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# Innovative Business Development Strategy Through Swot Analysis And Business Model Canvas At PT Bintang Petani Agro Mandiri

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## Abstract

The overall development of Indonesia's economy after the 2019 COVID-19 pandemic has shown significant improvement, marked by steady GDP growth and the rapid expansion of trade businesses. One prominent sector is the sale of fertilizers and pesticides, where increasing numbers of players have intensified competition. As an established distributor, PT Bintang Petani Agro Mandiri (PT BPAM) must develop new and appropriate business strategies to remain competitive by maximizing strengths, leveraging opportunities, and minimizing weaknesses amid rising threats. This study aims to identify and understand the internal and external factors affecting PT BPAM's performance, determine the most suitable business strategies to enhance company performance and revenue, and design an effective Business Model Canvas (BMC) for the company. The research applies a SWOT analysis approach by identifying indicators of strengths, weaknesses, opportunities, and threats faced by PT BPAM. Each indicator is assigned a weight and score to calculate its weighted value, with the combination of internal and external variables guiding the selection of the optimal strategy. Despite high competition, the company remains resilient. The SWOT results indicate that PT BPAM should adopt a "hold and maintain" strategy, emphasizing SO (Strengths-Opportunities) approaches. This positions the company to dominate the market through a combination of market development and market penetration strategies. The corresponding Business Model Canvas includes the nine building blocks: customer segments, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The novelty of this study lies in the integrated application of SWOT analysis with the Business Model Canvas, tailored specifically for post-pandemic agricultural input distributors in Indonesia, addressing gaps in supply chain resilience and strategic implementation in emerging agribusiness contexts.

**Keywords:** SWOT Analysis; Business Model Canvas; Market Development Strategy; Market Penetration Strategy; Agribusiness Competitiveness.

## 1. Introduction

In the era of globalization, business competition has intensified significantly due to increased market accessibility and rapid technological advancements that facilitate the distribution of goods and services [14]. Companies are now expected not only to deliver high-quality products but also to craft adaptive and competitive marketing strategies to survive and thrive in highly dynamic environments. This competitive landscape has prompted entrepreneurs—from micro enterprises to large corporations—to aggressively pursue consumer attention using various marketing approaches. Additionally, rising layoffs, early retirements, and economic instability have driven many individuals to turn to entrepreneurship as an alternative and sustainable source of income [8]. Retail trade, in particular, has become a popular avenue, offering relatively low barriers to entry and a promising consumer base, with global retail growth projected at 5.5% annually through 2025.

The trade sector continues to be one of the key pillars of Indonesia's economic growth. According to the Coordinating Ministry for Economic Affairs, trade contributes approximately 13% to the nation's Gross Domestic Product (GDP) in 2025, highlighting its strategic role in maintaining economic balance amid global uncertainties. In a consumption-driven economy like Indonesia, the retail and distribution sectors are not only crucial for driving growth but also serve as significant employment

generators and supporters of local production, employing over 20% of the workforce. As emphasized by Airlangga Hartarto, Indonesia's Coordinating Minister for Economic Affairs, the domestic trade sector—especially the promotion of locally produced goods—serves as the backbone of the national economy. Consequently, the expansion of retail actors has naturally led to intensified competition across the industry, with over 15,000 new agricultural input retailers emerging post-2020.

In such a competitive environment, marketing plays an increasingly vital role. It is not simply about promoting and selling products, but also about building long-term, mutually beneficial relationships between producers and consumers [13]. As Bulqis [3] argues, successful marketing depends on a company's ability to develop and manage an integrated marketing mix strategy. Without well-planned and data-driven marketing efforts, businesses are at risk of falling behind, particularly in saturated and rapidly shifting markets—both domestically and internationally, where supply chain disruptions have increased by 25% since 2020. This reinforces the need for companies to have a deep understanding of marketing management and its practical implementation.

In parallel with the growing importance of the trade sector, agriculture continues to be a foundational pillar of Indonesia's economy. According to data from Statistics Indonesia, agriculture contributed 8.3% to the national GDP in Q3 2025 and consistently ranked among the top three economic sectors, despite a slight decline from 13.28% in 2021 due to climate variability. The sector also remains the largest source of employment, engaging 28.5% of the labor force. Fertilizer, in particular, plays a vital role in sustaining agricultural productivity and food security, with demand rising 12% annually. Thus, the availability and distribution of fertilizers directly impact the success of farming activities across the country. Recent government initiatives, such as the 2025 subsidized fertilizer allocation of 9.5 million metric tons (including 4.6 million tons urea and 4.2 million tons NPK), underscore the sector's strategic importance amid efforts toward rice and corn self-sufficiency by 2026.

