

Competitiveness Analysis Of Pop-Up Coffee Shop Businesses In Banjarmasin

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Abstract

Companies, especially those in Banjarmasin, are always looking for new ventures, and the Pop-up Coffee Shop business is one such opportunity. Recently, Pop-up Coffee Shops, which are temporary cafes, have been popping up in Banjarmasin. Currently, there are approximately 10 Pop-up Coffee Shop brands in Banjarmasin. The increasing number of Pop-up Coffee Shop brands has led to competition among similar businesses to win market share. The purpose of this study is to identify the strengths, weaknesses, opportunities, and challenges, as well as the strategies employed by these businesses. This study uses a qualitative descriptive research method in a field setting. The subject of this study is pop-up coffee shops in Banjarmasin. The object of this study is to analyze the competitiveness of pop-up coffee shops in Banjarmasin. Data was collected through interviews, observations, and documentation, which were then processed and analyzed using qualitative descriptive methods to determine the strengths and weaknesses of competitiveness as well as the opportunities and challenges of pop-up coffee shops in Banjarmasin. The results of the study show that the SWOT analysis of pop-up coffee shops in Banjarmasin has internal strengths (quality human resources, strategic location, superior products) and external opportunities (large market, technology). They have weaknesses (lack of facilities, management) and threats (stiff competition, changing consumer tastes). To grow, they need to expand their business, innovate, utilize social media effectively, and maintain high-quality standards. Although some strategies have been implemented, they still need to be more proactive in collaborating, standardizing products, and supporting facilities to foster sustainable growth and market relations.

Keywords – *Competitiveness, SWOT, Business Strategy, Pop-up Coffee Shop.*

INTRODUCTION

Life in urban areas today is characterized by rapid shifts in consumer preferences and the emergence of trend-driven lifestyles, which significantly influence the development of small and medium enterprises. These changing consumption patterns encourage the growth of various new business models, including food and beverage ventures that rely heavily on innovation and brand differentiation (Iman et al., 2022). In Banjarmasin, this phenomenon is reflected in the increasing number of pop-up coffee shops that compete within a dynamic and highly competitive market environment. The rise of these temporary or mobile coffee businesses highlights the need to understand their competitive strategies, market positioning, and the economic factors that shape their sustainability. Therefore, a focused examination of the competitiveness challenges faced by pop-up coffee shops becomes essential for understanding their ability to survive and thrive in Banjarmasin's urban economy.

Several companies that have emerged today are the result of innovative ideas that have developed into creating their own markets, or imaginative business concepts motivated by perceptions of others' behavior. This is evident in the numerous *coffee shops* in the city of Banjarmasin. The involvement of *coffee shops* in the town of Banjarmasin presents a promising business opportunity for entrepreneurs. Additionally, supporting facilities for visitors, such as Wi-Fi, live music, and exceptional designs, attract various segments of society in the city of Banjarmasin (Anjarsari et al., 2021).

Every *coffee shop* hopes that the market will accept its products. One sign that a product is acceptable is the number of consumers who purchase it. One way to achieve this is by understanding the desires and needs of the market, which can then serve as a guide for developing strategies and encouraging informed customer decision-making processes (Fauzi et al., 2022). As for a cup of coffee priced at Rp 20,000 to Rp 25,000, this price is twice that of a cup of coffee sold on the street. However, the price charged has become the market price for every *coffee shop*. In the city of Banjarmasin, numerous *coffee shops* offer diverse concepts, aiming to satisfy customers and gain market share to drive business profits. *Coffee shops* are experiencing increased growth, leading to increasingly fierce competition. Coffee consumers have diverse tastes and preferences that satisfy their desires, so it is not surprising that many *coffee shops* in the city of Banjarmasin experience

fluctuations in sales, and some even go out of business because they cannot withstand the competition (Wowor et al., 2020).

Nowadays, many creative innovations are emerging in line with the times, one of which is the *pop-up coffee shop*. *Pop-up coffee shops* are temporary cafes, many of which are located on the outskirts of Banjarmasin. Some use carts, motorcycles, or even cars as a means of selling and marketing their products. They are called temporary because they set up and take down their stalls, and they typically borrow space from others to sell their goods. This differs from permanent *coffee shops*, which are intended to be long-term businesses (Armenksi & Gomezelj, 2011).

