

**STRATEGIC PLANNING FOR THE DEVELOPMENT OF DHO
COFFEE AS A SUSTAINABLE LOCAL BRAND IN BANTUL**

Final Assignment of Business Building Design



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**MANAGEMENT STUDY PROGRAM
UNDERGRADUATE PROGRAM
FACULTY OF BUSINESS AND ECONOMICS
ISLAMIC UNIVERSITY OF INDONESIA
2025**

**STRATEGIC DEVELOPMENT OF DHO COFFEE AS A
SUSTAINABLE LOCAL BRAND IN BANTUL**

Business Building Design Final Assignment

Compiled and submitted to meet the final exam requirements to obtain a
Strata-1 Bachelor's degree in the Management Study Program of the Bachelor's
Program of the Faculty of Business and Economics,

Islamic University of Indonesia

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2025**

FREE STATEMENT OF PLAGIARISM

"It is hereby stated that in the final assignment of this business design there is no work that has ever been submitted by others to obtain a bachelor's degree in a university, and as far as I know there are also no works or references that have ever been written or published by others, except those that are written in this manuscript and mentioned in reference. If it is later proven that this statement is not true, I can accept any punishment/sanctions according to the applicable provisions"

Yogyakarta, November 12, 2025

A handwritten signature in black ink, consisting of a large, stylized 'P' shape with a horizontal line extending to the left and a vertical line extending downwards from the bottom of the 'P'.

Galih Raditya Savero Aji
22311270

GUIDE'S OBSERVATION PAGE

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Nihlah Ilhami, S.Pd

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ABSTRAK

Laporan Akhir tentang Implementasi Rencana Bisnis Berkelanjutan (RBB) disusun sebagai bentuk evaluasi komprehensif terhadap pelaksanaan dan pengembangan bisnis Dho Coffee dalam industri kafe yang kompetitif di Indonesia. Tujuan penyusunan laporan ini adalah untuk menganalisis kondisi internal dan eksternal bisnis, mengevaluasi kinerja operasional dan manajerial, serta merumuskan strategi pengembangan jangka pendek dan jangka panjang yang berorientasi pada pertumbuhan berkelanjutan. Hasil analisis internal menunjukkan bahwa Dho Coffee memiliki sejumlah kekuatan utama, seperti inovasi produk yang diterima baik oleh pasar, budaya organisasi yang solid dengan kepemimpinan partisipatif, serta kemitraan strategis dengan platform digital yang memperluas jangkauan pasar. Stabilitas keuangan dan komitmen terhadap kualitas produk juga menjadi pondasi penting dalam mendukung operasional bisnis. Namun, terdapat beberapa kelemahan internal, antara lain kapasitas fisik kafe yang terbatas, tantangan dalam menjaga konsistensi kualitas produk, kebutuhan peningkatan manajemen sumber daya manusia, serta sistem operasional digital yang belum sepenuhnya terintegrasi.

Dari sisi eksternal, industri kafe menunjukkan tingkat persaingan yang tinggi, ditandai oleh banyaknya pendatang baru, kekuatan tawar pelanggan yang besar, dan ancaman produk substitusi. Fluktuasi harga bahan baku dan perubahan perilaku konsumen juga menjadi faktor yang perlu diantisipasi. Di sisi lain, pertumbuhan tren konsumsi kopi, perkembangan teknologi digital, serta peluang kolaborasi dengan berbagai mitra strategis memberikan ruang bagi ekspansi dan inovasi bisnis. Berdasarkan hasil evaluasi, strategi pengembangan yang dirumuskan mencakup inovasi produk berkelanjutan, penguatan pemasaran digital, peningkatan kapasitas operasional, ekspansi lokasi, diversifikasi produk, serta penguatan sistem manajemen dan budaya organisasi. Rekomendasi yang diberikan bersifat praktis dan strategis, dengan tujuan memperkuat daya saing dan memastikan pertumbuhan bisnis yang berkelanjutan. Secara keseluruhan, Dho Coffee memiliki potensi kuat untuk berkembang menjadi bisnis kafe yang lebih kompetitif dan profesional. Keberhasilan jangka panjang akan sangat ditentukan oleh kemampuan perusahaan dalam memperkuat sistem internal, meningkatkan efisiensi operasional, dan merespons dinamika lingkungan bisnis secara adaptif dan terencana.

ABSTRACT

The Final Report on the Implementation of the Sustainable Business Plan (RBB) is prepared as a form of comprehensive evaluation of the implementation and development of Dho Coffee's business in the competitive coffee shop industry in Indonesia. The purpose of preparing this report is to analyze the internal and external conditions of the business, evaluate operational and managerial performance, and formulate short-term and long-term development strategies oriented towards sustainable growth. Internal analysis shows that Dho Coffee has a number of key strengths, such as product innovation that is well received by the market, a solid organizational culture with participatory leadership, and strategic partnerships with digital platforms that expand market reach. Financial stability and commitment to product quality are also important foundations in supporting business operations. However, several internal weaknesses were found, including limited physical capacity of the cafe, challenges in maintaining product quality consistency, the need to improve human resource management, and digital operational systems that have not been fully integrated.

From the external side, the coffee shop industry shows a high level of competition, characterized by the large number of newcomers, strong customer bargaining power, and the threat of substitute products. Fluctuations in raw material prices and changes in consumer behavior are also factors that need to be anticipated. On the other hand, the growth of coffee consumption trends, the development of digital technology, and collaboration opportunities with various strategic partners provide space for business expansion and innovation. Based on the results of the evaluation, a development strategy was formulated that includes sustainable product innovation, strengthening digital marketing, increasing operational capacity, location expansion, product diversification, and strengthening management systems and organizational culture. The recommendations given are practical and strategic, with the aim of strengthening competitiveness and ensuring sustainable business growth. Overall, Dho Coffee has a strong potential to develop into a more competitive and professional coffee shop business. Long-term success will be largely determined by the company's ability to strengthen the internal system, increase operational efficiency, and respond to the dynamics of the business environment in an adaptive and planned manner.

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May this research provide meaningful contributions to academic development and practical implementation in the field of management.

CHAPTER I

INTRODUCTION

A. Background

Dho Coffee is a coffee cafe business implemented as a student final project at the Faculty of Business and Economics of the Islamic University of Indonesia in the sixth semester, which began operating simultaneously in January 2025. The initiation of this business stemmed from direct observation of the community's needs in the Jodog area, Pandak, which at the time had relatively few modern cafes that met product quality standards, comfortable seating, and affordable prices. These conditions create a relevant market gap for developing a cafe business that is not only oriented toward product sales but also toward creating a comprehensive and sustainable coffee consumption experience.

Dho Coffee is developed with the vision of "JOYIN', DOSIN', GROWIN'" which represents the three main values of the business. "JOYIN'" emphasizes the aspect of enjoyment and comfort in enjoying coffee and the cafe atmosphere, "DOSIN'" positions coffee as part of the daily needs of consumers, not just a momentary consumption, while "GROWIN'" reflects the commitment of the business to grow with customers, employees, and the surrounding community. This vision is translated into the mission of providing a space that functions as a "second

home", where consumers can feel comfortable, productive, and socially connected, while enjoying quality products at a rational price.

The main products offered by Dho Coffee include various coffee and non-coffee drinks, as well as side dishes made with fresh ingredients. The mainstay menu, such as Dho-sus Salted Caramel, is a symbol of product differentiation that sets Dho Coffee apart from other cafes in the area. In addition, offering non-coffee drinks and snacks allows this business to reach a wider consumer segment, including those who do not drink coffee. Dho Coffee's target market spans all circles, with a main focus on coffee lovers, college students, and local people who need a comfortable, affordable gathering space that still meets high-quality standards.

During the business implementation period, Dho Coffee demonstrated strong growth, characterized by increased sales volume, an expanding customer base, and a generally positive market response to its products and concepts. However, the implementation process also reveals various operational and strategic problems that need to be managed seriously. One of the main challenges is the fluctuation in raw material prices, especially the main ingredients such as coffee beans, milk, and other food ingredients, which directly increase operational costs. This condition requires management to be more careful in controlling costs and supplier relationships to maintain financial stability.

In addition, the surge in weekend and certain period visitor numbers causes long queues and shows the cafe's limited capacity. This situation not only has the potential to lower customer satisfaction but also underscores the need for better capacity planning and spatial layout. On the other hand, competition over business locations is increasing as new cafes offer lower prices. This phenomenon demands that Dho Coffee not be trapped in price competition alone, but to strengthen differentiation through product quality, service, and customer experience.

Internal problems are also identified in product and operational quality. Some customers give feedback on the milk coffee flavor, noting it is not sweet enough or too strong, as well as cases of neglecting kitchen cleanliness, which impacts quality perception. Although it is incidental, these issues are an important indicator that the consistency of quality and the implementation of standard operating procedures (SOPs) are crucial factors in maintaining customer trust. Management's response to these problems, such as recipe adjustments and hygiene SOP updates, demonstrates a positive organizational learning process.

Behind these various challenges, Dho Coffee also presents a significant opportunity for further development. The positive market response to the flagship menu and cafe atmosphere shows that the business concept has strong appeal. Customer reviews and increased sales are proof

that differentiation based on quality and experience can create added value amid competition. In addition, the trend of coffee consumption among the younger generation continues to grow, especially in the Jogjakarta area, the city of education with promising long-term market potential.

In that context, Dho Coffee's business development is very urgent to ensure sustainability and long-term growth. Routine audits of equipment, renewal of cleanliness and service SOPs, the implementation of a digital stock recording system, and a more structured work schedule arrangement are strategic steps to increase efficiency and reduce the risk of waste and technical disruption.

In addition to the operational aspect, product development is also an important element in Dho Coffee's growth strategy. Seasonal menu innovation, new variant development, and recipe refinement based on customer feedback are efforts to maintain product relevance and encourage repurchase. This strategy allows businesses to remain responsive to changes in consumer tastes while strengthening brand identity as a creative and adaptive cafe.

Strengthening human resources is another dimension that is no less important in business development. Improving team capabilities through routine training, additional recruitment as needed, and the establishment of a culture of knowledge sharing lay the foundation for building a solid,

professional team. In service businesses such as cafes, the quality of interactions between employees and customers strongly influences brand perception and consumer loyalty. Therefore, investment in team development is not just an operational need but a long-term strategy to create a sustainable competitive advantage.

Overall, Dho Coffee has a fairly strong business foundation, both in terms of concept, product, and market response. However, these strengths need to be supported by a planned development strategy so that the business can transform from an academic project into a competitive local brand. Development measures that include operational optimization, product innovation, and strengthening human resources are key to addressing the challenges of cost fluctuations, price competition, and rapidly evolving markets. With the right development approach, Dho Coffee has the potential not only to survive but also to grow into a leading local cafe that empowers the surrounding community and contributes to the creative business ecosystem in Jogjakarta.

B. Problem Formulation

Based on the Dho Coffee business implementation report, carried out from January to November 2025 within the framework of one academic semester, it can be observed that the business development process cannot be separated from various dynamic,

multidimensional managerial challenges. These challenges arise alongside business growth, increased customer numbers, and changes in internal and external environmental conditions. In this context, problem formulation becomes an important instrument for directing the analysis and development of business strategies that are relevant, measurable, and oriented towards business sustainability.

The implementation of Dho Coffee as a final project for students of the Faculty of Business and Economics of the Islamic University of Indonesia not only aims to fulfil academic requirements, but is also designed to simulate real business conditions marked by uncertainty. Therefore, the problems that arise during the implementation period need to be understood comprehensively so they can serve as a basis for rational, data-driven managerial decision-making. In general, the challenges faced can be grouped into three main aspects: fluctuations in the price of raw materials, surges in visitor numbers at certain times, and increasingly tight market competition. Here is a summary of the main challenges, along with a brief explanation:

1. Raw Material Price Fluctuation

One of the main problems Dho Coffee faced during the implementation period was price fluctuations in raw materials, especially in key ingredients such as milk, cream, syrup, and coffee beans. The price increase that occurred in the middle of 2025 had a

direct impact on the structure of operational costs and business profit margins. This condition reflects the cafe business's vulnerability to changes in input prices, given that most raw materials depend on external markets and supply chains that business actors cannot fully control.

From a managerial point of view, fluctuations in raw material prices require more disciplined, adaptive financial management. Management must be able to carry out flexible budget planning, monitor cost changes periodically, and make strategic decisions regarding selling price adjustments or cost efficiency. However, adjusting the selling price is not always an ideal solution, given consumers' price sensitivity, especially in the student segment, Dho Coffee's main target. Therefore, there is a managerial dilemma between maintaining profit margins and maintaining price attractiveness in consumers' eyes.