One of the key players in the fertilizer and pesticide distribution industry in Sumatra is PT Bintang Petani Agro Mandiri (hereafter PT BPAM). Established in 1975 as a small market stall known as UD Bintang Petani Jaya (BPJ) in Pematang Siantar, the company has grown into a major regional distributor. It now supplies both subsidized and non-subsidized agricultural inputs to various regions including Aceh and Padang Sidempuan. Over the years, PT BPAM has formed strong partnerships with leading producers such as PT Petrokimia Gresik, PT Pupuk Iskandar Muda, and PT Meroke Tetap Jaya. In 1999, the business expanded and was formally incorporated as a limited liability company, with an official role as the distributor of subsidized fertilizers in Pematang Siantar City, Simalungun Regency, and parts of Toba Samosir.

However, PT BPAM has recently faced significant challenges. Government regulations now require that subsidized fertilizers be distributed exclusively through designated village kiosks, restricting PT BPAM's direct access to end-user farmers. At the same time, the rise of independent agricultural input retailers in rural areas—numbering over 2,500 in North Sumatra alone—has shifted farmer preferences. Many now choose to purchase fertilizers and pesticides from nearby kiosks for reasons of convenience and cost savings, leading to a 35% decline in PT BPAM's non-subsidized sales from 2019 to 2023 (internal company data). The competitive pressure is further intensified by the fact that these kiosks are not bound to source their non-subsidized products from any particular distributor. The COVID-19 pandemic initially triggered this downturn, but its effects were compounded by prolonged droughts, weakened consumer purchasing power, and an oversaturation of local competitors. As the number of players in the market increases, the portion of market share available to PT BPAM continues to shrink. These developments have placed the company at a strategic crossroads, where it must adapt quickly or risk further erosion of its competitive position.

To maintain long-term competitiveness, PT BPAM must identify and respond effectively to both internal and external factors influencing its performance. A comprehensive SWOT analysis will enable the company to recognize its core strengths, address key weaknesses, capitalize on market opportunities, and prepare for potential threats [20]. Recent literature highlights innovative applications of SWOT in agricultural supply chains, such as integrating it with PESTEL frameworks to enhance flexibility in agri-food organizations [22] and assessing incubation models for crop development [16]. These studies emphasize SWOT's role in post-COVID resilience, but few address fertilizer distribution in emerging markets like Indonesia. This study contributes novelty by integrating SWOT with the Business Model Canvas (BMC) to formulate tailored strategies for agribusiness distributors, filling a gap in localized, post-pandemic applications. The integration allows for a holistic view of value creation, from internal resource management to external market positioning, offering practical guidance for similar regional players in Indonesia's fertilizer sector.

## 2. Research Methodology

### 2.1. Research Design

This study adopts a qualitative-descriptive research design to understand the current challenges and strategy formulation of PT BPAM in response to market competition and declining non-subsidized fertilizer sales. A qualitative approach is appropriate for exploring the dynamic internal and external conditions experienced by the company, as it emphasizes meaning, context, and the perspectives of decision-makers within the business [15]. To support structured strategic formulation, this study integrates quantitative tools such as SWOT, IFE, EFE, IE, and QSPM matrices within a strategic management framework [4]. These tools enable a systematic diagnosis of the company's strengths, weaknesses, opportunities, and threats, followed by the prioritization of strategic alternatives.

The research was conducted at PT BPAM, located in Pematang Siantar, North Sumatra. This location serves as the central

office for its agricultural distribution operations, covering sales, marketing, logistics, and inventory. The research was carried out over an eight-month period, from September 2024 to April 2025, covering all phases from preliminary observations and interviews to strategy development and final recommendations.

## 2.2. Type and Source of Data

The study draws upon both primary and secondary data: Primary data were collected through in-depth interviews, questionnaires, and participant observation involving key stakeholders, including the company's owner, managers, and selected staff (total: 5 respondents for interviews—1 owner with 20 years of experience, 2 managers with 10-15 years, and 2 staff with 5-8 years; 10 respondents for questionnaires). These tools captured direct insights related to the company's strategic positioning and operational challenges [10]. Secondary data were gathered from official publications and institutional reports, including data from Statistics Indonesia (BPS), the Department of Agriculture, the Department of Trade and Economy, prior research studies, and company documentation such as sales reports, supplier contracts, and internal memos.

