

ABSTRACT

This research is motivated by competition in the Indonesian tourism industry, especially the tourism industry in Bandung Regency. Alamendah Tourism Village has a nature-based tourism concept, but the concepts and values offered by Alamendah Tourism Village are the same as other tourist villages. New competitors that appear in the tourism industry in Bandung Regency are a threat to Alamendah Tourism Village, so it is necessary to formulate an appropriate competitive strategy to gain a competitive advantage.

The purpose of this study is to determine the internal and external environmental conditions of the Alamendah Tourism Village. in addition, to formulate an appropriate alternative competitive strategy for the Alamendah Tourism Village in facing competition in running its business.

The research method used in this research is a qualitative descriptive method with a case study approach. Where data analysis is obtained through primary data conducted by interviews and direct observation, while secondary data is obtained through reference books, journals, articles from internet sources, as well as internal organization data. The sample in this study used a purposive sampling method with a total of seven informants. The credibility of the data in this study used a source triangulation technique. The data analysis technique used in this study uses the IFE, EFE, IE, SWOT, and QSPM matrix which refers to the results of environmental and external analysis of the Alamendah Tourism Village.

The results of the study resulted in an IFE matrix score of 3.5 and an EFE matrix score of 3.13. This can be interpreted that the position of the Alamendah Tourism Village is in cell I of the IE matrix, namely the growth and development strategy (Growth and Build). Based on the results of the SWOT matrix, 6 alternative strategies were obtained consisting of 2 market development strategies, 1 product/service development strategy, 2 horizontal integration strategies, and 1 market penetration strategy. Based on the QSPM matrix, the alternative priority strategy is a market development strategy.

The recommendation strategy for Alamendah Tourism Village in facing competition is to create its own e-commerce to sell products from suppliers. However, in the near future, the recommended strategy for Alamendah Tourism Village is to do digital marketing by creating promotional advertisements online.

Keywords: *Competitive strategy, Competitive Advantage, IFE, EFE, IE, SWOT, QSPM.*