The term pop-up retail began in the late 1990s after the Ritual Expo event organized by Patrick Courrielche, which introduced a temporary retail concept combining music, food, and fashion into a unique purchasing experience (Keiser & Tortora, 2022). In the context of Banjarmasin, the rise of Pop-up Coffee Shops reflects a growing market trend in which businesses experiment with flexible, low-cost retail formats to capture shifting consumer preferences. Currently, approximately ten Pop-up Coffee Shop brands are operating in the city, creating an increasingly competitive environment. To understand this competition, established economic theories such as Porter's Five Forces and the concept of competitive advantage provide a useful analytical lens. These frameworks highlight how firms must respond to competitive pressures, including rivalry among existing sellers, the threat of new entrants, product differentiation, and consumer bargaining power. Therefore, Pop-up Coffee Shop entrepreneurs must strategically innovate product offerings, enhance customer experience, and strengthen market positioning to sustain competitiveness in a dynamic urban coffee market.

Not all competitive strategies can be applied by a manager or owner due to limitations driven by external factors (opportunities and threats) and internal factors (strengths and weaknesses) that managers or owners face in dealing with competition (Sari & Halim, 2022). In line with this, it is essential to establish a comprehensive system through three stages of decision-making: the input stage, the coordination stage, and the selection stage. The input stage is crucial for identifying potential sources and assessing the company's position, enabling it to determine the right strategy for achieving its long-term goals. Based

on the explanation above, the author will conduct research on the competitive analysis of *Pop-up Coffee Shops* in the city of Banjarmasin.

RESEARCH METHODS

This research employs a qualitative descriptive approach supported by field research methods. The qualitative approach was selected because it allows researchers to explore the real conditions, competitive dynamics, and strategic behaviors of pop-up coffee shops in Banjarmasin in depth. Qualitative methods are particularly appropriate for understanding the subjective perspectives of business owners, their decision-making processes, and the contextual challenges faced by temporary or mobile businesses—phenomena that cannot be fully captured through numerical data alone. According to Sugiyono (2019), descriptive qualitative research is designed not only to collect and compile data, but also to interpret and provide meaning to the findings in order to understand complex social and economic conditions.

The research was conducted in Banjarmasin, specifically focusing on pop-up coffee shops that represent the emerging trend of temporary cafés in the city. The subjects in this study are pop-up coffee shop owners and sellers who have operated for at least one year, ensuring that respondents possess adequate business experience to describe competitiveness-related challenges. The object of the research is the competitiveness of pop-up coffee shops in Banjarmasin, including internal and external factors that influence their market position. Data collected in this research consist of information related to the strengths, weaknesses, opportunities, and challenges faced by pop-up coffee shops, as well as the competitive strategies they employ. Data were obtained using interview techniques involving direct interaction with owners and sellers of pop-up coffee shops in Banjarmasin. Qualitative interviews are used to gain a deep understanding of participants' perspectives, motivation, and evaluation of their business strategies (Ardiansyah et al., 2023). Interviews may be structured, semi-structured, or unstructured depending on the predetermined analytical framework (Ardiansyah et al., 2023). Only branches or business units that granted permission to participate were included.

Although the main approach of this study is qualitative, the researcher also recognizes the potential contribution of quantitative indicators—such as market share, pricing strategies, sales trends, or elasticity of demand—as complementary measures. These indicators are not

used as primary data but serve as contextual support for interpreting competitiveness more comprehensively. The choice of a qualitative-dominant design is therefore justified by the exploratory nature of the study, the limited availability of standardized quantitative data for temporary pop-up businesses, and the need to understand competitive strategies as experienced directly by business actors in Banjarmasin.

