

## **ABSTRACT**

*Digital TV industry competition in Indonesia is very tight, besides it must compete with analog TV, which was already known to the public at large, the 36 companies that launched a digital TV becomes a rival for Inspira TV. In addition, many media replacement or substitution of television itself as a social media and internet, had to be taken into consideration for the formulation of strategy formulation for Inspira TV.*

*This study was conducted to formulate a business strategy that is right for Inspira TV by analyzing internal and external circumstances, based in Bandung, West Java. This study is exploratory, a method that in the early stages of research using qualitative methods and the next phase using quantitative methods. The data collected by means of interviews, discussions, observation and study of literature. Three interviewees from inside and outside company selected by purposive sampling to conduct the interview, which consists of representatives of TV Inspira represented by marcom division, former director and supervisor Inspira TV as well as previous researchers about Inspira TV. To test the validity of the interview data, the researchers used the technique of triangulation. Strategy formulation is done using a three-stage strategy formulation analysis framework. The first stage is the input stage that the author uses a matrix of IFE and EFE are combined using Analytic Hierarchy Process (AHP), the second stage is matching stage that using IE matrix and SWOT matrix and the third phase is decision stage using a matrix QSPM as the final stage to decide the priority strategy best.*

*The results based matrix IFE & EFE mapped to the matrix IE puts Inspira TV in quadrant II position with the coordinates of (2.751; 3.082). In that position, the right strategy for the company is grow and build with two options namely market penetration strategies and product development. Swot analysis results to produce a strategy to add networking, cooperation and efficiency of an option strategy.*

*The results of QPSM matrix of matrices IE shows that market penetration is the best strategy to do. And the results of the SWOT matrix QSPM generate that*

*its partnership with others and the government as the best strategy was done today. So the best strategy that can be used according to QSPM matrix is market penetration by doing partnership with others and the government.*

**Key Words: Formulating of strategy, IFE and EFE Matrix, IE Matrix, SWOT Matrix, QSPM Matrix, input stage, matching stage, decision stage.**