

# PERUMUSAN STRATEGI MENGGUNAKAN MATRIKS IFE, EFE, SWOT, DAN QSPM: STUDI KASUS PT WARGA UTAMA PRIMA MANDIRI

## STRATEGY FORMULATION USING IFE, EFE, SWOT, AND QSPM MATRIXES: A CASE STUDY ON PT WARGA UTAMA PRIMA MANDIRI

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### **Abstrak**

PT Warga Utama Prima Mandiri (PT WUPM), sebuah perusahaan konstruksi di Purwakarta, menghadapi tantangan penurunan pendapatan. Penelitian ini bertujuan merumuskan strategi bisnis untuk meningkatkan kinerja kompetitifnya melalui metode kualitatif studi kasus. Data diperoleh dari wawancara mendalam dengan lima informan kunci dari internal, klien, dan pesaing, yang kemudian dianalisis menggunakan kerangka formulasi strategi tiga tahap.

Hasil analisis input menunjukkan posisi strategis PT WUPM yang kuat (IFE=2.86; EFE=3.05). Kekuatan utamanya terletak pada reputasi dan kepercayaan klien, yang divalidasi sebagai keunggulan kompetitif berkelanjutan melalui analisis VRIO. Peluang terbesar datang dari peningkatan belanja infrastruktur regional.

Pada tahap pencocokan, Matriks SWOT menghasilkan delapan alternatif strategi. Selanjutnya, Matriks QSPM pada tahap keputusan mengidentifikasi Strategi SO (Pertumbuhan Agresif Berbasis Kualitas & Reputasi) sebagai prioritas utama dengan skor daya tarik tertinggi (TAS=6.72). Strategi ini paling efektif dalam memanfaatkan kekuatan inti perusahaan untuk merebut peluang pasar.

Penelitian ini merekomendasikan PT WUPM untuk mengimplementasikan strategi pertumbuhan agresif dengan fokus pada penetrasi pasar proyek infrastruktur dan pengembangan paket layanan premium untuk membalikkan tren penurunan pendapatan dan memastikan pertumbuhan berkelanjutan.

**Kata Kunci:** Formulasi Strategi, Matriks IFE & EFE, Matriks SWOT & QSPM, VRIO

### **Abstract**

PT Warga Utama Prima Mandiri (PT WUPM), a Purwakarta construction company, has faced declining revenues. This research aims to formulate a business strategy to improve its performance using a qualitative case study approach. Data was gathered through in-depth interviews with five key informants from internal management, a major client, and a competitor, then analyzed via a three-stage strategy framework.

The analysis revealed a strong strategic position (IFE Matrix score of 2.86, EFE Matrix score of 3.05). PT WUPM's primary strengths—its reputation, certifications, and client trust—were validated as a sustainable competitive advantage through VRIO analysis. Key opportunities include increased regional infrastructure spending and high client demand for quality.

The SWOT Matrix generated eight alternatives. Subsequently, the QSPM Matrix identified the SO Strategy (Aggressive Growth Based on Quality & Reputation) as the top priority with the highest Total Attractiveness Score (TAS) of 6.72. This strategy effectively leverages core strengths to seize market opportunities.

This research recommends PT WUPM implement an aggressive growth strategy, focusing on infrastructure market penetration and developing premium service packages to reverse declining revenues and ensure sustainable business growth.

**Keywords:** Strategy Formulation, Construction Industry, IFE & EFE Matrix, QSPM Matrix, VRIO

## I. INTRODUCTION

The construction sector is a major driver of economic growth in Indonesia, driven by government investment in strategic infrastructure projects. Despite showing significant GDP growth, the industry faces challenges such as fluctuations in raw material prices, regulatory changes, and global economic uncertainty. PT Warga Utama Prima Mandiri (PT WUPM), a construction services company that has been operating since 1982, is experiencing a downward trend in revenue in 2024 and projected 2025, after previously growing from 2021 to 2023. This decline indicates a performance challenge that requires comprehensive analysis and strategy formulation to maintain a competitive advantage.