In addition, the problem of raw material price fluctuations is also closely related to business relationships with suppliers. Dependence on certain suppliers can increase the risk of cost increases if not accompanied by a negotiation strategy or diversification of supply sources. In this context, Dho Coffee faces the challenge of building medium-term cooperation with suppliers who can provide high-quality raw materials at relatively stable prices. Without an effective raw material management strategy,

price fluctuations can disrupt financial stability and hinder business development plans.

2. Weekend Visitor Spike

The second problem identified is a spike in visitor numbers on weekends and during certain periods, especially after promotions and collaborations with local influencers. This increase in popularity shows the success of marketing strategies in attracting consumer interest, but it also creates new challenges related to capacity and service quality. The café's limited physical capacity leads to long queues, longer waiting times, and a potential decrease in customer satisfaction.

From a managerial perspective, this surge in visitors reflects an imbalance between market demand and available operational capacity. This condition demands a more mature capacity planning for both physical facilities and human resources. The limited seating and parking areas are essential issues that affect customer comfort, especially for consumers who come in groups or use private vehicles. If not handled properly, this situation can undermine perceptions of service quality, even when the products offered are of good quality.

In addition to the physical aspect, the surge in visitors also affects employee workload. Without proper work scheduling, employees may experience fatigue, leading to decreased service quality and an

increased risk of operational errors. Therefore, managerial challenges are not only about increasing capacity but also about managing human resources effectively. Shift adjustment, the addition of part-time workers during rush hour, and the standardization of service flow are crucial issues that need to be systematically formulated.

3. Fierce Market Competition

The third problem faced by Dho Coffee is the increasing level of market competition around business locations. The emergence of new cafes with similar concepts and lower prices creates significant competitive pressure. This condition requires Dho Coffee to define a clear competitive position to avoid a price war that could harm business sustainability.

Managerially, fierce market competition demands strong and consistent differentiation. Dho Coffee cannot rely solely on price as its primary weapon; it also needs to strengthen the product's uniqueness and customer experience. Menu innovation, such as the development and promotion of the flagship menu Dho-sus Salted Caramel, has become one of the differentiation strategies implemented. However, product differentiation alone is not enough if it is not balanced with service quality, cafe atmosphere, and effective brand communication.

In addition, competition also demands a more targeted and sustainable marketing strategy. The use of social media, community collaboration, and the creation of a strong brand image are essential aspects in maintaining customer loyalty. The managerial challenge in this case is allocating marketing resources efficiently to achieve maximum impact without burdening the business's finances. In the context of the RBB project, this problem is crucial because it directly affects the business's ability to survive and grow amid rapidly changing market dynamics.

C. Problem Formulation Synthesis

Based on the description above, it can be concluded that the problems faced by Dho Coffee are interrelated and affect one another. Fluctuations in raw material prices affect pricing strategies and profit margins; a surge in visitors affects service quality and customer satisfaction, while market competition demands differentiation and sustainable innovation. Therefore, the formulation of the problem in this report not only focuses on identifying challenges but also on developing a managerial strategy that integrates operational, financial, and strategic aspects holistically.

The formulation of this problem becomes the basis for further analysis in the Final Report of RBB Dho Coffee, as well as a foothold for formulating realistic and applicable strategic recommendations. By comprehensively understanding the problem, Dho Coffee will be able to

develop a business model that is more resilient, adaptive, and oriented towards long-term growth in the increasingly competitive cafe industry.

The development of business strategies in this Final Assignment focuses on segmenting Dho Coffee as a start-up business entity operating in an academic context while simulating real business conditions. The primary purpose of formulating and implementing this strategy is to encourage sustainable business growth and improve the business's ability to adapt to competitive, unstable market dynamics. In the cafe industry, characterized by consumer preferences, fluctuations in raw material prices, and high competition intensity, business success is determined not only by product quality but also by the effectiveness of operational strategies, marketing, and integrated human resource management.

Specifically, the purpose of this strategy development is directed to daily operations as the primary foundation of business sustainability. The optimization is carried out through routine equipment audits to ensure that all machines and supporting devices function properly and minimize the risk of operational disruptions. The implementation of the new standard operating procedure is designed to create consistency in product and service quality, while increasing efficiency. In addition, implementing a digital stock system is an integral part of the operational strategy to more accurately control raw material supplies, reduce waste, and support data-driven decision-making related to the purchase and use of materials. With a more organized operational

system, businesses are expected to be able to respond more flexibly to the surge in demand and cost pressures.

In addition to the operational aspect, another strategic goal is the development of sustainable, market-relevant products. This development is achieved through periodic menu innovations, including seasonal menus tailored to consumer trends and preferences. The innovation not only aims to attract new customers but also to maintain customer loyalty through a continually updated consumer experience. Product differentiation, such as the presence of Dho-sus Salted Caramel's flagship menu, is a key strategy for building brand identity and differentiating Dho Coffee from competitors. In addition to beverage products, the development of retail products is also planned to diversify income while expanding the brand's reach beyond physical visits to cafes.

The next goal is to strengthen a more structured, integrated marketing strategy. In this context, marketing strategies are not only focused on increasing short term sales, but also on building brand awareness and long term relationship with customers. Digital marketing campaigns on social media are designed to reach a wider market segment, especially the young, digitally active generation. Collaboration with influencers and the organization of community events serve as means to build closeness with consumers and strengthen the cafe's image as an inclusive social space. Loyalty programs are

also developed to encourage repeat visits and increase customer lifetime value, so that marketing strategies contribute directly to the stability of business revenue.

In addition, human resource development is a strategic goal that is inseparable from the overall business planning. The team's capabilities are improved through routine training that covers technical aspects, customer service, and understanding brand values. Additional human resource recruitment is planned to anticipate increased customer volume and to better distribute labor. A collaborative work culture is instilled to create a work environment that supports shared learning, innovation, and collective responsibility for service quality. With a competent and motivated team, Dho Coffee is expected to maintain performance consistency while supporting future business expansion.

Overall, the goal of strategy development in this Final Assignment is to transform Dho Coffee from a local cafe based on academic projects into a business with a strong managerial foundation, a long-term growth orientation, and adaptability to changes in the business environment. Emphasis on innovation, sustainability, and customer experience becomes the guiding principle for every strategic decision.

In terms of practical benefits, this Final Assignment makes a real contribution to the student's entrepreneurial experience. Through direct

involvement in business management, students have the opportunity to learn how to manage a business from planning through performance evaluation. This experience includes financial control, operational management, marketing planning, and strategic decision-making under full uncertainty. Thus, this Final Assignment serves as a business laboratory that enhances students' readiness to enter the business world or the world of professional work.

Other practical benefits are reflected in the successful business performance during the implementation period. The implemented strategy generated a cumulative turnover of Rp 712,514,500 over 12 months, demonstrating that product innovation, operational management, and the right marketing strategy can drive stable revenue. This achievement is not only an indicator of business success but also concrete evidence that a managerial approach based on analysis and planning can deliver significant results even when operating on a relatively small scale.

In addition to the financial aspect, students also benefit from the development of applicative managerial skills. The processes of negotiating with suppliers, managing teams, and handling problems such as fluctuations in raw material prices and surges in demand cannot be learned solely through theory. This skill is an important provision for students to face challenges in the real business world, both as entrepreneurs and as professionals in management.

Partnerships built with various external parties, such as online delivery services and influencers, also provide significant learning benefits. Through this cooperation, students learn to build and maintain mutually beneficial business relationships, understand collaboration mechanisms, and manage brand reputation in the digital public space. The experience broadens students' horizons about the importance of networking and collaboration in supporting long-term business growth.

From an academic point of view, this Final Assignment provides benefits in strengthening the understanding of theory through direct application in a real context. Students can integrate the concepts of strategic management, digital marketing, business finance, and human resource management learned during the lecture into daily business practices. This process helps bridge the gap between theory and practice, while improving students' analytical and problem-solving skills.

The preparation of Final Project reports also trains students' research and academic writing skills. Sales data analysis, evaluation of operational constraints, and future business development planning are carried out using a systematic, data-driven approach. This aligns with academic standards that demand accuracy, objectivity, and consistency in presenting arguments. Through self-reflection in the report, students can also identify

personal development, such as improvements in leadership skills, adaptability, and ethical decision-making.

Furthermore, the results of this Final Assignment have broader potential benefits for the academic and practicing worlds. The implementation report can be used as a reference or case study for other students who want to understand the dynamics of the cafe business in Indonesia, especially in the context of student-based entrepreneurship. Thus, this Final Assignment not only provides individual benefits to the author but also enriches the academic literature and practical learning in the fields of management and entrepreneurship.

CHAPTER II

REFLECTION ON IMPLEMENTATION RESULT

A. Implementation Performance

During the period from January to December 2025, Dho Coffee's financial performance remained stable and positive. The total revenue reached Rp 712,514,500, with an average quarterly turnover increase of 20%. The average monthly operational expenditure is Rp64,422,067, covering raw materials, employee salaries, electricity, inventory, and other support services. Based on the financial report for September, Dho Coffee recorded a net profit of around Rp305,758,622, signaling that the business can operate efficiently despite fluctuations in raw material prices. Cost control efforts through long-term cooperation with local suppliers also help maintain cash flow stability and operational efficiency.

From an operational perspective, Dho Coffee demonstrates effective, well-organized performance. This business has implemented a new standard operating procedure (SOP) to ensure consistency of service and product quality. The division of duties between the barista, kitchen team, and supervisor is clear, with daily routine communication and weekly evaluations to ensure optimal coordination. A participatory leadership style keeps the owner directly involved in daily operational activities, especially in quality control and customer service. Improvements such as expanding seating capacity, reorganizing work schedules, and conducting weekly evaluations

successfully increase team productivity, reduce work errors, and strengthen employee morale.

From a marketing perspective, Dho Coffee implements a creative, adaptive strategy to stay ahead of market trends. Through collaborations with local influencers and digital campaigns on Instagram and TikTok, Dho Coffee expanded its market reach and increased brand awareness. Cooperation with food delivery platforms such as ShopeeFood and Gojek also strengthens product distribution and facilitates customer access. This strategy succeeded in increasing digital engagement by 35%, expanding the regular customer base, and positioning Dho Coffee as one of the most innovative and relevant local cafes among young people.

Meanwhile, the market's response to Dho Coffee has been very positive. Based on customer reviews, superior products such as Dho-sus Salted Caramel have received high praise for their distinctive taste, high-quality ingredients, and attractive presentation. The cozy cafe atmosphere and friendly service are also added values that strengthen customer loyalty. More than 200 customers registered for the loyalty card program in the first month alone, indicating strong customer satisfaction and loyalty. Although competition in the surrounding area began to increase with the opening of new cafes offering lower prices, Dho Coffee is able to compete thanks to product differentiation, service quality, and consistent marketing strategies.

Overall, Dho Coffee shows solid business performance in various aspects. From the financial side, this business is efficient and profitable; from the operational side, it is well managed; from the marketing side, it can attract consumer attention and loyalty; and from the market response side, it is received very positively. The combination of these four aspects provides a strong foundation for Dho Coffee to continue to develop, expand market share, and strengthen its position as a superior, sustainable local coffee brand in Jogjakarta.

B. Implementation Reflection

During the business implementation program from semester 6 to semester 7, Dho Coffee provides real-world experience in running and developing a business professionally. Through this process, important lessons are learned in business management, human resource management, financial control, and effective marketing strategies. Direct field experience underscores the importance of operational discipline, punctuality, and adaptability to market changes. In addition, students learn how the management theories covered in lectures can be applied concretely in dynamic, challenging business situations.

In the areas that have been successfully achieved, Dho Coffee has made significant progress in increasing sales, improving operational efficiency, and implementing targeted digital marketing strategies. Revenue reached Rp712,514,500 during the implementation period, signaling the business's ability to attract market interest and maintain positive growth. Promotion

strategies through social media, collaboration with food delivery platforms, and the launch of superior products such as Dho-sus Salted Caramel are proven effective in building brand awareness and increasing customer loyalty. In addition, implementing new standard operating procedures (SOPs) and clearly dividing tasks among employees has improved team performance and maintained product and service quality.

