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Analysis of Marketing Strategy in Increasing Sales Using the SOAR Method Analysis on Point Coffee at Indomaret Tangerang 2 Branch, Bitung, Tangerang Regency

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Abstract

This study aims to analyze the marketing strategies implemented by Point Coffee at Indomaret Tangerang 2 Branch, Bitung, Tangerang Regency in an effort to increase sales by using SOAR (*Strengths, Opportunities, Aspirations, Results) analysis*. The background of this research is based on the increasingly fierce competition in the coffee beverage industry in Indonesia, which requires companies to continue to innovate in marketing strategies in order to maintain consumer loyalty and increase sales. This study uses a qualitative method with a descriptive approach. Data were obtained through interviews, observations, and documentation with research subjects consisting of supervisors, leaders, and baristas of Point Coffee Indomaret Tangerang 2 Branch. Data analysis was carried out through data reduction, data presentation, and conclusion drawing using the SOAR analysis model. The results of the study show that Point Coffee has strength in product quality, affordable prices, menu variety, fast and friendly service, and ease of digital transactions. The main opportunity lies in the development of the online market. The company's aspirations are directed to create a strong brand image, improve service quality, and expand the consumer network. The expected results include increased sales as well as the formation of loyal customers. Based on this analysis, the marketing strategy implemented has proven to be effective in increasing sales and strengthening Point Coffee's position in the coffee beverage market.

Keywords: Marketing Strategy, SOAR, Sales.

INTRODUCTION

In the midst of the rapid development of globalization and digitalization, business competition is becoming increasingly complex and requires companies to implement appropriate, relevant, and flexible marketing strategies. It is not enough just to present superior products or services, a company also needs to design a marketing strategy that is able to reach consumers widely and effectively. Marketing is one of the important components in maintaining existence and increasing sales. This applies not only to large companies, but also to rapidly growing modern business units, such as the partnership concept between retail stores and coffee shops. Point Coffee, which is present in Indomaret, is one example of an innovative business that answers today's coffee consumption trend.

Coffee is one of the plantation commodities with high economic value that has a significant role in international trade as well as being an important part of the global consumption culture. History records that coffee cultivation began in Ethiopia and then spread to the Arabian Peninsula, Europe, and Asia, including to Indonesia during the Dutch colonial period. Currently, Indonesia is listed as the fourth largest coffee producer in the world, with a total annual production of around 700 thousand tons, dominated by Robusta varieties of around 70 percent and Arabica varieties of around 30 percent (Ministry of Agriculture, 2024). The advantage of Indonesian coffee lies in the diversity of distinctive flavor and aroma profiles, the result of the varied

geographical and climatic conditions in various regions, such as Aceh, North Sumatra, Sulawesi, Flores, and Papua. Each region produces unique flavors, for example Gayo coffee which has a soft acidity with a floral aroma, Mandailing which has a taste full of brown nuances, Toraja with a rich spice flavor, and Flores which has a natural sweetness combined with a touch of caramel.

The diversity of the characteristics of Indonesian coffee is the basis for the selection of raw materials by a network of modern coffee shops, including Point Coffee. The coffee beans used are selected through a strict selection process from superior plantations and processed using *modern roasting* methods to maintain the consistency of taste and aroma. The use of high-quality coffee not only ensures that the quality of the product is maintained, but also supports the sustainability of the local coffee industry through partnerships with farmers and domestic suppliers. By prioritizing selected coffee, Point Coffee is able to present *freshly brewed coffee* with competitive tastes while showing the potential of Indonesian coffee to compete in the domestic and global markets.

Point Coffee is one of the coffee brands developed by the Indomaret retail network to meet consumer needs for quality coffee drinks with easy access and competitive prices. In the process of serving, Point Coffee uses selected coffee beans that are processed in a modern way through *the stages of roasting* and *brewing* with quality standards. Most of the coffee beans used to come from Indonesian coffee plantations such as Gayo, Toraja, Mandailing, and Flores which are known to have a distinctive taste according to the geographical character of each producing area. The selection of quality coffee beans not only aims to maintain the consistency of taste and aroma, but also serves as a form of commitment to supporting local coffee farmers and increasing the competitiveness of Indonesian coffee in the domestic market.

The advantage in using this choice of coffee gives Point Coffee a clear differentiation compared to instant coffee drinks or similar ready-to-eat drinks. Consumers not only get the convenience and speed of service through the strategic location in the Indomaret outlet, but also experience the quality of fresh coffee served directly through a modern espresso machine with a standardized formula. With a combination of product quality, affordable prices, and extensive distribution network, Point Coffee has the potential to become one of the important players in the market segment in Indonesia. However, the success of maintaining quality and expanding market share is inseparable from the need for a targeted marketing strategy, especially to increase consumer loyalty and drive sales growth.

