategy that using strengths to overcome the threats 1,4 + 0,58 = 1,98	WT STRATEGY Strategy that minimize weaknesses and avoid threats 0,53 + 0,58 = 1,11

Source: Results of Researcher Data Processing (2025)

SWOT Matrix

In this study, De'Ale coffee shop is in a very favorable position because it has many strengths and opportunities, so De'Ale can take advantage of every opportunity that exists. In this situation, an aggressive strategy for growth should be applied.

After calculating the total score of the internal and external factors above, a SWOT matrix was created to analyze the formulation of SO, WO, ST, and WT strategies, the analysis of which can be seen as follows:

Table 6
SWOT Matrix

INTERNAL	Strength	Weaknesses
<p>EXTERNAL</p>	<p>a) The coffee served is produced from high quality raw materials with grade A+.</p> <p>b) The products offered by De'Ale also vary so that customer can has many reference menu options</p>	<p>a) Parking lot is not large enough</p> <p>b) The west-facing location means that De'Ale is often exposed to direct sunlight and glare during the day. direct sunlight and will glare during the day</p> <p>c) Space for customers is not large enough, especially in the indoor section</p>
	<p>c) De'Ale always provides the best service to customers.</p> <p>d) Our location is very strategic in the middle of sidoarjo city</p>	

	e) The price we offer very comparable to the quality of the products we present	
Opportunities	SO strategy (Using strengths to take advantage of opportunities)	WO strategy (Minimizing weaknesses to take advantage of opportunities)

<p>a) opening new branches in other cities</p> <p>b) Work cooperate or merge with Food MSMEs to fill the tenants at De'Ale</p> <p>c) Provide offers certain offers or attractive product discounts</p>	<p>a) Utilizing a variety of menu and the quality of premium coffee (Grade A+) to open new branches in other cities to reach more customers.</p> <p>b) De'Ale can work with food MSMEs with strategic locations in Sidoarjo city center to provide tenants in their coffee shops with more choices. Options culinary to support experience their coffee experience</p>	<p>a) Renovate the business area so that there is sufficient space for customer parking .</p> <p>b) De'Ale can make layout improvements or remodeling, such as adding canopies, blinds, or light barrier sun to enhance customer convenience.</p> <p>c) Expanding coffee shop capacity to facilitate customers and accommodate more</p>
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	<p>c) Attract new customers and retain customers with discounts and special promotions special promotions. Program menu bundling program with attractive prices that are still comparable with the quality of products, increasing attractiveness compared to competitors.</p> <p>d) De'Ale has the following advantages in providing excellent service, which helps it attract more customer more customers, especially compared its competitors in the market coffee shop</p>	many customers
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Threats	ST Strategy (Using strengths to overcome threats)	WT Strategy (Minimizing existing weaknesses to overcome threats)
<p>a) The number of competitors around who have the same type of business</p> <p>b) Price materials raw materials rise</p>	<p>a) using the main selling point of high-quality raw materials (Grade A+).</p> <p>b) Improve branding through social media by showcasing the uniqueness of the product and the quality of the coffee.</p> <p>c) De'Ale can maintain its competitiveness by continuing to provide prices that are comparable to premium quality even though the price of De'Ale's products is lower than that of its competitors. raw materials rose.</p>	<p>a) Increase land with special renovation for parking lots</p> <p>b) Add decor elements such as canopies or anti-glare curtains to combat direct sunlight.</p> <p>c) Improve the convenience of the outdoor area as an alternative for customers who cannot find a place in the indoor area.</p> <p>d) Focused on digital marketing and social media to strengthen branding and</p>

	b) Ensure that De'Ale provides the best service to every customer, which makes them prefer De'Ale over other brands. its competitors.	attract more customers.
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Source: Results of Researcher Data Processing (2025)

Discussion

Based on the results of the research and analysis in the thesis, Coffee Shop De'Ale can be said to have successfully fulfilled the five elements of competitiveness well, with the following explanation:

1. Product and Service Quality

De'Ale shows success in maintaining product and service quality. The drinks and food offered have good and consistent flavors, including non-coffee variants and foods such as dim sum and chicken soup. Their products are also made from grade A+ coffee beans, which is an added value for De'Ale. The service provided by the staff is also very satisfactory, with a friendly attitude, quick response, and good knowledge of the menu. This creates a professional impression and increases customer comfort.

