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Author : Raja Roufli Harahap, et al  
DOI : 10.32734/lwsa.v9i2.2842  
Electronic ISSN : 2654-7066  
Print ISSN : 2654-7058

*Volume 9 Issue 2 – 2026 TALENTA Conference Series: Local Wisdom, Social, and Arts (LWSA)*



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# Analysis of Strategies to Improve Customer Satisfaction and Loyalty at Aster Café Using SWOT Analysis Approach

Raja Roufli Harahap\*, Arlina Nurbaitu Lubis, Beby Karina Fawzee Sembiring

Master of Management, School of Postgraduate, Universitas Sumatera Utara, Medan 20155, Indonesia

rroufli@gmail.com

## Abstract

The café industry has experienced rapid growth in line with the increasing consumption of coffee and changing lifestyles. However, intense competition and ever-evolving consumer demands have pushed business actors, including Aster Cafe, to continuously adapt and improve their business strategies. Aster Cafe is a small-scale café that is unique in its ability to maintain customer loyalty despite being located in a non-strategic area and not fully utilizing digital strategies. This study aims to analyze the internal and external factors that influence customer satisfaction and loyalty, and to formulate relevant and adaptive business strategies for Aster Cafe. This research employs a qualitative approach using a case study method, with data collection techniques including a pre-survey of customers, in-depth interviews, and documentation. The data were analyzed using SWOT analysis to identify the strengths, weaknesses, opportunities, and threats faced by Aster Cafe. Data validity was reinforced through source triangulation from customers, employees, and the business owner. The findings show that Aster Cafe has strengths in product quality, a comfortable café atmosphere, and community collaboration, but faces weaknesses in menu variety, customer service, and digital marketing. Opportunities arise from the growing coffee consumption trend, service digitalization, and high customer loyalty, while threats include fierce competition and shifting consumer preferences. Based on the analysis, four key strategies were formulated: (1) SO strategy by expanding the market through collaboration and customer satisfaction; (2) WO strategy by improving employee training and operational innovation; (3) ST strategy by maintaining quality and local identity to face competitors; and (4) WT strategy by offering incentives and developing human resources. These findings highlight the importance of adaptive and community-based approaches in building customer loyalty in small-scale independent cafés.

**Keywords:** Customer Satisfaction; Loyalty; Business Strategy; SWOT; Aster Café; Independent Cafe

## 1. Introduction

The café industry is currently growing rapidly in line with dynamic trends and increasingly diverse customer preferences. Data from the Indonesian Coffee Exporters and Industry Association (AEKI) shows that national coffee consumption is growing at an average rate of 8.22% per year. This trend reflects changes in lifestyle, where coffee has become part of social activities, work productivity, and identity expression. Along with this growth, competition in the café industry has become increasingly intense, with new cafés emerging featuring unique concepts and aggressive digital marketing strategies. The use of digital technology, such as online ordering applications, point-based loyalty programs, and social media marketing, has become a key strategy for many cafés to attract and retain customers.

In this increasingly competitive business environment, customer satisfaction and loyalty have become crucial factors in maintaining the sustainability and continuity of a café business. To face this intense competition, every business actor, including Aster Cafe, is required not only to innovate and provide excellent service, but also to carefully understand and anticipate the ever-changing needs and expectations of customers. In such a competitive landscape, a high level of customer satisfaction greatly influences the likelihood of them returning and recommending the café to others, which in turn has a positive impact on customer loyalty and overall business profitability (Kotler & Keller, 2020).

Customer satisfaction itself is reflected in the comparison between the expectations customers hold and the actual experiences they receive from the service or product provided. When service quality exceeds customer expectations, they will feel satisfied

and have a positive experience that encourages them to return and enjoy the service again. Conversely, if the service provided does not meet expectations, customers may feel disappointed and tend to switch to competitors that can deliver a better experience (Zeithaml, Bitner, & Gremler, 2020). Therefore, one of the main strategies in maintaining customer satisfaction is ensuring that service standards remain consistent and of high quality.

