

# PERUMUSAN LOW COST STRATEGY DAN DAMPAKNYA TERHADAP COMPETITIVE ADVANTAGE DAN KINERJA PERUSAHAAN — STUDI KASUS PT XYZ

Oleh : Ali Hartono

This research aims to analyze and define the best strategies for the firm in order to increase the market share. The firm is the market leader of yeast manufacturer in Indonesia, but the market share has been decreasing over past five years. This research combined the Porter's Five Forces Model, IFE, EFE and IE Matrix, and SWOT Analysis, to get the best strategies available. Some of the data sources came from management of the firm.

Porter's Five Forces Model was use to identify five forces which driving yeast industry competition in Indonesia. Internal and External Factor Evaluation (IFE and EFE) were performed to summarize and evaluate the major strengths and weaknesses in functional areas of the firm, as well as external factors of the firm, IFE and EFE matrixes were combined into Internal-External (IE) Matrix resulted the firm is in "hold and maintain" quadrant. SWOT analysis was developed identify the current overall positioning of the firm in yeast industry and to identify strategy alternatives by using strengths and opportunities to overcome weaknesses and minimize threats. The conclusion of this research is a "hold and maintain" strategy that the firm should do by using the competitive advantage in order to face business competition. Thus the firm will do the low cost strategy, by opening a new plant for example, so that the firm can hold and maintain the position as the market leader.

Keywords: Porter's Five Forces Model, IFE & EFE Matrix, IE Matrix, SWOT Analysis, Low-Cost Strategy.