

ANALYSIS OF CAFE MANAGEMENT STRATEGIES ON INTERESTS CUSTOMER (PANAMA CAFE CASE STUDY)

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Abstract

This study aims to determine the strategies carried out by Panama Coffee and Dining in Makassar City based on internal and external factors and using SWOT analysis as a reference. The research method used is descriptive qualitative, using interviews, direct observation and other related documents. The findings of this study explain that Panama Coffee and Dining currently faces threats from outside the company, but currently these threats can be suppressed and minimized by maximizing and optimizing the internal strengths possessed by Panama Coffee and Dining. Based on SWOT analysis, Panama Coffee and Dining is in quadrant II on the SWOT diagram. The strategy that must be applied is to use the company's strengths to take advantage of long-term opportunities by means of a diversification strategy. The diversification strategy in question is how Panama Coffee and Dining can increase development, sales and profits through the expansion of its market sector. This strategy will be the basis for Panama Coffee and Dining to increase customer interest, especially in Makassar City.

Keywords: Management Strategies, Customer Interest, SWOT Analysis

INTRODUCTION

Coffee Shop is a place that is popular throughout the world. The name and concept of a coffee shop varies in different countries. In Indonesia, coffee shops or coffee places are booming which are very popular with the public. This is because more and more people are realizing the importance of drinking coffee and looking for a comfortable place to enjoy it. Apart from that, coffee shops are also often used as a place to work while enjoying a different atmosphere from the office or home. Therefore, it is not surprising that coffee shops are increasingly popular and are popping up in every city in Indonesia. This could be influenced by many factors such as the growing development of coffee culture, people's interest in a more modern lifestyle, as well as the emergence of new lifestyles such as remote work which makes people spend more time outside the home. The word cafe (in the sense of coffee shop) comes from the French word Café, which also means coffee. Which also means coffee. Cafes that were originally always on the side of the road and simple, are now included in star hotel buildings or malls, with various names.

Panama Coffee and Dining was founded in December 2022, located on Jalan Bau Mango, Makassar City. This coffee shop has just had its grand opening but is already famous among young people in Makassar. Panama itself often takes part in events, one of which is the Panama Fun Run Morning event. This can make the strategy within the Coffee Shop better known to the public and young people.

The growing development of the Coffee Shop did not take long. This tight competition has resulted in strong competition in the Coffee Shop business because consumers have different choices to meet the availability and needs of their coffee services. Along with the increasing conditions and competitive situation between Coffee Shops, business managers/ Coffee Shop business must not only be able to sell its products, but also have maximum opportunities to market its business / business, so that consumers' desire to visit and enjoy Coffee does not decrease but increases. Even

though there are many new competitors, it is hoped that the Coffee Shop will continue to provide needs amidst the current intense competition between Coffee Shops. If someone thinks that cafes only enjoy coffee, even more than that, cafes can bring satisfaction (prestige) to their customers, because consuming coffee is seen as not a simple thing but it represents a person's current lifestyle (Putri 2022). The increase in the number of Coffee Shop visitors in Indonesian cities is very rapid from year to year, this shows that the dynamics of lifestyle change a lot in each era (Setiati 2023).

Many coffee shops with modern concepts have sprung up in Makassar, such as Wirs Kopi, Kopi Soe, Noon Café, Triwala, Tao Bun, Diminati, Exposed, Kozi Coffee, Anomali, Tanamera, Ada Pada Kopi, Epicentrum, Ruuma, Goffee, Niels, Ngopi Casual, popular, Maxx Coffee, Angular Senja, Maniac Place, Under the Tree, Again, Roemah Lamdoek, Kopi Riolo, Social Barn, Kopi Oma, SS coffee, Avenue, Prolo Coffee, Noice, Kaffeine, Kopi Tiam, Marktrees, Mko .Culture, Delicate Society, Coffee Theory. Apart from food and drinks, these cafes also offer a pleasant atmosphere and place to relax. That's why Coffee Shops are currently competing fiercely to get the best.

