

ABSTRACT

The changes of people lifestyle become healthy lifestyle because of Covid-19 pandemic make the demand of vegetable increased. But, Sangkuriang Farm as one of the vegetable supplier company that should have rising demand got the demand decreased during the Covid-19 pandemic.

The purpose of this research is to find out the conditions of the external and internal environment of Sangkuriang Farm and to find the right alternative competitive strategy to respond, recover and renew the company's strategy in the Covid-19 pandemic.

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

The result of this study show that the IFE matrix score is 3,03 and the EFE matrix score is 3,20, so the Sangkuriang Farm's IE matrix was in the cell I and the recommended strategy on cell I is growth and build strategy. Swot matrix on this research divided into three phase of covid-19 pandemic that is respond, recovery, and renew phase. On the respond phase based on the SWOT matrix, Sangkuriang Farm have 6 alternative strategy consisting of 2 SO strategy, 1 WO strategy, 2 ST strategy, and 1 WT strategy. On the recovery phase based on the SWOT matrix, Sangkuriang Farm have 10 alternative strategy consisting of 3 SO strategy, 4 WO strategy, 2 ST strategy, and 1 WT strategy. On the renew phase based on the SWOT matrix, Sangkuriang Farm have 6 alternative strategy consisting of 3 SO strategy, 2 WO strategy, and 1 ST strategy. Vision, mission and strategic objective analysis of Sangkuriang Farm conducted using the vision, mission and objective normative test. From the vision, mission and objective normative test, the vision, mission, and objective of Sangkuriang Farm are effective vision, mission, and objectives.

Based on the QSPM matrix on this research, the Sangkuriang Farm's alternative strategy is divided into three phase of covid-19 pandemic that is respond, recovery, and renew phase. On the Sangkuriang respond phase according to the covid-19 pandemic, the recommendation strategy for Sangkuriang Farm is become fruit supplier vendor for the government social assistant during the covid-19 pandemic with 4,18 total activity score. On the company's recovery phase according to the covid-19 pandemic, the recommendation strategi for Sangkuriang Farm is doing market penetration to another supermarket/retail with 5,31 total activity score. On the company's renew phase according to the covid-19 pandemic, the recommendation strategi for

Sangkuriang Farm is doing market penetration to hotel, restaurant and café segments with 4,89 total activity score.

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