

Coffee Shop Dine-in Business Concept Before and During the COVID-19 Pandemic

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ABSTRACT

Dine-in coffee shops were businesses that needed to adapt to significant environmental changes, including the COVID-19 pandemic. The pandemic caused shifts in business models, moving from a focus on traditional products and services to concepts more suitable for the pandemic's constraints. This research aimed to analyze how business concepts evolved before and during the pandemic. A systematic literature review method was employed, utilizing 40 articles from the pre-pandemic and pandemic periods. The findings indicated that coffee shops successfully adapted to extreme environmental changes such as the pandemic and government-imposed restrictions (e.g., lockdowns). The main factors influencing this adaptation included changes in consumer behavior, empathy-based strategies, digital marketing transformations, innovation aligned with consumer needs, and effective management of human resources and brand equity.

Keywords: *coffee adaptation, coffee shop, COVID-19, literature review, strategy, consumer behavior*

INTRODUCTION

The COVID-19 pandemic is an extreme external change for business, especially for the dine-in coffee shop business. It can be analyzed based on historical data for the bar and restaurant sector (including coffee

shops) experiencing a decline in consumers of 46% to 48% due to the outbreak and strict implementation of Large-Scale Social Restrictions (PSBB) (Pramudita, 2020). Cafe and restaurant businesses that rely on sales through dine-in services are predicted to have difficulty recovering even after the COVID-19 pandemic is successfully contained; this is due to changes in consumer behavior amid concerns about the risk of exposure to the virus (Timorria, 2020). The big impact was that coffee shops experienced a decrease in turnover of 50% to 90% (Kuntadi, 2019). The decline in turnover and number of consumers causes financial problems (Shafi & Ren, 2020). In addition, the COVID-19 pandemic changed consumer expectations, preferences and behavior (Dogan, 2020). Shifts in business behavior cause risks, namely business uncertainty in achieving the business goals.

The coffee shop concept develops based on internal and external changes. Coffee shops were initially considered a business that provided coffee and non-alcoholic drinks, which became a lifestyle and a change in social perspective (Herlyana, 2012). These changes in people's lifestyles have caused a change in the perspective of the coffee shop business, which is synonymous with coffee products, developing into a service provider for chatting, meeting or studying (Roostika, 2017). From a business perspective, coffee shops are competitive because the entry barrier is low, and business competition can be analyzed based on efforts to retain or

attract new customers. Coffee shops are different from restaurants based on their operational hours (Oktafarel *et al.*, 2021). Restaurants have peak hours, while coffee shops do not have peak hours such as lunch or dinner hours. Customers can sit for hours with the main serving of coffee. From the statements above, the coffee shop concept changes from selling products and places to services, which can change consumers' perspectives on the coffee shop business. Apart from that, a coffee shop is not only a business that sells coffee products and a place but also a place of communication to express satisfaction, prestige and needs (Ismoyati *et al.*, 2021). The coffee shop business model can also be analyzed based on upstream or independent integration. The two businesses have differences in the impact of external changes or consumer analysis. The integrated coffee shop is responsible for all business activities from upstream to downstream, while the independent coffee shop only has business activities in the coffee shop (Carvalho *et al.*, 2015). Many coffee shop business concepts are based on changes in business perspectives from internal or external to the business. Therefore, the coffee shop business concept can change due to internal and external changes to the coffee shop.

The coffee shop business concept is based on changes caused by business environmental processes, especially consumer changes. Therefore, environmental identification can be done through consumer psychology by evaluating functional aspects of coffee products and coffee shop services against consumer expectations and desires based on the attributes inherent in the coffee shop (Lee, 2019; Utama, 2018). Several evaluations are conducted to analyze industry, consumer value, and marketing mix (Pramagista & Wandebori, 2021). Consumer perceptions can change based on innovations carried out by coffee shops (Sung & Jeon 2020). Based on this, environmental identification can be analyzed based on operations and understanding consumer product decision

changes, especially the conditions of the COVID-19 pandemic (Tri & Anditha, 2020).

The dine-in coffee shop business concept before and during the pandemic was different. It is due to changes in operations and consumer behavior in dealing with the COVID-19 pandemic. The COVID-19 condition can be used as a reference for analyzing extreme changes in the coffee shop business. This research aims to analyze changes in the coffee shop business concept from before the pandemic and the COVID-19 pandemic.

