

Review Article

SWOT Matrix Based Business Strategy Analysis: Case Study of PT Berkah Utama Transsindo East Lampung

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Abstract: PT Berkah Utama Transsindo (Butrans) has experienced a decrease in market share, declining from 74% in 2022 to 62% in 2023, while its competitor, PT Adhitama Surya Abadi Express (ASAE), expanded its share from 26% to 38%. This study examines Butrans's internal strengths and weaknesses as well as its external opportunities and threats by utilizing the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, alongside SWOT analysis and the Quantitative Strategic Planning Matrix (QSPM) Total Attractiveness Score. The aim is to identify key areas for improvement and prioritize strategic initiatives. The results position Butrans in quadrant IV of the Internal-External (IE) Matrix, indicating a relatively strong strategic stance where internal strengths moderately outweigh external challenges. The analysis highlights major strengths such as an extensive fleet and an integrated vehicle monitoring system, while identifying key weaknesses including high operating costs and limited cargo diversification, which reduce adaptability. Opportunities driven by economic growth and infrastructure expansion are counterbalanced by threats from natural disasters and intensifying competition. To strengthen its market position, the study recommends cost reduction, diversification of services, technological enhancements for greater efficiency, stronger client engagement, and the development of contingency strategies to mitigate external risks. By implementing these recommended strategies, based on insights from the IFE and EFE analyses, Butrans is expected to recover market share and maintain its leadership in the logistics industry of East Lampung.

Keywords: IFE & EFE ; QSPM; Strategic Business; SWOT Analysis; Total Attractiveness Score

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1. Introduction

PT Berkah Utama Transsindo (Butrans), a subsidiary of Nira Jaya Abadi (NJA) Group, is a major logistics provider in Sumatera, holding a significant market share in Lampung. However, rising competition from PT Adhitama Surya Abadi Express (ASAE), which has gained notable market share in East Lampung, poses challenges to Butrans's profitability. In this competitive environment, it is crucial for Butrans to align its internal strengths and weaknesses with external opportunities and threats to maintain its market position. This study employs a SWOT analysis to assess Butrans's large fleet, integrated vehicle monitoring system, experienced drivers, and strong customer relationships as key strengths, while identifying high operational costs, limited cargo types, and delivery time constraints as weaknesses. By formulating strategies that leverage strengths, address weaknesses, seize opportunities, and mitigate threats, Butrans can enhance its competitiveness and sustain leadership in East Lampung's evolving logistics sector.

The external environment offers both opportunities and threats for Butrans's strategy. Economic growth and infrastructure development, such as new toll roads, increase logistics demand and improve efficiency, while advancements in vehicle monitoring and access to more efficient trucks support operational optimization. The rise of e-commerce also creates new delivery service opportunities. However, threats like natural disasters, vehicle breakdowns, and tax increases pose operational and financial risks. Despite limited access to formal financial reports, this study gathers insights through interviews and observations, revealing Butrans's significantly larger truck fleet compared to its main competitor, ASAE, in East Lampung. This fleet size provides broader service capacity and flexibility, positioning Butrans strategically within the NJA Group. The analysis focuses on Butrans and ASAE due to their comparable operational scale, excluding smaller logistics firms deemed less relevant for this competitive assessment.

The income statement data comparing Butrans and its main competitor, ASAE, indicates that Butrans consistently achieved higher profits in the market. This study will conduct a thorough SWOT analysis to evaluate Butrans's business strategy and its sustained profitability in 2022 and 2023, with the goal of strengthening its competitive position and maintaining market leadership. While prior studies, such as those by [1], [2], have examined strategic business analysis in the logistics sector, there remains a scarcity of publicly accessible case studies focusing on Indonesian logistics companies, especially those operating in regional markets. Therefore, this paper seeks to address this gap by extending the work of [2] through a SWOT-based analysis of a regional Indonesian logistics firm.

