

ABSTRACT

PT. Sentra Bintang Sejahtera (SBS) is a tea agribusiness company in West Java that faces internal and external challenges in the form of production fluctuations, dependence on suppliers, and industry competition pressures. On the other hand, the company's competitiveness needs to continue to grow sustainably, so an analysis of environmental conditions is needed to formulate further development strategies. This study aims to formulate SBS business development strategies using SWOT analysis, the IFE-EFE-IE Matrix, and the Quantitative Strategic Planning Matrix (QSPM).

The research was conducted using a qualitative descriptive approach through interviews. The interview participants consisted of 8 (eight) individuals from both internal and external sources, including customers, suppliers, and competitors. The validity of the interview results was tested through triangulation and/or member checks. In addition to interviews, quantitative questionnaires were distributed to compile the matrices, which were processed according to their intended use. Weight determination is based on industry/business, rates are based on company performance, and attractiveness scores are based on the appeal of the strategy to the company. The field results were then processed through the following stages: input analysis (S, W, O, T analysis; EFE matrix; IFE matrix), the second stage of matching (IE matrix, SWOT matrix), and finally the decision stage using the QSPM matrix.

The results of this study indicate that PT. Sentra Bintang Sejahtera has solid internal strengths (IFE score of 2.97) and a fairly supportive external environment (EFE score of 2.99), but it is still weak. The position in cell V of the IE Matrix recommends operational efficiency and strengthening internal competitiveness. Among the five priority strategies, optimising digital marketing through online platforms is the top priority with the highest TAS value of 6.3599, indicating the urgency of its implementation to expand the market and increase sales.

Keywords: SWOT, IFE, EFE, IE, QSPM, Business Development, Tea Agribusiness