Customer loyalty refers to the commitment of customers to continue making repeat purchases and maintain long-term relationships with a particular service provider. Key factors influencing customer loyalty in the café industry include superior product quality, competitive pricing aligned with perceived value, friendly and responsive service, attractive loyalty programs, and a comfortable café atmosphere that supports a pleasant customer experience (Oliver, 2020). In addition, good interaction between customers and staff, the use of technology to improve service efficiency, and the café's ability to create a unique experience for each customer also play an important role in enhancing customer loyalty.

Amid trends reflecting lifestyle changes where coffee is seen as part of social activities, work productivity, and identity expression, Aster Cafe presents a different phenomenon. As a small coffee shop located in a narrow alley and far from the city center, Aster Cafe has still managed to maintain a high level of customer visits. This contrasts with the industry trend that prioritizes strategic location and digital strategies as the main factors in attracting customers. Aster Cafe's success in attracting and retaining customers without relying on strong digital strategies is an interesting phenomenon worth further study. To better understand the factors influencing customer satisfaction and loyalty at Aster Cafe, a pre-survey was conducted involving 20 customers.

The pre-survey results based on respondent categories show that Aster Cafe has several key strengths consistently recognized by the owner, employees, and customers. The owner considers strategic location, product quality, and a loyal customer base as core strengths. This is supported by customers, 85.7% of whom agree that the café has a strategic location, 92.9% consider the product quality well maintained, and 92.9% feel comfortable with the café atmosphere. From the employees' perspective, 80% also view product quality and the café's ambiance as significant strengths.

However, internal weaknesses were also identified by all three groups. Customers complained about limited menu variation (71.4%) and less responsive service (50%), while employees emphasized the lack of innovation in digital marketing (80%) and service performance that was not yet fully optimal (60%). The owner highlighted dependence on certain suppliers as a potential operational obstacle.

Externally, Aster Cafe has several opportunities that can be leveraged for business development. The owner noted the growing coffee consumption trend and opportunities for collaboration with the local community. Meanwhile, customers highlighted the effectiveness of using social media (78.6%) and expressed expectations for the adoption of online ordering technology (64.3%). Employees also noted the potential use of ordering technology as part of service efficiency.

Nevertheless, there are external threats that must be anticipated. Both the owner and employees expressed concerns about increasingly fierce business competition (100% and 80% respectively), as well as fluctuating raw material prices. Customers also reflected the presence of shifting preference trends (71.4%), which may influence their consumption patterns toward café products and services.

Overall, these findings indicate that Aster Cafe has a solid foundation of strengths, particularly in product quality and a comfortable café atmosphere. However, internal weaknesses such as limited menu variety, underdeveloped digital marketing, and service issues could become obstacles if not addressed promptly. On the other hand, open strategic opportunities must be responded to with innovation and quick adaptation, particularly in terms of digitalization and community collaboration. Considering the threats from market trends and competition, Aster Cafe requires adaptive, data-driven development strategies to maintain competitive advantage and enhance customer satisfaction and loyalty sustainably.

In addition to the pre-survey data, an analysis of customer visits was carried out to further understand the relationship between customer satisfaction and business performance. Data on the number of Aster Cafe customers during the 2020–2024 period shows an upward trend in annual visits, along with increasing average monthly revenue. In 2020, the café served an estimated 600 customers per month, with average revenue of IDR 60 million per month. Interestingly, even though 2020 to early 2021 was marked by the COVID-19 pandemic and the government's Large-Scale Social Restrictions (PSBB) policy, Aster Cafe recorded positive growth. This was because its location in a small alley was not within the strict PSBB zones, unlike most cafés in central Medan that were required to close temporarily. This situation created an opportunity for Aster Cafe, as many customers who usually visited cafés downtown started looking for alternative hangout spots that remained open, leading to a surge in visits to Aster Cafe.

This positive trend continued to grow, reaching its peak in 2024 with about 785 customers per month and average revenue of IDR 110 million per month. The increase in customer numbers shows that the marketing strategies and service improvements implemented by Aster Cafe have begun to positively impact customer loyalty. However, given Aster Cafe's relatively small scale, the number of monthly customers remains within a realistic range, below 1,000 per month. This suggests that while business growth is evident, there is still room for strategic improvement in enhancing customer satisfaction and loyalty.

