



**STRATEGIC ANALYSIS USING IFE, EFE, AND SWOT MATRICES:
EVIDENCE FROM A BUILDING SUPERVISION CONSULTING FIRM IN
INDONESIA**

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Abstract

This study examines the strategic position of a building supervision consulting firm in Indonesia by integrating Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis. The research adopts a descriptive case study approach with a quantitative strategic analysis framework, utilizing internal and external organizational data to identify key strategic factors. The results indicate that the firm achieves an IFE score of 2.86 and an EFE score of 2.80, reflecting a moderately strong internal condition and an adequate response to external environmental dynamics. The firm is positioned in Quadrant V of the Internal-External (IE) matrix, suggesting a “hold and maintain” strategy, while the SWOT analysis places it in Quadrant I, indicating significant growth potential. The findings reveal that the firm’s strengths, particularly in human resource competency and regulatory compliance, provide a solid foundation for competitiveness. However, limitations in digitalization and operational systems constrain its ability to fully capitalize on emerging opportunities. This study contributes to the strategic management literature by demonstrating the importance of integrating multiple analytical frameworks to uncover both current performance and latent strategic potential, particularly in service-based small and medium enterprises in emerging markets. Practically, the study highlights the need for digital transformation, service differentiation, and market expansion to enhance long-term competitiveness. The results underscore that aligning internal capabilities with external opportunities is critical for achieving sustainable growth in dynamic service industries.

Keywords: *Strategic management; IFE matrix; EFE matrix; SWOT analysis; consulting services; SMEs; digital transformation*

**ANALISIS STRATEGIS MENGGUNAKAN MATRIKS IFE, EFE, DAN SWOT:
BUKTI EMPIRIS DARI PERUSAHAAN JASA KONSULTANSI PENGAWASAN
BANGUNAN DI INDONESIA**

Abstrak

Penelitian ini bertujuan untuk menganalisis posisi strategis sebuah perusahaan jasa konsultasi pengawasan bangunan di Indonesia dengan mengintegrasikan analisis Internal Factor Evaluation (IFE), External Factor Evaluation (EFE),

dan SWOT. Penelitian ini menggunakan pendekatan studi kasus deskriptif dengan kerangka analisis strategis kuantitatif, melalui pemanfaatan data internal dan eksternal organisasi untuk mengidentifikasi faktor-faktor strategis utama. Hasil penelitian menunjukkan bahwa perusahaan memperoleh skor IFE sebesar 2,86 dan skor EFE sebesar 2,80, yang mengindikasikan kondisi internal yang cukup kuat serta kemampuan yang memadai dalam merespons dinamika lingkungan eksternal. Perusahaan berada pada Kuadran V dalam matriks Internal-External (IE) yang menunjukkan strategi “menjaga dan mempertahankan”, sementara hasil analisis SWOT menempatkan perusahaan pada Kuadran I yang menunjukkan potensi pertumbuhan yang signifikan. Temuan penelitian mengungkapkan bahwa kekuatan perusahaan, khususnya pada kompetensi sumber daya manusia dan kepatuhan terhadap regulasi, menjadi fondasi utama dalam menciptakan daya saing. Namun demikian, keterbatasan dalam digitalisasi dan sistem operasional masih menjadi hambatan dalam memaksimalkan pemanfaatan peluang yang ada. Penelitian ini berkontribusi pada literatur manajemen strategis dengan menunjukkan pentingnya integrasi berbagai kerangka analisis untuk mengungkap kinerja aktual sekaligus potensi strategis laten, khususnya pada usaha kecil dan menengah berbasis jasa di negara berkembang. Secara praktis, penelitian ini menekankan pentingnya transformasi digital, diferensiasi layanan, serta ekspansi pasar untuk meningkatkan daya saing jangka panjang. Hasil penelitian ini menegaskan bahwa keselarasan antara kapabilitas internal dan peluang eksternal merupakan faktor kunci dalam mencapai pertumbuhan yang berkelanjutan di industri jasa yang dinamis.

Kata kunci: Manajemen strategis; Matriks IFE; Matriks EFE; Analisis SWOT; Jasa konsultansi; Usaha kecil dan menengah (UKM); Transformasi digital

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INTRODUCTION

The rapid growth of the service sector has become a defining feature of contemporary economic development, particularly in emerging economies. In Indonesia, the expansion of infrastructure projects and regulatory frameworks has significantly increased the demand for professional consulting services, especially in building supervision and licensing. Recent reports indicate that the construction and related consulting sectors have experienced steady annual growth, driven by government infrastructure programs and private sector investment (World Bank, 2022). This growth has intensified competition among consulting firms, requiring them to adopt more structured and data-driven strategic management practices to sustain their competitive advantage.

