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SWOT Analysis as a Strategy for Enhancing the Competitiveness of Creative Industry MSMEs at Snapbox Studios

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Abstrak: *The creative industry, particularly self-photo studios, is growing rapidly along with the changing behavior of Generation Z consumers who prioritize experiences and social media content. However, creative SMEs like Snapbox Studios face challenges in maintaining competitiveness due to intense competition and operational limitations. This study aims to analyze internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) faced by Snapbox Studios, and to formulate competitive strategies based on SWOT analysis. The method used is a descriptive qualitative approach with a case study design. Data were collected through in-depth interviews with the owner, direct observation, and documentation. The research results identify that the main strengths of Snapbox Studios lie in its unique vintage concept, affordable prices, strategic location, and proactive promotion through social media and KOL collaborations. The weaknesses identified include frequent hardware malfunctions, limited session capacity, suboptimal additional products, and the absence of a digital payment system and loyalty program. Opportunities that can be leveraged include activity-based experience trends, the popularity of short video content, and the increasing adoption of digital payments. The main threats come from four direct competitors, changes in social media algorithms, and low customer loyalty. Based on the SWOT matrix, four strategies are formulated: SO (aggressive), WO (turnaround), ST (diversification), and WT (defensive). The recommended top priorities are the integration of digital payments, routine hardware maintenance, optimization of additional products, and the development of a digital loyalty program. In conclusion, Snapbox Studios has the potential to grow by implementing strategies focused on service digitalization, operational improvements, and revenue diversification.*

Keywords : *SWOT Analysis, Competitiveness, Creative Industry, Self-Photo Studio, MSMEs*

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INTRODUCTION

The creative industry has emerged as a strategic sector in Indonesia's economic development, particularly through the role of Micro, Small, and Medium Enterprises (MSMEs). According to data from the Ministry of Cooperatives and SMEs, the number of MSMEs in Indonesia currently reaches 64.2 million, contributing 61.07% to the Gross Domestic Product (GDP) or equivalent to 8,573.89 trillion rupiah, while absorbing 97% of the total workforce (Maharani & Mukhlis, 2024). The creative industry encompasses various subsectors including photography, which has experienced significant transformation with the emergence of self-photo studio concepts. This new business model offers photography services without a photographer, providing a unique experience for consumers, particularly Generation Z who seek aesthetic and shareable content for social media (Marta, 2025).

However, MSMEs in the creative industry sector face increasingly complex challenges in maintaining and enhancing their business competitiveness in the digital era. The rapid development of technology and social media has driven shifts in consumer behavior, with consumers showing a growing preference for experience-based services, visually appealing content, and fast as well as responsive digital interactions (Dwivedi et al., 2021). As a result, creative MSMEs no longer compete solely through the quality of their products or services, but also through their ability to establish strong digital branding, create meaningful customer experiences, and adapt to continuously evolving market trends (Kraus et al., 2021). Furthermore, the intensifying competition within digitally driven creative businesses, alongside the emergence of new creative platforms and technologies, requires MSMEs to become more adaptive in formulating business strategies in order to sustain their market presence and maintain customer loyalty (Chatterjee et al., 2022; Nuseir et al., 2021).

In this context, strategic management tools such as SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) have proven effective for MSMEs in the creative industry. Research on CV. BIODS 16, a creative industry MSME in Bandung, demonstrated that SWOT analysis combined with the Simple Additive Weighting (SAW) method successfully formulated priority strategies to address unstable profits caused by dependence on traditional marketing and manual processes (Fabrian, 2025). Similarly, studies on With Joy Craft, a handmade craft MSME, revealed that SWOT analysis helped identify core strengths in product quality and unique design, while highlighting weaknesses in limited production capacity and simple marketing approaches (Hariyanti et al., 2025). The integration of SWOT with Business Model Canvas (BMC) has also been effectively implemented in BHV Creative, a photography and videography service provider for MSMEs, showing that the combination of these analytical tools can produce data-driven development strategies (Pratama, 2025).

