

ABSTRACT

The rapid growth of the coffee shop industry in Bandung City has created intense competition among business players, including The Pleasant Service (TPS). Changes in consumer trends and the aggressive promotional activities of competitors require TPS to formulate an appropriate development strategy to maintain its position and enhance its competitiveness. This study aims to analyze the internal and external factors of TPS and determine the priority strategy through a combination of the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM).

This research employed a case study method with a mixed-methods approach. Qualitative data were obtained through in-depth interviews with the owner and key employees, while quantitative data were collected via questionnaires to weight strategic factors. The analysis was conducted by identifying internal and external factors, calculating weights and ratings to develop the IFE and EFE Matrices, mapping the strategic position using the IE Matrix, formulating alternative strategies with the SWOT Matrix, and determining strategy priorities using the QSPM.

The results show that TPS achieved a total IFE score of 3.051 and a total EFE score of 2.431, placing the company in cell IV of the IE Matrix with a “grow and build” position. The SWOT analysis generated four groups of alternative strategies (S-O, W-O, S-T, W-T). QSPM prioritization identified the S-O strategy as the main priority, with a Total Attractiveness Score of 3.35. This strategy focuses on leveraging community events, implementing consistent digital promotion, and developing non-coffee products aligned with youth market trends to strengthen TPS’s brand positioning amid intense competition.

Keywords: *development strategy, SWOT, QSPM, coffee shop, MSME*