

## Business Strategy Formulation in Creative Industry: Case Study of Supernova Sinema Pictures

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**ABSTRACT:** The videography and cinematography sector in Padang, Indonesia's creative industry experienced a remarkable growth of 2,500% from 2016 to 2023. The influx of new competitors engaging in aggressive price competition necessitates strategic formulation to bolster competitiveness. As Supernova Sinema Pictures enters its mature phase, it is crucial to conduct a comprehensive analysis of internal and external factors, employing frameworks such as the Business Model Canvas and McKinsey 7s Framework derived from the SWOT Matrix findings. Data were collected and analyzed through qualitative descriptive analysis using non-probability purposive sampling techniques, including Focus Group Discussions, In-depth Interviews with 28 industry stakeholders and consumers, and Participant Observation spanning four years. The findings position the company in Quadrant 1, pursuing an SO (Strength-Opportunity) strategy. Supernova Sinema Pictures has opted for a Market Development Strategy aimed at niche markets, emphasizing service quality enhancement and customer satisfaction. This research serves as a valuable reference for similar enterprises aiming to thrive in a challenging business environment.

**Keywords:** Business Strategy, Creative Industry, SWOT Analysis, Business Model Canvas, 7s McKinsey



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## INTRODUCTION

The creative industry in Indonesia has witnessed substantial growth in recent years, characterized by a fusion of creativity, skills, and talent that generates significant value (Wulansari et al., 2022). According to the Ministry of Tourism and Creative Economy, as of 2024, there are 17 sub-sectors in the creative economy, including Film, Animation, Video, and Advertising (Kemenparekraf, 2024). Data from the Central Statistics Agency (Sakernas) from 2018 to 2022 show that the workforce in the Film, Animation, and Video sector grew by 2,267%, while the Advertising sector grew by 2,82% (Kemenparekraf, 2023). This has positively impacted job creation and increased the number of entrepreneurs or MSMEs (Micro, Small, and Medium Enterprises) in these sectors.

Videography and cinematography are closely intertwined within the realm of audiovisual content production, each playing a pivotal role in their respective sub-sectors. However, they diverge in complexity, aesthetics, production context, and the quality of audiovisual content. According to

[Ingram et al. \(2021\)](#), videography involves direct and spontaneous video production to capture a moment or event, while cinematography is more planned and crafted with a creative and artistic approach.

A factor that influences the increasing interest of workers in this sector is the increasing demand for video content, catering to both for personal and corporate needs. The need for personal documentation such as wedding, graduation, birthday and newborn videos has become increasingly popular in the current social media era. Based on research conducted by We Are Social creative agency based in the United States, in Indonesia there are 167 million active users on social media in 2023 or around 60.4% of the total population ([Social, 2023](#)). According to TJ McCue, one of the senior contributors to Forbes, video content in 2022 has a percentage of 82% of social media content in the world ([Prasetyo, 2022](#)).

The advent of the digital marketing era to fulfil the promotional needs of a company has also increased. This aligns with [Sifwah et al. \(2024\)](#), who stated that digital marketing can significantly boost sales. According to [Zaluchu et al. \(2023\)](#), professional services can create creative and innovative campaigns, generating engaging messages for their consumers. These companies typically produce product advertisements, company profiles, web series, or films to introduce their products across various media. The diverse pricing strategies in audiovisual production make this industry particularly promising in the current digital landscape.

Other contributing factors include a rapidly developing ecosystem and technological advancements. In today's digital age, learning videography and cinematography has become accessible. One no longer requires extensive university studies or expensive courses. Amateur videographers or cinematographers without adequate insight and experience can learn through social media. Many content creators share educational content, tips, tricks, and free tutorials on YouTube, Instagram, and TikTok. Utilizing social media for information acquisition has become a trend and a primary preference in the new media era ([Utami, 2021](#)) facilitating information and knowledge searches ([Rahman et al., 2023](#)).

Videography or cinematography vendors do not need significant capital to start their businesses. In Padang City, several locations now offer camera rentals, available for a daily fee during each production schedule. Additionally, a complex business organizational structure is unnecessary at the outset. Owners can multitask as videographers or cinematographers and video editors. During production, the owner can be assisted by freelance videographers or cinematographers on a daily wage basis. Vendors without their studios or offices rely on social media popularity or brand awareness to attract potential clients.

With the various potentials and conveniences supporting the creative economy ecosystem, there has been a significant increase in videography and cinematography businesses in West Sumatra, particularly in Padang City. In Padang, SMEs in this sector have experienced a remarkable growth of 2,500% over the past seven years. In 2016, SMEs in this sector only numbered 5 vendors but in 2023 reached 130 active vendors. This rapid expansion indicates a thriving creative industry in the region. However, this intense business competition has negatively impacted market prices, leading to significantly lower prices, numerous promotions, discounts, and additional service bonuses. This price competition has resulted in reduced profits for each company ([Farm, 2017](#)).

One enduring SME in the Padang videography and cinematography scene is Supernova Sinema Pictures. Founded by Genggam Arsuma Oejoen on August 17, 2016, this company specializes in producing wedding videos, graduation videos, company profiles, films, and event documentation, serving hundreds of clients by 2024.



**Figure 1.** Product of Supernova Sinema Pictures

Compared to its peak performance in 2019, Supernova Sinema Pictures' revenue in 2023 has significantly declined by 91.74% annually. The company has entered the mature stage, where the market becomes saturated, production and growth slow drastically, competition intensifies, and profit margins narrow (Burns, 2021). At the beginning of its establishment, Supernova Sinema Pictures was one of the players in the blue ocean strategy and now has to compete in the red ocean strategy. According to Rothaermel (2021), the red ocean is a dense and ruthless market competition in a price-focused industry. In such a red ocean competition, businesses without a solid strategy will not succeed and will likely fail (Kumar, 2023).

**Table 1.** Development of Supernova Sinema Pictures 2016-2023

Year	Annual Revenue	Number of Competitors	Product Life Cycle Stages
2016	Rp 140.000.000,-	4 Competitors	Introduction
2017	Rp 429.600.000,-	21 Competitors	Growth
2018	Rp 526.700.000,-	28 Competitors	Growth
2019	Rp 720.250.000,-	48 Competitors	Growth
2020	Rp 282.000.000,-	61 Competitors	Mature
2021	Rp 310.150.000,-	91 Competitors	Mature
2022	Rp 153.570.000,-	108 Competitors	Mature
2023	Rp 59.500.000,-	130 Competitors	Mature

There are several factors contributing to the decline in revenue for Supernova Sinema Pictures. The COVID-19 pandemic, which hit Indonesia in 2020, had a significant impact on this industry. According to Circular Letter No. 15 of 2020 from the Minister of Religious Affairs regarding the prohibition of wedding parties (Kemenag, 2020), prospective brides and grooms were unable to

use wedding videography services during the Community Activity Restrictions (PPKM) from January 11, 2021 ([Kemendagri, 2021](#)) to December 30, 2022 ([Kemensetneg, 2022](#))

The second factor is the emergence of many new competitors during the new normal era, which intensified business competition. The new normal policy entails the resumption of new activities in the economy, society, and public activities with health protocols ([Kemenkeu, 2020](#)). The year 2021 marked the revival of the creative economy in Indonesia, providing new opportunities for creative economy entrepreneurs ([Marseto, 2021](#)).

