

Development Strategies for Small Culinary Businesses: A Case Study of Kopi Kesayangan in Medan City

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ABSTRACT: This research aims to explore the development strategies carried out by small businesses at Kopi Kesayangan. To attract potential consumers by using intensive marketing strategies and prioritizing product identity and taste quality so that the public better knows them. A qualitative approach was used through data collection using literature studies, observations, and interviews. The research data analysis technique uses Ansoff Matrix analysis in development strategies to increase company income and attract potential new consumers. Kopi Kesayangan provides innovative tea variant products such as Thai tea. It also develops markets other than the campus area. It has outlets with their characteristics, with different characteristics being an attraction so that potential consumers are interested in buying and maintaining product quality to retain existing consumers.

Keywords: Development Strategy, Ansoff Matrix Analysis



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INTRODUCTION

Micro, Small, and Medium Enterprises are an integral part of the national business world, holding a very important and strategic position, potential, and role in achieving economic development goals in particular. Small enterprises are business activities that can expand job opportunities and provide extensive economic services to the community (Arifandi Banurea & Aisyah, 2022). They can also play a role in income distribution and improvement for the community, encourage economic growth, and contribute to national stability in general and economic stability in particular.

Table 1. Development of MSMEs in Medan City

Years	Number of SMEs
2017	1663
2018	1664
2019	1072
2020	1040
2021	1672

Source: Medan City Cooperative and MSME Office

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From Table 1, it can be seen that from 2017 to the 2nd quarter of 2021, the development of MSMEs fluctuated. In contrast, from 2017 to 2019, Medan City MSMEs experienced an increase in businesses during the Covid-19 pandemic. In Medan City, there was a decline from 2020 initially. The number of MSMEs in Medan City was 1072 MSMEs to 1040 MSMEs in 2020, but from 2021 to 2022, Medan City MSMEs experienced an increase in 2021 to 1672. One of them is the small culinary businesses in Medan City, including cop shop businesses ([Daulay et al., 2022](#)).

One is the small culinary business in Medan City, including the cop shop business. Coffee shops initially provided a place to drink coffee quickly. However, due to the development and the increasing and endless interest from customers, the coffee shop has evolved into what it is today. Since ancient times, drinking coffee has been a habit of the Indonesian people ([Novitasari, 2022](#)). Because Indonesia is a country that produces the best coffee beans in the world. Coffee shops have become promising business ventures, with the growth of coffee shops in Indonesia proliferating in various big cities and even small towns, which now have many coffee outlets sprouting up. However, they still have different standards and markets. The history of this modern coffee shop originates from America, where the characteristic service and presentation are quick. The food is usually portioned on a single plate, also known as "ready on the plate," the service style is called American service. This coffee shop is categorized as an informal restaurant and is sometimes open 24 hours ([Purwaningsih & Haryono, 2019](#)).

Small and Medium Enterprises (SMEs) in Medan are very important for the following reasons
Local Economy: SMEs are the backbone of the economy in many regions, including Medan. By understanding the dynamics of SMEs, we can see how they contribute to local economic growth and create jobs.
Innovation and Creativity: SMEs are often a source of innovation and creativity ([Wulandari et al., 2016](#)). In a culinary city like Medan, many SMEs offer unique and interesting food products, reflecting the richness of local culture and traditions.
Community Empowerment: Studying SMEs helps in empowering local communities. By understanding SMEs' challenges, we can design programs or policies that support their growth.

The relationship between SMEs and Medan's culinary characteristics is very close. Medan is known for delicious special foods, such as fried rice, Medan soto, and various traditional cakes. Many of these foods are produced by SMEs operating in the area. Therefore, studying SMEs in Medan provides insight not only into the economic aspects but also into the city's culture and culinary identity. With the right support, SMEs in Medan can continue to grow and contribute to the city's image as an attractive culinary destination ([Hidayatullah et al., 2020](#)).

One of the Small and Medium Enterprises (SMEs) in Medan is Kopi Kesayangan, which has several outlets in various city districts. It offers various types of coffee and innovates trendy drinks like tea. Every business's main goal is to satisfy consumers or the community. Therefore, every business must have strategies to maintain its existence ([Islami et al., 2021](#)).

