



ANALYSIS OF BUSINESS SUCCESS OF CAFE IN TULUNGAGUNG: A PHENOMENOLOGICAL STUDY OF CAFE TAJUG TULUNGAGUNG

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Abstract

Business success is defined as increased sales over previous results. A company's primary goal is business success, with all of its activities aimed at achieving success. This study employs qualitative research methods with a phenomenological analysis approach. The researcher focuses on a person's phenomenon or life experience in running a business. The phenomena revealed include why entrepreneurs start a business, how they measure the success of their business, and how entrepreneurs keep their business running. The participants in this study are the owners, employees, and customers of Cafe Tajug Tulungagung. The study results found that: 1) The business owner wanted to open a Cafe Tajug business because he wanted to innovate more than his previous business. Business owners want to create jobs and open businesses in the same field but with different concepts and themes. 2) How to measure business success, the owner of Cafe Tajug uses indicators including innovation, development, financial, non-financial, customer satisfaction, and employee satisfaction. 3) In maintaining the business, the owner of Cafe Tajug constantly innovates whenever there are new ideas, carries out business development, collaborates with investors, pays attention to employee welfare, gets motivation and support from family, and pays attention to customer satisfaction so that profit targets are always achieved.

Keywords: Business Success, Phenomenological, Cafe

INTRODUCTION

In 2020, Indonesia was hit by the Covid-19 pandemic, which spread rapidly and forced people to stay at home. The World Health Organization (WHO) has declared the Covid-19 virus to be a pandemic that has spread to numerous countries worldwide. Many aspects of life have been impacted by this pandemic, including the economy in this country. Many businesses have suffered setbacks and even bankruptcy due to the pandemic. Furthermore, business competition is increasing daily. Entrepreneurs must have their characteristics in their business to win the competition. The culinary industry is one of the most in-demand and affected by the pandemic.

According to Effendy (2017), business is a buying and selling activity looking for a profit. According to Wasis (2008), business is a person's effort to do something to achieve specific goals and can meet daily needs. The business currently in great demand is the culinary business. The culinary business is one of the businesses currently developing a lot, even in times of crisis (Cadiogan et al., 2021). This reason is that food is a basic need for a society that must meet. However, due to this pandemic, many culinary businesses have experienced setbacks. However, some news reports say that cafe and restaurant businesses that can survive during this pandemic use innovative strategies in their marketing. In 2018, the culinary business was increasingly in demand by the public. According to the Creative Economic Agency (BEKRAF) data, culinary businesses reached 5.55 million units in Indonesia alone, or 67.66% of 8.20 million creative economy businesses. However, this data changed in 2020, a Covid-19 pandemic, and 60% of culinary businesses were affected by the Covid-19 pandemic. However, on the other hand, some businesses can still survive and rise from adversity due to the Covid-19 Pandemic. One of them is the culinary business, which goes out of business, but some are still trying to maintain their business during a pandemic.

One of the culinary businesses that still survive, namely Cafe / Coffee Shop, is a place to eat and drink that offers a relaxed atmosphere without any binding rules (Indriyana, 2006). Before the Covid-19 pandemic, this business mushroomed in various regions in Indonesia. Even know that the research results of TOFIN, a company providing business solutions in the

form of goods and services in the HORECA industry (Hotels, Restaurants, and Cafes) in Indonesia, showed the number of coffee shops in 2019 reached more than 3000 outlets. However, during the Pandemic 2020, 60% of these cafes were affected and had to go out of business. Meanwhile, daily income from this culinary business decreased by 37% (Burhan, 2020).

The number of coffee shops that went out of business needed supporting factors to realize business success and maintain their business. (Ferguson, n.d.) defines business success as a personal achievement, and owners measure this success through employee appraisals, market appraisals, and business owner ratings. In contrast to the opinion of (Shivani et al., 2006), it is said that entrepreneurs can define themselves as prosperous or successful in their business when they feel that their efforts and the resources provided for their business enable them to achieve the desired business goals. (Reijonen, 2008) argues that achieving goals is the most crucial measure of success.

