

PT Biofuel Unggul Lestari's Marketing Strategy In Developing The Used Cooking Oil (UCO) Export Market

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Abstrak

Perkembangan pasar ekspor Minyak Goreng Bekas (UCO) menghadapi tantangan terkait kontinuitas pasokan, konsistensi kualitas, persyaratan keterlacakan, sertifikasi keberlanjutan, dan persaingan untuk bahan baku. Kondisi ini relevan dengan pengembangan bisnis PT Biofuel Unggul Lestari (PT BUL), yang menjalankan model Business-to-Business (B2B) yang melibatkan pengumpulan, kontrol kualitas, dan perdagangan UCO untuk pasar ekspor. Studi ini bertujuan untuk menganalisis lingkungan eksternal dan internal PT BUL, merumuskan alternatif strategi, dan menentukan strategi pemasaran prioritas untuk mendukung pengembangan pasar ekspor UCO. Pendekatan studi kasus digunakan dengan data dari Rencana Bisnis PT BUL dan informasi pendukung terkait. Analisis terdiri dari evaluasi faktor eksternal dan internal menggunakan EFE dan IFE, dilanjutkan dengan Matriks SWOT, Matriks IE, dan Matriks Perencanaan Strategis Kuantitatif (QSPM). Hasilnya menunjukkan skor EFE sebesar 2,68 dan skor IFE sebesar 2,74. QSPM mengidentifikasi Strategi Rantai Pasokan Integratif sebagai strategi dengan prioritas tertinggi dengan Total Attractiveness Score (TAS) sebesar 7,80, melampaui Pengembangan Pasar (6,11), Penetrasi Pasar (6,07), dan Pengembangan Produk (5,74). Strategi prioritas berfokus pada penguatan jaringan pemasok, peningkatan pengendalian kualitas, pengembangan ketertelusuran, pemenuhan persyaratan sertifikasi keberlanjutan, dan penguatan hubungan dengan pembeli internasional. Temuan menunjukkan bahwa pengembangan pasar ekspor PT BUL harus mengintegrasikan strategi pemasaran B2B dengan kemampuan rantai pasokan. Pendekatan ini memungkinkan kualitas, kontinuitas pasokan, transparansi, dan kepatuhan terhadap keberlanjutan menjadi komponen integral dari proposisi nilai perusahaan di pasar internasional.

Kata Kunci: Strategi Pemasaran; Minyak Goreng Bekas; Ekspor; Rantai Pasokan; B2B

Abstract

The development of the Used Cooking Oil (UCO) export market faces challenges related to supply continuity, quality consistency, traceability requirements, sustainability certification, and competition for feedstock. These conditions are relevant to the business development of PT Biofuel Unggul Lestari (PT BUL), which operates a Business-to-Business (B2B) model involving the collection, quality control, and trading of UCO for export markets. This study aims

to analyze PT BUL's external and internal environments, formulate strategic alternatives, and determine the priority marketing strategy to support UCO export market development. A case study approach was employed using data from PT BUL's Business Plan and relevant supporting information. The analysis consisted of external and internal factor evaluation using EFE and IFE, followed by SWOT, IE Matrix, and the Quantitative Strategic Planning Matrix (QSPM). The results indicate an EFE score of 2.68 and an IFE score of 2.74. The QSPM identified the Integrative Supply Chain Strategy as the highest-priority strategy with a Total Attractiveness Score (TAS) of 7.80, exceeding Market Development (6.11), Market Penetration (6.07), and Product Development (5.74). The priority strategy focuses on strengthening the supplier network, improving quality control, developing traceability, fulfilling sustainability certification requirements, and strengthening relationships with international buyers. The findings indicate that PT BUL's export market development should integrate B2B marketing strategy with supply chain capabilities. This approach enables quality, supply continuity, transparency, and sustainability compliance to become integral components of the company's value proposition in international markets.

Keywords: Marketing Strategy; Used Cooking Oil; Export; Supply Chain; B2B

BACKGROUND

The development of renewable energy and a circular economy has driven increased attention to the use of waste as an energy feedstock. One such potential raw material is used cooking oil (UCO), which can be collected and reused as a biodiesel feedstock. The growth of the biofuel market has also increased the need for a raw material supply chain that can guarantee the availability, quality, and origin of materials with greater transparency. Recent literature on bioenergy supply chains indicates that sustainability, traceability, and supply chain resilience are becoming increasingly important as market demands and international regulations increase.