According to [Zaeske et al. \(2022\)](#), COVID-19 spurred the younger generation to become more creative through technology use. This is evidenced by the growth of MSMEs in videography and cinematography in Padang City during the new normal era. Based on Table 1, 2021 saw the highest percentage of new vendors in this sector in Padang City, at 23.43%. Many of these MSMEs were started by students as hobbies or to fill their spare time. For instance, the market price for a single wedding video production in Padang City ranged from Rp 4,000,000 to Rp 10,000,000, but these new vendors offered prices from Rp 1,500,000 to Rp 2,500,000, including a pre-wedding video bonus.

With the increasingly deteriorating ecosystem due to price competition and the emergence of many new competitors, it is crucial for Supernova Sinema Pictures to evaluate its business strategy to enhance competitiveness in this industry. According to [Abdulwase et al., \(2021\)](#), business strategy is a key element that can be used to strengthen and improve the performance of an organization to create a greater competitive advantage. It is crucial to formulate the right strategy during the mature stage to succeed in highly competitive industries and gain a competitive edge.

The competitiveness factors in the creative industries are difficult to imitate, timing, and innovation ([Widyatama, 2021](#)). [Rofaida et al. \(2020\)](#) further emphasize that creative industries creating digital products require continuous innovation that aligns with consumer preferences. If Supernova Sinema Pictures does not innovate and develop new strategies, it will miss opportunities for growth and risk reducing its long-term profitability potential.

Therefore, the following key issues are derived to formulate an effective business strategy to enhance competitiveness and address market challenges for Supernova Sinema Pictures:

1. How can an internal and external analysis using the SWOT Matrix be conducted to formulate a business strategy for Supernova Sinema Pictures?
2. How can the Business Model Canvas be designed to formulate a business strategy for Supernova Sinema Pictures?
3. How can the McKinsey 7S Framework be analyzed to formulate a business strategy for Supernova Sinema Pictures?

Based on the key issues outlined above, the objectives of this research are:

1. To analyze the internal and external scope using the SWOT Matrix in the formulation of a business strategy for Supernova Sinema Pictures.
2. To design the Business Model Canvas in the formulation of a business strategy for Supernova Sinema Pictures.

3. To analyze the McKinsey 7S Framework in the formulation of a business strategy for Supernova Sinema Pictures.

Based on the research objectives above, this study is expected to have the following benefits:

1. Benefits for the Company
  - It is expected to serve as a reference in formulating the appropriate business strategy for Supernova Sinema Pictures to enhance competitiveness.
2. Benefits for Similar Business Operators
  - It is expected to provide insights into effective business strategies in the creative industry.
  - It is expected to offer solutions in responding to opportunities and threats in the creative industry.

## **METHOD**

This research adopts a qualitative case study approach focusing on SME videography and cinematography services, specifically Supernova Sinema Pictures. The case study method emphasizes comprehensive understanding of real-life situations through diverse perspectives and data collection methods ([Sekaran & Bougie, 2016](#)). Similar to action research, it aims to apply concepts or models to address practical issues within a specific context ([Afrizal, 2019](#)).

Primary data sources include Focus Group Discussions, in-depth interviews, and participant observation, while secondary data encompasses sales figures, previous strategies, organizational profiles, and related data. Non-probability sampling, specifically purposive sampling, was employed to select informants. This method is chosen for its focus on selecting participants based on their expertise or relevance to the research topic, ensuring diverse perspectives and experiences are represented ([Sekaran & Bougie, 2016](#)).

In this study, informants are categorized into two groups: business actors such as expert videographers and cinematographers, as well as competitors and consumers such as clients who have worked or considered working with Supernova Sinema Pictures, and the target market interested in using videography and cinematography services in Padang city. The total number of informants in this research is 28. The criteria for informants are explained in Table 2 as follows:

**Table 2.** Research Informant Criteria

<b>Types of Informants</b>	<b>Category of Informants</b>	<b>Inclusion Criteria</b>	<b>Exclusion Criteria</b>
<b>Consumer</b>	Clients who have collaborated with Supernova Sinema Pictures	<ol style="list-style-type: none"> <li>1. Have previously collaborated with Supernova Sinema Pictures</li> <li>2. Communicative</li> <li>3. Have a sense of art and an interest in audiovisual arts</li> <li>4. Aged 20 - 35 years</li> <li>5. Have a personal relationship or closeness with the researcher</li> <li>6. Willing to participate as a research informant</li> </ol>	<ol style="list-style-type: none"> <li>1. Have never collaborated with Supernova Sinema Pictures</li> <li>2. Not communicative</li> <li>3. Lack a sense of art and interest in audiovisual arts</li> <li>4. Aged less than 20 years or more than 35 years</li> <li>5. Do not have a personal closeness with the researcher</li> <li>6. Not willing to act as a research informant</li> </ol>
	Clients who did not proceed with collaboration with Supernova Sinema Pictures	<ol style="list-style-type: none"> <li>1. Have contacted Supernova Sinema Pictures and discussed concepts and pricing</li> <li>2. Communicative</li> <li>3. Have a sense of art and interest in audiovisual arts</li> <li>4. Aged 20 - 35 years</li> <li>5. Have a personal closeness with the researcher</li> <li>6. Willing to participate as a research informant</li> </ol>	<ol style="list-style-type: none"> <li>1. Have contacted Supernova Sinema Pictures but have not yet discussed concepts and pricing</li> <li>2. Not Communicative</li> <li>3. Do not have a sense of art and interest in audiovisual arts</li> <li>4. Aged less than 20 years or more than 35 years</li> <li>5. Do not have a personal closeness with the researcher</li> <li>6. Not willing to participate as a research informant</li> </ol>
	Target market interested in using videography or cinematography services in Padang City	<ol style="list-style-type: none"> <li>1. Single status/own business/working for a brand, corporate, institution</li> <li>2. Communicative</li> <li>3. Aged 20 - 35 years</li> <li>4. Have a personal closeness with the researcher</li> <li>5. Willing to participate as a research informant</li> </ol>	<ol style="list-style-type: none"> <li>1. Married status/no business/not working for a brand, corporate, institution</li> <li>2. Not communicative</li> <li>3. Aged less than 20 years or more than 35 years</li> <li>4. Do not have a personal closeness with the researcher</li> <li>5. Not willing to participate as a research informant</li> </ol>
<b>Business Actors</b>	Experts in cinematography and videography	<ol style="list-style-type: none"> <li>1. Reside in and outside Padang City</li> <li>2. Minimum 10 years in business</li> <li>3. Understand the creative industry ecosystem</li> </ol>	<ol style="list-style-type: none"> <li>1. Business operators with less than 10 years of experience</li> <li>2. Lack understanding of the creative industry ecosystem</li> </ol>