So from some of the opinions above, it can conclude that business success is an entrepreneur's achievement in achieving a goal in business. Several factors are needed for business success. Artz et al. (2010) say that innovating is a crucial success factor in business. Darroch (2005) & Chittithaworn et al. (2011) say that developing new products that meet customer needs and expectations is an important strategy to achieve business success because it ensures business continuity. Innovation is a driver of organizational performance on success because it positively affects finances (Paz Hernández Girón et al., 2007). According to Haber & Reichel (2005) untuk mengukur keberhasilan usaha dapat menggunakan kriteria keuangan dan non keuangan. Kriteria keuangan diantaranya, pendapatan, omset penjualan jumlah karyawan (Paz Hernández Girón et al., 2007) financial and non-financial criteria can be used to measure business success. Financial criteria include income, sales turnover, and the number of employees (Fairlie & Robb, 2009; Masuo et al., 2001). And the economic environment (Reijonen, 2008) and accounting information (Nyathi et al., n.d.). For non-financial, including customer satisfaction (Haber & Reichel, 2005), methods used in business, freedom in running a business, pride in carrying out work (Paige & Littrell, 2002) & (Reijonen, 2008), and network cooperation (Cahyaningtyas, 2017).

(Antawati & Mas'ud, 2019) argues that an excellent human resource management process can also determine business success. In addition, previous experts have conducted research in Indiana on 411 companies and suggested that the gender of a leader can also be a factor in business success. The study said that women could be better at being a leader because women have micro-manage, namely the ability to pay attention to small things so that women are considered in more detail. However, creating a balanced business still requires female and male leaders so that the business can run in balance (Kalleberg & Leicht, 1991). It is also inseparable from how an entrepreneur creates a comfortable store atmosphere for cafe visitors in business. The store atmosphere creates an atmosphere in the cafe environment to provide comfort to consumers while in the cafe (Purwadi, 2020). In addition to the store atmosphere, entrepreneurs must also pay attention to customer service. Product innovation is needed to reduce consumer saturation and adapt to product packaging. In addition to product innovation, service innovation is also needed, such as using delivery services and selling products on the Marketplace and Social Media. Support the implementation of PSBB and PPKM during this pandemic. Another factor is customer experience. And entrepreneurs believe that customer experience is the center of competitiveness, and marketing experts call it the fundamental basis for marketing management (Becker & Jaakkola, 2020).

According to (Griffin, 2005), the customer (customer) definition provides a critical view for understanding why companies should create and maintain customers rather than attract buyers. Based on observations at the Cafe in Tulungagung, most cafes have a monotonous menu and are almost the same from one cafe to another, making consumers choose the cafe. Consumers

will be comfortable with only 1 or 2 cafes and will become customers of that cafe without trying or even knowing if there are other similar cafes; other cafes do not have the opportunity to expand their business due to the lack of customers.

With this obstacle, business owners are required to be able to do more innovative marketing. Entrepreneurs need digital marketing help to promote their business simultaneously as their place of business. According to (Chaffey & Ellis-Chadwick, 2016), Digital marketing is an internet application related to digital technology related to traditional communication to achieve marketing goals. Consumer knowledge of the cafe includes profiles, menus, cafe addresses, and others. In addition, digital marketing can also be used as an intermediary between consumers and business owners, where consumer criticism and suggestions can be used as material for business improvement and development. Digital marketing itself cannot separate from social media. Social media can be used as a marketing tool, as evidenced by special marketing features in social media. These social media include Instagram, Facebook, YouTube, and Google. On Instagram, entrepreneurs can convert personal accounts into business accounts that can later use directly for marketing. At the same time, on Facebook, there is a Marketplace feature that can use to upload products as part of promotions—later expected to help the success of the cafe business itself.

Observations are done in the cafe in Tulungagung Regency, namely Tajug. Café Tajug was chosen because this cafe entrepreneur can maintain his business during a pandemic and maintain customer loyalty. Based on the results of initial observations and interviews with customers from this cafe, they claim to remain loyal to this cafe due to several things, including affordable prices, a supportive store atmosphere, and the service provided by the cafe is very satisfying for customers.

