

**Micro, Small, and Medium Enterprises Business Strategy
Post-COVID-19: A Case Study of Coffee Shop 148 in
Makassar City**

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Abstract

The COVID-19 pandemic has had a significant negative impact on the growth of Micro, Small, and Medium Enterprises over the last two years. Micro, Small, and Medium including CoffeeShop 148 among the affected sectors, face various challenges. This study aims to explore and understand the specific business strategies adopted by CoffeeShop 148 to navigate the post-pandemic era. It used a descriptive qualitative approach to achieve this, with the founders/owners of CoffeeShop 148 participating in this study as the primary source of information to improve sales that have fallen during the COVID-19 pandemic. Data collection methods include interviews, observation, and documentation, providing a comprehensive insight into the findings. The data analysis process consists of several stages including data collection, data reduction, data display, category description, and result validation. The results of this research are very significant as they explain how CoffeeShop 148 has adapted its business approach amidst the challenges posed by the pandemic and provide valuable insights that can be useful for other Micro, Small, and Medium wishing to thrive in a post-pandemic landscape.

1. Introduction

The current COVID-19 pandemic has had a severe impact on Indonesia's micro, small, and medium enterprises sector. Approaching 99% of business units in the country belong to MSMEs, comprising 783,132 small enterprises, 63.5 million micro-enterprises, and 6,702 medium-sized enterprises. These micro, small, and medium enterprises play a crucial role in Indonesia's economy, contributing significantly to the Gross Domestic Product (GDP) at 60.34% and employing around 97% of the national workforce. Given their importance, the Indonesian government is taking strategic measures to mitigate the pandemic's adverse effects on micro, small, and medium enterprises.

The government recognizes the vital role of Micro, Small, and Medium Enterprises as a pillar of the Indonesian economy and proactively works to provide essential aid and support to ensure their resilience and survival amidst the COVID-19 crisis (Olusola & Anenge, 2013). 7 million workers lost jobs in the Micro, Small, and Medium Enterprises sectors. The dangerous role of Micro, Small, and Medium Enterprises in the national economy's growth and development, strategic measures are being explored to support their economic recovery (Mohan & Ali, 2019). Researchers in this article aim to encourage Micro, Small, and Medium Enterprises to aid in their sector's recovery post-pandemic (Cherkos et al., 2018). The study aims to identify strategies that Micro, Small, and Medium Enterprises can adopt to survive and thrive during the coronavirus pandemic (Santos et al., 2022).

Micro, Small, and Medium Enterprises have contributed significantly to the national economy, not only in economic growth and employment but also in distributing development benefits and driving overall economic activity. The growth and development of the Micro, Small, and Medium Enterprises sector are often regarded as indicators of developmental success, particularly in low-income countries (Mihret Dessie & Shumetie Ademe, 2017).

1.1 Problem Background

Digital platforms, like e-commerce, have become vital in the current landscape, with a substantial percentage of the Indonesian population using mobile phones for various purposes. For Micro, Small, and Medium Enterprises, this represents an opportunity to capitalize on online buying and selling transactions, particularly since the usage of mobile phones for these activities exceeds that of computers (Haenlein & Kaplan, 2019).

Micro, Small, and Medium Enterprises encompass companies run by individuals or large corporations, with an increasing emphasis on leveraging information technology to drive their businesses. Digital marketing plays a significant role in promoting products for Micro, Small, and Medium Enterprises as it widens their reach and enhances their competitiveness in the digital world (Hitt et al., 2016).

Based on preliminary interviews with Coffeeshop 148 in Makassar City, it offers a diverse range of high-quality coffee drinks and provides a comfortable space for customers. In conclusion, the impact of the COVID-19 pandemic on Micro, Small, and Medium Enterprises in Indonesia has been severe, leading to millions of business closures and job losses (Singh et al., 2023). The government has implemented various programs to support the Micro, Small, and Medium Enterprises sector recovery. Researchers are exploring strategies that Micro, Small, and Medium Enterprises can implement to survive and thrive post-pandemic, focusing on digital marketing and innovative approaches. Coffeeshop 148 in Makassar City is a case study demonstrating effective strategies by Micro, Small, and Medium Enterprises to remain resilient in challenging times.