(Silitonga 1996) shows that the introduction of high quality products and services influences the development of coffee shops because the main goal of Coffee Shops is to create customer satisfaction and retain existing customers. This is in accordance with what was expressed by (Lubis 2012) that consumers' interest in returning is natural for certain reasons, where a visit can provide value benefits that influence consumer satisfaction. Therefore, if an entrepreneur wants this to happen, he must have the ability and high competitiveness to offer quality products and services to every consumer who eats and drinks at the cafe. (Silitonga 1996) states that consumers consider many things such as product quality, price and promotion before buying a product. (Lubis 2012) also stated the same thing, according to him success in pricing, positioning and advertising are key elements of the strategy mix. Efforts to get and retain customers, namely to increase buying interest and ultimately make purchasing decisions, are not easy. There are several factors that need to be considered in influencing consumer purchasing decisions, namely price and lifestyle factors. Price is the most important factor influencing consumer purchasing decisions and price is the only element of the HR performance mix that can generate revenue for the company. Lifestyle is a way of life that is identified by how people spend their time, what they think about themselves and also about the world and their environment (Setiadi 2013). In Makassar City, a popular lifestyle is in cafes. People of all ages and walks of life follow this lifestyle. By following this trendy lifestyle, consumers believe they can improve their social status.

Panama is a Coffee Shop with a minimalist feel but has a variety of delicious coffee flavors. Consists of indoor and outdoor space at the front and on the floor 2 which can be enjoyed in the afternoon to drink coffee while looking at the view which is no less far away. located on Jalan Bau Mangga, Masale, Kec. Panakukang, Makassar City. Based on data obtained from observations made by researchers from December-July, visitors to Panama Coffee House and Dining can be seen from the table below:

Table 1. Number of Visitors to Panama Coffee and Dining December-July 2023

Number	Years 2022-2023	Number of visitors
1.	December	355
2.	January	374
3.	February	373
4.	March	342
5.	April	401
6.	May	406
7.	June	417
9.	July	438

Source: Panama Coffee and Dining 2022-2023

Based on table. 1.1 above, data was obtained that the number of visitors to Panama Coffee and Dining every day is always busy, as evidenced by December-July 2023, it always increases every month. However, this increase is not always an increase, as evidenced by March being a factor in the decrease in the number of visitors due to restrictions on operational hours starting from 17.00-

23.59 WITA because that month is the holy month of Ramadan. This research refers to a phenomenon that has attracted a lot of people's attention and interest in opening and building a coffee shop business, from young people to adults. The busy coffee shop business is making developments

The coffee industry in Indonesia is increasing. As happened in the city of Makassar, the existence of cafes became widespread, so researchers became interested in researching strategies that make consumers interested in coffee shops. The rise of cafes in Makassar is caused by a phenomenon among the community, as information is generally influenced by various factors such as unique cafe concepts, creativity of cafe owners in presenting menus and decorations, community needs for coffee and tea culture. Apart from that, Makassar is also known as a city where cafes in Makassar often combine concepts that make consumers comfortable, so cafes in Makassar often combine things.

METHOD

Qualitative research does not use a population because this research aims to reveal certain phenomena or cases in a social environment. Social situations consist of places, people and activities in that environment. In this research, researchers entered a social situation in the form of Panama Coffee and Dining, conducted observations and interviews with people who were thought to know about this social situation. Determining the data source for the person to be interviewed is carried out purposively, that is, it is chosen with certain considerations. As previously explained, researchers chose sources including managers, employees and visitors.

RESULTS AND DISCUSSION

The result of a SWOT analysis is to obtain information from the situation analysis and separate it into the product of strengths and weaknesses and the main issues of opportunities and threats. This matrix can clearly illustrate the strengths and weaknesses as well as the opportunities and threats faced by Panama Coffee and Dining. And from the preparation of internal and external factors, it will refer to strategies that can be used as material and recommendations for Panama Coffee and Dining to take the next step in selecting and implementing this strategy. The following is a clear overview of the SWOT matrix for Panama Coffee and Dining.