LITERATURE REVIEW

Business

Business is one of the leading business activities in economic development. Understanding general economics, a business is an organization that sells goods and services to consumers for a profit. According to Louis Boone (2007), business or business consists of all activities and businesses to seek profit by providing goods or what is needed in the economic system. Based on this definition, it can state that business activities can carry out individually or in organized groups to produce goods and services needed by the community or consumers. This group of activities is called a business (de Fretes, 2020).

Business Success

Some experts define *business success* as a personal achievement, and owners measure success through employee, market, and owner appraisals (Ferguson, n.d.). (Shivani et al., 2006) defines entrepreneurs are said to be successful when they feel that their efforts and the resources provided for the business enable them to achieve the desired goals. These goals depend on entrepreneurs' personality, motivation, attitudes, and perceptions. They can result from interactions with external factors such as socio-cultural and economic (Reijonen, 2008) (Toledo-López et al., 2012), saying that goals are the most crucial measure of success. However, other researchers say that success or success is more than just money, and pursuing financial goals involves several aspects, such as intrinsic rewards for entrepreneurs (Ahmad & Seet, n.d.). Beauer (2018) shares the same opinion, saying that many entrepreneurs think money is not the primary motivation but a pleasant byproduct of having the freedom to be responsible for their future. Some experts define business success indicators in several dimensions, one of which is, according to Jumaidi's (2012) in his research identifying business success in 4 indicators, namely: achievement of business goals, product accepted by the

market, profit in production, and entrepreneurial satisfaction. (Artz et al., 2010) said that innovating is a crucial success factor. In other words, implementing the innovation process on an ongoing basis is a must, an essential factor to ensure the company's success. One of the steps to measure success is to conduct a performance appraisal. Performance appraisal is essential because apart from being used as a measure of the success of an organization within a particular time, it can also be used as input for further improvement or improvement of organizational performance (Iskandar, 2019).

Cafe

Cafe or coffee shop or what is known as a coffee shop comes from Turkey. The coffee shop was first established in Constantinople, Turkey, in 1475. In general, a cafe is a culinary business that provides a variety of coffee menus with service and a relaxed or informal atmosphere. According to the Dictionary of Tourism and Hospitality Terms (Adi Soenarno, 2003) Cafe is a restaurant with a limited menu. The cafe is another term for coffee that can refer to the term coffee shop, meaning a place to eat and drink that provides a simple menu and soft drinks. Usually, cafes provide a menu that is less than restaurants, but cafes have an atmosphere of relaxation for consumers who feel tired or bored.