2. Literature review

2.1 Marketing

Marketing management is a vital aspect of business operations, encompassing strategic planning, implementation, coordination, and control of marketing activities within an organization to achieve organizational goals (Grant, 1996). A crucial component of marketing management is market analysis, involving an accurate examination of the market and marketing environment to identify potential opportunities to seize and significant threats to address (Spence, 1999).

According to (Kotler & Keller, n.d.), Marketing Management is an art and science focused on the target market, aiming to attract, retain, and expand the consumer base by delivering higher consumer value. The ability of Micro, Small, and Medium Enterprises (MSMEs) to adapt quickly is paramount for their survival and growth. For instance, the woven bamboo craftsmen in Sumurboto village experienced a significant decline in demand from woven bamboo product manufacturers during the pandemic, reducing capacity (Purwana & Suhud, 2017)

Essentially, product placement involves shaping the product and marketing mix to create a distinct impression in consumers' minds. This marketing process ensures that all products and services a company offers to reach consumers effectively. Specific marketing strategies are obligatory to execute marketing activities successfully to achieve anticipated profits (Fossen & Sorgner, 2021).

As the COVID-19 pandemic continues to spread uncontrollably, businesses face significant challenges. Business owners are concerned about the impact on their companies, putting pressure on them to navigate through these crises and ensure survival.

While some businesses are fertile, others struggle to make even a few sales. However, this does not imply that creative industry entrepreneurs are without business opportunities during the pandemic. Entrepreneurship in the creative industries has become highly sought-after and recognized (Chalmers et al., 2021).

Marketing management According to (Kotler & Keller, n.d.), Marketing Management is an art and science in the target market to attract, keep, and increase consumers by creating, communicating, and delivering broad consumer quality (Syaparilwadi & Wardhana, 2015). The faster Micro, Small, and Medium Enterprises adapt, the faster they can rise and survive. The group of woven bamboo craftsmen in the village of Sumurboto, Kepon District, Blora Regency, experienced a drastic decline due to demand from processed manufacturers of woven bamboo, which became the foundation for reducing their capacity during the Pendemi (Alwi & Handayani, 2018)

Fundamentally, market segmentation is a consumer-centric marketing management philosophy-based strategy. By performing market segmentation, marketing activities can be more targeted, and corporate resources can be used more effectively and efficiently in the marketing arena (Armstrong, 2012). Targeting is focusing your marketing strategy on a group of people who are likely to evaluate and act on your segmentation. A target market can also be interpreted as an activity that includes, evaluates, and selects one or more market segments into which a company enters. The positioning also includes formulating a product's competitive placement and defining a detailed marketing mix.

Essentially, product placement shapes the product and marketing mix to create a particular impression in the minds of consumers. This marketing process ensures that all of a company's products and services reach consumers. Therefore, a specific strategy is obligatory to carry out marketing activities and ensure the company achieves the expected profits (Peter & Olson, n.d.). Businesses will take a hit as the coronavirus spreads out of control. It is because business people are concerned that this crisis affect their companies. The ongoing crisis pressures business people to continue to survive in any business.

Some businesses are growing, while others are battling to make one or two sales. Yet, it does not mean to prohibit creative industry entrepreneurs from finding business opportunities during the COVID-19 pandemic. Entrepreneurship in the creative industries is now a prima donna in its own right (Suharti & Sirine, 2012).

2.2 Marketing Strategy

Marketing Strategy is the basis for behaviors that lead to organizational/business activities, competitive conditions, and environments and are constantly changing in hopes of achieving desired goals (McMullen & Shepherd, 2014). Here's the strategy :

1. Segmentation Market segmentation is the process of identifying and shaping distinct groups of buyers or consumers. A consumer is differentiated according to his mix of product needs characteristics and sole marketing.
2. Targeting Target markets, i.e. the selection of one or more market segments he develops. There are several segments to the target market such as market demand/growth level, long-term consumer attractiveness, and competitor resource targets.

3. Positioning Determines the position in the market, that is, the position in the market. The aim is to build a competitive advantage of existing products and communicate it to consumers. A market positioning strategy consists of attributes (low price or high price) according to user or product class.