Table 2. SWOT Matrix for Panama Coffee and Dining

<p>IFAS</p> <p>EFAS</p>	<p>Strength/Strength (S)</p> <ul style="list-style-type: none"> a. Workers who are experts in their respective fields. b. Has a strategic location. c. Affordable prices. d. Polite and friendly service. e. Spacious place. f. Wide range of product choices. 	<p>Weakness (W)</p> <ul style="list-style-type: none"> a. There are employees who are late. b. Employees who do not master complaint handling. c. A toilet that is only for urinating.
<p>Opportunities (O)</p> <ul style="list-style-type: none"> a. Must have strengthening characters such as products and services so that customers repeat orders. b. Recognized product quality. c. Maximizing employee performance. d. Wide market share. 	<p>SO Strategy</p> <ul style="list-style-type: none"> a. Increasing promotions by utilizing the brand. b. Innovate with existing or offered facilities. c. Provide quality assurance for the products offered. d. Participate in events to become better known. 	<p>WO Strategy</p> <ul style="list-style-type: none"> a. Keep paying attention to your surroundings. b. Maximizing service so that consumers feel more comfortable. c. Create a morning panama so that customers are more interested. d. Providing live music to attract consumer interest.

Threats (T)	ST Strategy	WT Strategy
a. Competitors who operate in the same field	a. Offer competitive prices on the products offered.	a. Offering competitive prices but not detrimental.
b. Competitors who offer low prices	b. Provide the best possible service.	b. Employee training to maintain their performance.
c. Competitors who utilize information technology to attract customer interest	c. Maintaining the quality of the products offered to compete.	
d. Consumers who switch to other companies	d. Using social media to carry out promotions.	

Source: Author processed data based on Panamanian sources 1-5 August 2023

The table is a SWOT matrix which contains strategies that will later be suggested or taken by Panama Coffee and Dining. The strategies listed in the table above are:

1. SO strategy (Strengths – Opportunities)

This strategy uses the company's internal strengths to seize opportunities outside the company because if it has many weaknesses, it means the company must overcome those weaknesses to become strong. Meanwhile, if facing many threats, the company must try to avoid them and try to concentrate on existing opportunities. The description of the strategy created from the meeting of strength and opportunity factors:

- a) Increasing promotions thereby makes customers more aware of Panama Coffee and Dining. Promotions are used so that the target becomes more interested and knows more about the products being offered. In this case, Panama Coffee and Dining has a pretty good name or brand image in the cafe section. By carrying out this promotion, you can take advantage of the brand image, which is the right decision to carry out promotional activities.
- b) Create job training because one of the things that can make the cafe progress is employee performance which is quite good. The resources of Panama Coffee and Dining are a thing. The cafe has the most influence because with the resources it can run smoothly.
- c) Add employees as desired because adding employees can make work faster and make the service more comfortable for customers.

2. WO Strategy (Weakness – Opportunities)

This strategy is used based on utilizing available opportunities by minimizing existing weaknesses. The following is a description of the strategy:

- a) Conduct socialization with the surrounding environment and make calls to make people better known to the community. This outreach is aimed at the public because Panama Coffee and Dining is a relatively new cafe due to its grand opening in 2022 and has many fans. For example, several months after the grand opening, customers increased every week because this cafe also had an attraction that made customers interested in visiting.
- b) Maximize the space by creating a smoking room which attracts young people who don't want to be outdoors. Panama Coffee and Dining itself is a tropical place, which makes fans like it because of its contemporary model and equipped with indoor, outdoor and smoking rooms, where not all cafes have places that can accommodate many people, which is why Panama Coffee and Dining is popular with many people and children. young.
- c) Participating in events such as fun runs and creating Panama Morning makes Panama Coffee and Dining better known by participating in events like that because it can make consumers interested in coming and tasting coffee products from Panama Coffee and Dining.

