

## **ABSTRACT**

In order to achieve business success, a company needs strategies to implement. Companies that understand the importance of developing strategies and know what efforts must be achieved are certainly able to be superior to existing competitors. A business development strategy can run well if it is accompanied by a well-planned development program. So that it is expected to be able to help achieve the company's goals in producing products or services with high quality.

This research was conducted with the aim of knowing the internal and external factors as well as providing suggestions regarding the determination of alternative development strategies that are suitable for PT. Susu KPBS Pangalengan. The author conducted research using mixed methods, namely, utilizing qualitative methods simultaneously with quantitative methods. The author conducted interviews and distributed IFE and EFE questionnaires to 10 research respondents consisting of 3 internal company parties, 3 consumers, 2 competitor representative, 1 supplier and 1 milk association representative.

Based on the formulation of alternative business development strategies using the QSPM matrix that alternative strategies that can be known by PT. Milk KPBS Pangalengan is implementing a horizontal integration strategy by merging with similar companies, namely CV. National to increase the amount of production. This is because the Total Attractiveness Score (TAS) of the horizontal integration strategy by merging with similar companies, namely CV. National has the highest score of 3.70.