

Value Co-Creation Strategy Formulation for Tusuk Coffee to Enhance Customer Experience and Satisfaction

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ABSTRACT

Keywords: Customer Experience, Customer Engagement, Service Quality, Product Quality Marketing Mix, Co-Creation Strategy.

The research intends to identify Tusuk Coffee's issues, investigate the possible benefits of value co-creation as a strategic response, and make practical recommendations based on the findings. The study takes a mixed-methods strategy that combines exploratory and confirmatory research techniques. The data from this study were collected using two types of data: primary and secondary data. The primary data was collected using qualitative methods to be conducted with semi-structured interviews with 22 respondents through one-on-one interviews. Data analysis is carried out using qualitative data obtained from in-depth interviews as part of an exploratory phase to gather responses from customers. Subsequently, confirmatory analysis is conducted involving internal stakeholders, suppliers, and experts. The analysis employs thematic analysis, a method well-suited for various research designs. Using the 4P Marketing Mix model and the Value Co-Creation Canvas, the study assesses Tusuk Coffee's present strategies and suggests a customer-centric approach to value creation. The 4P Marketing Mix model was used to examine product, price, place, and promotion strategies. Value co-creation canvas creates a strategy that develops and delivers value by engaging deeply with its customers focusing on nine key areas: value proposition, company capabilities, company resources, the customer's job to be done, the customer's journey, the customer's resources, the customer's desired outcomes, the company's "total customer engagement" value, and the customer's experience value (in-use). This strategy's key elements include providing unique coffee experiences, leveraging digital platforms for community participation, and fostering individualized services to increase consumer loyalty.



Introduction

A report from the International Coffee Organization (ICO) showed that Indonesia is the third largest producer and exporter of all forms of coffee increasing marginally from

6.82 million bags to 6.92 million bags in the coffee year 2021/22 (Raimondo, 2022). According to the Ministry of Agriculture's Data Center and Agricultural Information System, national coffee consumption was around 250 thousand tons in 2016 and increased by 10.54% to 276 thousand tons (SHIDIQ, 2022). The consumption of coffee in Indonesia is expected to increase on average by 8.22% annually between 2016 and 2021. With a supply of 795 thousand tons and a consumption of 370 thousand tons in 2021, there should be a surplus of 425,000 tons of coffee (Hamidi & Gharneh, 2017). Coffee consumption is become more than just a way of life for youngsters of the millennial age significantly affecting the number of cafes or coffee shops. Despite coffee consumption is predicted to continue rising through that year, a large decrease in local output from 2018 to 2019 and an expected continued decline through 2021, this showed a chance for coffee makers, particularly Small Medium Enterprise (SME) businesses that dominated the market.

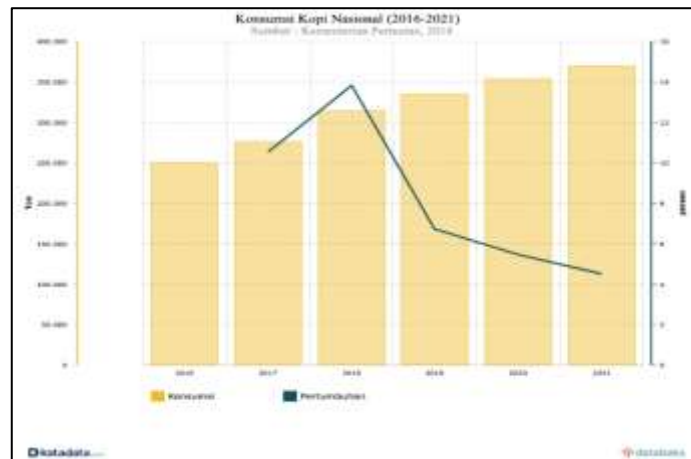


Figure 1 National Coffee Consumption (Katadata, 2018)

Indonesian coffee shops in 2018 grew only 8% to 10% and reached the forecast growth of 15% to 20% by the end of 2019 (Mony, 2020). Local chains like Janji Jiwa, Kulo, Kopi Kenangan, Excelso, Fore, Coffee Toffee, Max Coffee, and The Gade Coffee & Gold have proven to dominate the market share of café in Indonesia which shows Janji Jiwa has overtaken Starbucks as the leading coffee chain in Indonesia with the largest number of coffee shops reached the total of 800 outlets in 2020.

