



Navigating Crisis and Growth: A Dynamic Capabilities Analysis of a Post-Pandemic Coffee Shop Expansion

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ABSTRACT

In recent decade, the number of coffee shops in Indonesian urban areas have experienced significant growth. The Covid-19 pandemic, on which mobility restrictions and limits on on-site consumption were enacted, disrupted this trajectory. While large of studies examine the general impact of the pandemic on businesses, limited research explains how coffee shops prepared for post-pandemic growth, while also adapted during the crisis. To address that gap, this study examine Coffeeveral (pseudonym), a coffee shop established during the pandemic in Tanjung Priok, Jakarta, which later expanded into multiple branches. Qualitative case study approach is adopted, from which in-depth interviews and documentation analysis are employed as the data collection method. Dynamic capabilities and business model canvass framework were considered fit to analyze, interpret and structure the findings. The study concludes that Coffeeveral's incremental growth is a shift from a survival-driven mode to a more structured ecosystem-based expansion model. The case shows a small service businesses resilience supported by dynamic capabilities and navigated the uncertainties in the business environment during the pandemic

INTRODUCTION

The modern coffee shop, a service based business which currently flourishes in Indonesian urban area, represents a contemporary evolution of the traditional Indonesian *warung kopi*, transforming from a simple beverage outlet into a social, into experiential and, even more, learning space (Hanafiah et al., 2025; Purwadi & Manurung, 2020). This growth has been driven not only by rising middle-class purchasing power but also by shifting consumer preferences that position coffee shops as venues for social interaction, remote work, and identity construction (Purnomo et al., 2021).

The outbreak of Covid-19 in early 2020 temporarily disrupted this trajectory, as the Indonesian government introduced Large-Scale Social Restrictions (*Pembatasan Sosial Berskala Besar* or PSBB), following the first confirmed cases in Indonesia in March 2020. This control limited mobility, reduced operating hours, and restricted on-site consumption, and significantly affecting businesses with a high dependency on physical customer visits. Coffee shops, as part of the food and beverage industry, and in many cases faced declining visits, revenue contraction, and even more permanent closure (Rahmawati et al., 2023; Hastuti et al., 2024). Similar patterns were observed globally, as lockdown policies all around the world delimited economic activity and altered consumer behavior (Memon et al., 2021).

Despite these challenges, the pandemic also accelerated innovation. While some shops change their business model (Dewi et al., 2022), many shop managers adopted delivery services, online ordering platforms, and shifted their approaches to digital marketing to maintain customer engagement, particularly using social media (Rahmawati et al., 2023). Adjustments in store layout and service models were implemented to comply with health protocols enacted by local government (suprpto et al., 2022). As restrictions gradually eased, the industry began to recover. Post-pandemic demand was influenced by renewed social interaction, remote working habits, and what was found globally as “revenge consumerism,” a surge in on-site consumption-as-therapy to offset the social and psychological hunger during prolonged restrictions (Le & Park, 2024).

Existing studies have covered the extensive impacts of the pandemic on small and medium enterprises, nevertheless limited research has specifically paid attention on how coffee shops, not only adapted, but also anticipated sudden growth of demand in the post-pandemic environment. Other affected sectors, such as coworking spaces – many of which struggled to recover – suggests the presence of distinct adaptive mechanisms within the coffee shop industry. Understanding these mechanisms is therefore both theoretically and practically significant.

This study focuses on Coffeeveral (pseudonym), a coffee shop established during the pandemic in Tanjung Priok, Jakarta. Founded by three university students through self-investment, Coffeeveral not only survived the uncertain early phase of the pandemic but expanded to three branches in Greater Jakarta area. Its development illustrates a case of rapid post-pandemic growth. The company’s trajectory indicates the presence of strong entrepreneurial capabilities in identifying opportunities, mobilizing resources, and sustaining expansion.

To analyze this phenomenon, the study employs the framework of dynamic capabilities, as articulated by Teece (2007) and others (Eisenhardt & Martin, 2000; Ferreira et al., 2021). Dynamic capabilities refer to a firm's ability to integrate, build, and reconfigure internal competencies to respond with the rapidly changing environments. The framework receive increasing attention in entrepreneurship and organisation scholarship due to the disruptions of technological changes. The framework comprises three interrelated dimensions: sensing opportunities and threats, seizing opportunities through effective resource allocation, and transforming organizational structures to maintain competitiveness (Teece, 2007). From the case being highlighted, these dimensions are reflected in the founders' adaptation, shifting consumer trends to transform service and marketing approaches.