MATERIALS & METHODS

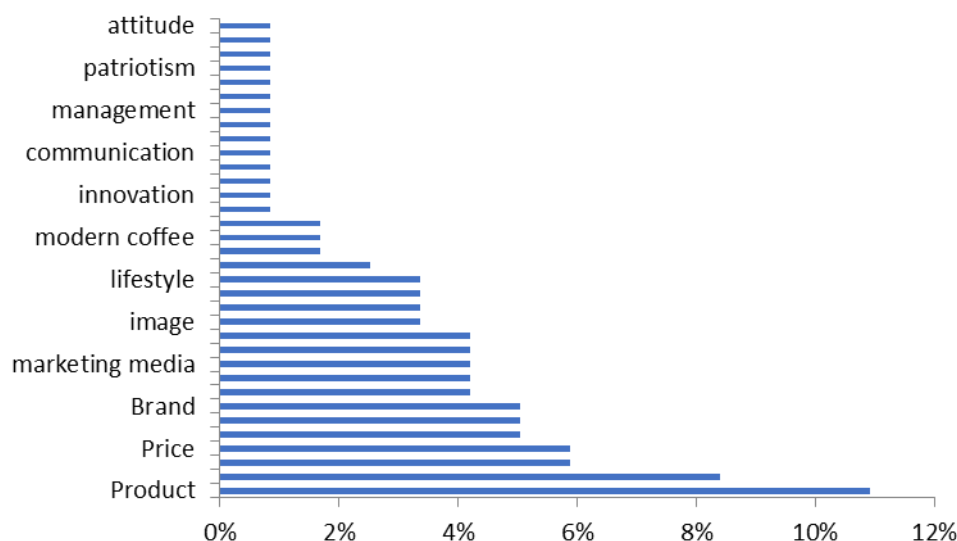
This research uses literature study method. The first search was for articles related to "coffee shop", "Covid19 pandemic," and "business" on Google Scholar, ProQuest and Scopus in 2020-2023. Data were clarified for these articles based on the suitability of keywords, abstract and title. The number of articles analyzed based on data cleared based on abstract, title, and keywords was 14. Next, the keywords "coffee shop", "strategy", and "business" in the Google Scholar, ProQuest and Scopus journal databases in 2017-2020. Search results were obtained by clearing data based on duplicates, keywords, abstracts and titles. After clearing the data, there were 26 articles related to these keywords. The results of these articles were analyzed to identify the dine-in coffee shop business environment, relevant strategies, and key variables in carrying out business strategies to survive the COVID-19 pandemic conditions and business development strategies in conditions before the COVID-19 pandemic.

RESULT

Analysis articles before COVID-19, as many as 26 articles with 36 keywords to explain how the coffee shop dine-in business works (Figure 1). Of the 36 keywords, 12 are the most numerous and can explain how the coffee shop business is without COVID-19. Product is a keyword

often used in analyzing business conditions before COVID-19. Products are always associated with purchasing decisions and consumer satisfaction in purchasing coffee shop products (Adeleke, 2019;Putri et al., 2020;Shofiana et al., 2019). In this case, before COVID-19, the product was the main component in analyzing how the strategy for consumers could be loyal. The second percentage keyword is consumers. Dine-in coffee shop research before the pandemic was always related to consumer conditions, and strategies were formulated based on what indicators shape consumers, so strategies were formulated related to this. Consumers are always associated with satisfaction (Dewi et al.,2020;Rooostika, 2017), behavior (As'ad & Aji, 2020;Chen, 2020;Nurikhsan et al., 2019;Yun & Kim, 2019) and loyalty (Dewi & Marbun, 2020;

Prasiyuda et al., 2020; Dhisasmito & Kumar, 2020). Loyalty is one of the keywords that is often used in analysis for dine-in coffee shops. There are several aspects of marketing, such as product, price, promotion and place. Places can be analyzed based on the store atmosphere in the coffee shop. It means that marketing is one of strategy's most widely analyzed aspects, so a strategy is formed based on marketing (Adeleke, 2019;Putri et al., 2020;Shofiana et al., 2019). The environmental aspect can be strategy formulation for business. A brand is also one of the keys always analyzed for coffee shops during or without the COVID-19 pandemic (Kim et al., 2019). It means that brand analysis is one of the keys to making strategies, whether in Covid-19 conditions or not



Figures 1: Keywords used for coffee shop business analysis before the COVID-19 pandemic occurred.

