

## **ABSTRACT**

*The culinary industry in Indonesia is increasingly growing and developing in accordance with the development of the era. The growing culinary industry in Indonesia is influenced by the growth of the food / culinary industry in cities in Indonesia, especially in the city of Bandung. Besides being famous for the clothing / textile industry, the city of Bandung is also famous for its culinary industry which is increasingly prevalent from year to year. Many culinary entrepreneurs combine traditional Indonesian culinary delicacies with other culinary specialties, especially the menu of side dish and snacks.*

*Snack foods made from sweet potatoes, for example, can be processed into bola ubi. The pioneer of bola ubi in the city of Bandung is Bola Ubi Gardujati, the business that inspired Cobian to do business similar to innovation.*

*This study discusses what external environmental factors can affect Cobian's business strategy. In addition, this study also discusses the formulation of business strategies such as what Cobian can do. If Cobian already knows the business strategy that must be done, then Cobian is ready to face the possibilities that will occur and can face or apply it to that knowledge.*

*The method used in this research is descriptive qualitative method. The analysis technique used to identify Cobian's external environment factors is an analysis of Porter's Five Forces, SWOT, and Growth Share Matrix. After being able to identify the factors from the external environment, a strategy formulation can be carried out that can be viewed from the Blue Ocean strategy.*

*Based on the results of the study, Cobian is a business that is included in the Cash Cows category. As for the formulation of its business strategy, Cobian needs to make changes to create a new market and increase the value of the products it has to be able to carry out a blue ocean strategy.*

*Keywords: Formulation of Business Strategy, Bola Ubi, External Environment, MSME, SWOT, Porter's Five Forces, Growth Share Matrix, Blue Ocean*