Based on this background, the study addresses two primary questions: (1) How was Coffeevernal established during the easing phase of the Covid-19 pandemic through the dynamic capabilities framework? and (2) How did the company transform its business model in the post-pandemic period? The objective is to examine both the initial establishment process and the subsequent transformation, thereby contributing to a deeper understanding of adaptive growth strategies in emerging coffee shop enterprises.

LITERATURE REVIEW

2.1 Dynamic Capabilities

The concept of dynamic capabilities emerged from the resource-based view (RBV) of the firm (Barney, 1991), which emphasizes internal resources as the primary source of competitive advantage. While dynamic capabilities holds RBV's conception that firm's performace derrives from the exploitation of valuable, rare and inimitable resources, the approach renewed its predecessor, which has been long criticized as static view towards firms (Priem & Buttler, 2021). In a rapid change in business environments, firms must not only possess strategic resources but also continuously renew and reconfigure them (Eisenhardt & Martin, 2000), from which the theory of dynamic capabilities rose.

Eisenhardt & Martin (2000) affirms that dynamic capabilities are valuable organizational processes—including developing products, making strategic choices, and building alliances—that emerge from a firm's unique history. In moderately dynamic markets they operate as structured routines, while in fast-changing environments they become improvised, and experience-based (Eisenhardt & Martin, 2000). Having dynamic capabilities at hands, a firm is able to integrate, build, and reconfigure internal and external competences to address changing environments (Teece, 2007). Rather than focusing solely on resource static possession, the theory emphasizes how firms dynamically modify their resource base over time.

Teece (2007) describes dynamic capabilities through three interrelated dimensions: sensing, seizing, and transforming. These dimensions represent sequential managerial activities that support organizational adaptation and responses. Sensing involves identifying, interpreting, and shaping opportunities and threats in the business environment (Teece, 2007), which requires environmental scanning, market research, and close interaction with customers. Firms excel in sensing will have capabilities to detect shifts in consumer preferences, regulatory changes, and emerging industry trends faster than their competitors. This quality stems from managerial cognition, experience, and information processing mechanisms.

The second factor, seizing refers to mobilizing resources to capture and exploit identified opportunities. Once an entrepreneurial manager detects opportunities, firms must design business models, allocate capital, and implement plan and other strategic decisions. Seizing also involves an effective product development, pricing strategies, and marketing initiatives. Effective seizing process requires an alignment of organizational structures with strategic objectives.

Transforming, often called reconfiguring, is the last factor, which concerns the continuous renewal of organizational assets and resources. It involves continuous restructuring processes, redesigning and modifying organizational architecture and operational routines to maintain their competitiveness in the market. This last factor complements the others because early advantages gained through sensing and seizing may dissipate with a lack of reconfiguration and transformation capabilities (Teece, 2007).

2.2 Business Model Concept

A business model is widely described as the mechanisms of how an organization creates, delivers, and captures value, and explained as how a firm structures its activities, interacts with customers, and generates revenue (Osterwalder et al., 2005; Teece, 2010). Providing a more comprehension towards the concept, Zott et al. (2011) explained it as the way how a business works. Compared with strategy which focuses on competitive positioning, the business model highlights on a more operational representation of value creation mechanisms.

One widely adopted framework for analyzing business models is the Business Model Canvas (BMC) (Osterwalder et al., 2005) . The BMC outlines nine interconnected building blocks. The first, Customer segments define the focused groups of people or organizations the company aims to serve. Clear segmentation enables targeted marketing, including tailored products and services being offered. Value propositions, the second, formulate the products or services that solve customer problems or satisfy specific needs, addressing the pain and gain customers have at hand. differentiation through unique value propositions is essential for a firm while focusing this block. Channels, the third, describe how a company reaches, communicates, and connects with customers, which comprises their physical locations, digital platforms, and distribution networks being employed. Customer relationships, the fourth, address the type of interaction established with each segment, ranges from personal assistance,

automated services, to community-based engagement. Revenue streams, the fifth block, covers on how the firm earns income from each customer segment, such as direct sales, fee-based, subscriptions, commissions, and others. On the operational side, key resources as the sixth element highlights the critical assets required to deliver value, including physical infrastructure, human capital, including non-tangibles such as intellectual property, goodwill, and others. Key activities, as the seventh part, means the non-negotiable actions performed to apply the business model into the realisation. Key partnerships, the eighth, touches on the external relationships that enhance efficiency, while the final part, cost structure, delineates the financial inputs as required from the operating business model.

