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SWOT Analysis as a Basis for Business Model Canvas (BMC) Development: A Case Study of PT. Guano Berkah Sejahtera

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ABSTRACT

The increasing demand for sustainable agriculture has created significant opportunities for the development of organic-mineral fertilizer industries in Indonesia. However, fertilizer companies are required to formulate appropriate business strategies to remain competitive in an increasingly dynamic market environment. This study aims to analyze the internal and external conditions of PT. Guano Berkah Sejahtera, formulate strategic alternatives through SWOT analysis, and develop a Business Model Canvas (BMC) as a basis for business model improvement. The research employed a qualitative descriptive approach with a case study strategy. Data were collected through semi-structured interviews with internal and external stakeholders, supported by secondary data from company documents and relevant literature. The analytical tools used included Business Model Canvas, SWOT analysis, PESTEL analysis, Porter's Five Forces, Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal–External (IE) Matrix, and TOWS Matrix. The results indicate that the company possesses strong internal capabilities, reflected by an IFE score of 2.77, particularly in product quality, raw material ownership, and farmer education programs. Meanwhile, the external environment presents substantial growth opportunities through the expansion of sustainable agriculture, although significant threats remain from subsidized chemical fertilizers and increasing industry competition, as reflected by an EFE score of 2.45. The IE Matrix places the company in Quadrant V (Hold and Maintain), suggesting strategies focused on market penetration and product development. The integration of SWOT and TOWS analyses generated strategic recommendations emphasizing market expansion, product innovation, digital transformation, operational efficiency, and strategic partnerships. Based on these findings, an improved Business Model Canvas was developed to support the company's long-term competitiveness and business sustainability in the organic-mineral fertilizer industry.

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1. INTRODUCTION

The acceleration of Indonesia's vision to transform into a high-income economic power by 2045 relies on the pillars of strengthening industrialization and intensifying the downstream processing of domestic natural resources. In that macro conceptualization, the agricultural sector plays a very determinant role because it directly touches on the stability of national food security and economic resilience. The success in boosting the productivity of this agrarian sector is linearly controlled by the availability of quality agricultural inputs, one of which is the reliable fulfillment of fertilizer needs. Considering that Indonesia's geological landscape holds abundant deposits of non-metallic mineral commodities, the opportunity to construct a fertilizer industry based on domestic materials such as phosphate minerals, dolomite, silica, and limestone is very wide open. The utilization of these mineral riches not only serves as a provider of essential nutrients for plants but also becomes a strategic capital in increasing the added value of raw mining commodities thru the downstreaming of the national fertilizer industry.

However, the reality of the domestic agricultural sector today is still shackled by the negative residues of excessive chemical input usage since the Green Revolution era was implemented. The application of inorganic fertilizers that exceeds the threshold in the long term has been proven to trigger massive soil quality degradation, the depletion of soil organic matter, and a decrease in agricultural land productivity. This ecological shift underscores the urgency of transitioning to the use of environmentally friendly fertilizers that can sustainably reconstruct soil fertility. On the other hand, the current structure of national fertilizer consumption still experiences information asymmetry because it is dominated by chemical types such as urea and NPK, while the market penetration for organic fertilizers is still very minimal. This gap between supply and demand creates a highly potential market niche for the commercialization of mineral organic fertilizers that can accommodate farmers' needs while also supporting sustainable agrarian development.

In the dynamics of the industry, PT. Guano Berkah Sejahtera has emerged as one of the business players specializing in the production of mineral organic fertilizers based on the integration of phosphate and dolomite since 2023 as a concrete form of domestic mining downstreaming. This business entity was born from a strategic synergy between the phosphate mining company, PT. Krisna Cakra Cyrilla, and the dolomite and calcium carbonate processing company, CV. Berkat Abadi Gemilang. Although equipped with a very solid mineral raw material supply chain to penetrate both domestic and international fertilizer markets, this corporation is still in the business startup phase (growth stage). Consequently, the company's management is required to formulate precise strategies to survive amidst the onslaught of industry competition, business climate uncertainty, and the dynamic volatility of consumer preferences [1].

