



## The Popularity Level of Coffee Beverages at Kafeina Coffee in Denpasar

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### ABSTRACT

This research was conducted to evaluate the popularity levels of coffee beverages at Kafeina Coffee, prompted by the underperformance of a specific menu item in meeting its sales targets. The study aimed to analyze sales performance using quantitative descriptive methods and Menu Engineering techniques. Results showed a significant sales gap, with Schweppes Espresso achieving the highest sales (Rp. 2,440,000) and Es Kopi Tarik the lowest (Rp. 432,000). The analysis focused on both popularity and contribution margins to classify menu items and inform strategic decisions. Findings categorized three beverages as Stars, ten as Plowhorses, one as a Puzzle, and three as Dogs. These insights are intended to guide menu adjustments that enhance operational effectiveness and revenue performance.

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## **INTRODUCTION**

A coffee shop is a hospitality establishment that primarily specializes in the preparation and service of coffee-based beverages, including espresso, cappuccino, and other derivatives. In addition to coffee, such establishments commonly offer a variety of alternative beverages, such as tea, chocolate drinks, and other non-caffeinated options. Coffee shops typically provide a range of light snacks or finger foods designed to complement the beverage experience. Beyond their core function as venues for food and beverage consumption, coffee shops also serve as informal social spaces where individuals gather to relax, engage in casual conversation, read print or digital media, complete academic or professional tasks, or participate in light in-house entertainment. These multifaceted roles underscore the coffee shop's significance not only as a service outlet but also as a modern communal environment.

One such establishment in Denpasar is Kafeina Coffee, located at Jl. Tukad Balian No. 225, Renon, South Denpasar, Bali. Operating daily from 10:00 AM to 11:00 PM (Central Indonesia Time), Kafeina Coffee features a unique atmosphere that combines classic and modern design elements, as reflected in its architectural style and vintage wall decorations. Notably, it also serves as a gathering place for a local classic motorcycle community, a distinctive characteristic that contributes to its appeal and enhances its attractiveness to customers.

Kafeina Coffee is a specialty coffee shop strategically designed to provide a comfortable and engaging environment for its customers. The establishment features a garden-inspired seating area that offers a relaxed and natural ambiance, making it ideal for informal gatherings, personal reflection, or productive work sessions. Additionally, a bar counter equipped with high stools allows patrons to observe the coffee brewing process up close, fostering a sense of transparency and interaction between baristas and customers, which enhances the overall customer experience. To further support customer comfort and satisfaction, Kafeina Coffee is equipped with essential amenities such as complimentary high-speed Wi-Fi, easily accessible electrical outlets at multiple seating points, and a spacious parking area that accommodates both motorbikes and cars, addressing the practical needs of urban visitors.

The menu at Kafeina Coffee reflects a thoughtful blend of popular food and beverage offerings. In terms of food, the café serves a variety of local dishes, including fried rice, fried noodles, and noodle soup, which cater to diverse taste preferences. The beverage menu is equally diverse, featuring hot black coffee, hot white coffee, iced coffee, and a range of signature house-blend creations that highlight the café's artisanal approach to coffee making. For non-coffee drinkers, the menu includes chocolate-based drinks and assorted teas, ensuring inclusivity for a broader customer base. This comprehensive service approach combining ambiance, amenities, and diverse menu options positions Kafeina Coffee as a preferred destination for students, remote workers, casual coffee enthusiasts, and tourists seeking both comfort and quality in a single setting.

Currently, Kafeina Coffee is recognized as one of the coffee shops actively exploring and promoting the potential of Indonesian local coffee. The popularity level of coffee beverages refers to customer preferences toward specific coffee menu items offered at Kafeina Coffee. By understanding which items are most favored, management can identify the best-performing products and optimize profitability. This study on beverage popularity was initiated due to the underperformance of certain coffee menu items that failed to meet their sales targets. The highly competitive nature of the coffee business also contributes to fluctuations in Kafeina Coffee's overall sales performance.

