

## ABSTRACT

*The coffee shop industry in Semarang has experienced rapid growth, creating intense competition among businesses. In this competitive environment, coffee shop owners are required to improve operational performance in order to maintain business sustainability. However, many coffee shops still encounter operational problems such as inaccurate inventory management, inconsistent workflows, and slow responses to customer demand. These issues indicate that operational processes are not yet fully optimized. Therefore, this study aims to examine the effect of Lean Management on Business Performance by considering the mediating roles of Operational Efficiency and Operational Responsiveness.*

*This research uses a quantitative approach with a survey method. Data were collected through an online questionnaire distributed to coffee shop owners and general managers in Semarang City. A total of 112 respondents were selected using purposive sampling. The data were analyzed using Structural Equation Modeling (SEM) with AMOS to examine the relationships between Lean Management, Operational Efficiency, Operational Responsiveness, and Business Performance.*

*The results show that Lean Management has a positive and significant effect on Operational Efficiency and Operational Responsiveness. Both Operational Efficiency and Operational Responsiveness also have a significant positive influence on Business Performance. Furthermore, the findings indicate that Lean Management does not directly affect Business Performance significantly, but it has a significant indirect effect through Operational Efficiency and Operational Responsiveness as mediating variables. These results suggest that the successful implementation of Lean Management in coffee shops depends on how well it improves operational efficiency and responsiveness, which ultimately leads to better business performance.*

**Keywords:** *Lean Management, Operational Efficiency, Operational Responsiveness, Business Performance, Coffee Shop*

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