



Proposed Marketing Strategy for Zamra Backyard

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Article Info	Abstract
Article History Received: 2025-11-05 Revised: 2025-12-19 Published: 2026-01-08 Keywords: <i>Competitive; Customer; Porter's Five Forces; Strategy; VRIO Analysis.</i>	The purpose of this study was to analyze the factors causing the decline in sales performance at Zamra Backyard using Porter's Five Forces external analysis and VRIO internal analysis. A qualitative approach with a descriptive design through in-depth interview data collection techniques was conducted with the owner, operational manager, regular customers, and potential customers. Observation and documentation studies were also used as supporting data collection techniques in this study. The results of the VRIO analysis indicate that internal competitiveness is weak, especially in the quality of dishes which are considered mediocre, limited menu variety, less accessible locations, and inadequate parking facilities. Meanwhile, Porter's Five Forces analysis shows highly competitive pressure, characterized by strong customer bargaining power, high threats of new entrants, increasing substitute products, and increasingly tight industry competition due to the large number of cafes with similar concepts and easier access. The implications of the study emphasize the need to improve menu quality and innovation, improve physical access, improve service quality, adjust prices based on customer value, and optimize digital promotions to restore Zamra Backyard's competitiveness amidst the tight cafe industry.
Artikel Info	Abstrak
Sejarah Artikel Diterima: 2025-11-05 Direvisi: 2025-12-19 Dipublikasi: 2026-01-08 Kata kunci: <i>Kompetitif; Pelanggan; Porter's Five Forces; Strategi; Analisis VRIO.</i>	Tujuan penelitian ini adalah menganalisis faktor-faktor penyebab penurunan kinerja penjualan di Zamra Backyard menggunakan analisis eksternal Porter's Five Forces dan analisis internal VRIO. Pendekatan kualitatif dengan desain deskriptif melalui teknik pengumpulan data wawancara mendalam dilakukan terhadap pemilik, manajer operasional, pelanggan tetap, dan calon pelanggan. Studi observasi dan dokumentasi juga digunakan sebagai teknik pendukung pengumpulan data dalam penelitian ini. Hasil analisis VRIO menunjukkan bahwa daya saing internal lemah, terutama pada kualitas hidangan yang dinilai pas-pasan, variasi menu terbatas, lokasi yang kurang mudah diakses, dan fasilitas parkir yang kurang memadai. Sementara itu, analisis Porter's Five Forces menunjukkan tekanan persaingan yang tinggi, ditandai dengan daya tawar pelanggan yang kuat, ancaman pendatang baru yang tinggi, meningkatnya produk substitusi, dan persaingan industri yang semakin ketat akibat banyaknya kafe dengan konsep serupa dan akses yang lebih mudah. Implikasi penelitian ini menekankan perlunya peningkatan kualitas dan inovasi menu, peningkatan akses fisik, peningkatan kualitas layanan, penyesuaian harga berdasarkan nilai pelanggan, dan optimalisasi promosi digital untuk memulihkan daya saing Zamra Backyard di tengah persaingan industri kafe yang semakin ketat.

I. INTRODUCTION

In the past few years, coffee that was actually a traditional beverage has become part of a daily routine to some people including the young people. Not only urban Indonesian in recent years but also across the city. Indonesia is a country that produces fourth largest coffee in the world and it can be called not only an exporter of coffee but also a domestic emerging market. According to the International Coffee Organization (ICO), domestic coffee consumption in Indonesia increased from around 4.41 million bags in 2014/2015 to reach 5 million bags in 2020/2021 (each weighing 60 kg), reflecting the

increase of the local demand. This statement reflects that coffee nowadays is not only for functional consumptions, but it is a part of social culture and lifestyle. Coffee shops nowadays are not just a place to buy coffee, but it became a multifunctional place to socialize, hangout, working remotely, and even for productivity such as making it a social media content.