2.3 Marketing Tactic

A strategy or procedure is a tactic for improving a product to increase consumer demand to gain market share (Greibitus & Bruhn, 2011). This can be achieved by:

1. Product Differentiation Product Differentiation differentiates a product or service to make it more attractive to a particular target market.
2. 7Ps The marketing strategy that helps to determine the success of a company seeking maximum profit is the 7Ps concept. They are products, prices, promotions, locations, people, processes, and physical evidence. This concept differs from the 4Ps, which only have four: product, place, price, and promotion. In the 4Ps, the four constructs used are considered product-oriented.
3. Face-to-Face Selling Face-to-face selling is direct (face-to-face) communication between a salesperson and a potential customer to introduce the product to the potential customer and get the customer to understand and then try the product by buying it.

2.4 Marketing Value

Market Value is becoming a marketing paradigm widely used by organizations/ operating companies, together with manufacturing and service companies, to win the race to conquer the consumer market. The market prices constructed are:

1. A trademark is a name, sign, symbol, design, or combination thereof intended to be used as the identity of a person, organization, or company to distinguish its goods or services from those of others.
2. Services Services are provided as acts or actions by individuals or business organizations to ensure consumer satisfaction. Actions are meeting a consumer's essential for a desired product or service.
3. The process relates to the ability of an enterprise to act according to its expectations or decisions in production and to allocate the production results, for example, to consumption.

2.5 MSME (Micro, Small, and Medium Enterprise)

From a policy perspective, micro, small, and medium enterprises (MSMEs) are essential for providing income for a portion of Indonesia's labor force but also as a spearhead of poverty alleviation in the workplace. General Purpose or Goal The goal is to achieve firm and independent MSMEs. It is necessary to be highly competitive. Play a significant role, not only in the production but also in the distribution of trees and raw materials, and its capital necessity to be non-competitive.

4. Research design and methodology

3.1 Exploratory Case Studies

According to (Jackson et al., 2007), qualitative research is defined as research subjects' experiences of actions, perceptions, motivations, behaviors, etc., as a whole, through descriptions and verbal forms. The purpose of this research is to understand the phenomenon. The study uses this natural method in a singular natural context. The qualitative research method is a methodological study based on the philosophy of post-positivism, a significant tool researchers use to study the state of natural objects (as opposed to experiments), and concluded that the sampling from the data sources is done randomly with a purpose and snowballing method. The data collection methods are triangulation (combination), analytical data with inductive/qualitative features, and qualitative research results, emphasizing the importance of generalization (Fijar Sari, n.d.).

3.2 Sample and Data Collection

The design study used is a Holistic single case study or studies casesingle holistic, namely research that places cases as the focus of the study. Only one or none of the analysis units are used. The analysis unit is embedded in the case and cannot be separately explained. In this case study, it is hard to determine the research unit of analysis, as the case is also the study's unit of analysis.

This study used descriptive qualitative methods. (*Perreault and Mearthy*, n.d.) describe qualitative research as a type of research aimed at exhaustively examining information and accepting all answers rather than simply yes or no answers. This study seeks to ask people what they think about a topic, deprived of giving much instruction or guidelines on what to say and how to say it. Qualitative methods are often called naturalistic methods because the research is conducted under natural conditions (natural environment).

Table 1.
Knowledge on Informant

No	Name	Information
1	Muh. Ispan	Founder and Coffeeshop Business Owner 148

Source: Informant Interviews

The validation was done by checking the accuracy of the study results from the triangulation step.

5. Results and Discussion

4.1 Knowledge Management & Experience

The informant interviews were at Coffeeshop 148 in Makassar. The company's plan has been adapted to meet specific requirements, especially in the marketing aspect for an effective business strategy will significantly benefit Coffeeshop 148's stakeholders by expanding its market reach.

Mister Muh. Ispan, the proprietor and founder of Coffeeshop 148, revealed from the interview that the internal factors crucial to the company's post-pandemic business strategy are centered around two main aspects.

In the wake of the pandemic, Coffeeshop 148 recognized the importance of staying relevant and resilient in a highly competitive market. The company responded by reevaluating its business approach and strategizing to meet the evolving needs of its customers. Mister Muh. Ispan emphasized the significance of continuously delighting customers with an exceptional culinary experience as a driving force behind the company's success.

One of the prime pillars of Coffeeshop 148's strategy is to carefully source and use premium ingredients, resulting in a delectable and consistent taste that customers crave. It not only garnered loyal patrons, but it also helped the business attract new customers through word-of-mouth recommendations. In addition, the company has employed innovative marketing techniques, utilizing social media platforms and targeted advertisements to increase its visibility and engage with a broader audience.