Therefore, this study aims to formulate the right strategy for PT WUPM. This research will identify the external environmental conditions (opportunities and threats) and internal (strengths and weaknesses) of the company. Furthermore, alternative strategies will be formulated that are in accordance with these conditions and prioritized using SWOT analysis and QSPM Matrix to increase competitiveness and long-term growth.

## II. LITERATURE REVIEW

### 2.1 Strategic Management

Strategic management is the process of planning, monitoring, analyzing, and evaluating all the activities that an organization needs to achieve its goals. According to David et al. (2023), it is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals.

### 2.2 Strategy formulation

Strategy formulation is the initial stage in strategic management that involves developing a vision and mission, identifying external opportunities and threats, and internal strengths and weaknesses to set long-term goals and come up with alternative strategies (David et al., 2023).

### 2.3 External Environmental Analysis (PESTEL & Porter's Five Forces)

PESTEL analysis is used to scan for macro-environmental factors (Political, Economic, Social, Technological, Ecological and Legal). Meanwhile, Porter's Five Forces model is used to analyze the structure of industry competition, including the threat of new entrants, the bargaining power of suppliers and buyers, the threat of substitute products, and the intensity of competition (Rothaermel, 2024).

### 2.4 Internal Environmental Analysis (VRIO)

The VRIO framework is used to analyze a company's internal resources and capabilities to determine the potential for sustainable competitive advantage by assessing *aspects of Value, Rarity, Imitability, and Organization* (Barney & Hesterly, 2019).

### 2.5 IFE Matrix(Internal Factor Evaluation)

Matrix The Internal Factor Evaluation Matrix (IFE) is a strategic audit tool that focuses on identifying and evaluating key *strengths* and weaknesses in the company's functional areas. This analysis provides a comprehensive overview of the company's internal capabilities, such as management, finance, operations, and

human resources, which can be directly controlled. The total score from the IFE matrix shows how strong the company's overall internal position is (David et al., 2023).

## 2.6 EFE Matrix (External Factor Evaluation)

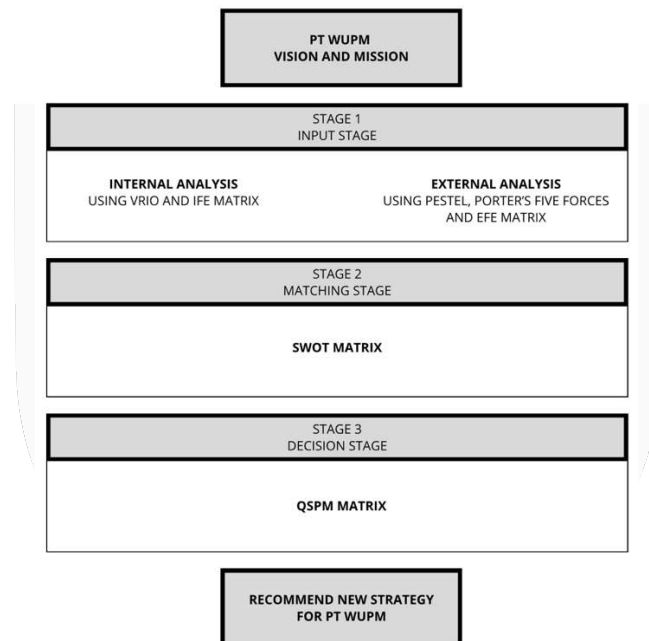
The External Factor Evaluation Matrix (EFE) is used to analyze the environment beyond the company's control, with the aim of identifying opportunities that can be exploited and *threats* that must be avoided. This matrix evaluates factors such as economic, social, technological, competitive, and regulatory trends. The total EFE score indicates how effective a company's strategy is in responding to the dynamics of its external environment (David et al., 2023).

## 2.7 SWOT Matrix and QSPM

The SWOT (*Strengths, Weaknesses, Opportunities, Threats*) matrix is a matching tool used to develop four types of strategies: SO, WO, ST, and WT. The *Quantitative Strategic Planning Matrix* (QSPM) is then used to objectively evaluate the relative attractiveness of the strategy alternatives that have been formulated to determine the top priorities (David et al., 2023).