However, this positive trend also impacts the development of the coffee industry where it is currently considered very competitive. Several local coffee brands have begun to offer local coffee flavors that are certainly not inferior to big coffee brands. This is a very dynamic

environment whereby consumer behavior plays a major role in the success of businesses. Besides offering quality products and services to customers, coffee entrepreneurs must have the ability to know the customer wishes, to develop memorable brand experiences, and be able to assess their market strategies and adjust them to reflect the current market changes. Businesses need to understand that consumer preferences are changing rapidly, so competitive advantage is no longer solely based on product quality, but also on the ability to deliver a comprehensive experience that adds value to customers. Consumers now demand consistency in taste, comfort, a strong brand identity, and memorable service interactions as part of the purchasing process. Therefore, marketing strategies must be designed based on a deep understanding of consumer behavior through market research, customer data, and regular evaluations, so that adjustments can respond to current dynamics (Adeniran et al., 2024; Zhang & Chang, 2021). If businesses fail to understand these changes, a gap between customer expectations and business performance is inevitable, which in turn can weaken the business's position in an increasingly competitive industry.

Zamra Backyard Coffee Shop is operating in an environment with a fast-growing and very competitive coffee industry that keeps pressuring the company with the rapid growth of large franchise chains and other independent cafes which use aggressive marketing techniques. Although Zamra offers its customers quality products and comfortable environment that attracts its devoted customer base, the coffee shop has been facing a number of consistent business challenge which has limited its chances of expanding and sustaining its position in the market. Based on early interview conducted with Zamra Backyard owner, Zamra Backyard management has never done research about their consumers behaviours. It is important for a brand to understand consumer behavior, with the aim of seeing consumer preferences socially, culturally, and psychologically (Rodrigues et al., 2021). These behaviors include visiting patterns, menu preferences, price sensitivity, visiting motivations, and digital engagement through social media. Particularly young adult consumers between the age of 18-35 who are highly sensitive to digital content and peer referrals. The second problem is consumer purchase interest and loyalty of Zamra are not stable and the business can lose the thrust in a very shift

market. Loyalty can be significant since it will motivate the repeat purchases, cause positive word of mouth, customer insensitivity to price promotions, and can be a major driver of stability in performance in the coffee shop business.

The trend shows that the existing optimal marketing may not be in sync with the changing consumer expectations or demands. This could be influenced by the fact that there was no differentiation in pricing, low utilization of digital mediums and inefficient promotions. This makes it necessary to strengthen customer loyalty in building long-term relationships with customers to increase satisfaction and repeat purchases (Chauhan, 2023). Zamra Backyard Coffee Shop has been underperforming in its monthly sales in all the months of July 2024 to June 2025 in comparison to a target set of Rp. 60 million every month which is an indication of strategic changes that should be implemented to be able to improve the revenue performance and improve its sales. Those challenges facing these businesses indicate an intense requirement of a strategic re-evaluation that draws its evidence on an empirical basis. The aim of the research is, through conducting the study, to reveal which factors tend to most significantly affect customer choice and to give practical, evidence-based advice that can improve long-term growth of Zamra Backyard.

II. METHOD

The research design used in this study is qualitative descriptive research design, which is expected to give in depth insights on factors (both internal and external) affecting performance of Zamra Backyard Coffee Shop sales and formulate marketing strategies to counter the challenges. Data in the research is both primary and secondary data. Primary sources were used to collect primary data wherein some were in-depth interviews, and field observations. The information regarding the aspects of internal factors analyzed in terms of VRIO and external factors studied in terms of Porters Five Forces was collected through the interviews with the business owners, operational managers, and cafe staff in a face-to-face and online form with semi-structured guidance. The observations were carried out in the field by observing the service process, staff-customer communication, the state of the facility and the atmosphere of the cafe. The secondary data were received through their secondary sources, as sales records and reports, social media,

comments by customers of coffee shops, online platform reviews, articles, and reports concerning coffee shop business tendencies.

