

**ANALYSIS OF BUSINESS DEVELOPMENT MODELS AND STRATEGIES
FOR LIQUID FERTILIZER AT PT. BELERANG GUNUNG
KAWAH IJEN, BANYUWANGI**

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ABSTRACT

This study aims to formulate an appropriate business model and strategy for developing the WESI brand liquid fertilizer at PT. Belerang Gunung Kawah Ijen in Banyuwangi Regency. The research uses a qualitative descriptive approach supported by quantitative data. Data were collected through interviews and questionnaires distributed to the company's managers and employees, as well as experts from academia, including lecturers and agronomists. The analysis method consists of four stages: (1) Business model formulation using the Business Model Canvas (BMC) approach, which includes 9 elements. (2) Identification of internal and external factors through IFE and EFE matrix analysis to determine the strengths, weaknesses, opportunities, and threats faced by the company. (3) Strategy matching using the IE matrix and strategy formulation using the SWOT analysis approach. (4) Decision making using QSPM (Quantitative Strategic Planning Matrix) analysis. Based on the SWOT analysis, PT. Belerang Gunung Kawah Ijen is positioned in Cell V, which suggests a “hold and maintain” strategy, and eight strategic recommendations were formulated. According to the QSPM analysis, the top-priority strategy recommendation with a TAS (Total Attractiveness Score) of 7.775 is: “Maintain product quality and purity to remain competitive against competitors, and set competitive pricing to strengthen market presence.”

Keywords: business model, business strategy, liquid fertilizer