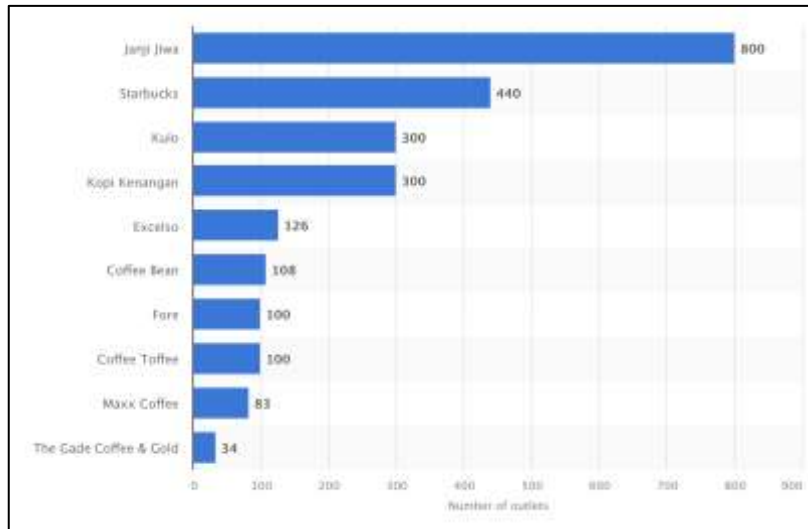


Figure 2 Coffee Shop Outlets in Indonesia by Brand (Statista, 2020)

The number of coffee shop outlets in Indonesia shown by the data in 2019 is approximately more than 2937 (Soepriyanto, Christiana, & Harianto, 2021), excluding independent coffee shops and mobile ones which means there are many more unaccounted coffee shops in Indonesia. Not only in big cities, the growth of coffee shops in small cities like South Kalimantan (Banua) is also growing, almost every corner in the cities of Banjarbaru and Banjarmasin, even in the city of Martapura, many hangouts serve coffee as the main drink. Currently drinking coffee has become a lifestyle among the people of Banua, especially in Banjarmasin and its surroundings (Yustitia & Mardiawan, 2022). Based on this phenomenon Tusuk Coffee aims to penetrate the competitive market of Banjarmasin.

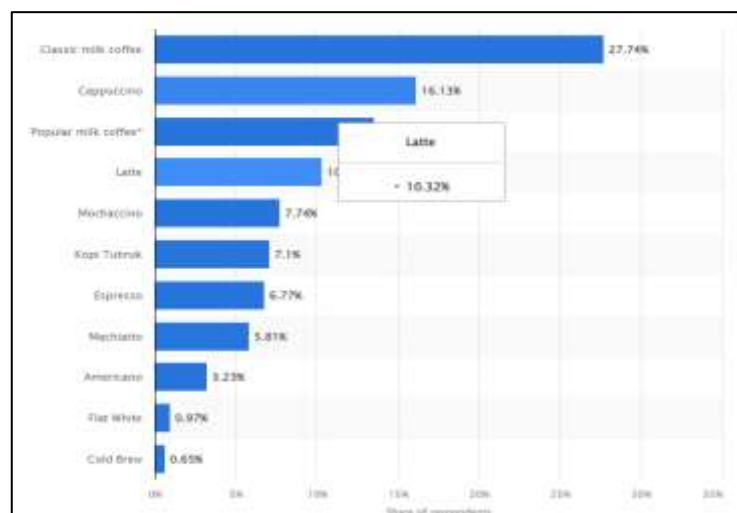


Figure 3 Leading coffee-based drinks purchased by respondents in Indonesia as of October 2019 (Statista, 2023)

In 2019, 27% of Indonesian respondents said they had purchased traditional milk coffee the most in the year prior (Statista, 2023). Indonesia has recently seen a rise in café

culture, particularly among the country's youthful, urban population. In a country with a significant Muslim population, cafes are the perfect and most popular hangout for young people.

