



From Crisis to Growth: A Case Study on the Adaptation and Diversification Strategy of Kintsugi Terrace in the Post-Covid-19 Pandemic Era

Efri Jeremi¹, Roni Tua^{2*}

Parahyangan Catholic University

Corresponding Author: Roni Tua roni.tua@unpar.ac.id

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ABSTRACT

The Covid-19 pandemic, which began in early 2020, has had a profound impact on the food and beverage sector, particularly on café businesses in Indonesia that rely heavily on face-to-face interactions. While many experienced significant revenue declines—leading in some cases to permanent closure—several cafés managed not only to survive but also to grow, owing to their adaptive capabilities. This study aims to examine the adaptation processes and growth strategies of Kintsugi Terrace, a café located in Bandung, during and after the pandemic. Adopting a qualitative approach with a single-case study design, the research collected data through in-depth interviews with the business owner and content analysis of the café's social media platforms. The findings indicate that adaptation occurred across multiple dimensions—operational, financial, human resources, and marketing—including cost efficiency measures, service digitalization, and more personalized customer engagement. In the post-pandemic phase, Kintsugi's growth strategies were analyzed using the Ansoff Matrix framework, revealing initiatives such as the establishment of a parent company, The Interlude, and expansion into new business units beyond the food and beverage sector. These findings underscore the critical importance of strategic crisis management and the ability to identify emerging opportunities—including leveraging the “revenge consumerism” trend—as essential drivers for the long-term sustainability of F&B enterprises in the post-pandemic era

INTRODUCTION

Indonesia stands as one of the world's largest coffee producers and consumers. From the supply side, based on USDA dataset, it ranks fourth after Brazil, Vietnam and Colombia, with a total production of 10.75 million bags in 2025. From the demand, it is the fifth after United states, Brazil, Germany and Japan (Normala, 2018). The country's primary strength lies in the diversity of its local coffee varieties, including Arabica Gayo, Kintamani, Toraja, and the globally renowned Kopi Luwak. Beyond serving as an export commodity valued at USD 1.15 billion (Supriyati, 2023), coffee holds a profound socio-cultural significance within Indonesian society (Purnomo, 2021).

This vast potential is equally reflected in the steady growth of domestic consumption, on which coffee consumption has become deeply embedded in the daily lives of Indonesians (Dhisasmito & Kumar, 2020; Purnomo, 2021). Data from the United States Department of Agriculture (USDA), as cited by Wibowo (2019), indicate that domestic coffee consumption grew at an annual rate of 7.77% during 2015–2018, far surpassing the global average growth rate of 2.96%. In Indonesia, coffee drinking is not merely a matter of taste; it has evolved into a symbol of social interaction, a space for dialogue, and even a lifestyle marker – particularly among younger generations.

Driven by shifting lifestyles and evolving consumer preferences, the culture of coffee consumption in Indonesia has undergone a significant transformation. Whereas coffee was once predominantly consumed in modest roadside stalls (*warkop*), consumption has now migrated toward cafés that offer a more sophisticated experience, encompassing flavor quality, product presentation, and a visually curated atmosphere designed to enhance visitor comfort and appeal. In this context, cafés have emerged as multifunctional spaces—not only serving beverages but also functioning as social hubs, workspaces, discussion venues, gathering places, filled with political discussions (Purwadi & Manurung, 2020; Adityawirawan & Kusuma, 2021; Hakim & Syahban, 2022). This transformation has fueled substantial growth in the café industry. For instance, in the city of Bandung, the number of cafés surged from just 56 in 2017 to over 1,000 in 2018 (BPS Jawa Barat, 2021), underscoring the industry's strategic position within the broader creative economy and contemporary lifestyle ecosystem.

