ANALISIS STRATEGI BISNIS *COFFEE SHOP* MENGGUNAKAN METODE *BUSINESS MODEL CANVAS* DAN *QUANTITATIVE STRATEGIC PLANNING MATRIX* (STUDI KASUS: *COFFEE SHOP* 'KOPI DUL')

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ABSTRAK

Coffee Shop Kopi Dul merupakan *Coffee Shop* yang telah berdiri sejak tahun 2018. Perkembangan *Coffee Shop* yang semakin tinggi dari tahun ke tahun mengharuskan *Coffee Shop* Kopi Dul harus terus berinovasi agar dapat bertahan ditengah persaingan yang ada dengan cara memetakan model usaha serta membuat strategi pengembangan bisnis berdasarkan faktor internal dan eksternal Perusahaan. Tujuan dari penelitian ini adalah untuk merencanakan pengembangan bisnis usaha *Coffee Shop* Kopi Dul menggunakan metode *Business Model Canvas* dan QSPM. Proses pengolahan data pada penelitian ini dimulai dengan melakukan tabulasi hasil wawancara terhadap seluruh blok *Business Model Canvas*, melakukan tahap input stage menggunakan matriks IFE dan EFE, melakukan tahap matching stage menggunakan metode matriks IE, matriks SPACE, dan matriks SWOT, melakukan tahap decision stage menggunakan metode QSPM, terakhir memformulasikan *Business Model Canvas* baru yang telah ditambahkan alternatif strategi yang didapatkan. Hasil analisis penelitian menunjukan bahwa *Coffee Shop* Kopi Dul berada pada posisi hold and maintain berdasarkan hasil matriks IE, berada pada kuadran *aggressive* berdasarkan hasil matriks SPACE, mendapatkan 8 formulasi alternatif strategi berdasarkan matriks SWOT, serta telah dibuat *Business Model Canvas* yang telah diperbaiki dan ditambahkan formulasi alternatif strategi yang didapatkan pada tahap matching stage. Pada tahap QSPM, alternatif strategi yang menjadi prioritas adalah strategi "Melakukan observasi kompetitor secara rutin" dengan nilai *Sum Total Attractive Score* sebesar 6.371.

Kata Kunci: *Business Model Canvas*, QSPM, Pengembangan Usaha

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ABSTRACT

Coffee Shop Kopi Dul is a *Coffee Shop* that has been established since 2018. The development of *Coffee Shop* which is getting higher from year to year requires *Coffee Shop* Kopi Dul to continue to innovate in order to survive in the midst of existing competition by mapping the business model and creating a business development strategy based on the Company's internal and external factors. The purpose of this research is to plan the business development of Dul *Coffee Shop* using the *Business Model Canvas* and QSPM methods. The data processing process in this study begins with tabulating the results of interviews on all *Business Model Canvas* blocks, conducting the input stage using the IFE and EFE matrices, conducting the matching stage using the IE matrix, SPACE matrix, and SWOT matrix methods, conducting the decision stage using the QSPM method, finally formulating a new *Business Model Canvas* that has been added to the alternative strategies obtained. The results of the research analysis show that *Coffee Shop* Kopi Dul is in a hold and maintain position based on the results of the IE matrix, is in the *aggressive* quadrant based on the results of the SPACE matrix, gets 9 alternative strategy formulations based on the SWOT matrix, and has made a *Business Model Canvas* that has been improved and added alternative strategy formulations obtained at the matching stage. At the QSPM stage, the alternative strategy that is prioritized is the "Conduct routine competitor observations" strategy with a *Sum Total Attractive Score* of 6,371.

Keywords: *Business Model Canvas*, QSPM, Business Development