

ABSTRACT

This research was conducted on CV Yumeda Pangan Sejahtera to analyze the competitive strategy due to the company's inability to become a leader in the dairy processing industry and the difference between profit between planned and reality. CV Yumeda Pangan Sejahtera is engaged in the market of *business to business* (B2B) and just entering *business to consumer* (B2C) during the Covid-19 pandemic to support B2B which had been hampered. This study aims to identify external factors in the dairy industry, identify internal factors in the company and alternative strategies that can be carried out by the company. The research was conducted using a qualitative descriptive method which aims to develop a good understanding of the problems in the description of the data and existing conditions. The source of the data was obtained by interviewing three directors of similar companies and the general manager of CV Yumeda Pangan Sejahtera; in addition to that, observations were also made regarding the calculation of the company's cost of goods sold. This study begins with an external analysis using *Porter Five Forces* which results in a threat in the bargaining of buyers in the B2B market which has a higher level of sensitivity than B2C, then proceeds with *Key Success Factor* which found that a company needs to have marketing, product quality, suppliers and competitiveness. The company's internal analysis is carried out by means of value chain analysis to see the activities carried out by the company in creating value which can become its competitive advantage. The results show that the company has a differentiation strategy on its competitiveness because it has certifications that competitors do not have, the use of local ingredients, and innovations based on consumer desires. Alternative competitive strategy that can be used is *Best Cost* strategy which is supported by the use of the method of calculating the cost of goods manufactured by the method of *Activity Based Costing* to improve accuracy in calculations that have implications for managerial decisions. This strategy can be carried out by cross subsidizing between B2B and B2C markets in order to achieve increased economies of scale.

Keywords: Competitive Strategy, External Analysis, Internal Analysis, Best Cost Strategy