Point Coffee, as a coffee shop network integrated into Indomaret outlets, prioritizes service quality that prioritizes speed, consistency, and friendliness to consumers. The application of *the Point Coffee* concept is designed to meet the needs of consumers with high mobility, especially workers and the millennial generation, so that they can get quality coffee drinks without having to wait for a long time. In addition, *continuous barista* training is carried out to ensure the quality standards of presentation, both in terms of taste and product appearance. The use of digital technology through *a point-of-sale-based* ordering system also supports service efficiency and increases

accuracy in the transaction process.

Point Coffee's consumer behavior reflects the tendency of millennials and Gen Z to prioritize practicality, product quality, and brand experience that aligns with modern lifestyles. Consumers in this segment tend to have high mobility, value time efficiency, and show a preference for products that are easily accessible without sacrificing taste quality. They not only consider the price, but also the added value in the form of location convenience, consistency of taste, and ease of digital payments.

The rapidly growing Point Coffee *phenomenon* in Indonesia has also shaped coffee consumption patterns as part of an urban lifestyle, not just a functional need. Consumers are more likely to make impulse purchases, especially when they buy coffee along with other daily necessities at convenience stores such as Indomaret. These decisions often arise situationally, but are still based on brand value perceptions and previous consumption experiences.

As part of the business innovation initiated by the Indomaret Group, Point Coffee is designed to meet the needs of dynamic and modern consumers, especially the younger generation. The presence of Point Coffee adds value to the consumer shopping experience at Indomaret by providing quality coffee drinks at affordable prices. This business model combines the concept of convenience stores and coffee shops, which are now a new trend in the retail world. However, the highly competitive coffee beverage industry requires Point Coffee to continue to develop its marketing strategy to be able to compete optimally. This is even more important when looking at the potential of Point Coffee outlets in the Tangerang area.

The Bitung area, Tangerang Regency, is known as an industrial area with a fairly dense population and a high level of mobility. This condition is a strategic opportunity for the coffee beverage business that targets active and fast-paced consumers. Nevertheless, success in capturing such opportunities is greatly influenced by the marketing strategy that is designed and implemented. Therefore, this study focuses on the Point Coffee Branch at Indomaret Tangerang 2 Branch, Bitung, to evaluate how the marketing strategy that has been implemented is able to encourage increased sales and maintain business existence in the midst of fierce competition.

Every company must be able to design the right strategy, so that it can win the competition. The strategies used in competition cannot be separated from the marketing mix consisting of products, prices, places, promotions, *people, processes*, and physical evidence). The marketing mix known as the 7Ps is a basic concept that is generally used by companies in carrying out their activities.

In meeting their needs, consumers tend to look for goods or products that suit their needs. Kotler and Keller (2020:45) argue "Marketing is identifying and meeting human and social needs. One of the good and short definitions of marketing is to meet needs in a profitable way". In accordance with Kotler and Armstrong (2016) explain "marketing is the process by which companies create value for customers and build strong customer relationships to capture value from customers in return".

Marketing strategy according to Kotler (2018) strategy.. Marketing is a marketing *mindset* that will be used to achieve marketing goals, where there is a detailed strategy regarding the target market, positioning, marketing mix, and *budget* for marketing.

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Implementing a marketing strategy starts with analyzing the overall situation of the company The marketer should conduct a SOAR analysis (SOAR analysis), in which he assesses the strengths (*strendgth* [S]), opportunities (O]), aspirations (*aspirations* [A], and results (*results* [R]) of the company as a whole:

1. Strengths include internal capabilities, resources, and positive situational factors that can help a company serve its customers and achieve its goals.
2. Opportunities are favorable factors or *trends* in the external environment that a company can use to make a profit.
3. Aspirations The members of the organization share their aspirations and design the future conditions they dream of.
4. Results means determining the size of the *measurable results*.

Coffee is one of the coffee shop outlets that continues to exist in the midst of rapid market growth and modern coffee outlets. The shop that operates within the Indomaret network, especially at the Tangerang 2 Branch, Bitung, Tangerang Regency, has a distinctive marketing strategy. This peculiarity can be seen from its ability to survive in the face of competition in the coffee shop business, as evidenced by sales performance reports in the last five years which show fluctuations, both in increase and decrease in sales. The following is the sales data of Point Coffee Indomaret Tangerang Branch 2 cups from 2021-2025.