One of the aspects analyzed is consumer psychology and social issues that shape perceptions (Wu & liu, 2014; Herlyana, 2012). These two factors can be the basis for a marketing mix strategy. Consider external factors such as market forces, industry forces, key trends, and macroeconomic forces (Herlyana, 2012). These results show the importance of consumer understanding and perception of the dine-in coffee shop business, such as brands (Mudiantono & Kholidin, 2015), products, services, interior

and exterior (Lee, 2019). One of the variables to shape consumer lifestyles is understanding the physical environment in coffee shop purchasing decisions (Dewi et al., 2020). One thing that is analyzed is ethnocentrism, that shapes consumers. Coffee shops can include cultural or regional elements (Andres & Puertas, 2020). It forms the brand's image or position with consumers. In improving the quality and sustainability of the dine-in coffee shop business, consumers are involved in

developing the dine-in coffee shop business. These studies explain the importance of consumer loyalty and consumer satisfaction. Consumers have many choices of dine-in coffee shops, so the quality of service can influence them to visit again (Dhisasmito & Kumar, 2020). As was the case during COVID-19 conditions, purchasing decisions, loyalty and satisfaction were also built based on the image of the dine-in coffee shop. Based on this, the elements that make up a coffee shop must be adaptive to changes in the industry (Roostika, 2017).

Apart from the consumer side, the strategy also understands the attributes inherent in the coffee shop business, such as the barista. Baristas have an important role in maintaining the quality of the coffee shop based on professionalism in their work (Kuntadi, 2019). Apart from baristas, there is a role for dine-in coffee shop managers in considering environmental aspects and running dine-in coffee shop operations as a business strategy (Yun & Kim 2019). Apart from these factors, the role of place is also to attract consumers to come to dine-in coffee shops (Oktafarel *et al.*, 2021). Social media is also adopted because the dine-in coffee shop market is dynamic (Adeleke, 2019).

The results of these studies are based on two analytical approaches. Qualitative and quantitative analysis. Research before Covid-19 was mostly conducted quantitatively, namely 59% and qualitatively, 41%. These results show that before the COVID-19 outbreak, previous research carried out much research explaining the variables that shape consumer satisfaction and loyalty. The highest percentage value is the SEM model (Kim *et al.*, 2019; Mudiantono *et al.*, 2015; Dhisasmito & Kumar, 2020), which is 25% of all methods in the article.

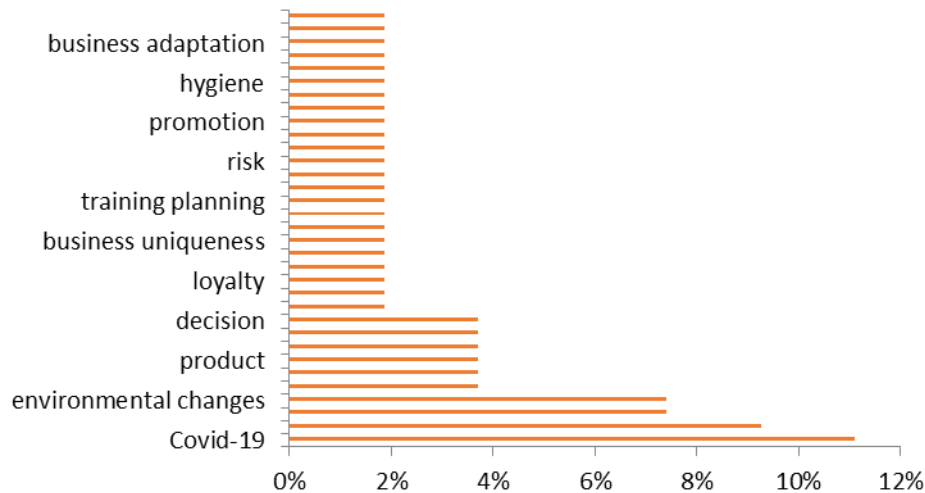
Furthermore, the methods often used are the sampling method using observation (Cakranegara, 2020) and depth interviews (Julianti & Djunaedi, 2019; Oktafarel *et al.*, 2021), which can explain research qualitatively. The results of this research

