

ABSTRACT

The hospitality industry in Garut Regency is growing rapidly, particularly at Danau Dariza Hotel, which adopts a nature resort concept with traditional house architecture. However, the hotel has experienced a decline in occupancy due to competition from newer, more modern hotels and shifting tourist preferences toward digital services. Therefore, an adaptive business strategy is needed to maintain competitiveness.

This study aims to (1) analyze the internal and external strategic factors of Danau Dariza Hotel through the input stage, (2) formulate alternative strategies through the matching stage using SWOT and IE Matrix analysis, and (3) identify priority strategies through the decision stage using QSPM to enhance the hotel's competitiveness.

The research uses a qualitative descriptive approach with data collected through interviews, observations, and documentation. Analysis tools include IFE, EFE, SWOT, IE Matrix, and QSPM. The SWOT analysis results were used to determine priority strategies through QSPM.

The findings show that Danau Dariza Hotel falls under the "hold and maintain" strategy position, with an IFE score of 2.778 and an EFE score of 2.407. The chosen priority strategy is the development of modern facilities and services to enhance customer satisfaction, with a Total Attractiveness Score (TAS) of 6.027. This strategy is considered the most relevant to improve customer experience, strengthen competitiveness, and sustainably increase occupancy rates.

This study provides practical contributions to hotel management through a quantitatively based strategy and serves academically as an example of QSPM application. It is recommended that the hotel implement the strategy and conduct regular evaluations. Future research can further explore customer satisfaction and the impact of digital transformation.

Keywords: *IFE Matrix, EFE Matrix, SWOT Matrix, IE Matrix, QSPM*