## 2.8 Research Framework

This research framework adopts a three-stage strategy formulation model developed by David et al. (2023). The first stage is the *input stage*, which involves analysis of the internal (VRIO and IFE Matrix) and external (PESTEL, Porter's Five Forces, and EFE Matrix) environments. The second stage is the *matching stage*, where a SWOT Matrix is used to generate alternative strategies. The third stage is the *decision stage*, where the QSPM Matrix is applied to evaluate and choose the most priority strategy for PT WUPM.



**Figure 1 Research Framework**

Source: Adopted from David et al. (2023)

## III. RESEARCH METHODOLOGY

This study uses a qualitative method with a descriptive case study approach at PT WUPM. The unit of analysis in this study is the organization. Data collection was carried out through semi-structured in-depth interviews, observations, and documentation studies. The research informants were selected by *purposive sampling* consisting of five people, namely the Director and Manager of HRDGA PT WUPM, representatives of competitors, as well as key clients and other clients to obtain a comprehensive internal and external perspective.

The collected data was analyzed using a three-stage strategy formulation framework. The first stage is the input stage, where qualitative data from interviews are analyzed to identify strategic factors which are then evaluated using the IFE and EFE Matrix. The second stage is the matching stage, where the SWOT Matrix is used

to generate alternative strategies (SO, WO, ST, WT). The final stage is the decision stage, where the QSPM Matrix is used to evaluate and prioritize the alternative strategies that have been formulated.

#### IV. RESULT AND DISCUSSION

##### INPUT STAGE

##### INTERNAL FACTOR EVALUATION

At this stage, an in-depth analysis of PT WUPM's internal environment is carried out to identify fundamental strengths and weaknesses that affect the company's performance. These strategic factors are explored from the results of interviews, observations, and documentation studies, which are then given weight and rank according to their level of importance. This evaluation process is summarized quantitatively in the IFE Matrix, as shown in Table 4.1.

**Table 4.1 IFE Matrix**

Internal Factor	Weight	Rating	Weighted Score
<b>Strengths</b>			
Strong Reputation, Certification, and Client Trust	0,21	4	0,82
Loyal, Experienced, and Disciplined Workforce	0,18	3,5	0,63
High Project Quality and Flexibility	0,15	3	0,46
Healthy and Conservative Financial Management	0,15	3	0,46
<b>Total Strengths</b>	<b>0,69</b>		<b>2,37</b>
<b>Weaknesses</b>			
Reliance on Manual Supervision and Reporting Systems	0,10	2	0,21
Unoptimal Digital Marketing	0,05	1	0,05
Dependence on Senior Figures and Human Resource Regeneration	0,08	1,5	0,12
Financial Dependence on Major Clients	0,08	1,5	0,12
<b>Total Weaknesses</b>	<b>0,31</b>		<b>0,49</b>
<b>Total</b>	<b>1,00</b>		<b>2,86</b>

*Source: Author Processed Data(2025)*

Based on the analysis of internal strengths and weaknesses, PT WUPM obtained a total IFE score of **2.86**. This score is significantly above the average value of 2.5, which indicates that the company has a strong internal position. The company's main strengths lie in its solid competitive position, established client relationships, and the possession of quality certifications (ISO 9001 & SMK3).

##### EXTERNAL FACTOR EVALUATION

An evaluation of external factors consisting of opportunities and threats faced by PT WUPM is presented in the EFE Matrix, as shown in Table 4.2.

**Table 4.2 EFE Matrix**

External Factor	Weight	Rating	Weighted Score
<b>Opportunities</b>			
Increased regional infrastructure spending	0,18	4	0,73
Increasing client demands for quality and safety standards	0,18	4	0,73
Technology based project management trends	0,09	2	0,18
Government policies supporting ease of doing business	0,07	1,50	0,10
<b>Total Opportunities</b>			<b>1,74</b>

<b>Threats</b>			
Fierce Price Competition among Competitors	0,09	2	0,18
Changes in Employment Regulations	0,11	2,50	0,28
Material Cost Fluctuations and Inflation	0,11	2,50	0,28
Increasing Client Expectations (Technology & Safety)	0,16	3,50	0,56
<b>Total Threats</b>			<b>1,31</b>
<b>TOTAL</b>	<b>1,00</b>		<b>3,05</b>

Source: Author Processed Data(2025)

Source: Author Processed Data(2025)

Analysis of opportunities and threats in the external environment resulted in a total EFE score of **3.05**. This score is slightly above the average of 2.5, indicating that the company's strategy is quite good at responding to external dynamics. The greatest opportunities come from regional economic development and adaptability to evolving client standards, but companies also face serious threats from macroeconomic factors and fierce industry competition.