In the Indonesian context, UCO offers the potential to be developed as an economically valuable commodity and as part of waste utilization to support the energy transition. However, UCO business development is not solely determined by demand. The characteristics of raw materials originating from various sources cause the collection process to face issues of supplier fragmentation, inconsistent quality, and volume continuity. At the same time, the international market is increasingly demanding information on raw material origin, quality, documentation, and compliance with sustainability standards. These conditions make supply chain management a crucial part of building UCO business competitiveness. Effective supply chain management, especially when integrated with environmental innovation, has proven to be a key factor in enhancing competitive advantage and business performance (Angelia, Puspitasari, Syah, & Alhabsyi, 2021).

PT Biofuel Unggul Lestari (PT BUL) is a company that develops a Business-to-Business (B2B) business model through the collection, quality control, storage, and wholesale of UCO for the export market. This business model positions PT BUL as a liaison between the domestic UCO supplier network and international buyers. In the company's Business Plan, the

target market includes UCO importers in Asia and Europe as well as international biodiesel companies. The company's positioning is directed as a collector, aggregator, and exporter of UCO that offers export quality, supply stability, traceability, and compliance with sustainability standards.

Despite the availability of export market opportunities, PT BUL faces several strategic challenges. Internally, the company boasts strengths in the form of a transparent pricing scheme, supply chain and documentation transparency, export documentation, quality control, and a commitment to regular purchasing. Consistency in raw material quality, the development of a traceability system, timely payment, and stable supply volumes remain areas that require strengthening. This situation demonstrates that PT BUL's marketing challenges cannot be viewed solely as a matter of acquiring buyers, but also relate to the company's ability to guarantee the value offered to buyers through a reliable supply chain.

This issue is becoming increasingly relevant in B2B marketing. Industrial buyers consider not only price when selecting suppliers, but also the supplier's ability to provide volume, consistent quality, documentation, on-time delivery, and compliance with sustainability requirements. Thus, supply chain capabilities can become part of the marketing value proposition. Companies that can integrate suppliers, quality control, traceability, documentation, and relationships with buyers have a greater chance of building sustainable business relationships.

Several recent studies and studies have shown that traceability and supply chain integration are increasingly important in commodity- and bioenergy-based value chains, particularly when products are directed to markets with higher sustainability and transparency requirements. Studies on UCO collection networks also demonstrate the importance of designing efficient collection networks to support UCO utilization within a circular economy framework. However, studies specifically integrating B2B marketing strategies, strategic priorities, supply chain integration, and UCO export market development at the company level are still relatively limited. This gap is the one this research aims to fill.

This research uses a case study approach at PT BUL by integrating several strategic analysis tools. The external and internal environments are evaluated using the External Factor Evaluation (EFE) and Internal Factor Evaluation (IFE), then used in strategy formulation through the SWOT and Internal-External (IE) Matrix. Strategic alternatives are then prioritized using the Quantitative Strategic Planning Matrix (QSPM). The formulation results are then linked to B2B marketing strategies, supply chain integration, business implementation, financial projections, and risk management.

Based on this approach, this study aims to analyze the strategic position of PT Biofuel Unggul Lestari, formulate alternative marketing strategies, and determine priority strategies that can support the development of the UCO export market. The study also aims to explain how these priority strategies can be translated into strengthening the company's B2B marketing and supply chain.

Used cooking oil (UCO) is a globally significant waste stream, with annual production estimated at 41 to 67 million tons, and it has been widely examined as a second-generation feedstock for biodiesel and other value-added products within circular economy practices (Kumar et al., 2025). However, feedstock variability and environmental impacts remain key

challenges in UCO valorization (Kumar et al., 2025). Evidence from Bogotá, Colombia, where UCO is collected, pretreated, and mostly exported to Europe for biodiesel production, shows that the collection and export stages contribute substantially to life cycle impacts, while end users are increasingly aware of the sustainability and traceability of waste feedstocks within supply chains (Casas et al., 2024). Beyond biofuels, UCO can also be transformed into functional chemicals, which may bring long-term stability to the supply chain by reducing dependence on commodity products (Orjuela & Clark, 2020). These findings indicate that UCO business development depends not only on demand but also on a company's ability to manage collection, quality, and traceability across the supply chain, which is the focus of PT BUL's export-oriented business model.