Facing an increasingly corrosive competitive arena, a comprehensive strategic planning architecture becomes an absolute requirement for corporate sustainability. The essence of strategic management itself is an art and scientific discipline in integrating the formulation, execution, and evaluation of cross-functional decisions that guide the organization in effectively achieving its long-term goals [2]. One of the classic diagnostic instruments with a high level of validity in mapping corporate positions is the SWOT analysis. Thru an examination of internal strengths and weaknesses, as well as the mapping of external opportunities and threats, management is able to generate adaptive policy orientations in utilizing competitive advantages while mitigating business risks [3], [4].

Along with the development of corporate strategy study methodologies, the effectiveness of business planning is now often combined with the use of the Business Model Canvas. This framework systematically breaks down the anatomy of a business into nine fundamental elements that explain the mechanisms by which a company creates, delivers, and captures economic value [5]. The application of this canvas model makes it easier for decision-makers to see the logical interconnections between operational components, thereby making the strategic policy-making process more accurate. Thru this business canvas visualization, the company is able to translate strategic vision into operational parameters that are much more measurable in the field [6]. Thus, the integration of SWOT analysis and the Business Model Canvas is projected to produce a strategic document that is not only comprehensive at the conceptual level but also applicable at the execution level.

Based on the track record of academic literature, the effectiveness of the integration of these two strategic instruments has been validated by several previous researchers. The business model canvas approach has proven to be reliable in analyzing and transforming operational models in the creative industry sector [7]. Moreover, this instrument is also positioned as a tactical solution to boost the competitive advantage of various scales of businesses in Indonesia [8]. In its development, the hybridization between SWOT and the Business Model Canvas has proven successful in formulating precise business development directions in the frozen processed food industry sector [9]. This canvas-based framework is also considered effective in formulating blueprints for high-tech corporate strategies that are fully oriented toward creating customer value [10].

Although studies on the application of SWOT and Business Model Canvas have been extensively explored across various industry clusters, literature that integrates both approaches in the landscape of the mineral-based organic fertilizer industry focused on mineral downstreaming is still very limited [11]. The majority of previous research has still focused on the service industry, culinary sector, creative industry, and technology corporations, so the unique characteristics of businesses that combine upstream mining activities with downstream fertilizer manufacturing have not been thoroughly examined. The absence of specific literature has created a crucial research gap that needs to be filled thru a case study on PT. Guano Berkah Sejahtera. Based on this reasoning, this scientific investigation is specifically oriented to diagnose the internal and external conditions of the corporation thru SWOT analysis, formulate derivative strategy matrices, and redesign the Business Model Canvas architecture as the main foundation in driving competitive advantage and business sustainability in the national organic mineral fertilizer industry.

2. METHODS

The methodological operationalization in this study is constructed using a qualitative approach through a descriptive method with a case study strategy centered on PT. Guano Berkah Sejahtera. The selection of this qualitative-constructivist paradigm is deemed most relevant due to its capacity to comprehensively dissect business phenomena, unravel the dynamics of corporate strategy, and scrutinize the internal and external landscapes that influence the architecture of business development. Based on the taxonomy of research design, this field investigation is deductive in nature, placing the organization as the primary unit of analysis, executed in a naturalistic setting, and bounded within a single cross-sectional time frame.

The protocol for capturing primary data relies on semi-structured interviews with key informants established through purposive sampling, where subjects are selected based on competence, track record, and direct involvement in the operational labyrinth of the corporation. To capture a balanced perspective, the informant cluster is configured from internal corporate elements, distributor networks or marketing agents, end-users (farmers), field agricultural extension officers, and representations of competing entities. Furthermore, the interview guide instrument is rigidly designed by adopting accommodative variables from the Business Model Canvas framework, PESTEL analysis, Porter's Five

Forces, and SWOT to comprehensively explore strategic data.

The configuration of data sources in this research is supported by a combination of primary and secondary data, where primary data is extracted from in-depth interviews with informants, while secondary data is gathered through searching internal corporate documents, performance reports, government publications, academic literature, and relevant scientific journals. Moreover, to provide a precise evaluation accuracy, this study integrates Key Performance Indicators (KPIs) operationally derived from the nine building blocks of the Business Model Canvas, including customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. The presence of these indicators functions as a diagnostic instrument to measure strategic performance efficiency, allowing business development projections to be mapped in a more quantitative and measurable manner.