As an active participant in the increasingly dynamic and competitive coffee beverage industry, Kafeina Coffee recognizes the importance of conducting ongoing evaluations of its standard operating procedures. These evaluations encompass a range of operational dimensions, including service quality, facility infrastructure, product consistency, and the strategic composition of its menu. A critical component of this continuous improvement process is the systematic assessment of product popularity, particularly for beverage items. This evaluation involves analyzing sales performance data to determine which menu items are most favored by customers, thereby identifying trends in consumer preferences and purchasing behavior.

Measuring the popularity of each beverage offering not only provides insights into customer satisfaction but also serves as a foundational basis for data-driven decision-making in areas such as product development, promotional planning, inventory control, and pricing strategies. Maintaining a menu that reflects both market demand and operational feasibility is essential for sustaining customer loyalty and maximizing profitability. Consequently, Kafeina Coffee employs this popularity-based assessment as a strategic tool to ensure that its offerings remain relevant, appealing, and aligned with evolving consumer expectations. Such a proactive approach contributes to the café's long-term sustainability and competitive positioning in the local hospitality market.

One of the key performance indicators used by Kafeina Coffee to evaluate the success of its business operations is the comparison between sales targets and actual sales of coffee beverages. Table 1 presents the target and realized coffee beverage sales at Kafeina Coffee during the period from January to December 2023.

Table 1. Coffee Beverage Sales Targets and Realizations at Kafeina Coffee

No	Beverage Name	Price (IDR)	Sales Target (IDR)	Actual Sales (IDR)	Difference (IDR)
	Americano	18,000	900,000	990,000	90,000
	Cappuccino	20,000	1,200,000	1,700,000	500,000
	Coffee Latte	20,000	2,000,000	1,400,000	-600,000
	Espresso	18,000	1,800,000	558,000	-1,242,000
	Ginger Coffee (Kopi Jahe)	18,000	1,080,000	756,000	-324,000
	Milk Coffee	18,000	1,800,000	2,142,000	342,000

	(Kopi Susu)				
	Long Black	18,000	900,000	918,000	18,000
	Mochaccino	20,000	1,100,000	820,000	-280,000
	Schweppes Espresso	20,000	1,800,000	2,440,000	640,000
0	Hazelnut Latte	20,000	2,000,000	840,000	-1,160,000
1	Red Velvet Latte	20,000	1,200,000	1,460,000	260,000
2	Green Matcha Latte	20,000	1,200,000	920,000	-280,000
3	Piccolo	20,000	1,000,000	620,000	-380,000
4	Macchiato	20,000	1,000,000	1,040,000	40,000
5	Ice Chocopresso	18,000	1,080,000	1,386,000	306,000
6	Ice Coffee Oreo Milky	18,000	1,080,000	1,494,000	414,000
7	Es Kopi Tarik	18,000	900,000	432,000	-468,000
	<b>Total</b>		<b>21,304,000</b>	<b>18,386,000</b>	<b>-2,954,000</b>
	<b>Average</b>		<b>1,255,294</b>	<b>1,081,529</b>	<b>-173,765</b>

Source: Kafeina Coffee (2023)

Based on the data presented in Table 1, Kafeina Coffee set a total annual sales target of IDR 21,304,000 for its coffee beverage offerings in 2023, which equates to a monthly average of IDR 1,255,294. However, the actual recorded sales amounted to only IDR 18,386,000, resulting in a lower average monthly revenue of IDR 1,081,529. This discrepancy led to a cumulative shortfall of IDR 2,954,000 over the course of the year, or approximately IDR 173,765 per month. When compared to the company's predetermined maximum deviation threshold of 10%—equivalent to IDR 2,304,000 annually or IDR 125,529 monthly—the actual shortfall represented a 16% deviation, thereby exceeding the acceptable limit.

This underperformance reflects a significant gap between projected and realized outcomes, signaling the need for a comprehensive performance audit. Several potential factors may have contributed to this discrepancy, including misalignment between menu offerings and customer preferences, insufficient promotional activities, suboptimal pricing strategies, seasonal consumption variations, and possible inconsistencies in service quality. Furthermore, macroeconomic factors such as inflation, shifting consumer behavior, and intensified market competition could have also influenced consumer purchasing decisions, further impacting sales.