RESULTS

Table 1. Informant Profile

No.	Name	Position	Age	Gender	Company
1	Rahmatullah, S.E	Owner	46	Male	The Kings (KING)
2	Rezaldi Juay Permana	Owner	23	Male	Bliss Brewing
3	Azmi Nor Ilhamsyah	Owner	45	Male	Coffee4H
4	Nabil Oasis Gisda	Salesperson	26	Male	Sat-Set
5	Aprilia Fatma Damayanti	CO CF	28	Female	Capuco

Table 2. Interview Results

THEORY	KINGS	BLISS BREWING	COFFEE4H	SATSET	CAPUCO
Product	The product uses the best ingredients, maintains hygiene/cleanliness, and adheres to coffee product standards.	A coffee flavor that stands out from the rest.	Using the finest coffee beans and already established major brands.	Coffee milk (Sat Set) has a unique and delicious taste compared to others.	Low prices starting at Rp. 7,000, using premium beans and syrup, and beginning with the <i>Coffee Boat event</i> (Experience and enjoy coffee).
	The cheapest milk coffee at Rp. 8,000 is named	Coffee Syrup <i>Cheesecake</i> , which has a sweet taste.	Latte coffee, which is available in cafes and	The most dominant coffee is the Sat Set coffee and palm sugar coffee.	Sunset Painter Coffee, which is a blend of milk coffee

			modified to be sweeter for greater appeal, and palm sugar coffee.		and palm sugar coffee.
	There are several suppliers, not just a single supplier.	We have to wait for the sole supplier.	Coffee beans from Semarang, Central Java, Gunung Klir, and Yogyakarta. And the shipping company is delaying delivery.	Courier deliveries can sometimes be slow, and the production house may refuse to deliver if the quantity is small.	There is a contract with one vendor, and even with several vendors, and it is still safe until now.
	Initially, it was difficult to find employees.	Minimum age for staff is 18–24 years old, and they must be of good character.	Regarding wages or salaries, some employees are tempted by other businesses offering higher pay, and most employees are junior high school or high school graduates.	The most important thing is being able to market and sell products.	SELI (Electric Bicycle) for 2 people if there is no backup to replace sales.

	<i>Wedding events, catering events, etc.</i>	Can be called upon for several events and offices.	Offices, bazaars, and events.	Collaboration with universities and offices.	Always available except for distant concert events, school events, and office events.
	Must be competitive, willing to compete to improve quality standards, and recognize the importance of competitors.	As motivation, such as related to products, which will be further improved to be better.	Better and more affordable. And used as a benchmark, while prioritizing taste.	Other competitors feel challenged.	Continue to evaluate yourself so that you can grow and use it as motivation.
Price	Prices must be directly proportional to product quality to maintain product quality.	Follow the producer's guidelines that have been implemented.	Using UHT milk and opting for more economic flag-brand milk.	A product that is complete in terms of taste and offers the most affordable price. And you can add espresso for free if it's still available.	Feels sufficient as it should be.
	Already meets consumer standards, and even high-end products are	Adapting to the market while maintaining its unique	It is indeed worth adjusting the price.	The price has been adjusted to match the quality, which	s are already affordable, but this is addressed

	adjusted to match their quality.	characteristics at an affordable price.		must be maintained.	by updating the menu every three months and replacing menu items that are not popular ().
	There are plans to increase online product sales.	We want to open another business, such as a coffee shop (Warung Kopi).	Using a manual machine (Manuso) improves cost and electricity efficiency .	In addition to the cart, we also sell goods using bags, but only one flavor.	In terms of promotions and openings, they have given away 1,000 cups of coffee for free, and the opening of the development gave away 50 free cups.
	They offer cheaper products.	Strive to do what is right and remain confident.	They are considered as partners and used as motivation.	They feel they are the cheapest and remain consistent in their sales approach ().	They are not afraid of other competitors.
Location	Previously researched several locations, then wanted to add a few more branches.	Already strategically located, such as near parking lots, parks, in front of pharmacies, and prioritizing parking space availability.	It is sufficient and does not move around to maintain customers and remain consistent .	The location is close to offices, schools, and other facilities.	The location is close to schools and offices, and there is a special cart for surveying the area.
	We have prepared	There is a shortage of	We have addressed	The shortage has been	The impact is minimal,