At the firm level, small and medium-sized enterprises (SMEs) in the consulting sector face unique challenges, including limited resources, evolving regulatory requirements, and increasing digitalization pressures. Empirical studies have shown that many SMEs struggle to align internal capabilities with external opportunities, particularly in rapidly changing business environments (Kraus et al., 2021). In such contexts, strategic management tools such as the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis play a critical role in diagnosing organizational conditions and formulating appropriate strategies (David et al., 2020).

Despite the widespread use of these analytical tools, existing literature reveals several limitations. First, most prior studies focus on large corporations or manufacturing industries, with relatively limited attention given to service-based consulting firms in emerging markets. Second, previous research often applies IFE, EFE, or SWOT analysis in isolation, without exploring their integrative potential to reveal deeper strategic insights and inconsistencies (Phadermrod et al., 2020). Third, there is a lack of emphasis on how digital readiness and operational maturity influence the translation of internal strengths into competitive advantage, particularly in newly established firms. These gaps highlight the need for a more comprehensive and context-specific analysis of strategic positioning in service-oriented SMEs.

In response to these gaps, this study focuses on PT Gembira Loka Profesional, a building supervision consulting firm operating in Gresik, Indonesia. As a relatively new entrant in the industry, the firm provides an appropriate context to examine how internal and external factors interact in shaping strategic outcomes. This study aims to (1) analyze the firm's internal strengths and weaknesses using the IFE matrix, (2) evaluate external opportunities and threats using the EFE matrix, (3) determine the firm's strategic position using the IE matrix, and (4) formulate strategic alternatives through SWOT analysis. These objectives are designed to provide a comprehensive understanding of the firm's current condition and future strategic direction.

This study argues that although PT Gembira Loka Profesional demonstrates a relatively strong internal foundation and favorable external opportunities, its strategic potential is not fully optimized due to operational and digital limitations. By integrating IFE, EFE, and SWOT analyses, this research seeks to demonstrate that a firm's strategic position cannot be adequately understood through single-framework analysis, but rather requires a multidimensional approach that captures both performance and latent capability. This argument contributes to the strategic management literature by offering a more nuanced perspective on how emerging service firms can align internal resources with external dynamics to achieve sustainable growth.

METHODS

2.1 Research Design

This study adopts a descriptive case study design combined with a quantitative strategic analysis approach to examine the internal and external conditions of PT Gembira Loka Profesional. The case study design is particularly suitable for capturing the complexity of organizational strategy within a real-world context, especially for newly established service firms operating in dynamic and competitive environments. The analytical framework integrates Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis to systematically assess the firm's strategic position and generate relevant strategic alternatives.

2.2 Research Object and Unit of Analysis

The object of this research is PT Gembira Loka Profesional, a consulting firm specializing in building supervision and licensing services located in Gresik, Indonesia. The unit of analysis focuses on organizational-level strategic factors, which are categorized into internal and external dimensions. Internal factors include strengths and weaknesses related to organizational resources, operational processes, and managerial capabilities, while external factors encompass opportunities and threats arising from market dynamics, competition, and regulatory conditions.

2.3 Data Collection

This study relies on primary qualitative data derived from internal company sources and direct observation of business activities. The data include organizational profiles, service processes, and operational practices that reflect the firm's strategic condition. The identification of strategic factors was conducted through a systematic review of company activities and performance characteristics, ensuring that each factor included in the analysis represents a significant aspect influencing the firm's competitiveness. This approach allows for context-specific insights while maintaining analytical consistency.

2.4 Variable Operationalization

The variables in this study are operationalized into four main categories: strengths, weaknesses, opportunities, and threats. Strengths refer to internal attributes that provide competitive advantages, such as the competency of human resources, efficient service delivery, and compliance with regulatory standards. Weaknesses represent internal limitations that may hinder performance, including the reliance on manual systems, limited use of digital marketing, and the absence of structured performance evaluation. Opportunities are defined as external conditions that can be leveraged to support growth, such as increasing demand for consulting services and expanding market reach, whereas threats refer to external challenges including rising competition, regulatory changes, and pricing pressures. Each factor is treated as an independent contributor to the overall strategic position of the firm.