3. ST Strategy (Strengths – Threads)

A strategy that uses force to overcome existing and future threats. The following is a description of the strategy:

a) Competitors who operate in the same field

Panama Coffee and Dining is a business company that operates in the cafe business, currently there are several cafes also engaged in this business. This competition makes entrepreneurs demand that cafes be more cooperative in running their businesses so that they can develop better and be known by the public.

b) Consumers who switch to other companies

Consumers are the most important asset for the running of a business because with consumers the company will receive income and will continue to operate. Therefore, in order to keep the business running smoothly, the company must take care of consumers by using the product even though it is not easy to provide the best service.

c) Competitors who offer low prices

In the business world, price competition is a very natural thing to do to attract consumer interest. There are many ways that businesses can attract consumers by offering low prices, for example. This poses a threat for Panama Coffee and Dining Makassar to retain consumers.

d) Competitors who utilize information technology in marketing their products

Marketing today is not only about distributing brochures, but someone who works in the marketing field must be smart in taking the opportunity to use social media in today's sophisticated era. Currently, information technology is increasingly advanced, so it is very useful for companies to capture a wider market with existing technology. Panama Coffee and Dining Makassar is currently behind other companies in that its marketing could have bad consequences for the future. Competitor cafes use social media to improve marketing and online motorcycle taxi application services.

4. WT Strategy (Weakness – Threats)

This strategy is based on defensive activities and seeks to minimize existing weaknesses and avoid threats. The strategy description:

a) Carry out promotions for Panama Coffee and Dining to make consumers interested in visiting and buying Panama Coffee and Dining products.

b) Product a review to determine the existing prices at Panama Coffee and Dining. This review was carried out to adjust prices on the market and improve the quality of services and products provided to consumers to maintain the strategy of this cafe.

c) Facilitation such as providing Wi-Fi in the cafe to make it comfortable for consumers who visit Panama Coffee and Dining.

After the internal and external factors owned by Panama Coffee and Dining have been formed using the SWOT Matrix, the next step to determine the right strategy is to calculate the weight and rating for each factor listed in the table above and the following are the steps:

The following is the IFAS Panama Coffee and Dining calculation table.

Table 3. IFAS Panama Coffee and Dining

INTERNAL STRATEGY FACTORS	QUALITY	RATING	QUALITY X RATING	INFORMATION
Strengths (S)				
1. Employees who are experts in their fields.	0,15	4	4	Superior human resources
2. Has a strategic location	0,15	4	4	Can compete
3. Affordable prices	0,06	3	4	Pricey price

4. Good and friendly service	0,05	2	4	Good quality
5. Spacious place	0,15	4	4	Can compete
6. Wide choice of products	0,05	4	4	Product quality is good
Weakness (W)				
1. There are employees who are late	0,09	3	0,27	Employees don't on time
2. Employees who do not master complaint handling.	0,15	1	0,15	New employees
3. A toilet that is only for urinating.	0,15	1	0,15	Facilities are not yet optimal
TOTAL	1,00		2,80	

Source: Data processed by the author in 2023.

Based on table 4.3, a total weighted score value of 2.80 was obtained. Previously, according to Rangkuti (2001: 22-24), if the score obtained was 1.00 to 1.99, it indicated a weak internal position. A score of 2.00 to 2.99 indicates average. A score of 3.00 to 4.00 indicates a strong internal position. From the total score of 2.80, it can be concluded that the internal condition of Panama Coffee and Dining is currently in an average position. The results above show that Panama Coffee and Dining has relatively strong internal factors, but has quite a big weakness, namely inadequate training facilities (space) with quite a lot of members.