The current research uses thematic analysis as its main approach in both qualitative data analysis of in-depth interviews and field observations. Thematic analysis is a widely used approach in qualitative research that focuses on identifying, analyzing, and interpreting patterns of meaning (themes) within qualitative data (Braun & Clarke, 2021). The reason why this method is selected is that it allows the researcher to go beyond just providing a description of the data but rather interpreting different issues of the research topic in detail and in context. The thematic analysis process in this research follows the six phases proposed by Braun and Clarke (2021), (1) Familiarization with the Data; (2) Generating Initial Codes; (3) Searching for Themes; (4) Reviewing Themes; (5) Defining and Naming Themes; and (6) Producing the Report. At the last stage, the researcher will synthesize the results by associating themes with the analytical instruments employed in this research, including VRIO Analysis and Porter's Five Forces. This enables the determined themes to be put into context within the set strategic frameworks and converted into marketing actionable strategies. The thematic analysis method is more flexible in the interpretation of the qualitative data and allows the researcher to unearth both internal and external factors that influence the sales performance of Zamra Backyard Coffee Shop. The coding and categorization of answers provided by the owner/manager, existing customers, and potential customers will guarantee that the derived strategies are based on empirical data, which will correspond to the aims of qualitative descriptive research.

III. RESULT AND DISCUSSION

A. Result

1. VRIO Analysis

An internal analysis was conducted to evaluate Zamra Backyard Coffee Shop's core resources and capabilities in creating and maintaining a competitive advantage. The framework of the VRIO analysis used in this chapter includes four dimensions (value, rarity, imitability, and organization). The VRIO analysis in this study is based on in-depth interviews with the owner and operational manager, so the analysis results reflect the actual conditions of

resource management, operational processes, and Zamra's unique offerings.

Table 1. VRIO Analysis

Aspect	Description
Value	The business's primary value lies in the ambiance and comfort of the space it offers customers. The owner emphasized that a "premium and calm atmosphere, far from the noise and traffic of the city", is a key value that customers are searching for, as it provides a relaxing experience not often found in other cafes.
Rarity	Zamra Backyard's natural atmosphere and spacious location are rare in the surrounding cafe market. Few cafes in the area have an open space with shady trees and a serene natural atmosphere like Zamra. This is a strong differentiator from other cafes, which are typically located on roadside or in areas with limited space.
Imitability	Most of Zamra's strengths, especially its natural ambiance and open space idea are hard to imitate. Physical components like big trees, natural landscaping and large piece of land take a lot of investment and time before they can be replicated.
Organization	Zamra Backyard Coffee Shop has developed a systematic, measurable operational mechanism oriented toward efficiency and consistent service quality.

Based on the VRIO table analysis above, Zamra Backyard Coffee Shop possesses several internal resources and capabilities that contribute to both temporary and sustained competitive advantages. The primary sources of sustained competitive advantage lie in its premium ambiance, spacious venue, and warm customer service culture. These elements are valuable, rare, difficult to imitate, and well-supported by the company. These elements reflect Zamra's strong differentiation as a destination cafe offering a calm, comfortable, and exclusive atmosphere, which is not easily replicated by competitors. Zamra's systematic operational management and employee training programs increase Zamra's ability to provide great service, which keeps the

customers satisfied and a long-term business.

Elements such as menu innovation and product quality contribute to temporary competitive advantages, as they are relatively easy to imitate by competitors using similar technology and recipes. Similarly, the performance-based incentive system and current social media marketing activities serve as competitive parity and untapped advantages, as their potential has not been fully optimized to strengthen Zamra's market position. Overall, the VRIO analysis highlights that Zamra's internal strengths are based on intangible assets and organizational discipline, which support a sustainable strategic position in the competitive coffee shop industry.

2. Porter's Five Forces Analysis

The external analysis aims to understand the dynamics of the industry environment that influence Zamra Backyard Coffee Shop's competitive position. This chapter utilizes Porter's Five Forces framework, which consists of threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes, and industry rivalry. This evaluation is based on interviews with existing and potential customers, as well as observations of market conditions around the business location.