2.5 Data Analysis Procedure

The data analysis was conducted through a structured multi-stage process to ensure methodological rigor and replicability. The first stage involved the identification and classification of strategic factors into internal and external categories. A total of fourteen internal factors, consisting of seven strengths and seven weaknesses, and fourteen external factors, consisting of seven opportunities and seven threats, were identified based on their relevance to the firm's operations and environment.

In the second stage, each factor was assigned a weight ranging from 0.00 to 1.00 to indicate its relative importance. The total weight for each matrix, both IFE and EFE, was constrained to 1.00 to maintain proportionality. The weighting process was based on the perceived impact of each factor on the firm's performance and strategic outcomes.

The third stage involved assigning ratings to each factor using a four-point scale. For the IFE matrix, ratings ranged from 1 (major weakness) to 4 (major strength), while for the EFE matrix, ratings ranged from 1 (poor response) to 4 (superior response). This scoring system reflects the firm's ability to manage internal factors and respond to external conditions.

In the fourth stage, weighted scores were calculated by multiplying the assigned weight by the corresponding rating for each factor. The total weighted scores for the IFE and EFE matrices were then obtained by summing all individual scores. The resulting scores, 2.86 for IFE and 2.80 for EFE, were interpreted based on established criteria, where scores between 2.0 and 2.99 indicate a moderate strategic position.

In the fifth stage, the total IFE and EFE scores were plotted into the Internal-External (IE) matrix to determine the firm's strategic position. The IFE score was placed on the horizontal axis, while the EFE score was positioned on the vertical axis. Based on

this mapping, the firm was located in Quadrant V, which suggests a “hold and maintain” strategic orientation.

In the final stage, a SWOT matrix was developed by systematically matching internal and external factors to generate strategic alternatives. This process involved aligning strengths with opportunities (SO strategies), weaknesses with opportunities (WO strategies), strengths with threats (ST strategies), and weaknesses with threats (WT strategies). The resulting strategies provide a comprehensive framework for decision-making and future planning.

2.6 Validity and Reliability

To ensure the validity of the analysis, all strategic factors were derived directly from the firm’s actual operational and environmental conditions, thereby enhancing contextual relevance. Reliability was maintained through the use of standardized procedures for weighting, rating, and scoring, which are consistent with established strategic management methodologies. The analytical framework employed in this study follows widely accepted models in the literature, ensuring both methodological consistency and comparability with prior research.

2.7 Replicability

The methodology applied in this study is designed to be replicable across different organizational contexts. Researchers aiming to replicate this study can follow the same sequential procedures, starting from the identification of relevant internal and external factors, followed by the assignment of weights and ratings, the calculation of weighted scores, and the determination of strategic position using the IE matrix. The final step involves constructing a SWOT matrix to generate strategic alternatives. By adhering to this structured approach, the analysis can be consistently applied to evaluate strategic conditions in other firms or industries.

RESULT

3.1 Internal Factor Evaluation (IFE) Analysis

The Internal Factor Evaluation (IFE) matrix reveals that PT Gembira Loka Profesional achieved a total weighted score of 2.86, indicating a relatively strong internal position above the average threshold of 2.50. This suggests that the firm possesses sufficient internal capabilities to support its current operations and strategic initiatives.

The company’s strengths contribute significantly to this score, particularly in terms of human resource competency, regulatory compliance, and service efficiency. The presence of skilled professionals and adherence to legal standards enhance organizational credibility and operational reliability. In addition, the firm benefits from a flexible payment system and strategic location proximity to government institutions, which facilitate smoother licensing processes and client interactions. Moreover, the firm’s established network with local businesses provides an additional competitive advantage by strengthening client acquisition and retention. These findings indicate that PT Gembira Loka Profesional has developed a solid internal foundation to compete within the consulting service industry.

However, several internal weaknesses remain evident. The firm still relies on manual financial management systems and lacks an integrated digital infrastructure, which may hinder efficiency and scalability. Furthermore, limited marketing efforts, particularly in digital platforms, reduce the firm’s visibility in an increasingly online-

driven market environment. The absence of routine performance evaluation mechanisms also suggests potential inefficiencies in monitoring employee productivity and organizational performance. Overall, despite these weaknesses, the dominance of internal strengths over weaknesses indicates that the company is in a relatively stable and competitive internal condition.