	4. Understand the creative industry business strategies	3. Lack understanding of creative industry business strategies
	5. Communicative	4. Not communicative
	6. Have a personal closeness with the researcher	5. No personal closeness with the researcher
	7. Willing to participate as a research informant	6. Not willing to participate as research informants
Competitors of Supernova Sinema Pictures	1. Reside in Padang City	1. Reside outside Padang City
	2. Operate businesses for at least 1 year	2. Operate businesses for less than 1 year
	3. Vendors still active to date	3. Vendors currently inactive
	4. Have a minimum of 1,000 Instagram followers	4. Have fewer than 1,000 Instagram followers
	5. Communicative	5. Not Communicative
	6. Have a personal closeness with the researcher	6. Do not have a personal closeness with the researcher
	7. Willing to participate as research informants	7. Not willing to participate as research informants

This study employed two sessions of Focus Group Discussions (FGDs): the first with consumers and the second with business actors. Unstructured interviews through FGDs with multiple informants helped identify critical factors in the situation. Following the FGDs, which utilized open-ended questions, data were analyzed to pinpoint variables requiring further exploration and deeper understanding. Semi-structured interviews were subsequently conducted to delve into these identified variables in greater detail.

Additionally, over a period of four years, participant observation was undertaken to directly engage with the ecosystem surrounding Supernova Sinema Pictures. This involved active participation in all key activities of the company, including client interactions, pre-production, production, and post-production processes.

Data analysis utilized descriptive analysis techniques. Primary and secondary data were collected and analyzed to formulate business strategies. This process included developing an Internal Factor Evaluation (IFE) Matrix and External Factor Evaluation (EFE) Matrix to assess the strengths, weaknesses, opportunities, and threats of Supernova Sinema Pictures. A SWOT analysis was then conducted to evaluate the company's strategic position and identify appropriate strategies.

To implement these analyses, an internal review of Supernova Sinema Pictures was done using the 7s McKinsey Framework, examining strategy, structure, style, systems, skills, shared values, and staff. To ensure data validity, tests were conducted for credibility, transferability, dependability, and confirmability (Sugiyono, 2022).

## RESULT AND DISCUSSION

The SWOT analysis is a strategic planning technique that integrates internal strengths and weaknesses with external opportunities and threats to derive strategic implications ([Rothaermel, 2021](#)). It leads to four types of strategies: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) ([Johnson, 2020](#)).

The Business Model Canvas is a visual tool that comprehensively illustrates the business process and details essential components of the business model ([Fahlevi, 2020](#); [Afuah et al., 2014](#)). It helps plan strategies for building a robust business, achieving competitive advantage, and ensuring long-term success based on the SWOT analysis.

The 7s McKinsey Framework evaluates organizational structure using seven key internal elements: Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills ([Jurevicius, 2023](#)). It assesses alignment among these elements to support effective achievement of organizational goals, integrating insights from the SWOT analysis and Business Model Canvas. The framework illustrates how leadership, organizational culture, and strategy interact, starting with leadership-approved strategies and adapting organizational structures and systems based on leadership styles and employee skills ([Meidijati, 2020](#)).

### Internal and External Scope Analysis

#### 1. Strengths

- **Strong Product Identity**  
Supernova Sinema Pictures distinguishes itself through a unique visual style encompassing cinematography techniques, color grading, and innovative concepts, setting it apart from competitors in the creative industry.
- **Visual Consistency**  
The company maintains consistency in producing visual content since its establishment, focusing on cinematography techniques, color grading, and innovative concepts. In contrast, many videography and cinematography vendors in Padang City lack this consistency, often adapting their styles to current trends. Visual consistency enhances product identity, credibility, and brand awareness.
- **Competent Skills**  
Competence in cinematography is crucial and continually improved upon. The goal is that the services offered have strong competitive capabilities and are able to win business competition. The CEO of Supernova Sinema Pictures has equipped themselves with self-study, formal education, extensive experience, and awards in film, both nationally and internationally. This enhances the brand's credibility and customer satisfaction.
- **Comprehensive Production Equipment**  
Supernova Sinema Pictures possesses a complete set of production equipment, including various cameras, lenses, microphones, tripods, monopods, stabilizers, editing PCs, and specialized color grading monitors. Owning these equipment helps maximize profits and minimize production costs compared to renting equipment for each production schedule.
- **CEO Personal Branding**



A strong personal branding for the CEO positively impacts business development by increasing company visibility, building client trust, and boosting sales. The CEO of Supernova Sinema Pictures is recognized as a visual artist, content creator, and entrepreneur among the target market and on social media, which enhances the appeal of Supernova Sinema Pictures' services.

- **Extensive Portfolio**

The portfolio serves as a representative showcase of a vendor's visual quality. For prospective clients, the portfolio is crucial in assessing the experience and track record of visual works produced. Supernova Sinema Pictures has a diverse portfolio, particularly in wedding videos, having served hundreds of clients over 8 years in the wedding industry in West Sumatra.

- **Professional Team**

Professionalism is paramount in service-oriented businesses to ensure customer satisfaction. Supernova Sinema Pictures excels in this regard with a professional and experienced team. Notably, the CEO actively engages in the production process, serving as a conceptualizer in pre-production, director and cinematographer during production, and editor in post-production. This hands-on approach facilitates direct supervision and fosters effective client communication.

## 2. Weakness

- **Idealism**

Idealism remains a debated factor within the industry. While it strengthens Supernova Sinema Pictures' product identity, it may limit sales by not aligning with broader market preferences. The CEO's adherence to personal principles in visual production maintains a distinct identity but may not resonate with all market segments.

- **Lack of Regeneration**

Over 8 years in the creative industry, Supernova Sinema Pictures has only replaced 2 production team members. The creative industry requires young talents with fresh ideas and perspectives. The creative capabilities of individuals in their twenties differ significantly from those in their thirties. Moreover, the potential target market for wedding industry services may not relate well to team members over the age of 30.

- **No Office**

Supernova Sinema Pictures does not yet have an office despite operating in this industry for years. This is a significant and urgent shortcoming. Currently, pre-production and client meetings are conducted virtually or in coffee shops, while post-production takes place at home.

- **Lack of Marketing Team**

There is no dedicated marketing team at Supernova Sinema Pictures to handle offers, sales, offline and online client communications, social media administration, and content creation. These tasks are managed directly by the CEO, who is also involved in production, leading to inefficiencies.

- **Low Social Media Activity**

Supernova Sinema Pictures mainly posts final project videos on Instagram and YouTube. If there are no visual projects to share, their social media accounts remain inactive. This is

due to the absence of a social media specialist or content creator to manage content production and distribution.

- **Outdated Production Equipment**

The production equipment at Supernova Sinema Pictures has not been upgraded in 6 years, resulting in cameras with fading sensors, stabilizers with outdated technology, microphones with unclear audio, and outdated lighting equipment. This leads to a decline in visual quality due to technological limitations.

- **Lack of Product Diversification**

Supernova Sinema Pictures focuses mostly on wedding video production, with few portfolios for graduations and minimal corporate video productions. Additionally, the company lacks a legal entity like a CV (Commanditaire Vennotschaap) to offer services to corporations, institutions, and agencies.