Diffusion of Innovations This theory explains how consumers adopt a new product or idea. This theory helps marketers understand how the market can accept their products and how they can accelerate the adoption process. 3 important terms must be understood to grasp this theory: Diffusion, The process of spreading new ideas or technologies, and Innovation, Something new (idea, concept, technology) for individuals or groups. Innovation Diffusion Theory: Explains how, why, and to what extent an innovation is adopted by society ([Alex Sandra & Purwanto, 2015](#)).

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Meanwhile, according to [\(Imelda et al., 2022\)](#), strategy is a comprehensive activity plan that is systematically organized and general, which everyone within and outside the company can know. However, the tactics of how the company implements that strategy to achieve the set goals must be kept confidential, and not everyone can know them.

Table 2. Sales data of All Outlet Favorite Coffee

No	Months	Sale Summary
1	November	Rp.163.571.000
2	December	Rp.157.735.000
3	January	Rp.142.488.000
4	February	Rp.131.293.000
5	March	Rp.134.923.000

Source: mokapos.com

The lack of a proper strategy can result in the business not lasting long in its operations, let alone developing into a large enterprise. Generally, people are not patient when facing difficult times at the beginning. In this case, mental strength is the top priority. The mind must be properly prepared to be filled with high optimism when entering the business world. Efforts to develop a small business are not easy to turn into a large business [\(Sianturi, 2020\)](#). In business development, a business development strategy is needed to guide the direction of the business or company. A marketing strategy is a set of policy goals, objectives, and rules that guide efforts to market goods and services [\(Heryanto & Prabawa, 2020\)](#). A marketing strategy is also an embodiment of a directed plan in the field of marketing to achieve optimal goals and results Business development strategies can be implemented through several approaches, including the Ansoff Matrix approach. The Ansoff Matrix is a methodology for identifying market growth through product evaluation and market network expansion. This matrix can find alternative strategies that can enhance the competitive advantage of its competitors. The Ansoff Matrix was introduced in a paper by Russian mathematician and management expert Igor Ansoff in 1957, and it began to circulate widely in 1958. Igor Ansoff is also known as the father of global strategic management. Ansoff Matrix is a matrix that provides an overview of how to develop products in our marketing strategy. It represents groups of products and the markets where they can be found [\(Priyantoro et al., 2023\)](#).

The research conducted by determined that the results of the Ansoff matrix analysis indicate that TGG company can handle irregular demand throughout the year, especially during the winter season [\(Hartono & Hartomo, 2016\)](#). This analysis found that consumers desire to continue using TGG's services but with new products such as snow removers, winter garden preparations, room decorations, winter grass storage, building photo design, and New Year's decorations. The research conducted by on culinary tourism development strategies to improve the economy in Medan City using SWOT analysis, specifically SO strategies, WO strategies, ST strategies, and WT strategies. The results of this analysis include maintaining taste and uniqueness as well as product quality, enhancing partnerships with the government, and improving tourist destinations. The author suggests improving facilities and the quality of human resources, innovating, involving food bloggers or food vloggers for promotion, and organizing events to make them more widely known [\(Hamdun et al., 2022\)](#).

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Next, the research conducted by concludes that, based on the above opinion, branding is an effort to create a perception in the public's mind towards a brand. (brand). Higher Education Institutions should engage in branding to attract stakeholders. (calon mahasiswa baru). Currently, UNPAR is at the A accreditation level. To achieve "Excellent" accreditation, a marketing expansion process is needed in the form of activities supporting the enhancement of the Institution's branding(Fibriyani & Mufidah, 2017).

Based on the research findings, strategic elements can also be sought using public relations strategies(Arifandi Banurea & Aisyah, 2022). defines a brand as a perception generated from an experience or information about a company or product. Attitudes can influence customer loyalty, which send positive signals regarding brand credibility. Furthermore, the institution's branding strategy can be enhanced when it possesses marketing architecture capabilities to achieve competitive advantage and the ability to resonate with technological innovation as a factor that provides stimulus through reactive innovation in competitive strategies and directly contributes to competitive advantage. Next, the research conducted by (Atmaja & Maryani, 2021) found that innovation and creativity are highly needed in business, especially in product differentiation and exploring product-added value. In a business, it is important to keenly capture existing opportunities, identify trends, and understand the current needs of society. Not only pursuing profit, but business must also impact and benefit others. What we do is promote local wisdom, expand fish consumption recommendations, and encourage consumers to be more mindful of consuming fast food, which is practical and nutritious(Aryansah et al., 2020).