2. Innovation

Innovation is one of De'Ale's main strengths. Not only do they continue to present new menu variants, including seasonal and signature drinks, but they also innovate in business strategy through collaboration with local MSMEs. This concept creates a unique synergy-based business model and differentiates it from other coffee shops. The plan to add live music also shows the readiness to continue to innovate following market trends.

3. Image and Brand

De'Ale has built a strong image as a local coffee shop that is comfortable, friendly, and suitable for work or leisure. Its branding is close to the community, supported by quality service and a calm atmosphere. The visual identity and consistent promotion on social media have also strengthened the positive perception of the brand in the eyes of customers.

4. Competitive Pricing

De'Ale has managed to set affordable prices without sacrificing product quality. This pricing strategy has proven effective in attracting various customer segments, including

students, college students, and workers. With its positioning as a quality yet affordable coffee shop, De'Ale is able to compete with big brands such as Kopi Kenangan and Tomoro Coffee.

5. Market Access

De'Ale has reached the local market well through strategic locations and active participation in community events such as bazaars and wedding expos. The utilization of social media and collaboration with influencers also shows a modern and relevant approach. However, further development such as cooperation with online delivery services can still be optimized to expand market access.

Coffee Shop De'Ale has generally managed to fulfill all five elements of competitiveness well. Their strengths lie in product and service quality, innovation, and competitive pricing, while market access can be further strengthened through the expansion of digital distribution and strategic partnerships. This puts De'Ale in a solid position to survive and thrive amidst the intense competition in the coffee shop industry.

Strategy Formulation

Based on the results of the SWOT matrix analysis, Coffee Shop De'Ale is in Quadrant I position, which supports the implementation of the SO (Strength-Opportunities Strategy) strategy. This strategy is carried out by utilizing internal strengths to seize external opportunities. SO strategies that can be implemented by Coffee Shop De'Ale include:

1. Utilize the variety of menus and premium coffee quality to open new branches in other cities, thus reaching more customers.
2. Collaborate with local food MSMEs to fill tenants and provide more culinary choices to customers.
3. Attract new customers and retain existing customers through discount programs, attractive promotions, and menu bundling at competitive prices.
4. Optimizing the best service from employees as the main advantage in building loyalty and increasing competitiveness in the midst of intense competition in the coffee shop business.

CONCLUSION

Based on research conducted on the marketing mix of De'Ale Coffee Shop in Sidoarjo, it can be concluded that De'Ale has implemented various marketing strategies based on the 7P marketing mix (Product, Price, Place, Promotion, People, Process, and Physical Evidence). SWOT analysis shows that De'Ale has strengths in product quality, superior service, and strategic location, while weaknesses include limited parking and limited indoor space. In terms of external factors, the biggest opportunities for De'Ale are business expansion to other cities and collaboration with food MSMEs, while the main threats come from the number of competitors and rising raw material prices. By considering these factors as well as the results of the SWOT analysis diagram, De'Ale is in quadrant I, which means it supports aggressive strategies so that the most suitable strategy for De'Ale is an aggressive growth strategy (Growth-Oriented Strategy) that utilizes strengths and opportunities to increase competitiveness in the coffee industry.

Based on the results of the research and analysis that has been carried out, it can be concluded that De'Ale Coffee Shop has succeeded in effectively fulfilling the five main

elements of competitiveness, namely product and service quality, innovation, image and brand, competitive pricing, and market access. De'Ale's advantages can be seen in the consistency of product taste and quality, satisfactory service, menu innovation and adaptive business strategies, as well as a strong brand image that is relevant to the local market. The affordable price strategy also makes De'Ale able to compete with big brands in the Sidoarjo area. Although market access still has room for improvement, especially in optimizing digital distribution, overall De'Ale has the potential and solid position to survive and thrive in the increasingly competitive coffee shop industry. Therefore, De'Ale can be said to be able to compete strategically and sustainably in the local market.

Suggestions

Based on the weaknesses and threats owned by De'Ale, several suggestions can be considered

1. Expand the indoor area to meet customer needs
2. Adding a parking lot so that visitors do not have trouble finding parking
3. Installation of a canopy to reduce the entry of direct sunlight into the room
4. Increase promotional content on Instagram and perhaps try TikTok to reach a larger audience.
5. Collaborate with food bloggers or influencers to expand marketing reach 5.

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