In facing these challenges, Aster Cafe needs to implement the right business strategies to ensure that it can remain competitive and continue to improve customer satisfaction and loyalty. One method that can be applied is SWOT analysis (strengths, weaknesses, opportunities, threats), which allows for the identification of internal and external factors that directly influence the business (Gürel & Tat, 2017). This approach will help Aster Cafe design more effective strategies based on its strengths, address

existing weaknesses, optimize opportunities, and anticipate threats that could hinder business growth.

Various studies have discussed strategies for improving customer satisfaction and loyalty in the café industry, but most of them focus on large-scale or digitally driven franchise cafés in urban areas. This creates a significant research gap, particularly in the context of small independent cafés operating in non-urban areas with conventional business approaches. Research by Zhang et al. (2020) revealed that customer satisfaction in cafés tends to be more influenced by digital experiences and online interactions such as ease of online ordering, social media promotions, and digital loyalty programs than by physical factors like location or atmosphere. However, this finding does not fully align with Aster Cafe's condition, which continues to experience customer growth despite being located in a small alley and having minimal digital presence. This suggests that other factors, such as product quality, café atmosphere, and emotional connections with customers, may play a more dominant role.

Furthermore, Nguyen and Tran (2021) emphasized that point-based loyalty and discount programs play a crucial role in increasing customer retention in franchise cafés. In contrast, Aster Cafe does not implement such formal loyalty programs, instead relying on relational approaches that focus on emotional closeness and personalized service. This discrepancy highlights a gap in the literature regarding how customer loyalty is formed in independent cafés that do not rely on modern marketing strategies or digitalization of services.

A study by Kim et al. (2022) also pointed out that service speed is a key factor in shaping customer satisfaction in urban café environments. However, Aster Cafe's pre-survey results show that aspects such as a comfortable atmosphere, taste quality, and friendly service contribute more significantly to customer satisfaction, even if waiting times are relatively longer. This finding further underscores differences in value orientation between urban café customers and those of small-scale local cafés.

Thus, the research gap addressed in this study is the lack of specific studies exploring the factors that shape customer satisfaction and loyalty in small-scale independent cafés in non-urban areas, which do not rely on digital technology or formal loyalty programs.

By utilizing SWOT analysis as a foundation for strategy development, Aster Cafe can address existing challenges while enhancing its competitiveness in the highly competitive café industry. The phenomenon in the current café industry indicates a shift in consumer preferences that increasingly demand better product quality and experiences. On the other hand, many cafés struggle to retain customers long term, leading to high customer turnover rates.

This study aims to explore how Aster Cafe can use SWOT analysis to identify internal strengths, external opportunities, and existing challenges in order to develop more effective strategies for maintaining customer satisfaction and loyalty. In this context, SWOT analysis will be used to assess factors that can influence satisfaction and loyalty, such as product quality, service, café atmosphere, and pricing. By understanding internal strengths and weaknesses as well as external opportunities and threats, Aster Cafe can formulate more accurate strategies to strengthen elements contributing to customer satisfaction and address issues that may reduce customer loyalty. Customer satisfaction defined as a positive experience when visiting the café will serve as the foundation for creating customer loyalty, that is, the desire to return and recommend the café to others.

## 2. Literature Review

### 2.1. Definition of Customer Satisfaction

Several scholars have defined customer satisfaction, which essentially refers to the feelings or judgments customers have toward a product or service after using it. These definitions emphasize that customer satisfaction is shaped by the comparison between customers' initial expectations and the actual experiences they obtain.