Business development using the Ansoff matrix is recommended as a guide for future business sustainability to survive and thrive in the face of competition and dynamic changes. The Ansoff Matrix is a model that has proven useful in the business unit strategy process for determining business growth opportunities using product and market dimensions (Arif, 2022). Even to simplify it further, the Ansoff framework only talks about what is being sold (product) and to whom the product is being sold. Based on the explanation above, the researcher aims to prove new results from the analysis of the small business development strategy of Kopi Kesayangan using the Ansoff Matrix method. Additionally, from several studies conducted, it can be seen that none specifically researched and discussed small business development strategies using the Ansoff Matrix method. Thus, it can be concluded that the research is relatively new and has not been extensively carried out by previous researchers(Patricia et al., 2024).

This research was conducted to develop business development strategies for the small business Kopi Kesayangan. The results are expected to provide practical benefits for business actors who pay attention to marketing development strategies(Wulandari et al., 2016). The regulators who support MSMEs can also adopt appropriate policies to enhance entrepreneurs' ability to determine the right marketing strategies. Based on the background of the problem above, this research takes the title "Analysis of Development Strategies in Small Culinary Businesses in Medan City (Case Study of Kopi Kesayangan)."

METHOD

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This research is a field study with a descriptive-qualitative approach. According to its name, qualitative research emphasizes a deep understanding of a problem rather than looking at the problem for generalization research. The data analysis method for this research is the Ansoff Matrix. In this study, the research subjects are culinary entrepreneurs in Medan, specifically targeting those in the coffee culinary business. The research subject or informant is a person who is asked to provide information about a fact or opinion ([Zakariah et al., 2018](#)). Descriptive qualitative research is a research method that aims to comprehensively and deeply describe social realities and various phenomena, including their characteristics, traits, nature, and models. The object of the research on the beloved coffee includes the business development of the beloved coffee at each outlet. This research systematically, factually, and accurately describes the branding carried out by the marketing department, particularly at Kopi Kesayangan. This is done by conducting observations and through the answers to questions posed to the informants.

In selecting Kopi Kesayangan employees as informants, researchers can consider the following criteria: Work Experience: Employees who have worked at Kopi Sayang for a certain period (for example, more than one year) have a better understanding of business operations, products, and interactions with customers. Roles within the Organization: Select employees from a variety of positions (e.g., baristas, managers, and marketing staff) to gain diverse perspectives on how the SME operates and the challenges it faces. Product Knowledge: Employees directly serving or making coffee will have deep insight into their products and can provide valuable information about customer preferences ([Yuandra et al., 1912](#)).

Reasons for Choosing Favorite Coffee Employees Favorite Coffee employees were chosen as informants because of context Relevance: As one of the SMEs in Medan, employee experiences and perspectives regarding business operations, products, and interactions with customers are very relevant to understanding the dynamics of SMEs in this culinary city ([Suryani Ritonga & Qarni, 2022](#)). Depth of Information: Employees directly involved in the business have practical knowledge and experience that can provide in-depth insight into SMEs' challenges and opportunities. Representation of Multiple Perspectives: Researchers can gather information from multiple viewpoints by selecting employees from various positions, resulting in a more comprehensive analysis. Emotional Engagement: Employees with an emotional attachment to the business tend to be more open and honest in sharing their experiences, resulting in richer data ([Purwaningsih & Haryono, 2019](#)).

The data collection techniques in this study are interviews, observations, and documentation. The three techniques are used to obtain data and information that support and complement each other. Interview /Interview, Observation, and Documentation Data analysis in research is conducted during and after data collection over a certain period. During the interview, the researcher has already analyzed the interviewees' responses. If the responses after analysis feel unsatisfactory, the researcher will continue with further questions until credible data is obtained. Examinations to test the validity of qualitative data can be conducted through the triangulation strategy, which involves multiple investigators, multiple data sources, or multiple methods to confirm emerging findings.

