

ABSTRACT

This research is motivated by the existence of market opportunities with the government assistance program (BANPER) to implement the soybean self-sufficiency program that the government wants to achieve in 2020 as well as the need for soybean seeds in 2019 as much as 86,750 tons. The tight competition of soybean seed producers, especially in Central Java, ultimately affects the sale seeds of UD. Sujinah and the position of PB.UD. Sujinah as the leader or largest producer in Central Java in selling certified soybean seeds.

There are problems at UD. Sujinah seed producers has internal and external problems that hamper winning the existing market. In fact, the position of UD. Sujinah with sales growth reaching 48.12% and production growth of 30.5% making it the market leader of soybean seed producers in Central Java. Therefore, to meet the needs of soybean seeds in Central Java and outside the Central Java region with the existence of large market opportunities, a business strategy that is right for UD. Sujinah can be obtained by analyzing external and internal environmental factors so that it will produce several business strategy alternatives that can be recommended to UD. Sujinah to capture market opportunities.

Strategy formulation is carried out with a management strategy approach, there are three stages, namely input stage, matching stage and decision stage. Input stage is done using the IFE and EFE matrix, while the matching stage uses the SWOT matrix and IE Matrix and the decision stage uses the QSPM matrix. The method used in this study is descriptive qualitative and quantitative, where quantitative is used to facilitate qualitative. Sampling was done by purposive sampling method with a total of 6 people from internal sources, company competitors, customers, producers and seed supervisors. In this study used the credibility test through triangulation and member checking to test the interview instrument.

The results showed the EFE Matrix score of 2.79 and IFE Matrix score of 3.21, It indicating UD. Sujinah's position in the IE IV matrix, namely the growth and build strategy. In the QSPM, which is a priority strategy with a score of 6,25, developing the market by recruiting marketing employees and increasing collaboration marketing with other companies or seed producers in the East Java and outside of Java islands

Keywords: Soybean Seeds, EFE, IFE, SWOT, QSPM.