PT Berkah Utama Transsindo (Butrans), a dominant logistics provider in East Lampung, has historically led the market with its large fleet. However, financial data reveals a shift in market share: Butrans's share declined from 74% in 2022 to 62% in 2023, while competitor PT Adhitama Surya Abadi Express (ASAE) rose from 26% to 38%. This 12% shift signals growing competitive pressure, prompting the need for a strategic reassessment to maintain market leadership. As a larger company, Butrans faces unique challenges in responding to ASAE's rise. This study offers a SWOT-based analysis to evaluate Butrans's internal and external factors, aiming to identify strategies for sustaining its dominance in East Lampung's logistics sector. Given Lampung's strategic role as Sumatera's gateway to Java and its growing industrial and agricultural base, strengthening logistics connectivity remains critical, as emphasized by the Indonesia Logistics and Forwarders' Association (ALFI/ILFA) and supported by the positive impact of the Sumatra toll road on regional goods flow.

Despite its strong position in East Lampung, PT Berkah Utama Transsindo (Butrans) faces growing competition and challenges in the regional logistics sector, including market rivalry, unpredictable weather, rising taxes, and fuel price increases. To sustain its market leadership, it is crucial to assess not only the factors behind its past success but also its current strengths, weaknesses, opportunities, and threats within Sumatera's unique context. While previous studies [3] focused on international logistics, there is a lack of research analyzing regional companies like Butrans. This study seeks to fill that gap by providing a comprehensive strategic analysis of Butrans, offering insights to help maintain its competitive advantage in Sumatera's logistics market, particularly in Lampung.

Given the challenges and shifting competitive dynamics faced by PT Berkah Utama Transsindo, a comprehensive evaluation of its business strategy is critical. The decline in market share poses a risk to Butrans's leadership in the logistics sector. Therefore, this study aims to analyze the company's business strategy, as part of the Nira Jaya Abadi Group, through a SWOT matrix approach to identify its strengths, weaknesses, opportunities, and threats. The findings will support strategic decision-making to strengthen its market position in East Lampung. This research seeks to answer the central question: "What SWOT-based business strategies does PT Berkah Utama Transsindo implement to stay competitive and maintain market leadership?"

2. Preliminaries or Related Work or Literature Review

Business Strategy

Business strategy is crucial for guiding a company toward its goals [4]. Successful firms develop strategies by analyzing internal and external factors to improve operations, set objectives, and allocate resources for competitive advantage [5]. Strategy formulation involves three steps: identifying internal and external factors (input), generating alternative strategies through tools like the SWOT matrix (matching), and selecting the best strategy (decision) [6], [7]. To support strategic development, companies must assess internal strengths and weaknesses, such as resources, culture, and operations, and external opportunities and threats, including competitors, regulations, and market changes.

Steps of Business Strategy

Strategic Analysis

Strategic analysis is crucial for developing business strategies by evaluating internal and external factors, as well as the environment in which the business operates [8], [9]. This process involves using various tools to identify opportunities and challenges, ensuring alignment with long-term goals like customer satisfaction, competitive advantage, and efficient supply chain management.

Strategic Positioning

According to [10], strategy involves building defenses against competitive forces or finding the weakest industry positions. Strategic positioning focuses on leveraging a firm's capabilities to defend against industry competition. [11] identified two primary competitive advantages, low cost and differentiation, and outlined three strategies:

1. Cost Leadership: Becoming the lowest-cost producer by exploiting economies of scale, technology, and raw materials access.
2. Differentiation: Creating unique value through attributes that customers highly value, allowing for premium pricing.
3. Focus: Targeting a specific market segment either through cost leadership or differentiation, addressing unique needs within that segment.

Business Strategy Formulation

This study uses the IFE and EFE matrices, combined with SWOT analysis, to evaluate Butrans's internal strengths, weaknesses, and external opportunities and threats. The IFE matrix involves five steps:

1. List key internal factors.
2. Assign a weight (0.0 to 1.0) to each factor.
3. Rate each factor (1 to 4) based on its importance.
4. Multiply the weight by the rating to get the weighted score.
5. Sum the scores to determine the total weighted score.

The EFE matrix helps analyze external factors such as economic, political, and technological influences, while the IFE matrix assesses internal strengths and weaknesses, guiding strategic decisions.