According to Kotler and Keller (2021), customer satisfaction is the sense of pleasure or disappointment that arises after customers compare the actual performance of a product or service with their prior expectations. If the performance meets or exceeds expectations, customers feel satisfied, but if it falls short, they tend to feel disappointed. Similarly, Oliver (2020) defines customer satisfaction as a post-purchase evaluation in which customers assess whether the product or service they received has met their expectations. This evaluation is subjective and influenced by personal experiences as well as comparisons with similar products or services. Meanwhile, Zeithaml and colleagues (2020) describe customer satisfaction as an affective judgment of the outcome of product or service consumption, shaped by factors such as perceived product quality, the price paid, and the customer's experience in interacting with the company. In this sense, satisfaction does not depend solely on the product but also on the service, communication, and the company's ability to build relationships with its consumers.

From these various perspectives, it can be concluded that customer satisfaction is a subjective evaluation carried out by customers regarding the products or services they consume. It emerges from the comparison between expectations and the reality they experience after purchase or use. When expectations are met or surpassed, satisfaction is achieved, which in turn contributes to the formation of customer loyalty toward a brand or company.

### 2.2. Indicators of Customer Satisfaction

To measure the level of customer satisfaction, companies employ several indicators that provide insight into how satisfied customers feel with their products or services. These indicators offer a structured view of the customer experience and serve as a foundation for improving service quality and business strategies.

One of the most widely used metrics is the Customer Satisfaction Score (CSAT), which asks customers to rate their

satisfaction with a product, service, or specific experience, often on a scale of 1–5 or 1–10. A higher CSAT score reflects greater customer satisfaction, and companies commonly measure it immediately after customer interactions or purchases. Another key measure is the Net Promoter Score (NPS), introduced by Reichheld (2020), which assesses the likelihood of customers recommending the product or service to others. Customers respond on a scale of 0–10, which categorizes them as promoters, passives, or detractors, offering a clear indication of their loyalty potential.

Customer retention rate is also an important indicator, reflecting the percentage of customers who continue to use a company's product or service over time. A higher retention rate often indicates greater satisfaction. In addition, the number of customer complaints provides a direct signal of satisfaction levels, though how a company responds to complaints can be just as critical. Firms that respond quickly, fairly, and proactively to complaints often achieve higher satisfaction levels. Another strong indicator is repeat purchases. Customers who are consistently satisfied tend to buy again rather than switch to competitors, making purchase repetition a clear sign of satisfaction and trust.

### *2.3. The Concept of Customer Loyalty*

Customer loyalty is a crucial element in ensuring business continuity, especially in highly competitive industries. Loyal customers are not only more likely to make repeat purchases but also to recommend products or services to others and maintain long-term relationships with a company. Loyalty is influenced not only by product quality but also by customer experience, satisfaction, and interactions with the brand (Kotler & Keller, 2021).

Customer loyalty reflects the degree of emotional and behavioral attachment customers have toward a brand, product, or service. It encourages them to continue using and even recommending the brand to others. Loyalty goes beyond repeat transactions it embodies satisfaction, trust, and long-term relationships between customers and companies.

Kotler and Keller (2021) describe customer loyalty as a form of commitment demonstrated by customers to consistently purchase or use a company's products and services, despite the presence of alternatives in the market. Oliver (2020) emphasizes that loyalty is both a psychological and behavioral condition in which customers maintain a positive attitude toward a brand, show an intention to keep buying, and willingly recommend it to others. Similarly, Zeithaml and colleagues (2020) define loyalty as the level of attachment to a brand, expressed through repeated purchases and resistance to switching, even when multiple alternatives are available.

Taken together, these definitions show that loyalty is not limited to repeat purchases but also involves deep emotional and psychological attachment to a brand. It results from sustained satisfaction, trust, positive experiences, and meaningful relationships between customers and companies.

### *2.4. Stages of Customer Loyalty*

Customer loyalty does not emerge instantly but develops gradually through a series of experiences and interactions that build emotional and behavioral bonds with a brand. Griffin (2021) outlines four stages of loyalty.

The first stage is cognitive loyalty, where customers initially choose a product or service based on rational considerations such as price, features, or perceived quality. At this point, loyalty is fragile, as it is easily swayed by better alternatives. The second stage is affective loyalty, where positive experiences and consistent quality begin to foster emotional attachment. Customers start preferring the brand not just logically but also emotionally, though their loyalty remains vulnerable to stronger offers from competitors.