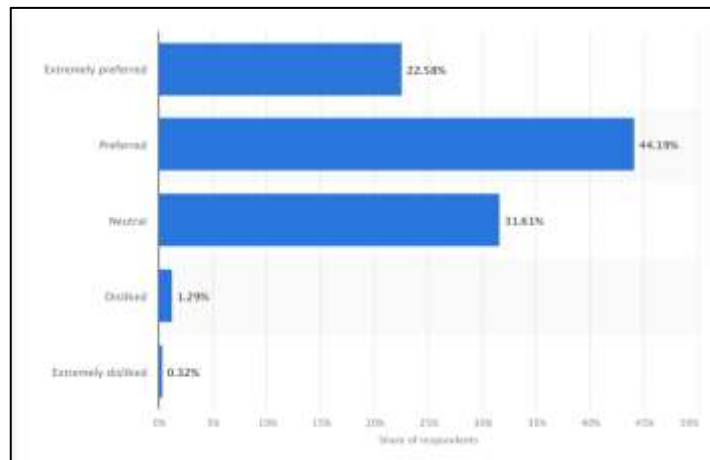


Figure 4
Share of Voice Who Preferred Milk Coffee in Indonesia 2019 (Statista, 2023).

In 2019, 44% of respondents from Indonesia said they preferred to drink milk coffee. Comparatively, fewer than 2% of respondents thought drinking milk coffee was unpleasant (Statista, 2023). Indonesia has recently seen a rise in café culture, particularly among the country's youthful, urban population. In a country with a majority of Muslims, cafes are the ideal and most popular place for youngsters to hang out. The competition between coffee businesses to capture market share is very tight with the current condition of this increasing number of competitors. Additionally, it has been increasingly difficult also to remain competitive. A brand must have a sustainable competitive advantage for a small coffee shop like Tusuk Coffee in order to grow among competitors. As a result, Tusuk must develop a suitable business strategy in order to stay competitive as a market leader.

The coffee industry in Indonesia has been growing rapidly in recent years, with an increase in production, consumption, and coffee shops. However, despite this growth, the market is becoming increasingly competitive, making it difficult for new businesses to enter and succeed (Ikhwan, 2018). The coffee shop market in Indonesia is expected to grow annually by 8.34% of the compound annual growth rate (CAGR) in 2023-2028 (Maryufani, 2022), but the competition between coffee businesses to capture market share is still tight. This presents a challenge for businesses like Tusuk Coffee to enter the market and gain a foothold.

The objective of this study is to assess and evaluate the business strategies of Tusuk Coffee to gain a competitive edge through the collaborative creation of products and services with customers (Chalil, 2021). This approach seeks not only to enhance customer engagement but also to secure a larger market share within the fiercely competitive landscape of Banjarmasin, Indonesia. Despite the growing demand for coffee in the area, it has become increasingly difficult for Tusuk Coffee to remain competitive as the number

of competitors is increasing. Therefore, Tusuk Coffee must have a strong business strategy in order to capture market share and increase customer loyalty and satisfaction.

The overall aim of this thesis is to explore the strategies that Tusuk Coffee can utilize to improve its market position, increase customer satisfaction and successfully compete in the coffee industry of Banjarmasin, Indonesia. This research will provide insights into how Tusuk Coffee can differentiate its products, build a strong and memorable brand identity, provide exceptional customer service, leverage digital platforms, and establish strategic partnerships to increase customer loyalty and gain market share. By understanding the current market conditions, consumer preferences, and the strengths and weaknesses of the company, Tusuk Coffee can develop a strategic and effective approach to the market that enables it to stand out from its competitors.