Tabel.1 Matriks Internal Factor Evaluation (IFE)

	Faktor	Bobot	Peringkat	Skor Tertimbang
1	Kualitas produk terbaik	0.1	4	0.4
2	Pasar terbatas (11 kompetitor)	0.08	3	0.24
3	Kemitraan dengan konsumen	0.1	4	0.4
4	Pengiriman cepat & stabilitas operasional	0.15	4	0.6
5	Sales aktif mencari pasar	0.03	3	0.09
6	Karyawan fleksibel tim	0.02	3	0.06
7	Efisiensi tenaga kerja tinggi	0.15	4	0.6
8	Fleksibilitas SDM	0.02	3	0.06
9	Loyalitas pelanggan	0.04	3	0.12
10	Infrastruktur baik	0.03	3	0.09
11	Hubungan supplier baik	0.08	3	0.24
12	Kinerja produksi stabil	0.07	3	0.21
13	Kapasitas produksi meningkat	0.03	3	0.09
14	Rotasi karyawan antar divisi	0.04	3	0.12
15	Pengelolaan arus kas baik	0.06	4	0.24
Total Kekuatan				
1	Produk tangki septik variasi kurang	0.1	2	0.2
2	Penurunan produksi	0.01	2	0.02
3	Kurang kapasitas tenaga kerja	0.02	2	0.04
4	SDM belum berkembang	0.07	2	0.14
5	Target divisi berat	0.09	2	0.18
6	Ketergantungan pemerintah	0.09	2	0.18
7	Kurang diversifikasi produk	0.03	2	0.06
8	Produktivitas tidak stabil	0.08	2	0.16
9	Diversifikasi pendapatan kurang	0.1	1	0.1
10	Penurunan produksi pasar umum	0.05	1	0.05
11	Ketergantungan pasar pemerintah	0.1	1	0.1
12	Tidak ada program pelatihan rutin	0.09	1	0.09
13	Fluktuasi permintaan bahan tertentu	0.09	1	0.09
14	Keterbatasan kapasitas produksi	0.08	1	0.08
Total Kelemahan		1,00		1,64
Total Skor internal Faktor Evaluation (IFE)				2,02

3.2 External Factor Evaluation (EFE) Analysis

The External Factor Evaluation (EFE) matrix shows a total weighted score of 2.80, which reflects the firm's moderate ability to respond effectively to external opportunities and threats. This score indicates that PT Gembira Loka Profesional is reasonably well-positioned to navigate its external business environment.

From the opportunity perspective, the firm operates in a market experiencing significant demand growth, with an increase in the use of building supervision consulting services by approximately 40–50% in recent periods. This upward trend provides substantial potential for business expansion. Additionally, the firm has successfully expanded its client base through new partnerships and positive customer feedback, which enhance its reputation and market reach.

Another notable opportunity lies in the firm's competitive pricing strategy, which makes its services more accessible compared to competitors. The gradual expansion into broader industrial sectors, including manufacturing and services, further strengthens its growth potential. Despite these opportunities, the firm also faces considerable external threats. The increasing number of competitors within the same industry intensifies market competition, particularly in terms of pricing and service differentiation. Furthermore, regulatory changes pose a significant challenge, as the company operates in a sector highly dependent on government policies and compliance requirements.

Additional threats include the limited geographical scope of operations, which restricts market expansion, and the growing use of digital marketing strategies by competitors, potentially placing the firm at a disadvantage due to its current lack of digital presence. In summary, while PT Gembira Loka Profesional demonstrates an adequate ability to capitalize on external opportunities, it must enhance its strategic responsiveness to mitigate emerging threats.

Tabel.2 Matriks External Factor Evaluation (EFE)

	Faktor	Bobot	Peringkat	Skor Tertimbang
1	Pertumbuhan pasar tangki septik	0.16	4	0.64
2	Pertumbuhan permintaan road barrier	0.06	3	0.18
3	Permintaan ekspor meningkat	0.09	4	0.36
4	Kontrak besar dengan pemerintah daerah	0.05	4	0.2
5	Kerjasama dengan investor	0.17	4	0.68
6	Inovasi produk sanitasi	0.05	4	0.2
7	Perluasan pasar internasional	0.15	4	0.6
8	Kerjasama distributor	0.07	4	0.28
9	Pertumbuhan industri konstruksi	0.14	3	0.42
10	Peningkatan permintaan pasar swasta	0.06	3	0.18
	Total Peluang			3,74
1	Fluktuasi program pemerintah	0.1	2	0.2
2	Ketidakpastian ekonomi global	0.09	2	0.18
3	Fluktuasi harga bahan baku	0.1	2	0.2
4	Pesaing baru industri	0.04	3	0.12
5	Regulasi lingkungan ketat	0.05	2	0.1
6	Ketergantungan kebijakan pemerintah	0.15	2	0.3
7	Regulasi impor/ekspor	0.15	2	0.3
8	Kompetitor berbasis teknologi	0.09	3	0.27