The accuracy and validity of the data corpus are strictly guarded using data trustworthiness protocols through the application of source, method, and theory triangulation techniques [12]. Meanwhile, the processing of field data is executed interactively and simultaneously by adopting the Miles and Huberman analysis model, which flows through three linear stages: data reduction, data display, and drawing conclusions or final verification. All data that have passed the authenticity test are then utilized to diagnose the corporation's internal and external constellation through a SWOT synthesis reinforced by PESTEL and Porter's Five Forces analytical frameworks. The mapping results from the SWOT matrix are ultimately derived into alternative corporate strategy options, which directly act as a blueprint for redesigning a new Business Model Canvas that is more effective, competitive, and sustainable for the future of PT. Guano Berkah Sejahtera.

3. RESULTS AND DISCUSSION

3.1 Business Model Canvas PT. Guano Berkah Sejahtera

An empirical exploration of PT. Guano Berkah Sejahtera’s business anatomy confirms that the company’s operations are driven by nine fully convergent and integrated business model canvas elements. Viewed from the customer segmentation cluster, market penetration is deliberately oriented toward the niche market of progressive farmers, agricultural groups, key farmers, and agricultural communities that have begun to internalize the urgency of soil ecological health. This profiling reflects the implementation of a behavioral segmentation strategy targeting consumer groups with a high cognitive readiness to transition from chemical fertilizer dependence toward adopting organic-mineral formulas. This tactical step is highly adaptive in mapping the target market based on shared needs and psychographic responses, while simultaneously leveraging the strategic role of early adopters and opinion leaders as catalysts to accelerate product innovation diffusion at the grassroots level.

The company's primary differentiation robustly materialized through value propositions featuring organic-mineral fertilizer formulations that combine dual functions: boosting crop yield tonnage while continuously reconstructing soil fertility architecture. The slow-release characteristics embedded within the flagship product, Topska, ensure that vegetation absorbs nutrients gradually, thereby preserving long-term land nutritional stability. This functional product superiority is enriched by non-product value adds, encompassing demonstration plots, on-field technical assistance, and intensive agronomic education programs for farmers. From a financial dimension, a competitive pricing structure is intentionally formulated to erode the market dominance of chemical fertilizers, proving that the corporate value proposition does not merely rely on commodity excellence but rather on an educational and environmentally conscious value architecture.

Market expansion and consumer retention management are executed through integrated distribution channels blended with personalized customer relationship reinforcement. The company optimizes market penetration by combining conventional pathways—such as networks of distributors, agencies, and agricultural supply kiosks—with direct field approaches via demonstration plots and independent mentoring. This penetration pattern reflects the articulation of relationship marketing and personal assistance strategies, shifting the business orientation from short-term transactions toward building long-term partnership commitments with end-users. The presence of field teams actively guiding farmers acts as a vital instrument to dissolve market skepticism toward a new brand, secure consumer loyalty, and solidify the corporate brand image amidst an aggressive fertilizer industry competitive landscape.

The stability of the corporate revenue stream is predominantly sustained by direct sales volume of organic-mineral fertilizer products through established distribution channels. To guarantee cash flow sustainability, management focuses its strategy on stimulating repeat orders triggered by consumer satisfaction and the effectiveness of on-farm assistance programs. This operational continuity is underpinned by strategic asset ownership in the form of guaranteed independent phosphate and dolomite raw material supply from affiliated corporate networks, alongside a competent human resource base acting as the engine of market education. The company's key activities cluster around fertilizer manufacturing processing, logistics management, demonstration plot execution, strict quality assurance, and product innovation research. This internal configuration generates a massive competitive advantage, as the company retains full control over its supply chain and quality standardization from upstream to downstream.