Tusuk Coffee is a local coffee shop based in Banjarmasin, Kalimantan Selatan. Its business includes selling beverages which focus on milk-based coffee. Founded in 2018, Tusuk comes to fulfil customer with their signature of ready-to-go and fresh best coffee milk focus. One of their product is Kopi Susu named 'Tusuk Kota', it was a huge success in Banjarmasin and it sold more than 30% averages of sales per month. The success is the result of being able to understand the market opportunities trend in Banjarmasin of consuming milk-based coffee came after. There are a lot of challenges within the speciality coffee industry, a lot of speciality coffee brands itself as an exclusive and complicated product that also has an expensive price for communities that are interested in that type of branding but when seeing a lot of times that minority people never spoken directly and there's a huge fit within the market to open the aperture a little bit and finally this is really where Tusuk Coffee came to light flavours (Setiawan, 2020). It can be overwhelming whenever someone is confused about drinking coffee for a social aspect or understanding the flavours and quality. Most of them do not enjoy black coffee as their first coffee experience because they feel the coffee tastes are strong. Milk-based coffee is a good way to find the perfect simple to start drinking coffee, by trying less coffee and more milk or flavoured syrups sweetness can ease the impact of stronger coffee. Over time people will get used to the flavours and naturally slowly build up how much espresso and lessen the milk and syrup to meet more coffee.

Research Methods

Research Design

Research design is the overall plan and process for conducting research, including the development of hypotheses, operationalization of variables, and final analysis. In order to answer research questions, a research design is a blueprint or plan for the collecting, measuring, and analysis of data (Sekaran & Bougie, 2016). Research designs in this study are categorized into two main types: exploratory and confirmatory.

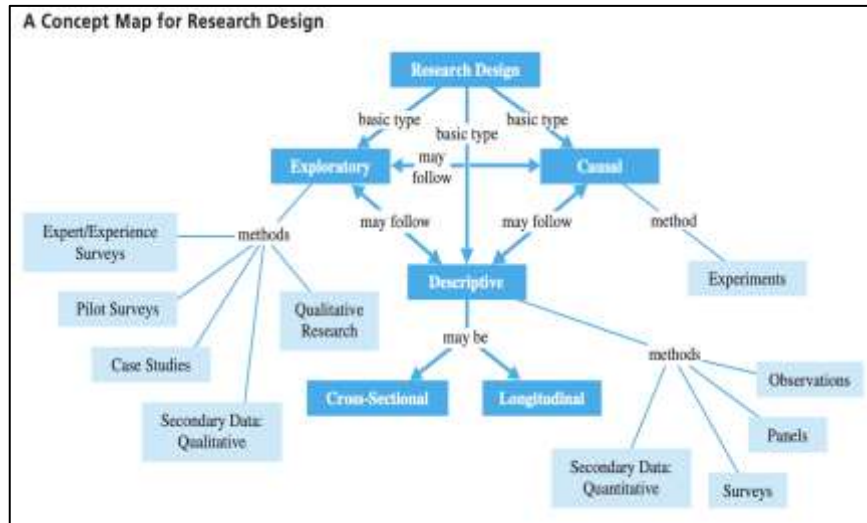


Figure 5
Concept Map for Research Design (Malhotra, 2010)

The exploratory phase is the initial step, focusing on gaining insights and understanding of the problem at hand. This phase embodies flexibility and an unstructured or semi-structured approach, serving as preliminary groundwork for subsequent research endeavours (Malhotra, 2010). Employing a qualitative approach, interviews emerge as the primary data collection method during this phase. Enriched by the principles of Co-Creation, these interviews transcend mere inquiry; they actively engage respondents in defining the problem and exploring potential solutions while delving into their motives, attitudes, beliefs, and emotions. Through semi-structured interviews, respondents are granted the liberty to articulate their thoughts and viewpoints, thus unveiling deeper layers of insight into the issue at hand. This phase stands as a pivotal juncture for corroborating findings from exploratory research and aiding decision-makers in the assessment and selection of the optimal course of action.

