COMMUNITY UTILIZATION STRATEGY TO INCREASE THE NUMBER OF CUSTOMERS FOR MATTEA SOCIAL SPACE

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Abstract

Mattea Social Space was founded in May 2021, running under PT. Hita Kreatif Nusantara. Mattea Social Space is a space that has a semi cafe and semi restaurant concept. located on jl. Rawasari Bar. I, DKI Jakarta. The second branch which is being built is located on jl. Raya Pekayon No.10, RT.04/RW.01, Pekayon Jaya, Bekasi City, which has an area of 1515 square meters. Mattea Social Space focuses on the variety of food and drinks sold, the area of the customer's seating area and the concept of a nice place with tropical and industrial themes, with the majority of the area being 60% outdoor, 25% semi-outdoor. and 15% indoors. The problem that Mattea Social Space is currently facing is that there has been a decrease in the number of customers in the last few months, the trend of which has been decreasing since the middle of the year. The purpose of the research is first, to find out the best strategy to increase customers by leveraging the community. Second, to propose an implementation plan for the proposed strategy. The conceptual framework used by researchers in this study is that community marketing and community building will affect brand loyalty, and brand loyalty will ultimately increase the number of customers. This research method uses a qualitative approach with data collection techniques, namely observation and interviews. Data analysis with internal and external analysis as a tool for developing programs and strategies to be implemented. From the results of internal research, it is known that the problem that causes a decrease in customers is because many customers move from their gathering places to other or new places that have a different atmosphere. So Mattea Social Space needs a competitive advantage in areas other than the building without spending a lot of money. The results of the study show that the best strategy to increase customers for Mattea Social Space is to create a Community Ecosystem of Mattea Social Space, where Mattea Social Space becomes a gathering place for many communities to gather and carry out various activities in it by providing certain benefits, then as a supporter, it is also necessary to carry out and routinely schedule employee training programs related to service improvement and product development, and also need to implement and schedule routine maintenance for all areas and equipment owned by Mattea Social Space. Then this is carried out under control by making plans to implement these strategies for one calendar year 2023 as well as the KPI (Key Performance Indicator) for each action.

Keywords: Number of customers, community marketing, community building, & brand loyalty

Introduction

Nowadays, cafe business in urban cities is phenomenal. Not only large companies, but also individual entrepreneurs are starting the cafe business. In urban cities, the cafe business is becoming something phenomenal. That makes many cafes enter the market. It is also supported because hangouts in cafes are lifestyles for millennial generations in particular. A lifestyle is an individual or group's interest or behavior. As for the type of lifestyle that matches the cafe, it is for people who enjoy socializing, hanging out, doing business, reading, working, or spending time in cafes or restaurants. Lifestyle and food observer Kevin Soemantri is quoted from a Kompas article on people's lifestyles, saying that currently the trend of going to bars in various countries has shifted to going to coffee shops or cafes. The activity of drinking coffee while hanging out is also evidenced by the development of coffee consumption in Indonesia which continues to grow from year-to-year.
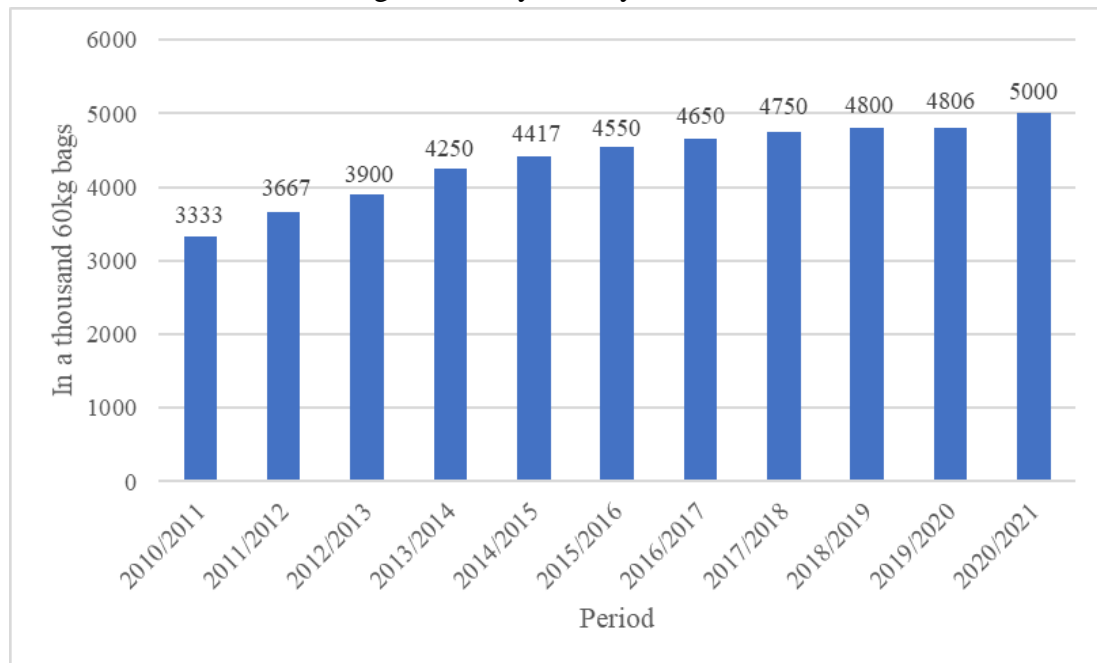

Table 1 Coffee Consumption Growth in Indonesia (2010-2021)
**Source: International Coffee Organization**

The younger generation drives the recently growing number of coffee consumers. In the past, coffee was associated with a grown-up drink or older people's drink. It also encourages coffee consumption in the country. According to data from the International Coffee Organization (ICO), coffee consumption in Indonesia has reached 5 million 60-kilogram bags in the 2020/2021 period. That number increased by 4.04% compared to the previous period which amounted to 4.81 million 60 kg bags. Coffee consumption in Indonesia in 2020/2021 will also be the highest in the last decade. Furthermore, Indonesia's coffee consumption is one of the largest in the world. Indonesia is in fifth place or below Japan, whose coffee consumption reaches 7.39 million bags measuring

60 kg. Meanwhile, Indonesia's coffee production will reach 774.6 thousand tons in 2021. This value is up 2.75% from the previous year which was 753.9 thousand tons.