Within the key partnerships pillar, the corporation builds strategic alliances with distributor networks, local agents, institutional farming groups, field agricultural extension officers, and logistics vendors to expand its distribution radius while accelerating product penetration into new center regions. On the flip side, the company's cost structure is linearly driven by manufacturing costs, delivery logistics, marketing activities, farmer education investments, and general overhead fulfillment. Holistically, the corporate business model architecture showcases a strong orientation toward value creation through product uniqueness, market literacy, and close relational proximity with consumers. This business conceptualization provides a solid foundation to guide the corporation's growth phase in the rising organic-mineral fertilizer industry, though management must remain highly responsive to the challenges of operational cost efficiency, brand equity reinforcement, and market share expansion acceleration in the next phase of strategic business development.

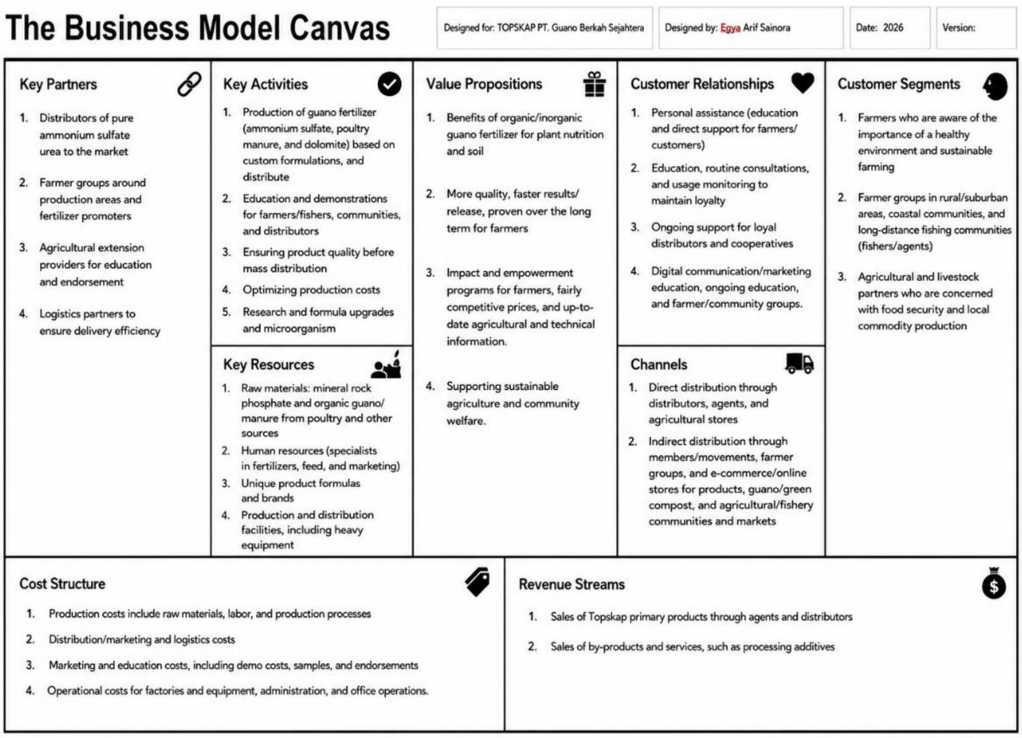

Figure 1. Business Model Canvas of PT. Guano Berkah Sejahtera Currently

The visualization presented in the current business model canvas of PT. Guano Berkah Sejahtera confirms that the value proposition, key resources, and customer relationship management act as the operational anchors driving the company's business performance success. These three fundamental components linearly converge to articulate value creation for consumers while simultaneously constructing the corporation's competitive stronghold amidst a national fertilizer industry competition that is becoming increasingly dynamic and aggressive.

