

## ABSTRACT

The occurrence of a competition in the business world is something that cannot be avoided. With the occurrence of a competition, it is clear that companies in an industrial sector are faced with various opportunities and threats, which come from within or outside the company. Companies must also be able to minimize weaknesses and maximize their strengths. Business competition is not always felt by big startups but experienced by many small startups in Indonesia. As experienced by Light Box Studio, which is one of the startups in the city of Bandung which is engaged in the creative industry that provides product photo services.

The purpose of this study is to be able to know the situation of the external environment, internal environment, and to find out from alternative competitive strategies that are appropriate for Light Box Studio in conducting its business.

The method used is descriptive qualitative through a case study approach. The data source used is primary data which is carried out through literature studies, books, and journals. Sampling was done through purposive sampling method with as many as seven sources, the validity of the data used was the source triangulation technique. The data analysis technique uses the IFE, EFE, IE, SWOT and QSPM matrices which are sourced from the results of the company's internal and external environmental analysis.

The results of this study show that the EFE Matrix score is 3.26 and the IFE Matrix score is 3.33, so the position of the Light Box Studio is in the IE matrix in the position of cell I, which is a growth and build strategy. From the results of the SWOT matrix, the company has 6 alternative strategies, consisting of 3 market penetration strategies and 3 product development strategies. Alternative strategies that can be a top priority based on the evaluation of the QSPM matrix, namely through market penetration and product development.

The recommended strategy for Light Box Studio in order to face competition is to maintain service quality and price so that it is always the choice of consumers by making company profile videos or photo order documentation to increase trust in potential customers and strategies to create member programs and add pre-wedding photo services, photos outdoor and indoor for consumers

Keywords: Competitive Strategy, EFE Matrix, IFE, SWOT, and QSPM