

ABSTRACT

This study aims to formulate an optimal business strategy for Creme Coffee Shop, a micro, small, and medium enterprise (MSME) located in Bintaro, South Tangerang. Amidst the increasingly competitive coffee shop industry, a strategy is needed that can strengthen internal advantages and effectively utilize external opportunities. To this end, this study employs a SWOT analysis approach and the Quantitative Strategic Planning Matrix (QSPM) method, enriched with Porter's Five Forces framework and the Resource-Based View (RBV) perspective.

The method used was qualitative descriptive, with data collection techniques through interviews, direct observation, documentation, and questionnaire distribution. Data was analyzed using the Internal Factor Evaluation Matrix (IFE), External Factor Evaluation Matrix (EFE), and Internal-External Matrix (IE). The analysis results indicate that Creme Coffee Shop has fairly good internal strengths with an IFE score of 2.94, indicating a fairly strong internal position, with strengths more dominant than weaknesses. For external strengths, Creme Coffee Shop is in a moderate position in responding to the external environment with an EFE score of 2.41, indicating that the company's ability to respond to external opportunities is relatively good, although it still faces some strong competitive threats.

Based on SWOT, Creme has a number of strengths, such as distinctive branding through the creamy taste of its coffee, excellent barista service, and strategic locations.

Through QSPM analysis, the operational and marketing digitalization strategy was selected as the main strategy with the highest Total Attractiveness Score (TAS) of 6.34. This strategy is considered capable of overcoming internal weaknesses such as limited market reach and manual operational systems, while taking advantage of opportunities such as the trend of digitalization and increased use of social media.

This research can provide practical contributions to the development of MSMEs in designing data-based strategies and serve as a theoretical reference in strategic management studies. With the right strategy, Creme Coffee Shop can increase its competitiveness and sustainable business growth amid the ever-changing dynamics of the industry.

Keywords: Creme Coffee Shop, SWOT, QSPM, business strategy, coffee shop, competitiveness.