3.2 *Internal and External Audit*

The comprehensive evaluation of internal metrics confirms that PT. Guano Berkah Sejahtera possesses a solid operational foundation, as reflected by an IFE Matrix score of 2.77. The anchors of this corporate strength stem from vertical integration through independent ownership of raw material mining concessions, the uniqueness of the organic-mineral fertilizer formulation, and the massive penetration of demonstration plots and agronomic literacy in the field. These advantages are further reinforced by solid strategic partnerships with distributor and agent networks, fully backed by a stable capital structure. When mapped onto the business model canvas, the key resources pillar, value proposition articulation, and key activities cluster prove to act as the primary generators in designing customer value. However, corporate efficiency remains constrained by several internal gaps, including warehousing capacity restrictions, sub-optimal manufacturing economies of scale, low brand equity, high delivery logistics costs, and unstable sales volume fluctuations. Nonetheless, the corporation is deemed highly adaptive in leveraging its internal capital to drive business expansion and foster competitive advantage in the fertilizer industry.

On the external dimension, the corporation demonstrates precise capability in mitigating and responding to macro-environmental dynamics, indicated by an EFE Matrix score of 2.45. Growth stimuli for the company are triggered by the rising megatrend of sustainable agriculture, favorable government regulatory shifts toward organic fertilizer adoption, and farmers' increasing ecological awareness regarding soil health restoration. This expanding market niche opens expansive avenues for collaboration with institutional farming groups and field agricultural extension officers. On the flip side, the corporation faces corrosive market threats, including the dominant penetration of subsidized chemical fertilizers, farmers' cognitive bias toward instantaneous yields, high price sensitivity at the end-user level, and the emergence of competing organic fertilizer manufacturers. Based on the PESTEL and Porter’s Five Forces synthesis, despite the broadening prospects of the green market, management must tighten product differentiation, intensify market literacy, and expand the radius of logistics networks and strategic alliances to optimally capture market opportunities while neutralizing increasingly aggressive industry competitive pressures.

The analytical synthesis of the internal factor evaluation score of 2.77 and the external factor evaluation score of 2.45 establishes the strategic positioning of PT. Guano Berkah Sejahtera within Cell V of the internal-external matrix structure [13]. This placement categorizes the corporation into a hold and maintain strategic posture, indicating that while the organization possesses a solid internal modality, it must still optimize its agility to neutralize macro-environmental turbulence. Within this constellation, the corporate policy direction is steered away from aggressive expansionary maneuvers as well as extreme defensive actions. Instead, the recommended blueprint focuses on consolidating existing competitive advantages while executing market penetration and business development in a gradual, measured manner.

The architectural design of this strategy is manifested through three core tactical pillars. First, intensifying market penetration by expanding agronomic literacy programs, structured demonstration plots, and integrated educational campaigns directed at farming communities [14]. Second, driving portfolio innovation by deriving organic-mineral fertilizer variants tailored to the dynamic demands of the market. Third, restructuring internal value chain efficiencies specifically within manufacturing processing lines, warehousing management, and distribution fleets to reduce logistics overhead and elevate the comparative advantage of product pricing.

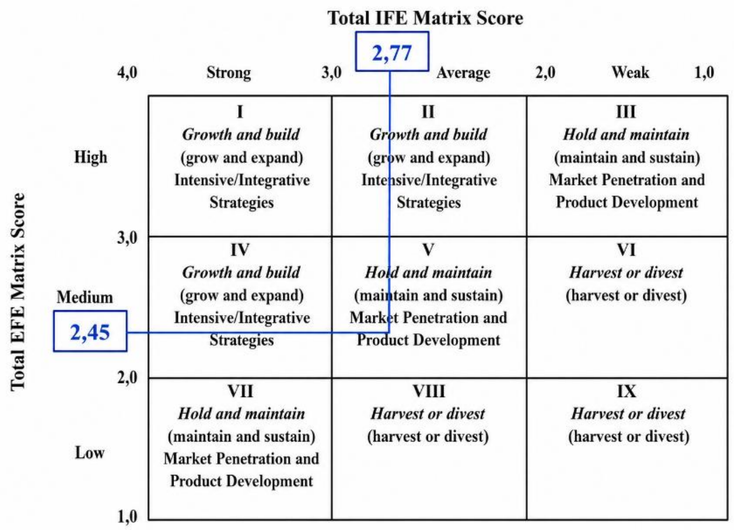

Figure 2. Internal-External (IE) Matrix of PT. Guano Berkah Sejahtera

The visualization mapped out in the company's internal-external matrix model underscores that management must optimize its entire array of strategic assets, from guaranteed independent raw material supply via affiliated mines to the unique product value proposition and deep-rooted upstream-downstream partnerships. These efforts must simultaneously converge to capture the growing niche of the organic agricultural market. Through the implementation of this consolidation strategy, PT. Guano Berkah Sejahtera is projected to reinforce its competitive stronghold, secure customer retention, and stimulate a healthy, sustainable business growth curve amidst the high-intensity competition of the national fertilizer industry [15].