### 3. Opportunity

- **Social Media Development**

Instagram, YouTube, and TikTok are pivotal platforms in today's creative industry. Vendors must not only showcase portfolios but also actively engage to foster customer relationships. Maintaining an active presence on these platforms is crucial for enhancing visibility and reaching target audiences effectively.

- **Customer Satisfaction**

Customer satisfaction is paramount in videography and cinematography services. Key indicators include effective communication, meeting client expectations, professionalism, efficient file management, and maintaining a positive attitude throughout the production process.

- **Continuous Improvement in Quality**

The primary value in visual arts business is delivering excellent quality. Every client seeks high-quality results, making quality the main factor in choosing a vendor, rather than price or recommendations.

- **Product Diversification**

Videos are not limited to advertisements or promotions but are also used for event documentation, short film production, and more. This opens various business opportunities for videography and cinematography vendors to expand their portfolios in specific fields and convince potential clients.

- **Rising Trend of Audiovisual Needs**

Several reasons for the increasing trend in audiovisual needs include the rise of digital marketing to fulfill business promotion requirements and the rapid development of social media. This prompts the target market to capture and document important moments such as weddings, post-weddings, graduations, engagements, birthdays, and other events.

### 4. Threats

- **Price Competition**

Price competition in the creative industry presents a significant challenge for businesses. When the dollar exchange rate increases, the cost of videography and cinematography services tends to decrease. Many vendors in this industry drastically lower their prices and offer various service bonuses to attract more clients and build their portfolios, prioritizing quantity over quality.

- **New Competitors**  
 In Padang, the number of competitors in the videography and cinematography service sector increased significantly from 2016 to 2023, rising by 2,500%. This surge has intensified competition and driven down prices within the ecosystem.
- **Challenging Ecosystem**  
 The videography and cinematography ecosystem in Padang is deteriorating from various perspectives. Factors include the increasing number of competitors, fierce price competition, rising equipment costs, higher production team salaries, and clients demanding lower prices.
- **Technological Advancements**  
 Technological advancements play a crucial role in the creative industry, particularly in production equipment. Videographers and cinematographers must keep pace with these technological trends to remain competitive. Businesses in this industry require substantial financial investment to maintain competitiveness. On the other hand, Artificial Intelligence (AI) poses negative impacts on the industry by potentially replacing scriptwriters, editors, and voice-over talents with AI-driven features.
- **Visual Works Plagiarism**  
 Visual artists face the threat of plagiarism from irresponsible parties, often inexperienced competitors lacking original creative ideas. They may mimic competitors' works both technically (e.g., filming style, color grading, typography, visual effects, and music) and non-technically (e.g., storyline ideas, dialogues, and concepts).

**IFE Matrix (Internal Factor Evaluation)**

After identifying the strengths and weaknesses of Supernova Sinema Pictures, weighting and rating were applied to each factor. Weight values for each factor range from 0.0 (not important) to 1.0 (very important). The weight reflects the relative importance of each factor in contributing to success in the industry. Ratings were given from 1 to 4 for each major weakness (rank = 1), minor weakness (rank = 2), minor strength (rank = 3), or major strength (rank = 4). The total score for the company's internal factors was 2.46. The table of the IFE matrix results is presented in Table 3 below.

**Table 3.** Supernova Sinema Pictures IFE Matrix

No.	Internal Factors	Weight	Rating	Score
<b>Strength</b>				
1	Strong Product Identity	0,10	4,0	0,4
2	Visual Consistency	0,05	3,0	0,15
3	Competent Skills	0,10	4,0	0,4
4	Comprehensive Production Equipment	0,06	4,0	0,24
5	CEO Personal Branding	0,02	3,0	0,06
6	Extensive Portfolio	0,09	3,0	0,27
7	Professional Team	0,08	4,0	0,32
<b>Total Strength Factors</b>		<b>0,5</b>	<b>25</b>	<b>1,84</b>

No.	Internal Factors	Weight	Rating	Score
<b>Weakness</b>				
1	Idealism	0,04	2,0	0,08
2	Lack of Regeneration	0,04	2,0	0,08
3	No Office	0,10	1,0	0,1
4	Lack of Marketing Team	0,10	1,0	0,1
5	Low Social Media Activity	0,10	1,0	0,1
6	Outdated Production Equipment	0,08	1,0	0,08
7	Lack of Product Diversification	0,04	2,0	0,08
<b>Total Weakness Factors</b>		<b>0,5</b>	<b>10</b>	<b>0,62</b>
<b>Total Internal Factors</b>		<b>1,0</b>	<b>35</b>	<b>2,46</b>

### EFE Matrix (External Factor Evaluation)

After identifying the opportunities and threats of Supernova Sinema Pictures, weighting and rating were applied to each factor. Weight values for each factor range from 0.0 (not important) to 1.0 (very important). The weight reflects the relative importance of each factor in contributing to success in the industry. Ratings were given from 1 to 4 for each factor, indicating the effectiveness of the company's current strategies in responding to these factors, where 4 = superior, 3 = above average, 2 = average, and 1 = poor. The total score for the company's external factors was 2.47. The table of the EFE matrix results is presented in Table 4 below.

**Table 4.** EFE Matrix of Supernova Sinema Pictures

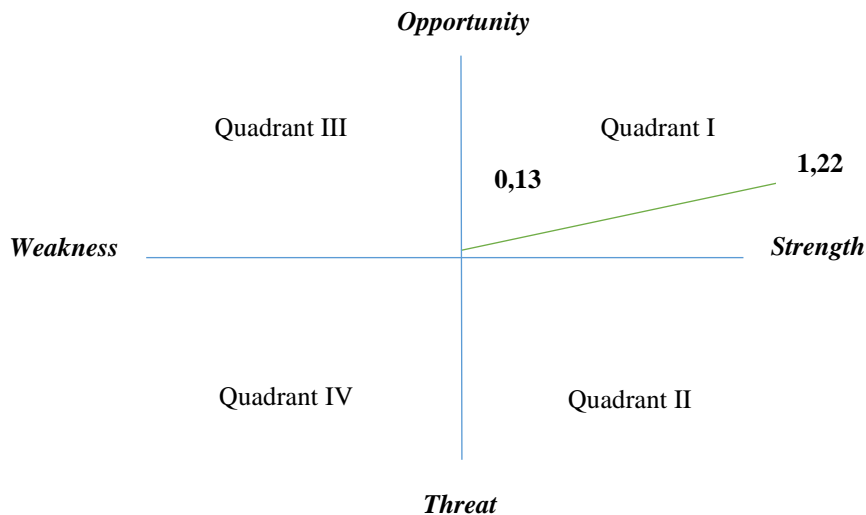
No.	External Factors	Weight	Rating	Score
<b>Opportunity</b>				
1	Social Media Development	0,15	1,0	0,15
2	Customer Satisfaction	0,15	4,0	0,6
3	Continuous Improvement in Quality	0,10	4,0	0,4
4	Product Diversification	0,05	1,0	0,05
5	Rising Trend of Audio Visual Needs	0,05	2,0	0,1
<b>Total Opportunity Factors</b>		<b>0,5</b>	<b>12</b>	<b>1,3</b>
<b>Threat</b>				
1	Price Competition	0,12	1,0	0,12
2	New Competitors	0,12	1,0	0,12
3	Challenging Ecosystem	0,15	1,0	0,15
4	Technological Advancements	0,07	1,0	0,7
5	Visual Works Plagiarism	0,04	2,0	0,08
<b>Total Threat Factors</b>		<b>0,5</b>	<b>6</b>	<b>1,17</b>
<b>Total External Factors</b>		<b>1,0</b>	<b>18</b>	<b>2,47</b>

### SWOT Matrix Analysis

Based on the IFE matrix, it is known that the score for the Strength factor is 1.84 and Weakness is 0.62. Meanwhile, in the EFE matrix, the score for the Opportunity factor is 1.3 and Threats is 1.17.

