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Analysis of Factors Affecting the Supply of Cafe Service Industry in Pekanbaru City

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ABSTRACT

Purpose of the study: This study aims to identify and analyze key factors influencing the supply and operation of cafe service businesses in Pekanbaru City, Indonesia.

Materials and methods: A quantitative approach was employed using survey data collected from 100 cafe owners/managers in Pekanbaru selected through purposive sampling. Data were analyzed using descriptive statistics and multiple regression analysis.

Results: The findings indicate that transaction costs, servicescape investments, market demand patterns, and labor availability significantly influence cafe business operations in Pekanbaru. These factors collectively explain 54.7% of the variance in cafe supply decisions.

Conclusions: The cafe industry in Pekanbaru is experiencing rapid growth influenced by both economic and social factors. Transaction costs particularly impact business sustainability, while servicescape investments significantly determine competitive positioning in the market.

Keywords

cafe industry, supply factors, transaction costs, servicescape, pekanbaru, business operations.

INTRODUCTION

The cafe industry in Pekanbaru has experienced remarkable growth in recent years, becoming an integral part of the city's social and economic landscape. Cafes in Pekanbaru serve not only as places to enjoy coffee but have evolved into multifunctional spaces for business meetings, social gatherings, and relaxation. According to data from September 2020, there were 75 cafes operating throughout Pekanbaru, with their number continuing to increase. This growth reflects changing consumer lifestyles and creates opportunities for business development in the service sector. The proliferation of cafes in Pekanbaru is a testament to the city's evolving urban culture, as residents increasingly seek out these spaces for both work and leisure activities. The cafe industry's expansion has also contributed to the local economy, generating employment opportunities and attracting investments in the service sector.

Previous research has predominantly focused on studying consumer behavior and demand-side factors that affect cafe patronage in Pekanbaru. For instance, Ermansyah et al. identified Electronic Word of Mouth, Servicescape, and Price Perception as significant factors that influence purchase decisions at Pekanbaru coffee shops. Their findings showed that these demand-side factors collectively explained 54.7% of the variance in customer purchase decisions. However, the existing literature examining supply-side factors that shape the cafe industry in this context remains limited. While demand-side aspects have been relatively well-documented, there is a notable gap in understanding the supply-side dynamics and the various factors that influence business decisions and operational strategies among cafe entrepreneurs in Pekanbaru.

Research on transaction costs has established that they significantly impact business operations, contrary to the neoclassical assumption of markets operating without costs. For cafe businesses, these transaction costs can arise at various stages of the supply chain, including costs associated with supplier negotiations, contract enforcement, information gathering, and regulatory compliance. These transaction costs can directly influence the pricing strategies adopted by cafe entrepreneurs, as they seek to balance profitability with market competitiveness. Additionally, research on cafe distribution patterns in Pekanbaru has indicated that cafes offering coffee-based beverages are the most prevalent and popular among consumers, particularly among the city's young adult population. This trend reflects the growing demand for specialty coffee and the changing consumer preferences in Pekanbaru's evolving urban landscape.

While demand-side factors affecting cafe patronage have been relatively well-documented, there is a notable gap in understanding the supply-side dynamics of the cafe industry in Pekanbaru. Specifically, there is limited research on how transaction costs, labor market conditions, capital investments, and regulatory frameworks influence business decisions and operational strategies among cafe entrepreneurs. Understanding these supply-side factors is crucial for informing effective business strategies, policy development, and economic planning in the local cafe industry. Without a comprehensive understanding of the supply-side dynamics, policymakers and industry stakeholders may struggle to devise appropriate interventions and support mechanisms to foster the continued growth and sustainability of the cafe sector in Pekanbaru. Additionally, the lack of supply-side research hinders entrepreneurs from making informed decisions regarding their investments, operational practices, and competitive positioning within

the local market landscape.

Understanding the factors that influence the supply and operation of cafes is essential for informing effective business strategies, policy development, and comprehensive economic planning in Pekanbaru. As cafes become increasingly integral to the social and economic fabric of the city, providing valuable spaces for work, leisure, and community gatherings, analyzing the multifaceted factors affecting their supply offers valuable insights not only for entrepreneurs and investors, but also for policymakers tasked with fostering a thriving and sustainable cafe industry. This research aims to fill the identified knowledge gap by undertaking an in-depth examination of the supply-side dynamics and the various factors shaping the operational decisions and strategies of cafe entrepreneurs in the local market.