SWOT Matrix

The SWOT Matrix is a vital tool for managers to formulate strategic actions by evaluating internal and external factors. It enables the development of four types of strategies:

1. SO (Strengths-Opportunities): This strategy involves using the company's internal strengths to take advantage of external opportunities. Ideally, firms aim to be in a position where they can leverage their strengths to capitalize on favorable trends and events in the market.
2. WO (Weaknesses-Opportunities): This strategy focuses on addressing internal weaknesses to better exploit external opportunities. Even when external opportunities are present, internal weaknesses may prevent the firm from fully benefiting from them. By improving weaknesses, the company can better seize these opportunities.

3. ST (Strengths-Threats): Here, a firm uses its internal strengths to counter or mitigate external threats. This strategy does not always require confronting threats directly but rather using organizational strengths to reduce their impact.
4. WT (Weaknesses-Threats): This defensive strategy focuses on minimizing internal weaknesses and avoiding external threats. When both internal weaknesses and external threats are significant, this strategy aims to protect the company from precarious situations.

[12] emphasize that aligning internal factors with external opportunities and threats through SWOT analysis helps in creating well-suited strategies for a company's position in the market.

QSPM Total Attractiveness Score

The Quantitative Strategic Planning Matrix (QSPM) is a tool used to assess and rank potential strategies by quantifying their alignment with internal and external factors. It calculates a Total Attractiveness Score (TAS) for each strategy, reflecting its potential to leverage strengths, address weaknesses, seize opportunities, and counter threats [12]. Unlike qualitative methods like SWOT, QSPM provides a numerical framework for objective decision-making.

The QSPM builds on the Input Stage of strategic planning, using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to assign weights to factors. To calculate the TAS for each strategy, the formula is:

$$\sum(\text{Factor Weight} \times \text{Attractive Score Rating}) = \text{TAS}.$$

A higher TAS indicates a more viable strategy, helping prioritize actions based on their scores.

Theoretical Framework

The SWOT analysis in this study followed a systematic process (Figure 1) based on strategic management frameworks and adapted to the qualitative data from in-depth interviews. The process began with "Decryption of Richly Descriptive Interview Answers," which involved a thematic analysis of interview transcripts to identify key themes. This stage then split into two parallel streams: "Internal Factor Evaluation" and "External Factor Evaluation."

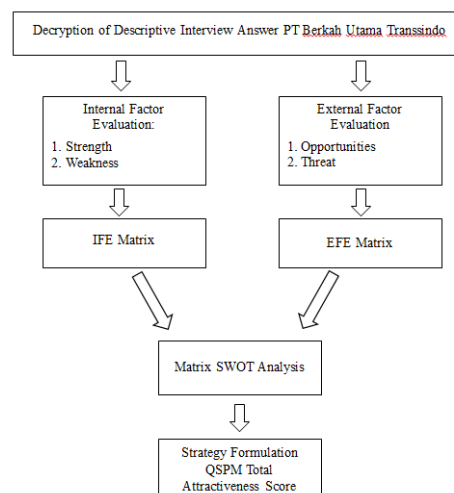


Figure 1. Theoretical Framework

The "Internal Factor Evaluation" stream focused on identifying Butrans's internal Strengths and Weaknesses, while the "External Factor Evaluation" assessed the Sumatera/Lampung logistics market for external Opportunities and Threats. The IFE and EFE matrices quantitatively weighed each factor, prioritizing them based on importance. These weighted factors were then analyzed in the "Matrix SWOT Analysis" stage to develop strategic alternatives that leverage strengths, mitigate weaknesses, and address threats. The process culminated in "Strategy Formulation," where strategic alternatives were refined into actionable strategies, aligned with Butrans's goals. Finally, the Quantitative Strategic Planning Matrix

(QSPM) was used to calculate a Total Attractiveness Score (TAS) for each strategy, providing an objective basis for prioritizing and comparing strategic options [12]. This method enhanced decision-making and supported effective resource allocation.