Nowadays, coffee consumption is an activity that is considered a lifestyle, especially for the younger generation. Since the drinking coffee habit has been shifting into a lifestyle, many cafes keep growing to cater to it. The independent and chain retail coffee outlet has recently emerged across the country, offering coffee products ranging from affordable to high-end. They are usually located in public areas such as the business center, shopping mall, and transportation hub (Mcdonald, G., & Rahmanulloh, 2020), and in Indonesia, consumption growth powered by the expansion of retail coffee shops, including franchises and local small business. Coffee outlets target consumers in shopping malls, business centers and public facilities such as airports and train stations (Wang & Ghalih, 2017). These days, the cafe is the place for sipping coffee and a place to hang-out and work. With the rapid development of the number of coffee consumers, the cafe business competition has become increasingly fierce. It can be seen from the data processed by the Badan Pusat Statistik on the development of the food and beverage business in Indonesia which can be seen from the profits obtained from year-to-year.
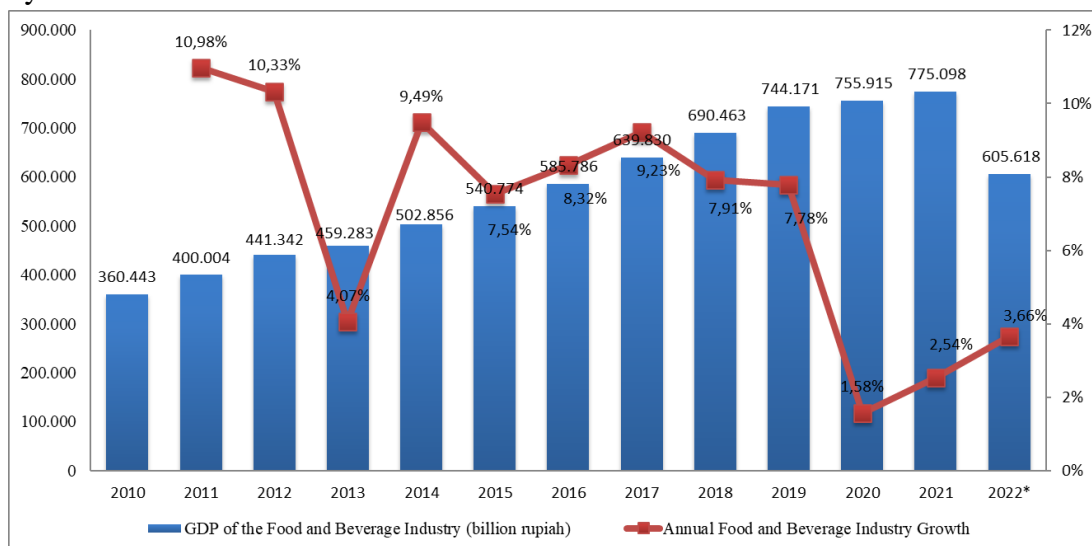
Graph 1 Number of food and beverage businesses in Indonesia
Sumber: Badan Pusat Statistik Indonesia

According to the graph above from Badan Pusat Statistik Indonesia, the development of the food and beverage supply business in Indonesia itself in 2018 experienced an increase in profit. The total income from the food and beverage supply business was 22.82 trillion rupiah in 2017 and 23.55 trillion rupiah in 2018, this figure has increased by 3.11% in 2018 and continues to increase until 2020 by 1,58%. This indicates that the food and beverage supply industry is growing every year.

With the growing growth of cafes and restaurants, cafe business owners are required to find ways and strategies to be able to retain their customers and attract new customers to maintain and increase their customers.

One efficient strategy to increase customers significantly is through communities. (Thakur, 2015) Community marketing as a channel for distribution through a broad range of partners to provide access and knowledge about an under-served customer segment and build acceptability through the trust they command in that customer community. The proposed definition suggests that community marketing is based on partnership with specific groups who have access to specific segments of customers. The appropriate unit of analysis appears to be specific products/services and customer segments. Community marketing has been the preferred way of reaching out to large segments of consumers in developing economies. However, in doing community marketing, companies also need to create a community that grows with the company so that the community remains loyal to the company, as said by (Stephanie, 2019), building a community around a brand is a good way to give customers value at every stage of their journey, design better products, and increase overall customer lifetime value (CLV). Marketing strategies that aren't prioritizing community marketing are missing out big on brand growth and customer advocacy opportunities.

With the existence of a community, it is hoped that there will be positive interactions between users of products and services in a company so that customer loyalty can be maintained. As mentioned by the MarketPlus Consulting Whitepaper Team (2010), one of the main goals of companies building or developing communities is to increase consumer loyalty.

Examples of communities in Indonesia that have been formed include Bike to Work (bike community), Scoots Indonesia (scooter community), Indorunners (running community), GettinLow (car community), StandupIndo (stand up comedy community), Greenpeace (community environment), TernakUang (financial community), and many more.

With that community strategy, the cafe can be a place for them to gather and get special benefits for the community both from products and services. This strategy is very suitable for cafes that have a large and comfortable area to serve as a gathering place for various communities and utilizing community can be a good strategy for cafes to increase their number of customers.

Metode

Research approach of this study is descriptive qualitative research, where the data collected is in the form of words, pictures, not numbers (Sugiyono, 2016). According to (Bogdan, 1993), qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Meanwhile, according to (Moleong, 2012), descriptive research is a form of research aimed at describing or describing existing phenomena, both natural phenomena and human engineering. Qualitative research focuses on social phenomena, giving voice to the feelings and perceptions of the participants under study (Ar & Damaianti, 2011). This is based on the belief that knowledge results from social settings and that

understanding social knowledge is a legitimate scientific process (legitimate) (Emzir, 2011).

In this study, researchers act as planners, data collectors, active instruments in collecting data, analyzing data and as reporting research results. The data collected in the form of descriptive data, namely, spoken words from the utterances of the representatives of each community recorded with a recorder (Joko, 2011).

Data Analysis

1. Data Coding

Coding is an important step before analysis begins. This step is intended to organize and systematize data in a complete and detailed manner so that it can reveal an overview of the data being studied (Kristi, 2005). Coding steps according to (Kristi, 2005) are as follows:

1. The researcher arranges the transcription verbatim (word for word) or the field notes in such a way that there are large empty columns to the left and right of the transcript. This will make it easier for him to put certain codes or notes on the transcript.