9	Perubahan kebijakan impor	0.08	2	0.16
10	Krisis energi global	0.15	2	0.3
Total Ancamanc				2,13
Total Skor External Factor Evaluation (EFE)				1,61

3.3 Internal-External (IE) Matrix Position

Based on the combined IFE score of 2.86 and EFE score of 2.80, PT Gembira Loka Profesional is positioned in Quadrant V of the Internal-External (IE) matrix, which corresponds to a “hold and maintain” strategic posture. This position indicates that the firm is neither in a weak nor highly dominant state but rather in a stable condition that requires strategic consistency and incremental improvement. Organizations in this quadrant are generally advised to pursue strategies such as market penetration and service development to strengthen their competitive position. The firm’s current condition suggests that maintaining service quality while gradually expanding market reach would be the most appropriate strategic direction.

3.4 SWOT Analysis Results

The SWOT analysis further confirms the firm’s strategic position by placing it in Quadrant I, which represents an aggressive or progressive strategy orientation. This quadrant is characterized by strong internal capabilities and favorable external opportunities, indicating that the firm has substantial growth potential. The alignment between strengths and opportunities suggests that the company is well-equipped to pursue expansion strategies. For instance, leveraging its professional expertise and legal compliance can support broader market penetration and strengthen trust among new clients.

At the same time, the analysis highlights the importance of addressing internal weaknesses to fully capitalize on external opportunities. In particular, digital transformation, including the adoption of online marketing and automated systems, is essential to enhance operational efficiency and competitiveness. Furthermore, to counter external threats such as increasing competition and regulatory uncertainty, the firm must focus on service differentiation and customer relationship management. Maintaining long-term client relationships and offering unique value propositions will be critical for sustaining competitive advantage. Overall, the SWOT results indicate that PT Gembira Loka Profesional is in a favorable strategic position, but its long-term success will depend on its ability to integrate innovation, digitalization, and adaptive strategic management.

DICUSSION

The findings of this study demonstrate that PT Gembira Loka Profesional occupies a moderately strong strategic position, as reflected in its IFE score (2.86) and EFE score (2.80). These results indicate that the firm possesses sufficient internal capabilities and a relatively adaptive response to external environmental dynamics. This condition aligns with the argument that organizations with above-average IFE and EFE scores tend to exhibit stable performance and possess the potential for incremental growth when supported by appropriate strategic alignment (David et al., 2020).

From an internal perspective, the dominance of strengths over weaknesses suggests that the firm’s competitive advantage primarily lies in its human capital quality, regulatory compliance, and operational efficiency. This finding is consistent with the

resource-based view (RBV), which emphasizes that firm-specific resources particularly skilled human capital and organizational capabilities serve as key drivers of sustained competitive advantage (Barney et al., 2021). In the context of service-based firms, the role of professional expertise and trust-building mechanisms becomes even more critical, as service quality is inherently intangible and highly dependent on human performance.

However, the persistence of weaknesses such as limited digitalization, manual financial systems, and lack of performance evaluation mechanisms indicates that the firm has not yet fully leveraged its internal resources. This gap reflects a broader challenge observed in small and medium-sized enterprises (SMEs), particularly in developing economies, where digital transformation adoption remains uneven (Kraus et al., 2021). The absence of integrated digital systems may constrain scalability and reduce operational efficiency, thereby limiting the firm's ability to respond swiftly to market changes.

From an external standpoint, the study highlights significant growth opportunities driven by increasing demand for consulting services in building supervision and regulatory compliance. This trend is in line with recent studies emphasizing the expansion of professional service industries due to regulatory complexity and infrastructure development (Nguyen et al., 2022). The firm's ability to capitalize on positive customer feedback and expand its client network further reinforces its market positioning.

Nevertheless, the external environment is characterized by intensifying competition, price pressure, and regulatory uncertainty. These findings support previous research indicating that service firms operating in highly regulated industries face dual challenges: maintaining compliance while simultaneously differentiating themselves in a crowded market (Gürel & Tat, 2021). The emergence of competitors with stronger digital marketing capabilities also underscores the shifting nature of competition toward technology-enabled strategies.