	<p>supporting facilities in advance.</p> <p>electricity, but this has been addressed with USB ports on the bicycles, though they are limited. From , bring your own water as a precaution.</p>	<p>the issue as much as possible.</p>	<p>addressed, but the waiting area for selling is not very comfortable.</p>	<p>and the electricity issue has been addressed with modified carts.</p>
	<p>If there is an opportunity, it will be expanded.</p>	<p>The coverage area is quite extensive, covering Samarinda, Batulicin, Palangkara ya, Banjarmasin, and Banjarbaru, with around 25 carts in total.</p>	<p>We want to add cart units to several locations.</p>	<p>There are already many branches, with the main branch in Jakarta, and there are also branches in Bekasi, Bandung, and others.</p>
	<p>Competitors are seen as motivation to always strive for the best.</p>	<p>Stay confident and bold in competition .</p>	<p>Competitors are not a problem, because the strength lies in each product. And don't be afraid, stay confident.</p>	<p>Competition is inevitable, but the most important thing is to maintain quality, as taste depends on each person's preference.</p>
Promotion	<p>The service has been carried out in accordance with the</p>	<p>By presenting oneself attractively,</p>	<p>Providing more friendly service.</p>	<p>Striving to maximize the best possible service.</p>
				<p>Showcasing its human resources, who are</p>

	company's standard operating procedures (SOP).	wearing a vest, and shoes to look neat and clean.			known for their friendliness and other qualities.
	Promote on social media and improve the physical appearance of the cart to attract customers.	Directing consumers to the most popular products and best services.	Using social media, even if it is rarely active, and word of mouth.	Offering discounts on products that are not selling well, such as buy 2 get 1 free.	By directing customers to the office, the approach is tailored to the situation or circumstances that allow it and areas that may be busy.
	We have done our best.	However, weather conditions did not go as planned.	Still standard and confirmed by word of mouth.	Many customers are unaware of promotions and such.	We have maximized our efforts and our management is well-organized because we are a subsidiary of Shello.
	We are constantly improving to remain the best.	Following social media trends, but the market hasn't reached that point yet.	Increasing other variants to be more prominently displayed.	By targeting market entry to maximize sales.	Following social media trends for marketing purposes.
	Catering and weddings.	Selling only our own products, and franchises sell their own products.	Selling only our own products.	collaboration with cafes, but still selling their own products and sharing profits.	This company is under the same management as Shello.

	It is important to note that in order to remain competitive, should not be viewed as detrimental.	Use this as motivation to compete with others in a competitive manner.	Stay consistent and confident.	Social media feels a bit lacking.	Consider it a common occurrence.
People	Continue to follow the established SOPs, and maintain a professional appearance.	Meet the qualification requirements and maintain proper etiquette.	Pay attention to appearance and be friendly.	SOPs and employees or salespeople must follow them.	If a salesperson does not follow the SOP, customers can report it directly to <i>customer service</i> at for evaluation purposes.
	Motivation is always provided.	A sense of camaraderie is always maintained, and motivation is always provided at departure.	Group monitoring, and conveying a sense of care and motivation.	Never scolding employees for low sales, and instead offering solutions and advice to employees who are underperforming in sales.	Bonuses from the multiplier system are given when 50 cups per day are sold, and there is a minimum wage of IDR 40,000 per day even if sales are low or there are other obstacles.
	Catering and weddings	Using a franchise that only sells products.	Selling your own products but targeting offices, bazaars, and events.	Office schools and cafes.	None.
	Consistently implementing	Maintaining the taste	Updating coffee	Ask customers	Update the menu so that

	SOPs, product quality, and employee standards to always be the best.	to keep it balanced.	variations in the menu book.	about their preferences so that employees can offer suggestions. Offer a free espresso if customers want a slightly bitter taste.	customers don't get bored.
	Before starting a business, you must first finalize the concept, such as the logo, etc. Don't just follow others and continue to learn about various aspects of business so that you can apply them in your business.	Maintain confidence and consistency in taste to ensure stability.	Stay consistent and confident because coffee will always be in demand.	Collaborate and list products on online platforms.	Always strive to keep up to avoid falling behind.
Process	From improving quality and following SOPs.	A more dominant coffee flavor, and showing that there is no coffee, measuring the flavor with special scales, and prioritizing friendliness	From the processing of primary ingredients.	Placing carts in the nearest location makes it easier in terms of time and effort.	For example, if there is a stock shortage, employees can simply wait, as someone from the office will deliver the stock.
	Regarding employees with varying personalities or behaviors, this is addressed by emphasizing	The carts are modified from electric bicycles into carts,	The espresso brewing process takes too long.	Weather conditions when it rains.	Obstacles are always addressed to be overcome.