Snapbox Studios is a self-photo studio in Kediri that offers a vintage-themed photography concept and emphasizes customer experience. As a new entrant in the self-photo studio industry, Snapbox Studios faces increasingly intense competition and therefore requires appropriate business strategies to enhance its competitiveness. The increasing popularity of self-photo studios has intensified competition among similar businesses in Kediri. As a newcomer, Snapbox Studios requires appropriate business strategies to establish strong market positioning, maintain consumer interest, and sustain its competitive advantage in a rapidly changing market environment.

Despite the extensive application of SWOT analysis in various creative industry MSMEs, limited research has specifically examined self-photo studio businesses, which possess unique characteristics combining service quality, experiential marketing, and

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digital presence (Kim et al., 2021; Oejoen et al., 2024). Furthermore, the majority of existing studies focus on product-based creative industries such as crafts, batik, and culinary sectors (Aisyah et al., 2020; Widjajanti et al., 2023) leaving a gap in understanding strategy formulation for experiential service businesses in the creative economy. The novelty of this research lies in applying SWOT analysis to the self-photo studio business model, which relies heavily on spatial design, customer experience, and social media engagement as its core value propositions. This study also contributes to the discussion of competitive strategy development in experience-based creative MSMEs, which remain relatively underexplored in previous studies.

Therefore, this study aims to analyze the internal factors (strengths and weaknesses) and external factors (opportunities and threats) faced by Snapbox Studios, and to formulate appropriate competitive strategies based on SWOT analysis to enhance the business's competitiveness in the creative industry sector. The findings of this research are expected to provide practical strategic recommendations for the management of Snapbox Studios, contribute to the academic literature on strategic management in creative industry MSMEs, and offer insights for similar self-photo studio businesses in other regions.

METHOD

This study employed a qualitative descriptive approach using a case study design. A qualitative approach was selected because this research aims to obtain an in-depth understanding of the internal and external conditions influencing the competitiveness of Snapbox Studios as a creative industry MSME. Qualitative research is considered appropriate for exploring business phenomena contextually and comprehensively through direct interaction with research subjects (Creswell & Creswell, 2023). In addition, the case study design allows researchers to investigate strategic management issues within a specific business environment in greater depth (Yin, 2021). This study focused

on identifying the strengths, weaknesses, opportunities, and threats faced by Snapbox Studios in order to formulate appropriate competitive strategies to improve business competitiveness within the creative industry sector.

The object of this study is Snapbox Studios, a self-photo studio operating in the creative industry sector in Kediri, East Java, Indonesia. The business was selected because it represents an experience-based creative MSME facing increasing competition within the self-photo studio industry. The research was conducted directly at Snapbox Studios located in Kediri, East Java, Indonesia.

This study used both primary and secondary data sources. Primary data were obtained directly from the owner of Snapbox Studios through interviews and field observations. The owner was selected as the key informant because they possess comprehensive knowledge regarding business operations, customer characteristics, marketing activities, operational challenges, and competitive conditions faced by the business. Secondary data were collected from journals, books, previous studies, business documentation, promotional materials, customer reviews, and social media content related to Snapbox Studios. These secondary data sources were used to support and strengthen the findings obtained from primary data collection (Sugiyono, 2022). Data collection in this study was conducted through interviews, observations, and documentation techniques. Interviews were conducted using a semi-structured interview approach with the owner of Snapbox Studios. Semi-structured interviews allow researchers to explore research issues more flexibly while maintaining the focus of the study (Creswell & Creswell, 2023). The interview process focused on several aspects, including business background, target market characteristics, promotional strategies, operational challenges, customer preferences, competitive conditions, and future business development plans.

Observation was carried out directly at Snapbox Studios to examine business operations, customer interactions, studio



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atmosphere, service quality, promotional activities, and customer experience. Through the observation process, the researcher identified several operational aspects, including studio facilities, customer flow, implementation of vintage-themed concepts, and customer engagement during photo sessions. Documentation techniques were also used to collect supporting data such as promotional content, customer reviews, social media activities, business profiles, and visual documentation related to Snapbox Studios. Documentation data were used to support and validate findings obtained through interviews and observations.