Furthermore, Coffeeshop 148 has capitalized on the post-pandemic shift in consumer behavior. As more people have turned to takeout and delivery options, the company swiftly adapted to offer convenient online ordering systems and efficient delivery services. This strategic move not only catered to the current market demand but also enabled the company to tap into a previously untapped customer base.

By staying true to its core value of serving top-notch beverages and meals, Coffeeshop 148 has managed to differentiate itself from competitors and maintain a competitive edge. The consistent quality and unparalleled customer service help the company to build a strong brand reputation that resonates with its target market.

Further down, Coffeeshop 148 plans to leverage these internal factors to explore further expansion opportunities. The company intends to establish new outlets in strategic locations within

Makassar and potentially in other cities, capitalizing on the brand's growing popularity. The success of this expansion strategy will heavily rely on the company's ability to maintain quality and taste standards across all its outlets.

In conclusion, based on the informant interviews, Coffeeshop 148's post-pandemic business strategy revolves around preserving the exceptional taste and quality of its offerings to retain its current customers and attract new ones. By embracing innovation in marketing and adapting to changing consumer preferences, the company aims to enhance its market reach and solidify its position in the competitive coffee shop industry.

Table 2.
Informant Categories

Business Name	Owner	Sales Locations	Type of business
Coffeeshop 148	Muh Ispan	Jl. Pongtiku No. 148 , La'latang, Tallo, Makassar City	Culinary

Source: Informant Interviews

4.2 Informant Interviews

Interview results with Muh. Ispan (founder and owner):

Researcher: What motivation do you have to open the business?

Informants: I want to know what the business world is like, and also want to add income for myself so as not to depend on the parents

Researcher: How parent's opinions of you after knowing you want to open a business?

Informant: Initially, I conveyed to them in a good manner that I wanted to open a business drink, but I ran short of capital. Finally, my parents agreed and provided capital.

Researcher: Why did you choose this location?

Informant: The location is strategic and on the edge of the way, too. It is easy to find.

Researcher: Are there facilities provided for consumers?

Informant: The facilities are only chairs for customers to wait for their order.

Researcher: So, nothing for relaxing/hanging out, huh?

Informant: Yes, because of not enough space, more like it, since the layout is not broad as only like this.

Researcher: Possibly, if your business increases, Do you desire to look for a place with more space again?

Informant: InshaAllah, if given a lot of fortune and opportunity. There is a desire to expand this business.

Researcher: When is the start of managing the business?

Informant: Start founding in 2021 and manage directly at the moment.

Researcher: What type of drink is being sold here?

Informant: Same as general, there are flavors of dark chocolate, strawberry chocolate, caramel macchiato, latte macchiato, orange juice, avocado juice, iced tea, ice syrup, etcetera, but

there is an additional menu of iced lemon from Orange Reedy Original.

Researcher: How much for the price and the size?

Informant: Usually people sell for 10 thousand in big size, but here it costs only 8 thousand for big size.

Researcher: Is it one strategy in sales and competition?

Informant: Hehehe, Yes, you can say so. The problem here is a lot of others are selling drinks, and it is possible to taste the same. Our advantage is the natural additions of iced lemon from the original orange, and the price is also decently affordable.

Researcher: Is there a promo or discount given to the customer?

Informant: It is usually on a particular day. For example, buy 3 get 1 free promo is valid for just 5 days.

Researcher: Where do you buy the ingredients?

Informants: The ingredients bought in for a singular drink, many kinds of type powder drinks with cups, and the main drink is complete with everything.

Researcher: How is it for the marketing? For example, online promotion or what?

Informant: At first, it is from friend to friend, one might say from mouth to mouth.

Researcher: How do you build a connection with customers?

Informant: If someone is coming to buy, I directly serve with heartiness, usually their friend calling. For an order later taken after done, I directly make it. The main thing is to please them as much as possible.

Researcher: Oh yes, hehe (may I ask again)?

Informant: Yes, you can

Researcher: Why do you not do online marketing? it's time to be more modern.

Informant: Maybe, not yet before, but thank God there is now. There is just the buyer. The business is too first stood when Corona happened and fewer people are shopping, but at the moment, Alhamdulillah, there is enhancement after Corona. Maybe furthermore, it will develop in everything.