Table 1: Point Coffee Cup Sales Data 2021-2025

Yes	Moon	2021	2022	2023	2024	2025
1.	January	4.213	4.377	4.433	4.447	4.341
2.	February	4.004	4.374	4.432	4.436	4.233
3.	March	4.325	4.421	4.452	4.242	4.357
4.	April	4.521	4.421	4.414	4.411	4.343
5.	May	4.311	4.325	4.440	4.402	4.234
6.	June	4.358	4.413	4.245	4.240	4.328
7.	July	4.355	4.445	4.401	4.391	4.149
8.	August	4.343	4.428	4.239	4.388	4.232
9.	September	4.351	4.449	4.399	4.397	4.175
10.	October	4.331	4.431	4.239	4.389	4.320
11.	November	4.349	4.245	4.377	4.356	4.322
12.	December	4.345	4.418	4.345	4.358	4.351
	Total	**51.806**	**52.747**	**52.416**	**52.457**	**51.385**
	Target	**60.000**	**60.000**	**60.000**	**60.000**	**60.000**
	%	**86,34%**	**87,91%**	**87,36%**	**87,43%**	**85,64%**

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From the data table above sales in cups achieved by Point Coffee during the period of 2021-2025, it shows fluctuating achievements with a downward trend in 2021, the company targets as many as 60,000 cups, but only 51,806 or only 86.34% were achieved. Then in 2022 it increased

from the previous year which was able to reach 52,747 cups or 87.91%. However, in 2023, sales achievements have decreased from the previous year which was only able to reach 52,416 cups or 87.36% of the set target. Furthermore, in 2024 it will increase from the previous year which was able to reach 52,457 cups or 87.43%. However, in 2025, the condition of sales achievement has decreased from the previous year which was only able to reach 51,385 cups or 85.64% of the set target. The decline in sales in the number of cups above is also accompanied by a decrease in the amount of sales *turnover* in rupiah. The condition of the decline is found in the following table data:

Table 2: Point Coffee's Average Sales Turnover Data in 2021-2025

Year	*Turnover* Per Day (Rs)	*Monthly Turnover* (Average Rp)	*Annual Turnover* (Rp)
2021	IDR 4,452,000	IDR 133,560,000	IDR 1,602,720,000
2022	IDR 4,992,000	IDR 149,760,000	IDR 1,797,120,000
2023	IDR 4,536,000	IDR 136,080,000	IDR 1,633,920,000
2024	IDR 4,676,000	IDR 140,280,000	IDR 1,683,360,000
2025	IDR 4,172,000	IDR 125,160,000	Rp.. 1.501.920.000

Source: Point Coffee, 2025

Based on the data in the table above, Point Coffee's sales turnover for the period from 2021 to 2025, table 1.2 above sales shows fluctuating achievements with a downward trend in 2021, point coffee achieved a *turnover* of Rp. 1,602,720,000. Then in 2022 it will increase from the previous year which was able to reach Rp. 1,797,120,000. However, in 2023, the condition of sales achievements has decreased from the previous year which was only able to reach Rp. 1,633,920,000. Furthermore, in 2024 it will increase from the previous year which was able to reach Rp. 1,683,360,000. However, in 2025, the condition of sales achievements has decreased from the previous year which was only able to reach Rp. 1,501,920,000.

The decline *in sales turnover* and the instability of sales performance in recent years indicate the weak competitiveness and lack of optimal strategies implemented by Point Coffee in the face of market competition. This is exacerbated by the increasing number of similar outlets or coffee shops that have sprung up and offer similar products, so it is necessary to conduct an in-depth study to identify the factors causing the decline in sales and formulate the right marketing strategy to improve business performance. Despite the decline *in turnover*, Point Coffee was still able to survive and maintain its profitability, even though not a few local coffee shops and similar beverage retail outlets were forced to stop their operations.

Based on the uniqueness of Point Coffee, especially in terms of the ability to maintain the existence of the business and the marketing strategy applied, the researcher is interested in conducting research using the theoretical approach of marketing strategy formulation through the 7P marketing mix and analyzed with the SOAR framework. This analysis is expected to be able to provide answers to the formulation of research problems and become the basis for the preparation of scientific papers in the form of a thesis entitled "**Analysis of**

Marketing Strategies in Increasing Sales Using the SOAR Analysis Method on Point Coffee at Indomaret Tangerang 2 Branch, Bitung, Tangerang Regency.