3. Proposed Method

Research Design, Type and Source of Data

This research on "Analyzing Business Strategy Using SWOT on PT Berkah Utama Transsindo of Nira Jaya Abadi Group in East Lampung" adopts a qualitative methodology to explore Butrans' strategies and its market position in Sumatera/Lampung. Qualitative research is suitable for understanding the "how" and "why" behind business strategies, providing in-depth insights into Butrans' competitive standing rather than just quantifying data [13]. This method involves gathering non-numeric information through interviews, observations, and open-ended surveys to explore underlying reasons, opinions, and motivations [14].

The data used in this study is qualitative, collected through structured interviews and direct observations with key stakeholders, such as executives, commissaries, and operational managers from Butrans and its competitors. Secondary data, including books, journals, and previous research, complements the primary data. The goal is to understand Butrans' business strategy in response to a dynamic market [15].

Depth Interview

In-depth interviews involve face-to-face question-and-answer sessions between the interviewer and respondent to gather information for research purposes [16]. These interviews focus on exploring predetermined topics through open-ended questions to understand the respondent's perspective. Typically conducted with 5-8 respondents, each interview lasts between 30 minutes to over an hour [17], [18]. Before conducting in-depth interviews, researchers should:

1. Start with opening words to build rapport while maintaining professionalism.
2. Use a tape recorder for accurate data and ask open-ended questions for deeper exploration.
3. Conclude with personal questions, and collect contact information for future follow-ups [19].

Data Analysis Method

Data analysis, as described by [20], involves organizing and categorizing data to identify patterns and insights. In this research, SWOT analysis is employed to assess the business strategy of PT Berkah Utama Transsindo, focusing on its strengths, weaknesses, opportunities, and threats in the East Lampung logistics market. The analysis identifies four types of strategies: SO (Strength-Opportunity), which leverages internal strengths to capitalize on external opportunities; WO (Weakness-Opportunity), which addresses internal weaknesses to take advantage of external opportunities; ST (Strength-Threat), which uses strengths to mitigate external threats; and WT (Weakness-Threat), which focuses on defensive measures to reduce weaknesses and avoid threats. Following the SWOT analysis, the QSPM (Quantitative Strategic Planning Matrix) is used to calculate the Total Attractiveness Score (TAS) for each strategy, helping Butrans prioritize which strategy to implement based on its attractiveness and alignment with the company's objectives.

4. Results and Discussion

Description of PT Berkah Utama Transsindo

PT Berkah Utama Transsindo (Butrans), founded on July 16, 2012, and legally based in Bekasi, West Java. The data is based on interviews with company executives, as full financial reports remain confidential. In 2022, Butrans earned Rp 2,255,183,724, and in 2023, Rp 2,249,610,504, showing stable performance despite a slight decline. Financial data for 2024 was unavailable due to pending calculations. The main clients using Butrans's trucking logistics services include PT Enseval Mega Trading, PT AMEX, PT GCM, and PT Fermentech Ind. The executive stated that Butrans reliably fulfills contracts requiring large trucking fleets,

securing client partnerships due to limited competition. PT Enseval Mega Trading was also interviewed in this research to provide an external client perspective, offering broader insights and reducing company-side bias.

Description of PT Adhitama Surya Abadi Express

PT Adhitama Surya Abadi Express (ASAE), a competitor of Butrans, was founded on December 10, 2019, with legal status in Bekasi, West Java. Interviews with ASAE were conducted to obtain weighted scores on the factors identified by PT Berkah Utama Transsindo, allowing for a comparative assessment of these factors. ASAE was briefed on the study's identified factors, and their input was averaged with other respondents' scores. Financially, ASAE reported a significant net profit increase from Rp 764,681,180 in 2022 to Rp 1,373,432,498 in 2023—an 80% rise attributed to securing new contracts with clients such as PT Nirwana Lestari, PT Perusahaan Industri Ceres, PT LF Services Indonesia, PT Logistik Canggih Indonesia, PT So Good Food, and PT YCH Indonesia. This rapid growth signals a competitive threat, indicating ASAE's potential to rival Butrans in market position.