The business model perspective is particularly useful in analyzing firms undergoing transformation, including on the case presented on this study. Changes in market conditions often require adjustments to one or more components of the canvas, which confirms that the nine reinforce each other to build a coherent workflow. For example, digitalization may alter channels and customer relationships, while expansion into new markets may affect key partnerships and cost structures. By mapping these changes, an analysis can systematically assess how firms adapt to environmental shifts.

2.3 Coffee Shop Industry in Indonesia

The coffee shop industry in Indonesia has experienced significant growth over the past decade. Rising urbanization and consumerism, increasing disposable income, and the rising culture of specialty coffee have encouraged the proliferation of both independent cafés and chain outlets (Puspa & hardiyanti, 2021; Purnomo et al., 2021)). Coffee shops have evolved beyond beverage providers to become social spaces that facilitate interaction, remote work, lifestyle, and even more the way people to grow and learn (hanafiah et al., 2025; Purwadi & Manurung, 2020).

The Covid-19 pandemic in early 2020 interrupted the previous positive growth of many sectors in Indonesia, including coffee shop businesses. After the first official cases were confirmed in March 2020, the Government of Indonesia enacted Large-Scale Social Restrictions (Pembatasan Sosial Berskala Besar or PSBB) as a public health intervention aimed at reducing viral transmission. These regulation set substantial limitations on social mobility, limited business operating duration, restricted on-site customer services, and face-to-face interaction. As a result, business models relied heavily on physical customer presence were faced with operational and financial pressures, leading to threats on retaining their survival.

Coffee shops, positioned within the broader food and beverage (F&B) industry, were particularly vulnerable. Many coffee businesses depend on in-store experiences to generate revenues faced with reduced customer visits, slumping sales, and disrupted supply chains as PSBB regulations were enforced. Empirical findings showed that numerous small and medium-sized F&B enterprises in Indonesia were forced to suspend operations temporarily or close permanently (Rahmawati et al., 2023; Hastuti et al., 2024). These developments are in-line with broader evidence demonstrating the pandemic's severe impact

on micro, small, and medium enterprises (MSMEs), particularly those operating in service-intensive industries (Bartik et al., 2020; Fairlie, 2020).

Comparable situation were observed across different national contexts, on which Government-imposed mobility restrictions worldwide significantly hit economic activity, business cycle. Studies in many countries further report the fall in restaurant and hospitality revenues, driven by increased health risk perceptions among consumers (Gössling et al., 2020; Nicola et al., 2020; Sheth, 2020). This period is reported as a dramatic transition on consumer behaviour, including the ways consumers purchased goods and services, shifted toward digital transactions (Memon et al., 2021).

More studies underscore that the Covid-19 crisis was not merely a temporary demand shock, but a window for service-based businesses—including coffee shops—to reconceptualise operational models, including strategies to engage with their customers. Several coffee shop operators restructured their business models, including redefining customer segments, adjusting pricing schemes, and incorporating hybrid revenue streams that combined offline and online services (Dewi et al., 2022). The use of online purchase systems, e-payment services, and marketplace integration become survival tools (Mishrif & Khan, 2023). Simultaneously, marketing communication strategies were transitioning into digital channels using social media platforms—Instagram, Facebook, and TikTok—to enhance brand awareness, and stimulate purchase intentions (Rahmawati et al., 2023). Empirical studies demonstrate that digital marketing capability significantly improves SME performance and customer retention, especially when firms actively utilize social media analytics, influencer partnerships and customer testimonies (Pradiani, 2017). These findings confirm that digital transformation was critical to sustaining customer relationships, enhancing business resilience, during the crisis period (George et al., 2020).