The third stage is conative loyalty, where customers develop a strong commitment and intention to repurchase. They show signs of genuine loyalty, rejecting competing offers and integrating the brand into their lifestyle. The final stage is action loyalty, where commitment is fully translated into behavior. Customers not only repurchase consistently but also actively recommend the brand to others, often becoming strong advocates even in the face of competitor pressure or price changes.

According to Oliver (2020), these stages highlight that loyalty is shaped not by momentary satisfaction alone but through consistent experiences, emotional involvement, and repeated interactions with a brand. Companies seeking to build deep loyalty must therefore go beyond delivering quality products or services and focus on creating meaningful connections with customers.

### *2.5. Indicators of Customer Loyalty*

Customer loyalty can be observed through several key indicators. Kotler and Keller (2020) point out that loyal customers typically demonstrate consistent purchasing patterns. Zeithaml et al. (2021) further note that loyalty can be identified through behaviors such as repeat purchases, long-term reliance on a particular brand, and emotional attachment. Loyal customers often show less sensitivity to price, preferring quality and trust over cost considerations. They are also less likely to switch to alternatives, even when presented with other options in the market.

Moreover, loyalty can be reflected in the frequency and volume of purchases, which tend to grow as attachment deepens. Another strong indicator is word-of-mouth recommendation. As Oliver (2020) explains, loyal customers often recommend products or services to friends, family, and colleagues, creating positive brand advocacy that drives business growth organically.

### 3. Methods

#### 3.1. Type of Research

This study employs a qualitative approach to analyze strategies for improving customer satisfaction and loyalty at Aster Cafe. A qualitative method was chosen because the research aims to explore a deeper understanding of the factors that influence the café's business strategies based on the perceptions and experiences of customers, management, and employees. According to Creswell (2014), qualitative research seeks to explore and understand the meaning individuals or groups ascribe to a social phenomenon or issue. This approach allows the researcher to uncover in-depth insights regarding the strategies adopted by Aster Cafe in enhancing customer satisfaction and loyalty. Miles and Huberman (1994) further emphasize that qualitative research focuses on detailed descriptions of phenomena and utilizes various data collection techniques such as in-depth interviews, observation, and document analysis. In this study, these methods are applied to obtain a comprehensive understanding of Aster Cafe's business strategies.

The qualitative approach is implemented through a case study method. Yin (2018) explains that case studies are particularly useful for examining complex phenomena within real-world contexts. Therefore, this study applies the case study approach to investigate both internal and external factors that influence customer satisfaction and loyalty at Aster Cafe. The data collected will then be analyzed using SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This method was chosen because it provides a systematic way to identify internal strengths and weaknesses as well as external opportunities and threats that affect the café's business sustainability. As argued by Gürel and Tat (2017), SWOT analysis is an effective strategic tool for developing business plans that reflect the company's actual conditions. Combining qualitative insights with SWOT analysis is expected to provide a deeper understanding of strategies that Aster Cafe can adopt to improve customer satisfaction and loyalty while addressing challenges in the café industry.

#### 3.2. Research Location

The research will be conducted at Aster Cafe, located at Jl. Bunga Ester No.93A, RW.LK. IX, Padang Bulan Selayang II, Medan Selayang District, Medan City, North Sumatra 20131. The focus of this study is to analyze the strategies implemented by Aster Cafe in strengthening its relationship with customers and enhancing competitiveness in the culinary market.

Conducting research at this location provides valuable insights into various factors that shape customer satisfaction and loyalty, including service quality, menu innovation, the effectiveness of loyalty programs, marketing strategies, and customer perceptions of the café's ambiance and facilities. Moreover, the study will identify potential areas for improvement that can optimize customer experiences, such as enhancing service quality, offering personalized promotions, and improving operational efficiency.

#### 3.3. Research Informants

As explained by Bungin (2010), research informants are individuals who serve as primary data sources, from whom the researcher gathers essential information. They are selected because of their deep understanding and valuable insights regarding the issues under investigation, making their input highly relevant and beneficial. In addition, informants contribute feedback to strengthen the validity of the collected data.