Internal Factor Evaluation (IFE) Matrix

For the IFE matrix, Butrans evaluated the significance of each internal strength and weakness in supporting or limiting its strategic goals. For example, PT Berkah Utama Transsindo acknowledged the strategic value of its operational base in East Lampung, as shown by the weight rating for the “Truck Fleet Size” factor (0.36). This score, averaged from five respondents (see attachment), reflects the company's recognition that fleet size directly influences its capacity and market reach in the East Lampung logistics sector.

Table 1. Internal Factor Evaluation (IFE) Matrix of Butrans

Internal Factors	Weight	Butrans Rating	Butrans Weighted Score
Strength			
Truck Fleet Size	0,36	4	1,44
Integrated Vehicle Monitoring System	0,1	4	0,4
Experienced Truck Driver	0,11	3	0,33
Good Customer Service	0,09	3	0,27
New Operational Vehicle	0,07	4	0,28
Weakness			
Operational Cost	0,12	2	0,24
Limited type of cargo with only closed container and open container	0,07	2	0,14
Delivery Time	0,08	1	0,08
Total Score	1		3,18

Another key strength identified in the IFE matrix is Butrans's experienced truck drivers (0.11), who play a crucial role in optimizing operational time and selecting the most efficient delivery routes. Additionally, the integrated trucking system, with a weight of 0.10, was highlighted during interviews for its ability to track truck locations in real time, assign drivers accurately, and monitor fuel consumption, aligning with findings by [21].

However, Butrans faces internal weaknesses that must be addressed to stay competitive. The highest-weighted weakness is high operational costs (0.12), driven by fuel, maintenance, labor, and logistics inefficiencies, which threaten profitability and pricing competitiveness. Limited cargo types (0.07) restrict Butrans's market reach, while delivery time constraints (0.08) risk reducing customer satisfaction and market share. Both delivery time and high costs are interconnected challenges that require urgent attention to improve Butrans's performance against competitors like ASAE.

External Factor Evaluation (EFE) Matrix

For the EFE matrix, each opportunity and threat was weighted based on its potential impact on the strategic outlook of both Butrans and ASAE. One key opportunity, “Infrastructure Development,” received a weight of 0.246, reflecting its significant role in enhancing logistics efficiency and lowering transportation costs. This opportunity is especially relevant with the operation of the new Sumatra toll road since 2019, which has improved route efficiency for logistics companies in East Lampung. Both Butrans and ASAE stand to benefit from this improved infrastructure, strengthening their delivery networks and reducing travel times across the region.

Table 2. External Factor Evaluation (EFE) Matrix of Butrans

External Factors	Weight	Butrans Rating	Butrans Weighted Score
Opportunities			
Economic Growth caused increasing demands of logistics service	0,088	3	0,264
Infrastructure development such as toll road	0,246	3	0,738
Increasing technology of vehicle monitoring system	0,116	3	0,348
New vehicle/ truck with increasing efficiency	0,154	4	0,616
E-commerce warehouse-to-warehouse delivery demand	0,076	3	0,228
Threat			
Natural Disasters	0,154	2	0,308
Vehicle Broke Down When Doing Delivey Job	0,08	2	0,16
Tax Increase	0,086	1	0,086
Total Score	1		2,748

According to BPS Lampung, the transportation and warehousing sector in Lampung Province grew by 16.66% in 2023, slightly lower than 20.31% in 2022 but still indicating rising demand for logistics services. This growth is supported by government infrastructure projects like the Sumatra toll road, which reduces Butrans’ operational costs. Therefore, the increase in logistics demand was assigned a score of 0.88, and infrastructure development a weight of 0.46, as noted by Butrans’ executive. The most significant opportunity for Butrans remains infrastructure development (0.246), with a high rating of 4 due to its impact on reducing costs and improving delivery. Economic growth in East Lampung also presents an opportunity (0.088), while e-commerce warehouse-to-warehouse delivery carries a weight of 0.76 as Butrans seeks to tap into this market. Technological advances in transportation offer long-term potential (0.154), though adoption may take time, reflecting both opportunity and industry evolution.