Calculation of External Strategy Factor Matrix

The calculation of external strategy factors is also carried out using the same procedure, only the strength indicators are changed to opportunities and indicators. Weaknesses are replaced with threats. And here is the EFAS calculation table from Panama Coffee and Dining:

Table 4. EFAS Panama Coffee and Dining

EXTERNAL FACTORS	QUALITY	RATING	QUALITY X RATING	INFORMATION
Opportunity/Opportunity (O)				
1. Must have strengthening characters such as products and services so that customers repeat orders	0,15	3	0,45	Market opportunity
2. Maximize employee performance	0,10	3	0,20	Superior human resources
3. Wide market share	0,15	3	0,45	Market opportunity
Threats (T)				
1. Competitors who operate in the same field	0,15	2	0,30	Market competition
2. Competitors who provide low prices	0,15	2	0,30	Market competition
3. Competitors who utilize internal information technology	0,10	2	0,20	Market competition
4. Attract customer interest.	0,20	2	0,40	Market competition
TOTAL	1,00		2,30	

Source: Data processed by the author in 2023.

Based on table 4.4, a total weighted score of 2.30 is obtained, which means that the external conditions of Panama Coffeea and Dining are quite weak. Panama Coffee and Dining has several quite good opportunities, including the increase in the level of sports and martial arts enthusiasts after the new normal as well as support from the government by providing permission for holding events offline. However, the threats faced are quite large and one of them is competition between competitors, locations far from the city center, and also the expectations of some members which have not been met, such as requests for wider, better and more adequate training facilities.

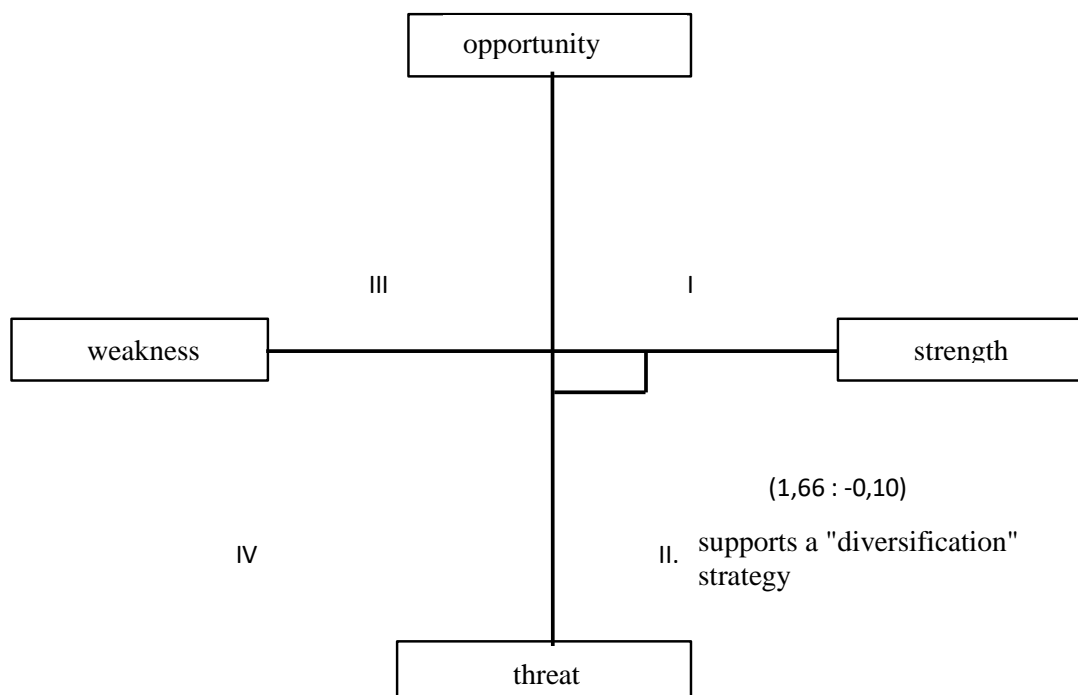
Next, from the results of the IFAS and EFAS Matrix analysis, the researcher will determine the (X,Y) axes in the following way:

1. Find the Y value by subtracting the total number of S factors from the total number of W factors.
2. Find the value of X by subtracting the total number of O factors from the total T factors.

