

ABSTRACT

The game business is one of the business fields that has considerable potential because it has a very wide platform coverage. Agate Studio is one of the successful game developers from Indonesia. With more and more new game developers competing within the industry, even companies like Agate Studio that have successfully released popular games still need to continue to observe the market and adjust the competitive strategies they used to keep creating a good and stable performance in order to face their competitors. This research was conducted with the aim to formulate and select the most appropriate strategy to be applied to Agate Studio, the process of strategy formulation is done by evaluating the external and internal condition of Agate Studio. Methods of data collection are done through interviews, observation, documentation, and literature study. The formulation of the strategy undertaken in this study consists of three stages. The first stage is internal and external evaluation using the EFE and IFE matrix with AHP (Analytic Hierarchy Process) method to determine the weight of the factors, second stage using the IE Matrix, and last stage using the QSPM matrix.

The results obtained in this study indicate the coordinates of Agate Studio's Entertainment Game division is in quadrant V (2,9239; 2,5931). The right strategy for the company to apply are the Hold and Maintain Strategy. Meanwhile, the coordinates location of Agate Studio's Serious Game is in quadrant IV (2,9932; 3,0678). The position of the cell indicates that the company should perform the Grow and Build strategy. The result of QSPM matrix analysis shows that the highest-order strategy for Entertainment Game division is to increase sales by developing the latest Valthirian Arc series (TAS = 5,5120). Meanwhile, the priority strategy for Serious Game division is to make market development effort into the Southeast Asian countries (TAS = 5,3991).

Keywords: EFE, IFE, AHP, IE Matrix, QSPM