Method

This type of research is qualitative, according to Sugiyono (2023:55), qualitative research is a type of research whose discovery procedures are carried out not using statistical or quantitative procedures. Sugiyono said that the qualitative research method is often referred to as the naturalistic research method because the research is carried out in natural conditions (*natural setting);* also called the ethnographic method, because at first this method was more widely used for research in the field of cultural anthropology; it is referred to as the qualitative method, because the data collected and the analysis are more qualitative. The instruments used were using interviews, observation and documentation. Analysis techniques use data reduction, conclusion drawn, data validity check, and data testing.

RESULTS OF RESEARCH AND DISCUSSION

Research Results

Sources of Informant Interviews

In the process of this research, the author conducted in-depth interviews with 5 (five) people who are very influential on Point Coffee Indomaret Tangerang 2 Branch and also determined the informants with the results of the interview, both questions and answers from the respondents, can be seen from the following description:

Table 3: Key Informant Data

Yes	Name	Age	Gender	Departments
1	Thalita Islamiyah	34 Years	Women	*Supervisor*
2	Fanny Rosmawati	26 Years	Women	*Leader*
3	John	20 Years	Male	*Barista*
4	Akbar	24 Years	Male	Consumers
5	That's it.	24 Years	Women	Consumers
6	Düsseldorf	29 Years	Male	Potential Consumers

Source: Point Coffee, 2025.

Interview Results

Point Coffee Informant Interview Results

1. Interview with Mrs. Thalita Islamiyah as (*supervisor of point coffee* Tangerang Branch 2)

Table 4: Excerpts of questions and interview results with *supervisors*

Name of the Informant	Questions	Interview Results Excerpts
Mrs. Thalita Islamiyah as (*supervisor of point coffee* Tangerang 2 Branch)	In your opinion, what are the advantages of Point Coffee Indomaret Tangerang 2 Branch when compared to similar competitor	Point Coffee Tangerang 2 Branch has a number of advantages that distinguish it from competitors. Its location, which is

Name of the Informant	Questions	Interview Results Excerpts
	s, as well as what strategies are implemented to increase sales?"	integrated with the Indomaret outlet, provides added value because it makes it easier for consumers to access coffee products practically. In addition, the prices offered are relatively more affordable than large-scale coffee shops, but still prioritize the quality of taste and raw materials. A diverse menu that suits the tastes of millennial consumers is also an attraction, coupled with attractive promotions such as bundling with Indomaret products and customer loyalty programs.
	What market opportunities can Point Coffee Tangerang 2 take advantage of to increase sales?	The market opportunity of Point Coffee Tangerang 2 lies in the increasing interest of the younger generation in coffee at affordable prices, as well as *the strategic location* of the outlet because it is located in the Indomaret outlet. The trend of daily coffee consumption is also an opportunity to present menu innovations according

Name of the Informant	Questions	Interview Results Excerpts
		to market tastes. In addition, the use of digital media and bundling programs with Indomaret products can expand consumer reach while encouraging increased sales.
	What innovations do you want to develop so that Point Coffee is more in demand by consumers?	The market opportunity of Point Coffee Tangerang 2 lies in the increasing interest of the younger generation in coffee at affordable prices, as well as *the strategic location* of the outlet because it is located in the Indomaret outlet. The trend of daily coffee consumption is also an opportunity to present menu innovations according to market tastes. In addition, the use of digital media and bundling programs with Indomaret products can expand consumer reach while encouraging increased sales.

Source: Interview results processed, 2025

2. Interview with Fanny Rosmawat/Juan (Informant II, *Leader/Barista*)

Table 5: Excerpts of questions and interview results with *baristas*

Name of the Informant	Questions	Interview Results Excerpts
Fanny Rosmawati/ Juan (*Leader/Barista* Point Coffee Indomaret Tangerang Branch 2)	According to you, what are the advantages of Point Coffee's *barista* service compared to other coffee shops?	The advantages of Point Coffee's *barista* service lie in the consistency of service standards, punctuality of presentation, and friendly attitude when interacting with customers. *Baristas* not only focus on the quality of the taste of the drink that is maintained in each Branch, but also strive to create an enjoyable experience for consumers.
	According to Mas, what strategies are carried out at Indomaret Tangerang Branch 2 coffee points related to promotions	Point Coffee often presents certain menus at more affordable prices for a limited period, such as Valentine's editions, holiday series, or other seasonal variants. There are economical packages, such as "Duo Frappe" or "Teman Ngopi/Nongki" which provide added value because consumers can enjoy more than one menu at a lower price.