2. Researchers sequentially and continuously number the 29 lines of the transcript and/or field notes.

3. The researcher gives a name for each file and a specific code and affixes the date on each file. The code chosen must be a code that is easy to remember and is considered to most accurately represent the file.

2. Thematic analysis

According to (Arnold et al., 2006) thematic analysis is a method for identifying, analyzing and reporting patterns or themes in a data. Therefore this method can organize and describe data in detail in order to interpret various aspects of the research topic. According to (Kristi, 2005) the thematic approach is a process used in processing qualitative information which generally aims to understand phenomena or social symptoms by focusing more on a complete picture of the phenomenon being studied rather than breaking it down into interrelated and implemented variables systematically.

Results and Discussion

Finding: Business Solutions

The fourth chapter describes the findings in the field in sequence formulation of the problem/research focus. Presentation and analysis of data is also described in this chapter, which includes the strategies undertaken to increase the number of customers through community. The discussion in this chapter is intended as an answer to the problems that have been formulated in the introductory chapter.

Analysis

This research was carried out according to what had been planned in the previous chapter with the methods and research subjects that had been determined. In this

chapter, the writer presents the answers to the formulation of the problems contained in this chapter. The problem formulation is to increase the number of Mattea Social Space customers by using the community. This research involved 15 informants who came from different types of communities with various backgrounds. The informant database is as follows;

No	Name	Community	Formed on	Field	Area	Status	Activity	Gathering Place
1	Bagus Aditya	Ikatan Cendekiawan Muslim Indonesia	1990	Education & Academics	Jakarta Selatan	Administrator	1 activity/ 2 weeks	Basecamp/cafe
2	Atha Mubarak	Ikatan Ahli Planologi	2002	Profession	DKI Jakarta	Member	1 activity/ 2 weeks	Cafe/Restaurant
3	Andy Frams	Pergerakan Mahasiswa Islam Indonesia	1990	Religion	DKI Jakarta	Member	2 activities/ year	Ballroom/Cafe
4	David	Subaru & Ducati Indonesia	2002	Otomotive	DKI Jakarta	Member	1 activity/ 1 week	Sportsbar
5	Farid Ramadhani	Komunitas Maritim Muda Indonesia & Dota 2 Indonesia	2018 & 2013	Education & E-sports	Indonesia	Administrator	1 activity/2 months	Cafe
6	Firman	Gue PSM, Interisti Indonesia, Realestat Indonesia	1980, 2018, 1972	Sports	Jakarta Selatan	Administrator	2 activities/ week	Cafe
7	Patrick Santoso	Komunitas Volly Antar	2000	Sports	Jabodetabek	Member	1 activity/	Cafe/restaurant

		Kampus Se-jabodetabek					week	
8	Ivan Nathanael	Angkatan Muda Pembaharuan Indonesia	1978	Politics	Indonesia	Administrator	2-3 activities/ month	Office, cafe, restaurant
9	Iqbal Mubarak	Komunitas Ilustrator Jabodetabek	2019	Profession	Jabodetabek	Member	1 activity/ month	Cafe
10	John	Komunitas Pecinta Tanaman Hias	2019	Hobby	DKI Jakarta	Member	1 activity/ month	Cafe
11	Yossy Andrew Girsang	Crypto & Blockchain Community	2018	Finance	DKI Jakarta	Member	1 activity/ month	Cafe, restaurant
12	Tri Hendra Widadi	Indonesia E-Sports Association	2013	E-sports	DKI Jakarta	Administrator	2 activity/ month	Cafe, restaurant
13	Naufal Syafrun	HIPMI Jaya	1972	Profession	DKI Jakarta	Member	3 activity/ week	Cafe, restaurant
14	Yoshua Harbyanto Sipangkar	Blezbros	2019	Religion	DKI Jakarta	Member	1 activity/ week	Online Meeting
15	Yoga B Permadi	Bremer & 45 CC (Cycling Community)	2019	Sports	DKI Jakarta	Member	2-6 activities/ week	Cafe

Table 1 informant's Database

Then in the interview regarding the informant's interest in a gathering place, the writer asked them to sort the most important to the least important from several factors,

namely, a large area, a beautiful area, a comfortable area, good food and drinks, offers and discounts, good service, and collaboration. The most important factor is rated in number 1 (one), to the least important factor is given a number of 7 (seven). The following are the results that have been sorted by the informants.

No	Name	Comfortable Area	Fine Area	Wide Area	Delicious Food & Beverages	Offering & Discount	Good Service	Collaboration
1	Bagus Aditya	2	6	2	7	5	4	3
2	Atha Mubarak	2	6	3	1	7	4	5
3	Andy Frams	4	6	5	7	2	3	1
4	David	1	7	3	2	6	4	5
5	Farid Ramadhani	2	7	5	3	4	1	6
6	Firman	2	7	4	3	6	1	5
7	Patrick Santoso	1	7	2	3	6	5	4
8	Ivan Nathanael	1	7	5	3	2	6	4
9	Iqbal Mubarak	1	7	2	6	4	5	3
10	John	7	6	5	4	3	2	1
11	Yossy Andrew Girsang	1	3	4	6	7	2	5
12	Tri Hendra Widadi	1	6	5	4	7	2	3
13	Naufal Syafrun	1	7	4	5	6	2	3

14	Yoshua Harbyanto Sipangkar	1	7	2	6	3	4	5
15	Yoga B Permadi	3	4	5	1	2	6	7
Total		30	93	56	61	70	51	60
Mean		2	6,2	3,73	4,06	4,66	3,4	4

Table 2 Factors Affecting Community Interest in a Gathering Place

From the calculation results above, from 15 informants, we can see that the comfortable area factor is the first order with the smallest value as the most important factor when the community chooses a place to gather, then good service, large area, collaboration, good food and drinks. delicious, offers and discounts, and what is considered the least important is the fine area.

Based on the results of interviews with participants, the following was the grouping of informant's answers;

Community Marketing

1. Membership:

In this membership factor, the determining factor is the desire to participate in activities organized by the community, a sense of belonging to each other in the community, and getting benefits when joining the community.