However, the upward trajectory of Indonesia's café industry was disrupted by the onset of the Covid-19 pandemic in early 2020. The government's implementation of Large-Scale Social Restrictions (*Pembatasan Sosial Berskala Besar*, PSBB) to curb virus transmission included prohibitions on dine-in services, limitations on visitor capacity, and restricted operating hours. These measures had a direct and adverse impact on out-of-home consumption, including the food and beverage sector. Statistics from the Central Statistics Agency (BPS, 2020) reveal that 92.47% of businesses in this sector reported a decline in revenue, with more than half forced to reduce their workforce. The Indonesian Food and Beverage Entrepreneurs Association (GAPMMI) further recorded revenue declines of 70–80% for restaurants and cafés (Firmansyah & Wulandari, as cited

in Sari & Susilo, 2021), highlighting the vulnerability of café business models that are heavily dependent on physical interactions.

Amid these challenging conditions, many business owners were compelled to permanently cease operations. However, a number of cafés demonstrated notable resilience, surviving by implementing adaptive strategies to navigate the unprecedented crisis. Coffee shop culture, with its unique role in fostering social resilience by providing spaces for community connection and emotional reprieve, proved to be a critical factor in sustaining patron engagement during periods of social and economic disruption (Hanafiah, Wiyata & Yulianto, 2025). One such example is Kintsugi Terrace, an independent café in Bandung that, unlike many of its counterparts, successfully weathered the crisis through strategic adjustments across core business functions to maintain operations. In the post-pandemic period, Kintsugi not only restored its normal activities but also capitalized on the surge of revenge consumerism—a phenomenon marked by consumers' heightened enthusiasm for leisure and experiential spending following prolonged restrictions—by expanding into new business units and establishing a holding company, Interlude, to oversee its ventures. This case illustrates that well-designed strategies, when combined with an understanding of cultural and behavioral dynamics, can not only enable business survival during crises but also lay the groundwork for sustainable, long-term growth in the post-crisis era.

LITERATURE REVIEW

1. Business Adaptation with the Pandemic

The Covid-19 pandemic exerted significant pressure on the culinary industry, including the café business as one of its key sub-sectors. Social restriction implemented by Indonesian Government, called Pembatasan Sosial berskala Besar (PSBB), posed limitations for people in urban areas to visit cafés and coffee shop, reduce their sales significantly (Naibaho et al., 2024). Research indicates that the food service sector was among the most affected by social restrictions imposed by the government, leading to decreased demand and operational challenges resulted from imposed health protocols.

In order to remain viable, business actors were compelled to implement comprehensive adaptations across four core business functions: Strategic, operations, finance, marketing, and human resources (HR). From strategic viewpoints, The Covid-19 pandemic has compelled businesses across sectors to reconfigure their business models, with strategic adaptation emerging as a critical determinant of organizational survival. Such adaptations often involve recalibrating value propositions, restructuring operational processes, and leveraging digital technologies to maintain customer engagement amid restricted physical interactions (Chanyasak et al., 2022). Based on a review of 50 literature regarding this topic, Klimanov & tretyak (2024) underscored the necessity for businesses to integrate sustainability-oriented principles into their business models, with adaptability and innovation emerging as central to organizational resilience. An executive survey ran by Anderson et al., (2021) indicates that the

Covid-19 pandemic has accelerated digital transformation in nearly 60% of organizations, with 66% reporting the successful completion of initiatives that previously encountered resistance. This shift underscores agility and adaptability as essential organizational competencies for navigating disruption and sustaining competitiveness in the post-pandemic business landscape.

From an operational standpoint, mobility restrictions and the enforcement of health protocols necessitated a series of adjustments, such as reducing seating capacity, reconfiguring interior layouts, and providing additional facilities including temperature scanners, hand sanitizers, and disposable tableware. Furthermore, many cafés shifted to takeaway and delivery services. From the survey of ten food and beverage businesses in Jogjakarta, Ismoyowati et al. (2021) views that bottled coffee is a type of innovation supporting coffee shops during the pandemic, in collaborations with delivery services and digital food-ordering platforms.