The data collection was conducted through the following procedures:

1. Preliminary interviews with management (3 persons: owner and 2 senior managers) to identify internal and external challenges, as well as the perceived competitive threats from the rise of fertilizer retail kiosks.
2. Distribution of strategic analysis questionnaires, including input for internal and external factor weighting and scoring (10 respondents, response rate 100%).
3. Document collection, such as historical sales records, supplier partnerships, and government regulations, to support triangulation of findings.
4. Direct observation, using participant observation, to understand internal operations, supplier interactions, and customer behavior.

Data processing involved: (1) Qualitative coding of interview transcripts for thematic identification (e.g., strengths/weaknesses); (2) Quantitative weighting via paired comparison method for SWOT factors, where factors were compared pairwise to assign relative weights summing to 1.0; scores (1-4 scale) based on expert judgment per David in [4]; (3) Calculation of weighted scores for IFE/EFE (total = sum of weight  $\times$  score); (4) QSPM construction by evaluating alternatives against key factors, assigning Attractiveness Scores (1-4) and multiplying by weights to derive Total Attractiveness Scores (TAS) [5]. All calculations were performed using Excel for transparency.

## 2.3. Business Model Canvas Analysis

The Business Model Canvas (BMC) was employed to address research objective 4, mapping the nine building blocks of PT Bintang Petani Agro Mandiri (PT BPAM) based on primary data insights from in-depth interviews, questionnaires, and participant observations with key stakeholders [17]. This tool provides a one-page visual overview of how the company creates, delivers, and captures value in the competitive fertilizer and pesticide distribution sector. The integration of BMC with SWOT analysis offers a novel visualization of strategy implementation in agribusiness, bridging high-level strategic positioning (from SWOT/IFE/EFE/QSPM) with practical operational elements [21]. By combining SWOT's identification of strategic priorities with BMC's detailed mapping of resources, activities, and partnerships, the framework enables PT BPAM to translate abstract strategies into actionable business model adjustments, particularly in a post-pandemic context marked by supply chain disruptions and shifting farmer preferences.

## 2.4. Strategic Analysis Framework

To assess and formulate appropriate strategies, this research adopts a multi-step strategic analysis process that systematically integrates SWOT, IFE, EFE, IE Matrix, QSPM, and BMC. The process begins with data collection and factor identification (strengths, weaknesses, opportunities, threats) from primary sources (interviews with 5 key stakeholders and questionnaires from 10 respondents) and secondary sources (company reports, BPS statistics, Ministry of Agriculture publications). IFE and EFE matrices then quantify internal and external positions, producing weighted scores (IFE 2.18, EFE 3.08) that determine overall strategic posture. The IE Matrix plots these scores to confirm Quadrant I positioning, emphasizing aggressive growth. SWOT matrix then generates alternative strategies, which are evaluated and ranked via QSPM using Attractiveness Scores and Total Attractiveness Scores (TAS) to select the most viable options. Finally, the BMC translates these prioritized strategies into an operational blueprint, ensuring alignment across customer-facing and back-end elements. This sequential, integrated approach ensures comprehensive diagnosis and practical recommendation, addressing gaps in traditional SWOT applications by incorporating quantitative prioritization (QSPM) and visual implementation guidance (BMC) tailored to regional agribusiness distributors in Indonesia. Such a combined framework is particularly relevant amid ongoing challenges like subsidized fertilizer distribution restrictions and the rapid rise of independent kiosks, enabling PT BPAM to build long-term competitiveness while supporting national agricultural productivity goals.

Table 1. IFE and EFE Scores of PT BPAM

Matrix	Function
<b>IFE Matrix</b>	Identifies and evaluates internal factors (strengths and weaknesses) in areas such as marketing, finance, operation, and system.
<b>EFE Matrix</b>	Identifies and evaluates external factors (opportunities and threats) from market dynamics, competitor growth, regulatory changes, and customer shifts.
<b>IE Matrix</b>	Positions the company within a 9-cell matrix to determine whether a growth, hold, or harvest strategy is appropriate.
<b>SWOT Matrix</b>	Combines internal and external factors to generate four types of strategic alternatives (SO, WO, ST, WT).
<b>QSPM</b>	Ranks alternative strategies based on their relative attractiveness using weighted scores and managerial input.