Table 2. Porter's Five Forces

Aspect	Description
Threat of New Entrants	Several customers mentioned their interest in trying new cafes with easier access and parking, indicating that location and convenience are key determinants of their decision to visit. This reinforces the idea that new competitors with more strategic locations have the potential to attract Zamra's customers, especially among the non-loyal customers.
Bargaining Power of Suppliers	Zamra has partnerships with various suppliers of major raw materials like coffee, milk and food which does not make it rely on one supplier. This would eliminate risks and increase the bargaining power of Zamra in price and supply negotiations.

Bargaining Power of Buyers	Customers have many choices of cafes with similar concepts in the surrounding area, and most readily switch if they find a more strategic location, lower prices, or a more appealing atmosphere.
Threat of Substitutes	Zamra's natural ambiance and relaxed atmosphere, remains a distinct selling point that is difficult for other cafes to completely replace. However, the combination of easier access and a more varied menu make Zamra a high threat of substitution.
Industry Rivalry	Competition in the cafe industry around Zamra is high. Several customers based on the interview stated that other cafes in the area offer easier access and parking, making it more convenient for visitors with vehicles.

B. Discussion

Zamra Backyard Coffee Shop's primary strength lies not only in the products it offers, but primarily in the holistic experience customers experience while inside. In the increasingly competitive cafe industry, businesses no longer rely solely on product quality; they must differentiate themselves through the emotional experience and atmosphere they create. This aligns with (Atanasova & Eckhardt, 2021) view that modern consumers are moving from simply consuming products to consuming experiences. Interviews with the owner and operational manager reveal that Zamra has placed this experiential element at the heart of its business strategy, evident in its tranquil design, away from the hustle and bustle of traffic, and its spacious and airy layout, which provides a sense of space and comfort for customers. This differentiation becomes even more significant when compared to local competition, where most cafes are located on roadside or in confined spaces, making it difficult to create the same natural and relaxing atmosphere. This uniqueness, stemming from the physical environment and atmosphere, is a strategic asset that, in the resource-based view literature, is considered difficult for competitors to imitate, as it requires adequate physical space, appropriate land structure, and an investment of time and money to create a comparable atmosphere (Braun & Clarke, 2021). The resulting superiority impacts not only the perception of quality but also consumption behavior, such as the length of time customers spend at the

establishment, increased purchases of additional products, and the potential for large groups to come for social or professional activities. The large space also provides flexibility for Zamra to create additional economic value through community events, open space markets, or company gatherings, which most similar cafes cannot provide.

However, physical assets aren't the only factor that shapes Zamra's competitive advantage. A warm, responsive, and consistent service culture is also a crucial element in strengthening customers' emotional ties to the brand. Service management studies emphasize that the social aspect of service interactions has a direct influence on customer loyalty because interpersonal experiences leave deep psychological memories (Bernd F. Reitsamer et al., 2024; Zha et al., 2025). To achieve this consistent service, Zamra implements a structured recruitment, training, and supervision system, requiring each new employee to undergo intensive training on communication standards, courtesy, cleanliness, and operational flow before actually interacting with customers. This process demonstrates that Zamra's service strategy relies not solely on individual abilities, but on an organizational system deliberately designed to standardize work processes. In operations management theory, this is referred to as organizational embedded capability, a capability that is structurally embedded within the organization, making its strengths independent of any particular individual and difficult to replicate externally (Mahdi & Nassar, 2021).

Zamra's strengths are equally unique and resilient. Several factors, such as menu quality and brewing technology, are still easily copied by competitors. Coffee machines, premium ingredients, and even recipes are readily available to competitors with comparable financial capabilities. This aligns with statement that a new resource provides a competitive advantage if it is not only valuable but also not widely available in the market (Farida & Setiawan, 2022). The quality of food products, which some customers consider "average", also creates a high level of sensitivity to comparisons with competitors. This is reflected in consumer behavior, which readily switches when finding a more strategic location, more competitive prices, or a more

appealing menu. In other words, Zamra's product strengths remain at the level of temporary, rather than sustainable, advantages. Therefore, strategies for improving culinary innovation and enhancing flavor are important priorities to strengthen.