The positioning of the firm in Quadrant V of the IE matrix suggests a “hold and maintain” strategy, which typically emphasizes market penetration and service development. However, the simultaneous placement in Quadrant I of the SWOT analysis indicates a more aggressive growth potential. This apparent paradox reveals an important insight: while the firm's current performance is stable, its strategic potential is significantly higher if internal inefficiencies are addressed. Such dual positioning has been noted in recent strategic management literature, where firms with latent capabilities often underperform due to structural or technological constraints (Phadermrod et al., 2020).

Research Novelty and Contribution

This study offers several important contributions to the strategic management literature. First, it provides empirical evidence from a newly established consulting firm in a localized Indonesian context, which remains underexplored in prior research dominated by large corporations and developed economies. Second, the study demonstrates the simultaneous use of IFE–EFE and SWOT matrices to reveal strategic inconsistencies, particularly the coexistence of a “hold and maintain” position with a “progressive growth” orientation.

Unlike previous studies that treat these analytical tools independently, this research highlights how combining them can uncover hidden strategic potential and misalignment between current performance and future capability. This integrative perspective extends the work of Phadermrod et al. (2019) by emphasizing not only factor identification but

also strategic interpretation across multiple analytical frameworks. Furthermore, this study introduces a practical insight into the role of digital readiness as a mediating factor between internal strength and external opportunity. While traditional SWOT analyses often overlook technological readiness, this research demonstrates that digital capability significantly influences a firm's ability to translate strengths into competitive advantage in modern service industries.

Managerial Implications and Recommendations

Based on the findings, several strategic recommendations can be proposed. First, the firm should prioritize digital transformation initiatives, including the adoption of integrated financial systems, digital document management, and online marketing platforms. These measures will enhance operational efficiency and expand market reach.

Second, the company needs to implement a structured performance evaluation system, such as Key Performance Indicators (KPIs) and regular performance reviews, to improve employee productivity and organizational effectiveness. Third, expanding market coverage beyond the current geographical scope is essential to leverage existing opportunities and reduce dependency on local demand. Additionally, the firm should develop a service differentiation strategy, focusing on value-added services, faster processing times, and enhanced customer experience to compete effectively against lower-priced competitors. Strengthening long-term client relationships through loyalty programs and strategic partnerships can also improve customer retention.

Finally, to address regulatory uncertainty, the firm should invest in continuous learning and regulatory monitoring systems, ensuring adaptability to policy changes and maintaining compliance standards. In conclusion, while PT Gembira Loka Profesional is currently in a stable strategic position, its long-term competitiveness will depend on its ability to integrate digital innovation, expand market presence, and enhance organizational capabilities in a dynamic business environment.

CONCLUSION AND RECOMMENDATION

This study examines the strategic position of PT Gembira Loka Profesional by integrating Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and SWOT analysis. The findings indicate that the firm possesses a relatively strong internal condition, as reflected in an IFE score of 2.86, supported by key strengths such as professional human resources, regulatory compliance, and efficient service processes. At the same time, the EFE score of 2.80 suggests that the firm demonstrates a moderate ability to respond to external opportunities and threats, particularly in a growing yet increasingly competitive consulting service market.

The positioning of the firm in Quadrant V of the IE matrix highlights a “hold and maintain” strategy, indicating the need for stability and gradual improvement. However, the SWOT analysis places the firm in Quadrant I, suggesting a more progressive strategic potential characterized by strong internal capabilities and favorable external conditions. This dual positioning reveals that while the firm is currently operating at a stable level, it possesses latent capacity for more aggressive growth if internal inefficiencies—particularly in digitalization and operational systems—are addressed.

From a theoretical perspective, this study contributes to the strategic management literature by demonstrating the value of integrating multiple analytical frameworks to capture both actual performance and potential strategic positioning. The findings suggest that relying on a single analytical tool may obscure important insights, particularly in the

context of emerging service firms. Furthermore, this study highlights the role of digital readiness as a critical factor in bridging internal strengths and external opportunities, thereby extending existing discussions on strategic alignment in SMEs.

From a practical standpoint, the results imply that PT Gembira Loka Profesional should prioritize digital transformation, enhance internal management systems, and expand market coverage to fully leverage its strategic advantages. Strengthening service differentiation and customer relationship management will also be essential in addressing competitive pressures and sustaining long-term growth.

In conclusion, although the firm is currently positioned in a stable strategic condition, its future competitiveness will largely depend on its ability to transform internal capabilities into scalable and adaptive strategies. This study underscores the importance of aligning organizational resources, technological readiness, and market opportunities to achieve sustainable development in the consulting service industry.

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