Beside the adoption of digital approaches, coffee shops also undertook substantial modifications in their physical environments and service procedures. To ensure physical distancing and comply with health protocols (Suprpto et al., 2022), operators redesigned layouts, reduced seating capacities, installed barriers, and developed contactless service flows to minimize direct interaction. Research finds that visible compliance with health standards positively influences perceived safety, customer trust, and revisit intention during transitional reopening phases (Budiani, 2021; Veronica et al., 2020). Thus, operational redesign was not only seen as a compliance, but also a strategy to gain consumer trust and confidence.

As social restrictions were progressively relaxed, tourism and hospitality businesses, including the coffee shops, gradually moved into a recovery phase (Sharma et al., 2021). The improvement in demand was shaped by fundamental changes in consumer lifestyles, including the needs on remote and hybrid working. While demand for coffee shops and cafés as alternative workspaces increased, this practice blurred the boundaries between leisure and productivity spaces (Mimoun & Gruen, 2021). “Revenge consumerism” is a common term denoting the boom of consumerism, particularly in tourism and other physical-

based service, as the offset of human's insufficiencies derived from on-pandemic physical and social isolation (Le & Park, 2024). Visiting coffee shops functioned not merely as routine consumption but as an act of social freedom and a payback towards pressures during extended lockdowns. In Indonesian urban areas, the growth of coffee shop visits delineated the post-pandemic competitive landscape (Suarjaya & Wisnawa, 2023).

METHODOLOGY

A qualitative approach was selected in for this the study considering that the research questions required interpretive analysis rather than hypothesis testing (Yin, 2016). The study sought to examines how the founders perceived market changes, formulated strategies, and reorganized business activities over time. Qualitative methodology complements the need to capture meanings, experiences, and decision-making that cannot be represented achieved through from statistical data.

This study adopts a qualitative case inquiry (Yin, 2014) intended to obtain a contextual and in-depth understanding of coffee shop business adaptation both during and after the Covid-19 pandemic. The present research aims to explore how Coffeevernal, a local coffee shop, established and developed its operations amid environmental uncertainty, to adapt with pandemic formal restrictions of the pandemics and face growth after the period, when crises gradually recovered. Emphasis The study was does not placed not on numerical measurement as the priority, but on understanding processes, strategic reasoning, and managerial responses within their on the real-life context. Data were collected through three complementary techniques. They are in-depth interviews, direct observation, and documentation review. Multiple semi-structured interviews were conducted arranged with the business owner carried out both online and face-to-face, to The aim is to pursue emerging themes during conversation on the analytical phase (Seidman, 2013). This The adopted methodology enable researcher to cover the stories of the founders navigating the new business during the crises, . Part of them including being focused are their reflections regarding the challenges and strategic considerations. Documentation analysis were conducted complementing the primary data, . Types of document for analysis are including social media content, promotional materials, and other archival records related pertinent with to business activities. Data analysis followed an iterative process involving data reduction, categorization, and are referred towards the thematic interpretation from which the two theoretical framework, dynamic capabilities and business model canvass considered fit to present the case

RESULT AND DISCUSSION

Sensing

During the pandemic, most businesses, especially in the culinary sector, faced serious challenges due to social restrictions and shifts in consumer behavior. Unexpectedly, this uncertain period became the starting point for Coffeeveral, a coffee shop founded by a group of three close friends with different educational backgrounds. They found that after long periods of isolation, people strongly needed spaces where they could reconnect with others. This conviction inspired the idea of building a coffee shop designed as a space that encourages interaction among visitors. The shop was not created only to sell coffee, but to provide a safe and adaptive meeting space. Rather than rely on formal market research, this sensing process grew from personal experience and ongoing discussions among the founders. When Pandemic moved universities activities online, they had more time to gather and reflect. These informal conversations led them to see social restrictions not only as barriers but also opportunities to start a business with manageable risk. This approach resonates Teece's (2007) view that sensing involves detecting opportunities through close interaction with the social environment.

Beyond social observation, the founders also paid attention to industry trends. Since 2019, before the outbreak, Indonesia had experienced a "coffee boom," influenced by popular culture and the growth of specialty coffee brands. Although the pandemic reduced visits to large coffee stores, the founders believed that the coffee industry had resilience. Many people still wanted to hang out, especially in residential downtown areas, particularly in some places in north jakarta, on which people seek casual spots to gather. This belief in the industry's adaptability strengthened their confidence to enter the market.