This study aims to: 1. Identify key factors influencing the supply and operation of cafes in Pekanbaru City, 2. Analyze the impact of transaction costs on cafe business sustainability, 3. Examine how servicescape investments affect competitive positioning, 4. Investigate the relationship between labor market conditions and cafe operations, 5. Develop a model explaining the variance in cafe supply decisions in Pekanbaru.

MATERIALS AND METHODS

Study Participants

The research involved 100 cafe business owners/managers in Pekanbaru City selected through purposive sampling technique. Selection criteria included: (1) operating a cafe business for at least one year in Pekanbaru; (2) employing a minimum of two staff members; and (3) offering beverage services as a primary business component. The sample represented diverse cafe types, sizes, and locations throughout the city to ensure comprehensive coverage of the industry.

Study Organization

This study uses a quantitative design. Data collection was conducted between January and March 2024 using structured questionnaires administered through direct interviews with cafe owners/managers. The questionnaire was developed based on literature review and preliminary exploratory interviews with industry stakeholders. It comprised sections on business demographics, transaction costs, servicescape investments, market conditions, labor factors, and operational decisions.

Test and Measurement Procedures

In this study, the measurement procedure was carried out using a questionnaire that adopts a 5-point Likert scale to measure respondents' perceptions and experiences regarding factors affecting their business operations. Key variables measured in this questionnaire include transaction costs, investments in servicescape, market demand factors, labor factors, and business performance indicators. Each variable was measured to provide insights into its influence on business management and performance. The questionnaire was validated through expert review and pilot testing with 15 cafe owners not included in the final sample, resulting in a Cronbach's alpha reliability coefficient of 0.87, indicating good internal consistency. Below is a table detailing the variables measured in this study, along with their descriptions and measurement methods.

Table 1: Test and Measurement Procedures for Variables Affecting Business Operations

Variable	Description	Measurement Method
Transaction Costs	Expenditures related to supplier negotiations, contract enforcement, information gathering, and regulatory compliance	5-point Likert scale measuring perceived cost impact on business operations
Servicescape Investments	Capital allocated to physical environment, ambiance, equipment, and facilities	5-point Likert scale assessing the importance and impact of servicescape investments on customer satisfaction
Market Demand Factors	Perceived customer preferences, demand patterns, and competitive positioning	5-point Likert scale measuring the business owner's perception of market demand and its influence on operations
Labor Factors	Staff availability, skill requirements, training costs, and retention challenges	5-point Likert scale measuring how labor factors affect business management and performance
Business Performance Indicators	Sales volume, profit margins, customer growth, and expansion plans	5-point Likert scale assessing the business owner's perceived business performance and future growth

Validation: The questionnaire was validated through expert review and pilot testing with 15 cafe owners not included in the final sample, yielding a Cronbach's alpha reliability coefficient of 0.87, indicating good internal consistency.

Statistical Analysis

Quantitative data were analyzed using SPSS version 26.0. Descriptive statistics were used to summarize participant characteristics and key variables. Multiple regression analysis was performed to determine the relationship between identified independent variables (transaction costs, servicescape investments, market demand factors, and labor factors) and the dependent variable (cafe supply decisions, operationalized as business expansion plans and investment intentions). The analysis included tests for multicollinearity, heteroscedasticity, and normality of residuals to ensure the validity of the regression model.

RESULTS

Characteristics of Cafe Businesses in Pekanbaru

The analysis revealed that cafes in Pekanbaru exhibited diverse characteristics. Of the 100 cafes surveyed, 68% primarily served coffee-based beverages, while 22% focused on non-coffee beverages, and 10% offered equal emphasis on both. The average operational period was 3.7 years (SD = 2.3), with 42% of establishments having operated for less than 3 years, indicating the recent growth trend in this sector. Regarding size, 63% were small businesses with fewer than 5 employees, 28% were medium-sized with 5-10 employees, and 9% employed more than 10 staff members.