This study applies purposive sampling, where informants are chosen based on their involvement in and knowledge of Aster Cafe's strategic aspects. The key informants include the café's owner or manager, employees such as baristas and service staff, and loyal customers. The owner or manager is selected because of their extensive knowledge of business strategies and operational decisions that shape the café's direction and sustainability. They are directly involved in making strategic decisions and therefore provide crucial insights into both internal and external challenges.

Employees, particularly baristas and service staff, are chosen because they engage directly with customers and play an important role in shaping service experiences. Their perspectives highlight both the challenges and opportunities in delivering quality service. Between four and six employees are included to represent different operational roles within the café.

Finally, loyal customers are selected to provide perspectives on service satisfaction, product quality, and the factors that drive their continued loyalty to Aster Cafe. In this context, loyal customers are defined as individuals who visit the café more than twice a week, have been patrons for over three months, and have had both positive and negative experiences with the café. A sample of fifty loyal customers from diverse age groups, visit frequencies, and product preferences will be involved to ensure a representative understanding of the factors influencing customer satisfaction and loyalty.

#### 3.4. Data Collection Techniques

The data collection process begins after the research background and problem identification have been thoroughly established. The main purpose of data collection is to gather accurate and relevant information to address the research questions and support the study's objectives (Tolmie & McAteer, 2020).

In this study, data is collected through both primary and secondary sources. Primary data is obtained directly from first-hand sources using methods such as in-depth interviews, focus group discussions (FGD), and customer surveys. These approaches are used to capture customer experiences, measure satisfaction levels, and identify factors influencing loyalty toward Aster Cafe.

Additionally, interviews with management and employees help explore the strategies already in place and the challenges encountered in improving service quality.

Secondary data, on the other hand, is gathered from indirect sources such as internal reports, official documents, and relevant academic references. In this research, secondary data includes customer reviews from digital platforms, company financial reports, industry trends in cafés and restaurants, and literature on strategies for enhancing satisfaction and loyalty. According to Kumar (2021), secondary data serves to strengthen and validate findings from primary data, ensuring a more comprehensive analysis.

### 3.5. Stages of Strategy Formulation

The strategy formulation process follows three main stages as outlined in the Strategy Formulation Analytical Framework by David et al. (2023). These stages consist of the input stage, the matching stage, and the decision stage.

In the input stage, the process begins with collecting basic information through the construction of the External Factor Evaluation (EFE) and Internal Factor Evaluation (IFE) matrices. The EFE matrix identifies external factors such as opportunities and threats, while the IFE matrix examines internal strengths and weaknesses. Each factor is assigned a weight reflecting its level of importance, and ratings are applied to measure performance. Multiplying the weights and ratings produces weighted scores, which are then summed to provide an overall evaluation of internal and external conditions.

The second stage, the matching stage, focuses on aligning the key external and internal factors to generate potential strategic alternatives. This is achieved using the Internal-External (IE) Matrix and SWOT analysis. The IE Matrix positions the company based on its overall internal and external scores, while SWOT analysis maps the company into strategic quadrants by comparing strengths with weaknesses and opportunities with threats. The outcome is a set of four strategy types: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). These alternatives are used to identify the most suitable directions for Aster Cafe to pursue.

The final stage, the decision stage, applies the Quantitative Strategic Planning Matrix (QSPM) to rank the alternative strategies. By incorporating weighted scores and attractiveness ratings, this tool quantifies which strategies hold the highest priority for implementation. The results allow the company to objectively determine which strategies should be executed first to optimize business performance and achieve long-term goals.

## 4. Results and Discussions

### 4.1. Internal and External Factors Influencing Strategies to Improve Customer Satisfaction and Loyalty at Aster Cafe

This study identifies five strengths, five weaknesses, five opportunities, and five threats that shape Aster Cafe's business strategies. These findings align with prior research on café business development and the role of both internal and external environments in building competitive advantage.

