

ABSTRACT

This study is entitled Formulation of Strategic Plans for Micro, Small, and Medium Enterprises (Study at Kedai Kopi Ceeskuh Bandung). With the emergence of new coffee shops in Bandung City, making coffee shops that have already been established need a strategy in dealing with competition. Therefore, it is necessary to formulate the right strategy so that it can make the coffee shop continue to grow and win the competition with its competitors.

The purpose of this study is to determine the external environment, internal environment, and also the appropriate strategy for Kedai Kopi Ceeskuh in facing competition. The stages in this study include the input stage and matching stage.

The research method used in this study was through an interview process and a questionnaire as a tool to calculate rankings with sources from the external environment who visited 6 people and also internally from Kedai Kopi Ceeskuh, amounting to 2 people.

The result obtained at the Input Stage using the EFE matrix, which is 3,077 and by using the IFE matrix, which is 3,166. Furthermore, at the Matching Stage using the IE matrix, it is known that the position of Kedai Kopi Ceeskuh is in quadrant I, namely Grow and Build. The recommended strategies are market penetration, market development, and product development. Furthermore, in the SWOT matrix, four alternative strategies were obtained, namely (1) opening new branches to reach wider marketing and increasing existing strengths, (2) collaborating with the government to improve business in order to compete with competitors, (3) increasing promotion of products sold using social media to increase revenue, and (4) adding products by following changes in existing with competitors. Then in the last stage, namely the Decision Stage using the QSPM matrix, it was found that the most suitable alternative strategy for Kedai Kopi Ceeskuh was the first strategy with a total score of 5,669.

The results of this study are expected to be a strategic input for Kedai Kopi Ceeskuh and also for similar businesses to be able to improve their competitive position in an industry.

Keyword: *Competitive Strategy, EFE Matrix, IFE Matrix, SWOT Matrix, QSPM Matrix.*