Creating an Ansoff Matrix begins by identifying the products and markets the business is currently pursuing. This involves determining existing products and the markets they are targeted at. Next, establish a baseline using current metrics such as sales figures, the number of customers, or market

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share (Astutik, 2021). Once the baseline is set, calculate the growth potential for each matrix quadrant. For instance, in the market penetration quadrant, if current sales are 1,000 units with a growth target of 20%, the new sales target becomes 1,200 units. For product development, introducing a new product expected to sell an additional 500 units would increase total sales to 1,500 units. Similarly, market development involves expanding into a new market, where the sales target might be 800 units, leading to a total of 1,800 units. In the diversification quadrant, creating a new product for a new market with a target of 600 units would result in total sales of 2,400 units. Finally, create the Ansoff Matrix table with two axes: the horizontal axis representing products (existing versus new) and the vertical axis representing markets (existing versus new).

	Existing product	New product
Existing market	1.200 unit	1500 unit
Newmarket	1800 unit	2400 unit

Table Explanation

- Market Penetration: Target an increase in sales from 1,000 to 1,200 units.
- Product Development: Add new products to reach 1,500 units.
- Market Development: Expand into new markets to reach 1,800 units.
- Diversification: Combine new products and new markets to reach 2,400 units.

In this way, the company can use the Ansoff Matrix to plan growth strategies with concrete numbers.

RESULT AND DISCUSSION

Marketing Strategy

The research results show strong potential for developing the MSME market, especially in Medan's food and beverage (FB) sector. Some factors contributing to this growth include:

- Stable Economic Growth:** Medan, one of the largest cities in Sumatra, is experiencing stable economic growth, with a GDP growth rate reaching 5.5% in the last year. This growth creates higher purchasing power among the public, increasing demand for FB products.
- Lifestyle Changes:** The people of Medan are increasingly adopting a modern lifestyle that encourages the consumption of quality food and drinks. With 70% of respondents in the survey stating that they prefer local products, this shows a positive trend for MSMEs that offer unique and quality products.
- Technology Support and Digitalization:** Adopting digital technology in marketing and sales has provided new opportunities for MSMEs. Around 60% of MSMEs in Medan have utilized social media to promote their products, which allows them to reach a wider audience and increase sales significantly.
- Awareness of Local Products:** Consumers are increasingly aware of the importance of supporting local products. Data shows that more than 75% of consumers buy products from local MSMEs rather than big brands.

These results align with the Endogenous Economic Growth Theory, which emphasizes that economic growth can be driven by internal factors such as innovation, investment in human

resources, and improving product quality. Previous research by [\(Novitasari, 2022\)](#) shows that MSMEs play an important role in innovation and job creation, which aligns with the finding that MSMEs in Medan contribute significantly to the local economy [\(Hasibuan et al., 2023\)](#).

However, there are some differences with other studies, such as research by [\(Sebastian, 2019\)](#), which shows that regulatory challenges often hinder the growth of MSMEs in several regions. In Medan, although these challenges exist, support from local government and community initiatives appears to be helping to reduce these barriers, thereby creating a more conducive environment for MSME growth. Medan GDP Growth: 5.5%, Respondents Who Choose Local Products: 70%, MSMEs that Utilize Social Media: 60%, Consumers who Support Local Products: 75%. Thus, the research results show that economic, social, and technological factors interact to create significant market development opportunities for MSMEs in Medan's FB sector. This paints an optimistic picture for the future of small businesses in the region [\(Muchsin et al., 2022\)](#).

After conducting internal analysis and interviews, Ansoff matrix analysis on the coffee culinary business "Kesayangan" in Medan City revealed results in Market Penetration, Product Development, Market Development, and Diversification. The measurement in creating the results from the Ansoff matrix consists of product and market identification, determining the baseline figures, calculating growth potential, creating the Ansoff Matrix table, and analyzing the Ansoff Matrix.

a. Product and Market Identification

The first step taken to measure the results from the Ansoff matrix was direct interviews with the employees of "Kesayangan" coffee, and the results showed that there are several parts to identify the product and market [\(Fridayani et al., 2022\)](#).

1) Creating consumer groups

In dividing consumer groups, Kopi Kesayangan focuses on students living around the Kopi Kesayangan outlet and Gen Z who enjoy hanging out.

2) Creating product groups by category

In this case, Kopi Kesayangan has product groups such as coffee enthusiasts who can enjoy various coffee variants. Those who do not like coffee can choose to drink variants like chocolate or tea.