Internal and External Matrix

The Internal-External (IE) Matrix, based on David (2017), visually maps an organization’s strategic position by plotting IFE and EFE scores on a 3x3 grid to guide strategic decisions. From the interviews and discussions conducted with PT Berkah Utama Transsindo, the IFE score reached 3.18, indicating strong internal conditions above the average benchmark (≥ 2.5), while the EFE score was 2.748, also above average. These scores, derived collaboratively with Butrans’ executives, place the company in a favorable strategic position within the IE Matrix, suggesting growth and build strategies as the most suitable direction.

IFE		IFE Total Weight Score		
		<i>High</i> 4,00 – 3,00	<i>Moderate</i> 2,99 – 2,00	<i>Weak</i> 1,99 – 1,00

	<i>High</i> 4,00 – 3,00	I	II	III
	<i>Moderate</i> 2,99 – 2,00	IV	V	VI
	<i>Weak</i> 1,99 – 1,00	VII	VIII	IX

Figure 2. Internal External Matrix of Butrans

The IE Matrix, according to [12], classifies strategies into three categories: Growth and Build (cells I, II, IV), Hold and Maintain (cells III, V, VII), and Harvest or Divest (cells VI, VIII, IX). PT Berkah Utama Transsindo, with an IFE score of 3.18 and an EFE score of 2.748, falls in quadrant IV, indicating a Growth and Build strategy. This position suggests that Butrans should leverage its internal strengths while pursuing external opportunities. Key strategies include maximizing the extensive truck fleet, highlighted by its high weight score of 1.44, to maintain leadership in East Lampung's logistics market. Additionally, Butrans should capitalize on infrastructure opportunities, particularly the development of toll roads (weighted 0.734), to reduce costs and improve delivery efficiency. This strategic focus aligns with intensive strategies like market penetration and market development to sustain growth.

SWOT Based Strategy Formulation of PT Berkah Utama Transsindo

Strength-Opportunity (SO) Strategies

1. Optimize the utilization of operational assets and the large truck fleet, supported by skilled drivers, to improve operational efficiency, particularly by leveraging the development of toll road infrastructure to enhance delivery performance.
2. Leverage the company's fleet capacity to capitalize on increasing demand for logistics services by expanding service reach through improved infrastructure connectivity.
3. Continuously update the vehicle fleet with more efficient models and maximize the integrated monitoring system to meet the growing demand for logistics services and enhance operational effectiveness.

Weakness-Opportunity (WO) Strategies

1. Implement cost-reduction initiatives by utilizing infrastructure development, adopting more fuel-efficient vehicles, and optimizing delivery routes through the monitoring system to improve profitability.
2. Explore the acquisition of new types of vehicles and establish strategic routes to address delivery time constraints and enhance service reliability.
3. Consider investing in specialized cargo vehicles (e.g., thermos-box containers) to penetrate new market segments while systematically managing operational costs through the integrated monitoring system.

Strength-Threat (ST) Strategies

1. Engage tax consultants to conduct financial assessments aimed at managing tax obligations arising from the company's extensive truck fleet.
2. Implement strategic route planning using the integrated vehicle monitoring system and experienced drivers to avoid areas prone to natural disasters, thereby minimizing operational disruptions.
3. Utilize new operational vehicles and experienced drivers to mitigate the risk of vehicle breakdowns during deliveries and maintain service continuity.

Weakness-Threat (WT) Strategies

1. Invest in comprehensive insurance coverage for the truck fleet to safeguard the company against potential financial losses arising from operational risks.

2. Conduct thorough analyses of operational costs to anticipate and mitigate the financial impact of potential tax increases on company profitability.
3. Focus on maintaining and improving the reliability of the limited cargo container fleet to reduce the likelihood of vehicle breakdowns during logistics operations.