To determine the position of Supernova Sinema on the SWOT matrix, it can be calculated as follows:

- Determining the x-axis (internal) = Score S - Score W = 1.84 – 0.62 = 1.22
- Determining the y-axis (external) = Score O - Score T = 1.3 – 1.17 = 0.13



**Figure 2.** Positioning Chart of Supernova Sinema Pictures SWOT Matrix

Based on the SWOT matrix in Figure 2 above, it is known that Supernova Sinema Pictures is positioned between the Strength and Opportunity axes, which is Quadrant I. This is a favorable situation because the company can leverage opportunities with its internal strengths. The strategy that can be implemented in this condition is the SO Strategy. Supernova Sinema Pictures focuses on enhancing service quality and customer satisfaction by pursuing a market development strategy towards new segments, specifically the niche market. The alternative strategies obtained are presented in Table 4 below.

**Table 4.** SWOT Matrix of Supernova Sinema Pictures

	<b>Strength (S)</b>	<b>Weakness (W)</b>
<b>Internal Factors</b>	<ol style="list-style-type: none"> <li>1. Strong Product Identity</li> <li>2. Visual Consistency</li> <li>3. Competent Skills</li> <li>4. Comprehensive Production Equipment</li> <li>5. CEO Personal Branding</li> <li>6. Extensive Portfolio</li> </ol>	<ol style="list-style-type: none"> <li>1. Idealism</li> <li>2. Lack of Regeneration</li> <li>3. No Office</li> <li>4. Lack of Marketing Team</li> <li>5. Low Social Media Activity</li> <li>6. Outdated Production Equipment</li> </ol>
<b>External Factors</b>	<ol style="list-style-type: none"> <li>7. Professional Team</li> </ol>	<ol style="list-style-type: none"> <li>7. Lack of Product Diversification</li> </ol>

<b>Opportunities (O)</b>	<b>SO Strategy</b>	<b>WO Strategy</b>
1. <b>Social Media Development</b>	1. Focus on quality over quantity (S1,S2,S3,S4,S5,S7,O2,O3).	1. Expand into new market segments (W7,O4).
2. <b>Customer Satisfaction</b>	2. Good Skills, Good Services, Good Communication (S1,S2,S3,S4,S5,S7,O2,O3).	2. Establish a legal entity (W7, O4).
3. <b>Continuous Improvement in Quality</b>	3. Enhance social media presence (S1,S2,S3,S4,S6,S7,O1).	3. Establish an office (W3, O2)).
4. <b>Product Diversification</b>	4. Continuous innovation in visual production (S1,S2,S3,S7,O2,O3,O5).	4. Hire content creators and social media specialists (W5, O1).
5. <b>Rising Trend of Audio Visual Needs</b>		
<b>Threats (T)</b>	<b>ST Strategy</b>	<b>WT Strategy</b>
1. <b>Price Competition</b>	1. Strengthen brand identity (S1, S2, S3, T1, T2, T3).	1. Upgrade production equipment (W6, T4).
2. <b>New Competitors</b>		2. Promote team regeneration (W2, T2).
3. <b>Challenging Ecosystem</b>		3. Engage freelance sales representatives (W4, T1, T2, T3).
4. <b>Technological Advancements</b>		
5. <b>Visual Works Plagiarism</b>		

Here is the explanation of the strategies derived from the SWOT Matrix above:

1. SO Strategy (Strength-Opportunities)

- **Focus on Quality Over Quantity**  
 To fulfill customer satisfaction in producing high-quality visual works, Supernova Sinema Pictures leverages its strong internal factors and key opportunities. Based on the Internal Factor Evaluation (IFE) Matrix, Supernova Sinema Pictures' strengths, such as Strong Product Identity and Competent Skills, scored highest at 0.4. On the External Factor Evaluation (EFE) Matrix, the company's opportunities, including Customer Satisfaction and Continuous Quality Improvement, scored 0.5. This strategy is expected to be a primary approach to enhance the company's competitiveness.
- **Good Skills, Good Services, Good Communication**  
 Implementing this strategy aims to meet customer needs that are underserved by competitors. Based on in-depth interviews with consumers, it was found that vendors in Padang typically offer quantity over quality at lower prices, resulting in unsatisfactory visual quality and poor service and communication. This strategy aims to achieve customer satisfaction, leading to customer retention and positive word-of-mouth marketing.
- **Enhance Social Media Presence**  
 In the creative industry, potential customers typically assess a vendor's portfolio quality before engaging their services. They often make direct judgments based on a vendor's social

media presence without initial contact. The goal of this strategy is to establish Brand Awareness for Supernova Sinema Pictures within its target market by highlighting the company's value.

- Continuous Innovation in Visual Production

In this creative industry sector, the core product is visual quality, which directly impacts customer satisfaction. One way to enhance visual skills is to generate out-of-the-box ideas for each production, ensuring that the work remains fresh and distinct from competitors. Hurley and Hult, as cited in [Widyatama \(2021\)](#), concluded that companies in the creative industry that demonstrate high levels of innovation are adept at responding to their environment and developing new skills to achieve competitive advantage and superior performance.

2. WO Strategy (Weakness-Opportunities)

- Expand into New Market Segments

One interrelated weakness and opportunity for Supernova Sinema Pictures is product diversification. The company currently focuses solely on producing wedding videos, graduation ceremonies, company profiles, films, and event documentation. On the other hand, there is a growing trend in the demand for various types of videos, both for personal and corporate needs, driven by digital marketing promotions. It is anticipated that implementing this strategy will not only increase profitability but also facilitate product and market development strategies.

- Establish a Legal Entity

The purpose of establishing a CV (Commanditaire Vennootschap) for the company is to streamline administrative processes for businesses, institutions, and organizations, as well as to secure credit from banking institutions. Supernova Sinema Pictures requires funding amounting to 430 million for upgrading production equipment to align with the latest technology and for establishing an office.

- Establish an Office

The office is essential to streamline business operations for optimal efficiency and effectiveness, as well as to provide validation to prospective clients.

- Hire Content Creators and Social Media Specialists

This strategy aims to support the "Enhance social media presence" strategy. The production division focuses on enhancing quality and customer satisfaction, while the marketing division concentrates on sales and promotion to ensure efficient and effective business operations.