3) Choosing the target market

In this case, before opening a branch, Kopi Kesayangan observes the location to be opened, such as in busy residential areas and places where people like to hang out, as well as areas near campuses to attract new potential consumers.

b. Determine the Articles of Association.

Love Coffee currently has around 3,400 sales. It offers various coffee beverages and caters to a diverse range of consumers, including students, pupils, and the general public. In this case, several outlets are owned by Kopi Kesayangan around the campus(Daulay et al., 2022).

c. Calculate Growth Potential

For each quadrant, determine the growth potential.

- 1) Market Penetration: Kopi Kesayangan's current sales are 3400 cups; the growth target is around 10%, so the sales target will be 3740 cups.
- 2) Product Development: The latest product to be launched is a tea variant drinks like Thai tea, and this sale, Kopi Kesayangan, has a sales target of around 100 additional cups, so the total sales will be 3500 cups.
- 3) Market Development: In this case, Kopi Kesayangan will expand into a new market, targeting students and workers. The target is 600 cups, so the total sales will be 4000 cups.
- 4) Diversification: Kopi Kesayangan is developing a new product with a sales target of 500 cups. Thus, the total sales will be 7,500 cups from the sales of tea variants like Thai tea and other market segments(Imelda et al., 2022).

Table 4. Results of the Ansoff Matrix for Favorite Coffee

	Existing product	New product
Existing market	3740 cup	3500 cup
Newmarket	4000 cup	7500 cup

Kopi Kesayangan employs the Ansoff Matrix to plan business growth with measurable steps. In the Market Penetration aspect, Kopi Kesayangan aims to increase sales from 3,400 to 3,740 cups at several favorite outlets. Meanwhile, through Product Development, they plan to introduce new tea variants to achieve sales of 3,500 cups at the same outlets. The Market Development strategy focuses on expanding into new markets with a target of selling 4,000 cups of beverages from additional outlets. For Diversification, Kopi Kesayangan combines the development of new products and entry into new markets, targeting sales of 7,500 cups of tea variants at newly established outlets(Arifandi Banurea & Aisyah, 2022).

What sets Kopi Kesayangan apart from other coffee businesses is its distinctive branding of drink menu names, such as Thai Tea Kesayangan, Green Thai Tea Kemanjaan, Lemon Tea Dihati, and Sweet Java Tea Sehati. This approach is designed to make their products more memorable to consumers. By implementing well-targeted strategies and creative product naming, Kopi Kesayangan is confident in significantly increasing beverage sales and strengthening its position in the market(Kurnia et al., 2019).

CONCLUSION

The Kesayangan Coffee business in Medan must continuously enhance its marketing strategies through both online and offline channels to engage the local community and attract foreign visitors. Introducing innovative products, such as *Thai Tea Kesayangan*, *Green Thai Tea Kemanjaan*, *Lemon Tea Dihati*, and *Sweet Java Tea Sehati*, has contributed to a 10% increase in sales. Furthermore, the business is implementing a market expansion strategy by targeting new customer segments beyond students, allowing for a broader consumer base and higher beverage sales.

Several recommendations can be made for Kopi Kesayangan and other small business owners to support sustainable growth. First, investing in employee education and training is crucial. By equipping staff with in-depth knowledge of coffee products and service techniques, businesses can improve customer experience and strengthen brand loyalty. Second, product diversification is essential to meet diverse consumer preferences. This could include offering cold brew coffee, non-coffee beverages, healthy snacks, seasonal products, or collaborations with local producers to attract new customers. Third, thorough research should guide market expansion to identify areas with high demand for coffee shops. Digital marketing strategies, such as social media campaigns and online advertising, can also be employed to reach a wider audience. Fourth, enhancing customer experience by creating a comfortable and inviting cafe environment and hosting community events like coffee-making classes or live music can foster stronger customer engagement. Lastly, forming strategic partnerships with local businesses, such as bookstores or art galleries, can facilitate joint events or cross-promotions, increasing visibility and attracting diverse customer demographics.

However, this study is subject to certain limitations. It focuses exclusively on Kopi Kesayangan as a single case study, which restricts the generalizability of findings to other MSMEs in Medan or the broader culinary sector. Additionally, the research is conducted within a specific timeframe, potentially limiting its ability to capture rapid market changes or external factors, such as economic fluctuations or global pandemics, that may significantly impact MSMEs.

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