Implementing a structured research approach, wherein co-creation stands as a fundamental pillar, paves the way for a thorough and systematic examination of the research conundrum. This methodology progresses organically from broad exploratory techniques to more focused confirmatory methods, guaranteeing that intricate research queries are tackled with precision and inclusivity. The outcome is a research journey enriched by the multifaceted viewpoints of all stakeholders, culminating in outcomes that boast robust empirical underpinnings while deeply resonating with the communities they aim to benefit.

Data Collection

The data from this study were collected using two types of data: primary and secondary data. The primary data were collected using qualitative research methods to gain a thorough understanding of the issue. Semi-structured interviews were conducted with 22 respondents consisting of the customers, the suppliers, internal stakeholders, and experts gathered through one-on-one interviews, which is a standard method for qualitative data collection. This method allows for a comprehensive examination of

motivations, attitudes, beliefs, and sentiments related to the topic, resulting in rich, detailed data.

Data Analysis

Data analysis is carried out using qualitative data obtained from in-depth interviews as part of an exploratory phase to gather responses from customers. Subsequently, confirmatory analysis is conducted involving internal stakeholders, suppliers, and experts. The analysis employs thematic analysis, a method well-suited for various research designs. Thematic analysis is a method for analyzing qualitative data that is well-suited to a wide range of research designs. It is useful for exploring topics within qualitative data collected from respondents, which is often used by researchers for interview analysis. Themes are broad groups formed from shared data across various individuals. The content inside each topic collectively tells a story that is linked to depict various aspects of an occurrence. This method helps researchers identify the commonly discussed or in-depth features of a phenomenon among participants, as well as the linkages between these parts. Researchers use this method to collect interrelated data through observation, interviews and documentation at Tusuk Coffee.

Results and Discussion

Business Environment Analysis

Business environment analysis uses the PESTEL framework to identify competitive advantages and elements that may pose problems or opportunities. This framework evaluates a variety of elements, including political, economic, social, technological, environmental, and legal (Rothaermel, 2021). This thorough examination allows businesses to get insights into their working environment's manageable and uncontrollable parts.

Table 1
PESTEL Analysis

PESTEL Factor	Interviews Insight	Analysis	Implication
Political	Tusuk Coffee's strategic location near key infrastructures like Pelabuhan Trisakti suggests considerations for local government policies and urban planning.	The political climate, including local government strategies for economic development and urban planning, directly affects business operations and	Tusuk Coffee needs to maintain good relations with local authorities and stay informed about any policy changes. This will ensure they can leverage their strategic location and comply with any new regulations.

		location strategy.	
Economic	Price adjustments from 15K-20K to 18K-30K due to tax contributions and struggles with profitability due to a 10% tax indicate economic pressures.	Economic factors such as taxation, inflation, and local economic conditions play a significant role in determining pricing strategies and overall profitability.	Tusuk Coffee need to explore cost-efficiency measures, diversify revenue streams, and adjust pricing strategies while maintaining quality. To face economic challenges.
Social	The rising interest in speciality coffee and health consciousness among consumers, including preferences for plant-based milk alternatives, reflects changing consumer preferences.	Social trends are moving towards healthier and more sustainable lifestyle choices. Businesses that adapt to these trends can meet evolving consumer demands.	Tusuk Coffee should continue to innovate its menu to include healthier options and speciality drinks that cater to the health-conscious consumer, potentially increasing its market share.
Technology	Rapid growth through online presence and engagement on platforms like Instagram and TikTok showcases the importance of technology in marketing and customer engagement.	Leveraging digital technology and social media for marketing and customer engagement is crucial in today's market, offering opportunities for growth and brand visibility.	Tusuk Coffee must continue to enhance its online presence, using digital marketing strategies to engage with customers, promote products, and respond to market trends.
Environmental	The introduction of plant-based milk	Environmental sustainability	By emphasizing its commitment to