The data analysis technique used in this study was SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is widely used as a strategic planning tool to identify and evaluate internal and external factors influencing business competitiveness (Suryono et al., 2021). The data obtained from interviews, observations, and documentation were first reduced and categorized based on relevant business factors. The researcher then interpreted the collected data to identify internal and external conditions affecting Snapbox Studios.

Internal factors identified from the data were classified into strengths and weaknesses, while external factors were classified into opportunities and threats. These identified factors were then organized into a SWOT matrix to formulate alternative competitive strategies. The SWOT matrix generated four strategic alternatives consisting of SO strategies (Strength–Opportunities), WO strategies (Weakness–Opportunities), ST strategies (Strength–Threats), and WT strategies (Weakness–Threats). These strategies were subsequently analyzed to formulate recommendations aimed at improving the competitiveness of Snapbox Studios within the creative industry sector.

To ensure the validity and credibility of the research findings, this study applied source triangulation and technique triangulation. Source triangulation was conducted by comparing information obtained from interviews with observational findings and

documentation data. Meanwhile, technique triangulation was performed by comparing data collected through interviews, observations, and documentation techniques. The application of triangulation is important in qualitative research to improve research credibility and ensure data consistency (Moleong, 2021). In this study, information provided by the owner regarding business operations, marketing strategies, and customer preferences was compared with observational findings and supporting documentation obtained from promotional materials and social media content.

RESULTS AND DISCUSSION

Snapbox Studios Business Profile

Snapbox Studios is a self-photo studio business located in Kediri City, East Java. This business was founded by Mr. Garda Aria on September 23, 2024, so it is still considered new in the self-photo studio industry in the area. The target market is Generation Z and Generation Alpha teenagers, with a predominance of female customers who are interested in creating aesthetic content that can be shared on social media such as Instagram and TikTok.

From an operational perspective, Snapbox Studios operates daily from 09:00 to 21:00 WIB and is supported by three employees. In a day, this business serves an average of 35 sessions, with each session attended by 1 to 4 people. This figure indicates that interest in self-photo studio services is quite high among young people. A similar phenomenon is also found in other cities, such as in Surabaya, where Photocandy Studio has also experienced growth thanks to technological innovation and social media-based promotion strategies (Kemdikbud, 2024).

Although it is relatively busy, Snapbox Studios is not free from various challenges. Some of the obstacles faced include a decrease in the number of visitors at certain times (down traffic), frequent hardware malfunctions, limited session capacity per hour, and fluctuations in stock and raw material prices. In addition, additional products such as keychains and large frames (big frame) have not been managed optimally, even though such products have the potential to become a fairly promising additional source of income.



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Internal Factor: Strengths and Weaknesses

Based on interviews with the owner and direct observations on site, a number of internal strengths and weaknesses owned by Snapbox Studios were identified.

Strength: Snapbox Studios has several internal advantages. First, the vintage concept it carries provides a fairly strong differentiation value, considering that most competitors adopt a modern or minimalist theme. Second, the prices offered are relatively affordable, making them suitable for the purchasing power of students and college students. Third, the strategic location in the city center makes it easy for customers to access. Fourth, the owner's commitment to customer satisfaction is quite high, as seen from direct involvement in handling complaints and feedback. Fifth, the photography equipment and supporting props are considered adequate. Sixth, the promotion strategy that has been carried out is quite proactive, covering social media, paid advertisements, collaboration with key opinion leaders (KOLs), as well as monthly promotional campaigns.

This finding is in line with the research of (Hariyanti et al., 2025) on the creative MSME With Joy Craft, where product quality and the uniqueness of design are the main strengths that differentiate a business from its competitors in the market.

Weaknesses: On the other hand, there are also several weaknesses that need attention. Frequent hardware malfunctions cause photo sessions to be delayed, impacting customer satisfaction. The limited session capacity per hour becomes a constraint, especially during busy hours when demand is high. Additional products such as keychains and large frames have not been optimized, so the potential for extra revenue has not been fully utilized. In addition, Snapbox Studios does not yet have a structured customer database, has not implemented a loyalty program, and has not integrated digital payment systems such as QRIS or digital wallets. In fact, transaction convenience is one of the important factors for young customers.