**MATCHING STAGE  
SWOT MATRIX**

At the matching stage, the results from the IFE and EFE Matrices are used to formulate alternative strategies through the SWOT Matrix. This process results in four groups of strategies designed to align the company's internal and external conditions:

1. **SO (Strengths-Opportunities) Strategy:** Harnessing strengths to seize opportunities.
2. **WO (Weaknesses-Opportunities) Strategy:** Overcome weaknesses by taking advantage of opportunities.
3. **ST (Strengths-Threats) Strategy:** Using force to avoid or reduce the impact of threats.
4. **WT (Weaknesses-Threats) Strategy:** Defensive tactics to minimize weaknesses and avoid threats.

**Table 4.3 SWOT Matrix**

<p><b>Internal factor</b></p> <p><b>External factor</b></p>	<p>Strengths (S)</p> <p>(S1) Strong Reputation, Certification, and Client Trust</p> <p>(S2) Loyal, Experienced, and Disciplined Workforce</p> <p>(S3) High Project Quality and Flexibility</p> <p>(S4) Healthy and Conservative Financial Management</p>	<p>Weaknesses (W)</p> <p>(W1) Reliance on Manual Supervision and Reporting Systems</p> <p>(W2) Unoptimal Digital Marketing</p> <p>(W3) Dependence on Senior Figures and Human Resource Regeneration</p> <p>(W4) Financial Dependence on Major Clients</p>
<p>Opportunities (O)</p> <p>(O1) Increased regional infrastructure spending</p> <p>(O2) Increasing client demands for quality and safety standards</p> <p>(O3) Technology based project management trends</p> <p>(O4) Government policies supporting ease of doing business</p>	<p>S-O Strategy</p> <p><b>(SO1) Aggressive Penetration into Infrastructure Projects.</b> Leveraging reputation &amp; certification (S1) and sound finances (S4) to proactively win regional infrastructure project tenders (O1) supported by ease of licensing (O4).</p> <p><b>(SO2) Development of Premium Service Packages.</b> Combining project quality (S3) and experienced workforce (S2) to offer value-added service packages that meet the demands of OHS standards (O2) and technology trends (O3).</p>	<p>W-O Strategy</p> <p><b>(WO1) Operational Modernization &amp; Digital Marketing.</b> Adopting project management technology (O3) to overcome manual supervision systems (W1) and developing digital marketing platforms (W2) to reach new infrastructure project markets (O1).</p> <p><b>(WO2) Client Diversification.</b> by using ease of doing business (O4) to actively seek new clients beyond the 3 main clients, to reduce financial dependence (W4).</p>
<p>Threats (T)</p> <p>(T1) Fierce Price Competition among Competitors</p> <p>(T2) Changes in Employment Regulations</p> <p>(T3) Material Cost Fluctuations and Inflation</p> <p>(T4) Increasing Client Expectations (Technology &amp; Safety)</p>	<p>S-T Strategy</p> <p><b>(ST1) Quality Based Differentiation to Combat Price Wars.</b> Emphasize reputation (S1) and superior quality (S3) to maintain a premium position and avoid direct price competition (T1) while meeting high client expectations (T4).</p> <p><b>(ST2) Strengthening Client &amp; Supplier Relationships.</b> By using flexibility (S3) and healthy financials (S4) to manage relationships with key suppliers to mitigate material cost fluctuations (T3).</p>	<p>W-T Strategy</p> <p><b>(WT1) Structured Human Resource Regeneration Program.</b> Addressing dependency on senior figures (W3) with a mentoring program to address changing employment regulations (T2) and ensure continuity of expertise.</p> <p><b>(WT2) Internal Efficiency Improvement.</b> Improving manual reporting systems (W1) to provide greater transparency to clients (T4) and managing project costs more effectively in the face of material cost fluctuations (T3).</p>

Source: Author Processed Data(2025)

This SWOT Matrix provides a strategic framework, outlining various alternative strategies that PT WUPM can consider to improve its performance and achieve sustainable competitive advantage. The next step would be to evaluate and prioritize these strategies using the QSPM Matrix.