explain how the coffee shop business operates and the phenomena that occur in this business. Several methods used in business situation analysis are business model canvas (BMC) (Trenngono *et al.*, 2018; Utama, 2018), SWOT analysis and linear regression. The BMC model, namely business mapping, is based on nine elements forming BMC (Tan, 2020). In contrast, SWOT is based on internal and external analysis and alternative strategies based on the interaction of these two conditions. Regression analyzes the relationship between two dependent and independent variables forming a coffee shop business (Imam & Widio, 2020). The results of these methods and models show that the dine-in coffee shop business in the absence of COVID-19 can develop based on internal analysis such as product development and marketing, consumer analysis such as lifestyle, and strategies that explain each problem in dine-in coffee shops. These strategies are compared so that there is a priority strategy using AHP (Lee, 2019). All research is assessed and analyzed to be used as a strategy for both operational and business sustainability. In this case, business situational analysis is very important to analyze what elements are inherent in the dine-in coffee shop business in the absence of COVID-19 and the problems of each coffee shop.

There are 33 keywords used to analyze the impact of COVID-19 on the coffee shop dine-in business (Figure 2), and the 10 most frequently used keywords are the most frequently used in several articles. Shows that these studies explain the impact of COVID-19 on the coffee shop business. Furthermore, these studies explain many changes in consumer behavior during the pandemic. Changing consumer behavior has led to changes in the dine-in coffee shop business operations. These articles explain the social and environmental changes resulting from the impact of the pandemic. The pandemic has caused changes in the consumer environment in social and environmental aspects so that their

perception of the coffee shop dine-in business has also changed, especially regarding the safety and comfort of going to cafes during the pandemic. The results of

this research were analyzed to produce strategies for dine-in coffee shop business operations.



Figures 2.: Keywords used for coffee shop business analysis during the COVID-19 pandemic

Several variables are analyzed to understand the condition of the coffee shop business during the COVID-19 pandemic. Strategies that can be used to maintain a coffee shop business are maintaining product quality and cleanliness and using digital marketing optimally (Nabila & Hakim 2020). Bottled coffee and online sales are also necessary due to the operational limitations of coffee shops in business (Ismoyowati *et al.*, 2021). It is one of the innovations carried out during the pandemic and is accepted by consumers. Apart from these innovations, there are innovations with robot baristas in serving consumers (Sung & Jeon, 2020). However, this innovation has shortcomings due to limited interaction between consumers and employees. It means that employees are very important in the coffee shop business. Employees must be trained during the COVID-19 pandemic, especially in implementing health protocols, work discipline and cleanliness (Liando, 2020). Apart from innovation and employee aspects, implementing a dine-in coffee shop strategy must also consider consumer aspects based on values influencing consumers, especially personal relationships with dine-in coffee shops, operational

savings and online marketing (Pramagista, 2021;Cakranegara, 2020). Strategies based on marketing mix factors also need to be considered, especially indicators that reflect each marketing mix, such as price, which is reflected by the quality of products and services, place based on cleanliness, ease of access, and promotions, which are a visual reflection of the location of online marketing (Barokah *et al.*, 2020). Based on the research results above, it can be concluded that preparing strategies for COVID-19 conditions has several considerations based on the conditions of dine-in coffee shops and how relevant these strategies are to the response to external changes. Two things must be considered when making strategies in pandemic conditions: hygiene and quarantine issues (Shim *et al.*, 2021). The results of the ICO report (2021) regarding the falling demand for coffee are not commensurate with the increase in consumption at home. Coffee shops have a very important role in improving coffee, and coffee shops must understand these changing conditions. Qualitative and quantitative are two analytical approaches to analyzing variables and formulating strategies. Of the thirteen