On this factor, the majority of informants have a desire to participate in activities organized by the community, as said by Iqbal Mubarak (Komunitas Ilustrator Jabodetabek): "*Kalau saya pribadi, saya cukup segar lah, cukup cukup senang lah kalau misalkan komunitas saya ini bikin acara, saya proaktif lah, saya cukup proaktif kalau misalkan bikin acara saya ikut bantu atau misalkan kita duduk diskusi bareng atau apa saya pun join, misalkan nongkrong di mana, segala macam. Ketemu.*".

Then, on this factor, the majority of informants also have a sense of belonging to each other in their community as said by Yossy Andrew Girsang (Crypto & Blockchain Community): "*Saya mungkin mau jadi pengurus karena saya melihat ada manfaat, terutama update ya informasi ya. Sekarang kan kalau bicara teknologi kan cepat banget.*" and Tri Hendra Widadi (IESPA): "*Iya, kalau manfaatnya sih pasti networking ya, kemudian kita juga tahu.. ibaratnya kan saya suka gamen nih, ibaratnya kita bisa tahu peluang-peluang di game itu apa saja sih yang bisa buat bisnis atau mungkin bisa inilah, menghasilkan lah.*".

Then, in this factor, the majority of informants felt that they benefited from joining the community as Iqbal Mubarak said (Gue PSM Community): "*Kalau itu sih iya. Apalagi kalau kita di supporter Gue PSM ya. Kita itu di sana sama-sama perantau*

yang mengadu masih di Ibu kota. Makanya kita saling merangkul, saling jaga dan memiliki komunitas itu layaknya sebagai sebuah wadah keluarga kita sendiri"

2. Influence:

This factor is influenced by community indicators that can influence its members, influence each other in the community, and community programs can influence members' purchasing behavior.

On this factor, the majority of informants feel that the community can influence its members, as said by Yoshua Harbyanto Sipangkar (Blezbros) "*Sejauh ini yang saya lihat cukup membantu. Jadi ibaratnya kan kalau komunitas kita ini kan patokannya nilainya kan dari Alkitab. Jadi apapun pengajaran dan juga nilainya berdasarkan Alkitab gitu. Jadi kita sih sama-sama saling terbang dan terbantu juga, justru semakin iman percaya kita sama-sama anggota itu semakin dilengkapi, semakin diperkuat.*".

Then, in this factor, the majority of the informants influenced each other, as Patrick Santoso (Komunitas Volley Antar Kampus Se-Jabodetabek) said: "*Karena kan diluar daripada sebagai tim, kita kan juga temen-temen bersama, pasti bisa saling menginfluence dari cara kita berbicara, apa yang dibicarakan. Pasti bisa menginfluence, mindset, dan cara pikir pribadi masing-masing.*" and also according to John (Komunitas Pecinta Tanaman Hias) "*Pastinya dapat mempengaruhi, karena dengan komunitas ini bisa menentukan tren yang mana yang bisa kita naikin pricenya dan mana yang saat ini kita tahan dulu*".

Also on this factor, the majority of informants feel that community programs can influence their buying behavior, as stated by Tri Hendra Widadi (IESPA): "*Ya, pasti lah. Mungkin ini lebih arahnya ke game ya, misalnya ada kayak gear-gear game gitu kan, misalnya ada kompetisi atau misalnya di kita ada ketemu vendor, gitu. Nah itu jadi kayak, "Wah, ini ternyata lebih bagus. Harganya lebih murah," kayak gitu. Itu pasti ngaruh itu.*".

3. Integration and Fulfilment of Needs:

This factor is influenced by several factors such as feeling valued in the community and the community can meet the needs of its members.

Based on this factor, the majority of informants felt valued in the community, as stated by Ivan Nathanael (Angkatan Muda Pembaharuan Indonesia): "*Sangat ya mas kalau misalnya yang saya anggap soalnya dari seluruh kegiatan saya aktif dan dari seluruh kegiatan itu saya ya saya rasa apa pendapat saya itu diakomodir oleh kepengurusan.*".

Then also in this factor, the informant feels the community can meet the needs of its members, as said by Naufal Syafrun (HIPMI Jaya): "*Kalau dibilang sih sangat, Mas, ya. Dengan gabung organisasi yang pengusaha semua ini kan, satu yang pasti kita punya satu tujuan, sukses bareng-bareng dengan berusaha. Nah jadi dengan satu pemikiran ini itu yang pasti dari secara network, financial atau segala macam itu kita sangat terpenuhi di sini, Mas. Balik lagi karena ini memang saya rasa ini komunitas yang paling oke ya saat ini ya.*". However, there are communities that feel that they have not fully met the needs of their members because the community has not reached

all of its members, as Yossy Andrew Girsang (Crypto & Blockchain Community): "*Karena kan balik lagi ini mulai lagi membangun gitu kan. Nah mungkin di sini ada anggota nggak aktif itu mungkin gara-gara keinginan dia pertama mungkin kayak goals-nya pertama itu nggak tercapai gitu. Nah mungkin itu lagi dicoba diolah lagi mungkin, kan supaya bisa memenuhi kebutuhan tiap-tiap anggota, gitu. "Tujuan dia gabung di organisasi ini apa sih?" gitu.*"

3. Shared Emotional Connections:

This factor is influenced by community indicators representing the lifestyle of its members and having positive experiences after interacting with other community members.

On this factor, the majority of informants feel that the community represents their lifestyle like Patrick Santoso (Komunitas Volley Antar Kampus Se-Jabodetabek) "*Mungkin bisa dibilang menggambarkan. Karena mendidik etos kerja, kedisiplinan juga terbentuk dari komunitas ini juga.*" however, there are also members who feel that their lifestyle is not represented by their community, as Andy Frams said (Pergerakan Mahasiswa Islam Indonesia): "*Wah relatif sih kalau itu. Karena kadang saya juga ada yang ga setuju kalau komunitas jalanin suatu proker-proker, jadi ya ga sepenuhnya sih*".

Then, on this factor the majority of informants got positive experiences after interacting with other community members, as said by Yoga B Permadi (Bremer & 45 CC) "*Sangat. Kita selalu tukar pikiran, hal-hal baru jadi dapat, karena kita semua punya latar belakang yang berbeda-beda kan, jadi lagi istirahat atau selesai riding, kita nongkrong istirahat sambil ngobrol-ngobrol.*"

Community Building
 a. Area factor:

Based on table 4.2, the majority of informants feel that a comfortable area is the most important factor in a gathering area.