Pattiwael, (2025) research at Hato Self Photo Studio revealed that a lack of

optimization in cash management and unstructured recording of cash flow can lead to potential financial leaks and impact operational efficiency as well as profitability. A similar condition was also found in a study on Frei Studio in Bekasi City, where weak brand differentiation led to operational shutdowns due to unmet sales targets.

External Factor : Opportunities and Threats

Analysis of the external environment shows that there are a number of opportunities as well as threats that need to be anticipated by Snapbox Studios.

Opportunities: The trend of experience-based recreational activities among Generation Z and Generation Alpha continues to rise, presenting a wide-open market opportunity. In addition, the popularity of short video content on platforms like TikTok and Instagram Reels allows for promotion at low costs but with a wide reach. Snapbox Studios can also explore collaborations with local cafes, schools, fashion brands, or influencers to expand market reach. The increasing use of digital payments in the East Java region also presents an opportunity to enhance transaction convenience. The owner's plan to open branches in the future also indicates a positive growth orientation.

Az Zahrah (2024), emphasizes that collaborative strategies, such as partnering with local suppliers, influencers, and utilizing social media platforms, are key factors in increasing sales volume of creative industry MSMEs. In addition, (Maharani & Mukhlis, 2024) state that digitalizing MSMEs by consistently leveraging all marketing media is an important strategy to enhance competitiveness in the era of national competition.

Threats: However, there are also several threats that need to be guarded against. The presence of direct competitors such as Holobox, Portraitroom, Yourstudio, and Kuy Studio creates quite intense competitive pressure. The rapid and unpredictable changes in social media algorithms cause organic reach to decline, making this business increasingly dependent on paid advertising. Customer loyalty in this industry tends to be low, considering young consumers easily switch to new popular places.



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In addition, the low barriers to entry mean that anyone can start a similar business at any time.

A study by Rachmatiyah & Mirzanti, (2025) at Selfscape Studio identified that the decline in revenue is often caused by increased competition and rapidly changing market trends, thus requiring innovative strategies such as the development of AI-based services and personalized thematic packages to maintain a competitive advantage. Maryani et al., (2024) also added that the underutilization of social media and limited knowledge in the field of marketing pose serious obstacles to the development of creative MSMEs.

SWOT Matrix and Strategy Formulation for Snapbox Studios

Based on the internal and external factors that have been identified, the following SWOT matrix is prepared which contains four strategy alternatives.

	Strenghts (S)	Weaknesses (W)
	SO Strategy	WO Strategy
	1. Utilize the vintage concept and social media to create viral content (S1, O2)	1. Integrate QRIS and digital wallets to facilitate transactions (W5, O4)
Opportunities (O)	2. Collaborate with KOLs and local brands to expand reach (S6, O3)	2. Explore the potential of additional products (keychain, big frame) as a source of income (W3, O1)
	3. Optimize monthly campaigns during school holidays or peak seasons (S6, O1)	3. Develop a mobile-based digital loyalty

	ST Strategy	WT Strategy
Threats (T)	1. Strengthen brand identity and the uniqueness of the vintage theme as a differentiator from competitors (S1, T1, T4)	1. Prepare backup equipment and carry out preventive maintenance regularly (W1, T1, T5)
	2. Maintain service quality by performing regular hardware maintenance (S4, T2, T5)	2. Optimize scheduling to increase session capacity per hour (W2, T1)
	3. Utilize customer feedback to improve the experience and build word-of-mouth promotion (S4, T3)	3. Build partnerships with local suppliers and make bulk purchases to stabilize raw material prices (W4, T5)

Discussion

SWOT analysis results indicate that Snapbox Studios has a fairly clear competitive advantage, particularly in its vintage concept and proactive promotional strategy. However, like most creative SMEs in Indonesia, this business still faces challenges in terms of operational efficiency, especially related to hardware conditions and limited service capacity.

