

ABSTRACT

Competition in businesses, especially in the digital industry, is an absolute thing. With the advent of competition, companies will always face some business opportunities and threats to business processes from within or outside the company. The company must be able to maximize its existing strengths and be able to minimize weaknesses. Competition not only happens to companies that are already large but if it has entered into a certain industry then there will always be competition. As is being experienced by Cubic Incubator engaged in the digital industry in the city of Bandung on incubation services. This requires Cubic Incubator to have a qualified competitive strategy, to outperform its competitors in the industry.

The purpose of this study is to find out the conditions of the internal and external environment of cubic incubators. Besides, to know the right alternative strategy to Cubic Incubator in the face of competition in running its business.

The method used in this study is descriptive qualitative with a case study approach. The data source used is primary data conducted through interviews and observations. Meanwhile, secondary data is obtained through the study of libraries, books, journals, and internal data of the company. The samples in this study were conducted using the purposive sampling method with the number of speakers as many as four people. The credibility of the data in this research uses source triangulation techniques. Data analysis techniques are conducted using IFE, EFE, IE, SWOT and QSPM matrices which refers to the results of internal and external environmental analysis of the company.

The results resulted in an IFE matrix score of 3.26 and an EFE matrix score of 3.22 so that the position of cubic incubator is in the IE matrix in Cell I, which is a strategy of growing and building. From the results of the SWOT matrix, it produces 6 alternative strategies consisting of 2 market penetrations and 4 product developments. The main priority resulting from the alternative strategy of the QSPM matrix is product development strategy.

The recommendation strategy produced for Cubic Incubator in the face of competition is by improving the quality of the company's incubation services to increase consumers and their loyalty.

Keywords: Competitive Strategy, IFE, EFE, IE, SWOT, QSPM matrices