## DECISION STAGE QSPM MATRIX

The decision stage is carried out using the *Quantitative Strategic Planning Matrix* (QSPM) to objectively evaluate alternative strategies that have been formulated in the previous stage. The results of the QSPM analysis showed that the **ST (Strengths-Threats) strategy** obtained the *highest Total Attractiveness Score* (TAS) of **3.15** as shown in Table 4.5 QSPM Matrix.

Table 4.5 QSPM Matrix

	Key Factors	Weight	SO Strategy		WO Strategy		ST Strategy		WT Strategy	
			AS	TAS	AS	TAS	AS	TAS	AS	TAS
Strength	Strong Reputation, Certification, and Client Trust	0,21	4	0,84	2	0,42	4	0,84	2	0,42
	Loyal, Experienced, and Disciplined Workforce	0,18	4	0,72	3	0,54	4	0,72	3	0,54
	High Project Quality and Flexibility	0,15	4	0,6	3	0,45	4	0,6	2	0,3
	Healthy and Conservative Financial Management	0,15	4	0,6	3	0,45	3	0,45	3	0,45
Weaknesses	Reliance on Manual Supervision and Reporting Systems	0,10	1	0,1	4	0,4	2	0,2	4	0,4
	Unoptimal Digital Marketing	0,05	2	0,1	4	0,2	1	0,05	2	0,1
	Dependence on Senior Figures and Human Resource Regeneration	0,08	2	0,16	3	0,24	3	0,24	4	0,32
	Financial Dependence on Major Clients	0,08	3	0,24	4	0,32	2	0,16	2	0,16
Total Score		1								
Opportunities	Increased regional infrastructure spending	0,18	4	0,72	3	0,54	2	0,36	1	0,18
	Increasing client demands for quality and safety standards	0,18	4	0,72	3	0,54	4	0,72	2	0,36
	Technology based project management trends	0,09	3	0,27	4	0,36	3	0,27	3	0,27
	Government policies supporting ease of doing business	0,07	4	0,28	3	0,21	2	0,14	1	0,07
Threats	Fierce Price Competition among Competitors	0,09	2	0,18	1	0,09	4	0,36	2	0,18
	Changes in Employment Regulations	0,11	2	0,22	3	0,33	3	0,33	4	0,44
	Material Cost Fluctuations and Inflation	0,11	3	0,33	2	0,22	3	0,33	3	0,33
	Increasing Client Expectations (Technology & Safety)	0,16	4	0,64	4	0,64	4	0,64	3	0,48
Total Score		1		6,72		5,95		6,41		5

Source: Author Processed Data(2025)

The QSPM Matrix analysis quantitatively prioritizes the available alternatives. The results indicate that the SO Strategy (Aggressive Growth Based on Quality & Reputation) is the most attractive strategic direction, with the highest Total Attractiveness Score (TAS) of 6.72. This confirms that to address the challenge of declining revenue, the most logical course of action for PT WUPM is to leverage its core strengths to proactively seize market opportunities.

## V. CONCLUSION AND RECOMMENDATION

### CONCLUSION

Based on the data analysis and discussion in the previous chapter, the following are the research conclusions that answer each research problem statement:

#### 1. External Environmental Conditions (Opportunities and Threats) of PT WUPM

Based on the EFE analysis, PT WUPM has a superior ability to respond to the external environment, with a total score of **3.05**. The most significant key opportunities are increased regional infrastructure spending (O1) and increasing client demands for quality and safety standards (O2). On the other hand, the most influential key threats are increasing client expectations (T4) and intense price competition (T1). The company demonstrated an excellent response in capitalizing on opportunities and managing key threats.