An average of 35 sessions per day reflects that market demand for self-photo studio services is quite high. Unfortunately,



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capacity limitations prevent Snapbox Studios from serving more customers, especially during peak hours. Research at Frei Studio shows that weak brand differentiation and low marketing communication activity can be the main reasons for not achieving sales targets in similar businesses.

One of the pressing weaknesses that needs to be addressed is the absence of a digital payment system. The younger generation today is already accustomed to cashless transactions, so the availability of QRIS or digital wallets is no longer merely an added value, but a basic necessity. Pattiwael, (2025) recommends that optimizing cash management through the implementation of a digital recording system, service diversification, and the use of online payment platforms can improve financial stability and the competitiveness of self-photo studios in the digital era.

Additionally, supplementary products such as keychains and large frames, which have not been optimally developed, represent income opportunities that are too valuable to miss. With proper management, these products can provide a significant contribution to revenue.

From a promotional standpoint, short video content on TikTok and Instagram Reels offers low-cost promotional opportunities with a wide reach. Maharani & Mukhlis, (2024) emphasize that creative industry SMEs need to use all marketing media and do so consistently to face competition not only at the regional level but also nationally.

In terms of competition, Snapbox Studios has to face four direct competitors in Kediri. Unlike product-based creative industries that usually have barriers in the form of specialized expertise, self-photo studio businesses have relatively low entry barriers. As a result, brand strengthening and customer experience become the main defense fortresses that should not be neglected.

The decline in the number of visitors (down traffic) complained about by the owners is a natural dynamic in trend-driven businesses. To reduce dependence on acquiring new customers, implementing a digital loyalty program can be a solution to encourage repeat visits from existing customers.

Although branch expansion plans are an ambitious and commendable step, it is advisable to first address various fundamental issues such as hardware reliability and session capacity. Expansion without thorough operational preparation risks exacerbating existing problems rather than solving them.

Overall, this SWOT analysis confirms that Snapbox Studios has enough capital to continue growing. Advantages such as a unique concept, relatively active promotional strategies, and high customer enthusiasm are valuable assets. Moving forward, the business's competitiveness can be enhanced through service digitalization (QRIS and loyalty programs), operational improvements (hardware maintenance and capacity optimization), as well as revenue diversification (optimization of additional products).

CONCLUSIONS

This study aimed to analyze the internal and external factors affecting Snapbox Studios and formulate competitive strategies based on SWOT analysis. Based on the results and discussion, the following conclusions are drawn.

Snapbox Studios has several internal strengths, including a unique vintage concept, affordable pricing, strategic location, strong owner commitment to customer satisfaction, adequate equipment, and proactive promotional strategies through social media, paid ads, KOL collaborations, and monthly campaigns. However, the business also faces internal weaknesses such as frequent hardware malfunctions, limited session capacity per hour, underutilized add-on products (keychains and big frames), lack of customer database and loyalty program, and absence of digital payment integration.

From the external environment, opportunities available to Snapbox Studios include the growing trend of experience-based activities among Gen Z and Gen Alpha, the popularity of short-form video content on TikTok and Instagram Reels, potential collaborations with various parties, increasing adoption of digital payments, and future branch expansion plans. Meanwhile, threats include intense competition from four direct

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competitors in Kediri, rapid changes in social media algorithms, low customer loyalty, and low barriers to entry that allow new competitors to emerge at any time.

Based on the SWOT matrix, four strategic alternatives are formulated. SO strategies focus on creating viral content, collaborating with KOLs and local brands, and optimizing monthly campaigns during peak seasons. WO strategies emphasize integrating digital payments, optimizing add-on products, and building a digital loyalty program. ST strategies include strengthening brand identity, performing routine hardware maintenance, and utilizing customer feedback. WT strategies cover providing backup equipment, optimizing scheduling, and partnering with local suppliers for raw materials.

The most urgent priorities for Snapbox Studios are integrating digital payment systems (QRIS/e-wallets), performing regular hardware maintenance and preparing backup equipment, and optimizing add-on products as an additional revenue stream. Overall, Snapbox Studios has good potential to grow and compete in Kediri's self-photo studio industry by implementing appropriate and sustainable strategies focused on service digitalization, operational improvement, and revenue diversification.

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