The research contribution lies in the development of a strategic framework that connects strategic analysis → supply chain capability → B2B marketing → export market development. This approach provides the perspective that UCO export market development is not solely achieved through marketing activities, but requires the company's ability to ensure quality, continuity, traceability, documentation, and sustainability throughout the supply chain.

LITERATURE REVIEW

This study uses a strategic management perspective to analyze the strategic choices of PT Biofuel Unggul Lestari (PT BUL) in developing the Used Cooking Oil (UCO) export market. Strategic management views strategy as a process that connects environmental conditions, company resources, strategic choices, and implementation to achieve competitive advantage. In the context of companies operating in international markets, environmental analysis is important because company decisions are influenced by regulatory changes, competitive conditions, customer needs, and supply chain dynamics. The strategic management framework used in PT BUL's Business Plan also places external and internal analysis as the basis for strategy formulation. 2023, Fred David, Forest David, Strategic Management A Competitive Advantage Approach.

In this study, the external environment is analyzed to identify opportunities and threats that may impact UCO's business. Macroeconomic, regulatory, technological, social, and environmental factors can shape the market conditions faced by a company. At the industry level, competition, supplier bargaining power, buyer bargaining power, the threat of new entrants, and the threat of substitute products are used to understand competitive pressures. The results of this identification are then summarized through the External Factor Evaluation (EFE). Conversely, an internal environmental analysis is used to identify the company's strengths and weaknesses, which are then summarized through the Internal Factor Evaluation (IFE). Both instruments are used as a basis for determining the fit between the company's capabilities and environmental conditions.

The strategy formulation in this study uses the SWOT and Internal-External (IE) Matrix. SWOT is used to match internal strengths and weaknesses with external opportunities and threats, resulting in alternative strategies. The IE Matrix is then used to assess the company's strategic position based on a combination of IFE and EFE scores. The next step uses the Quantitative Strategic Planning Matrix (QSPM) to compare the relative attractiveness of

alternative strategies. Using this series of analyses allows for a more systematic strategy selection process, from identifying conditions to determining priorities.

The concept of supply chain integration is a key foundation in this research. The UCO supply chain has different characteristics from products whose raw materials are sourced from relatively concentrated suppliers. UCO is collected from various sources, making volume continuity and quality consistency issues that need to be managed. In PT BUL's Business Plan, supply chain integration is directed through strengthening the collection network, traceability systems, quality control, payment transparency, and compliance with sustainability standards. A recent study on UCO collection networks also places collection network design as a critical aspect in utilizing UCO within a circular economy framework.

In the marketing context, the research uses a Business-to-Business (B2B) marketing perspective. Unlike consumer marketing, B2B transactions tend to involve specific product needs, supplier evaluation processes, negotiations, and more ongoing business relationships. Therefore, the value offered by PT BUL to buyers is not only UCO as a product, but also includes quality, supply continuity, documentation, traceability, and compliance with sustainability standards. PT BUL's Business Plan explicitly directs marketing to UCO importers and industrial customers through direct sales, B2B platforms, industry forums, and renewable energy exhibitions.

To determine the target market, the research used the concept of Segmenting, Targeting, and Positioning (STP). Segmentation was based on supplier and buyer characteristics, while targeting was directed at groups that best align with the company's capabilities and value proposition. Positioning was then used to build perceptions of PT BUL's superiority over alternative suppliers. In the Business Plan, the company positions itself as a collector, aggregator, and exporter of UCO, with an emphasis on export quality, supply continuity, traceability, and sustainability standards.

This study also uses a relationship marketing perspective to explain how PT BUL builds relationships with suppliers and buyers. This approach, in the Business Plan, is translated through the NICE framework: Networking, Interaction, Common Interest, and Experience. On the supplier side, this approach is aimed at building networks and maintaining supply continuity. On the buyer side, the NICE approach is used to build interactions, shared interests, positive transaction experiences, and long-term business relationships.

Traceability and sustainability aspects are also part of the research framework because the UCO export market requires companies to provide traceable information and meet sustainability standards. PT BUL plans to implement digital traceability from source to export and is targeting ISCC certification to support export market requirements. In the context of sustainable supply chains, regulatory developments and international market demands are increasingly increasing the need for transparency and traceability of raw materials. Such green supply chain management practices are crucial, as their integration is recognized as capable of creating long-term added value (firm value) for companies in the global market (Subhan, Siregar, Hamdi, & Syah, 2021).