- Areas that are comfortable for the community according to the informants are:
   a. Clean area, like Yoshua Harbyanto Sipangkar (Blezbros) said: "*Yang penting kita sih nyaman ya, bersih nyaman, terus lebih leluasa lah untuk bisa melakukan kegiatan ibadah.*"
   b. Private areas and facilities that support gatherings, such as Iqbal Mubarak (Komunitas Ilustrator Jabodetabek) said: "*Oh iya. Menurut saya perlu sih, karena kan kadang kita kumpul di coffee shop itu kan cukup kurang kondusif ya karena mungkin banyak yang nongkrong juga atau banyak orang-orang yang ngumpul selain kita juga jadi nggak kondusif kalau kita mau ngobrol-ngobrol dan kita kan kadang juga kalau misalkan cukup serius kita ngadain kumpul-kumpulan, kita mungkin butuh tempat yang selain kondusif juga butuh semacam kayak misalkan layar, protektor gitu buat diskusi bareng, sharing dan mungkin orang-orang sekitar juga bisa join gitu jadinya.*" and also according to Yossy Andrew Girsang (Crypto & Blockchain Community)*

"*Tempatnya yang private karena anggota-anggota kan pasti orang-orang yang memang sudah agak berkelas, lalu juga cukup memadai untuk dilakukan acara-acara sih, seperti seminar, sharing-sharing, lalu ada AC, terus nggak terlalu ribut juga, maksudnya nggak yang kayak restoran orang, restoran ramai gitu kan enggak, jadi orang bisa ada yang ngomong juga di depan, bisa didengar gitu.*",

    c. Then with different zones it also supports the comfort of the community, as said by Tri Hendra Widadi (IESPA): "*kalau bisa sih ada dua tempat, bisa satu buat serius sama santai, mungkin seriusnya kita bisa di meeting room, kalau mau santai ya tempat terbuka gitu.*"

- Then a large area to meet the needs of a community that has a large number of members, as said by David (Ducati Community) "*Tempat ideal yang pasti satu yang parkirannya banyak, yang bisa mencakup banyak mobil atau motor ya. Yang kedua, seat-nya harus bisa mencukupi buat kebutuhan anggota.*" and according to Patrick Santoso (Komunitas Volly Antar Kampus Se-Jabodetabek): "*Karena memang misalkan anggota ada 30 40 orang, cafe yang tidak memadai juga kan belum tentu bisa membuat kita semua nyaman bersama gitu.*"

- Beautiful areas can also be used as "instagrammable" photo spots, as Yoga B Permadi said (Bremer & 45 CC) "*karena kita punya akun sosial media di community yang bisa terbilang aktif jadi kita, biasanya member kepengen tempat yang instagramable, bisa bikin konten bagus, kaya gitu-gitu lah. Nggak bisa dipungkiri juga kalau kita community sepeda itu ada, selain tadi ya mengajak sehat, mengajak prestasi, ada sisi lifestyle nya juga.*"

b. Product factor:

Based on table 4.2, the informants feel that good food and drinks can influence the community to choose a place to gather, but this factor is relative to them. According to Patrick Santoso (Komunitas Volly Antar Kampus Se-Jabodetabek): "*Karena memang misalkan habis tanding kita lelah, otomatis kita akan mencari yang cukup bisa berenergi, yang enak, atau mencari minuman yang bisa menambah energi,*". There are also communities that don't really think about good food and drink, and only consider food and drink as a complement, as Iqbal Mubarak said (Komunitas Ilustrator Jabodetabek) said: "*Kalau kami biasanya pun nongkrong nggak terlalu memperhatikan makanan terutama ya. Yang penting itu karena di coffee shop, anak-anak suka ngopi, yang penting kopi di situ. Paling kalau misalnya makanan mungkin kayak platter atau ya semacam french fries atau chicken wings mungkin kalaupun agak semi-semi berat, cuman kalau misalkan kayak nasi gitu-gitu mungkin jarang sih kita.*" and the same is true according to Yossy Andrew Girsang (Crypto & Blockchain Community): "*Nggak yang harus makanan yang gimana-gimana. Yang penting adalah, sambil orang ngomong itu kan berdiri ngopi kan.*"

 c. Service factor:

Based on table 4.2, the informants feel that good service is very important for the community to gather. As stated by David (Ducati Community): "*Kalau pelayanannya welcome terus bisa nge-treat dengan baik ya, bisa nge-treat kayak teman atau keluarga pasti tamu juga lebih senang buat di regular customer sih.*" and the same thing as mentioned by Patrick Santoso (Komunitas Volly Antar Kampus Se-Jabodetabek): "*Karena memang pelayanan kan salah satu kunci penting dalam sebuah tempat kumpul ya, cafe restoran. Karena jika pelayanannya jelek, meskipun pelayanan enak, kita belum tentu akan datang lagi gitu.*". This also proves that service factors can affect customer loyalty to a gathering place.

d. Price factor:

Based on table 4.2, the informants feel that offers and discounts are not too important for the community to gather in a gathering place, as stated by Firman (Gue PSM, Interisti Indonesia, & Realestat Indonesia): "*Diskon sebetulnya kalau di komunitas Gue PSM tidak berpengaruh ya. Kenapa? Karena kalau kita sudah nyaman di suatu tempat, kita akan betah di tempat itu.*". Likewise according to David (Ducati Community): "*Tergantung sih ya, kalau saya sih nggak terlalu pusingin masalah diskon ya karena mungkin frekuensinya ketemu kan paling cuman seminggu sekali ya, toh bahkan kadang dua minggu sekali gitu.*". Unlike Andy Frams, who has a community of students, according to Andy Frams: "*Pasti harga dan diskon mempengaruhi. Kan levelnya mahasiswa, jadi butuh yang kantong-kantong mahasiswa.*". Likewise according to Patrick Santoso (Komunitas Volly Antar Kampus Se-Jabodetabek): "*Karena memang kan balik lagi, tidak semua anggota memiliki posisi finansial yang cukup sama. Jadi ketika kita melihat ada diskon, pasti kita akan lebih tertarik, oh mungkin secara keseluruhan biayanya dapat berkurang.*". So that it can be concluded that affordable prices and discount offers can affect the community based on the buying ability of its members.