The data underscores the importance of adopting a data-driven and dynamic approach to menu planning and sales forecasting. Regular evaluations

of product performance through tools such as menu engineering and sales trend analysis are critical in identifying low-performing items and reallocating resources to promote high-margin, high-popularity products. Additionally, targeted marketing efforts, promotional bundling, staff training, and product innovation could serve as strategic interventions to improve future sales outcomes. In conclusion, the observed deviation from the sales target suggests that the current operational strategies may not be fully aligned with consumer expectations and market conditions. Therefore, it is imperative for management to conduct a holistic review of both internal processes and external influences, with the goal of formulating adaptive strategies that support sustained revenue growth and enhanced customer satisfaction.

## **LITERATURE REVIEW**

According to Schwartz (2006), menu engineering is a scientific approach used to classify menu items into four distinct categories based on their sales performance and profitability. This classification enables food and beverage managers to make strategic decisions regarding menu offerings to increase overall profitability. Wiyasha (2011:153) similarly defines menu engineering as a method of analyzing and categorizing menu items in a way that provides management with insights into consumer purchasing behavior, allowing for targeted actions to improve underperforming items. Mulyani (2015) adds that menu engineering is not only used to evaluate menu pricing and design but also assists in both current and future decision-making processes regarding product offerings. In addition, menu engineering analysis is considered an effective tool for improving the performance of menu items by emphasizing those that are both popular and financially beneficial.

In summary, menu engineering is a comprehensive evaluative framework that integrates mathematical and logical analysis to assess menu item performance. It assists management in aligning menu offerings with consumer preferences and market demand, enhancing product visibility, customer satisfaction, and overall business profitability. As a strategic tool, menu engineering plays a vital role in menu planning, operational efficiency, and competitive positioning, particularly in a saturated food and beverage industry where continuous improvement and adaptability are crucial to success.

## **METHODOLOGY**

The object of this research is the Popularity Level of Coffee Beverages at Kafeina Coffee, located on Jl. Tukad Balian, Renon, Denpasar, Bali. Data collection techniques used in this study included observation, interviews, and documentation. The types of data obtained consist of both quantitative and qualitative data, while the data sources comprise primary and secondary data.

The analytical method employed in this study is quantitative descriptive analysis. According to Narbuko and Achmadi (as cited in Jaya, 2016, p. 27), descriptive research is a method that provides a detailed description of a phenomenon based on existing data, which includes presenting, analyzing, and

interpreting the data. To determine the relative popularity of products and follow up with appropriate menu strategies, Menu Engineering is applied. Kasavana and Smith (as cited in Susila, 2021, p. 17) define Menu Engineering as a quantitative model used in business to analyze the effectiveness of menu items in terms of customer appeal and profitability.

The beverage popularity analysis begins by identifying all beverage items listed on the menu to be evaluated. The next step is to record the number of each beverage sold, which is referred to as the Menu Mix. Following this, the Menu Mix Percentage (MM%) is calculated by dividing the number of each beverage sold by the total number of all beverages sold and multiplying the result by 100%. To determine whether an item has high or low popularity, the Menu Mix Achievement Rate (Average MM%) is calculated using the formula:  $70\% \times (1 \div \text{number of menu items}) \times \text{total MM\%}$ . An item is considered highly popular if its MM% is equal to or greater than the Average MM%, and less popular if it falls below that threshold. Subsequently, the selling prices of each beverage and the standard beverage costs (cost of goods sold) are recorded. The Contribution Margin (CM) for each item is calculated by subtracting the cost from the selling price. The Total Contribution Margin is determined by calculating total revenue (Menu Mix  $\times$  Selling Price) and total cost (Menu Mix  $\times$  Cost of Goods Sold). The Contribution Margin Achievement Rate (Average CM) is then calculated as Total CM divided by Total MM%. Items with CM values equal to or greater than the Average CM are categorized as high margin, and those below as low margin. Based on the classifications of MM% and CM, each beverage item is placed into one of four categories: Star (High MM% and High CM), Plowhorse (High MM% and Low CM), Puzzle (Low MM% and High CM), or Dog (Low MM% and Low CM), as summarized in Table 2. These classifications provide a basis for decision-making, enabling management to take appropriate follow-up actions to optimize the menu and improve overall business performance.