3. ST Strategy (Strength-Threats)

- Strengthen Brand Identity

Given the emergence of numerous new competitors, it is hoped that the company can strengthen its brand identity to differentiate itself from other vendors. Brand identity aids consumers in identifying and distinguishing it from competitors, thereby potentially increasing sales and generating higher revenue ([Shams et al., 2024](#)).

4. WT Strategy (Weakness-Threats)

- Upgrade Production Equipment

It is essential in the creative industry to follow and adapt to technological advancements in production equipment. Equipment using outdated technology will lag behind in the coming

years due to rapid advancements. Such equipment depreciates over time, leading to decreased quality. One way to enhance competitiveness is by investing in state-of-the-art machines (Feder, 2018).

- Promote Team Regeneration

Organizational regeneration planning is necessary for establishing a sustainable business in response to external strengths (Parhizkar et al., 2023). Based on in-depth interviews with several business operators, regeneration proves critical in the creative industry due to the heightened awareness of trends and enhanced creativity among young professionals.

- Engage Freelance Sales Representatives

This strategy aims to ensure effective and efficient business operations without the need for monthly salary payments to sales representatives. Freelance sales representatives focus on offering services to their target market and utilizing their existing relationships without involvement in production processes.

### Business Model Canvas Analysis



**Figure 3.** Business Model Canvas Supernova Sinema Pictures

The next step is to create an analysis of the business model canvas for Supernova Sinema Pictures based on the results of the SWOT matrix analysis. The strategy chosen is the SO Strategy, supported by other alternative strategies. The 9 elements of the business model canvas will be elaborated as follows:

1. Customer Segments

Customer segments refer to the market segmentation that the company intends to reach and serve. Supernova Sinema Pictures focuses on niche market segmentation. Niche markets help the company mitigate the primary threat of increasing competition and price wars from new



entrants. Choosing a niche market is an appropriate strategy to meet the needs of customers that are overlooked by competitors. The customer segments of Supernova Sinema Pictures are presented in Table 5 below.

**Table 5.** Customer Segments of Supernova Sinema Pictures

Products	Demographics	Geographical
<b>Wedding &amp; Post Wedding</b>	Millennial & Gen Z	All over Indonesia
<b>Advertising</b>	SMEs (Small and Medium Enterprises)	All over Indonesia
<b>Company Profile</b>	Institution, Agency, Corporate	All over Indonesia
<b>Film</b>	High School Class Film & University Judiciary	All over Indonesia
<b>Event Documentation</b>	Brand, Institution, Agency, Corporate	All over Indonesia

## 2. Value Propositions

The value propositions offered by Supernova Sinema Pictures to clients to achieve customer satisfaction are as follows:

- Offer Quality Over Quantity  
 The primary factor influencing purchase and customer satisfaction is visual quality. Supernova Sinema Pictures offers quality at a higher price compared to quantity at a lower price.
- One Day, One Client  
 To support the previous value, Supernova Sinema Pictures only accepts one client per day and limits the number of clients per month.
- Good Skills, Good Services and Good Communication  
 The primary concerns and fears of consumers in this industry are incompetent skills and poor service and communication, which can result in unsatisfactory outcomes and consumer dissatisfaction. By ensuring these aspects, the company builds a good reputation among consumers, thereby achieving word-of-mouth strategy.

## 3. Channels

Channels are means to sell and offer value propositions to customers both offline and online. Supernova Sinema Pictures utilizes social media platforms as mediums for promotion and uploading their portfolio. Below are the channels used by Supernova Sinema Pictures:

- Instagram  
 Instagram feed is used to upload short portfolio versions (trailers), while Instagram Stories serve for daily account presence. This presence can be used to interact with consumers using features like Q&A, Ask Me, Polls, and more. Another feature utilized is Instagram ads, promoting paid posts of portfolios targeted by desired demographic settings.
- Youtube  
 Used to upload full-length portfolio versions.
- Tiktok  
 Functions for uploading entertainment content, behind-the-scenes, and tutorials showcasing Supernova Sinema Pictures' value propositions. TikTok serves as a soft-selling

promotional media by using entertaining content to trend among the target market with extensive reach.

- Website  
Serves as validation by consumers and corporate *branding*.
- Bridestory  
A specialized platform for wedding vendors to reach other geographical areas throughout Indonesia.
- Office  
Functions as a production space, promotional media, meeting place, client validation, and a representative visual space for Supernova Sinema Pictures.

#### 4. Customer Relationship

Customer relationship describes how a company nurtures relationships to acquire new customers, retain existing ones, and offer new products to loyal customers. Here are the customer relationship strategies of Supernova Sinema Pictures:

- Online Marketing  
The company leverages social media platforms to market to potential clients in accordance with customer segments. Uploaded content highlights value propositions to attract interest from potential clients. Supernova Sinema Pictures also uploads portfolios and utilizes direct messaging features to engage directly with customers. Contact persons are listed on each platform to facilitate easy communication for inquiries and price lists. Supernova Sinema Pictures uses Instagram ads to promote and boost portfolio uploads, reaching a wider consumer base and increasing video views.
- Offline Marketing  
Supernova Sinema Pictures engages freelance sales representatives on a commission basis for direct offers. This method effectively expands marketing networks compared to hiring salaried sales representatives.
- Good Communication During Production  
After receiving the down payment and signing the Memorandum of Understanding (MOU), agreeing on Standard Operating Procedures (SOP), all further communication with the client is handled by the CEO. As the head project manager, the CEO personally engages with clients from pre-production through to post-production.
- Be a friend  
The goal is to achieve customer retention and positive word of mouth by maintaining ongoing communication and treating clients as friends or even business partners after post-production is complete.

#### 5. Revenue Streams

Revenue streams are the methods implemented by the company to generate profits from its business operations. Supernova Sinema Pictures derives its revenue primarily from its core product, which is audio-visual production services such as weddings, post-weddings, advertising, company profiles, films, and event documentation. Additionally, Supernova Sinema Pictures accommodates all other forms of audio-visual needs from customers, with the exception of pre-weddings.

#### 6. Key Resources

These are the important assets of the company that support its business operations. Here are the key resources possessed by Supernova Sinema Pictures:

- **Skill**  
Skills are the primary assets in this creative industry, divided into three parts: Cinematography Skills, Editing Skills, and Ideas and Concepts.
- **Human Resources**  
Supernova Sinema Pictures employs human resources such as videographers or cinematographers, editors, graphic designers, social media specialists, finance managers, and content creators.
- **Production Equipment**  
The company owns a complete set of production equipment, eliminating the need to rent from external parties and reducing production costs. In the future, Supernova Sinema Pictures plans to upgrade some production equipment to keep pace with technological advancements and enhance visual quality, requiring an investment of up to 135 million Indonesian Rupiah.
- **Office**  
The office serves as a production space, promotional media, meeting place, client validation, and a place that visually represents Supernova Sinema Pictures. In the future, the company plans to establish an office with an investment cost ranging from 200 to 300 million Indonesian Rupiah.