Factors Affecting Cafe Supply

The multiple regression analysis identified four significant predictors of cafe supply decisions in Pekanbaru. The model explained 54.7% of the variance in cafe supply decisions ($R^2 = 0.547$, Adjusted $R^2 = 0.532$, $F(4, 95) = 38.582$, $p < 0.001$)^[2]. The results are presented in Table 2:

Table 2 Multiple Regression Results for Factors Affecting Cafe Supply Decisions

Variables	B	SE B	β	t	Sig.
Transaction Costs	-0.326	0.093	-0.312	-3.505	0.001
Servicescape Investments	0.431	0.087	0.417	4.954	0.000
Market Demand Factors	0.387	0.079	0.365	4.899	0.000
Labor Factors	-0.278	0.091	-0.254	-3.055	0.003
Constant	11.326	1.754		6.458	0.000

Note: $R^2 = 0.547$, Adjusted $R^2 = 0.532$, $F(4, 95) = 38.582$, $p < 0.001$

Transaction Costs and Cafe Supply

Transaction costs demonstrated a significant negative relationship with cafe supply decisions ($\beta = -0.312$, $p = 0.001$), indicating that higher transaction costs discouraged business expansion and investment. Further analysis revealed that supplier negotiation costs (mean = 3.87, SD = 0.93) and regulatory compliance expenses (mean = 4.12, SD = 0.78) were rated as the most significant transaction cost components affecting cafe operations in Pekanbaru.

Servicescape Investments

Servicescape investments showed the strongest positive relationship with cafe supply decisions ($\beta = 0.417$, $p < 0.001$). Cafes allocating more resources to physical ambiance, interior design, and customer comfort facilities demonstrated greater likelihood of business expansion^[2]. The analysis found that 72% of respondents had invested significantly in servicescape improvements within the past year, with an average investment of IDR 45.3 million per establishment.

Market Demand Factors

Market demand factors exhibited a significant positive relationship with cafe supply decisions ($\beta = 0.365$, $p < 0.001$). Cafes perceiving stronger market demand were more likely to expand operations and increase investments. The primary markets identified included young adults (67%), business professionals (18%), and students (15%).

Labor Factors

Labor availability and costs showed a significant negative relationship with cafe supply decisions ($\beta = -0.254$, $p = 0.003$). Respondents reported challenges in finding skilled baristas and service staff, with 63% indicating difficulty maintaining consistent staff quality. Training costs averaged IDR 2.1 million per new employee, representing a significant operational expense.

DISCUSSION

This study provides empirical evidence on the factors affecting the supply of cafe services in Pekanbaru City. The findings reveal that cafe supply decisions are significantly influenced by a combination of economic factors (transaction costs, servicescape investments) and market conditions (demand patterns, labor availability). The model explains 54.7% of the variance in supply decisions, indicating good explanatory power while acknowledging that additional factors not captured in this study may also play important roles.

The negative impact of transaction costs on cafe supply aligns with established economic theory, suggesting that costs associated with market exchanges can impede business activities. Specifically, the high supplier negotiation costs and regulatory compliance expenses in Pekanbaru's cafe industry may create barriers to entry and expansion, particularly for smaller establishments. These transaction costs, which include expenses such as securing supplier contracts and navigating complex regulatory requirements, can substantially increase the financial burden on cafe owners, making it more challenging for them to invest in business growth and expansion. This finding underscores the importance of policymakers and industry stakeholders working to streamline administrative processes and reduce regulatory hurdles, in order to foster a more conducive environment for the development and growth of the cafe service industry in Pekanbaru City.

Moreover, the costs associated with supplier negotiations can also contribute significantly to the overall transaction costs faced by cafe owners. These negotiations often involve extensive time and resources spent on identifying and evaluating potential suppliers, negotiating prices and terms, and establishing reliable supply chains. For smaller cafes with limited resources, these costs can be particularly burdensome, potentially hindering their ability to compete effectively with larger, more established players in the market.

The negative relationship between transaction costs and supply decisions aligns with New Institutional Economics perspectives that emphasize how costs beyond production expenses influence business behavior. In the context of Pekanbaru's cafe industry, these findings suggest that reducing transaction costs through improved supplier relationships and streamlined regulatory processes could stimulate industry growth. High transaction costs impede market participation, especially for smallholder farmers, by escalating the expenses related to information search, assessment, and negotiation (Nwafor, Ogundeji and Westhuizen, 2020). Improving market infrastructure and information access are essential for encouraging market engagement among these producers. Furthermore, the regulatory compliance expenses faced by cafe owners in Pekanbaru also play a significant role in shaping their supply decisions.