In the financial domain, revenue declines resulting from physical activity restrictions prompted businesses to adopt cost-efficiency measures. Common strategies included reducing operational expenses, deferring rental payments, and diversifying revenue streams. For example, cafés began offering packaged products such as ready-to-drink bottled coffee, frozen foods, and branded merchandise (e.g., tumblers, apparel). These initiatives aimed to sustain cash inflows despite disruptions to core operations.

From a marketing perspective, the pandemic accelerated the shift toward digital strategies as a means to maintain customer engagement. Social media emerged as the primary channel for disseminating information, promoting products, and fostering interaction through content such as special menus, discounts, and visually appealing campaigns. Promotional efforts also included bundled offers and exclusive deals for loyal customers. Partnerships with platforms like GoFood and GrabFood proved effective in extending market reach amid mobility constraints.

During the COVID-19 pandemic, cafés and coffee shops in Indonesia were compelled to reorient their marketing strategies to address shifting consumer behaviors and operational limitations. Several case studies reveal a pronounced shift toward digital and social media marketing, creating campaigns and hashtags on Instagram (Devita & Kania, 2022), creative content marketing, and collaborations with local influencers to sustain visibility and drive orders, particularly via food delivery applications (Putri & Sanica, 2025). Others may implement adaptive pricing strategies—introducing special breakfast packages and fixed-price offers—while streamlining their menu and promoting health-compliant seating and sanitation measures through Instagram promotions (Kartini & Kristiutami, 2021). Collectively, these strategies illustrate a multifaceted shift: a transition from reliance on physical ambience toward digital engagement, value-oriented product offerings, and stringent adherence to health protocols, enabling coffee businesses in Indonesia to maintain customer loyalty and operational resilience amid unprecedented market disruption.

Finally, in the human resources function, financial pressures forced many cafés to downsize their workforce. Research on coffee shop innovations during the pandemic shows that businesses gave increased attention to hygiene and food safety aspects, including cleanliness of kitchen areas, packaging quality, and overall food safety protocols (Ismoyowati et al., 2021). However, some operators instead opted to retrain employees to align with technology-driven operational models, including online ordering systems and delivery services. This adaptive approach to HR management played a critical role in maintaining operational efficiency and ensuring service quality despite operating with leaner teams.

2. Post Pandemic Recovery

In the post-pandemic global economy, revenge consumption (Park et al., 2021)—characterized by a V-shaped pattern of consumption (Chen et al., 2024) before, on and after the pandemic—has been a salient driver of the rebound in tourism and adjacent hospitality sectors, including restaurants, cafés, and coffee shops. Conceptual and empirical work in tourism shows that the sharp resurgence of travel reflects not only mobility liberalization but also compensatory motives to reclaim foregone experiences, validating “revenge travel” as a useful lens for interpreting elevated trip frequency, spending, and length of stay after restrictions eased (Meenakshi et al., 2024).

Indonesian food and beverages sector have adopted growth-oriented strategies that emphasize market expansion, differentiation, and promotional intensification to regain and enhance competitive positioning. Damayanti et al., (2023) presents a case study which illustrates how a post-pandemic strategy of a coffee shop centered on market penetration and market development, complemented by functional tactics such as differentiation in operations and targeted promotions, underpinned its growth trajectory despite broader industry distress. Post pandemic survivals may enter a phase of “Grow and Build” — pursuing intensive strategies such as product development, market development, and deeper penetration—to capitalize opportunities in the new normal period (Joesyiana et al., 2021). Innovation-led approaches have also demonstrated efficacy, as Setyawati et al. (2022) case study shows how integrating product, process, marketing, and organizational innovations bolstered a coffee shop’s resilience and facilitated growth momentum in the recovery period. Collectively, these findings highlight a multifaceted growth among Indonesian coffee businesses — one that combines expansion into new and existing markets to foster momentous recovery in the business environment.