3.3 *SWOT Analysis and TOWS Matrix Results on the Business Model Canvas*

Following the internal environmental analysis using the Internal Factor Evaluation (IFE) Matrix and the external environmental analysis using the External Factor Evaluation (EFE) Matrix, all identified strategic factors were integrated into the SWOT framework and further developed using the TOWS Matrix. The TOWS approach was employed to connect internal factors, namely strengths and weaknesses, with external factors, namely opportunities and threats, in order to generate comprehensive and applicable strategic alternatives for the company [16]. This analysis was conducted across all Business Model Canvas (BMC) elements, including *Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners,* and *Cost Structure*. The results indicate that each BMC element possesses distinct internal and external characteristics, resulting in different strategic recommendations according to the nature of each business model component.

Based on the SWOT and TOWS Matrix analysis of the nine Business Model Canvas elements, a total of 36 strategic alternatives were generated, consisting of 9 SO (*Strengths–Opportunities*) strategies, 9 WO (*Weaknesses–Opportunities*) strategies, 9 ST (*Strengths–Threats*) strategies, and 9 WT (*Weaknesses–Threats*) strategies. However, several strategies shared similar objectives, policy directions, and implementation focuses. Therefore, an integration and simplification process was conducted to produce strategies that are more effective and easier to implement [17]. This process aimed to eliminate strategic overlaps, enhance the focus of business development efforts, and facilitate the prioritization of strategic initiatives. The integrated SWOT–TOWS strategies across all BMC elements are presented in Table 1.

Table 1. Integrated SWOT–TOWS Strategies for the Business Model Canvas of PT. Guano Berkah Sejahtera

No.	Main Strategy	Dominant SWOT Category	Related BMC Elements
1	Expand market penetration through organic agriculture education, demonstration plots, digital promotion, and stronger relationships with farmer groups and key farmers.	SO, ST	Customer Segments, Channels, Customer Relationships
2	Develop partnerships with plantation companies, agricultural corporations, and contract farming schemes to expand market coverage and increase sales volume.	SO, WO	Customer Segments, Revenue Streams, Key Partners
3	Develop innovation and differentiation of organic-mineral fertilizer products based on mined raw	SO	Value Proposition, Key Activities

No.	Main Strategy	Dominant SWOT Category	Related BMC Elements
	materials tailored to customer needs and land conditions.		
4	Strengthen education regarding the long-term benefits of organic fertilizers and the negative impacts of excessive chemical fertilizer use to increase product adoption.	WO, ST	Value Proposition, Customer Relationships, Key Activities
5	Leverage superior raw materials, business legality, product quality, and farmer assistance programs to address industry competition and substitute products.	ST	Value Proposition, Key Resources, Customer Relationships
6	Implement digital transformation through digital marketing, customer management systems, inventory management, and social media-based communication.	WO	Channels, Customer Relationships, Key Activities
7	Enhance organizational capacity through expert recruitment, strengthening field teams, and improving human resource competencies.	WO	Key Resources, Customer Relationships
8	Optimize operational efficiency through production machinery modernization, inventory management, facility maintenance, and logistics efficiency.	WO, WT	Key Resources, Key Activities, Cost Structure
9	Strengthen and diversify strategic partnerships with distributors, agricultural extension officers, logistics partners, and government institutions to maintain market and distribution stability.	SO, WT	Key Partners, Channels
10	Control operational and distribution costs while maintaining cash flow stability to improve profitability and business sustainability.	WT	Revenue Streams, Cost Structure

Source: SWOT and TOWS Matrix Analysis Results of PT. Guano Berkah Sejahtera (2026).

