ABSTRACT

This study analyzes the business strategy of Fortus Media, a digital marketing agency in Bandung City, to achieve competitive advantage amidst intense competition and rapid digital adoption by Micro, Small, and Medium Enterprises (MSMEs). Using a qualitative approach with a case study method, data was collected through Focus Group Discussions (FGDs), in-depth interviews, observation, and document analysis. A comprehensive analysis was conducted using the PESTEL, Porter's Five Forces, and Value Chain frameworks, followed by a SWOT Analysis (supported by EFAS, IFAS, and SFAS), a TOWS Matrix, and a Grand Strategy Matrix.

Fortus Media was identified to have key strengths in its creative team and real-time reporting system, but is limited by financial resources and employee capacity. Significant opportunities arise from MSME digital adoption and government support, while threats include fierce competition and data regulations. Analysis shows a strong external position (EFAS score of 2.56) and a moderately strong internal position (IFAS score of 2.52). However, an SFAS score of 2.38 places Fortus Media in a vulnerable and unstable strategic position. Nevertheless, this position is within Quadrant 1 of the Grand Strategy Matrix (strong position, fast-growing market), indicating a need for an aggressive growth strategy combined with a focus on mitigating weaknesses.

The TOWS Matrix formulated several strategies: aggressive growth (MSME expansion, AI innovation), internal improvements (partnerships, system standardization), and adaptation (differentiation, regulatory compliance). In conclusion, Fortus Media has great potential to achieve sustainable competitive advantage in Bandung, but must focus on correcting its weaknesses and mitigating threats to maximize existing growth potential.

Keywords: *Business Strategy, Competitive Advantage, Digital Marketing, Fortus Media, SWOT Analysis.*