Another untapped potential is the use of social media as a strategic marketing channel. Yet, cafe consumer behavior is currently heavily influenced by reviews, photo content, friend recommendations, and electronic word of mouth. Zamra's existing digital media resources have not been optimally utilized as a lever for greater competitive advantage. If managed effectively, social media can be more than just a promotional tool, but also a two-way communication channel capable of capturing real-time customer feedback and building a digital community that strengthens customers' emotional attachment to the brand. Meanwhile, Zamra's operational management system is robust and disciplined, encompassing daily shift evaluations, weekly supervision, and daily stock control. This mechanism demonstrates the application of the principle of continuous improvement, as introduced by (Inan et al., 2022), where operational issues are addressed as quickly as possible before they have a greater impact. This system also allows for long-term cost savings, particularly related to perishable raw materials and the need for daily demand control. This approach is rare in mid-scale cafes, which generally rely on manual and reactive management. This means that Zamra's superiority is not only evident in the "quality of experience" experienced by customers, but also in the "quality of the system" operating behind the scenes.

When examined holistically, the big picture emerges: Zamra's superiority stems not primarily from physical assets or technology, but from a combination of intangible assets and organizational character developed through experience, culture, and social interaction. These assets are typically the most durable sources of advantage because they cannot be acquired simply by purchasing or replicating. However, emotional and experiential advantages must be reinforced with continuous innovation to maintain their relevance. The cafe industry is a rapidly changing one—consumer trends, interior concepts, lifestyles, and even taste preferences are dynamically evolving with urban culture

and social media. Fabrizio et al., (2022) asserts that long-term competitive advantage can only be maintained if an organization continues to develop dynamic capabilities, namely the ability to adapt and transform to environmental changes. Therefore, this internal analysis indicates that Zamra is in a strong position to maintain its long-term advantage through the strength of its customer experience, service culture, and organizational discipline. However, there is room for improvement in product innovation, digital media utilization, and menu enhancements to adapt to new competitive landscapes. The combination of maintaining superior intangible assets and accelerating innovation in easily replicable aspects is the foundation for Zamra's excellence to not only survive but also thrive in line with the dynamics of the modern cafe industry.

IV. CONCLUSION AND SUGGESTION

A. Conclusion

Zamra Backyard's declining sales performance was caused by a combination of mutually reinforcing internal and external factors. From the internal factor (VRIO), the main weaknesses were perceived as "ordinary" food quality and a lack of appealing menu variety, as reported by most customers in interviews. Furthermore, the location's inaccessibility and limited parking facilities were also key inhibiting factors affecting customer interest. From the external factor (Porter's Five Forces), several pressures worsen the situation. Buyers' bargaining power was high, as customers had many alternative cafes with easier access, more varied menus, or more attractive prices. The threat of new entrants was also high, as customers expressed a willingness to try new cafes with more convenient access. Furthermore, the threat of substitutes increased as many similar cafes emerged with concepts that easily changed with trends. Industry rivalry was also high, indicated by the presence of numerous competitors with similar concepts in the surrounding area. Thus, internal factors in the form of food quality and variety, accessibility, as well as external factors in the form of customer preferences, intense competition, and the ease of customers switching to other cafes, are the main causes of the decline in Zamra Backyard sales.

B. Saran

Based on these conclusions, Zamra Backyard needs to immediately undertake comprehensive improvements focused on enhancing the quality and variety of its menu to provide stronger value to customers. These efforts also need to be complemented by improvements in accessibility and location convenience to reduce barriers to visitation. Externally, strategic differentiation is crucial to address the high bargaining power of customers, the rise of new entrants, and intense competition. By providing a more unique experience, relevant to customer preferences, and consistent service quality, Zamra Backyard can strengthen its position and slow customer migration to competing cafes.

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