However, during the implementation of this business, several problems and challenges were identified, which became valuable learning materials. One of them is the fluctuation in raw material prices, which affects production costs, so a more mature cost-control strategy is needed. In addition, the increase in customers on weekends caused seating capacity issues and long wait times, which were addressed by expanding the cafe area and adding staff. Another challenge is the emergence of new competitors in the surrounding area offering lower prices, requiring Dho Coffee to continue innovating in products and services to remain superior in the market.

Overall, the business implementation experience in semester 6 is a very valuable learning stage. This activity not only hones managerial and leadership skills but also forms mental resilience and creativity in facing real business dynamics. Students learn to think strategically, make data-based decisions, and manage teams effectively. The results of this process show that Dho Coffee can develop into a business that is not only profit-oriented but also highly sustainable and collaborative. This evaluation provides an important

basis for business development in the next stage, focusing on improving product quality and operational efficiency, and on strengthening digital marketing strategies.

CHAPTER III

DEVELOPMENT APPROACH AND FRAMEWORK

A. Analysis Approach

The analysis of business conditions, both strategically and academically, relies on a combination of classical theory and modern journal findings to comprehensively understand this complex and dynamic business environment. The structural foundation of Porter (1980) *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, which positions the industry as a competitive arena with a set of "rules of the game" that are relatively objective but dynamic, where the competition structure forms the boundaries of strategic rationality and the company's long-term profitability level.

In the context of Dho Coffee as a local coffee shop in Jodog, Pandak, the bargaining power of suppliers becomes relevant through the supply structure of the main raw materials, such as coffee beans, milk, syrup, and supporting food ingredients. Dependence on local suppliers offers the advantage of flexibility and relational proximity, but the price fluctuations in raw materials reported in the RBB indicate that supplier strength can increase when alternatives are limited or when external pressures arise, such as food inflation and distribution disruptions. The medium-term contract strategy with local suppliers, as implemented, can be understood as a supplier power

mitigation mechanism aligned with Porter's logic, while also strengthening the positioning of local quality-based differentiation and sustainability.

The bargaining power of buyers in the coffee shop industry has increased significantly in the digital era, driven by reduced information asymmetry. Dho Coffee consumers—students, students, and the general public—have extensive access to price comparisons, reviews, and other shop alternatives through digital platforms and social media. This creates margin pressure and high switching risk. However, the RBB report shows a strategic response in the form of experience-based value proposition creation: the concept of "second home", friendly service quality, loyalty card, and signature Dho-sus Salted Caramel menu. These elements create psychological and emotional switching costs, reduce demand elasticity, and balance the bargaining power of buyers, as Porter recommends through non-price differentiation.

The threat of new entrants in the local coffee shop industry is relatively moderate to high due to low financial barriers to entry. However, Dho Coffee builds multilayered barriers through local reputation, a loyal customer base, operational SOPs, and consistent product quality. This barrier is intangible and path-dependent, so newcomers cannot easily replicate it even when they offer lower prices. This strategy shifts competition from price-based rivalry to experience- and brand-meaning-based rivalry.

The threat of substitutes arises from various consumption alternatives: homemade instant drinks, low-cost street coffee, and non-cafe lifestyles. Dho Coffee's response through seasonal menu innovation, non-coffee drinks, and food-belief bundling expands domain relevance and lowers substitution. Meanwhile, rivalry among existing competitors is reflected in the emergence of new coffee shops around the location. This rivalry is managed not through a price war but through quality consistency, Nusantara menu differentiation, and brand story strengthening, so that the intensity of competition is directed to a dimension that is more difficult to imitate.

They interact to determine the long-term attractiveness of the industry. At the micro scale of Dho Coffee, changes in one element—for example, an increase in raw-material prices—trigger adjustments in operational strategies, pricing, and value communication to customers. Thus, Porter's framework provides an external lens that explains why certain business decisions in RBB reports are rational and adaptive. Managers not only react to forces but actively shape them through strategic actions. Dho Coffee, for example, shapes market perception through influencer collaborations, builds loyalty through customer card programs, and expands distribution channels through delivery platforms. These actions are a form of managerial agency that modifies the intensity of buyer power and rivalry.

Grant also integrates the resource-based view (RBV) as a source of sustainable competitive advantage. Dho Coffee resources can be analyzed

through the VRIO lens. Valuable resources are reflected in the ability to mix signature menus favored by the market and to deliver consistent service. Rarity (rarity) arises from the combination of typical recipes, cafe atmosphere, and social relationships with local customers. Inimitability is reinforced by causal ambiguity—work culture, team chemistry, and experiential service are difficult to copy instantly. Organization is achieved through a simple yet effective structure, participatory leadership, and an SOP that is continually evaluated. Thus, the advantage of Dho Coffee lies not only in its physical assets but also in its integrated capabilities.

This external-internal analysis is bridged by the SWOT Analysis, introduced by Humphrey at the Stanford Research Institute in the 1960s, as a strategic pivot that integrates Porter's industrial organization perspective with Grant's resource-based view. Dho Coffee's Strengths are not treated as a static list but as VRIO capabilities, such as a strong local brand and a best-selling menu. Weaknesses are identified as capability gaps, for example, capacity limitations during weekend spikes or the risk of human error in the kitchen. Opportunities arise directly from industry dynamics, such as the growing local hangout culture, the expansion of delivery services, and the preference for authentic Nusantara products. Threats include price competition from newcomers and fluctuations in the cost of raw materials.

Transforming SWOT into the TOWS matrix enables the formulation of a proactive strategy. SO strategy is reflected in the utilization of

brand strength and product quality to capture community opportunities and digital engagement. The ST strategy is evident in the use of quality differentiation to counter competitors' low prices. The WO strategy is realized through digitalization opportunities to overcome the weakness of the stock recording system. The WT strategy is implemented through cost-efficiency and SOP improvements to minimize operational risk. Thus, SWOT functions as a decision engine that connects external pressure with internal response.

The narrative is then translated to the execution level through the in Business Model Generation, an operational framework for translating strategic choices into configurations of interconnected business activities. Value Proposition Dho Coffee is designed to neutralize buyer power through a comfortable experience, a special menu, and affordable prices. Customer Segments are focused on students and local communities. Channels include physical stores and delivery platforms. Customer Relationships are built through personal interaction, loyalty cards, and social media. Key Resources includes a team of baristas, recipes, and local brands. Key Activities include production, service, and menu innovation. Key Partners is a local supplier and digital platform. The cost structure reflects the costs of raw materials, labor, and operations. Revenue Streams come from direct sales and delivery. This canvas is dynamic, in line with Grant's sensing, seizing, and transforming capabilities.

in Marketing Management, which places customers at the center of strategic value creation. Behavioral segmentation can be seen from repeat customers and promo responses. Targeting is focused on segments that value quality and atmosphere. Positioning Dho Coffee as a comfortable local "second home" emphasizes emotional bonding. Products are strengthened by menu innovation, competitive prices, omnichannel distribution, creative digital promotion, service-oriented, well-trained staff, standardized processes through SOP, and physical evidence in the cafe atmosphere. This integration creates a loyalty and word-of-mouth flywheel.

This strategic implementation is supported by Human Resource Management, as an organizational behavior integrator, which emphasizes vertical alignment between business strategy and HR practices and horizontal coherence among HR systems. Labor planning, barista training, performance evaluation, and participatory leadership ensure alignment between strategy and execution. The culture of quality, togetherness, and innovation described in the RBB report is a strategic asset that strengthens the competitive advantage.

The reliability of the analysis is reinforced conceptually by the mixed-methods approach, the integration of qualitative and quantitative data to capture strategic complexity more comprehensively. Qualitative validation through customer feedback and internal evaluation, combined with quantitative sales and financial data, provides a basis for evidence-based decision-making. At its peak, strategic leadership acts as a meta-capability that orchestrates all

elements of environmental change, takes adaptive decisions, and gradually transforms business models,

B. Data Collection and Analysis Techniques

Data collection and analysis techniques for the evaluation and formulation of Dho Coffee's business strategy are designed comprehensively by adopting a methodological approach that integrates classical and modern methods, both quantitative and qualitative, to obtain a complete, in-depth, and contextual understanding of the business conditions in which it operates. This approach is based on the awareness that the business phenomenon, especially on the scale of retail service businesses such as coffee shops, cannot be reduced only to financial numbers alone, but must be understood as a complex socio-economic system, where consumer behavior, organizational dynamics, leadership, and competitive environment interact simultaneously. Therefore, data collection strategies are organized to capture the financial and non-financial dimensions in a balanced way, providing a solid basis for adaptive and sustainable strategic decision-making.

Quantitative data serves as the initial foundation for analyzing Dho Coffee's business condition, primarily through sales reports and systematically documented internal financial records. Sales reports include information on daily, weekly, and monthly product volume sold, revenue, sales composition by

product type, and demand trends over a given period. This data plays a strategic role because it reflects the business's actual market performance and serves as the leading indicator of the success of operational and marketing strategy implementation, this type of quantitative data is a crucial element for analysing the company's competitive position, understanding the competitive landscape, and identifying the external pressures that affect profitability.

Sales data are analyzed using descriptive statistical techniques to provide an overview of Dho Coffee's business performance. Descriptive statistics are used to identify average sales, growth trends, variations in demand across periods, and the contribution of each product to total revenue. Through this analysis, superior products can be identified, such as the signature Dho-sus Salted Caramel men, which contribute significantly to revenue and support business differentiation. In addition, trend analysis allows management to identify seasonal patterns, such as sales fluctuations during Ramadan, school holidays, or weekends, which serve as a basis for promotional planning and operational capacity management.

Furthermore, quantitative data is also used to evaluate cost efficiency and business spending structure. By comparing income and operational costs, management can measure profit margins and identify cost items that have the potential for waste or efficiency. which emphasizes understanding the cost structure as part of a competitive strategy across both the cost leadership and differentiation frameworks. In the context of Dho

Coffee, the analysis of the costs of raw material utilities serves as a cost basis for formulating cost-control strategies without sacrificing product and service quality.

However, quantitative data has limitations in explaining the subjective and contextual aspects that affect business performance. Therefore, qualitative data collection is an essential complement in this research. Qualitative data is collected through customer and employee surveys designed to explore perceptions, satisfaction levels, preferences, and experiences that are not fully reflected in sales figures. The customer survey includes assessments of product quality, service, price, cafe atmosphere, and the overall Dho Coffee brand image. Meanwhile, the employee survey focuses on internal factors, including SOP clarity, work communication, leadership, and organizational culture.

The survey instrument is a questionnaire that combines closed-ended Likert-scale questions with open-ended questions. This approach allows quantitative measurement of satisfaction and perceptions, while giving respondents space to express their views and input more freely. The validity and reliability of survey instruments are essential to ensure that the data obtained accurately reflect the existing conditions. This approach aligns with the integration of qualitative and quantitative methods

In addition to surveys, in-depth interviews are conducted as the primary method to gather contextual and exploratory strategic information.

Interviews were conducted with business owners, key staff, and parties directly involved in Dho Coffee's operations. Through this interview, a deep understanding of daily operational challenges, obstacles faced in strategy implementation, and managerial considerations in decision-making was obtained. Interviews are also a means to understand the dynamics of leadership, the innovation process, and organizational learning that takes place in business.

place leadership and innovation as key factors in strategic management. Qualitative data from interviews allows researchers to capture the nuances of decision-making that are not always mathematically rational, but are influenced by experience, intuition, and social context. Thus, the interview ensures that strategic analysis cannot be separated from the realities of business practices in the field and enables the formulation of applicable, relevant recommendations.

After all data is collected, the analysis is carried out gradually and in a structured manner. The first stage is descriptive analysis, which aims to present an overview of Dho Coffee's business conditions based on quantitative data and a summary of qualitative findings. This stage serves as the basis for initial understanding before a deeper analysis is carried out. The second stage is diagnostic analysis, which focuses on identifying the root of the problem, the cause-and-effect relationships, and the internal and external factors that affect business performance. In this stage, qualitative data from surveys and

interviews play an important role in explaining why certain phenomena occur, for example, the cause of decreased customer satisfaction or certain operational obstacles.

The third stage is predictive and strategic analysis, which aims to project trends and changes in the future business environment. Predictive analysis is not conducted through complex statistical models, but rather through the interpretation of sales trends, changes in consumer preferences, and local competition dynamics. This projection is then used as a basis for formulating business development plans and medium to long-term adaptation strategies.

This comprehensive data collection and analysis approach results in a strong strategic foundation for Dho Coffee. Business decisions are not based solely on intuition or experience; accurate, relevant, and integrated data support them. This practice reflects modern management principles that emphasize evidence-based decision-making, which positions data and continuous learning as the foundation for business model innovation.