Source: Interview results processed, 2025

3. Interview with **Akbar** (Informant III, Consumer)

Table 6: Quotes of Questions and Consumer Interview Results

Name of the Informant	Questions	Interview Results Excerpts
Akbar (Consumers of Point	What was your experience when	The booking process is quick and easy,

Name of the Informant	Questions	Interview Results Excerpts
Coffee Indomaret Tangerang Branch 2)	buying and enjoying products at Point Coffee?	especially because its location is integrated with Indomaret so it is very practical to reach. In terms of taste, the drinks served have consistent quality with quite diverse menu choices. The *barista service is also friendly and communicative, so it provides its own comfort.*
	What menu do you order most often at Point Coffee, and why?	I usually choose Caffè Latte because it tastes just right, isn't too strong, and is good to drink on different occasions. In addition, the price is relatively affordable when compared to other coffee shops that offer similar quality. Occasionally I also order a Caramel Macchiato or Hazelnut Latte because the taste is light sweet and suitable to accompany activities.

Source: Interview results processed, 2025

4. Interview with Iyan (Informant IV, *Barista*)

Table 7: Excerpts of Questions and Consumer Interview Results

Name of the Informant	Questions	Interview Results Excerpts
That's it. (Consumers of Point Coffee Indomaret Tangerang Branch 2)	How often do you buy Point Coffee because of promos?	The existence of Point Coffee that joins Indomaret is very practical and efficient, because in addition to buying coffee, consumers can also shop for daily

Name of the Informant	Questions	Interview Results Excerpts
		necessities. In terms of comfort, even though the seating area is not as spacious as a typical café, the place is still comfortable enough to enjoy a drink or relax for a while.
	What do you think is the comfort of *Point Coffee outlets* that are integrated with Indomaret?	The existence of Point Coffee in Indomaret is quite practical and comforting, because in addition to enjoying coffee, I can also buy other necessities. Although the seating space is not as large as a specialty café, it is still quite decent for relaxing or enjoying a drink. Its strategic location and easy to reach is also an advantage, especially for customers who need coffee quickly without having to go to a big shop.

Source: Interview results processed, 2025

5. Interview with Ndang (Informant V, *Barista*)

Table 8: Excerpts of Consumer Questions and Interview Results

Name of the Informant	Questions	Interview Results Excerpts
Düsseldorf (Consumers of Point Coffee Indomaret Tangerang Branch 2)	In your opinion, is the price set by Point Coffee commensurate with the quality of the products received?	The price offered by Point Coffee is quite in accordance with the quality of the products provided. With a relatively affordable price,

Name of the Informant	Questions	Interview Results Excerpts
		consumers can still enjoy coffee drinks with consistent taste and good service. Compared to some other coffee shops, Point Coffee offers a balanced value between price, taste, and convenience, so it's only natural that many customers choose it as an alternative to daily coffee.
	Where do you usually find Point Coffee promos (e.g. social media, apps, or directly at *outlets*)?	I usually find out about Point Coffee's promos through its official social media accounts, especially Instagram, because it regularly uploads the latest information. In addition, I also often see promotional posters or banners at *Indomaret outlets* when shopping. Sometimes I also find promos from food delivery apps such as GrabFood or ShopeeFood, so it is easier to take advantage of them.

Source: Interview results processed, 2025

Table 9: Conclusion of Interview Answers

Conclusion Answer
1. Based on the results of the research in the interview, it can be concluded that Point Coffee Indomaret Tangerang 2 Branch has advantages in product quality, menu variety, strategic location, and friendly and fast *barista* service . Consumers judge the price according to quality, *the outlet* is practical because it is integrated with Indomaret, and promotions are quite helpful even though they still need to be improved. 2. In addition, customers expect new menu innovations, more attractive promos, and better seating area comfort. Overall, Point Coffee Tangerang 2 has the potential to grow by maximizing internal strength, taking advantage of coffee market opportunities, and increasing digital innovation and promotion to maintain consumer satisfaction and loyalty.