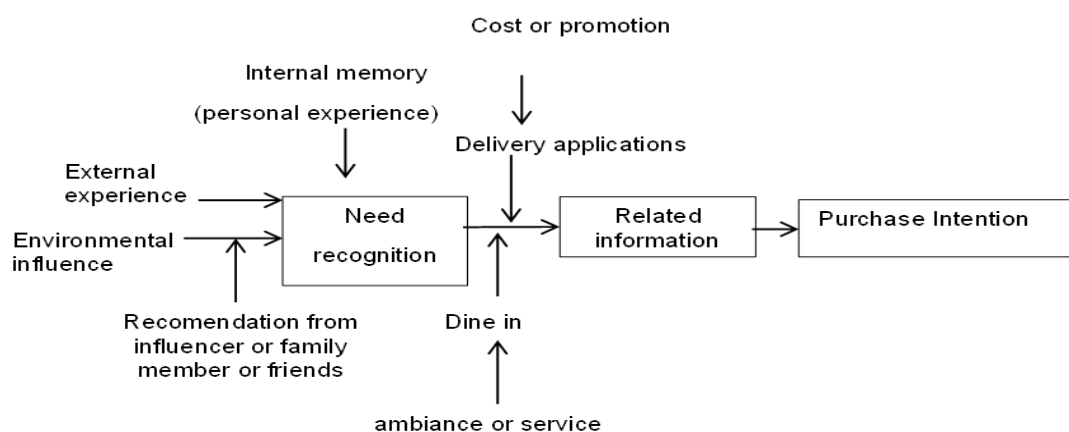
articles, 63% analyzed qualitatively and 38% quantitatively. Qualitative results show strategies, while quantitative research analyzes variables to explain the conditions of the COVID-19 pandemic. Several previous studies conducted qualitative research because research with a qualitative approach can explain business conditions at that time. It is based on more efficient data collection, namely by conducting observations (Agusetyaningrum & Kistanto, 2021; Liando, 2020); literature study (Sudarsono & Rahman, 2020) and in-depth interviews (Putri & Mukti, 2020). The three data collection methods explain situational changes in the dine-in coffee shop business. Qualitative research can also explain the phenomenon that occurs with quick strategic decisions. Quantitative research is carried out to identify a variable and explain other variables. Many quantitative studies use a regression model approach (Dewi & Marbun, 2020; Ismoyowati et al., 2021) or SEM (Bae & Jeon, 2022; Sung & Jeon, 2020).

The results of this research explain how the dependent variable is related to independent variables. The SEM model is widely used to analyze situational changes due to the COVID-19 pandemic. These variables shape purchasing decisions, loyalty and satisfaction. Apart from the methods above, one of the popular analysis methods is SWOT analysis (Nabila & Hakim, 2020; Pramagista & Wandebori, 2021) combined with internal environmental

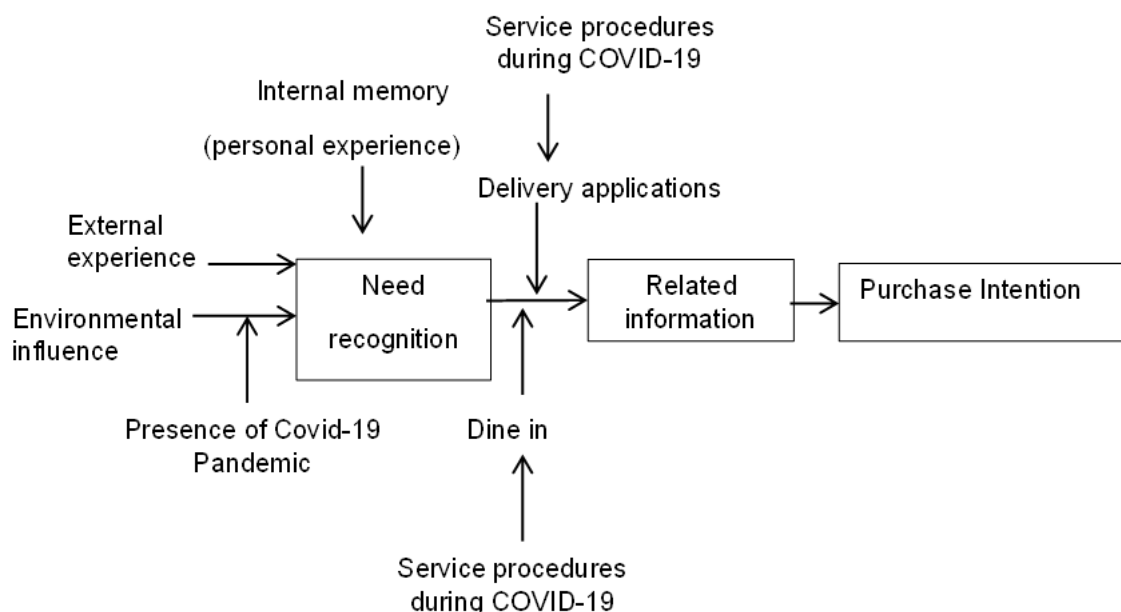
analysis (IFE) and external environmental analysis (EFE). IFE and EFE research explains how the internal environment changes during a pandemic, while EFE analyzes the external environment due to the COVID-19 pandemic. Next, the analysis results create alternative strategies according to situational identification. Apart from IFE and EFE, BMC (Putri et al., 2020) is one of the business models for analyzing changing business environments.