Researcher: What do you hope for the future?

Informant: During this time, there is no marketing yet, so in the future will develop more online marketing and register applications, such as Grab Food and Go Food, to survive, compete, and have lots of buyers.

Researcher: So, more marketing, huh?

Informant: Yes

Researcher: Maybe that is all of my questions. Thank you for sparing your time to answer.

Informant: Yes, you're welcome

Table. 3
Essence of interviews with key informants, answer categories, answer patterns, and concepts regarding the first research problem.

Research Problems	Key Informants	Category/ Strategy	Patterns and Concepts
	Muh. Ispan		
Question #1 What kind of business has Coffeeshop 148 taken in the post-pandemic era?	<ul style="list-style-type: none"> • Strategic location • Facilities provided 	<ul style="list-style-type: none"> • Strategic location • Facilities prepared 	Coffeeshop 148 has taken action, namely, determining a strategic location that is easy to reach. Also, prepare facilities in the form of chairs to wait for orders to be processed.
Question #2 What strategy does the Coffeeshop 148 business do in selling it?	<ul style="list-style-type: none"> • Innovative • An affordable price • Meet directly with consumers. • Communicate well with consumers. • Instill a hard-working attitude. 	<ul style="list-style-type: none"> • Cost leadership • Differentiation • Focus 	The strategy in selling Coffeeshop 148 implements a cost leadership strategy. This strategy is very effective when there is price competition between buying and selling. Furthermore, Coffeeshop 148 also implements a differentiation strategy that is very effective for companies with a competitive scope and tries to reach consumers by offering different products from competitors.

Source: Primary data processed

4.3 What has Coffeeshop 148 done in the post-pandemic era?

As per the insights from marketing experts (Kotler & Keller, n.d.), Coffeeshop 148 recognized the significance of location in determining business success. Understanding that the right spot can offer potential economic growth, stability, and a conducive political climate, the company diligently conducted comprehensive research and field surveys. Consequently, Coffeeshop 148 strategically established its premises in a highly accessible area just off the main road.

Moreover, embracing the concept of "facility" as defined by (Lupiyoadi et al., 2016), Coffeeshop 148 focused on optimizing each aspect that could expedite and facilitate operational efficiency and customer experience. The company acknowledged the immense importance of creating an inviting and comfortable atmosphere for its patrons. Thus, Coffeeshop 148 invests in crafting a well-designed and aesthetically pleasing interior. Together with high-quality equipment and efficient tools, these elements enhance day-to-day operations and deliver unparalleled services, leaving a positive and lasting impression on customers.

Coffeeshop 148's meticulous attention to detail extended beyond its physical space. The company prioritized using premium ingredients, ensuring the taste and quality of its menus to

consistently meet or exceed customer expectations. This commitment to providing an exceptional culinary experience fostered customer loyalty and positive word-of-mouth, further strengthening its market position.

During the post-pandemic era, Coffeeshop 148 astutely tapped into the shifting consumer behavior, which increasingly favored takeout and delivery options. To meet this demand, the company swiftly adapted by introducing convenient online ordering systems and efficient delivery services. This customer-centric approach catered to the changing needs of consumers and allowed Coffeeshop 148 to expand its customer base beyond the physical confines of its location.

Furthermore, the company's strategic planning extended to potential expansion opportunities. Building on its success and popularity, Coffeeshop 148 envisioned opening new outlets in strategic locations within Makassar and other potential cities. However, the company was mindful of the importance of maintaining consistent quality standards across all outlets, ensuring that customers received the same exceptional experience regardless of the location they visited.

In conclusion, Coffeeshop 148's astute actions in the post-pandemic era exemplify a business that understands the value of strategic decision-making. By focusing on its location, optimizing outward-facing facilities, prioritizing customer experience, adapting to evolving consumer preferences, and employing innovative marketing, Coffeeshop 148 has successfully positioned itself for continued success and growth in the highly competitive coffee shop industry. Through a customer-centric approach and a commitment to excellence, Coffeeshop 148 has securely placed as a beloved and thriving destination for coffee enthusiasts and food connoisseurs.