Thus, the data collection methodology and analysis techniques applied in Dho Coffee's business evaluation not only function as an academic tool but also as a practical instrument to support business growth and sustainability. The integration of quantitative and qualitative data, systematic phased analysis, and the use of an established strategic framework ensure that the formulated strategy is rational, adaptive, and relevant to the real business

context. This approach strengthens Dho Coffee's position as a learning organization that can utilize data as a source of competitive advantage amid the increasingly competitive dynamics of the coffee shop industry.

CHAPTER IV

ENVIRONMENTAL ANALYSIS

A. Internal Analysis

Internal analysis is an essential stage in evaluating Dho Coffee's business performance because it helps identify and understand the organization's internal conditions, serving as a basis for formulating a sustainable development strategy. In this context, SWOT analysis is used as the main framework to assess the business's internal strengths and weaknesses, compiled based on reflections on the results of business implementation during the period from January to November 2025. The focus of internal analysis is not only to record positive achievements but also to examine the extent to which the resources, capabilities, and managerial systems owned can support business competitiveness amid the dynamics of the competitive cafe industry.

As a cafe business run within the framework of the student final project, Dho Coffee faces challenges similar to those of the food and beverage

retail industry, ranging from product quality consistency to daily operational management. Therefore, internal analysis becomes a means of strategic evaluation to assess the organization's readiness to maintain the performance achieved while anticipating future challenges. The strengths and weaknesses identified in this analysis reflect the actual outcomes of managerial decisions made during business implementation.

The internal strengths of Dho Coffee include:

One of the main strengths of Dho Coffee lies in the quality of its products and its ability to innovate sustainably. Coffee and non-coffee beverage products are developed with attention to taste, consistency, and suitability with the target market preferences. The flagship menu "Dho-sus Salted Caramel" and "Matcha is a concrete example of the success of product innovation, where the combination of distinctive flavors can attract consumer interest and get a positive response from the market. The popularity of this menu is reflected in high sales and positive customer reviews, making it a bestseller and an icon of Dho Coffee products. The menu "Dho-sus Salted Caramel" has been sold up to 2498, while Matcha is sold 2749

The superiority of this product lies not only in its taste but also in its development process, which is based on consumer feedback. This approach allows Dho Coffee to adjust its formula and product presentation flexibly to

customer preferences. Sustainably implemented innovations create differentiation that is relatively difficult to imitate by competitors in the short term, particularly if the innovation is supported by quality consistency and a deep understanding of the local market. Thus, the product's strength becomes one of the sources of a significant internal competitive advantage.

In addition to product quality, a strong, professional organizational culture is an essential internal strength for Dho Coffee. Implementing consistent operational procedure standards (SOPs) creates a straightforward, structured workflow, thereby minimizing operational errors and maintaining service quality standards. This SOP covers various aspects, from the process of making drinks, kitchen cleanliness, to customer service. Consistency in implementing SOPs contributes to a relatively uniform and reliable customer experience.

A participatory leadership style also characterizes Dho Coffee's organizational culture. Business owners and managers encourage open communication and employee involvement in daily operational decision-making. This approach fosters a collaborative work environment and increases employees' sense of ownership. The impact can be seen in increased work motivation, team loyalty, and employee willingness to contribute more in the face of surges in visitors or other operational challenges. This positive work

culture becomes an internal asset that supports stability and overall business performance.

Another internal strength is Dho Coffee's ability to build strategic cooperation with external parties, especially online food delivery platforms such as ShopeeFood and Gojek. This partnership expands distribution channels, enabling businesses to reach consumers beyond direct visits to cafes. The presence of Dho Coffee on the delivery platform provides customers with the product without having to come to the location, while increasing daily sales volume.

Collaboration with the delivery platform also strengthens brand visibility in the digital space. Through platform promotions and features, Dho Coffee can increase its product exposure to new potential customers. The ability to utilize this partnership demonstrates the business's readiness to integrate technology and digital platforms into its operational model, which is a relevant internal strength in dealing with changes in consumer behaviour.

From the financial side, Dho Coffee shows a relatively stable condition during the reporting period. Consistent increase in turnover, accompanied by fairly good expenditure control, reflects the management's ability to manage cash flow and operational costs. This financial stability provides businesses with space to pursue product development and marketing

without excessive liquidity pressure, thereby supporting medium- and long-term business sustainability.

Internal weaknesses identified include:

Although Dho Coffee demonstrates several internal strengths that support business growth, the results of the internal analysis also reveal several weaknesses that require serious, sustainable managerial attention. These weaknesses cannot be seen as mere failures, but as a logical consequence of the relatively rapid business growth over a limited implementation period. Therefore, a deep understanding of internal weaknesses is a crucial step to ensure future business development is carried out in a more structured, efficient, and sustainable manner.

One of the main weaknesses identified is the limited operational capacity, both in terms of physical facilities and human resources. Limited seating capacity becomes a significant obstacle during surges in visitor numbers, especially on weekends and during promotional periods. This condition causes long queues and increased waiting times, which can ultimately reduce customer comfort. In the cafe industry, comfort and customer experience are important factors that influence satisfaction and the intention to return. Therefore, limitations in physical facilities can directly affect perceptions of overall service quality.

In addition to the seating area, the limited parking space is also a weakness that affects the customer experience. Inadequate parking access can cause inconvenience, especially for customers who use private vehicles. In the context of fierce cafe competition, supporting factors such as ease of access and environmental comfort are important considerations for consumers in choosing a gathering place. If this problem is not handled strategically, Dho Coffee risks losing potential customers who prioritise comfort in the consumption experience.

The limitation of operational capacity is also reflected in human resource management. Employee workload that increases during peak hours shows a weakness in labor capacity planning. Although employees demonstrate strong commitment and work ethic, the limited number of staff creates high work pressure, especially during surges in orders from both direct customers and online delivery platforms. This condition can affect service speed, product presentation accuracy, and customer interaction quality.

From a managerial perspective, the limited number of staff indicates the need for a more mature human resource planning approach based on demand patterns. Work scheduling that is not fully adaptive to fluctuations in visitor numbers indicates that the labor planning system remains reactive. Without a more flexible work schedule adjustment or the addition of part-time labor during the busy period, the risk of employee fatigue and a decline in

service quality will be even greater. In the long run, this condition can also affect employee job satisfaction and increase the potential for turnover.

Other internal weaknesses are related to the consistency of product quality. Although Dho Coffee products in general received a positive response, some customers have complained about the variety of beverage flavors, which they feel is inconsistent. For example, some customers find that the milk coffee flavor is sometimes less sweet or less intense than they expected. This inconsistency highlights a challenge in implementing recipe standards and quality control, especially as order volume increases and the workflow becomes more crowded.

Product quality consistency is a fundamental aspect, and inconsistent customer experiences can reduce satisfaction, even when product quality is generally reasonable. Therefore, weaknesses in product consistency emphasize the importance of strengthening the quality control system, including more intensive employee training and more structured supervision of the production process.

In addition to product quality, hygiene is another internal weakness that requires special attention. Cases of neglecting kitchen cleanliness were recorded during the implementation period, indicating that the implementation of hygiene standards had not been fully optimized. In the food and beverage industry, hygiene is a critical factor that is directly related to consumer health

and business reputation. Just one incident of negligence can cause a significant negative impact if not handled quickly and transparently.

This negligence of hygiene indicates a loophole in operational supervision and SOP implementation. Although the SOP has been designed and socialized, maintaining consistency in its implementation remains a challenge. This shows that the existence of SOP alone is not enough without continuous supervision and a culture of discipline that is firmly ingrained throughout the team. Strengthening the internal audit system and enforcing hygiene standards are urgent needs.

From a managerial perspective, these various weaknesses indicate that the relatively rapid business growth has not been fully offset by the strengthening of an adequate internal system. Dependence on direct supervision from the owner across many operational aspects shows that the delegation and control system has not been operating optimally. This condition can be an obstacle to business scalability because a heavy reliance on specific individuals will limit the organization's ability to grow.

In addition, the limitations of utilizing digital systems across several operational aspects are a weakness that needs to be observed. Although a digital stock system has been implemented, the overall integration of operational data is still limited. The lack of an integrated information system can make it challenging to monitor performance in real time and hinder

data-driven decision-making. In the context of increasingly fierce competition, this limitation can reduce business agility in responding to market changes.

The identified internal weaknesses indicate that Dho Coffee is in transition from a start-up to a business that requires a more mature managerial system. Without a plan and sustainable improvement, the risk of declining service quality and operational efficiency will increase as business volume increases. Therefore, this internal weakness must be seen as a strategic priority.

Overall, Dho Coffee's internal analysis shows that this business has a strong enough foundation to grow. However, weaknesses in operational capacity, quality consistency, cleanliness, and human resource and information management systems need to be handled systematically and integrated. The results of this weakness analysis provide an essential basis for formulating advanced strategies, enabling internal strengths to address existing weaknesses and prepare the business to face increasingly complex external challenges.

B. External Analysis

This framework was introduced by Porter in *Competitive Strategy* as a tool for understanding the industry structure and how competitive forces shape long-term profitability. In the context of Dho Coffee, as explained in the RBB Final Report, the Five Forces are used to map external pressures that directly affect operational performance, competitive position, and the potential for business sustainability.

The coffee shop industry in Indonesia, especially in the Jogjakarta region, is characterized by rapid growth in the number of business actors, changes in consumer preferences, and high competition intensity. Therefore, understanding the industry structure is crucial so that businesses cannot only react in the short term but also formulate adaptive, long-term-oriented strategies. Porter emphasized that the five forces—supplier bargaining power, buyer bargaining power, the threat of new entrants, the threat of substitute products, and the intensity of competition—do not stand alone; they interact with one another and shape the dynamics of the industry as a whole.

The bargaining power of suppliers in the coffee shop industry is relatively strong, especially for small- and medium-scale businesses such as Dho Coffee, which has not yet achieved a high purchase volume. Dependence on main raw materials such as coffee beans, milk, and syrup makes businesses vulnerable to price fluctuations. During the implementation period of Dho Coffee, the increase in raw material prices has become one of the main challenges, directly impacting operational costs and profit margins. This aligns with Grant's view in *Contemporary Strategy Analysis*, which states that suppliers' bargaining power will be stronger when the company has limited scale and alternative supply sources.

This pressure from suppliers is categorized as an external threat in Humphrey's SWOT framework, developed by the Stanford Research Institute.

However, the pressure is not absolute because it can be managed through internal strategies such as supplier diversification, more efficient stock control, and medium-term negotiations. Thus, the Five Forces analysis not only serves as a threat identification tool but also as a basis for designing a strategic response aligned with the business's internal strengths.

The bargaining power of buyers in the coffee shop industry is classified as high. Consumers have many choices of cafes across various price ranges, concepts, and qualities, so switching costs are relatively low. In the context of Dho Coffee, the main market segment, such as college students and students, are very sensitive to price and experience. This condition strengthens buyers' bargaining position and reduces businesses' ability to raise prices without risking customer defections. Kotler and Keller, in *Marketing Management*, explained that in a market with abundant choices, customer loyalty can be built only through clear and consistent added value.

In response, Dho Coffee emphasizes differentiation through product innovation and customer experience. The flagship menu, such as Dho-sus Salted Caramel, a cozy cafe atmosphere, and a personalized service approach, are designed to create value that is difficult to match at price-based competitors. This strategy aims to lower customer price sensitivity and build loyalty, thereby relatively suppressing buyer bargaining power.

The threat of new entrants in the coffee shop industry is high due to relatively low entry barriers. Initial capital requirements that are not too high, easy access to equipment, and the trend of increasing coffee consumption encourage the emergence of new cafes. In the RBB Final Report, the emergence of a new competitor with a lower price near the Dho Coffee location represents significant external pressure. Porter emphasized that industries with low entry barriers tend to have high levels of competition and lower profitability.

However, not all new entrants can survive. Dho Coffee has the opportunity to create indirect entry barriers by strengthening local brands, fostering customer loyalty, and maintaining consistent operational standards. Thus, the threat of newcomers can be managed through differentiation strategies and internal system strengthening.

The threat of substitute products is also an important factor in the Five Forces analysis. Substitution products not only come from other cafes, but also from instant drinks, premium coffee sachets, or non-coffee drinks at lower prices. Changes in lifestyle and consumer preferences make the threat of substitution more relevant. Porter (1980) stated that the existence of close substitution will limit the company's ability to raise prices and maintain profit margins.