DISCUSSION

The main difference in consumer behavior before and during COVID-19 is the evaluation of need recognition in purchasing decisions, as shown in Figure 3 (Tri & Andhita, 2020; Sudarsono & Rahman, 2020). Before the pandemic, consumers would evaluate purchasing decisions regarding coffee shops based on the attributes attached to the coffee shop (Higdon, 2016; Mardhiyyah et al., 2019). Consumers' external influences have changed due to the COVID-19 pandemic, which has caused changes in evaluations of coffee shop products they have visited (Bae & Jeon, 2022; Kurniawan et al., 2020; Tri & Andhita, 2020). The first evaluation is whether the coffee shop has met sales standards during the COVID-19 pandemic. Consumers who are afraid to go to the coffee shop use delivery applications to meet their needs (Barokah et al., 2020; Tri & Andhita, 2020).



Figures 3.: Concept of changing consumer behavior before COVID-19



Figures 4: Concept of changing consumer behavior during COVID-19

Coffee shops have developed due to changes in the lifestyle of consumers who like to hang out in cafes. This lifestyle has changed into behavior that requires following the regulations during COVID-19. One of these regulations is maintaining a distance to avoid contracting COVID-19. Coffee shops must make regulations and urge consumers to comply with these regulations. Changing behavior causes changes in consumer decisions to buy coffee shop products, which must be by a sense of security and comfort, whether delivering or coming to the coffee shop. Consumer preference change impact to coffee shop business to serve them (

The pandemic conditions have caused coffee shops to have to innovate to be able to reopen during COVID-19. The competitiveness of takeaway cafes is increasing because all coffee shops have decided to use delivery orders to adapt to the COVID-19 pandemic. The cheapest innovation is selling coffee in the form of one liter (Ismoyowati *et al.*, 2021). However, sales of one liter of coffee are also influenced by the price and brand of the coffee shop. Therefore, changing 1 liter of coffee cannot necessarily be done by a coffee shop. The most important thing when delivering orders is a strategy to compete

with other coffee shops and similar restaurants so that delivery order promotions determine consumer decisions to buy the product. Several innovations are carried out, such as robot barista (Sung & Jeon, 2020). This innovation is good for the long term and differentiates the cafe concept. However, robot baristas still have limitations compared to ordinary employees, such as recognizing consumer emotions (Cakranegara, 2020). Innovation during the pandemic has limitations regarding the costs incurred for the innovation. Coffee shops open during pandemic conditions can use social media aspects (Dharmayanti & Darma, 2020) as product marketing by following existing health protocols so that consumers are still interested in coffee shops (Qisthiansyah & saefuloh, 2020).

The marketing concept during the pandemic has changed compared to pre-pandemic conditions. The initial marketing concept was that the attributes of a coffee shop could develop or survive so that consumers were satisfied and loyal (Qisthiansyah & Saefuloh, 2020). During the COVID-19 pandemic, the marketing concept is that consumers can feel safe and clean while ordering products or coming to the coffee shop. The thing that needs to be evaluated

by marketing is that the coffee shop must meet standard procedures, whether using a food delivery application or coming to the coffee shop. Consumers who are loyal to coffee shops tend to try to find a place to consume coffee shop products that they like. It can be caused by changes in consumer lifestyles, especially those in cities who still want to gather during quarantine. The most important thing during the pandemic is that consumers feel that coffee shops can fulfill their needs as services and products even in limited conditions. The brand is one aspect that can touch consumers' emotions when ordering their products. Brands that already have a good reputation tend to increase consumer emotions. Promotion of products on social media and in food delivery applications causes purchases of these products.