## RESEARCH RESULTS

To evaluate the success of a business in coffee beverage sales, it is essential to conduct an analysis based on the selling price data and the history of beverage sales. By examining these two components, the popularity of each coffee item can be assessed effectively. The beverage cost and selling price data for coffee drinks sold at Kafeina Coffee, Denpasar, for the period of January to December 2023, are presented in Table 2.

Table 2. Coffee Beverage Sales at Kafeina Coffee

No.	Item	Beverage Cost (IDR)	Selling Price (IDR)
1	Americano	3,900	18,000
2	Cappuccino	8,671	20,000
3	Coffee Latte	8,671	20,000
4	Espresso	3,700	18,000
5	Ginger Coffee	7,580	18,000
6	Milk Coffee	8,671	18,000

7	Long Black	3,900	18,000
8	Mochaccino	9,000	20,000
9	Schweppes Espresso	5,508	20,000
10	Hazelnut Latte	9,000	20,000
11	Red Velvet Latte	9,000	20,000
12	Green Matcha Latte	9,000	20,000
13	Piccolo	8,671	20,000
14	Macchiato	8,671	20,000
15	Ice Chocopresso	7,660	18,000
16	Ice Coffee Oreo Milky	7,660	18,000
17	Es Kopi Tarik	8,671	18,000

Source: Kafeina Coffee

Based on Table 2, the beverage cost and selling price of each coffee item sold at Kafeina Coffee are clearly identified. Among the 17 coffee beverages listed, four items—Hazelnut Latte, Red Velvet Latte, Green Matcha Latte, and Mochaccino—have the highest beverage cost, each priced at IDR 9,000. Conversely, Espresso has the lowest beverage cost at IDR 3,700. These data provide an important foundation for analyzing cost efficiency and profit margins, which are critical in evaluating the performance and popularity of each coffee item throughout the specified period.

## DISCUSSION

Following the calculation steps in menu engineering as outlined by Sudiara (in Mertayasa and Komalawati, 2019:157), the coffee beverage items were classified into distinct categories based on their popularity and profitability. Once the popularity levels of the beverage items were determined, each item was categorized using the menu engineering matrix, which classifies menu items into four categories: Star, Plowhorse, Puzzle, and Dog. A Star item is characterized by high Menu Mix percentage (MM%) and high Average Contribution Margin (ACM). A Plowhorse has high MM% but low ACM. A Puzzle features low MM% but high ACM, while a Dog is marked by both low MM% and low ACM. The classification results are summarized in Table 3.

Table 3. Classification of Coffee Beverages at Kafeina Coffee

No.	Classification	Item
1	Star	Americano, Long Black, Schweppes Espresso
2	Plowhorse	Cappuccino, Coffee Latte, Ginger Coffee, Mochaccino, Hazelnut Latte, Red Velvet Latte, Green Matcha Latte, Macchiato, Ice Chocopresso, Ice Coffee Oreo Milky
3	Puzzle	Espresso
4	Dog	Milk Coffee, Piccolo, Es Kopi Tarik

Source: Processed Data, 2024

Based on Table 3, the menu engineering classification reveals that there are three coffee beverages classified as Star items: Americano, Long Black, and Schweppes Espresso. These beverages are both popular and profitable. The Plowhorse category includes ten items, which are highly popular but yield a lower profit margin: Cappuccino, Coffee Latte, Ginger Coffee, Mochaccino, Hazelnut Latte, Red Velvet Latte, Green Matcha Latte, Macchiato, Ice Chocopresso, and Ice Coffee Oreo Milky. The Puzzle category consists of only one beverage, Espresso, which is profitable but less frequently chosen by customers. Lastly, the Dog category includes three beverages—Milk Coffee, Piccolo, and Es Kopi Tarik—which are neither popular nor profitable, suggesting they may require reevaluation or removal from the menu.