Dho Coffee responded to the threat of substitution by emphasizing the experiential aspect that cannot be fully replicated by alternative products. The atmosphere of the cafe as a social space, the quality of interaction with the barista, and the presentation of the product become distinguishing value elements., in which customer experience serves as a source of competitive advantage in the service industry.

The intensity of competition between business actors in the Jogjakarta coffee shop industry is very high. The large number of cafes with similar concepts, aggressive promotions, and price wars creates ongoing competitive pressure. In this condition, a clear, consistent positioning strategy is key. McCaw, in *Innovation and Leadership in Strategic Management*, emphasized that strategic leadership plays an important role in managing competitive pressure by balancing the exploitation of existing excellence and the exploration of innovation. This is relevant to Dho Coffee, which relies on menu innovation and participatory leadership to face competition.

Social factors present both opportunities and challenges. The trend of coffee consumption among the younger generation, the culture of hanging out, and the increasing use of social media create opportunities for demand growth. However, rapidly changing consumer preferences demand continuous innovation. Technology factors also play an important role, especially through online delivery platforms, digital payment systems, and social media as

marketing channels. The use of this technology aligns with the Business Model Canvas developed by Osterwalder and Pigneur in Business Model Generation.

Environmental and sustainability factors are increasingly relevant in the food and beverage industry. Consumer awareness of hygiene, food safety, and environmentally friendly practices affects brand perception. Finally, legal factors related to labor standards and work safety require professional human resource management,

The integration of Five Forces and PESTEL analysis provides a comprehensive external picture, which is then mapped into SWOT to formulate a more operational strategy. This approach is reinforced by mixed methods as described by Smith, Brown, and Taylor in Integrating Qualitative and Quantitative Methods in Business Research, where quantitative data such as sales and market trends are combined with qualitative data from interviews and surveys to produce a more holistic analysis

Overall, the analysis of Porter's Five Forces, combined with PESTEL, indicates that Dho Coffee operates in a highly competitive and dynamic industrial environment. Strong external pressure from various sides demands an adaptive, integrated strategy and is based on a deep understanding of the industry structure and the macro environment. The results of this analysis provide an important foundation for the RBB Final Report to

formulate a sustainable business development strategy that is relevant to market realities.

C. The Relationship of Internal and External Analysis

The relationship between internal and external analysis is an important element in formulating a comprehensive and sustainable business strategy. In the context of Dho Coffee, SWOT and Porter's Five Forces analyses are used complementarily to provide a comprehensive picture of the business's internal conditions and the external environment's dynamics that affect its performance and prospects. This approach allows management not only to understand the business's current competitive position but also to formulate a realistic, adaptive strategy for market changes.

The results of the SWOT analysis show that Dho Coffee has several significant internal strengths, which serve as its main capital in facing the increasingly tight competition in the coffee shop industry. One of the main strengths lies in product innovation, as reflected in the presence of superior menus such as Dho-sus Salted Caramel, which received a positive market response and achieved high sales. This product innovation provides clear differentiation from competitors and directly contributes to Dho Coffee's brand identity in consumers' minds. In addition, a strong organizational culture with participatory leadership fosters a collaborative work environment, increases

employee motivation, and supports consistent service quality. Another internal strength is a strategic partnership with an online delivery platform, which expands market reach and adapts business models to changing consumer behavior that increasingly relies on digital services.

However, internal analysis also reveals weaknesses that require serious attention to avoid hindering future business growth. The limited physical capacity of the cafe, such as the number of seats and parking areas, becomes a problem when there is a surge in visitors, especially on weekends. In addition, human resource management still faces challenges in adjusting the number and scheduling of labor during peak hours, which can affect service quality. The risk of raw material price fluctuations is also a weakness that directly impacts the cost structure and profit margins, requiring more systematic cost control and an adaptive procurement strategy.

The findings from the internal analysis were then linked to the results of the external analysis using Porter's Five Forces, which described the competitive pressures faced by Dho Coffee in the coffee shop industry. The high threat of newcomers reflects the low barrier to market entry, especially in the Jogjakarta area, where numbers of cafes are growing rapidly. This condition requires Dho Coffee to continue to strengthen product differentiation and customer experience so that it is not easily displaced by new competitors. The threat of substitute products, such as non-coffee drinks or cafes with alternative

concepts, also further tightens competition and demands sustainable innovation to remain relevant to consumer preferences.

The relatively high bargaining power of customers is another external factor that must be addressed strategically. Consumers have many coffee shop choices across various price ranges and concepts, so their sensitivity to price and service quality is quite high. In this situation, internal strengths, such as product innovation and a strong service culture, must be leveraged to build customer loyalty and create added value that is difficult to imitate. On the other hand, suppliers' bargaining power, especially for key raw materials such as coffee beans and dairy products, can also help reduce operational costs. Internal weakness, such as dependence on certain suppliers, can increase this risk if not balanced by supplier diversification strategies and long-term, mutually beneficial cooperation.

The relationship between internal and external analysis shows that Dho Coffee's strengths and weaknesses cannot be separated from the opportunities and threats in its business environment. The strength of product innovation and a solid organizational culture can be leveraged to address the threat of intense competition and customer bargaining power, while weaknesses in operational capacity and human resource management need to be addressed immediately so businesses can take advantage of the still-open growth opportunities in the coffee market. In other words, the effectiveness of

Dho Coffee's business strategy depends heavily on management's ability to align internal conditions with external demands.

Based on the relationship, Dho Coffee's corporate strategy should focus on strengthening product and brand differentiation, operational optimization, and more intensive customer relationship management. Strengthening differentiation can be done through continuous menu innovation and the development of a consistent customer experience. Operational optimization includes adjusting physical capacity, more adaptive human resource planning, and controlling raw material costs. Meanwhile, customer relationship management through digital marketing and loyalty programs is an important strategy to face the high bargaining power of consumers.

Overall, integrating internal and external analysis provides a strong foundation for Dho Coffee in formulating a sustainable growth strategy. By leveraging internal strengths to overcome external threats and address weaknesses, Dho Coffee can maximize market opportunities and maintain competitiveness while developing consistently in a dynamic, competitive business environment.

CHAPTER V

FORMULATION OF BUSINESS DEVELOPMENT STRATEGY

A. Development Strategy Identification

Identifying Dho Coffee's development strategy is a crucial next step after a comprehensive internal and external analysis using the SWOT framework and Porter's Five Forces. This stage aims to translate the analysis results into a concrete, measurable strategic direction oriented towards business sustainability. In the context of a highly competitive coffee shop industry, development strategies cannot be single or static; they must be designed gradually by combining short-term strategies that respond to current market conditions and long-term strategies that are visionary to sustain sustainable growth.

Dho Coffee is in the early growth stage, with a strong internal foundation but still facing operational challenges and external pressures. Therefore, the development strategy is aimed at maximizing internal strengths to capture market opportunities while minimizing weaknesses to avoid magnifying the impact of external threats. Integration between short-term and long-term strategies is the most relevant approach to ensure the continuity of business performance.

The right short-term and long-term business strategies for Dho Coffee are as follows:

1. Short Term Strategy:

Dho Coffee's short-term strategy focuses on strengthening operational and marketing performance over the next one to two years. This strategy is tactical and adaptive, aiming to maintain business stability, increase customer satisfaction, and strengthen the competitive position amid fierce competition.

a) Product Development and R&D Innovation

Product development is the top priority in the short-term strategy, considering Dho Coffee's internal strength lies in the quality and innovation of the menu. Dho-sus Salted Caramel's flagship menu, which has received positive market response, needs to continue to be optimized across flavor consistency, presentation, and product narrative in marketing communications. In addition to maintaining the flagship menu, Dho Coffee needs to add new menu variations developed based on customer feedback, such as sweetness-level variants, seasonal menus, and non-coffee drinks relevant to local consumer preferences.

This customer feedback-based approach enables more targeted innovation and reduces the risk of product failure. In the short term, product innovation serves as an effective differentiation tool to maintain consumer interest and reduce the impact of newcomer threats or substitute products.

b) Digital Marketing Improvement and Local Partner Collaboration

Short-term marketing strategies focus on optimizing digital channels that have proven effective during the business implementation period. The use of social media such as Instagram and TikTok should be strengthened through consistent, authentic, and interactive content, including featured menu promotions, customer testimonials, and behind-the-scenes footage of cafe operations. In addition, collaboration with local influencers and creative communities in Jogjakarta can significantly increase brand visibility at a relatively efficient cost.

Cooperation with online delivery platforms such as ShopeeFood and Gojek also needs to be optimized through promotion programs, menu bundling, and customer rating management. This strategy not only expands market reach but also increases daily sales volume, especially during non-peak hours in cafes.

c) Operational Capacity Improvement

The results of the internal analysis show that physical capacity constraints are one of Dho Coffee's main weaknesses. Therefore, the short-term strategy includes efforts to improve operational capacity, such as reorganizing the cafe space to increase seating efficiency or managing service flow to minimize customer wait time. In addition, strengthening the service and cleanliness SOPs is a priority to ensure the consistency of the customer experience quality.

This operational capacity improvement does not always require a large investment; it can be started with simple steps such as layout adjustments, better queuing arrangements, and improved SOP implementation discipline.

d) Human Resource Development

HR development is a very important short-term strategy to support daily operations. Regular employee training, whether

related to technical skills in making drinks or customer service, should be structured. In addition, basic digital marketing training for internal teams can improve the effectiveness of promotions without relying heavily on external partners. Adjusting work schedules and adding part-time labor during busy periods are also strategic steps to reduce employee workload and maintain service quality.

e) Raw Material Price Risk Management

The fluctuation of raw material prices is a significant challenge in the short term. Strategies that can be applied include medium-term contract negotiations with major suppliers, diversification of raw material sources, and re-evaluation of cost composition on certain menus. This step aims to maintain stable profit margins without sacrificing product quality.

2. Long Term Strategy:

Dho Coffee's long-term strategy has a time horizon of more than 2 years and focuses on sustainable growth, strengthening the organizational structure, and business expansion. This strategy is strategic and visionary, aiming to make Dho Coffee a strong, highly competitive local brand.

a) Location Expansion and Business Model

In the long run, Dho Coffee has the opportunity to expand its location to other strategic areas in Jogjakarta and its surroundings. This expansion needs to be preceded by strengthening the operational and managerial systems to maintain quality. In addition to opening a new branch, the franchise business model can be considered an alternative to accelerate growth while managing capital risk more effectively.

b) Brand Strengthening and Customer Loyalty

Brand strengthening is the main focus of the long-term strategy. Dho Coffee needs to build an image as a "second home" for customers through a consistent experience, friendly service, and active involvement with the local community. The development of digital-based loyalty programs, such as point systems or memberships, can increase customer retention and strengthen long-term relationships with consumers. Community events, workshops, or creative collaborations can also strengthen the emotional bond between brands and customers.

c) Product Diversification and Market Development

Product diversification is a strategic step to reduce dependence on beverage sales in cafes. The development of bottled coffee products, packaged coffee beans, or merchandise can open up new sources of income and expand market reach. In addition, Dho Coffee can target non-coffee consumers by developing innovative alternative beverages.

d) Digital Operational Optimization and Management

In the long term, the implementation of an integrated digital system is the main need. An integrated stock, sales, and customer data management system will support data-based decision-making and improve operational efficiency. The utilizations of customer data also allows for the personalization of services and more relevant offers.

e) Organizational Capacity and Leadership Improvement

Sustainable business growth requires strengthening organizational capacity and leadership. The development of

adaptive participatory leadership, clear division of roles, and the formation of a culture of innovation are the keys to maintaining organizational agility. In the long run, Dho Coffee needs to reduce dependence on the owner and build a managerial system that is able to run independently.

B. Resource and Need Mapping

The mapping of resources and needs is a very important strategic stage in ensuring that Dho Coffee's business development strategy can be implemented effectively and sustainably. Strategies that have been formulated, both short-term and long-term, will not provide optimal results if they are not supported by the availability and adequate management of resources. Therefore, the identification and integration of resources must be carried out thoroughly, including human, financial, technological, physical, organizational, and managerial resources.