	adherence to standard operating procedures (SOPs).	and weather conditions can pose a challenge.			
	Continuously innovating, improving the quality of salespeople and products, and keeping an eye on other competitors in order to keep up with trends.	Developing new flavors and replacing unsold products according to consumer preferences.	Innovation is a certainty.	Enter busier markets or locations to maximize sales. In the future, we will implement the best innovations to compete with rivals.	Quality is always a priority for improvement.
	Weather is not a hindrance in marketing products.	This product is ice, Even if there were warm drinks available, it would not be possible due to insufficient space.	Flexible, but the weather still affects sales.	The weather remains a challenge, so we must continue to adapt.	We want to find a way to sell hot items, not just ice cream. Weather is still a hurdle.
Physical appearance	The cart showcases the best aspects, such as color, design, and the presence of sasiragan, with the product made more complete.	The dominant flavor is coffee, and the packaging has been improved.	Updating the cart's appearance using an electric bicycle.	Maintaining that quality.	The packaging is transparent, allowing the quality of the coffee to be clearly seen.
	It is preserved and protected from carts, and the packaging is always selected	The latest packaging is guaranteed.	From the cart, it was later upgraded to an	Previously, cups or containers that were already good were used,	Still maintaining what has been established.

	from the best types.		electric bicycle.	but they didn't last long and eventually returned to the original cups or containers.	
	More attractive to customers, for example, at night the lighting is made brighter.	Better packaging has been implemented and displays the carts in a more attractive way, while keeping them appealing.	Adding carts and selecting carts that are both visually appealing and sturdy.	Improving the appearance of the cart and maintaining its appearance so that it remains visually appealing.	While aiming for future growth, continue to maintain what you already have.
	Competitors will always strive to do their best, but this serves as motivation to improve the business.	But that serves as motivation to improve the business. And while paying attention to non-coffee products, to maintain a balance between coffee and non-coffee items.	It doesn't matter, just keep striving for the best taste and remain confident.	Competitors will certainly present their best or something even better.	Maintain what you already have, and don't be influenced by other competitors.

DISCUSSION

A. Analysis of Strengths, Weaknesses, Opportunities, and Challenges of the Competitiveness of *Pop-Up Coffee Shops* in Banjarmasin

1. *Strengths*

Pop-up coffee shops in Banjarmasin possess strong internal advantages that significantly

influence their economic performance. High-quality human resources (HR)—particularly in skills and hospitality—directly enhance customer experience, which increases customer retention rates and extends customer lifetime value. Strategic locations, which attract high foot traffic, contribute to higher daily sales volume and faster turnover. Attractive stall designs and visually appealing concepts support brand differentiation, reducing price elasticity and allowing businesses to maintain competitive yet profitable pricing.

Superior product quality, including standardized flavor profiles and the use of premium raw materials, creates perceived value that supports higher margin products such as signature beverages. Additional offerings—such as free espresso shots, discounts, and branch expansion—function as competitive levers that widen market reach and increase transactional frequency. Economically, these strengths translate into increased revenue stability, enhanced brand positioning, and improved capacity to secure and grow market share in Banjarmasin's increasingly saturated coffee segment.

2. Weaknesses

The SWOT analysis identifies several internal constraints that carry notable economic consequences. Inadequate facilities reduce seating comfort, lowering average transaction duration and limiting potential upselling. HR-related issues—such as inconsistent behavior, age restrictions, and salary dissatisfaction—lead to higher turnover rates, increasing training and replacement costs. Slow espresso preparation and dependence on single suppliers disrupt service efficiency and cost structures, potentially reducing daily sales capacity.

Marketing weaknesses, particularly reliance on word-of-mouth and outdated displays, restrict brand visibility and limit customer acquisition, resulting in lower market penetration. An inability to maintain quality consistency also diminishes customer trust, directly impacting repeat purchases. Economically, these weaknesses create operational inefficiencies, escalate costs, and suppress revenue growth hindering competitiveness in a market with low switching costs.

3. Opportunities

Significant opportunities exist due to Banjarmasin's expanding coffee consumer base across various age groups. The high demand for coffee products, combined with evolving consumer preferences, allows pop-up shops to broaden product lines, increase average

purchase value, and tap into niche markets such as specialty brews or seasonal menus.