Navigating the complex web of permits, licenses, and inspections required to operate a cafe can be both time-consuming and costly, particularly for those lacking the resources or expertise to navigate the regulatory landscape effectively. This burden is not unique to the cafe industry, with other sectors also facing similar challenges related to regulatory compliance costs. The strong

positive influence of servicescape investments highlights the importance of physical environment and ambiance in the cafe business model. This finding supports previous research by Ermansyah et al. (2024) that identified servicescape as a significant factor in purchase decisions. The circular relationship becomes evident: servicescape investments increase customer appeal, which drives demand, which in turn encourages further supply expansion. The emphasis on servicescape aligns with the broader trend of cafes serving as social spaces (Xuan, Dang and Tournois, 2020). Customers often seek cafes that provide not only quality food and beverages but also a comfortable and aesthetically pleasing environment for socializing, working, or simply relaxing (Suib and Ismail, 2019). Cafes that invest in creating a unique and inviting atmosphere are more likely to attract and retain customers, ultimately boosting their market share and profitability.

Our findings both complement and extend previous research on Pekanbaru's cafe industry. While earlier studies focused primarily on consumer perspectives and purchase decisions, this research provides the supply-side perspective, creating a more comprehensive understanding of the market dynamics. The significance of transaction costs supports previous arguments that these expenses are non-negligible in market operations, particularly in service industries with complex supply chains like the coffee sector. The positive impact of servicescape investment provides empirical support for the importance of creating appealing physical environments. This investment not only provides aesthetic value but also contributes significantly to the overall customer experience (Koay et al., 2024). Cafes are evolving into social hubs where ambiance and comfort are nearly as crucial as the quality of food and beverages (Sari et al., 2020; Marso, idris and Widyarini, 2020).

The practical implication for cafe owners in Pekanbaru is that strategic investments in servicescape can drive demand, which in turn encourages further supply expansion. This creates a circular effect where enhanced aesthetics attract more customers, leading to increased profitability and encouraging business expansion. The distribution pattern of cafes in Pekanbaru, with most offering coffee-based beverages and targeting young consumers, aligns with findings reported in previous distribution studies. However, our research extends this understanding by revealing how these market characteristics influence supply decisions and business strategies. Cafe owners in Pekanbaru need to adapt their supply strategies to align with the evolving demands and preferences of their target customers. Cafe owners need to adapt their supply strategies to align with the evolving demands and preferences of their target customers. To maintain a competitive edge, cafes should differentiate their offerings by incorporating unique flavors, exploring innovative brewing methods, and experimenting with diverse ingredients. The positive correlation between market competition and cafe supply underscores the dynamic nature of the cafe industry in Pekanbaru.

This finding suggests that as competition intensifies, cafe owners are incentivized to expand their supply to capture a larger share of the market. However, this expansion needs to be strategic and carefully managed to avoid oversupply, which could lead to decreased profitability and market instability. Cafe owners should adopt strategies to differentiate themselves from competitors, emphasizing unique offerings, superior service, and strong branding to build customer loyalty and mitigate the risks associated with intense market competition (Harwani and Sihite, 2019). The findings have several practical implications. First, cafe entrepreneurs should carefully consider transaction cost management as part of their business strategy, particularly regarding supplier relationships and regulatory compliance. Second, investments in servicescape represent a strategic competitive advantage rather than merely aesthetic expenditure. Third, labor challenges suggest a need for industry-wide approaches to training and staff development. Finally, while adapting to changes in consumer preferences is crucial, it must be balanced with maintaining consistent quality and value.

The rapid expansion of the cafe business in Indonesia reflects a broader trend of evolving urban lifestyles, particularly among young people (Pratiwi, Soebandi and Dharmani, 2020; Aprilia et al., 2021). The transformation of coffee consumption from a functional need to an emotional experience has fueled the growth of coffee shops that serve as meeting places for social interactions and business discussions (Kurniawan and Rewindinar, 2021). This evolution necessitates a shift in business strategies within the cafe industry, emphasizing customer satisfaction and loyalty through superior service quality (Ginting, Widodo and Purwadi, 2021).