	alternatives and focus on sustainable, ethically sourced beans highlight environmental considerations in product offerings.	is becoming increasingly important to consumers. Businesses that incorporate sustainable practices can differentiate themselves in the market.	sustainability and ethical sourcing, Tusuk Coffee can appeal to environmentally conscious consumers, enhancing its brand image and attracting a loyal customer base.
Legal	Pricing adjustments in response to local tax contributions and the need to comply with health and safety standards indicate the impact of legal and regulatory requirements.	Legal factors, including taxation policies, health regulations, and safety standards, directly affect business operations, pricing, and product offerings.	Compliance with legal requirements is non-negotiable. Tusuk Coffee must stay updated on legal changes to adjust its operations accordingly, ensuring compliance and minimizing legal risks.

Located strategically near key infrastructures such as Pelabuhan Trisakti, Tusuk Coffee is faced with the complexities of local government policies and urban planning. Consequently, the political climate significantly influences its operational decisions and location strategies. In response to economic pressures, particularly taxation and profitability challenges, the company must demonstrate adaptability. This entails implementing adjustments in pricing strategies and exploring cost-efficiency measures. Furthermore, with social trends veering towards health consciousness and a preference for speciality coffee, Tusuk Coffee must remain agile in its menu innovation efforts. Leveraging technology, particularly through a robust social media presence, emerges as imperative for effective marketing and customer engagement strategies. Moreover, the company's commitment to environmental sustainability, as evidenced by its product offerings, holds the potential to enhance its brand image. Legal compliance, encompassing taxation policies and adherence to health and safety standards, stands as a non-negotiable aspect of its operations. Thus, Tusuk Coffee's proactive stance in staying abreast of legal changes is vital to ensure compliance and mitigate potential risks. Through a comprehensive strategy of these factors, Tusuk Coffee can sustain its competitive edge and thrive in the dynamic market landscape.

SWOT Analysis

SWOT analysis provides a comprehensive assessment of a company's internal strengths and weaknesses, as well as external opportunities and threats that may affect its competitive advantage. SWOT analysis provides significant insights into the different components that influence a company's competitiveness in its operational environment by considering internal as well as external problems.

Table 2
SWOT Analysis

STRENGTH	WEAKNESS
<p>Strategic Location: Tusuk Coffee's location is advantageous within its operating environment.</p>	<p>Limited Seating Capacity: With seating capacity for only 6-8 people indoors, Tusuk Coffee has a limited ability to accommodate customers, especially in comparison to competitors.</p>
<p>Unique Product Offerings: With a focus on high-quality arabica beans and a variety of beverages, Tusuk Coffee offers a unique product lineup that differentiates it from competitors.</p>	<p>Customer Service and Experience: There is an implication that staff training and motivation may be areas for improvement to ensure high-quality customer service and experience.</p>
<p>Environmental Commitment: The plant-based milk alternatives and a focus on sustainable, ethically sourced beans highlight Tusuk Coffee's commitment to environmental sustainability.</p>	<p>Price Point: Positioned at a slightly higher price point (20K-28K for beverages) compared to its competitors, which might limit its accessibility to a wider audience.</p>
<p>Online Presence and Digital Engagement: Tusuk Coffee has successfully grown its brand through a strong online presence and engagement on platforms like Instagram and TikTok.</p>	
<p>Fast Innovation and Menu Development: The ability to quickly innovate and develop its menu allows it to adapt to changing consumer preferences.</p>	
OPPORTUNITY	THREAT
<p>Growing Interest in Specialty Coffee: The rising interest in speciality coffee and health consciousness among consumers presents an opportunity to expand its customer base.</p>	<p>Competitive Market: The presence of competitors like Dua Asa, Golden Brew, and Genji, each with their unique offerings and strengths, signifies a highly competitive market.</p>
<p>Digital Marketing and Social Media: Leveraging digital marketing strategies and social media further can help Tusuk Coffee reach a wider audience and engage with customers more effectively.</p>	<p>Economic Pressures: Economic factors such as taxation and local economic conditions play a significant role in determining pricing strategies and overall profitability.</p>

Sustainability and Ethical Sourcing:

Emphasizing its commitment to sustainability and ethical sourcing can help Tusuk Coffee appeal to environmentally conscious consumers, enhancing its brand image and attracting a loyal customer base.