In the context of Dho Coffee, resource mapping is carried out by considering the actual business conditions outlined in the RBB Final Report, as well as future needs arising from the business development plan. This approach allows management to allocate resources more efficiently, reduce operational risks, and support the achievement of sustainable competitive advantage. The resources needed for the implementation of Dho Coffee's business strategy include

1. Human Resources (HR)

Human resources are the main asset in service businesses such as coffee shops, because the quality of products and services depends heavily on the competence and performance of individuals directly involved in operations. Dho Coffee needs baristas and kitchen staff who are skilled and experienced in producing high-quality coffee products and maintaining flavor consistency in accordance with established standards. The technical ability of the barista not only includes the skill of mixing coffee but also an understanding of the characteristics of raw materials, serving techniques, hygiene standards, and food safety.

In addition to operational personnel, the need for a digital marketing team is becoming increasingly important, as social media and online platforms play an increasingly important role in reaching consumers. This team is expected to consistently manage social media content, design attractive promotional campaigns, and collaborate with local influencers and delivery platforms such as ShopeeFood and Gojek. The ability to analyze simple data, such as reading social media insights and campaign performance, is also an added value in supporting data-based marketing strategies.

The operational manager's role is also crucial for mapping Dho Coffee's human resources. The operational manager is responsible for managing

service capacity, coordinating workflow, and ensuring SOP implementation runs consistently. In the long run, the presence of a competent operational manager can reduce business dependence on direct owner supervision and increase organizational scalability.

To support all these roles, continuous competency training and development are essential and cannot be ignored. Routine training programs, both internal and external, are needed to enhance employee professionalism, update skills in line with the development of the coffee industry, and instill a service culture oriented towards customer satisfaction. Thus, HR development not only serves as a short-term performance improvement but also as a long-term investment for business sustainability.

2. Financial Resources

Financial resources serve as the primary foundation for implementing Dho Coffee's development strategy. Adequate capital availability is needed to finance various strategic initiatives, both operational and expansive. In the short term, funds are needed to support research and development of new products, the implementation of digital marketing campaigns, and the improvement of operational capacity, such as facility upgrades or equipment additions.

In the medium to long term, financial needs increase as physical expansion plans, such as remodeling cafe spaces or opening new branches in strategic locations, advance. This investment must be carefully planned to avoid interfering with operational cash flow. Therefore, disciplined financial management and realistic budget planning are important aspects in mapping financial resources.

In addition, Dho Coffee needs capital reserves to withstand fluctuations in raw material prices, which are common in the food and beverage industry. This reserve functions as a financial buffer to maintain the stability of production costs and profit margins. With adequate capital reserves, businesses can be more flexible in making strategic decisions without excessive liquidity pressure.

3. Technology Resources

The development of technology is increasingly significant in supporting operational efficiency and marketing effectiveness. In the context of Dho Coffee, the need for a digital management system is particularly relevant for managing raw material stock, recording sales, and collecting and analyzing customer data. This system helps management monitor business performance in real time and make more accurate data-driven decisions.

Technology utilization also includes the use of e-commerce applications and platforms to expand market access. Integration with online delivery platforms not only increases sales volume but also expands the brand's reach to a wider consumer segment. In the long run, customer data collected through digital systems can be used for service personalisation and loyalty program development, thus increasing customer retention.

However, implementing technology requires the availability of human resources and an adequate initial investment. Therefore, technology resource mapping must be accompanied by user training and appropriate budget planning to ensure technology is utilized optimally and does not become an operational burden.

4. Physical Resources

Physical resources include locations, facilities, and equipment that support Dho Coffee's operations. The cafe's strategic location is an important asset because it directly affects customer visits. In addition to location, the comfort of facilities such as layout, cleanliness, and cafe atmosphere also affect the customer experience and perception of the brand.

Adequate space capacity is also a major need, especially to cope with the surge of visitors on weekends. Efficient space planning and the potential to expand the cafe area need to be considered as part of the development strategy. In addition, high-quality coffee equipment and kitchen equipment that meet production standards are prerequisites for maintaining product quality and operational efficiency.

Investment in physical resources must be aligned with the business strategy and financial capabilities, so that improved facilities provide real added value for customers without excessively burdening the cost structure.

5. Organizational and Management Resources

Organizational and management resources include organizational structure, decision-making system, and work culture applied in business. A clear organizational structure with a firm division of tasks and responsibilities is necessary to maintain smooth operations and avoid overlapping roles. Proper task delegation also allows business owners to focus on long-term strategic planning.

An organizational culture that supports innovation, collaboration, and customer satisfaction is an important element in this resource mapping. A positive work culture not only improves employee performance but also strengthens business identity and creates a work environment that is conducive to growth. In the long run, a strong organizational culture can be a competitive advantage that is difficult for competitors to imitate.

C. Product Development and Added Value

A product and service innovation strategy to increase Dho Coffee's competitiveness in the market must align with the latest trends in the coffee industry in 2025 and growing customer needs. Based on the latest trends and best practices in the coffee shop business, the implementation of this product and service innovation strategy will increase Dho Coffee's competitiveness by attracting a wider market segment and adapting to modern consumer trends

that want quality, sustainability, creativity, and ease of access. Some innovation strategies that can be implemented include:

1. Sustainable and Ethical Coffee

Developing coffee with organic coffee beans, fair trade, and using environmentally friendly packaging and serving tools such as recycled cups. This sustainability approach is an important selling point that is favored by the modern market.

2. Unique and Creative Customer Experience

Presenting innovative latte art, such as 3D or colorful designs, makes coffee drinks not only about taste but also an artistic visual experience. Also, create a unique café concept, such as a thematic café, speakeasy coffee shop, or self-service coffee bar, to attract attention and customer experience

3. Service Digitalization and Personalization

Utilizing technology and applications to allow customers to order coffee with special flavor preferences and strengthen relationships with customers through digital loyalty programs and creative marketing campaigns on social media

4. Diversification of Ready-to-Consume Products (RTD)

Developing ready-to-drink (RTD) coffee products such as bottled cold brew or practical packaged latte, supporting modern lifestyle and increasing distribution channels

D. Indicator of Achievement (KPI)

Indicators of the success of Dho Coffee's business strategy implementation can be measured holistically through a combination of financial, operational, customer, and market indicators. Dho Coffee can effectively monitor and evaluate the success of the business strategy applied and make the necessary adjustments for sustainable growth. from several main aspects as follows:

1. Financial Indicators

- a. Consistent revenue and net profit growth per period.
- b. An increased operational profit margin is a sign of cost efficiency.
- c. Return on investment (ROI) ratio to assess capital utilization effectiveness

2. Operational Indicator

- a. An increase in production and service capacity that accommodates more customers without a decrease in quality.
- b. Level of compliance with SOPs and applied quality standards.

- c. Faster order processing time and low order error rate

3. **Customer Indicator**

- a. Customer satisfaction level is measured through surveys and feedback.
- b. Customer loyalty level, for example, the frequency of repeat visits and participation in loyalty programs.
- c. Ratings and positive reviews on digital platforms and social media.

4. **Market Indicator**

- a. Local market share growth and expansion to new market segments.
- b. The number of new customers successfully reached through digital marketing and delivery service collaboration.

CHAPTER VI

BUSINESS DEVELOPMENT AND SUSTAINABILITY

The Business Development and Sustainability Blueprint is a comprehensive strategic guide that defines systematic steps for developing a business amid fierce, rapidly changing competition. Long-term market dynamics formulated in Chapter V. Based on academic studies and modern business practices, this blueprint integrates vision, corporate strategy, operational implementation, product innovation, and resource management to achieve stable, adaptive growth.

A. Short Term Development Plan (6-12 months)

1. Expansion of Facilities and Capacity

Renovating and expanding the cafe space to accommodate more customers during busy times, including an efficient and comfortable layout reorganization. Including adding parking areas and supporting facilities to improve customer experience.

2. Production Process and Service Optimization

Increase productivity by implementing strict operational SOPs, speed up order processing, and reduce errors. Implement a digital-based stock and inventory management system to avoid running out of raw materials and waste.

3. HR Development and Training

Organize routine training for baristas and service staff in presentation techniques, customer service, and the use of supporting technology. Increase team motivation and skills through reward programs and effective communication.

4. Strengthening Marketing and Customer Engagement

Intensifying digital marketing efforts, including social media campaigns, influencer collaborations, and special promotions. Creating a customer loyalty program to increase retention and visit frequency.

5. Evaluation and Periodic Improvement

Monitoring operational performance and customer satisfaction periodically, using feedback for continuous improvement from the service and product side.

B. Long Term Development Plan (1-5 years)

1. Sustainable Innovation

Continue to innovate products and services, including developing new menus that align with consumer trends and the latest production technology, and strengthening product differentiation that characterizes Dho Coffee. The development of ready-to-drink (RTD) products is also an opportunity for market expansion

2. Market Expansion and Diversification

Opening new branches in strategic locations with an adaptive business model, as well as expanding market segments by introducing non-coffee products and additional services such as community events, workshops, or collaborations with local MSMEs to increase customer attractiveness and loyalty

3. Brand Strengthening and Customer Relations

Developing loyalty programs and customer engagement through digital platforms and offline activities to build a community and strengthen the brand as a cozy and inspiring gathering place

4. Improvement of Operational Efficiency and Organizational Capacity

Optimizing business processes with a more integrated digitalization system, HR training and development to build a professional and innovative team, as well as the implementation of strong risk management to deal with market fluctuations

C. Risk Management

1. Operational Risk

- a. Risk of coffee machine and equipment failure due to lack of maintenance or misuse.
- b. Disruption of production and service processes can reduce service quality and efficiency.
- c. Management: Carrying out routine maintenance, periodic staff training, and strict SOP implementation to ensure consistent operational quality

2. Market Risk

- a. The threat of the emergence of new competitors and rapid changes in consumer preferences.
- b. Decrease in customer and market loyalty due to the failure of product innovation or marketing.
- c. Management: Strengthen brand and loyalty program, actively conduct market research and sustainable innovation, and maintain customer relationships through digital channels

3. Financial Risk

Fluctuations in the price of raw materials, such as coffee and milk, can increase production costs.

Cash flow instability and decreased profitability.

Management: Doing long-term contracts with suppliers, rigorous budget management, and transparent financial records

4. Human Resource Risk

- a. Limited availability of skilled labour and high turnover risk.
- b. Potential for low productivity and unsatisfactory service.
- c. Management: Providing continuous training, motivation, and incentive programs, as well as building a positive work culture.

Environmental Risk and Regulation

- d. Changes in government regulations related to the food and beverage business, taxes, or the environment.
- e. Social and environmental risks that can affect business reputation.
- f. Management: Comply with applicable regulations, implement sustainable business practices, and establish positive communication with the community and stakeholders

D. Business Process Blueprint

In the strategic management blueprint for the development and sustainability of the coffee shop business, based on the principles of the literature and industry best practices. In the operational aspect, it is necessary to implement a complete SOP to ensure the quality of service and the production process is consistent and efficient. The stock management system and regular machine maintenance are the key in maintaining operational continuity. In marketing, it is important to develop a digital marketing strategy,

leverage social media platforms, and collaborate with influencers to increase brand awareness and customer engagement. Distribution needs to be expanded through strategic partnerships, such as online delivery platforms, to reach a wider, more flexible market. On the HR side, continuous training, competency development, and fostering a positive work culture are essential to ensuring optimal customer service and high productivity. Risk management must be carried out actively, including monitoring fluctuations in raw materials, competition, as well as environmental and regulatory conditions, and organizing appropriate mitigation measures. With a management structure like this, the coffee shop business can implement a long-term strategy focused on sustainable growth, product innovation, and consistently improving the customer experience. The implementation of this blueprint demonstrates the business's readiness to face future challenges and to take advantage of opportunities effectively.

CHAPTER VII

CONCLUSION AND SUGGESTION

A. Conclusion

The implementation and development of the Dho Coffee business as the final project of students in the Faculty of Business and Economics of the Islamic University of Indonesia is a real-world representation of the concepts of strategic management, entrepreneurship, and business decision-making. From the planning stage to operational implementation during the period from January to November 2025, Dho Coffee not only functions as a means of academic learning but also as a business entity that faces market dynamics, competitive pressure, and managerial challenges as experienced by businesspeople in general. Therefore, the analysis in this report provides a comprehensive overview of business conditions, development potential, and strategic directions to ensure business sustainability.

Based on the analysis of internal conditions, Dho Coffee shows a relatively strong foundation to grow. The main strength of this business lies in the quality and product innovation that address the preferences of the target market, especially through the flagship menu "Dho-sus Salted Caramel", which has become a product icon and bestseller. The success of this innovation cannot be separated from the customer feedback-based approach, which enables product customization to be flexible and relevant to local consumers' needs. In

addition, a strong organizational culture, the consistent implementation of SOPs, and a participatory leadership style also contribute to creating a collaborative work environment and supporting team performance. The strategic partnership with the online delivery platform and relatively stable financial conditions during the reporting period further strengthen Dho Coffee's internal position as a startup business with growth potential.