Based on this conceptual synthesis, this study positions supply chain integration as a capability that supports B2B marketing strategies. The conceptual framework can be formulated as follows:

Environmental Analysis → Strategy Formulation → Strategy Prioritization (QSPM) → Integrative Supply Chain → Quality + Traceability + Sustainability → B2B Value Proposition → Export Market Development.

This framework serves as the basis for analyzing how PT BUL translates the company's strategic conditions into marketing strategy choices and UCO export market development. This study does not test causal relationships between variables, but rather uses the framework as the basis for case study analysis.

METHOD

Research Design and Object

This research uses a case study approach, with PT Biofuel Unggul Lestari (PT BUL) as the object of study. The case study was selected based on the need to gain a comprehensive understanding of the company's strategic position in developing its Used Cooking Oil (UCO) business for the export market. PT BUL is a company designed to carry out the procurement and collection of UCO from a network of collectors, followed by quality control, storage, and trading for export. The company's business model is business-to-business (B2B), with local collectors as its primary suppliers. The company is planned to be located in North Bekasi due to its proximity to the collector network and UCO source areas such as Jakarta, Tangerang, and Cikarang.

The study focuses on marketing strategies for developing UCO export markets, with particular attention to the relationship between marketing capabilities and supply chain integration. This focus includes the ability to source supplies, maintain quality, establish traceability, meet sustainability requirements, and build relationships with international buyers. The research is not intended to measure the actual success of strategy implementation, as some of the data used is part of business planning. Therefore, projected financial results and volume targets are treated as business scenarios, not as actual data.

Data Collection Sources and Techniques

The research data was sourced primarily from PT Biofuel Unggul Lestari's Business Plan, which includes nine chapters. The document contains information on the company's condition, external and internal environmental analysis, strategy formulation, marketing, operations, human capital, finance, and risk management. The internal data used includes information on resources and capabilities, company strengths and weaknesses, marketing strategies, supplier networks, quality control processes, traceability, and operational planning. In the internal analysis, for example, PT BUL identified transparent pricing schemes, supply chain transparency and documentation, export documents, and quality control as strengths; while payment accuracy, quality stability, traceability, and volume stability were identified as factors that still needed improvement.

External data is obtained from information used in the Business Plan regarding industry conditions, regulations, the UCO market, renewable energy developments, competition, technology, and other factors affecting the company's business environment. Supporting data comes from scientific literature and relevant institutional sources.

Data collection was conducted through documentation and literature review of available materials. The data was then classified into internal factors, external factors, strategic data, operational data, financial data, and risk data.

Specifically for financial data, the study distinguishes between assumptions and projections. The Business Plan, for example, assumes an exchange rate of IDR 17,500/USD, a UCO selling price of USD 950/ton, tax and levy of USD 35/ton, 3% inflation, and 100% export sales. This data is used as the basis for calculating the business scenario and is not considered actual.

Data Analysis Techniques

The analysis was conducted in stages, following the strategy formulation framework used in PT BUL's Business Plan. The company document divides the strategy formulation process into three stages: input, matching, and decision-making. The input stage uses EFE, IFE, CPM, and Strategic Group analysis; the matching stage uses SWOT and IE Matrix; and the decision-making stage uses QSPM.

In this article, these stages are condensed into the following analysis flow:

External & Internal Analysis (EFE & IFE) → SWOT & IE Matrix → QSPM → B2B Marketing Strategy & Supply Chain Integration → Implementation, Business Projection & Risk Management.

1. EFE and IFE Analysis

External Factor Evaluation (EFE) is used to evaluate opportunities and threats originating from the external environment. Meanwhile, Internal Factor Evaluation (IFE) is used to evaluate a company's internal strengths and weaknesses. The weighting and rating results are used to generate a weighted score for each factor and a total score for the company.

2. SWOT and IE Matrix

The EFE and IFE results are then used in the matching process. The SWOT Matrix is used to develop alternative strategies based on a combination of Strengths-Weaknesses and Opportunities-Threats. Furthermore, the IE Matrix is used to determine the company's strategic position based on the IFE score on the internal axis and the EFE score on the external axis. The literature used in the Business Plan explains that a score of 2.00-2.99 indicates an average position for both internal and external dimensions. 2023, Fred David, Forest David, Strategic Management: A Competitive Advantage Approach.