Aster Cafe's internal strengths reveal that active collaboration with local communities (S1) expands market reach and sustains brand image. The implementation of a strategically designed digital ordering system (S2) is another innovative step that enhances service efficiency. A supportive and comfortable work environment (S3) serves as an added value by increasing employee productivity and loyalty. The consistency of beverage preparation in accordance with standard operating procedures (S4) ensures product quality, while management's commitment to providing continuous support (S5) highlights leadership that prioritizes the development of internal resources. Siregar and Pratiwi (2022) emphasize that management support and a positive work culture play crucial roles in strengthening a company's internal advantages.

Nevertheless, several weaknesses were also found in Aster Cafe's operations. The strategy for dealing with fluctuations in raw material prices (W1) still requires adjustment to minimize production cost risks. Employee training is still limited (W2), which hampers the optimization of customer service. Inconsistent performance evaluations (W3) make it difficult to objectively measure achievements. Furthermore, the lack of diverse incentive programs (W4) has not been effective in fully motivating staff, while the culture of innovation in daily operations (W5) has yet to be integrated as a sustainable practice. Arifin and Dewi (2021) suggest that addressing internal weaknesses largely depends on adaptive systems of training, evaluation, and employee motivation.

Externally, Aster Cafe has several opportunities to strengthen its market position. High customer satisfaction with beverage quality (O1) creates pathways for market expansion and deeper customer loyalty. Positive perceptions of value for money (O2) increase the potential for higher sales. Another strategic opportunity lies in positive word-of-mouth promotion from satisfied customers (O3). Consumers' positive experiences with online ordering (O4) provide a foundation for expanding digital services more broadly and efficiently. Additionally, the unique value offered by Aster Cafe (O5) enhances brand strength and attracts wider customer segments. Handoko and Yusuf (2020) underline the importance of leveraging customer experiences to build long-term loyalty.

However, Aster Cafe must also anticipate external threats. Competition from other cafés offering friendly and polite staff service (T1) can reduce competitive advantage. The emergence of new cafés with attractive interior concepts (T2) challenges Aster Cafe's appeal as a comfortable space. Shifts in consumer trends (T3) may affect visit frequency. Competitors' diverse menu offerings (T4) could weaken Aster Cafe's appeal if not balanced with regular innovation. Rising customer expectations for faster service (T5) also demand improvements in service efficiency. Nugraha and Kartika (2022) argue that adaptation to market dynamics is essential to maintaining a competitive edge in the food and beverage industry.

Table 1: SWOT Factors Identification

Category	Factor Code	Description	Source	Impact
Strength	S1	High product quality and taste consistency	Customer interviews	High
Strength	S2	Comfortable café atmosphere	Observation	High
Strength	S3	Strong community collaboration	Owner interview	Medium
Strength	S4	Loyal customer base	Pre-survey	High
Strength	S5	Affordable pricing	Customer feedback	Medium
Weakness	W1	Limited menu variety	Customer feedback	High
Weakness	W2	Limited digital marketing	Employee interview	High
Weakness	W3	Service speed inconsistency	Observation	Medium
Weakness	W4	Lack of structured training	Employee interview	Medium
Weakness	W5	Dependence on certain suppliers	Owner interview	Low
Opportunity	O1	Growing coffee consumption trend	Industry data	High
Opportunity	O2	Social media promotion potential	Customer survey	High
Opportunity	O3	High word-of-mouth recommendation	Customer interviews	Medium
Opportunity	O4	Digital ordering adoption	Customer expectation	Medium
Opportunity	O5	Preference for local cafés	Market trend	Medium
Threat	T1	Increasing café competition	Industry observation	High
Threat	T2	Changing consumer preferences	Customer feedback	Medium
Threat	T3	Rising raw material prices	Owner interview	Medium
Threat	T4	Competitors' menu innovation	Market observation	Medium
Threat	T5	Higher service speed expectations	Customer feedback	High

Overall, Aster Cafe demonstrates solid internal strengths in community collaboration, service innovation, and supportive workplace culture. While there are weaknesses in training, evaluation, and operational innovation, these can be improved with the right managerial approaches. Significant opportunities exist in customer satisfaction, digital experiences, and unique branding, though threats from consumer trends and competitors require adaptive and innovative strategies. Therefore, Aster Cafe must design sustainable strategies that combine internal reinforcement, external opportunities, and threat mitigation in order to maintain and enhance competitiveness in the café industry.