Digital platforms offer low-cost promotional channels that can dramatically reduce customer acquisition costs while expanding visibility beyond physical locations. By leveraging technology, pop-up coffee shops can adopt pre-order systems, online delivery partnerships, or digital loyalty programs, all of which stabilize sales flow and increase market share. Economically, such innovations support revenue diversification and *strengthen long-term business sustainability*.

4. Threats

The most significant threat is intense competition from both established brands and new market entrants. This increases the risk of market share dilution, especially for businesses without strong differentiation. Weather challenges reduce operational hours, particularly for outdoor pop-up models, directly influencing daily income and profit margins.

The shift in consumer priorities toward aesthetic appeal over product taste forces businesses to invest more in visual branding, increasing operational costs if not managed strategically. Additionally, rapid technological change can widen the gap between digitally adaptive and non-adaptive businesses. Economically, these threats can lower profitability, increase risk of customer loss, and affect long-term sustainability unless effectively mitigated through innovation and quality consistency.

B. Analysis of the Competitive Strategy of *Pop-Up Coffee Shops* in Banjarmasin

1. SO Strategy

a. Business Expansion and Flavor Innovation

Utilizing strong human resources and product quality to introduce new menu variants and expand business branches in high-traffic areas.

b. Promoting Unique Coffee Flavor

Highlighting distinctive taste profiles as a competitive advantage to capture wider market segments and strengthen brand positioning.

c. Strategic Collaborations and Partnerships

Cooperating with local businesses, event organizers, or community groups to increase market exposure and customer engagement.

d. Optimizing Social Media Marketing

Using social media platforms to boost brand visibility, educate consumers about product quality, and cultivate customer loyalty.

2. WO Strategy

a. Collaboration with Government or Local Agencies

Partnering for training, licensing support, and promotional events that strengthen business legitimacy and operational capacity.

b. Implementing Digital Systems

Introducing POS systems, digital payment tools, and online ordering platforms to improve efficiency and address operational gaps.

c. Menu Research and Product Development

Conducting R&D to meet shifting consumer preferences, especially among younger demographics seeking unique coffee experiences.

d. Influencer Collaboration and Aesthetic Improvement

e. Engaging social media influencers and enhancing shop aesthetics to strengthen branding and increase customer attraction.

3. ST Strategy

a. Product Standardization

Maintaining consistent quality across outlets to compete with larger, more established coffee brands.

b. Optimizing Human Resource Capabilities

Strengthening barista skills and customer service performance to differentiate from competitors.

c. Maintaining and Enhancing Product Quality

Ensuring taste consistency and using premium ingredients to maintain customer loyalty amid intense competition.

4. WT Strategy

a. Routine Maintenance and Facility Improvements

Addressing physical limitations to improve customer comfort and operational flow.

b. Establishing Standard Operating Procedures (SOPs)

Implementing clear operational guidelines to reduce variability in service quality and product preparation.

c. Using Alternative Suppliers

Diversifying supply chains to reduce dependency and mitigate risks of supply disruption.

d. Conducting Regular Market Research

Monitoring industry trends, consumer behavior shifts, and competitor strategies to remain adaptive and competitive.

CONCLUSION

Pop-up coffee shops in Banjarmasin demonstrate a combination of strengths—high-quality HR, strategic locations, appealing stall designs, and distinctive products—that contribute to significant economic advantages, including increased customer retention, stable sales volume, and stronger market positioning. However, weaknesses such as inadequate facilities, HR issues, and inconsistent marketing efforts pose economic risks that may limit profitability and efficiency.

Opportunities related to product innovation, digital outreach, and a growing coffee consumer base offer pathways for revenue expansion and future market share growth. Conversely, threats from intense competition, weather constraints, and shifting consumer preferences may reduce competitiveness unless businesses adapt with stronger digital integration and quality-focused strategies.

The SWOT-based strategies formulated (SO, WO, ST, WT) indicate that long-term sustainability depends on maintaining product quality, improving digital capabilities, and enhancing operational efficiency. From an economic perspective, these strategies aim to optimize profitability, strengthen competitive advantage, and ensure stable growth in Banjarmasin's dynamic coffee market.

A key limitation of this study is the reliance on qualitative findings, which may benefit from complementary quantitative measures such as market share estimation, pricing patterns, or customer satisfaction scores. Future research should incorporate mixed methods to assess the economic impact of competitive strategies more precisely, ensuring stronger empirical validity.

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