The most important thing during the COVID-19 pandemic is the role of employees. Employees must undertake training to understand procedures during COVID-19 (Cakranegara, 2020; Liando, 2020). It is done so consumers feel comfortable buying coffee shop products by delivery or dine-in. The condition that relatively fewer consumers come to the coffee shop can increase consumers' sense of empathy (Cakranegara, 2020). Consumers' high sense of empathy during the COVID-19 outbreak has become a positive evaluation to increase satisfaction and loyalty during the COVID-19 pandemic.

THEORETICAL IMPLICATIONS

Several studies explain internal and external aspects in analyzing the development of the dine-in coffee shop business before the COVID-19 pandemic occurred. The internal variables analyzed are coffee roasters, baristas, marketers, coffee origin narratives, and exclusive values (Fischer, 2021). This internal research aims to analyze the quality of the coffee shop. Furthermore, research explains how to increase consumer satisfaction and loyalty through attributes such as brand, product, service, interior and

exterior (Lee, 2019), atmosphere, and coffee quality (Rasmikayaity, 2020). The brand image of the coffee shop can be a reference for consumer decisions in purchasing products (Mudiantono *et al.*, 2015). The coffee business can be transformed by considering several variables, namely service quality, leadership, and the role of work culture in the coffee shop itself (Gibbons, 2011). From the results of the description of the internal analysis above, it can be concluded that the aim of the coffee shop analysis is based on internal variables, namely the quality of the coffee shop, consumer satisfaction and loyalty, and variables for business transformation.

Apart from internal factors, several external factors, such as consumer psychology, are important to analyze (Wu & Liu, 201). One aspect of consumer psychology is the physical environment or lifestyle (Dewi *et al.*, 2020; Herlyana, 2012). The marketing mix strategy for coffee shops must understand environmental changes. Apart from that, external factors can also be a reference for analyzing the sustainability of the coffee shop business. The uniqueness of the coffee shop operation must be based on several external analyses, such as differentiation from competitors, involving the community, location aspects, and social media strategy (Adeleke, 2019). Furthermore, ethnocentrism is a consideration for consumer loyalty strategies (Andres & Puertas, 2020). Based on the description of the research results above, external analysis in analyzing coffee shops explains that a sustainable coffee shop business must be able to adapt and take into account environmental changes in the business.

Based on this change in concept, people recommend several strategies to maintain the coffee shop business during a pandemic, namely management and innovation (Ismoyowati *et al.*, 2021), employee training (Liando, 2020), giving large discounts, good employee and consumer interaction, and understanding about beans local coffee (Cakranegara, 2020), healthy menus and

food delivery order applications (Shim et al., 2021). However, some of these strategies are relevant and only relevant for some coffee shops, one of which is the use of delivery orders. There are several complaints from consumers regarding delivery order products, namely that they have a longer waiting time and the food has a different taste to food or drinks in coffee shops that are ready to drink (Tri & Andhita, 2020). Business competition in the era of COVID-19 and the new normal is difficult to predict, especially changes in strategy in building appropriate conditions so that consumers feel safe and comfortable (Barokah et al., 2020). Therefore, innovation in the coffee shop sector must understand how consumers understand the coffee shop's value proposition (Putri et al., 2020). The COVID-19 pandemic is a bad variable for the coffee shop business. However, some coffee shops can survive, especially in big cities, because consumers still come to coffee shops despite the COVID-19 pandemic (Agusetyaningrum, 2021). Based on this, coffee shops have strategies to survive during a pandemic, one of which is business situational analysis, so there are several alternative strategies to survive (Nabilah & Hakim, 2020).

CONCLUSION

The dine-in coffee shop business concept before and during the pandemic is different. The business concept before the pandemic was business development and retaining consumers by evaluating internal and external variables for each coffee shop. The business concept during a pandemic is that businesses adapt to external changes and follow changes in consumer behavior. The basic differences in the coffee shop business concept during and before the pandemic are changes in consumer empathy in purchasing decisions, innovation, differences in marketing evaluations, and HR evaluations in improving company operations.

Declaration by Authors

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