4.4 What strategy does Coffeeshop 148 use when selling?

1. Product Quality

When running a business, customers demand quality products. According to (Armstrong, 2012), product quality is the product or service characteristic that includes promises and additions to meet customer needs. This survey is about product quality. Margareta and Edwin (2012) explain that product quality plays a significant role in consumer purchasing decisions, and we find that as product quality improves, so do purchasing decisions (Sari, 2019). In this case, customers coming to Coffeeshop 148 are looking for quality beverage products that match their offering. Coffeeshop 148's strategy is to survive among existing competitors by maintaining product quality to keep consumers returning.

2. Price

Price is the amount a consumer needs to pay to obtain a product. While price is the one factor in the marketing mix that generates revenue for a company, the other three factors (product, advertising, and distribution) generate costs. (Fiet, 1995) Determining the price of a product is not as easy as you might imagine.. Cost-based pricing is by adding a certain margin percentage to the product cost. This percentage counts as profit. This percentage is from the average market margin. This method has its drawbacks (Hidayat & Nasution, 2022) Products face a uniqueness crisis that sets them apart from their competitors and is ignored. Uniqueness almost helps the product to fetch the best prices on the market. According to (Armstrong, 2012), the price index can be derived from price levels, discounts, payment terms, and payment terms. The price indicators used in this study are: Set the right price and offer discounts and rebates. In this case, Coffeeshop 148 applies affordable prices to all groups according to the customer's requested product.

3. Could win customer loyalty.

Companies surely want to maintain business continuity and their business activities. (Hidayat & Nasution, 2022) states, that consumer loyalty is "repeated purchases by consumers due to commitment to a brand or company". In this case, Coffeeshop 148 selects high-quality raw materials for the production process following established rules to minimize customer disappointment. As a result, Coffeeshop 148 has loyal customers willing to sell Coffeeshop 148 beverage products to others deprived of coercion, making Coffeeshop 148's products recognizable to the general public even without any singular promotion.

4. Innovation

According to (Kotler & Keller, n.d.), it includes product innovation aspects such as new products, improvements to existing products, and additions to existing product lines. In the future, Coffeeshop 148 will continue to innovate to support existing competition according to market demand. Coffeeshop 148 may not have done so so far, but it may do so in the future (Hasnatika & Nurnida, 2019).

5. Instill a hard-working attitude

"Hard work" is a term that encompasses continuous effort (not ever giving up) until a task is completed. This is Coffeeshop 148's job, and you can tell they keep doing business with a diligent attitude. (Sari, 2019) Coffeeshop 148 proved to be viable to date. Starting with the general beverages, the company now manufactures other products according to consumer demand. Coffeeshop 148 keeps researching and striving to meet the needs and demands of the market so that our customers are satisfied and want to buy it again and again (Belecina, Rene R. Jose M. Ocampo, 2018).

6. Good communication with consumers

Business communication is the exchange of ideas and information with a specific purpose, represented continuously by personal or impersonal symbols and signals. Coffeeshop 148 communicates well with the customer when ordering a drink until the drink is in the customer's hands. Coffeeshop 148 owners do it themselves to serve their customers (Bosma & Harding, 2007).

7. How to acquire consumers

Until now, Coffeeshop 148 has distinguished itself by adopting a rather unconventional marketing approach, primarily relying on the power of satisfied customers' word-of-mouth recommendations. This strategy has proven highly effective, as patrons willingly and voluntarily share their delightful experiences with the signature "Warcop 148" beverage among their social circles. As a result, Coffeeshop 148 has garnered a solid and loyal customer base, contributing to its growing reputation and popularity.

However, as the business landscape evolves and competition intensifies, Coffeeshop 148 recognizes the essential to take proactive steps to secure its future growth and success. The management team is keenly aware of the untapped potential that lies within the realm of digital marketing and online promotions. To reach a broader audience and capture a larger market share, the coffee shop has decided to venture into the world of strategic marketing (Carey, 1993)

In conclusion, Coffeeshop 148's reliance on organic word-of-mouth marketing has been a testament to the quality of its offers and the loyalty of its satisfied customers. Yet, recognizing the essential to adapt to changing market dynamics, the coffee shop has taken the decisive step of preparing for online promotions. This strategic move reflects their commitment to securing a larger market share and ensuring business continuity in the dynamic post-pandemic era. With this new marketing journey, Coffeeshop 148 aspires to thrive in the digital age while preserving the essence of their beloved "Coffeeshop 148" experience.