Location choice was a crucial part of their sensing process. Instead of opening in "ring one", in the centre of a business district, they chose a less busier area in North Jakarta. This decision was not only resulted with the lower operating costs, but also stemed from understanding and conviction on the behavior of local market and community. Young people in the area were strongly inclined to gather, secure the potential market despite restrictions. Their strategy shows that reading geographic and local community context can support the launch of a new venture despite a crisis emerge.

The founders also managed risk carefully. They started small, investing less than 200 million rupiah and opening a modest shop. They were reluctant to launch a large dine-in concept and instead focused on flexibility and efficiency. They kept a view that their main target market was young people who valued social interaction and were relatively willing to gather as long as they were comfort and safe.

Brand image was considered from the beginning. The founders believed that customer perception is shaped by first impressions, from the moment visitors enter until they leave. Visual identity, interior design, and even the shop's name were crafted to reflect warmth and connection. They aimed to create an emotional bond with customers, recognizing that many people experienced mental fatigue during prolonged isolation. Through music, lighting, layout, and friendly service, Coffeeveral offered not just coffee but a sense of belonging.

Seizing

Following an awareness of a growing need for safe and comfortable social spaces in the local area during the pandemic, The founders launched a small coffee shop with an initial investment of less than 200 million rupiah. The small store allowed personal interaction without creating large crowds, which was not only due to limited capital but also an incremental strategy to reduce risk in uncertainties. The small size helped them to control operational costs, including electricity, raw materials, and labor, keeping finances manageable. In line with Teece's (2007) concept of dynamic capabilities, seizing involves designing concrete actions to capture opportunities which has a time limit. Coffeeveral's small, community-based model was therefore a calculated and achievable to build a stable long-term foundation.

Another important aspect of seizing process was the clear division of roles among the three founders. With backgrounds in international relations, geology, and organizational experience, each brought different technical and interpersonal skills to daily operations. This structured teamwork reduced overlapping tasks and enabled faster decision-making, which was crucial during the external uncertainty due to the pandemic, and internal uncertainty due to the early phase of the business. Their synergy strengthened the company's ability to respond effectively to emerging opportunities.

Coffeeveral's early marketing strategy also reflected a practical seizing approach. Instead of relying on costly promotions or major influencers, they focused on social interaction and community networks. Promotion through friendship circles, local groups, and micro-influencers reduced costs while also effective to build an authentic brand image based on testimonies and real customer experiences, a marketing approach enhancing customer loyalty.

Customer experience was prioritized from the beginning. Every details – from parking attendants to greetings by cashiers and baristas – were planned to make customers feel that they were personally valued. Rather than expanding quickly, the founders focused on strengthening standard operating procedures, testing their service model, and building community loyalty. After that, they gradually upgraded equipment as cash flow improved. Overall, Coffeeveral's seizing stage shows how opportunity capture requires structured action, careful risk management, and consistent brand identity.

Transforming: On-Pandemic Business Model

The findings of this study reveal have seen that during the pandemic Coffeeveral developed transformed a business model that was carefully aligned with adapting with the shifting changes social consumer behavior and local market dynamics. From the beginning, tThe founders managers recognized that defining a the more precise customer segment identified would determine the more effectiveness of the entire business structure will be. While mobility restrictions were in placeregulations were enacted, young people largely composed of local youth and informal communities, in the Tanjung Priok area continuedd to seek demand spaces for social interaction zone. They This group, largely composed of local youth and informal communities, became the primary market, who. They were socially connected, . They are also highly responsive to

trends and active on social media platforms. This criteria allowed information about Coffeeveral to circulate naturally among the communities, without any paid services. While targeting a broad and undefined market is not feasible at that days, Coffeeveral concentrated on nearby communities whose gathering habits ensured relatively stable visiting traffic even on restrictions.

The value proposed to these types of customers centered not only on coffee as product but on coffee as experience. during the days, larger coffee chains focused on delivery and grab-and-go services, Coffeeveral made a differentiation, which emphasizes a socially vibrant and welcoming atmosphere. The founders viewed that competing directly with larger and established brands on scale or price were not feasible. Instead, they positioned the shop as a small but warm social space restoring a sense of natural interaction amid uncertainties. The physical setting created casual and warm interaction between staff and customers, reinforce a feeling of familiarity. The choice of location outside the Jakarta central zones, which at that time highly limited by the PSBB regulation, strengthened this proposition. Since the early period, their location at this secondary zone brought certain advantages, including the fact that customers could gather with fewer constraints.