3. Ansoff Matrix

Growth strategies represent deliberate managerial actions aimed at enhancing competitiveness and ensuring long-term business sustainability (Anwar, 2009). One of the analytical frameworks commonly employed to examine such strategies is the Ansoff Matrix, developed by Igor Ansoff. This matrix presents four strategic options derived from the intersection of two key dimensions: product (existing vs. new) and market (existing vs. new). According to Ansoff (1957), as cited in Loerdana (2017), the four growth strategies, as depicted in Graph 1 below, include:

- a. Market Penetration – selling existing products within existing markets to increase market share.
- b. Product Development – introducing new products to existing markets.
- c. Market Development – expanding into new markets with existing products.
- d. Diversification – introducing new products into new markets.



Figure 1. Ansoff Matix (1957)

In the context of the café industry, market penetration can be achieved through enhanced digital marketing initiatives designed to deepen customer engagement. Product development may involve the introduction of innovative menu offerings, such as plant-based coffee beverages or plant-based food items. Market development strategies may include opening new branches in untapped locations or distributing products through digital commerce platforms. Meanwhile, diversification can encompass launching entirely new business lines – such as barista training programs or co-working space services – which not only broaden revenue streams but also reinforce the brand’s ecosystem and identity.

METHODOLOGY

This study employs a qualitative research approach with a case study method to conduct an in-depth exploration of the strategies implemented by Kintsugi Terrace in navigating the crisis during the Covid-19 pandemic, as well as the subsequent measures undertaken to rebuild and expand its business in the post-pandemic period. The case study method was selected as it enables the researcher to examine the phenomenon within its real-world context holistically, particularly in understanding the processes of adaptation, decision-making, and internal dynamics involved.

The primary data collection technique was semi-structured interviews conducted with the owner of Kintsugi Terrace, who served as the principal respondent. The owner was purposively selected due to their central role in planning and executing strategic initiatives during the crisis. The semi-structured interview format was chosen for its flexibility in eliciting rich, detailed information while maintaining a clear focus on the research objectives.

In addition, documentary analysis was conducted to complement the interview data. The documents examined included Kintsugi Terrace's official social media content, particularly its Instagram account, as well as internal documents such as the brand guidelines. This documentary study provided deeper insights into the café's communication strategies and brand positioning.

To ensure data triangulation, the researcher also conducted direct on-site observations at the café. These observations were aimed at validating findings from the interviews and document analysis, as well as capturing tangible aspects such as the physical layout and aesthetics of the café, interactions between staff and customers, the customer segments served, and overall operational practices. This step enhanced the validity of the data and offered valuable contextual understanding of the adaptive strategies implemented by Kintsugi Terrace.

RESULT AND DISCUSSION

1. Kintsugi Terrace's Adaptation Strategies During the Covid-19 Pandemic

Kintsugi Terrace officially commenced operations only one month prior to the outbreak of the Covid-19 pandemic in Indonesia. As a café business highly dependent on direct, in-person interactions, this timing placed the enterprise in an acutely vulnerable position. Nevertheless, rather than ceasing operations, Kintsugi swiftly adopted a survival-oriented approach, implementing a series of adjustments across all core business functions – operations, finance, marketing, and human resources.

From an operational perspective, Kintsugi Terrace pivoted its sales channel to online services, launching a "free delivery anywhere" program promoted via Instagram. Products were modified to suit long-distance delivery, including ready-to-drink bottled coffee. For out-of-town orders, the café partnered with Paxel Instant, while in the Bandung area, the owner personally delivered orders, as all staff members had been temporarily placed on unpaid leave during the initial phase of the pandemic. This direct and hands-on approach underscored the café's determination to sustain its business under severe constraints.

In financial terms, the primary strategy centered on cost efficiency. Despite experiencing revenue declines of 60–70%, Kintsugi maintained operations and achieved modest profitability through measures such as negotiating rent reductions, optimizing raw material usage, and eliminating fixed labor costs. These savings allowed the café to continue operating without incurring debt or compromising product quality.