Price and discount factors can also be said to be very sensitive for a community, this makes a lack of loyalty. As stated by Yoga B Permadi (Bremer & 45CC): "*Saya termasuk di dalam member 45 yang, apa ya, beberapa kali quote unquote protes lah ya, protes dalam, dalam konteks saya pengen ganti suasana. Jadi maksudnya gini, kenapa kita harus di satu tempat Terus, apalagi tempat itu tuh nggak ngasih kita promo.*".

e. Collaboration Factor:

Based on table 4.2, the informants feel that collaboration is one of the things that can attract the community to make a gathering place their "basecamp", as Bagus Aditya (Ikatan Cendekiawan Muslim Indonesia (ICMI)) said: "*Kita belum pernah ada pengalaman ke sana sih. Cuma kalau emang ada yang cocok banget kita bisa ikat secara partnership mungkin itu akan sangat lebih baik ya, biar kita punya basecamp kedua lah ibaratnya*". Then according to David (Ducati Community): "*Kita butuh titik kumpul juga tuh, kalau bisa kerjasama dengan tempatnya sih enak koordinasinya jadinya.*" and collaboration can occur if the community's desired needs are met first, as Atha Mubarak (Ikatan Ahli Planologi) said: "*Tergantung tempatnya, Mas, kalau tempatnya nyaman, luas, makanannya enak ya kita sangat tertarik untuk melakukan*

kolaborasi sih, Mas.". In addition to collaboration to become a gathering place, a gathering place can also collaborate in holding an event with the community in terms of providing space, as stated by Iqbal Mubarak (Komunitas Ilustrator Jabodetabek): "*Nah kalau untuk kami memang prefer sih baiknya memang area yang luas cukup, karena kan kita butuh kayak area terbuka dan lain-lain, mungkin kita buat buka pagelaran ya, jatuhnya mungkin kalau misalkan kita buat teman yang mau mamerin gambarnya, gambarnya mungkin dia printing di poster atau apa pengen dibikin semacam.. dikasih tongkat biar dia didesain di poster itu, x banner dan lain-lain. Jadi ada space, jadi gitu. Mungkin kalau sempat kurangin juga, begitu.*"

4. Brand Loyalty
   a.   Make repeat purchases:

   On this factor, the majority of informants feel that they will make a purchase or revisit a gathering place if they feel that the place provides what the community needs and wants, as said by Bagus Aditya (Ikatan Cendekiawan Muslim Indonesia (ICMI)): "*Itu hitungannya jadi salah satu apa ya, basecamp kita lah buat kalau mau ngadain apa-apa ya udah kalau kita tahu nyamannya yang mana, kita biasanya bakal pilih kesitu-situ lagi sih.*"

   b.   Referring to others:

   On this factor, all informants will provide recommendations for community gathering places to other people when asked about recommendations for gathering places. This can happen because the community already feels that their needs and desires are fulfilled at the gathering place, as said by Yossy Andrew Girsang (Crypto & Blockchain Community): "*Kalau kita sudah sering di situ kan biasanya nanti komunitas yang lain atau pas gua mau komunitas gua yang lain kan.. gua kan kadang nggak tahu kan, misalkan nih gua ikut komunitas yang lain, di luar Blockchain atau Crypto, terus gua pengurus untuk mau bikin acara nih, panitia. Pasti dong gua akan milih tempat yang gua sudah tahu gitu, daripada gua gambling. Habis itu gua sebagai pengurus atau panitia bakal dimarahin orang-orang kan?*"

   c.   Demonstrates immunity to the pull of competitors:

   In this factor, the majority of informants will move or try other places that can provide more attractive offers to the community, as Tri Hendra Widadi (IESPA) said: "*Kalau misalnya ada tempat menarik, ada tawaran menarik ya pasti dipindah-pindah. Mungkin biasanya stay di sini nih ada tempat menarik, tawaran menarik, ya paling nah di dua tempat itu tanpa kita meninggalkan yang lama sebenarnya sih.*"

   Changing gathering places also occurs because the community has no attachment or cooperation with a gathering place, as said by Bagus Aditya (Ikatan Cendekiawan Muslim Indonesia (ICMI) "*Sejauh ini kemungkinan jawabannya iya sih. Karena kita belum ada pernah ada satu dealing partnership gimana-gimana gitu. Jadi kalau ada opsi yang lebih baik ya pasti kadang kita lebih pindah aja gitu*". It's different if a community already has an attachment to cooperation with a gathering place, as said by John (Komunitas Pecinta Tanaman Hias): "*Kalau untuk pecinta tanaman hias tidak*

mudah berpindah karena itu tadi saya bilang karena dia jarang melakukan pameran sehari. Jadi kalaupun mau berpindah pasti berpikir tentang dia sudah menyewa untuk setengah bulan atau 1 bulan. Jadi tidak akan mudah jadi dia akan menimbang saya akan pindah kalau sekiranya misalnya apa masa sewanya udah mau habis dan ternyata ada tempat yang lebih baik."

The community also takes into account several factors which they think are important to have a gathering place, not just simply moving places, as said by Atha Mubarak (Ikatan Ahli Planologi), "*Jelas akan pindah, kalau penawaran dan tempatnya lebih nyaman, juga kalau tempatnya biasa saja tapi penawaran kayak gitu-gitu ya kita lebih tetap ke tempat yang nyaman di awal sih, Mas*".