Source: Interview results processed, 2025

SOAR Analysis Matrix Point Coffee Development Strategy

Table 10: SOAR Analysis Matrix Point Coffee Development Strategy

IFAS / EFAS	**Strength (Strendghts)** 1. Strategic location 2. Service Flexibility 3. Products that are guaranteed quality and halal. 4. Affordable price 5. Fast and friendly service 6 . Varied Menu 7. High accessibility 8. Ease of Digital Transactions	**Opportunities** 1. Products that are guaranteed quality and halal. 2. Online Market Development and *Delivery*
Long-Term Goals (*Aspirations*) 1. Creating a business place that is able to meet the needs of quality coffee drinks for the community while opening new jobs for the surrounding environment. 2. Providing coffee product	**SA Strategy** Point Coffee must be able to increase the variety of coffee and other beverage menus that suit customer needs and contribute to creating jobs for the community.	**OA Strategy** Point Coffee needs to consistently complement the availability of coffee menus and beverage variants needed by customers in order to maintain consumer satisfaction.

s at competitive prices while maintaining the best quality		
Desired results 1. Point Coffee wants a positive image as a coffee brand that customers trust and demand. 2. Point Coffee expects significant sales results, but still prioritizes business ethics by not legalizing all means for profit. 3. Point Coffee strives to create loyal consumers and regular customers who always choose Point Coffee products.	**SR Strategy** Point Coffee must be able to provide the best service to customers. The commitment not to legalize all means in achieving profits should be maintained in order to create a comfortable shop atmosphere that is trusted by consumers.	**OR Strategy** With many settlements and communities around the location, Point Coffee must increase the availability of adequate products and services, as this will have an impact on the increasing number of customers who come to enjoy coffee products.

Source: Point Coffee, 2025

Table 11: *IFAS (Internal Factor Analysis Summary)*

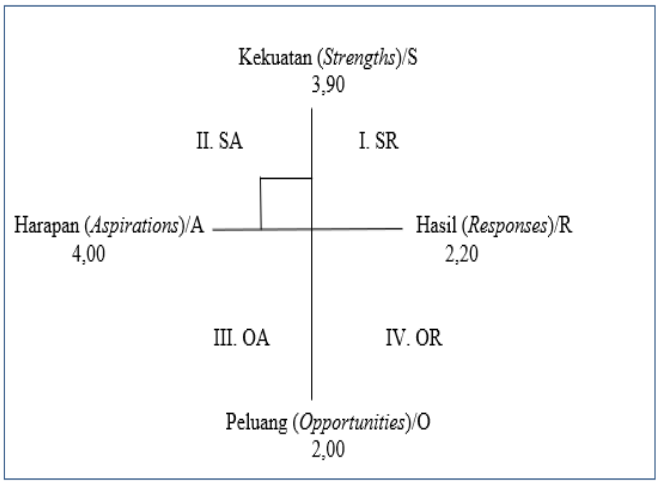
Internal Factors				
No.	**Strength**	**Weight**	**Rating**	**Score**
1.	Strategic location	0.15	4	0.60
2.	Flexibility of service	0.12	4	0.48
3.	Products that are guaranteed quality and halal	0.15	4	0.60
4.	Affordable price	0.10	3	0.30
5.	Fast and friendly service	0.11	4	0.44
6.	Varied Menu	0.15	4	0.60
7.	High accessibility	0.12	4	0.48
Sub Total		**1.00**	**31**	**3.90**
No.	**Opportunities**	**Weight**	**Rating**	**Score**
1.	Products that are guaranteed quality and halal	0.50	3	1.50
2.	Online Market Development and *Delivery*	0.50	2	1.00

Internal Factors				
No.	**Strength**	**Weight**	**Rating**	**Score**
Sub Total		**1.00**	**5**	**2.50**
Total		**2.00**	**36**	**6.40**

Table 12: EFAS *(Exsternal Factor Analysis Summary)*

External Factors				
No.	**Long-Term Goals**	**Weight**	**Rating**	**Score**
1.	Creating a business place that is able to meet the needs of quality coffee drinks	0.50	4	2.002
2.	Providing coffee products at competitive prices while maintaining quality	0.50	4	2.00
Sub Total		**1.00**	**8**	**4.00**
Desired Results		**Weight**	**Rating**	**Score**
1.	Want a positive image as a coffee brand that is trusted and in demand by customers.	0.20	2	0.40
2.	Point Coffee expects significant sales results	0.25	4	1.00
3.	Strive to create loyal consumers and repeat customers.	0.20	4	0.80
Sub Total		**0.65**	**10**	**2.20**
Total		**1.65**	**18**	**6.20**

Description of the total score:
Total strength score : 3.90
Total odds score : 2.50
Total long-term goal score : 4.00
Total desired result score : 2.2



Source: Data processed, 2025
Figure 1: SOAR Analysis Diagram

Quadrant I: Strategies that highlight internal excellence to achieve tangible results. Optimizing Pertamina's brand strength and strategic location to increase daily sales and customer loyalty.