3. QSPM

Alternative strategies are then prioritized using the Quantitative Strategic Planning Matrix (QSPM). QSPM compares the relative attractiveness of several alternative strategies based on strategic factors obtained from the previous stage. This approach uses the Attractiveness Score (AS) and Total Attractiveness Score (TAS). 2023, Fred David, Forest David, Strategic Management: A Competitive Advantage Approach. The strategy with the highest TAS value is determined as the priority strategy. In the case of PT BUL, this process resulted in the Integrative Supply Chain Strategy as the alternative with the highest TAS value.

4. Marketing and Supply Chain Analysis

Once the priority strategies are determined, the analysis continues by linking these strategies with STP, positioning, relationship marketing, B2B marketing, and supply chain integration.

Supply chain aspects are analyzed through the relationship between supplier networks, UCO procurement, quality control, traceability, documentation, sustainability certification, and fulfillment of buyer needs.

5. Business Projection and Risk Analysis

Financial analysis is used to describe the strategic implications based on Business Plan scenarios, including projections of volume, revenue, costs, and available financial indicators.

Meanwhile, risk management is analyzed using the Risk Priority Number (RPN) to identify risk priorities and evaluate changes in risk levels after mitigation actions.

With this approach, the research not only determines the most quantitatively attractive strategies, but also examines how these strategies can be applied in the context of B2B marketing, supply chain, finance, and risk of PT BUL.

RESULTS AND DISCUSSION

External and Internal Environmental Analysis

External and internal environmental analyses were conducted to obtain an overview of PT Biofuel Unggul Lestari's (PT BUL) strategic position in developing its Used Cooking Oil (UCO) business. This stage serves as the basis for the company to determine strategic alternatives and priorities. Within PT BUL's strategic planning framework, external and internal factors are first summarized through the EFE and IFE matrices before proceeding to the matching and decision-making stages.

Externally, PT BUL's business environment is influenced by developments in biodiesel policy, international trade in UCOs, renewable energy developments, technological changes, and competitive dynamics. External analysis also indicates threats that require attention, including dependence on biodiesel policy, sustainability certification requirements, competition for UCOs, and digital infrastructure gaps at the supplier level. The Business Plan uses PEST analysis and competitive forces analysis to identify these factors as the basis for developing the company's opportunities and threats.

The External Factor Evaluation (EFE) results showed a weighted score of 2.68. This value indicates that PT BUL has sufficient capacity to respond to the external factors it faces. Opportunities that can be exploited include the development of UCO trade, support for renewable energy, and opportunities for supply chain digitization. One prominent opportunity is IoT-based UCO supply chain digitization, which received a weighted score of 0.28. Furthermore, the company needs to consider its dependence on biodiesel policies, ISCC requirements, and limitations in digital infrastructure.

Internally, PT BUL possesses several capabilities that support its business model. A transparent pricing scheme for suppliers, transparent supply chain and documentation, standardized export documents, pre-export quality control, regular purchasing commitments, stable pricing for suppliers, and the ability to provide volume to importers are all strengths the

company can leverage. These factors demonstrate that the company has built a value proposition that is not solely focused on price, but also on transaction certainty and supply reliability.

On the other hand, several aspects remain weaknesses. These include a definite and timely payment schedule, clear and realistic quality standards, a traceability and compliance system, a fast and transparent payment system, and the ability to maintain volume stability through supply chain management. These weaknesses are directly related to the company's ability to meet export buyers' needs. The internal evaluation of the latest draft version yielded an IFE score of 2.74. This score places PT BUL's internal position in the average or moderate category. This means the company possesses a number of strengths that can be leveraged to implement its strategy, but still requires consolidation and strengthening of capabilities in several key areas.

The combination of an EFE of 2.68 and an IFE of 2.74 places PT BUL in Cell V of the IE Matrix, a Hold and Maintain position. This position indicates that the company should consolidate and strengthen its capabilities before aggressively expanding. Within this framework, market penetration and product development are relevant alternatives to consider. These findings have important implications for export market development strategies. PT BUL does have market opportunities that can be developed, but expansion cannot rely solely on marketing activities. The company must first ensure that its internal capabilities, particularly in supply, quality, payment, traceability, and documentation, are capable of supporting increased demand.