Consumers have raised particular concerns regarding the promotional mix. They find that the organization of product promotion content is lacking, and the dissemination of advertisements is not as extensive and impactful through online media as it is through print media.

Table 4.
The effectiveness scale of marketing strategies.

No	Factors influencing marketing strategies	Assessment by the majority	Effectiveness Scale
1. Product Mix	Product Taste/Flavor	Agreed	Very effective
	Product Quality Assurance	Agreed	Effective
	Product Packaging	Agreed	Effective
	Label Design and Content	Agreed	Effective
	Brand and DD Branding	Agreed	Effective
2. Price Attributes	Affordable Product Price	Agreed	Effective
	Price Reflecting Product Quality	Agreed	Effective
3. Distribution Mix	Product Availability	Agreed	Effective
	Ease of Ordering	Agreed	Effective
	Product Ordering Location	Agreed	Quite effective
4. Promotion Mix	Social Media Information	Agreed	Effective
	Product Promotion Programs	Agreed	Effective
	Advertising Media	Agreed	Quite effective

Source: Primary data processed

6. Conclusion

1. Coffeeshop 148 employs a multi-faceted sales strategy, incorporating key elements such as cost leadership, product differentiation, market opportunity focus, and a customer-centric approach. The coffee shop also emphasizes cultivating a culture of diligence and effective communication within its operations. Coffeeshop 148 has refrained from running any singular promotions to attract customers in the past. Instead, it relied solely on organic word-of-mouth referrals generated by satisfied customers who voluntarily shared their positive experiences with others. However, to expand its reach and capture a larger market share, Coffeeshop 148 is now actively preparing for online promotions. This strategic move aims at leveraging digital platforms to connect with a broader audience and amplify the visibility of its offers. By embracing these initiatives, Coffeeshop 148 strengthen its market position and ensure sustained growth in the dynamic and competitive coffee shop industry.
2. Further research could emphasize bolstering the digital elements of government decision-making. This particular aspect can shed light on the extent to which the political sector is embracing digital technologies to address the evolving digital needs of the populace. Potential initiatives may take into account various demographic factors. However, these potential initiatives evaluation is for future research endeavors. By delving deeper into the digital aspects of government decision-making, researchers can gain valuable insights into how technology shapes governance and how policymakers adapt to meet their constituent's digital demands. Understanding the level of integration of digital solutions in the political sector can pave the way for more effective and inclusive policies that cater to the diverse needs of different demographics.

Moreover, identifying opportunities for further digital transformation within government operations can enhance efficiency, transparency, and citizen engagement. Thus, future research in this area holds great potential for driving positive advancements in public governance and public service delivery.

5.1 Implications

The owner of the Small and Medium-sized Enterprise (SME) is prepared to face changes in the business environment and plans appropriate changes, taking into account the available management knowledge and experience and their impact on the success of the SME. The expertise and managerial experience of the respondents have a significant influence on business success. Since most family-owned small businesses lack managerial education and experience, this significantly affects the quality of decisions made and the success of the organization.

However, it has been revealed that SME owners in this sector do not have enough funds to operate their businesses. As a result, their ability to take advantage of expansion opportunities available to them is limited. According to the respondents' perspectives, access to finance is the most challenging issue in terms of initial capital needs, and the financial system is not supportive.

5.2 Recommendation

Critical capabilities are available to business owners but are limited and only to a minimal extent. Therefore, according to this research, skilled labor should be developed once market labor requirements are identified. The government can do this by establishing and expanding standardized vocational training programs and training centers nationwide.

Researchers also recommend that local infrastructure be developed in all business sectors for the benefit of all stakeholders. SMEs will benefit from ease of transportation of goods, communication with internal and external parties, promotion, and product pricing.

5.3 Limitations of the Study

Due to the small sample size, this study does not provide sufficient information to determine the integration or the significance of potential interactions between variables.

Furthermore, this research does not measure factors such as the impact of inflation, foreign currency shortages, interest rates, and exchange rates, which are important for evaluation.

This study focuses on SMEs in the city of Makassar, South Sulawesi province, in the country of Indonesia.

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Hereby declare that neither my institution, Universitas Muslim Indonesia, as mentioned above, nor any external institutions outside of my own.

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COMPETING INTERESTS

The authors have no competing interest to declare.

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