The total value of internal factors for Panama Coffee and Dining is 2.80, obtained from a strength value of 2.23 and a weakness value of 0.57, while the total external value for Panama Coffee and Dining is 2.30, obtained from an opportunity value of 1.10 and a threat value of 1.20. After the calculations are carried out, the results of the internal factors and external factors are known. The stage of determining the coordinate points to determine the strategic position for the development of Panama Coffee and Dining is seen from the results of the internal and external factors as follows:

- a. The horizontal axis (X) as a factor (internal strengths and weaknesses) obtained the coordinate results $X = 2.8 - 0.78 = 1.66$
- b. The vertical axis (Y) as a factor (internal opportunities and threats) results in coordinates $Y = 1.10 - 1.20 = -0.10$.

Thus, it is known that the horizontal axis (X) of the internal factor is 1.66, and the vertical axis (Y) of the external factor is -0.10. So you can see the image of the Panama Coffee and Dining SWOT diagram below.



Source: Data processed by the author in 2023.

Panama Coffee and Dining is faced by various threats, but Panama Coffee and Dining still has internal strength. The strategy that must be implemented is to use the company's strengths to take advantage of long-term opportunities for diversification strategies.

The diversification strategy in question is a strategy carried out by Panama Coffee and Dining to expand its business by performing and making its products better known to the public and

young people in Makassar. This strategy will be used as the basis for Panama Coffee and Dining to increase customer interest, especially in Makassar City. With that, Panama Coffee and Dining not only provides coffee products, but also provides Panama morning, that is, we can decorate the porridge that has been provided by Panama Coffee and Dining on weekends, creating a strategy that can be utilized by Panama itself and by making Tumblr products with the name "Panama" which can be used to drink coffee or something similar. This makes customer interest increase more than before with the diversification strategy.

The advantages of a diversification strategy include being able to gain profits and increase the interest of Panama Coffee and Dining customers, improve employee performance so they can be more advanced, and meet consumer needs with good service. Meanwhile, the disadvantages or risks of this strategy include requiring quite large capital. The reference for strategic diversification created from the meeting of internal and external factors in the SWOT matrix is:

1. Increase and create promotional activities, especially on social media such as Instagram and TikTok.

Based on the results of the interview with the manager of Panama Coffee and Dining, there are various ways that can be done for promotional activities, such as endorsing celebrities in Makassar City, this can make the public and young people aware of the Panama Coffee and Dining cafe. To maximize promotional activities on social media, Panama Coffee and Dining can also participate in events as a means of promotion, especially since activities carried out in large enough events can make the Panama Coffee and Dining cafe known to young people.

2. Improve the service system and knowledge about coffee products.

The service system can be improved on the basis of having trainers good understanding and intelligence, especially in coffee products, to make consumers feel that the Panama Coffee and Dining cafe is different from the others by having its own distinctive coffee characteristics. Moreover, the service system at Panama Coffee and Dining is very good.

CONCLUSION

From the results of research on Panama Coffee and Dining in Makassar City, the researchers put forward several conclusions including:

1. Panama Coffee and Dining is a cafe based in Makassar City with coffee products and a strategic location. In carrying out promotional activities, several methods are used, including using social media, providing job training and building a brand with high quality coffee products so that they can develop further and be better known by the public and young people in the future.
2. With a total internal factor value for Panama Coffee and Dining of 2.80, it is obtained from a strength value of 2.23 and a weakness value of 0.57, while the total external value for Panama Coffee and Dining is 2.30, obtained from an opportunity value of 1 0.10 and a threat value of 1.20.
3. Based on the SWOT analysis, Panama Coffee and Dining's status is in the second quadrant which shows that Panama Coffee and Dining faces various threats, but Panama Coffee and Dining still has external strengths within it.

Strategy should be defined as the use of assets to exploit long-term opportunities using diversification strategies.

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