Quadrant II: Highlight the positive aspects and internal potential to realize aspirations. Using product quality and fast service to achieve the expectations of becoming a leading local coffee brand.

Quadrant III: Demonstrate external potential that supports the achievement of future goals. Utilizing contemporary coffee trends and digital cooperation to realize the vision of becoming the most recognizable coffee brand in Indonesia.

Quadrant IV: Focus on the results that can be obtained through external opportunities, and strengthen digital cooperation to increase turnover and market share.

The SOAR analysis diagram depicts the score values of the IFAS and EFAS matrices as well as the combination of SOAR matrix strategies. In the diagram, there are 4 categories, namely strength (S), expectation (A), outcome (R), and opportunity (O). Based on the value obtained, the long-term goal (A) is the strategy with the largest acquisition value, which is 4. Next, determine the SOAR combination strategy. The SOAR matrix combination strategy is divided into four parts, as follows:

1. The SA (*Strengths Aspirations*) strategy is a strategy that uses strengths to the fullest in order to achieve the expected aspirations.
2. OA (*Opportunities Aspirations*) strategy is a strategy made to know and fulfill the aspirations of each stakeholder who is oriented towards existing opportunities.
3. SR (*Strengths Responses*) strategies are strategies that harness strengths to overcome threats and take advantage of opportunities to achieve aspirations.
4. The OR (*Opportunities Responses*) strategy is a strategy that focuses on the results to be achieved in a measurable manner.

After that, a combination of SOAR matrix strategies was performed, then the model was analyzed on the number of SR, OA, SA, or strategy scores. By summing (adding) the total quadrant score in the EFAS and IFAS matrix, for example SA= S+A, the values obtained are as follows:

Total SA strategy score: 3.90 + 4 = 7.90
Total OA strategy score: 2.00 + 4 = 6.00
Total SR strategy score: 3.90 + 2.20 = 6.10
Total OR strategy score: 2.00+ 2.20 = 4.20

Table 13: *Strategy Combination Matrix*

FAS **EFAS**	***Strength* (S)**	***Opportunities* (O)**
***Aspirations* (A)**	**SA Strategy** Using strengths in opportunities to be leveraged = 7.90	**OA Strategy** Minimizes weakness with existing odds = 6.00
***Results* (R)**	**SR Strategy** Using force to prevent threats = 6.10	**OR Strategy** Minimizes weaknesses and prevents threats = 4.20

Source: Results of SOAR Point Coffee Matrix Analysis Tangerang Branch 2

Based on the results of the calculations in Table 4.3 (IFAS) and Table 4.4 (EFAS), four alternative strategies were obtained formed in the SOAR analysis quadrant, namely the SR Strategy (*Strength–Result*) in quadrant I, the SA Strategy (*Strength–Aspiration*) in quadrant II, the OA Strategy (*Opportunity–Aspiration*) in quadrant III, and the OR Strategy (*Opportunity–Result*) in quadrant IV.

From the calculation results, it was obtained that the highest score was in the SA strategy (quadrant II) with a total score of 7.90 (the result of summing up the total strength score of 3.90 and the total long-term goal score of 4.00). This shows that Point Coffee Indomaret Tangerang 2 Branch has great internal strength as well as clear and realistic long-term aspirations or goals in achieving optimal results in the future.

In addition, the OA (*Opportunity–Aspiration*) strategy also shows a fairly high score of 6.50 (the result of the sum of the total opportunity score of 2.50 and the total long-term goal score of 4.00). This value indicates that the company has good market opportunities as well as strong long-term goals to increase business growth amid increasingly fierce competition in the coffee industry.

Then the SR (*Strength–Result*) strategy obtained a total score of 6.10 (the result of summing up the total strength score of 3.90 and the total desired result score of 2.20). This shows that Point Coffee Indomaret Tangerang 2 Branch also has the ability to utilize internal strengths to achieve the expected results, both in terms of brand image and increased sales.

The OR (*Opportunity–Result*) strategy has the lowest score compared to other strategies, which is 4.70 (the sum of the total opportunity score of 2.50 and the total desired result score of 2.20). This score shows that the opportunities to achieve maximum results are still limited if the company only focuses on external factors without maximizing its internal strengths.

Thus, the results of the analysis show that the most appropriate strategy implemented by Point Coffee Indomaret Tangerang Branch 2 is the SA (*Strength–Aspiration*) strategy. This strategy focuses on strengthening the company's internal strengths to support the achievement of long-term aspirations that have been set in a measurable and sustainable manner.