The beverage classification analysis at Kafeina Coffee reveals four distinct categories based on popularity and profit contribution: Star, Plowhorse, Puzzle, and Dog. Beverages under the Star classification—namely Americano, Long Black, and Schweppes Espresso—are both highly popular and profitable. Their strong performance is attributed to their familiarity among consumers and appealing presentation. Americano and Long Black are served in 225 ml cups, often accompanied by milk and sugar on the side, making them enjoyable for prolonged consumption. Schweppes Espresso, served cold with tonic water, lemon, and espresso, offers a refreshing option ideal for Denpasar's warm climate. It is recommended that these items be featured as "bestsellers" on the menu to maintain visibility and ensure consistent quality standards are upheld.

In the Plowhorse category are beverages such as Cappuccino, Coffee Latte, Ginger Coffee, Mochaccino, Hazelnut Latte, Red Velvet Latte, Green Matcha Latte Macchiato, Ice Chocopresso, and Ice Coffee Oreo Milky. These drinks enjoy high popularity due to their affordability and familiarity, yet they contribute minimally to profits. It is therefore suggested to reevaluate the beverage cost by adjusting portion sizes or substituting ingredients—such as coffee bean type, milk brands, or flavorings—without compromising customer satisfaction. Pricing strategies should also consider market demand and consumer feedback to avoid negative impacts on sales.

The only beverage in the Puzzle classification is Espresso, which generates high profit but suffers from low popularity. With its small 30 ml serving size and strong taste profile, it appeals to a niche market. Its similar pricing to larger beverages leads customers to favor other options. A recommended strategy is to position Espresso as a specialty item, possibly through limited-time offers or rotational highlights to enhance interest and educate consumers.

Lastly, the beverages Milk Coffee, Piccolo, and Es Kopi Tarik were categorized under the "Dog" classification in the menu engineering matrix, indicating that they exhibit both low sales volume (popularity) and low contribution margin (profitability). This suggests that these items are not only underperforming in terms of revenue generation but also fail to resonate strongly with customer preferences. Their limited recognition and comparatively low perceived value may contribute to their weak market performance.

To address this issue, management should consider implementing strategic interventions aimed at enhancing the visibility and attractiveness of

these products. One viable approach is the use of menu bundling, wherein these beverages are paired with complementary food items—such as pastries, light snacks, or signature dishes—at a value-oriented price. Bundling can improve perceived value, encourage trial purchases, and potentially stimulate higher demand. In addition, repositioning these beverages through improved menu design, product descriptions, or limited-time promotions could help reintroduce them to customers in a more appealing context. If, after such interventions, these items continue to perform poorly, management may also need to consider revising the recipe, renaming the item to better capture its appeal, or ultimately removing it from the menu to streamline operations and reduce inventory costs. Strategic evaluation and timely decision-making regarding underperforming items are essential to maintaining an efficient and profitable menu lineup.

## **CONCLUSION AND RECOMMENDATIONS**

Based on the analysis of data regarding the popularity levels of coffee beverages at Kafeina Coffee in Denpasar, the following conclusions can be drawn. First, under the Star classification, there are three types of beverages Americano, Long Black, and Schweppes Espresso which exhibit both high popularity and high profitability. Second, the Plowhorse classification includes ten beverage types: Cappuccino, Coffee Latte, Kopi Jahe, Mochaccino, Hazelnut Latte, Red Velvet Latte, Green Matcha Latte Macchiato, Ice Chocopresso, and Ice Coffee Oreo Milky. These drinks are highly popular among customers but generate relatively low profits. Third, the Puzzle classification includes only one beverage Espresso which, despite its low popularity, yields a high profit margin. Lastly, the Dog classification comprises three beverages Kopi Susu, Piccolo, and Es Kopi Tarik that demonstrate both low popularity and low profitability.

## **ADVANCED RESEARCH**

This study was conducted within a one-year timeframe due to limitations in time and resources. Such a restricted period may not adequately represent the seasonal dynamics and variations in consumer preferences throughout the year. Consequently, the findings may lack comprehensive insight into long-term consumption trends. Future studies are recommended to adopt a longitudinal approach spanning multiple years in order to capture a more holistic and accurate depiction of seasonal patterns. A broader temporal scope would contribute to more precise strategic planning and improved menu management decisions.

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