Thus, the results of the external and internal analyses indicate both strategic alignment and gaps. External opportunities provide room for UCO's business growth, while internal strengths provide the foundation to capitalize on them. However, weaknesses in the supply chain and support systems could become obstacles if market expansion is undertaken without strengthening capabilities. These findings form the basis for the next stage, strategy formulation and selection. At this stage, external and internal factors are no longer analyzed separately but are compared to generate alternative strategies and determine the most appropriate strategy for PT BUL.

Strategy Formulation and Prioritization

The results of the external and internal environmental analysis serve as the basis for PT Biofuel Unggul Lestari (PT BUL) in formulating alternative strategies. The formulation process involves matching internal strengths and weaknesses with external opportunities and threats using the SWOT matrix, followed by determining the company's position using the IE Matrix. The resulting alternative strategies are then evaluated using the Quantitative Strategic Planning Matrix (QSPM). This framework aligns with the strategic planning stages used in PT BUL's Business Plan.

The IE Matrix results place PT BUL in Cell V (Hold and Maintain), based on an IFE score of 2.74 and an EFE score of 2.68. This position indicates that the company has sufficient strengths and opportunities to maintain and grow its business, but expansion is necessary by strengthening its weaknesses.

Based on the SWOT analysis, several alternative strategies can be formulated. In the SO group, selected strategies include strengthening partnerships and expanding supplier networks through price incentives, accelerating ISCC certification with the support of green financing and export commitments, and supply chain digitalization and IoT traceability. In the WO group, selected strategies include an automated digital payment system, accelerating ISCC, strengthening technology-based quality control, and integrating digital supply chain management to stabilize volume and improve logistics efficiency.

In the ST strategy group, the company chose differentiation through ISCC and traceability, as well as the use of price transparency and volume commitments to maintain supplier loyalty. Meanwhile, the WT strategy focused on accelerating documentation and payment compliance, strengthening quality control and education on quality standards, and stabilizing volume through supply chain management. This strategy pattern indicates that most of the chosen alternatives are directly related to supply chain strengthening.

The next step was to use the QSPM to determine the alternative with the highest strategic appeal. The evaluation results showed:

Based on this research, the TAS value of priority strategy is 7.25.

Tabel 1. Hasil Quantitative Strategic Planning Matrix (QSPM)

Alternatif Strategi	TAS ^{a)}	Prioritas
Market Penetration	6,05	3
Market Development	6,03	4
Integrative Supply Chain Strategy	7,25	1
Product Development	4,70	5

Sumber: Hasil analisis QSPM, 2026

^{a)} Total Attractiveness Score (TAS).

B2B Marketing Strategy and Supply Chain Integration

The QSPM results in the latest draft position the Integrative Supply Chain Strategy as a priority strategy for PT Biofuel Unggul Lestari (PT BUL). This strategy is then translated into marketing planning by linking supply chain strengthening and Business-to-Business (B2B) marketing. In the Business Plan, the marketing objective is not only directed at increasing UCO sales volume but also strengthening supplier and customer trust through an integrated and sustainable supply chain.

PT BUL targets two main groups within its business ecosystem. Upstream, the company collaborates with UCO collectors, primarily regional and large-scale collectors. Downstream, its target customers include UCO importers and international biodiesel companies, with a focus on the Asian and European markets. This segmentation reflects the characteristics of a B2B business that prioritizes transaction volume, long-term contracts, supply continuity, and sustainability requirements.

PT BUL's positioning as a collector, aggregator, and exporter of UCO offers several key values, including export-quality UCO, supply continuity, a traceability system, payment

transparency, and compliance with sustainability standards. With this positioning, the company's value proposition extends beyond UCO to reliable procurement processes and meeting buyer needs.

In B2B marketing, a relationship marketing approach is used as a primary tool. PT BUL employs the NICE framework, which stands for Networking, Interaction, Common Interest, and Experience. This approach was chosen because long-term relationships with suppliers and customers play a crucial role in maintaining supply stability and building buyer trust. In terms of networking, PT BUL expands relationships with UCO collectors through regular communication, partner visits, and exploration of collaborations in various regions. Meanwhile, on the buyer side, networks are developed through biofuel industry forums, renewable energy exhibitions, business matching, and direct communication.