3.4 *SWOT Analysis and TOWS Matrix Results on the Business Model Canvas*

Based on Table 1, the most dominant strategies focus on market expansion and increasing the adoption of organic-mineral fertilizer products through farmer education and assistance programs. These strategies emerged because the analysis revealed a growing awareness among farmers regarding the importance of soil health, while at the same time many farmers remain highly dependent on subsidized chemical fertilizers. Consequently, demonstration plots, agricultural education, digital promotion, and stronger relationships with farmer groups are considered critical instruments for increasing product adoption and strengthening the company's market position. Furthermore, partnership opportunities with plantation companies and agricultural corporations represent promising strategic directions, as they can generate more stable sales volumes compared to relying solely on individual farmers.

In addition, the integrated strategy results highlight the importance of strengthening the company's internal capabilities through product innovation, digital transformation, human resource development, and operational efficiency improvements. These initiatives are necessary to address existing weaknesses, including low brand awareness, limited human resources, suboptimal production processes, and high distribution costs. The company also needs to reinforce strategic partnerships with distributors, agricultural extension officers, and government institutions to expand market reach and improve distribution effectiveness. Overall, the integrated SWOT–TOWS strategies indicate that the future development of PT. Guano Berkah Sejahtera should focus not only on increasing sales but also on building organizational capabilities, strengthening competitive advantages, and creating a sustainable business model capable of supporting long-term corporate growth.

The analytical synthesis of the corporate internal and external environmental constellation dissected through the integrated frameworks of SWOT, PESTEL, and Porter's Five Forces serves as the primary foundation for formulating the reconstructed business model canvas architecture recommended for the future of PT. Guano Berkah Sejahtera. This future-oriented business model canvas is designed holistically by locking the logical interconnections between operational components [18]. This integrative approach ensures that every strategic policy derived does not operate in a partial or isolated manner, but rather converges to build a business ecosystem that is far more effective, adaptive, and sustainable in responding to industry turbulence.

The core of this recommended business model blueprint is centered on reinforcing the corporate value proposition's positioning as an upstream-downstream manufacturer of mine-based organic-mineral fertilizers fully oriented toward the ecological restoration of sustainable agriculture. To actualize this vision, the company's tactical orientation is directed toward accelerating organic farming literacy through digitization and conventional education, tightening consumer retention via the intensification of demonstration plots and on-field agronomic assistance, and expanding the radius of the logistics distribution network. Furthermore, strategic maneuvers are broadened by unlocking new market penetration through Business to Business (B2B) corporate partnership schemes targeting agribusiness corporations and large-scale plantation sectors, simultaneously synergized with operational cost restructuring through production line modernization and supply chain management optimization.