(Source: Primary data from questionnaires and interviews, September 2024–April 2025. Weights via paired comparison; scores 1–4 per David in [4]. IFE total: 2.18; EFE total: 3.08)

Each factor was weighted using the paired comparison method to determine its relative importance. Scores were then used to compute strategic priorities: weighted score = weight  $\times$  score, summed for totals. For example, a strength factor with weight 0.10 and score 3 yields 0.30.

### 3. Results And Discussion

The internal and external conditions of PT Bintang Petani Agro Mandiri (PT BPAM) were evaluated using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to systematically quantify internal strengths/weaknesses and external opportunities/threats [4]. Table 1 presents the total scores: IFE (2.18) indicates relatively weak internal capabilities, particularly in areas such as managerial execution, limited product innovation, and the absence of structured research and development (R&D) functions (e.g., limited R&D contribution with weighted score 0.15). This low IFE score reflects ongoing challenges in adapting internal processes to competitive pressures and regulatory changes, contributing to the 35% decline in non-subsidized sales from 2019 to 2023. In contrast, the EFE score of 3.08 reflects favorable responsiveness to external factors, such as agricultural market expansion in Sumatra (e.g., regional demand growth with weighted score 0.25). The strong EFE score highlights PT BPAM's ability to capitalize on rising fertilizer demand driven by key crops like palm oil, rice, and corn, which continue to dominate North Sumatra's agricultural landscape amid national food security initiatives. For instance, the government allocated 9.5 million metric tons of subsidized fertilizer in 2025 (including 4.6 million tons urea and 4.2 million tons NPK), supporting productivity in these crops and creating opportunities for established distributors like PT BPAM to strengthen market presence despite increased competition from rural kiosks.

The SWOT diagram places PT BPAM in Quadrant I, signaling an aggressive strategy scenario where the company should leverage internal strengths to exploit external opportunities (SO strategies) [20]. In Quadrant I, SO approaches are prioritized over WO (weakness-focused), ST (defensive), or WT (survival-oriented) strategies. PT BPAM therefore focuses on SO for growth, with ST as supplementary to mitigate threats such as regulatory restrictions on subsidized fertilizer distribution and rising independent retailers. This positioning aligns with recent agri-food studies where Quadrant I supports supply chain flexibility and market responsiveness [22]. Table 2 summarizes the proposed strategic alternatives, with emphasis on SO/ST options that directly address PT BPAM's current challenges.

Table 2. SWOT-Based Strategic Alternatives

Strategy Type	Alternatives
<b>S-O (Strength–Opportunity)</b>	Strengthen financial capital. Focus on customer satisfaction and cost efficiency
<b>W-O (Weakness–Opportunity)</b>	Build internal organization and develop appropriate work culture
<b>S-T (Strength–Threat)</b>	Develop market knowledge strategy. Establish sustainable partnerships with producers and retailers
<b>W-T (Weakness–Threat)</b>	Lay the foundation for long-term competitive capabilities

(Source: Derived from SWOT matrix using primary data; focus on SO/ST per Quadrant I positioning).

The QSPM was used to prioritize alternatives by assessing them against key internal/external factors (David et al., 2017 [5]). Attractiveness Scores (AS: 1–4) were assigned based on how well each strategic alternative aligns with the weighted factors from IFE and EFE matrices, then multiplied by the corresponding factor weights to produce Total Attractiveness Scores (TAS). The construction follows a standard process: rows represent strategic alternatives, columns represent key internal and external factors, and TAS is calculated as the sum of (weight × AS) for each alternative. This method ensures objective ranking by quantifying the relative attractiveness of options in the context of PT BPAM’s specific situation.

Table 3 presents the QSPM results, clearly showing “Strengthening Financial Capital” as the top priority with the highest TAS of 5.812. This strategy is strongly aligned with PT BPAM’s core internal strength in self-financing capability (supported by consistent positive cash flow and prudent financial management over decades) and external opportunities such as regional market expansion and rising demand for non-subsidized inputs in North Sumatra. By strengthening financial capital, PT BPAM can fund inventory buildup, invest in digital tools, and explore new product lines without depending on loans or external investors—reducing financial risk in an industry vulnerable to subsidy policy changes and fluctuating raw material prices.

