

## **ABSTRACT**

*The acceleration of technology has impacted today's world of business. Through social media platforms, instant messaging applications, and other communication technologies, companies can now interact directly with their customers, listen to feedback, and provide more personalized service. Research shows that MSMEs often face obstacles in maintaining their competitiveness in local and international markets, one of which is Guzzini. Since 2022, Guzzini has experienced a decline in turnover every month, causing many problems within Guzzini itself, one of which is Guzzini closing its offline store.*

*The purpose of this study is to determine the condition of internal environmental factors (strengths and weaknesses) and external environmental factors (opportunities and threats) at Guzzini and to analyze and identify alternative business strategies that are right to be applied to Guzzini using the SWOT method and formulating priority business strategies using the QSPM method.*

*This study uses a qualitative method. The number of respondents is 4 (four) people consisting of 2 (two) internal companies, 1 (one) consumer, and 1 (one) competitor.*

*The results of the study showed that the IFE and EFE scores were 2.60 and 2.90. This indicates that Guzzini is in the moderate category. Based on the IE matrix, the coordinates (2.60 and 2.90) are in quadrant V (maintaining and maintaining). Then, alternative strategies were compiled with the SWOT matrix concept and formulated 12 (twelve) alternative strategies. Furthermore, in the final stage of determining priority strategies, using the QSPM technique, it was obtained that the priority strategy, with the highest TAS value, was Strategic Collaboration with Designers and Influencers.*

*The results of this study are expected to be used as evaluation material for MSMEs so that they can apply SWOT and QSPM analysis in identifying the right strategy to use in improving their business strategy.*

*Keywords: Strategic Management, IFE, EFE, SWOT, QSPM*