To reach customers, Coffeeveral relied on a blend of physical presence and digital engagement to acquire new customers, using Instagram as the primary communication platform. Rather than purchasing endorsements or paid advertisements, the founders adopted an organic network strategy, encouraged customers and community sharing their experiences. Digital word of mouth approaches minimised marketing expenditure while also fostering authenticity, reinforced through social networks. This pattern created gradual and steady increase on Coffeeveral brand awareness.

Customer relationships were cultivated through personal and consistent service, while formal loyalty programs were considered less necessary. The founders emphasized that experience are shaped from the moment a customer arrived, including greetings at the parking area and attentive service from staff. Every team member was trained to treat visitors as part of a community and family rather than as anonymous, which generated a more emotional attachment and increased repeat visit probabilities.

Revenue during the pandemic was generated mostly through dine-in sales of food, beverages and light meals. While many competitors shifted heavily into delivery platforms, Coffeeveral were more benefited from local customers who preferred gathering physically at the café. Even though capacity limitations applied, daily transactions were sufficient to maintain cash flow, and the business achieved break-even in months after its opening. Additional revenue was explored later through collaborations with non-competing businesses, including bundled promotions with other life style services.

Notable resources on the early model were both human and financial capital. The three founders brought complementary skills: marketing, technical and financial, and the third on external relations. The unambiguous division of roles reduced internal conflict, increased operational clarity during the uncertainties. Baristas and staff were trained to comprehend and apply the

customer service and satisfaction principles. On Financial aspect, the initial capital was managed frugally. Purchasing decisions were evaluated against long-term efficiency, particularly equipment replacement decisions considered pragmatically to minimize unnecessary expenditure. Reputation perceived by the targeted segment, the local community, also emerged as an intangible yet primary asset.

Fro the side of café operation, preserving a consistent atmosphere were prioritised, including daily supervision of service standards. Social media management is another routine they maintained, as regular content reached new customers' attention. In paralel, small-scale events were occasionally organized under health protocols to maintain vibrancy and prevent homogenised ambience on the cafe. These interconnected activities confirmed the shop as a social hub rather than a grab and go beverage outlet.

On the area of Partnerships, maintaining a supportive reliable suppliers who ensured consistent quality of coffee beans is critical. It considered important as they did not roast coffee bean in-house. Collaborations with local brands expanded exposure and relational networks, made based on mutual benefit and reflecting their long-term orientation.

Finally, the cost structure was tightly controlled, including major expenses included raw materials, employee salaries, and daily operational. The small team size focused on efficiency, while promotional costs remained limited due to organic marketing approach. Careful cost allocation and modest scaling, Coffeeveral maintained financial stability during the pandemic uncertainty compared to other typical businesses who struggled to survive.

Transforming: Post-Pandemic Business Model

This case study finds that the transformation of Coffeeveral before and after the pandemic was not merely a recovery process but a strategic reconfiguration of its business model. As social mobility restrictions were lifted, the business experienced a significant shift in many aspects, including customer segment, value creation, operational scale, and revenue stream. This transformation illustrates how a small community-based café evolved into a multi-branch enterprise.

customer segmentation is one of the most visible changes, on which in the post-pandemic period, its customers became increasingly heterogeneous, including office workers, university students, young families, and domestic visitors. The visit purposes became varied: informal meeting, remote work, academic assignments, gaming, business pitching, or simply leisure seeking live music. The coffee shop thus functioned as a social "melting pot," accommodating multiple motivations within a single space. This expansion was also influenced by the phenomenon often described at that time as revenge consumption, in which consumers went out of their home to spend or have social activities after months of restriction. Coffeeveral repositioned itself as a destination that could accommodate these renewed social and professional needs.

Another change is value proposition, on which product quality and multifunctionality are more emphasized after the pandemic. The manager gradually invested in higher-grade equipment and improved interior design to

support people to stay longer with multiple activities. A strategic shift from cost efficiency toward quality orientation applied, including to expanded seating capacity and set up additional features such as live music areas and a photobox to augment customer experience. The founders realized that the previous survival mode require modest equipment, but to compete in a long run, high quality tools and equipment will bring more efficiency.