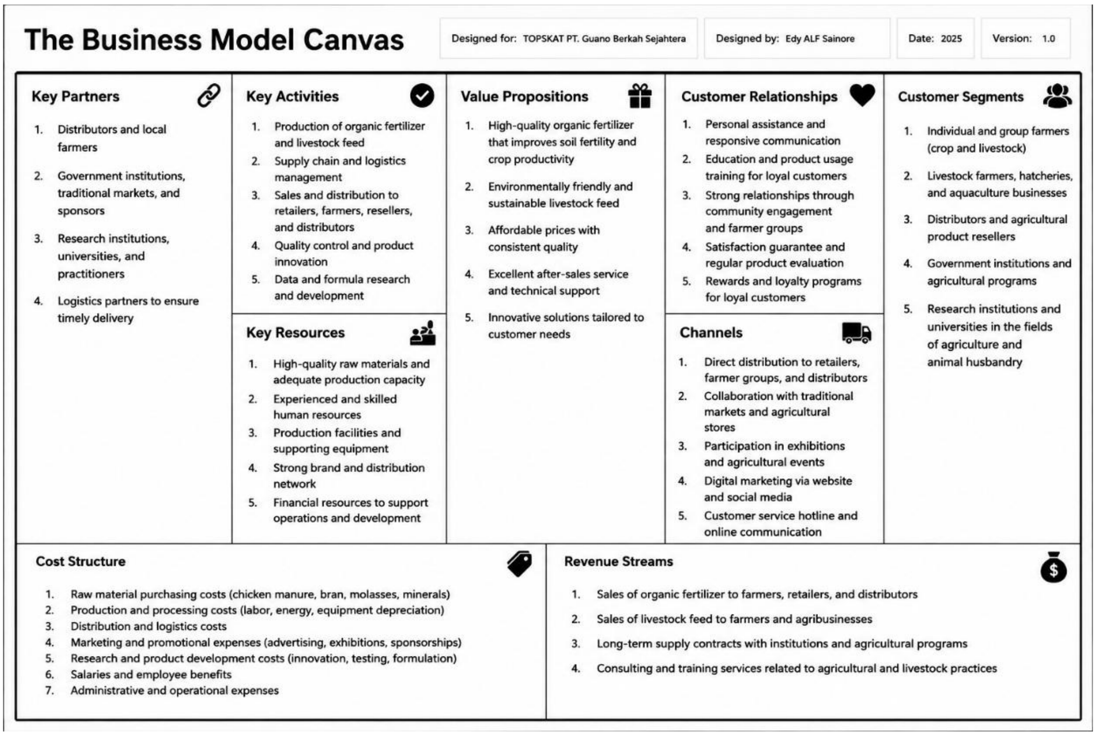

Figure 3. Business Model Canvas of PT. Guano Berkah Sejahtera Currently

Through this future-oriented business model canvas blueprint, the corporation is projected to escalate its competitive advantage, solidify dominance in new market shares, and permanently lock in customer loyalty to create a stable revenue structure oriented toward long-term growth. Based on the mapping and in-depth diagnosis of all research variables, the following presents the visualization and architectural narrative of the recommended Business Model Canvas formulated for PT. Guano Berkah Sejahtera.

4. CONCLUSION

This empirical investigation demonstrates that PT. Guano Berkah Sejahtera is backed by a solid internal foundation, with its competitive advantage rooted in high-quality organic-mineral fertilizer formulations, vertical integration through absolute control over raw material mining supplies, and effective market penetration via demonstration plots and direct agronomic mentoring. Nevertheless, the corporation's acceleration remains constrained by internal operational gaps, particularly warehouse capacity restrictions, distribution management inefficiencies, inventory vulnerabilities, and low brand equity within the national market. From the external dimension, the corporation possesses promising growth avenues driven by the rising macro-trend of sustainable agriculture, increased ecological awareness among farmers regarding soil restoration, and regulatory alignment favoring organic fertilizer adoption. However, these positive stimuli are countered by corrosive market threats, such as the dominant penetration of subsidized chemical fertilizers, farmers' cognitive bias toward instantaneous crop yields, and escalating competitive intensity within the organic fertilizer sector. Based on the SWOT synthesis, the company's strategic positioning crystallizes within Cell V of the Internal-External Matrix under a hold and maintain orientation, underscoring that the optimal blueprint must focus on market penetration and product development through intensified literacy, expanded logistics radius, optimized manufacturing efficiency, and continuous formula innovation.

In alignment with this conceptualization, the recommended future-oriented business model canvas architecture emphasizes expanding customer segments by penetrating the agribusiness corporate sector and large-scale plantations. This step is synergized with strengthening the value proposition through guaranteed crop yields and flexible, customized product formulations tailored to specific soil characteristics. The optimization of digital marketing channels is deployed to broaden brand awareness, combined with advanced customer retention strategies based on personalized approaches and key account management. Within the external pillar, strategic alliances must be tightened with core distributor networks, farming institutional groups, field agricultural extension officers, and anchor corporations. Operationally, management is required to restructure logistics efficiency, modernize inventory management systems, execute Business to Business (B2B) partnership models, and implement integrated Key Performance Indicators (KPIs) as a strategic evaluation tool. For future scientific development, subsequent research is advised to broaden its analytical scope to include macro-fertilizer industry business model adaptation, product diversification, manufacturing line automation, digital marketing effectiveness, farmers' psychographic preferences, and the impact of volatile government policies on fertilizer competitiveness to enrich the literature on strategic management theory and practice within the agricultural sector.

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