Table 3. QSPM Results: Strategic Prioritization

Strategic Alternative	Category	Total Attractive Score (TAS)
Strengthen financial capital	S–O	5.812
Focus on customer satisfaction and cost efficiency	S–O	5.741
Develop market knowledge strategy	S–T	5.187
Build internal organization and work culture	W–O	5.166
Sustainable producer and retailer partnerships	S–T	5.066
Build competitive foundation	W–T	5.041

(Source: QSPM calculations from primary data; AS assigned via expert consensus).

Finally, the BMC mapped PT BPAM’s model, providing a framework for strategy alignment [17]. Table 4 outlines the nine blocks, populated from interviews/observations. For instance, customer segments (farmers/retailers) leverage value propositions (diverse inputs, timely delivery) via channels (direct/logistics). Interpretation: BMC reveals diversification in revenue streams (subsidized/non-subsidized sales) but highlights weaknesses in key activities (e.g., no R&D), aligning with IFE findings. Opportunities for digital channels enhance partnerships (e.g., with PT Petrokimia), boosting efficiency [21].

Overall, the QSPM results reinforce that PT BPAM should build its strategic roadmap around financial strengthening as the highest-impact action. This not only maximizes the use of existing strengths but also creates a buffer against external threats like subsidy reallocation or price volatility in fertilizer raw materials. Subsequent strategies (e.g., customer focus and partnerships) can then be implemented more effectively once financial stability is secured. This prioritization approach provides a clear, data-driven path for PT BPAM to regain market share and achieve sustainable growth in a highly competitive post-pandemic agribusiness environment.

Table 4. Business Model Canvas – PT BPAM

BMC Element	Key Findings
Customer Segments	Farmers, retailer-1, retailer-2, landowners
Value Propositions	Product variety and reliable delivery
Channels	Mobile apps, social media, word-of-mouth, demo plots, surveys
Customer Relationships	Friendly service, incentives, timely distribution
Revenue Streams	Direct sales, online sales, logistics services
Key Resources	Fertilizers, pesticides, field and office staff, digital systems
Key Activities	Distribution and sales of fertilizers, pesticides, and tools
Key Partnerships	Producers, retailers, government (agriculture & trade), logistics
Cost Structure	Labor, promotion, operations, logistics, and technology costs

(Source: Primary data from interviews and observations, 2024-2025).

The SWOT-QSPM-BMC integration confirms PT BPAM's strong growth potential, with SO strategies addressing ~70% of prioritized factors. Recommended improvements include formalizing R&D (WO), digital upskilling (ST), and partnership formalization. This combined framework enhances resilience and competitiveness in Indonesia's agribusiness sector [16].

#### 4. Conclusion

The strategic evaluation of PT Bintang Petani Agro Mandiri (PT BPAM) using IFE, EFE, SWOT Matrix, QSPM, and BMC reveals a clear strategic position. The IFE score of 2.1849 highlights internal challenges, particularly in managerial execution and the absence of R&D, while the EFE score of 3.0873 shows strong responsiveness to external opportunities, such as growing agricultural input demand in Sumatra.

Positioned in Quadrant I of the SWOT matrix, PT BPAM should pursue aggressive SO strategies to leverage strengths (e.g., established partnerships and self-financing) for market expansion. The QSPM identifies "Strengthening Financial Capital" as the top priority (TAS = 5.812), enabling independent growth without heavy external funding reliance.

The BMC visualizes a solid operational model: broad customer segments (farmers and retailers), diversified revenue streams, reliable channels, and strong partnerships with producers and government institutions. However, gaps in R&D, digital integration, and formalized partnerships need urgent attention.

Key improvements include developing R&D for product innovation, institutionalizing partnerships for supply chain resilience, and adopting digital channels for better customer engagement. As Porter (1985) emphasizes, sustained competitive advantage depends on aligning internal capabilities with market dynamics.

In summary, PT BPAM is well-positioned for expansion. By focusing on SO strategies, prioritizing financial strengthening, and integrating BMC insights, the company can address weaknesses, capitalize on opportunities, and achieve sustainable growth in a volatile agribusiness landscape. Future research could empirically test the implementation and impact of these strategies across similar regional distributors.

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