

## ABSTRACT

This study aims to analyze the company's internal and external factors, and formulate an alternative company strategy according to the company's condition using the QSPM Matrix. This study uses a qualitative descriptive method with interview, documentation and observation data collection techniques, and strategy formulation using IFE, EFE, IE Matrix, CPM and QSPM Matrix.

The results of this study resulted in an IFE matrix score of 3.01 and an EFE matrix score of 3.43, which resulted in the IE Coffee & Chill matrix being in cell I and the right strategy for Coffee and Chill based on the IE matrix was the grow and build strategy. In this study, Coffee & Chill is ranked 2 with a total weighted score of 3, while for Café Kiyoko and Kopi 20 it has a total weighted score of 3.14 and 2.91.

Based on the formulation of alternative business development strategies, it can be seen that the priority strategies to be implemented by Coffee and Chill in competing with its competitors are (1) Moving the new business location to a strategic city center with a TAS value of 2,807.

It can be concluded that from a number of known strategies, Coffee and Chill in moving its business location is accompanied by maintaining the advantages and business opportunities that previously existed in the old location, namely continuing to create coworking space facilities, maintaining a relaxed and comfortable cafe atmosphere, moving business locations to a strategic city center and continue to prioritize customer-oriented services.

**Keyword: IFE, EFE, CPM, QSPM, COFFEE**