Another substantial change is distribution channels, particularly on the use of Instagram which became more systematic, as the manager became more frequent to incorporate curated content and promotional planning. Physical expansion further reinforced accessibility, with new branches established in the South Jakarta and Bandung. The latter location is at a popular urban park strategically captured recreational community activities, particularly sport-based including runner community, bicycle riders, padel player, gym goers and others. The combination of digital integration and geographic diversification strengthened its market presence while remain consistent to exploit community-based customers.

After the pandemic, customer relationships were more oriented on service management and community engagement, including maintaining service consistency and ensuring efficiency in ordering, preparation, and cleanliness. At the same time, regular thematic events, collaborations with music communities, sports groups, and e-sport enthusiasts reinforced emotional attachment to the brand.

Revenue streams diversified significantly in the post-pandemic era as additional revenues emerged from event hosting, collaborative programs, photobox services, and business-to-business activities. The company began to augment supply chain management, accessing distributors directly and exploring vertical integration. This diversification reduced dependence on a single income source, the revenue from food and beverages, and enhanced financial resilience.

Key resources transformation is also notable. As the business grew in size, human resources expanded significantly, growing from a small team of fewer than ten employees to a workforce exceeding one hundred individuals across multiple branches. Roles became more specialized, not only baristas and cashiers, but also warehouse, marketing and finance staff. Training programs and regular technical briefings were introduced to preserve service culture and operational standards. Tangible resources also improved, including modernized equipment, expanded premises, and the establishment of an internal roastery. The roastery denoted a strategic move toward supply chain integration, allowing direct procurement from farmers and stabilizing input costs.

Operational activities became more complex, as daily branch management was enhanced by performance evaluation, staff training, and product development initiatives. Digital marketing required structured planning, including content production and paid advertisements to enhance reach and optimise gains. Large-scale events, including mini-concerts and special theme gatherings embedded the café within lifestyle networks.

Partnership networks expanded strategically after the pandemic, including relationships with suppliers went deepened and new collaborations with farmers to ensure sustainability in sourcing. The founders showed an ambition to control more segments of the supply chain, from upstream roasting to downstream distribution. Partnerships is notably broadened as the business extend collabortions with music, sports, and e-sport groups to amplify brand exposure and transform the business into a broader ecosystem rather than an isolated retail outleThe cost structure inevitably increased as operations went more complex. Additional branches, larger teams, upgraded equipment, marketing expenditures, and event organization generated higher fixed and variable costs. Financial management became more transparent and systematic, supported by improved accounting practices and reduced risks of miscalculation. Vertical integration through the roastery created cost advantages by securing a fixed internal market for coffee beans and reducing dependence on fluctuating supplier prices. Although marketing now involved content production and paid promotions, expenditures were balanced against rising revenues.

The findings reveal that Coffeeveral's post-pandemic transformation shows an evidence of strategic expansion and ecosystem integration, while remain consistent with community orientation. The evolution is a typical of survival-driven local gathering spot into a multi-branch enterprise with diversified revenue streams and activities. This case illustrates how small businesses in the coffee shop industry can leverage crisis-induced resilience to pursue sustainable growth in a post-pandemic market landscape.

CONCLUSION AND RECOMMENDATION

The findings reveal a clear transformation in Coffeeveral's business model when comparing the pandemic period with the post-pandemic phase. This transformation can be understood as a shift from a survival-oriented configuration to a growth-oriented and ecosystem-based model. This study shows that Coffeeveral's establishment and growth cannot be separated from the founders' dynamic capabilities in sensing, seizing, and transforming. During the pandemic, they accurately sensed a persistent need for social interaction despite mobility restrictions. Rather than perceiving the crisis solely as a threat, they interpreted it as a window of opportunity. Through careful seizing actions – starting small, controlling costs, dividing roles clearly, and emphasizing community-based marketing – they translated opportunity into a workable and resilient business model. Their early focus on customer experience and emotional connection strengthened loyalty and enabled the business to reach break-even within a short period. These findings confirm that adaptive growth during crisis depends not only on resource ownership, but on managerial judgment, contextual awareness, and disciplined execution. The presented case shows that, as a crisis begun to subside, incremental changes must be taken to adapt with the

gradually recovered environment, from which a small business can exploit more opportunities and lead to grow

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