Proposed Strategy

Acquisition Strategy

a. Mattea Social Space Community Ecosystem

One of the best ways that Mattea Social Space can use in getting communities interested in gathering in it is collaboration, this is evident from table 4.2, which shows that collaboration is the third order of things that makes communities interested in a gathering place. This is done by inviting the community to join the Mattea Social Space community ecosystem and making Mattea Social Space a "basecamp" for these communities by providing various benefits to the communities. This strategy is considered efficient and significant because based on interviews conducted by representatives of the communities, community members are easy to follow and willing to participate in what their community will do, because they believe the community can provide what is needed by its members and describe the whole lifestyle of its members. So that the more communities that join the Mattea Social Space Community Ecosystem and the more members therein, the more and more significant the increase in Mattea Social Space customers will be. To launch and increase the community's desire to join the Mattea Social Space Community Ecosystem, the following strategies can be implemented, including:

 b. Mattea Social Space membership card for communities that are already collaborating

If the community has collaborated with Mattea Social Space, all members of the community will get a member card that can provide discounts when the card owner places an order and will get another special discount if the majority or all community members are together. This membership card will later record member data using the "Moka POS" application which has also been used for cashier applications, so data and purchases can be integrated.

 c. The right to do an "open bill"

In the operational standard of Mattea Social Space services, customers are prohibited from "open billing" (order in advance and pay after completion), all Mattea Social Space customers must pay directly at the cashier after they order at the cashier.

 d. Book a place without a minimum order

This collaboration intends to make it easier for the community to hold gatherings at Mattea Social Space, the community only needs to coordinate with Mattea Social Space to make reservations and select the desired area without a minimum purchase. Because the booking regulations in Mattea Social Space for customers require booking a place with a minimum purchase requirement.

e. Availability of places to conduct community events

With a large Mattea Social Space area that can accommodate many people and has different zones, it can make it easier for the community to carry out their events according to their needs.

In carrying out this collaboration activity, Mattea Social Space will recruit a community manager who is responsible for the community ecosystem in Mattea Social Space, which includes the activities or strategies mentioned above, this position will later communicate to provide information and services to communities that have collaborated or have not collaborated with Mattea Social Space.

f. Routine Maintenance Area

A comfortable area is the most important concern for many communities, it can be seen clearly in table 4.2 which shows a comfortable area is the most important factor for the community to gather in a gathering place. A comfortable area has many indicators, which include a clean area, well-maintained facilities, and adequate facilities.

This can be done by training and creating SOPs for all employees to routinely tour the area to carry out cleaning, especially for the office boy division. This is important for Mattea Social Space because the majority of the area is outdoor, where during field observations, many customers littered the floor of the outdoor area. If the cleanliness is not routinely maintained so that there is no accumulation of garbage on the floor area.

It is also very important to pay attention to the maintenance of facilities and buildings, because in relation to the Mattea Social Space area and buildings, the majority of the walls and floors are exposed to cement, and the nature of cement is very susceptible to moss and dirt easily sticks to it, so maintenance needs to be done again for the cement layer. Likewise for facilities such as seats and tables that must be repaired or replaced regularly and scheduled. Not only maintenance, but additions and improvements to the area's interior design also need to be done to make the area more attractive and make customers less bored and more interested in coming to Mattea Social Space.

g. Employee Training

In principle, employee training and retention programs are programs that aim to improve employee capabilities and are expected to have implications for company performance to be able to directly or indirectly improve service performance to be better and provide customer satisfaction. This is considered important to continue to develop because as mentioned in table 4.2, that good service will be the second determining factor in choosing a gathering place, and also based on observations and data obtained from secondary data in Google Reviews.

Bad Google Review Rating About Food	Total
1 star	3
2 stars	3
3 stars	4

Table 3 Bad Google Review Rating About Food

Bad Google Review Rating About Service	Total
1 star	16
2 stars	6
3 stars	8

Table 4 Bad Google Review Rating About Service

This training program is carried out by inviting a credible trainer or service consultant in the field of service and FnB. It is planned that this training will be held regularly on weekends, for employees who work in the first shift (07.00-15.30) will receive training after their working hours are finished, while for employees who enter in the second shift (15.30-24.00) will receive training before working hours they started. The material that will be provided is related to star hotel service standards.

Proposed Marketing Mix

New marketing mix based on internal analysis, external analysis, and Root Cause Analysis (RCA). Marketing mix contains 7P that are product, price, place, promotion, people, process and physical evidence. The new marketing mix can be combined and added to the previous marketing strategy to create more value so the business can achieve their goals and be sustainable. These are new marketing mix for Mattea Social Space:

Product

Based on existing observations and reviews, Mattea Social Space has a strong customer base for the variety of products sold and the quality of the taste, this is a competitive advantage for Mattea Social Space. However, for products, Mattea Social

Space still has to provide regular changes or additions to the menu. This is necessary because to avoid customer saturation of the existing menu both for menus in the bar division and kitchen division, especially for sharing menus for providing large groups or communities, such as pizza or other appetizer platters.

People

Currently, Mattea Social Space has 25 employees consisting of full time and part time employees. Based on internal analysis, it shows that there are several vital parts or functions of the company that are not fully running well, this is related to operations and the addition of teams in the marketing and community managers section. With the current composition of employees it is felt that it is not optimal in improving company performance as seen from the decrease in the number of customers each month. For this reason, employee training on service and product manufacturing is a solution that can be considered. The existing employees currently do not really have hospitality training from standard training, and the majority of employees working in the operational section do not have a hospitality background. This training will be conducted for all employees who have direct contact with products and customers, such as security, office boys, waiters, baristas and chefs. For the marketing division, additional community manager positions are needed. This community manager is needed to invite, build, and maintain communities that will work together, and organize interesting events that can bring in many visitors to make Mattea Social Space's Community Ecosystem strategy a success. This position needs to be filled by someone who already has experience in the fields of promotion, media and events.

Physical Evidence

Overall, Mattea Social Space has good facilities and layout because it is able to provide a comfortable hangout atmosphere by providing a very large room and having different types of zones, such as an indoor zone and an outdoor zone with stands, long tables for large groups, small tables for small groups, these zones will be very suitable if the Mattea Social Space Community Ecosystem is running later, because each community can gather separately from customers or other communities. This zone has an interior design or arrangement that is currently being favored by millennials, namely an industrial theme mixed with a tropical theme so that almost every spot becomes instagramable, which of course can also provide the needs of communities that need or want to take pictures in places that are "instagramable". Mattea Social Space also provides various complete supporting facilities such as a clean prayer room and fast WIFI. But the results of interviews with community representatives stated that they really prioritize the comfort of the area. Related to this, the problem faced by Mattea Social Space related to the comfort of the area is that there is no regular facility maintenance and repair program such as repairing chairs, tables and other supporting decorations or checking for damaged or obsolete facilities. The program for maintenance and repair of facilities is carried out situationally, meaning that when new complaints arise, action is taken immediately. With this situational action, the possibility of complaints from customers will be greater. In relation to these problems,

the action that can be taken is to schedule cleaning, repair and maintenance of the facility as a whole which is led by the store manager together with the office boy.