#### 4.2. Strategies to Improve Customer Satisfaction and Loyalty at Aster Café

Intense competition in the café industry requires Aster Cafe to continuously innovate and adapt in order to maintain customer loyalty, strengthen brand image, and improve operational effectiveness. Based on the analysis results, five main strategies are recommended to enhance Aster Cafe's position amid market dynamics and evolving consumer demands. These strategies are designed to improve internal performance, deliver superior customer experiences, and respond to competitors' threats with adaptability and innovation.

The first strategy focuses on strengthening Aster Cafe's brand identity by fostering a comfortable work environment, consistent managerial support, and active collaboration with local communities. This not only strengthens internal relationships between management and employees but also builds trust and emotional bonds with customers who value local engagement and a friendly atmosphere (Santoso & Rahayu, 2020). This approach is expected to attract broader market segments while leveraging high customer satisfaction to reinforce loyalty.

The second strategy emphasizes enhancing employee training and fostering operational innovation. By utilizing advanced digital services and encouraging staff creativity, Aster Cafe can respond to customer needs more quickly and effectively. Structured training programs will equip employees with relevant skills, while innovation in product presentation and operational processes will strengthen the company's competitive advantage (Pratama et al., 2020).

The third strategy involves deepening collaboration with local communities and maintaining beverage quality consistency to counter the threats posed by competitors offering friendly services and attractive interiors. By highlighting authenticity, local values, and preserved product quality, Aster Cafe can maintain its unique identity as a distinct attraction for customers (Wibowo et al., 2022).

The fourth strategy aims to increase the effectiveness of employee training and expand incentive variations as a form of work appreciation. This approach is vital for maintaining staff motivation and loyalty amid competition from cafés that deliver high-quality service experiences. Diverse and transparent incentive schemes, combined with skill development, will foster a supportive yet competitive work environment (Haryanto & Prasetyo, 2020).

The fifth strategy focuses on optimizing the efficiency of digital ordering systems and reinforcing management's role in supporting service transformation. This is intended to address rising customer expectations for speed and adaptability to evolving

trends. With integrated digital systems and proactive management, Aster Cafe can accelerate service delivery and better align with modern consumer preferences (Rahmadani & Suyono, 2020).

Based on the identified SWOT factors, Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices were constructed by assigning weights and ratings to each factor. The weighted scores indicate that Aster Cafe is in a growth-oriented position.

Table 2: Average Variance Extracted

Strategic Alternative	Strategy Type	Total Attractiveness Score (TAS)	Priorit y
Improve service quality and employee training	WO	6.45	1
Strengthen community collaboration	SO	6.10	2
Maintain product quality and local identity	ST	5.80	3
Introduce incentive and HR development programs	WT	5.30	4

The QSPM results show that improving service quality and employee training (WO strategy) has the highest priority, as it addresses key weaknesses while leveraging external opportunities.

In summary, these five strategies are designed to strengthen Aster Cafe's competitiveness by improving internal systems, enhancing customer experiences, and reinforcing community engagement. Their implementation is expected to maximize existing potential, overcome market challenges, and establish Aster Cafe as a top choice in the increasingly dynamic café industry.

## 5. Conclusion

This study concludes that Aster Cafe's competitive advantage lies in its product quality, comfortable atmosphere, and strong customer loyalty. However, internal weaknesses related to service consistency, digital marketing, and employee training must be addressed. The SWOT, IFE-EFE, and QSPM analyses confirm that priority should be given to improving human resource capabilities and service quality to sustain customer satisfaction and loyalty. These strategies are directly derived from the empirical findings and strategic evaluation.

## Acknowledgement

The author would like to express sincere gratitude to all respondents and to Aster Cafe for providing their time, data, and support throughout the research process. Special thanks are also extended to the supervisors and colleagues who contributed to the preparation and completion of this research.

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