Framework

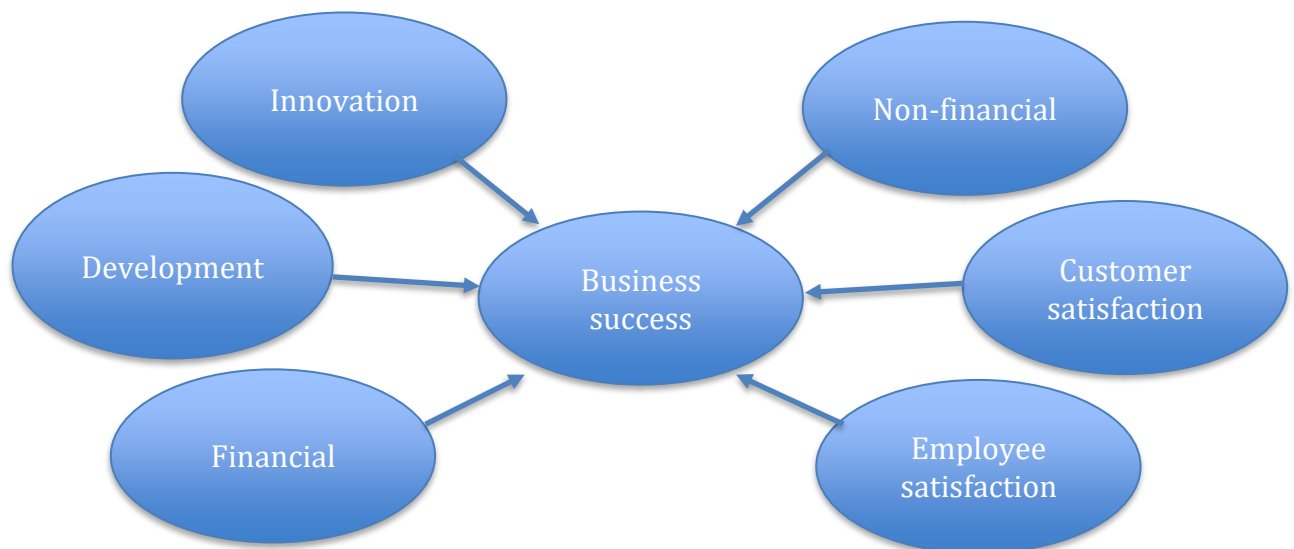


Figure 1. Research Framework

The analysis of business success in this study is seen from several indicators, including innovation (Artz et al., 2010), product development (Darroch, 2005) & (Chittithaworn et al., 2011), customer and employee satisfaction (Haber & Reichel, 2005) & Financial and Non-Financial(Haber & Reichel, 2005).

METHODS

This research uses qualitative research with a phenomenological analysis approach. The location chosen as the research site is Cafe Tajug in Tulungagung. Sources of data in this study obtaining from key informants, namely the owner of Cafe Tajug, and supporting informants, namely five employees and 12 customers with customer criteria of teenagers (13-16 years), young (17-25 years), and adults (26-39 years). Methods of data collection using observation techniques, interviews, and documentation. This research was conducted in the period December 2021 - to February 2022. In phenomenological research, there are structured and specific analytical methods developed by Moustakas (1994) (Creswell & Creswell, 2013),

namely: 1) Describing personal experiences with phenomena that are being studied; 2) Making a list of introductory statements; 3) Take the crucial statements and then group them into meaning units or themes; 4) Write a textual description (what is experienced) of the participant's experience; 5) Describing a structural description (how the experience happened). Checking the validity of the data in this study used triangulation and peer checking.

RESULTS AND DISCUSSION

Cafe Tajug was the study site, which is located at Jl. Major Sujadi No. 12f, Japan, Tulungagung Regency. This cafe building is located at the end of a small street, and the building faces south. This cafe has a unique design, unlike other cafes with a modern feel, but this cafe has a more traditional design like an old house. The owner of this cafe is a husband and wife named Mr. Nova and Mrs. Andri, with five employees. The cafe's location is quite remote and has a slogan: Stay away from the hustle and bustle of the city. The cafe is supported by a location far from the city's noise. The location of this cafe is in the city center. This cafe is open from 09.00 am to 10.00 pm.

The research results through interviews, observations, and documentation found that the owner of Cafe Tajug started a business in the F&B field because the owner wanted to try a more modern F&B business concept. However, the target market was the lower middle class. In addition, the owner also wants to develop the previous business that already exists, namely "Angkringanku," which has been running for more than five years and, of course, opens up new job opportunities. They are very confident in opening this business with confidence, determination, and intention while for the risks they may face. This result was revealed in an interview with the owner of Cafe Tajug and confirmed by Satrio, an employee of Cafe Tajug.

The results of this study agree with (Perry et al., 2018) that business owners open this business because they want to innovate more than in their previous businesses. Then disagree with the statement from (Ferguson, n.d.) that an entrepreneur starts a business to achieve autonomy and personal happiness.