Quantitative Strategy Planning Matrix with Total Attractiveness Score

The Quantitative Strategic Planning Matrix (QSPM) is a tool used to translate both qualitative and quantitative analyses into actionable strategies by evaluating the attractiveness of alternative strategies against weighted internal and external factors. For PT Berkah Utama Transsindo (Butrans), the QSPM connects the results of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE), providing a comprehensive approach to assessing strategic options. The 12 strategies derived from the SWOT analysis require a focused approach, and calculating the Total Attractiveness Score (TAS) helps prioritize these strategies. Each strategy's TAS is calculated by multiplying the weight of internal and external factors by Butrans's ratings, and summing the results. For example, for the SO-2 strategy, the TAS is calculated as $(0.34 \times 4) + (0.088 \times 3) + (0.246 \times 3) = 2.442$. The TAS scores for all strategies are then ranked to determine the priority for action. The strategies with the highest TAS are considered the most urgent and important for implementation.

Strength-Opportunity (SO) Strategies

These strategies leverage the company's internal strengths to take advantage of external opportunities. The table lists the strategies, their associated weighted scores for Butrans' strengths and opportunities, the TAS (Total Attractiveness Score), and the priority ranking. The higher the TAS, the higher the priority.

1. SO-1 (Optimize the utilization of operational assets, large truck fleet, skilled drivers):
 - Strength Score: 2.050 (Large fleet size, experienced drivers)
 - Opportunity Score: 0.738 (Utilizing infrastructure development)
 - TAS: 2.788, Priority: I (Highest priority)
2. SO-2 (Leverage fleet size to capitalize on increasing demand):
 - Strength Score: 1.440 (Large fleet size)
 - Opportunity Scores: 1.002 (Economic growth, infrastructure development)
 - TAS: 2.442, Priority: II
3. SO-3 (Update vehicles and maximize the integrated monitoring system):
 - Strength Score: 0.400 (Efficient vehicle use)
 - Opportunity Scores: 1.228 (Technology advancements, infrastructure)
 - TAS: 1.628, Priority: V (Lowest priority)

Weakness-Opportunity (WO) Strategies

These strategies aim to address internal weaknesses while taking advantage of external opportunities.

1. WO-1 (Implement cost-saving measures, capitalize on economic growth):
 - Weakness Score: 0.240 (High operational costs)
 - Opportunity Scores: 1.702 (Infrastructure development, efficient trucks, optimized routes)
 - TAS: 1.942, Priority: IV
2. WO-2 (Optimize delivery time with new transportation vehicles and strategic routes):
 - Weakness Score: 0.140 (Delivery time constraints)
 - Opportunity Scores: 1.086 (Infrastructure development, improved routes)
 - TAS: 1.226, Priority: VI
3. WO-3 (Buy vehicles for new cargo types, such as thermos-boxes):
 - Weakness Score: 0.140 (Limited cargo types)
 - Opportunity Scores: 0.612 (Increased demand for logistics services)
 - TAS: 0.752, Priority: IX (Lowest priority)

Strength-Threat (ST) Strategies

These strategies use strengths to avoid or mitigate the impact of external threats.

1. ST-1 (Use truck fleet size to handle tax challenges):
 - Strength Score: 1.440 (Large fleet size)
 - Threat Score: 0.860 (Tax increases)
 - TAS: 2.300, Priority: III
2. ST-2 (Use experienced drivers and monitoring system to avoid natural disaster-prone routes):
 - Strength Score: 0.730 (Experienced drivers)
 - Threat Score: 0.308 (Natural disasters)
 - TAS: 1.038, Priority: VII
3. ST-3 (Use new operational vehicles and experienced drivers to reduce breakdown risks):
 - Strength Score: 0.610 (Skilled drivers)
 - Threat Score: 0.160 (Vehicle breakdowns)
 - TAS: 0.770, Priority: VIII (Lowest priority)

Weakness-Threat (WT) Strategies

These strategies address internal weaknesses and attempt to avoid external threats.