Based on the results of the IFAS (*Internal Factor Analysis Summary*) analysis in Table 4.3, the total strength score obtained was 3.90, with the dominant factors being strategic location, service flexibility, guaranteed halal product quality, affordable prices, fast and friendly service, varied menus, high accessibility, and ease of digital transactions.

Meanwhile, the results of the EFAS (*External Factor Analysis Summary*) calculation in Table 4.4 show that the total long-term goal score is 4.00 and the total desired outcome score is 2.20. The long-term goal of Point Coffee Indomaret Tangerang 2 Branch is to create a business place that is able to meet the needs of quality coffee drinks and provide products at competitive prices while maintaining the best quality. Meanwhile, the expected results include the creation of a positive image as a coffee brand that is trusted and in demand by customers, a significant increase in sales, and the formation of loyal customers.

Based on the combined results of IFAS and EFAS, it can be concluded that the position of Point Coffee Indomaret Tangerang Branch 2 is in quadrant II (SA Strategy), with the highest score of 7.90. This signifies that

the company has strong internal strengths and clear long-term goals to achieve optimal results. The SA strategy is the most appropriate strategy to implement, where the company can take advantage of all internal strengths such as product quality, fast and friendly service, and easy digital access to support the achievement of long-term aspirations in strengthening the brand position and increasing sales in a sustainable manner.

Discussion

1. **Stragehi Applied at Point Coffee**

   The business development strategy that has been implemented at Point Coffee has been analyzed with 3 (three) strategic stages which include strategy formulation, implementation, and evaluation. Showing that Point Coffee has implemented a targeted strategy, such as maintaining product quality, providing friendly service, and utilizing digital transactions to improve operational efficiency and convenience for consumers

2. **Aspirations *from consumers and internal parties of the company in supporting the development of marketing strategies.***

   Based on the results of the SOAR analysis, it shows that Point Coffee has the main strengths in the form of strategic location, service flexibility, guaranteed halal product quality, affordable prices, varied menus, and ease of digital access. In terms of aspirations, the company has a long-term goal to become a trusted coffee brand that is able to meet the needs of the public for quality drinks at competitive prices and be able to compete with the same industry.

3. **The application of SOAR analysis can be used as a strategic tool in formulating marketing strategies.**

   From the results of the IFAS and EFAS analysis, it is known that Point Coffee's strengths and aspirations have the highest scores, namely 3.90 and 4.00, respectively, indicating that the internal aspects and long-term vision have been well built. However, external factors such as increasing number of competitors and changing consumer behavior are challenges that need to be faced through sustainable innovative strategies. In practice, Point Coffee Indomaret Tangerang 2 Branch has also made various innovations, such as the implementation of customer loyalty programs, increased promotions through social media, and cooperation with digital delivery services. These measures demonstrate adaptability to changing markets and modern consumer needs and seek to keep up with consumer tastes.

Conclusion

Based on the results of the research obtained through interviews, observations, and documentation of Point Coffee Indomaret Tangerang 2 Branch, it can be concluded that the marketing strategy implemented has been quite effective in supporting business development and maintaining its existence in the midst of increasing competition in modern coffee shops. Through SOAR (*Strengths, Opportunities, Aspirations, Results) analysis, it is known that the SA (Strength–Aspiration*) strategy is the most appropriate strategy to be applied with the highest total score of 7.90. This

strategy emphasizes the utilization of large internal strengths and clear long-term goals to achieve desired results in a sustainable manner.

1. Business development strategies are analyzed through three strategic stages, namely strategy formulation, implementation, and evaluation. The results show that Point Coffee has implemented a targeted strategy, such as maintaining product quality, providing friendly service, and utilizing digital transactions to improve operational efficiency and customer convenience.
2. SOAR analysis shows that Point Coffee has the main strengths in the form of strategic location, service flexibility, guaranteed halal product quality, affordable prices, varied menus, and ease of digital access. In terms of aspirations, the company has a long-term goal to become a trusted coffee brand that is able to meet the needs of the public for quality drinks at competitive prices.
3. Based on the results of the IFAS and EFAS analysis, it is known that Point Coffee's strengths and aspirations have the highest scores, namely 3.90 and 4.00, respectively, indicating that the internal aspects and long-term vision have been well built. However, external factors such as increasing number of competitors and changing consumer behavior are challenges that need to be faced through sustainable innovative strategies.
4. In practice, Point Coffee Indomaret Tangerang 2 Branch has also made various innovations, such as the implementation of customer loyalty programs, increased promotions through social media, and cooperation with digital delivery services. These measures demonstrate adaptability to changing markets and the needs of modern consumers.

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