

ABSTRACT

MSMEs play an important role in Indonesia's economic growth, especially in the culinary sector where competition is increasingly fierce. Tokokari, a Japanese culinary MSME in Bandung that was established in 2023, faces various challenges such as fluctuating income, an unstructured financial system, and limited business area. To remain competitive, Tokokari needs to formulate an appropriate and sustainable business development strategy. This research aims to formulate an appropriate development strategy for Tokokari through an analysis of internal and external factors. The main focus of the research includes: identifying strengths and weaknesses (IFE), evaluating opportunities and threats (EFE), formulating alternative strategies (SWOT & IE), and determining priority strategies (QSPM). The results of this research are expected to improve operational efficiency and business competitiveness. The methodology used is a qualitative-descriptive approach with a case study. Data were collected through interviews, observations, documentation, and Focus Group Discussions (FGDs) with related parties. Analysis was conducted through the stages of strategic management: input (IFE & EFE), matching (SWOT & IE), and decision (QSPM). The results showed an IFE score of 2.44 and EFE of 2.26 which placed Tokokari in Quadrant V (Hold and Maintain strategy). Of the 19 alternative strategies prepared, the priority strategy is to optimize the quality of services, products, and raw materials despite the limited area of the restaurant.

Keywords: MSMEs, IFE, EFE, IE, SWOT Analysis, QSPM.