1. WT-1 (Invest in comprehensive insurance for the fleet to mitigate financial losses):
 - Weakness Score: 0.240 (High operational costs)
 - Threat Score: 0.308 (Natural disasters)
 - TAS: 0.548, Priority: X
2. WT-2 (Analyze operational costs to prepare for tax increases):
 - Weakness Score: 0.240 (High operational costs)
 - Threat Score: 0.086 (Tax increases)
 - TAS: 0.326, Priority: XI
3. WT-3 (Focus on improving limited cargo types to prevent delivery job disruptions):
 - Weakness Score: 0.140 (Limited cargo types)
 - Threat Score: 0.160 (Vehicle breakdowns)
 - TAS: 0.300, Priority: XII (Lowest priority)

Discussion

The Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) analyses provide a clear overview of PT Berkah Utama Transsindo's (Butrans) strategic position within East Lampung's logistics sector. The IFE matrix shows a moderately strong internal condition with a total score of 3.18, highlighting key strengths such as a large truck fleet, integrated vehicle monitoring system, experienced drivers, and a modern fleet. These strengths enable Butrans to cover wide market areas and deliver high-volume shipments efficiently. Therefore, strategies should prioritize market penetration, operational efficiency, investment in technology-driven solutions, and enhancing customer service through real-time updates. Meanwhile, continuous training and development programs are necessary to further improve driver performance and maintain service quality.

The EFE matrix, with a total score of 2.748, indicates Butrans' reasonable capacity to leverage opportunities and mitigate external threats. Economic growth and infrastructure improvements offer expansion prospects, while challenges such as natural disasters, vehicle breakdowns, and potential tax increases pose operational risks. Strategic recommendations include targeting new industries and SMEs, optimizing delivery routes to benefit from infrastructure upgrades, enhancing predictive maintenance and tracking systems, and expanding eco-friendly logistics services. To mitigate risks, Butrans should strengthen disaster preparedness, invest in comprehensive insurance, and develop proactive tax planning measures.

Based on the Quantitative Strategic Planning Matrix (QSPM) analysis, the highest-priority strategy is SO-1, focusing on optimizing the extensive truck fleet and utilizing skilled drivers to increase efficiency. This strategy achieves the highest Total Attractiveness Score (TAS), making it the most recommended action. Other strategies follow in descending priority, as

detailed in the study's findings. By aligning strengths with market opportunities while addressing weaknesses and external threats, Butrans can enhance competitiveness, improve service quality, and maintain sustainable growth in the evolving logistics market.

Table 3. TAS Strategy Ranking PT Berkah Utama Transsindo

No.	Strategy	Internal Attractiveness Score	External Attractiveness Score	TAS
1.	SO-1	2,050	0,738	2,788
2.	SO-2	1,440	1,002	2,442
3.	ST-1	1,440	0,860	2,300
4.	WO-1	0,240	1,702	1,942
5.	SO-3	0,400	1,228	1,628
6.	WO-2	0,140	1,086	1,226
7.	ST-2	0,730	0,308	1,038
8.	ST-3	0,610	0,160	0,770
9.	WO-3	0,140	0,612	0,752
10.	WT-1	0,240	0,308	0,548
11.	WT-2	0,240	0,086	0,326
12.	WT-3	0,140	0,160	0,300

Conclusions

This research provides a comprehensive analysis of the internal and external strategic factors influencing PT Berkah Utama Transsindo (Butrans) within the logistics sector of East Lampung. Through the application of IFE, EFE, SWOT, and QSPM matrices, the study identifies the company's key strengths in fleet capacity, integrated monitoring systems, experienced drivers, and modern operational vehicles, while also recognizing external opportunities such as economic growth and infrastructure development. The Quantitative Strategic Planning Matrix (QSPM) further prioritizes strategies, with the SO-1 strategy, optimizing the large and modern fleet combined with skilled drivers to enhance efficiency, emerging as the most attractive option. Overall, the research emphasizes the importance of leveraging internal capabilities and external opportunities while proactively addressing potential threats and weaknesses to sustain competitiveness and operational excellence.

Despite its valuable insights, this study has several limitations. First, the analysis is based on qualitative interviews and internal company data, which may be subject to bias or incomplete perspectives from selected respondents. Second, external factors such as market trends, regulatory changes, and economic fluctuations were evaluated at a specific point in time and may shift rapidly, affecting the relevance of the findings over time. Third, the research focuses solely on strategic analysis without including a detailed financial feasibility assessment or simulation of the proposed strategies. Future research could address these limitations by incorporating broader stakeholder input, longitudinal data, and financial projections to strengthen strategic recommendations.

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