Promotion

So far, Mattea Social Space has almost always used the power of word-to-mouth marketing by customers to their relationships, and has been proven to continue to bring in new customers. Mattea Social Space only relies on Instagram Ads as a paid promotion, and is only done when issuing a promo (1 time in 2 months) and the average issue is only IDR 300,000.00 in one promotion. But in the last few months, the number of customers has decreased, this shows that the promotions carried out so far only through word-to-mouth have not continued to run smoothly and cannot be relied upon. So a new strategy is needed to increase the significant number of Mattea Social Space customers at a low cost. The strategy that can be used by Mattea Social Space is to carry out promotions within the community and cooperate with the communities to be able to make Mattea Social Space their "basecamp" to carry out their various community activities, because in the community there are members who can be said to be easy to identify with. follow what the community is doing. This strategy is supported by giving these communities several benefits such as membership cards for discounts, cooperation for community events, and a special right to book places without a minimum spend. This can increase the community's interest in joining the Mattea Social Space community ecosystem, which in the end if they are satisfied with the products and services of Mattea Social Space, members of the community will make referrals to their colleagues.

Price

The price of the products offered by Mattea Social Space is quite affordable (Rp. 15,000.00 - Rp.75,000.00), however there are several factors that need to be considered, such as, with the majority of Mattea Social Space's consumers being millennials who already have jobs and has high purchasing power, the majority of customers are in the form of groups or communities, and also the Mattea Social Space area which is mostly outdoor, Mattea Social Space needs to adjust its product pricing strategy, such as increasing product prices little by little to increase sales, then making determinations the price of product packages for sharing or groups to provide for the wishes of communities who may not have high purchasing power (combining food and beverage products in one package at a lower price), providing discounts or product bundling during the rainy season (when there are only a few customers visiting). Product package pricing and discounts can also be determined when holding events with the community, so that they can attract the audience to come to the event.

Place

Mattea Social Space is located in a strategic location, both Mattea Social Space Cempaka Putih and Mattea Social Space Bekasi, both places are near office complexes, schools, campuses and housing complexes. This strategic place makes it easy for many customers to come to Mattea Social Space, and this has become one of the factors for the community's interest in coming to a place, as said by Ivan Nathanael (Angkatan

Muda Pembaharuan Indonesia): "*Saya rasa iya mas, kalau misalnya contoh misalnya kita bicara di Jakarta itu tempatnya yang strategis dimana sering untuk anak muda mudah dijangkau itu lebih cepat saya rasa.*" also said by Yoshua Harbyanto Sipangkar (Blezbros): "*Paling penting sih strategis ya, jadi anggota-anggota yang walaupun tersebar tinggalnya dimana-mana ya setidaknya bisa terjangkau lah.*" and also said by Yoga B. Permadi (Bremer & 45CC): "*Bremer kan kita butuh tempat yang terjangkau, deket dengan kita, selesai sih Mas.*" and Mattea Social Space location is also supported by operating hours which open very early, at 07.00, and close at 23.30.

The operational opening hours and strategic location can be an attraction for many communities that are located in Jakarta City and Bekasi City to enter the Mattea Social Space Community Ecosystem and make Mattea Social Space become their "basecamp". Process

The standard of service provided by Mattea Social Space has so far improved, compared to the first few months of opening, because adjustments are still being made and feedback is filled with criticism and a bad rating on Google Reviews. Even though it is currently improving, Mattea Social Space still needs to improve the service process, by conducting training with 5-star hotel standards. This needs to be done because we see from the results of interviews with communities that prioritize good service.

Currently Mattea Social Space uses a pick and pay system directly at the cashier, often when visitors start to fill the area, the order queues also pile up and form long queue lines. This can get worse when more and more communities are included in the Mattea Social Space Community Ecosystem. So a new system is needed to reduce queues which can have an impact on poor service. So that it can be considered to pay for products directly at the customer's table using the mobile web which has also been used by several restaurants such as Warunk Upnormal, and has been proven to significantly reduce queues that have piled up. Then also for the process of booking places by customers who are still manual, through the Whatsapp application, it can be changed to using online real time booking applications such as Chope, which automatically provides information in real time which areas are not filled and can be booked

Conclusion

Mattea Social Space (@mattea.socialspace) established in May 2021, running under PT. Hita Creative Nusantara. Mattea Social Space is a space that has a semi cafe and semi restaurant concept. The first Mattea Social Space Store is currently located on Jl. Rawasari Bar. I No. 35, RW. 1, Cempaka Putih Timur, Kecamatan Cempaka Putih, City of Central Jakarta, Special Capital Region of Jakarta that has 830 square meters, then for the second branch which is being built it is located on Jl. Raya Pekayon No.10, RT.04/RW.01, Pekayon Jaya, Kecamatan South Bekasi, City of Bekasi, West Java, which has an area of 1515 square meters. Mattea Social Space. Mattea Social Space has a competitive advantage in its large area which is suitable for groups and also provides many kinds of food from the kitchen, like main courses (19 products), appetizers (16

products), and gelato ice cream (7 flavours), and for drinks from the bar, there are mocktails (7 products), cocktails (5 products), coffee (11 products), fresh juice (4 products), flavor based (4 products), and milk (1 product). Currently, Mattea Social Space is experiencing a decrease in the number of visitors or customers in the last few months. In the last 3 months data, in July 2022 there were 10.010, August 2022 9528, and in September 2022 9366. The decrease in the number of customers occurred although not too significant, but this still needs to be addressed immediately by management to avoid a significant decrease in the number of customers. This situation is not profitable for the company because ultimately financial income tends to decrease. There must be some innovative changes in the marketing strategy to create a new competitive advantage to get more consumers to increase Mattea Social Space customers without having to spend a lot of money, because considering that Mattea Social Space has only been running for 1.5 years and doesn't have much capital addition. After carrying out an internal analysis by management, there are main factors causing the decrease in the number of Mattea Social Space customers, namely many customers are bored with the atmosphere and layout of Mattea Social Space, so they choose to try and choose another place that is more attractive in terms of layout when you want to hang out.

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