From a marketing standpoint, Kintsugi shifted its focus from encouraging in-person visits to adopting a more empathetic and contextually relevant approach aligned with pandemic realities. Instagram became the primary platform for customer engagement – not for aggressive product promotion, but for delivering storytelling content designed to inspire resilience, convey positive messages, and foster emotional connection. Beyond public posts, the café reached out to customers via direct messages, not only to offer products but also to check on their well-being. This personalized outreach nurtured strong emotional bonds

and customer loyalty at a time when many competing brands concentrated solely on sales-driven campaigns.

In the domain of human resources, Kintsugi adopted a personal and human-centered approach to team management during the crisis. While many businesses opted for permanent layoffs or long-term downsizing, Kintsugi took a different path. The entire team was temporarily furloughed to reduce expenses but was not dismissed permanently. Daily operations were managed directly by the café's two founders. As conditions gradually improved in 2022, the business began rehiring team members on a flexible basis, mindful of the ongoing uncertainties. Open and informal communication was maintained between owners and staff, with discussions extending beyond work-related matters to include personal conversations in casual settings. This approach cultivated trust, solidarity, and a sense of shared purpose within the team.

The distinctiveness of Kintsugi's adaptation strategy during the pandemic lies in its profoundly humanistic orientation, particularly in the areas of marketing and human resources. While many businesses concentrated on system efficiency or aggressive promotion, Kintsugi prioritized building emotional relationships – both with customers and with its internal team. This combination of operational efficiency and empathy formed a robust foundation for sustaining the business amid crisis and for positioning it for future growth.

2. Post-Pandemic Growth Strategy of Kintsugi Terrace

Following the official end of the pandemic and the lifting of public restrictions, Kintsugi Terrace experienced a significant surge in customer visits. This growth was largely driven by the phenomenon of revenge consumerism, in which individuals, having endured three years of mobility constraints, began enthusiastically returning to social and leisure activities. Prior to the pandemic, the café's average daily footfall was approximately 50 patrons on weekdays and 70–80 on weekends. Post-pandemic, these numbers increased markedly to around 90–100 visitors per day.

A key competitive advantage during this period was Kintsugi's semi-outdoor architectural design, which appealed to customers seeking a safer social environment while still concerned about potential viral transmission. This spatial openness allowed guests to enjoy the ambiance of outdoor leisure without sacrificing comfort. The post-pandemic surge marked the transition of Kintsugi Terrace into a distinct growth phase.

To sustain this momentum, the management strategically expanded brand visibility through collaborations with Key Opinion Leaders (KOLs) on platforms such as Instagram and TikTok. The café diversified its engagement by hosting yoga sessions, live music performances, and art workshops – initiatives aimed at broadening its market reach. Furthermore, it introduced an intimate wedding package, extending its product portfolio beyond food and beverage offerings.

Anticipating greater demand, the management implemented an organizational restructuring to enhance operational capacity and service quality. Dedicated divisions – Marketing, Human Resources, Head Barista, and Head Kitchen – were established, signifying Kintsugi's transformation from a small, owner-managed enterprise into a more structured and scalable business.

Amid this period of heightened enthusiasm, Kintsugi also undertook a complete interior renovation. This decision aimed to enhance customer comfort, refresh the brand experience, and maintain competitive appeal in an increasingly saturated market.

Having successfully navigated the crisis period and demonstrated rapid post-pandemic growth, Kintsugi entered an expansionary phase. This strategic shift culminated in the establishment of The Interlude, a holding group designed to serve as the umbrella organization for future lifestyle-oriented ventures. The holding structure enabled the founders to extend Kintsugi's vision and ethos into a wider portfolio of businesses.

3. Development of New Business Units

The expansion of Kintsugi Terrace in the post-pandemic era provided the strategic foundation for the creation of The Interlude, a holding group encompassing multiple lifestyle-focused business lines. Each unit under The Interlude operates under the unifying vision of "pleasure through the senses" – a philosophy dedicated to crafting experiences that engage all five human senses: taste, sight, hearing, smell, and touch.

