

ABSTRACT

Micro, Small and Medium Enterprises (MSMEs) are one of the sectors that can support the Indonesian economy. In recent years, the city of Bandung is experiencing the growth of the food and beverage industry on a large scale. One of them is the coffee shop business, which continues to grow rapidly so that the level of competition in the coffee shop business is quite tight, such as Kaka Coffee, which experienced a decline in sales from September to December 2019. This is what motivated the author to overcome conditions and problems when facing competition between businesses. .

The research method used in this research is a qualitative cross sectional method and uses a descriptive type of research. The object of research in this study is the Kaka Coffee shop. as well as internal and external parties of the Kaka Coffee shop as resource persons.

Based on the results of the study, the IFE matrix has a total score of 3.45, it can be concluded that Kaka Coffee has a strong internal position. The EFE matrix has a total score of 3.16. So it can be concluded that Kaka Coffee is able to respond well to opportunities and threats from the external environment. The results of the IE matrix analysis with a total IFE matrix score of 3.45 show that the company's internal position on the horizontal line is in the strong category. While the total EFE matrix score of 3.16 shows the company's external position on the vertical line in a strong category as well, as well as the results of the TOWS matrix, there are four alternative strategies consisting of 1 SO strategy, 1 WO strategy, 1 ST strategy, and 1 WT strategy. which fall into the category of market penetration strategy, market development or product development.

The conclusion of this study is that the total score of the Kaka Coffee IFE matrix is 3.45, the total score of the EFE matrix is 3.16. And from the analysis of the external environment, internal environment, IE matrix, TOWS matrix selecting alternative strategic priorities through the QSPM matrix, it was found that the market penetration strategy through promoting Soda Lemon iced coffee to seize competing consumers became an alternative priority strategy that was suitable for use by Kaka Coffee.

Keywords: Strategy Formulation, TOWS Matrix, QSPM