RINGKASAN EKSEKUTIF

Penelitian ini membahas rencana pengembangan Soes Merdeka melalui pembukaan cabang baru dengan konsep bakery & coffee shop yang menjawab kejenuhan konsumen terhadap model bakery modern yang homogen. Kajian awal menunjukkan potensi pasar yang besar didukung pertumbuhan industri kuliner dan tren gaya hidup urban di Bandung. Landasan teori kewirausahaan, manajemen, Analisis SWOT, Lean Canvas, serta literatur bisnis digunakan untuk memperkuat analisis. Metodologi penelitian berbasis observasi, wawancara, dan studi literatur menghasilkan data mengenai profil perusahaan, preferensi konsumen, dan kondisi persaingan. Hasil analisis menunjukkan kekuatan utama terletak pada brand heritage dan kualitas produk, sementara kelemahan pada keterbatasan inovasi dan persaingan ketat. Peluang terbuka dari meningkatnya konsumsi kopi dan bakery premium, namun terdapat ancaman harga bahan baku dan pendatang baru. Proyeksi keuangan dengan cash flow tanpa hutang, NPV positif, IRR >10%, dan payback period ±1,5 tahun menegaskan kelayakan usaha. Kesimpulannya, cabang baru Soes Merdeka dinilai layak, dengan syarat memperkuat inovasi, digital marketing, dan efisiensi operasional.

Kata kunci: *Soes Merdeka, bakery & coffee shop, strategi bisnis, inovasi produk, SWOT, Lean Canvas, cash flow, NPV, IRR, payback period, pemasaran digital, keberlanjutan usaha.*

EXECUTIVE SUMMARY

This research explores the business development plan of Soes Merdeka through the opening of a new branch with a bakery & coffee shop concept designed to address consumer fatigue toward standardized modern bakeries. The study highlights the strong market potential driven by the growth of the culinary industry and urban lifestyle trends in Bandung. Theoretical foundations in entrepreneurship, management, SWOT Analysis, Lean Canvas, and business literature were applied to support the analysis. Data collection through observation, interviews, and literature review provided insights into the company's profile, consumer preferences, and market competition. Findings reveal that the company's main strengths lie in its brand heritage and consistent product quality, while weaknesses include limited innovation and intense competition. Opportunities arise from the increasing demand for coffee and premium bakery products, with threats coming from raw material price fluctuations and new entrants. Financial projections show positive cash flow without debt, positive NPV, IRR above 10%, and a payback period of around one point five years, confirming business feasibility. In conclusion, the new Soes Merdeka branch is deemed feasible, provided the company strengthens innovation, digital marketing, and operational efficiency to ensure sustainable growth.

Keywords: *Soes Merdeka, bakery & coffee shop, business strategy, product innovation, SWOT, Lean Canvas, cash flow, NPV, IRR, payback period, digital marketing, business sustainability.*