The interaction aspect is carried out through business communications, digital correspondence, WhatsApp Business, email, and meetings to discuss supply needs and product specifications. These channels are also supported by B2B digital platforms, industry forums, and exhibitions to promote supply capacity, UCO quality, and commitment to sustainability standards. In terms of Common Interest, PT BUL strives to build mutual interests with suppliers and buyers. Suppliers require purchasing certainty and clear transaction mechanisms, while buyers require stable UCO, which meets specifications, and has traceability and sustainability certification. PT BUL addresses these needs through competitive and transparent pricing policies and clear transaction mechanisms.

The experience aspect is realized through the provision of quality UCO, supply continuity, traceability, sustainability certification, and complete export documentation. Thus, the transaction experience offered to buyers is not only related to the product, but also to the certainty and transparency of the business process.

This strategy is then reinforced with a 4P Marketing Mix approach. In terms of Product, PT BUL offers UCO that meets export market quality standards. In terms of Price, the company uses competitive pricing and considers market conditions, product quality, and operational costs. In terms of Place, distribution is focused on the export market through direct sales to importers, B2B digital platforms, and support from logistics partners and freight forwarders. In terms of Promotion, the approach is primarily directed at B2B communications and direct sales.

Marketing Integration With Supply Chain

The most important finding from this analysis is that PT BUL's marketing strategy is inseparable from its supply chain capabilities. The company's promises to buyers of quality, continuity, traceability, and sustainability can only be realized if the UCO procurement and management processes are consistent. Strengthening the supply chain is carried out through several main activities, namely expanding partnerships with collectors, routine UCO pickup, direct and transparent payment systems, price stability through long-term partnerships, improving quality control, implementing traceability, and sustainability certification.

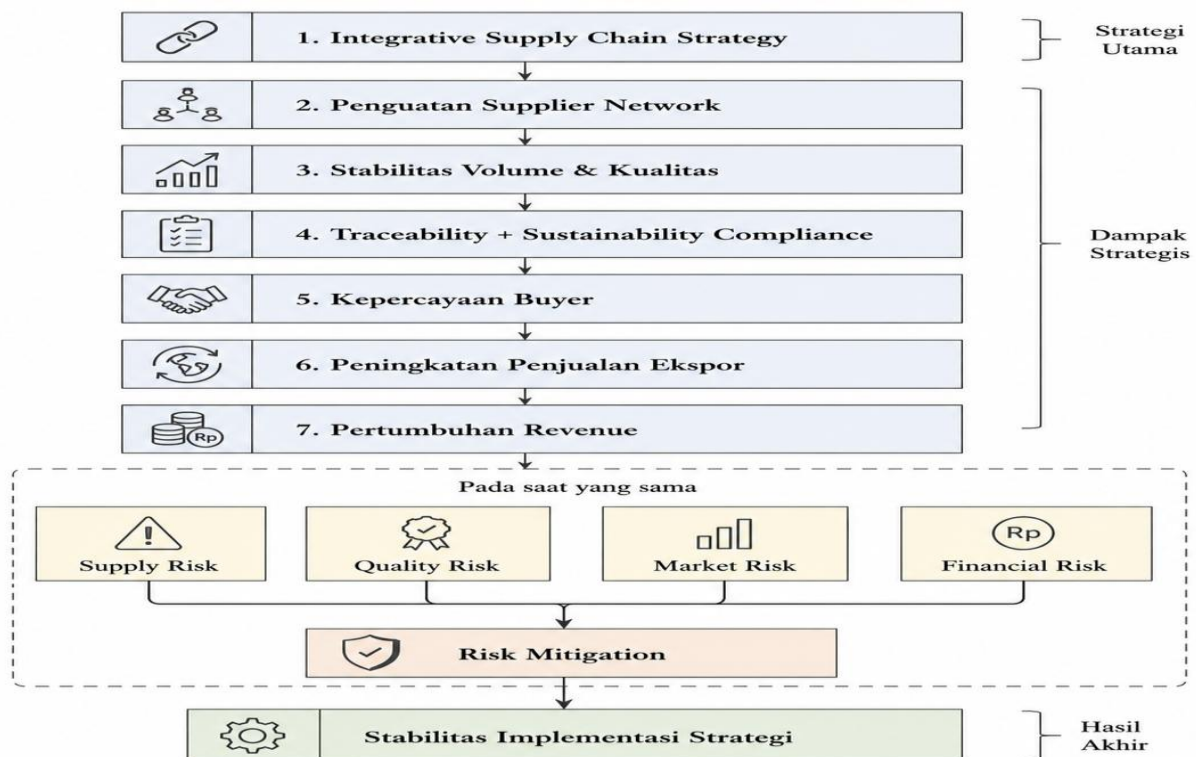
The relationship between marketing strategy and supply chain can be formulated as follows:

This model demonstrates that PT BUL's supply chain plays both a supporting role and a source of marketing value. The ability to consistently provide UCO and meet buyer requirements is part of the company's differentiation in the B2B market.