However, internal analysis also reveals a number of weaknesses that need serious attention. The limited operational capacity, both in terms of physical facilities and human resources, becomes the main obstacle when there is a surge in demand, especially on weekends. The increased employee workload, inconsistency of product quality in several conditions, and gaps in hygiene supervision show that the relatively fast business growth has not been fully offset by the strengthening of internal systems. The relatively high reliance on the owner's direct supervision and the limitations of digital system integration also limit the business's scalability. Therefore, these weaknesses must be seen as priority areas for improvement so that Dho Coffee can maintain quality and efficiency as business volume increases.

From the external perspective. The high threat of new entrants, strong customer bargaining power, and the presence of substitute products demand a sustainable differentiation strategy. Fluctuations in raw material prices and regulatory changes are also external factors that need to be anticipated strategically. However, the external environment also presents

opportunities, such as the growing culture of coffee consumption among younger generations, the development of digital technology, and the shift in consumer behaviour towards online services. By comprehensively understanding these opportunities and threats, Dho Coffee has a strong foundation for formulating adaptive, responsive strategies to changes in the business environment.

The integration of internal and external analyses through the SWOT framework yields a more thorough understanding of Dho Coffee's strategic position. Internal strengths can be leveraged to capture market opportunities, while weaknesses need to be minimized to avoid magnifying the impact of external threats. The result of this integration confirms that business success is not only determined by a single factor, but by the alignment between internal capabilities and external environmental demands. Thus, the formulated strategy must be holistic and oriented towards creating long-term value.

Based on the analysis results, Dho Coffee's development strategy is formulated into two time horizons: short-term and long-term. The short-term strategy focuses on strengthening operational and marketing performance through sustainable product innovation, digital marketing optimization, operational capacity improvement, human resource development, and risk management of raw material price fluctuations. This strategy aims to maintain business stability, increase customer satisfaction, and strengthen competitive position in the near future. Meanwhile, the long-term strategy is directed

towards location expansion and business model and brand strengthening, customer loyalty, product and market diversification, integrated digital system optimization, and organizational capacity building and leadership. This long-term strategy serves as a roadmap for sustainable growth and the transformation of Dho Coffee into a strong, highly competitive local brand.

The success of the implementation of the development strategy depends on the availability and adequate management of resources. Resource mapping shows that Dho Coffee needs effective integration between human, financial, technological, physical, organizational, and management resources. Competent and continuously developed human resources are the key to maintaining the quality of products and services. Well-planned financial support enables businesses to innovate and expand without disrupting cash flow. The use of digital technology supports operational efficiency and data-driven decision-making, while adequate physical and organizational resources ensure smooth operations and business readiness for growth. With integrated resource management, the formulated strategy can be implemented more effectively and sustainably.

Overall, this report shows that Dho Coffee has great potential to grow amid fierce competition in the coffee shop industry, as long as business development is carried out in a planned, systematic, and sustainability-oriented manner. The analysis not only provides an overview of current business conditions but also offers strategic direction that can serve as a reference for

future decision-making. For students, the implementation of this Final Assignment provides a comprehensive entrepreneurial experience, strengthens understanding of theory through real-world practice, and develops managerial skills and professional attitudes relevant to the world of work. For the development of science, Dho Coffee case studies can serve as empirical references on the implementation of business strategies and student entrepreneurship challenges in Indonesia's local context.

Thus, it can be concluded that Dho Coffee is not just an academic project, but a strategic learning experience that demonstrates how management theory, business analysis, and entrepreneurial practices can be integrated in practice. The successes and challenges encountered during implementation become valuable resources for future business development and contribute to a broader understanding of startup management in the food and beverage sector.

B. Recommendation

Based on the results of a comprehensive evaluation and analysis of Dho Coffee's business implementation, the following recommendations are formulated as an applicable strategic business development direction. This recommendation is compiled by considering the actual business conditions, internal strengths and weaknesses, external opportunities and threats, and resource capacity. The main purpose of this recommendation is to help Dho Coffee improve operational performance, strengthen its market position,

maintain financial stability, and build an organizational foundation that supports sustainable business growth.

1. Operational Aspect Recommendation

From an operational perspective, Dho Coffee is advised to prioritize increasing capacity and service efficiency to address surges in visitor volume during certain periods, especially weekends. The cafe room layout needs to be rearranged to maximize seating capacity without reducing customer comfort. This step can be started by evaluating the flow of customer and staff movements, so that the service area, sitting area, and production area can be integrated more efficiently.

In addition, operational SOPs need to be strengthened and standardized more diligently. SOPs need to be not only socialized but also regularly monitored through daily checklists and periodic evaluations. The implementation of a simple internal audit focused on kitchen cleanliness, equipment, and the production process is highly recommended to ensure consistent product quality and safety. This audit can be done by an operational manager or senior staff member who has been given special training.

Queue management and customer wait times also require special attention. The use of a pre-order system on a digital platform or optimizing online orders during rush hour can help reduce congestion in

the cafe area. Thus, the customer experience can be improved without directly undertaking physical expansion in the short term.

2. Marketing Aspect Recommendation

In marketing, Dho Coffee is advised to strengthen its digital marketing strategy as the primary means of building brand awareness and customer loyalty. Marketing content should not only focus on product promotion, but also on brand storytelling that highlights Dho Coffee's identity as a "second home" for customers. Content that showcases the product manufacturing process, customer interactions, and the values the business carries can increase consumers' emotional attachment to the brand.

Collaboration with local influencers and creative communities in Jogjakarta needs to be structured more effectively. The selection of collaboration partners should be aligned with the target market segment to ensure the marketing message is more on target. In addition, participation in community activities, such as art events, music, or discussions, can strengthen Dho Coffee's image within the local social ecosystem.

The development of digital-based customer loyalty programs is also recommended to increase customer retention. Simple programs such

as point systems, member-only discounts, or birthday promos can encourage repeat visits. Customer data from transactions and social media can be used to design more personalized, relevant promotions.

3. Financial Aspects Recommendations

From a financial perspective, Dho Coffee is advised to continue strengthening cost control and budget planning in a disciplined manner. Given the fluctuation of raw material prices, businesses need to establish medium-term cooperation with major suppliers to obtain price and supply stability. Supplier diversification is also important to reduce dependence on one source of raw materials.

The preparation of the annual budget and cash flow projections needs to be done more systematically to support strategic decision-making, especially in development and investment. Any large expenditure plan, such as a renovation or equipment addition, should be preceded by a simple feasibility analysis to ensure the investment provides commensurate added value.

In addition, establishing a business reserve fund is recommended as a risk mitigation measure. This reserve fund can be used to address unexpected conditions, such as a temporary sales decline, an increase in production costs, or urgent facility repair needs. With more structured

financial management, Dho Coffee can maintain operational stability while opening up space for long-term development.

4. Recommendations for Human Resource Management Aspects

Regarding human resources, Dho Coffee is advised to develop a labor planning process that is more adaptable to demand fluctuations. Adjusting the work schedule to align with customer visit patterns and adding part-time labor during busy periods can help reduce employee workload and maintain service quality.

Routine training programs need to be designed sustainably, including technical training, customer service, and understanding SOPs. This training not only aims to improve skills but also instills consistent work standards and discipline. In addition, providing performance feedback periodically can increase employee motivation and involvement in achieving business goals.

Developing internal leadership is also an important recommendation, especially to reduce dependence on the owner in operational decision-making. The appointment of senior staff as coordinator or supervisor can help build a more mature organizational structure and support business scalability.

5. Long-Term Strategic Recommendation

In the long run, Dho Coffee is advised to begin preparing a gradual, measurable expansion strategy. Expansion does not have to be realized directly through opening a new branch, but can be initiated by strengthening the operational and managerial systems so that the business is ready to grow. A study of market potential in other locations is needed before making an expansion decision.

Product diversification is also recommended as a strategy to expand revenue sources. The development of packaged coffee products or ready-to-drink drinks can be a relevant alternative to current consumption trends. In addition, non-coffee product innovation can help reach a broader consumer segment.

Strengthening the integrated digital system is another strategic recommendation. This system not only supports operational efficiency but also provides data for performance analysis and fact-based decision-making. With technology support, Dho Coffee can increase business agility in responding to market changes.

Overall, the compiled recommendations emphasize the importance of balancing short-term improvement with long-term preparation. This recommendation is realistic and tailored to Dho Coffee's capacity and current conditions, allowing it to be implemented gradually and

sustainably. By consistently implementing this recommendation, Dho Coffee is expected to strengthen its competitive advantage, improve business performance, and develop into a highly competitive, sustainable cafe business amid increasingly complex industry dynamics.

6. Theoretical Foundation for Recommendations

Strategic recommendations for Dho Coffee's business development are formulated not solely on practical considerations but also on a strong theoretical framework in strategic management, marketing, human resources, and business model development. This theoretical foundation is essential to ensure that the proposed recommendations have academic legitimacy, conceptual relevance, and logical consistency with the analysis's findings. Thus, recommendations are not only short-term operational, but also capable of supporting the creation of a sustainable competitive advantage.

7. Theoretical Foundation of Environmental Analysis and Determination of Strategic Direction

Recommendations for adjusting Dho Coffee's business strategy are generally rooted in the industry analysis framework outlined in Michael E. Porter's Competitive Strategy. Porter emphasized that the attractiveness and profitability of an industry are determined by the competitive structure, which is reflected in five main forces: the threat of

new entrants, the threat of substitute products, the bargaining power of suppliers, the bargaining power of buyers, and the intensity of competition between industry players. In the context of Dho Coffee, the high level of competition and customers' strong bargaining power demand a sustainable product and service differentiation strategy, as recommended in the previous section.

Porter's framework is reinforced by the SWOT approach introduced by Albert Humphrey. SWOT is used as a synthesis tool to connect internal and external factors, so that the formulated strategy can maximize strengths and opportunities while minimizing weaknesses and threats. Recommendations to increase operational capacity, strengthen human resources, and innovate products are SO and WO strategies that are theoretically aligned with the basic principles of SWOT as an adaptive strategy formulation tool.

Furthermore, this approach is developed within a more dynamic perspective in Contemporary Strategy Analysis by Robert M. Grant, who emphasizes the importance of alignment between the external environment and the organization's internal capabilities. Grant highlights that a sustainable competitive advantage is determined not only by the industry's position but also by the organization's ability to configure and develop its resources effectively. Therefore, recommendations for strengthening internal systems, developing HR capabilities, and

optimizing technology are direct applications of the resource-based perspective (resource-based view) in strategic management.

8. Theoretical Foundation of Operational Recommendations and Business Models

Dho Coffee's operational recommendations and resource mapping are based on the business model development concept outlined in Business Model Generation by Alexander Osterwalder and Yves Pigneur. Business models are seen as logical architectures that describe how organizations create, deliver, and capture value. In this context, recommendations to optimize operational processes, utilize digital technology, and strengthen customer relationships reflect efforts to adjust the main blocks of the Business Model Canvas, particularly the elements of key activities, key resources, and customer relationships.

This approach emphasizes that operational improvements cannot be implemented piecemeal; they must be understood as part of an interconnected business system. Thus, recommendations such as strengthening SOPs, digitizing stock, and managing service capacity have a strong theoretical basis in the concept of business model innovation, rather than in technical efficiency alone.

9. Theoretical Foundation of Marketing Recommendations

Dho Coffee's marketing recommendations are based on modern marketing theory put forward in Marketing Management by Philip Kotler and Kevin Lane Keller. Kotler and Keller emphasized that marketing does not focus solely on product sales but also on creating customer value and building long-term relationships. The concept of segmentation, targeting, and positioning (STP) serves as the basis for designing an effective, customer-oriented marketing strategy.

Recommendations for strengthening digital marketing, brand storytelling, and customer loyalty programs align directly with the relationship marketing approach and customer-centric strategy. In the service industry, such as a coffee shop, customer experience and emotional attachment to the brand are key factors that affect loyalty and repeat visits. Therefore, marketing strategies that emphasize experience and community have strong theoretical legitimacy in contemporary marketing literature.

10. Theoretical Foundation of Human Resource and Leadership Recommendations

Recommendations in the human resource aspect are based on the HR management theory outlined in Human Resource Management by Gary Dessler. Dessler emphasized that SDM is a strategic asset that must

be managed systematically through workforce planning, training, development, and performance assessment systems. Recommendations for routine training, work schedule adjustments, and internal leadership development reflect a strategic human resource management approach that aligns business strategies with HR practices.