Furthermore, based on the results of the research, it is known that the way Cafe Tajug owners measure business success using the following indicators: 1) Innovation: it is known that the innovations carried out to follow the ideas owned by the cafe owners, the innovations made include interior design, adding cafe facilities, and food and drink menu. Owners also innovate through social media such as Instagram and Facebook. 2) Development: it is known that the owner has other businesses besides this cafe. Tajug is his second business. In the next few years, the owner desires to expand his business in the form of other concepts such as a food restaurant and a tour and travel service business. 3) Finance: it is known that the financial details are still in manual form or written in a book, not yet in computerized form. In the book, it can be seen that the net profit obtained by the cafe within a certain time if the cafe is quiet per day gets Rp. 250,000-Rp. 300,000, but if it is crowded with customers, it can earn approximately Rp per day. 2,000,000. Meanwhile, the gross income per day can reach Rp. 3,500,000. 4) Non-financial: family plays an important role in motivating owners for business development in terms of opening a new business. In addition to motivation, the family is also willing to be an investor in this business. 5) Customer satisfaction: employees and cafe owners provide excellent service with full hospitality to customers. In addition, the menu provided can be said to be delicious and follows standard prices. The atmosphere of this cafe is very comfortable, like feeling at home, away from the city's noise and following the cafe's motto, which is away from the hustle and bustle of the city, this is following the concept. It is complete for customer facilities, including Wi-fi, prayer rooms, bathrooms, car and motorcycle parking, and a convenient and strategic location. 6) Employee satisfaction: employees are very comfortable with the work environment and feel comfortable with the attitude given by the

cafe owner towards his employees. In addition, employees are also given freedom in eating, and they can try various menus at this cafe.

The results of this study are in line with (Artz et al., 2010) that innovation is a crucial factor in the success of a business, meaning that implementing innovation on an ongoing basis is a must to ensure business success. Another opinion was expressed by (Darroch, 2005) and (Chittithaworn et al., 2011) that product development that can meet customer needs is an important strategy to achieve business success. (Haber & Reichel, 2005) to measure business success, it is also necessary to pay attention to financial and non-financial indicators. Customer satisfaction and employee satisfaction affect the business's success; this is important to note (Haber & Reichel, 2005). (Reijonen, 2008) reveals that achieving business goals is the most critical measure of business success, so the actual definition of business success is when the company can achieve a business goal.

Finally, related to the research results on how the owner of Cafe Tajug maintains his business, it can be seen that previously the owner of Cafe Tajug had worked in a company in the field of Finance for ten years. Moreover, he finally decided to resign, started his first business, and arrived at the second business, namely Cafe Tajug. At the beginning of starting this business, the owner was afraid of the many competitors. However, with the support and motivation from the closest people, the owner could run this business and manage to develop it even though there were many business competitors. The initial capital issued by the owner is approximate Rp. 100,000,000. The owner of Cafe Tajug is also optimistic and always tries to innovate to respond to his business competitors. In this way, the business owner feels that this is part of healthy competition. Moreover, the owner of Cafe Tajug can face risks in this business.

The results of this study agree with (Porfírio et al., 2020) that the family plays an essential role in a business because an entrepreneur gets motivation and encouragement in developing his business from the family. (Sanchez, n.d.) experience can help an entrepreneur in business development, maintain a business during a crisis, and consider the unexpected. Moreover, (Gaynor, B.Pdf, n.d.) that one strategy in maintaining a business is implementing specific entrepreneurial strategies such as resource acquisition.

CONCLUSION

The reasons for the owner to start this business include the first to develop an existing business or business. This study can conclude that business success is when an entrepreneur can prosper his employees, meet the minimum needs of employees, and have good employee management. Good management will form disciplined and diligent employees so that the work done in serving customers can be done well, and customers will feel satisfied. There are several ways that the owner can use to maintain the business, including the family's motivation, the persistence of the owner, and the tendency to take risks. From the results of the exposure to the interview data above, it can be seen that the owner gets maximum motivation from his family in developing his business, not only motivational support but also being willing to become an investor in this cafe with a pre-agreed distribution.

Suggestions that can be given by other researchers who will conduct research with similar themes are: 1) For business owners, this research can be used as material in business development by looking at other theories that have been described in the previous chapter. 2) Other researchers can find and add other indicators that affect the success of a business. In addition, according to other entrepreneurs' opinions, other researchers about the definition of business success can conduct research in different business fields, which means it does not have to be in the culinary field.

This research has been attempted and carried out following scientific procedures. However, it still has limitations, namely, the indicators that affect business success in this study only consist of 6 indicators, including innovation, development, financial, non-financial, employee satisfaction, and customer satisfaction. At the same time, there are still many other indicators that affect business success. This research is qualitative, so the data taken are interviews with business owners, employees, and several customers. The research is only conducted on one research object, namely Cafe Tajug.

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