

## ***ABSTRACT***

The tight competition in the business world or in this research in the coffee shop business in Bandung is the background of this research. Contrast has a strong concept in the coffee shop and has a different taste, but the value offered by the contrast is the same as that offered by other coffee shops and Contrast competitors.

Many new competitors are a threat to the contrast, besides that Contrast does not have a competitive strategy to compete in the tight competition of the Coffe Shop in the city of Bandung. For this reason, the appropriate Strategy Formulation is needed so that Contrast can achieve competitive advantage.

There are three stages in this research, namely input stage, matching stage and decision stage. Input stage is carried out using management strategy tools, namely IFE and EFE matrix. Matching stage uses two strategy formulation tools, namely SWOT matrix, and IE matrix. Decision stage uses QSPM analysis as a tool that will determine the best strategy. The method used is descriptive qualitative and quantitative, where quantitative is used to facilitate qualitative. Sampling was done by purposive sampling method with a total of 6 people from line managers and 1 person from the Specialty Coffe Association. In this study the credibility test was used through resource triangulation.

The results showed EFE Matrix score of 2.86 and IFE Matrix score of 3.090, so that the Contrast in the IE Matrix is in quadrant IV, namely the Grow and Build strategy. The strategy that is the main priority based on evaluation with the QSPM Matrix is product development strategy.

The recommendation strategy for Contrast to deal with business competition is to develop products based on the strength of the Taste of different Contrast Products so that the Contrast can more Variate their Products to be more diverse.

Keywords: Strategy Advantage, IFE & EFE, SWOT, QSPM matrix.