In addition, the leadership and innovation aspects in long-term strategic recommendations are supported by the findings of McCaw (2025) in the *Journal of Business and Strategic Management*. He emphasizes that strategic leadership plays a critical role in fostering innovation and organizational transformation. Recommendations to build participatory leadership and reduce dependence on owners align with the concepts of distributed leadership and organizational learning, enabling businesses to adapt sustainably.

11. Theoretical Foundation of Methodological Approach and Validity of Recommendations

The validity of the recommendation is also strengthened by the methodological approach used in the analysis, as James Smith, Laura Brown, and Michael Taylor explain in the *Journal of Business Research*. The integration of qualitative and quantitative methods allows for a more comprehensive understanding of business phenomena, ensuring that the resulting recommendations are not only based on numerical data but also on a contextual knowledge of field experience.

In the context of Dho Coffee, the use of sales data, customer surveys, and internal interviews provides a strong empirical basis for formulating recommendations. Thus, the recommendations submitted are not speculative but are the result of a synthesis between theory and empirical findings.

C. Theoretical Synthesis

Overall, the theoretical foundation used demonstrates that Dho Coffee's development recommendations have a strong, consistent conceptual basis. Porter and Humphrey's theory provides a framework for environmental analysis and strategic positioning. Grant and Osterwalder–Pigneur reinforce understanding of internal capabilities and business models; Kotler and Keller underlie customer-oriented marketing strategies, Dessler supports HR management as a strategic asset, while McCaw emphasize the role of leadership and innovation in business sustainability. Smith, Brown, and Taylor's methodological approach ensures that all recommendations are systematically organized and evidence-based.

With this theoretical foundation, the recommendations given for Dho Coffee are not only practically relevant but also academically accountable. This strengthens the position of this report as a scientific work that bridges theory and practice in the context of student entrepreneurship and the development of the local cafe business.

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Attachment



PEMERINTAH REPUBLIK INDONESIA
PERIZINAN BERUSAHA BERBASIS RISIKO
NOMOR INDUK BERUSAHA: 0202250049181

Berdasarkan Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang, Pemerintah Republik Indonesia menerbitkan Nomor Induk Berusaha (NIB) kepada:

1. Nama Pelaku Usaha	: CV BAKTISAKTI MANDIRI
2. Alamat Kantor	: JALAN PROFESSOR DOKTOR WIRJONO PROJODIKORO (RINGROAD SELATAN), TEGAL KRAPYAK, Desa/Kelurahan Panggungharjo, Kec. Sewon, Kab. Bantul, Provinsi Daerah Istimewa Yogyakarta, Kode Pos: 55188
No. Telepon	: 081391191706
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3. Status Penanaman Modal	: PMDN
4. Kode Klasifikasi Baku Lapangan Usaha Indonesia (KBLI)	: Lihat Lampiran
5. Skala Usaha	: Usaha Mikro

NIB ini berlaku di seluruh wilayah Republik Indonesia selama menjalankan kegiatan usaha dan berlaku sebagai hak akses kepabeanaan, pendaftaran kepesertaan jaminan sosial kesehatan dan jaminan sosial ketenagakerjaan, serta bukti pemenuhan laporan pertama Wajib Laport Ketenagakerjaan di Perusahaan (WLKP).

Pelaku Usaha dengan NIB tersebut di atas dapat melaksanakan kegiatan berusaha sebagaimana terlampir dengan tetap memperhatikan ketentuan peraturan perundang-undangan.

NIB ini merupakan perizinan tunggal yang berlaku sebagai sertifikasi jaminan produk halal berdasarkan pernyataan mandiri pelaku usaha dan setelah memperoleh pembinaan dan/atau pendampingan Proses Produk Halal (PPH) dari Pemerintah Pusat dan Pemerintah Daerah sesuai dengan ketentuan peraturan perundang-undangan.

Diterbitkan di Jakarta, tanggal: 2 Februari 2025

**Menteri Investasi dan Hilirisasi/
Kepala Badan Koordinasi Penanaman Modal,**



Ditandatangani secara elektronik

Dicetak tanggal: 2 Februari 2025

1. Dokumen ini diterbitkan sistem OSS berdasarkan data dari Pelaku Usaha, tersimpan dalam sistem OSS, yang menjadi tanggung jawab Pelaku Usaha.
2. Dalam hal terjadi ketidaklengkapan isi dokumen ini akan dilakukan perbaikan sebagaimana mestinya.
3. Dokumen ini telah ditandatangani secara elektronik menggunakan sertifikat elektronik yang diterbitkan oleh BSI-E-BSSN.
4. Data lengkap Perizinan Berusaha dapat diperoleh melalui sistem OSS menggunakan hak akses.



Balai Sertifikasi Elektronik

Attachment 1: Legality

PROVEY

- Dashboard
- Laporan
- Order
- Toko
- Produk
- Meja
- Promo
- QR Code
- Staff

Summary [Download Excel](#)

Outlet: Dho Coffee Filter: Laporan Tahunan Tahun: 2025

Penjualan

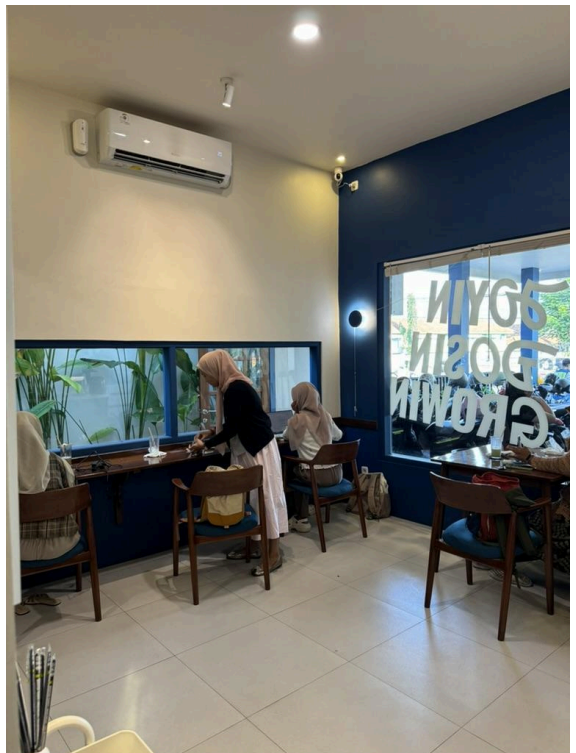
Total Penjualan	Detail	IDR 712,514,500
Total Diskon		IDR 147,500
HPP		IDR 328,334,293
Total Pajak		IDR 78,421,585
Total Servis		IDR 0
Laba Kotor		IDR 305,758,622
Dine In	Detail	IDR 648,006,800
Take Away	Detail	IDR 55,150,700
Online	Detail	IDR 9,357,000

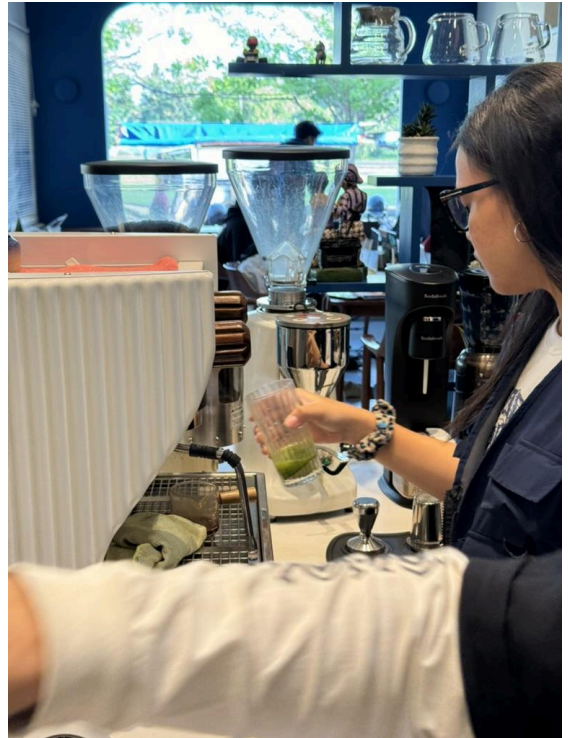
Detail Produk Terjual

[Download Excel](#)

KATEGORI	PRODUK	QTY	HARGA
Non Coffee	Matcha	2749	68,757,500
Dho-Sus	Dho-Sus Salted Caramel	2498	62,576,500
Espresso Base	Coffee Latte Ice	1963	45,172,400
Snack	French Fries	1540	27,814,200
Non Coffee	Chocolate	1344	33,663,000
Snack	Mix Platter	1325	34,442,200
Non Coffee	Red Velvet	1237	30,937,500
Espresso Base	Black Coffee Ice	1008	20,214,000
Espresso Base	Cappucino Ice	980	22,535,400
Dho-Sus	Dho-sus creme brulee	956	23,951,500
Signature Tea	Lychee Tea	907	19,967,400

Attachment 2: Financial Documentation





Avri Sinyo
Local Guide · 38 ulasan · 15 foto

★★★★★ seminggu lalu **BARU**

Ga espek ada tempat ngopi se kece ini d daerah Pandak Bantul 🥺🥺. Pas pingin wfc lewat bantul, cek maps coffee shop terdekat.. keluar dho.. cobalah masuk dan ternyata spaghetti nya ueenakk, creamy, keju nya kerasa. Coffee nya juga ueenakk.. ... [Selengkapnya](#)



Arahkan cursor untuk memberikan reaksi 

Andreas Isnawan
Local Guide · 8 ulasan · 41 foto


★★★★★ 4 minggu lalu






hervidha chandra
Local Guide · 143 ulasan · 724 foto

★★★★★ Dedit sebulan lalu

Makan di tempat | Makan malam | Rp 50–75 rb

Beneran ga expect, turn out vibes, facility, FNB nya worth.
Pros
✔ Available indoor area AC, outdoor w/ rooftop ... [Selengkapnya](#)



    9 



Desti Aisyah

Local Guide · 185 ulasan · 62 foto

★★★★★ sebulan lalu

Makan di tempat | Makan siang | Rp 25–50 rb

Nyaman, adem, tenang dan kopinya enak. Buat ngerjain tugas cukup oke.

Layanan: ... [Selengkapnya](#)



♡ Arahkan cursor untuk memberikan reaksi



Alfian Nur Rahman

Local Guide · 87 ulasan · 129 foto

★★★★★ Diedit sebulan lalu

Lainnya | Rp 25–50 rb

Salah satu coffee shop terenak & ternyaman di sekitar Bantul kota. Recommended

Jenis makanan: ... [Selengkapnya](#)



♡ Arahkan cursor untuk memberikan reaksi



Andhika Bagaskara S

8 ulasan · 6 foto

★★★★★ 10 bulan lalu

Makan di tempat | Rp 25–50 rb

The coffee was quite disappointing overall. It lacked any distinct character or depth of flavor, making it taste flat and unremarkable. It wasn't creamy at all, which made the texture feel thin and unbalanced. Additionally, it didn't have the boldness or strength one would expect from a good cup of coffee. The experience felt bland and underwhelming. Pls adjust taste for the coffe and it's too pricey for the price.

Makanan: 1/5 | Layanan: 4/5 | Suasana: 4/5

E **Ella Puspitasari**
6 ulasan · 6 foto

★★★★★ 9 bulan lalu

Makan di tempat | Makan malam | Rp 25–50 rb

Pelayanan nya kurang kopi tumpah"art coffe berantakan puoring coffe gak rata, gulanya dipester sama pengaduk pas mau buka malah jadi sobek gulanya dan kemana" untuk seharga coffe expreso gak worth it maaf bintang 2 semoga ditingkatkan lagi pelayanan nya

Makanan: 1/5 | Layanan: 2/5 | Suasana: 3/5



♡ ❤️ 1 📌

R **Rudi Sarwiyana**
8 ulasan

★★★★★ 3 bulan lalu

Makan di tempat | Lainnya | Rp 50–75 rb

Fatal nih, pesan nasi goreng ikan jambal. tapi ikan jambalnya tidak ada. Barangkali kalau memang ada bahan yg tidak tersedia, dapat diinformasikan saja.

Makanan: 2/5 | Layanan: 1/5 | Suasana: 4/5

Tingkat kebisingan
Tenang, mudah untuk bicara

Attachment 3: Activity Photos