Legal and Regulatory Requirements:

Compliance with legal requirements, including taxation policies, health regulations, and safety standards, directly affects business operations, pricing, and product offerings.

Tusuk Coffee, strategically positioned near key infrastructures like Pelabuhan Trisakti, boasts substantial strengths including a unique range of high-quality arabica bean beverages, a strong commitment to environmental sustainability through the introduction of plant-based milk alternatives and ethically sourced beans, and an effective online presence that has been significantly bolstered by digital engagement on platforms such as Instagram and TikTok. Despite these advantages, Tusuk Coffee confronts several internal weaknesses: its limited indoor seating capacity restricts customer accommodation, suggesting a potential area for infrastructural expansion; customer service and the overall experience could benefit from enhanced staff training and motivation, ensuring that the quality of service matches the quality of products offered; and its pricing strategy, while reflective of its premium offerings, positions it at a higher price point relative to competitors, which might limit its market reach to a more price-sensitive demographic.

The opportunities for Tusuk Coffee lie in the growing consumer interest towards speciality coffee and healthier lifestyle choices, presenting a chance to further innovate its product offerings and appeal to a broader audience. Additionally, there's untapped potential in maximizing digital marketing strategies and social media engagement to increase brand visibility and customer interaction. However, Tusuk Coffee operates in a landscape fraught with external threats: the competitive pressure from other coffee shops with unique offerings and appealing environments suggests the need for continual innovation and differentiation; economic challenges such as taxation and fluctuating local economic conditions necessitate a flexible and responsive pricing strategy; and stringent legal and regulatory requirements demand constant vigilance to ensure compliance, particularly in areas affecting health standards and operational legality.

TOWS Matrix

TOWS Matrix is used for examining the firm's internal strengths and weaknesses concerning external opportunities and threats.

Table 3
TOWS Matrix Framework

TOWS	Weaknesses	Strengths
	WT Strategies	ST Strategies
Threat	<p>Streamline Customer Experience: Improve staff training to enhance customer service, thus countering the competitive market by providing a unique and superior customer experience.</p> <p>Maximize Seating Space: Look for opportunities to expand seating capacity without compromising quality, potentially through partnerships or seasonal outdoor seating, to mitigate the limitation of the small indoor area.</p>	<p>Leverage Unique Offerings: Utilize the unique plant-based milk alternatives and high-quality product offerings to differentiate from competitors like Dua Asa, Golden Brew, and Genji.</p> <p>Aggressive Digital Marketing: Use the strong online presence and digital engagement to highlight Tusuk Coffee’s unique strengths, positioning it as a leader in sustainability and innovation against economic pressures and a competitive market.</p>
	WO Strategies	SO Strategies
Opportunities	<p>Affordable Product Line Expansion: Introduce a line of lower-cost beverages to attract a broader customer base, leveraging the interest in speciality coffee to overcome the higher price point.</p> <p>Enhance Digital Marketing Integration: Use social media to highlight efforts to make the coffee shop more accessible despite the higher price points, like loyalty programs or "happy hour" discounts.</p>	<p>Sustainable Specialty Campaigns: Capitalize on the environmental commitment and unique product offerings by creating marketing campaigns around the health-conscious and environmentally aware customer base, thus expanding the customer base.</p>

WT Strategies (Minimize Weaknesses and Avoid Threats):

- a. **Streamline Customer Experience:** In order to rise above the competition, Tusuk Coffee intends to increase its investment in employee training. This will not only improve customer service abilities but also inspire a sense of pride and ownership in staff, fostering a warm and welcoming environment that goes beyond transactions and generates memorable experiences for customers.