For policymakers, the results highlight how regulatory frameworks and compliance requirements affect business development in the service sector. Streamlining processes and reducing administrative burdens could stimulate growth in this economically and socially significant industry. Furthermore, the need for enhanced supply chain management and strategic labor practices suggests opportunities for policy interventions that support industry-wide training programs and fair labor standards, thus enhancing the sustainability and resilience of the cafe service industry in Pekanbaru.

The rise of coffee shops in Indonesia, particularly among the younger demographic, demonstrates a shift in consumer behavior where cafes function as social hubs for both personal and professional interactions. This trend underscores the necessity for cafe businesses to prioritize customer satisfaction and loyalty by providing exceptional service (Tirtayasa, 2022). The rise of coffee shops in Indonesia, particularly among the younger demographic, demonstrates a shift in consumer behavior where cafes function as social hubs for both personal and professional interactions. This trend underscores the necessity for cafe businesses to prioritize customer satisfaction and loyalty by providing exceptional service (Tirtayasa, 2022). This growth is supported by government initiatives aimed at empowering micro, small, and medium enterprises in the culinary sector (Hidayat and Alifah, 2022).

Digital marketing has emerged as a potent tool for cafes to broaden their reach and engage customers through platforms such as Instagram, supported by creative content strategies (Sudirjo, 2023). Point Coffee employs a carousel-based photo posting strategy to enhance product sales, increase brand awareness, and improve interaction with followers on their Instagram account (Kurniawan and Rewindinar, 2021).

The growth of coffee shops in Indonesia, especially among young people, reflects a change in consumer behavior where cafes serve as social centers for personal and professional meetings (Agusetyaningrum and Kistanto, 2021). This development emphasizes the importance of cafe companies focusing on customer satisfaction and loyalty by providing outstanding service (Hinlayagan, 2018; Yunita et al., 2021). The expansion is backed by government programs aimed at empowering micro, small, and medium-sized culinary businesses. Digital marketing has become a powerful tool for cafes to expand their reach and connect with

customers via platforms like Instagram, which is aided by creative content strategies.

Additionally, local coffee shops are now offering not only coffee but also a variety of other products to attract customers, mirroring and adapting the Starbucks model into localized versions (Nurhasanah and Dewi, 2020). The popularity of coffee shops in Indonesia has surged, driven by the country's position as the fourth-largest coffee producer globally (Bernarto and Suryawan, 2020). This surge is attributable to the expanding trend of coffee consumption, now viewed as a lifestyle choice, especially among young people who see it as a way to express themselves (Yunita et al., 2021; Harwani and Sihite, 2019). This phenomenon presents a substantial business opportunity for entrepreneurs. Moreover, the integration of digital platforms and the use of social media for marketing have become essential strategies for cafes to enhance customer engagement and brand visibility (Soedarsono et al., 2020). As competition intensifies, cafes must differentiate themselves through unique product offerings, superior service, and strategic marketing to build lasting customer loyalty and ensure sustainable growth (Tirtayasa, 2022).

This study has several limitations. First, the cross-sectional design provides a snapshot of conditions at a specific time and cannot capture dynamic changes in the industry. Second, the sample, while representative, focuses on existing businesses and may not capture factors that prevented potential entrepreneurs from entering the market. Third, the study relies on self-reported data, which may be subject to respondent bias. Future longitudinal research with objective performance measures would strengthen the findings.

CONCLUSION

This study examined the factors affecting the supply of cafe service industry in Pekanbaru City, Indonesia. The findings reveal that transaction costs, servicescape investments, market demand factors, and labor conditions collectively explain 54.7% of the variance in cafe supply decisions. The negative impact of transaction costs and labor challenges suggests these factors constrain industry growth, while servicescape investments and positive market demand stimulate expansion.

The research contributes to understanding the supply-side dynamics of Pekanbaru's growing cafe industry, complementing existing knowledge about consumer behavior in this market. For cafe entrepreneurs, the findings highlight the strategic importance of transaction cost management and servicescape investments. For policymakers, the results suggest that addressing regulatory burdens and labor market challenges could support growth in this economically and socially significant sector.

Future research should explore additional factors affecting cafe supply, particularly financing constraints, technological adaptation, and competitive dynamics. Longitudinal studies tracking how supply factors evolve over time would also provide valuable insights into this rapidly changing industry.

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CONFLICT OF INTERESTS

The authors declare no conflict of interest.

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