This also explains why Integrative Supply Chain Strategy is given the highest priority in the QSPM. Developing export markets without the ability to maintain continuity and quality of supply can create the risk of contract failure. Conversely, a strong supply chain provides a foundation for companies to build buyer trust and develop long-term business relationships. Thus, PT BUL's marketing strategy is not solely focused on acquiring new customers, but rather on building a business ecosystem that connects suppliers, companies, and buyers. This approach allows for increased sales volume while strengthening the supply chain, quality, traceability, and business relationships.

These findings indicate that implementing PT BUL's strategy requires a balance between growth and risk management. The company cannot simply increase the number of buyers or transaction volume; it must ensure that supply capacity, quality, documentation, working capital, and risk management develop in a balanced manner.

Thus, the QSPM's priority strategy can be translated into a growth approach based on supply chain readiness. Market expansion occurs when a company can provide buyers with certainty about volume, quality, traceability, and sustainability. This approach provides the foundation for achieving business projections while reducing the risk of failure to meet export market needs.



Gambar 1. Kerangka Implementasi Integrative Supply Chain Strategy
Sumber: Hasil Penelitian, 2026

CONCLUSION

This study aims to analyze the marketing strategy of PT Biofuel Unggul Lestari (PT BUL) in developing the Used Cooking Oil (UCO) export market by considering external and internal environmental conditions, supply chain capabilities, B2B marketing, and business risks. The results of the analysis show that PT BUL has the opportunity to develop the UCO export market, but this opportunity is accompanied by a number of challenges, especially related to continuity of supply, consistency of quality, traceability, sustainability certification, competition to obtain raw materials, standards, and buyer relationships. The strategic environmental evaluation yielded an EFE score of 2.68 and an IFE score of 2.74, indicating that the company possesses adequate internal capabilities and responsiveness to the external environment, but still requires strengthening of several key capabilities. The strategy formulation results using SWOT and IE Matrix placed PT BUL in the Hold and Maintain position. The next stage used QSPM to determine the most appropriate strategic alternative. Based on the latest version of the Business Plan, the Integrative Supply Chain Strategy obtained a Total Attractiveness Score (TAS) of 7.25, higher than Market Penetration (6.05), Market Development (6.03), and Product Development (4.70). This priority strategy demonstrates that PT BUL's export market development must begin with supply chain strengthening. This focus includes expanding and strengthening the supplier network, enhancing quality control, developing a traceability system, improving payment mechanisms, strengthening documentation, and meeting sustainability certification requirements. These capabilities then form the basis for the company to build a value proposition for international buyers. Research also shows that PT BUL's B2B marketing is closely linked to supply chain capabilities. Buyers require not only UCO but also assurance of quality, volume, documentation, traceability, and sustainability. Therefore, PT BUL's supply chain functions not only as an operational activity but also as part of its value proposition and marketing differentiation. In terms of implementation, the strategy is directed through strengthening relationships with suppliers and buyers, a NICE-based relationship marketing approach, direct marketing, a B2B platform, business matching, and strengthening quality and documentation. This strategy is expected to support an increase in sales volume, which in the Business Plan is projected from 800 tons in the first year to 1,600 tons in the fifth year. Export revenue is projected to increase from IDR 13.30 billion to IDR 29.94 billion during the period. This figure is a business projection and not an actual performance realization. Risk management is a supporting element in strategy implementation. Key risks that need to be managed include supply volume instability, quality failures or export rejections, buyer retention, certification compliance, price fluctuations, and financial risk. Strengthening supplier diversification, quality control, traceability, long-term buyer relationships, and risk monitoring are necessary to maintain the strategy's sustainability. Thus, the study concludes that PT Biofuel Unggul Lestari's UCO export market development is best achieved through a B2B marketing strategy based on supply chain integration. Successful market development is determined not only by the ability to attract buyers but also by the company's ability to guarantee quality, supply continuity, transparency, traceability, and compliance with sustainability standards.

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