As the flagship brand, Kintsugi Terrace primarily engages the sense of taste through its high-quality culinary offerings, the sense of sight through its warm and aesthetically pleasing interior design, and the sense of hearing through carefully curated music that fosters a relaxed and inviting ambiance. String, a retro music-themed café, similarly appeals to these three senses, albeit with a differentiated market positioning. The venue's interior evokes the nostalgic charm of the 1980s, its auditory environment features classic hits that trigger fond memories, and its menu delivers distinctive flavors aligned with the brand's concept.

Following the success of String, the group launched Tangy Tango, a distinctive nail bar concept focusing on visual and tactile experiences. Clients are treated to bespoke, visually striking nail designs in an aesthetically curated bar-like setting, fostering both visual delight and tactile comfort.

Subsequently, The Sentimental was introduced as a fragrance brand targeting the olfactory sense. Its offerings are designed with a personalized approach, aligning scent profiles with the customer's mood and personality traits. The portfolio further expanded with Wakanda (Warung Kopi Andalan Anda), a food and beverage concept engaging the sense of taste through more accessible culinary options. Unlike Kintsugi Terrace and String, which cater to premium market segments, Wakanda embraces an inclusive, value-driven approach aimed at wider consumer demographics.

4. Ansoff Matrix Analysis of Kintsugi Terrace's Development

Observing the rapid growth experienced by The Interlude and its flagship establishment, Kintsugi Terrace, their growth strategies can be systematically examined through the lens of the Ansoff Matrix. Each business unit demonstrates a distinct approach to expansion, reflecting a combination of the four principal growth strategies—market penetration, product development, market development, and diversification. The analysis reveals the following:

- a. **Kintsugi Terrace (Market Penetration and Product Development)**
Kintsugi Terrace adopts a dual strategy of market penetration and product development. Market penetration is pursued by enhancing customer loyalty and increasing repeat visits through various activation programs, collaborations with Key Opinion Leaders (KOLs), and venue renovations aimed at delivering an improved customer experience. Product development is exemplified by the introduction of intimate wedding services, which, while innovative, continue to target the same customer segment.
- b. **String (Market Development)**
String employs a market development strategy. Although it remains within the café sector and offers similar core products, String targets a distinct market segment—youthful, expressive, and energetic consumers—contrasting with Kintsugi Terrace’s focus on mature customers seeking tranquility and comfort.
- c. **Tangy Tango (Diversification)**
Tangy Tango exemplifies a diversification strategy by introducing entirely new products and services in the beauty industry, specifically nail art. This represents a significant departure from the group’s prior focus on food and beverage ventures. Alongside offering novel products, Tangy Tango appeals to a different market segment—individuals with an interest in nail aesthetics and personal grooming.
- d. **The Sentimental (Diversification)**
Similarly, The Sentimental reflects a diversification strategy through its launch of a perfume line. This product category is not only new to The Interlude but also taps into an unexplored market segment of fragrance enthusiasts.
- e. **Wakanda (Diversification)**
Wakanda also represents diversification, introducing a simplified coffee shop concept with affordable pricing. This approach targets a new customer segment—price-conscious, middle-to-lower-income consumers seeking accessible food and beverage options without compromising on quality.

CONCLUSIONS AND RECOMMENDATIONS

The adaptive strategies undertaken by Kintsugi Terrace during the pandemic were not limited to the common responses of efficiency enhancement and digitalization, which were prevalent among cafés. Instead, they were characterized by a distinctive emphasis on customer experience and a human-centered approach. This focus not only enabled the brand to withstand challenging conditions but also established a foundation for sustainable growth in the post-pandemic era.

Through this approach, The Interlude—as the umbrella entity for Kintsugi Terrace and its diverse portfolio—has achieved growth in a uniquely differentiated manner. Rather than relying on a single trajectory, each business unit has charted its own path to meet market demands and seize emerging opportunities. The organization’s flexibility, creativity, and commitment to

delivering memorable customer experiences have been instrumental in its continued expansion and market reach. This case underscores the critical importance of adaptability and the willingness to explore new ideas in navigating the uncertainties of today's dynamic business environment.

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