- b. **Expand Seating Space Strategically:** The intimacy of a cosy café is one of Tusuk Coffee's charms, yet the seating constraint is a tangible bottleneck. The plan is to creatively expand this space, possibly through seasonal outdoor setups or collaborative relationships with nearby establishments. This tactical expansion intends to accommodate the influx of coffee enthusiasts while maintaining Tusuk Coffee's distinctive flavour.

WO Strategies (Overcome Weaknesses by Exploiting Opportunities):

- a. **Affordable Product Line Expansion:** The introduction of a low-cost beverage variation seeks to attract a larger audience while also providing a gateway for newcomers to the speciality coffee market. This project specifically demonstrates Tusuk Coffee as an inclusive brand while maintaining its reputation for quality and improvement.
- b. **Enhance Digital Marketing Focus on Accessibility:** The perception of exclusivity linked to Tusuk Coffee's price point is addressed by harnessing the power of social media. Campaigns will highlight the business's efforts to be accessible, along with loyalty rewards and limited-time offers that encourage a wider range of the community to try Tusuk Coffee's offerings.

ST Strategies (Use Strengths to Avoid Threats):

- a. **Leveraging Unique Offerings Against Competition:** Tusuk Coffee's customized menu and plant-based options serve as its competitive edge and reaffirm its commitment to ethical consumption.
- b. **Strategic Digital Marketing:** A strategic offensive is planned in the digital arena, deploying Tusuk Coffee's robust online footprint to broadcast its narratives of sustainability and innovation. Tusuk Coffee's digital prowess elevates it from a market participant to a thought leader, influencing discussions and defining trends.

SO Strategies (Leverage Strengths to Seize Opportunities):

- a. **Sustainable Specialty Campaigns:** Recognizing ethical consumerism, Tusuk Coffee intends to establish marketing efforts that appeal to ecologically concerned and health-sensitive customers, aligning with these ideals not only broadening its client base but also fostering a community based on shared environmental principles.

Tusuk Coffee is enhancing the business experience by increasing seating capacity and improving customer service. Simultaneously, the company aims to boost accessibility and attract new customers by introducing lower-priced products and ramping up its digital marketing efforts. Additionally, Tusuk Coffee is capitalizing on its unique product line and robust online presence to mitigate risks and tap into the growing movement of ethical consumerism. These strategic initiatives are expected to solidify Tusuk Coffee's market position and carve out a distinct identity focused on customer engagement and sustainability.

Conclusion

In the bustling streets of Banjarmasin, Indonesia, Tusuk Coffee stands as a beacon of innovation and community engagement in the fiercely competitive coffee industry. Facing numerous challenges, from economic pressures to intense competition, Tusuk

Coffee sought to redefine its approach to stay ahead in the market. Through diligent research and analysis, Tusuk Coffee identified the need to enhance customer experience and satisfaction through value co-creation strategies. This revelation led to a transformative journey, encapsulated in three pivotal research questions.

The first question delved into the challenges plaguing Tusuk Coffee's growth. From fierce competition to economic and legal hurdles, the road ahead seemed daunting. However, armed with insights, Tusuk Coffee recognized the importance of continual innovation, digital engagement, and ethical practices to navigate these challenges successfully. The second question focused on co-creation as a strategy to improve performance. By prioritizing product quality, customization, and exceptional service, Tusuk Coffee aimed to create personalized experiences that resonated with its diverse customer base. Through this strategy, Tusuk Coffee sought not only to satisfy but also to delight its patrons, fostering a sense of community and loyalty.

Finally, the third question explored actionable recommendations to implement these strategies. From sourcing ethically produced beans to optimizing space utilization and leveraging digital platforms, Tusuk Coffee outlined a comprehensive plan to elevate its offerings and strengthen its connection with the community. As Tusuk Coffee embarked on this journey of transformation, it wasn't just about surviving in the competitive market it was about thriving. By embracing innovation, fostering community ties, and staying true to its values, Tusuk Coffee set itself on a path towards sustainable success, one cup at a time.

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