#### 7. Key Activity

These are the essential activities that the company must carry out for its business to operate. The key activities of Supernova Sinema Pictures are as follows:

- **Online Marketing**  
The function is to optimize social media in promoting and selling the products offered by Supernova Sinema Pictures to the target market in order to achieve brand awareness.
- **Offline marketing**  
The function is to make direct offers using freelance sales representatives on a commission system. Before implementing this strategy, Supernova Sinema Pictures first establishes a business entity (CV) to enhance credibility and facilitate transactions with institutions, agencies, and corporations.
- **Pre-Production**  
After the down payment (DP) and signing the Memorandum of Understanding (MOU) contract, and agreeing on the Standard Operating Procedure (SOP), the next step is to conduct briefings and create a mood board with the client.
- **Production**  
After getting the idea, concept, and video script, the next stage is production.
- **Post-Production**  
In this stage, the footage that has been shot is edited. Supernova Sinema Pictures has specific stages during editing, including providing a preview draft cut to the client and waiting for their feedback, online editing, and providing one round of revisions.

#### 8. Key Partnership

These are the partnerships established with external parties to support business operations. Supernova Sinema Pictures collaborates with several external entities, including Freelance Sales Representatives, Event Organizers, Wedding Organizers, and influencers.

9. Cost Structure

This section outlines the expenses required to operate the business in accordance with the company's key resources, key activities, and key partners. The cost structure of Supernova Sinema Pictures includes:

- **Employee Salaries**  
 The production division, which includes videographers and editors, is paid per production. The marketing division, including content creators, social media specialists, and graphic designers, receive monthly salaries. Freelance sales representatives are compensated on a commission basis.
- **Monthly Promotion Costs**  
 Supernova Sinema Pictures allocates a monthly budget of Rp 1,000,000 for Instagram ads promotions and endorsements to influencers.
- **Production Equipment Upgrades**  
 Supernova Sinema Pictures requires an investment of Rp 131,000,000 to upgrade production equipment in line with current technological advancements.
- **Office Establishment**  
 The investment cost required ranges from 200 to 300 million rupiah.

**7s McKinsey Framework Analysis**

**Table 6.** Analysis 7s McKinsey Framework Supernova Sinema Pictures

Strategy	Structure	Systems	Shared Values	Style	Staff	Skills
Offer Quality Over Quantity	Centralization	Pre-Sale: The client inquires about the price list, available slots, and engages in discussion. A 50% down payment is required as a booking confirmation.	Vision: "Being The Top in West Sumatra"	3S (Relaxed, Serious, Completed)	Recruitment: Closed	CEO: Business knowledge, leadership, management, cinematography, editing, communication, networking
Good Skills, Good Services, Good		Pre-Production: First Meeting	Mission: 1) We Offer Quality Over Quantity	Be a Friend	Evaluation: Conducted informal	Head Project: Leadership, management, communication.

Strategy	Structure	Systems	Shared Values	Style	Staff	Skills
Communication		(MOU signing, SOP sharing, idea and concept discussion) . Second Meeting (Production briefing, mood board, and mandatory shoot planning).	2) Good Skills, Good Services, Good Communication.		ly every month	
		Production: CEO acts as the Head Project. On the last day of production , the client makes full payment.	Company Culture: 3S (Relaxed, Serious, Completed).			Skills include cinematography, creative thinking, teamwork, and efficiency.
		Post Production: Preview Draft Cut with Client, Online Editing, 1x Revision (Maximum 1 Month).				Editor: Editing, software editing, color grading, sense of art, creative thinking, teamwork, agility.
						Social Media Specialist: Social media analysis, content planning strategy, creative thinking, paid

Strategy	Structure	Systems	Shared Values	Style	Staff	Skills
						advertising management, copywriting.
						Content Creator: Creative thinking, cinematography, editing, communication.
						Graphic Designer: Visual design, editing software, illustration, creative thinking, typography.
						Finance Manager: Financial analysis and reporting, administration, and investment management.

Internal analysis of the company is conducted after the formulation of strategies based on SWOT matrix analysis and business model canvas using the McKinsey 7S Framework with 7 elements that influence each other. Here is the analysis of the McKinsey 7S Framework for Supernova Sinema Pictures:

1. Strategy

The strategy employed is the SO strategy (Strengths-Opportunities) because the company is in quadrant 1. Supernova Sinema Pictures focuses on enhancing service quality and customer satisfaction by implementing a market development strategy into a new segment, namely niche markets. It has been identified that the key factors contributing to customer satisfaction are achieving high-quality results and effective communication with clients, utilizing internal strengths such as strong product identity, skilled competence, and a professional team. Meanwhile, the most influential external threat is the emergence of numerous new competitors offering lower prices but delivering unsatisfactory results and communication. Competitors often prioritize quantity over quality, resulting in frequent complaints. They typically take on multiple projects daily, neglecting the creative process and producing dissatisfactory outcomes.

This situation presents a significant opportunity for Supernova Sinema Pictures to cater to segments dissatisfied with competitors' offerings.

To achieve this level of customer satisfaction, Supernova Sinema Pictures must price its services relatively higher compared to the general market rates in Padang. In the creative industry, the creative process requires substantial time and dedication. When a vendor juggles multiple projects and routinely faces continuous workloads, it often leads to a decline in visual quality and a reliance on repetitive templates for each production. If Supernova Sinema Pictures continues to compete solely on pricing, it risks stagnating without a future growth trajectory. Here are the primary strategies implemented by Supernova Sinema Pictures:

- Offer Quality Over Quantity
- Good Skills, Good Services, Good Communication

## 2. Structure

The organizational structure adopted by Supernova Sinema Pictures is centralization, which is effective in small-scale creative industries. In this structure, all decisions are centralized with the CEO. During productions, the CEO takes on multiple roles including head project (director), concept creator, cinematographer, and editor. The CEO also communicates directly with clients from pre-production through to post-production to maintain communication and align expectations effectively.

## 3. Systems

Supernova Sinema Pictures' production flow is divided into several workflow sections, namely:

- **Pre-Sale**  
Potential clients can contact the designated contact person listed on Supernova Sinema Pictures' social media to inquire about price lists, available slots, and discuss their audiovisual needs. Prospective clients within the freelance sales representative network can engage directly with the sales representatives to discuss and inquire about pricing. Once a “deal” is confirmed, clients make a 50% down payment to the finance manager as a deposit.
- **Pre-Production**  
Next, the CEO will conduct the first meeting to sign the Memorandum of Understanding (MOU) and share the Standard Operating Procedures (SOP). In this initial meeting, the CEO discusses ideas, concepts, and aligns expectations with the client. Once the scriptwriting is completed, the next stage involves holding the second meeting. The second meeting pertains to production briefing, mood board discussions, and mandatory shoots.
- **Production**  
At this stage, the CEO, acting as the head of the project, directs the production team to perform their respective job desks. Throughout production, the CEO also acts as the Head Cinematographer to ensure everything runs according to plan. Upon completion of the final production day, the client is required to make the full payment, settling the remaining 50% of the down payment given during pre-production, to the finance manager.
- **Post-Production**  
The video editing process is completed within a maximum of 1 month after the final production day. During post-production, the CEO, also acting as the editor, conducts a preview draft cut with the client. The purpose is to ensure all client preferences are met regarding which footage to include or exclude. Next, the editor proceeds with online editing to combine selected footage and add visual effects, transitions, sound effects, music, color

grading, and more. After rendering the video, the next step is delivering the final result to the client. Supernova Sinema Pictures allows for 1 revision regarding the final video output provided.

