

**BUSINESS DEVELOPMENT STRATEGY OF AFRICAN NIGHT CRAWLER
(ANC) EARTHWORM CULTIVATION AT PAS SUBUR PERMATA IN
JEMBER REGENCY**

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ABSTRACT

PAS (Pancafarm Abadi Sejahtera) Subur Permata is a Micro, Small, and Medium Enterprise (MSME) engaged in the cultivation of African Night Crawler (ANC) worms, located in Dusun Curahkates, Klompangan Village, Ajung District, Jember Regency, East Java, Indonesia. This business has the potential to be developed in line with the increasing market demand for ANC worms; however, in its development, PAS Subur Permata still faces several challenges, including low production capacity, limited capital, and a shortage of labor, which causes cultivation activities to remain highly dependent on the business owner. This study aims to identify internal and external factors influencing business development, formulate alternative development strategies, and determine the priority strategy to be implemented at PAS Subur Permata. The analytical methods used include the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, Internal-External (IE) Matrix, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM). The IFE and EFE matrices are used to identify and evaluate internal and external factors of the business. The IE Matrix is applied to determine the business position based on the results of the IFE and EFE matrices. SWOT analysis is used to formulate alternative development strategies, while QSPM is used to determine the most appropriate priority strategy for implementation. The results show that PAS Subur Permata obtained an IFE score of 2.554 and an EFE score of 2.507. These scores place PAS Subur Permata in Quadrant V of the IE Matrix, indicating a hold and maintain position. The QSPM analysis identified the priority strategy as improving business management and production capacity in order to compete with similar businesses.

Keywords: *Business Development, SWOT Analysis, QSPM.*