#### 2. Internal Environmental Conditions (Strengths and Weaknesses) of PT WUPM

The IFE analysis results indicate that PT WUPM has a strong internal position with a total score of **2.86**. The company fundamental strengths lie in its reputation, certifications, and client trust (S1), which are validated by the VRIO analysis as sustainable competitive advantages. However, the company faces significant weaknesses in suboptimal digital marketing (W2) and reliance on manual systems (W1) and senior figures (W3).

#### 3. Alternative Strategies for PT WUPM

Through the SWOT Matrix matching process, eight alternative strategies were formulated, divided into four quadrants:

- a. SO Strategy: Focus on infrastructure market penetration and developing premium service packages.
- b. WO Strategy: Focus on operational modernization and client diversification.
- c. ST Strategy: Focus on quality-based differentiation to counter competition.
- d. WT Strategy: Focus on human resource regeneration programs and increasing internal efficiency.

#### 4. Formulating Priority Strategies Using QSPM

The QSPM Matrix analysis quantitatively prioritizes the available alternatives. The results indicate that the SO Strategy (Aggressive Growth Based on Quality & Reputation) is the most attractive strategic direction, with the highest Total Attractiveness Score (TAS) of 6.72. This confirms that to address the challenge of declining revenue, the most logical course of action for PT WUPM is to leverage its core strengths to proactively seize market opportunities.

### RECOMMENDATION

Based on the findings and research process, several recommendations are proposed for future readers and researchers interested in business strategy development, especially within the construction industry or SME (small-medium enterprise) contexts are:

#### 1. For Future Researchers

It is recommended to expand the scope of research by incorporating quantitative financial indicators, customer satisfaction metrics, or industry benchmarks, in addition to qualitative interviews. This would enhance the accuracy and depth of internal factor evaluation and offer a more measurable impact analysis of the proposed strategies.

#### 2. For Academic Readers and Student

This study demonstrates the integrated application of SWOT, VRIO, Porter Five Forces, and QSPM frameworks. Readers are encouraged to apply these tools contextually and adapt them to their respective industries or case studies, ensuring alignment with practical data such as stakeholder interviews or company reports.

#### 3. On Methodology

The combination of operational variable mapping in constructing IFE/EFE matrices provides a replicable model for strategic planning. Future research may benefit from testing other decision-making tools (e.g., BCG Matrix, TOWS, or Balanced Scorecard) to compare robustness and relevance in different business environments.

#### 4. On Data Collection

While this study relied heavily on expert interviews, future studies could improve result generalizability by involving external stakeholders such as clients, vendors, or regulators for a more holistic view of the business environment.

#### 5. Contextual Replication

Future researchers are encouraged to replicate or adapt this study in other regions or industries (e.g., manufacturing, healthcare, logistics) to test the universality or uniqueness of strategic behavior in Indonesian SMEs operating under regulatory, technological, and economic transformation.

## 6. For PT WUPM

To address the challenges of declining revenue and ensure sustainable growth, it is recommended that PT WUPM implement the SO Strategy as a top priority, supported by other strategies.

Top Priority: Implement an Aggressive Growth Strategy Based on Quality & Reputation (SO Strategy)

### 1. Short-Term Actions (0-6 Months):

Establishing a Business Development Team: This team's primary focus will be to proactively bid on regional infrastructure projects (O1), highlighting certification (S1) as a key differentiator.

2. Designing a Premium Service Package: Formally developing and naming a service package that integrates quality assurance, OHS compliance, and flexibility (S1, S3) for industrial clients (O2).

### 3. Medium-Term Actions (6-12 Months):

Initiating Digital Modernization (Supporting the WO Strategy): Allocate a budget to develop a digital profile (website, online portfolio) to support client diversification efforts (W2, W4). Initiate a pilot project for a digital reporting system for one project to address the weaknesses of the manual system (W1).

Initiate a Human Resource Regeneration Program (Supporting the WT Strategy): Design a structured mentoring program for knowledge transfer from senior to junior figures to reduce dependency (W3) and address regulatory changes (T2).

### 4. Long-Term Actions (1-2 Years):

Strengthen Differentiation (Supporting the ST Strategy): Continue investing in quality and service to maintain a premium position, avoid price wars (T1) and meet rising client expectations (T4).



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