#### 4. Shared Values

- Vision:  
“Being the Top in West Sumatra”
- Mission:
  - 1) We Offer Quality Over Quantity
  - 2) Good Skills, Good Services, Good Communication.
- Company Culture:  
The work culture organically cultivated within the team during production is encapsulated in the motto "3S" (relaxed, serious, completed). This means that during production, they work professionally according to their job descriptions but in a relaxed manner. "Relaxed" here implies being free from tension and not under pressure, allowing creative ideas and imagination to emerge spontaneously.

#### 5. Style

The CEO's leadership style is laid-back, applying the 3S (relaxed, serious, completed) work principle to the team while maintaining professionalism in the field. He fosters a sense of camaraderie within the team, treating them like friends, to create a familial atmosphere and foster solidarity among the team members.

#### 6. Staff

Supernova Sinema Pictures does not conduct open recruitment but instead offers direct proposals and negotiations to potential videographers or editors. The main factor in selecting the production team is to first review their portfolio to see if it meets the qualifications and aligns with the taste that harmonizes with Supernova Sinema Pictures' brand identity. The second factor is to assess compatibility with the CEO's personality and character. This means personal aspects such as hobbies, fashion, jokes, and so forth. This factor can facilitate smoother cooperation in the field because chemistry has already been established beforehand. Every month, Supernova Sinema Pictures holds informal evaluations to make technical improvements related to cinematography skills. These evaluations aim to develop the team and enhance skills to achieve the value propositions.

#### 7. Skills

The skills that Supernova Sinema Pictures must have to achieve competitive advantage are as follows:

- CEO: Business Knowledge, leadership, management, cinematography, editing, communication, relationship management.
- Head Project: Leadership, management, communication.
- Videografer or Cinematographer: Cinematography, creative thinking, teamwork, agility.
- Editor: Editing, editing software proficiency, color grading, artistic sense, creative thinking, teamwork, agility.
- Social media specialist: Social media analysis, content planning strategy, creative thinking, paid advertising management, copywriting.
- Content creator: Creative thinking, cinematography, editing, communication.



- Graphic designer: Visual design, software proficiency, illustration, creative thinking, typography.
- Finance manager: Financial analysis and reporting, administration, investment management.

According to [Jatmiko et al. \(2022\)](#), one effective strategy in the creative industry is leveraging strengths and opportunities in quadrant 1, termed as market development strategy. This finding is consistent with [Widiarni & Mirzanti \(2023\)](#), observation that in competitive creative industries, staying competitive necessitates business model innovation into new, previously unexplored segments. Several alternative strategies include refining marketing strategies ([Alexandri & Arifianti, 2019](#)), optimizing social media ([Mustaniroh et al., 2020](#)) and nurturing talented individuals passionate about the creative industries ([Dewi & Rino, 2018](#)).

Companies must always consider the nine elements of the Business Model Canvas to create a progressive and evolving industry ([Kadir, 2018](#)). The final step is to align the company's internal with its business model using the 7s McKinsey Framework. All elements significantly influence each other, impacting the performance of an organization ([Meidijati, 2020](#); [Sukartini et al., 2020](#)) at the individual, group, and organizational levels, synergizing effectively ([Western, 2021](#)). Supernova Sinema Pictures also requires restructuring and investment, keys to sustainable success ([Bismark et al., 2018](#)).

## CONCLUSION

In this creative industry, one effective way to navigate through intense price competition and the influx of new competitors is to explore new market segments that are overlooked by competitors. Niche markets are a suitable option to respond to the increasingly challenging ecosystem. Competitors in Padang generally emphasize quantity over quality, often neglecting customer satisfaction. In this industry, customer satisfaction entails receiving high-quality visual work, along with excellent service and communication throughout the production process. By focusing on quality aspects such as strengthening brand identity, generating innovative ideas for each production, rejuvenation, and evaluating to enhance employee skills, alongside having state-of-the-art production equipment, the aim is to enhance sustainable competitiveness.

Supporting these strategies requires additional organizational structures such as marketing and finance divisions. Social media development through consistent content creation is essential to introduce the value proposition to the target market. Furthermore, investments are crucial to optimize business operations, such as establishing an office, forming a CV, and upgrading production equipment.

By formulating business strategies in this creative industry, mature-phase companies aim to strengthen and enhance performance to create greater competitive advantages. The videography and cinematography sectors in the creative industry hold promising opportunities for the future, given the continuous growth in audiovisual trends and the advent of digital marketing era.

Based on the results of the study, researchers suggest Supernova Sinema Pictures to:

1. Develop periodic training programs to enhance employee skills.
2. Implement a Head Project aimed at applying quality management systems to ensure the quality of products and services in line with Supernova Sinema Pictures' Value Proposition.
3. Create or find references for anti-mainstream cinematography and editing techniques in Padang City to strengthen Brand Identity.
4. Generate fresh and out-of-the-box concepts and ideas for each production.
5. Develop social media by consistently producing content to enhance Brand Awareness.
6. Seek investors for upgrading production equipment and establishing an office.
7. Create a new organizational structure by adding several teams: social media specialists, content creators, graphic designers, finance managers, and recruit freelance sales representatives.
8. Establish a CV (Commanditaire Vennootschap) company structure.

Based on the research findings, the theoretical and practical implications are as follows:

#### 1. Theoretical Implications

This research has demonstrated how the SWOT Matrix analysis can formulate business strategies for Supernova Sinema Pictures based on the company's strategic position. By leveraging strengths, weaknesses, opportunities, and threats, the company can determine a business model using the Business Model Canvas. The applied business model can analyze the alignment of the seven internal elements that support organizational goals in implementing strategies using the 7s McKinsey Framework.

#### 2. Practical Implications

The results of this research can serve as a reference for Supernova Sinema Pictures and other players in the creative industry to formulate effective business strategies to enhance competitiveness against intense price competition and the emergence of numerous new competitors.

Research on the formulation of business strategies in the creative industry in Padang City has several limitations:

1. This qualitative study employs a case study method and utilizes primary data obtained through methods such as Focus Group Discussions (FGD) and in-depth interviews. Therefore, the perceptions, opinions, or beliefs of the subjects cannot be precisely quantified. Numeric data in this research serves primarily as estimations.
2. The collection of primary data in this study involves FGDs, in-depth interviews, and participant observation, which may potentially introduce biases in the interpretation of interview and observational results.

As for suggestions for future research, they are as follows:

1. Conduct continuous research to assess and observe changes related to the issues addressed in this study, in line with developments in time and trends in the creative industry sector.
2. Expand the geographical population beyond Padang City and include other SMEs in videography or cinematography to obtain business strategy formulations in the diverse and varied creative industry landscapes of different regions.
3. Conduct research using different research methods focusing on other aspects of this creative industry.

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