ANALYZING BUSINESS STRATEGY PT BERKAH UTAMA TRANSSINDO OF NIRA JAYA ABADI GROUP IN EAST LAMPUNG WITH SWOT MATRIX APPROACH

By:

Hanif Hardiansah

Bachelor Thesis
As One of the Requirements to Achieve
BACHELOR OF MANAGEMENT

Department of Management

Faculty of Economics and Business University of Lampung

FACULTY OF ECONOMIC AND BUSINESS
UNIVERSITAS LAMPUNG
BANDAR LAMPUNG
2026

ABSTRACT

ANALYZING BUSINESS STRATEGY PT BERKAH UTAMA TRANSSINDO OF NIRA JAYA ABADI GROUP IN EAST LAMPUNG WITH SWOT MATRIX APPROACH

By

Hanif Hardiansah

PT Berkah Utama Transsindo (Butrans) has experienced a decline in market share, dropping from 74% in 2022 to 62% in 2023, while its competitor PT Adhitama Surya Abadi Express (ASAE) increased its share from 26% to 38%. This research analyzes Butrans's internal capabilities and external environment using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, complemented by SWOT analysis, QSPM Total Attractiveness Score to identify strategic areas that need improvement and prioritize strategies. The study calculates Internal External Matrix (IE) positioned at IV quadrant indicating a moderately strong strategic position where the company's internal strengths somewhat outweigh external challenges. Findings reveal that Butrans's strengths include a large fleet size and an integrated vehicle monitoring system, while weaknesses such as high operational costs and limited cargo diversification hinder adaptability. Opportunities arising from economic growth and infrastructure development contrast with threats stemming from natural disasters and increasing competition. To enhance its market position, the study recommends cost optimization, diversifying service offerings, leveraging technological advances for operational efficiency, strengthening client relationships, and establishing contingency plans to address external threats. By adopting these strategies informed by the IFE and EFE analyses, Butrans can regain market share and sustain its leadership in the East Lampung logistics sector.

Keywords: Strategic Business, SWOT Analysis, QSPM, Total Attractivceness Score, IFE & EFE, Lampung Logistics Service, PT Berkah Utama Transsindo

ABSTRAK

**ANALISIS STRATEGI BISNIS PT BERKAH UTAMA TRANSSINDO
DARI NIRA JAYA ABADI GROUP DI LAMPUNG TIMUR DENGAN
PENDEKATAN MATRIKS SWOT**

By

Hanif Hardiansah

PT Berkah Utama Transsindo (Butrans) mengalami penurunan pangsa pasar dari 74% pada tahun 2022 menjadi 62% pada tahun 2023, sementara pesaingnya PT Adhitama Surya Abadi Express (ASAE) meningkatkan pangsa pasarnya dari 26% menjadi 38%. Riset ini menganalisis kapabilitas internal dan lingkungan eksternal Butrans menggunakan matriks Internal Factor Evaluation (IFE) dan External Factor Evaluation (EFE), dilengkapi dengan analisis SWOT, serta QSPM Total Attractiveness Score untuk mengidentifikasi area strategis yang perlu ditingkatkan dan mengurutkan prioritas strategi. Studi ini menunjukan Internal External Matrix (IE) yang berada pada kuadran IV yang menunjukkan posisi strategis yang cukup kuat di mana kekuatan internal perusahaan lebih besar daripada tantangan eksternal. Temuan penelitian mengungkapkan bahwa kekuatan Butrans meliputi ukuran armada yang besar dan sistem pemantauan kendaraan yang terintegrasi, sementara kelemahan seperti biaya operasional yang tinggi dan diversifikasi kargo yang terbatas menghambat kemampuan beradaptasi. Peluang yang timbul dari pertumbuhan ekonomi dan pembangunan infrastruktur kontras dengan ancaman yang berasal dari bencana alam dan meningkatnya persaingan. Untuk meningkatkan posisi pasarnya, studi ini merekomendasikan optimalisasi biaya, diversifikasi penawaran layanan, memanfaatkan kemajuan teknologi untuk efisiensi operasional, memperkuat hubungan klien, dan menyusun rencana darurat untuk mengatasi ancaman eksternal. Dengan mengadopsi strategi-strategi ini yang diinformasikan oleh analisis IFE dan EFE, Butrans dapat memperoleh kembali pangsa pasar dan mempertahankan kepemimpinannya di sektor logistik Lampung Timur.

Keywords: Strategic Business, SWOT Analysis, IFE & EFE, QSPM, Total Attractiveness Score, Lampung Logistics Service, PT Berkah Utama Transsindo

Undergraduate Thesis Title	:	**ANALYZING BUSINESS STRATEGY PT BERKAH UTAMA TRANSSINDO OF NIRA JAYA ABADI GROUP IN EAST LAMPUNG WITH SWOT MATRIX APPROACH**
Student Name	:	*Hanif Hardiansah*
Student ID/ NPM	:	2051011011
Degree Program	:	**Bachelor of Management**
Faculty	:	**Economics and Business, University of Lampung**

CERTIFED BY

Advisory Committee
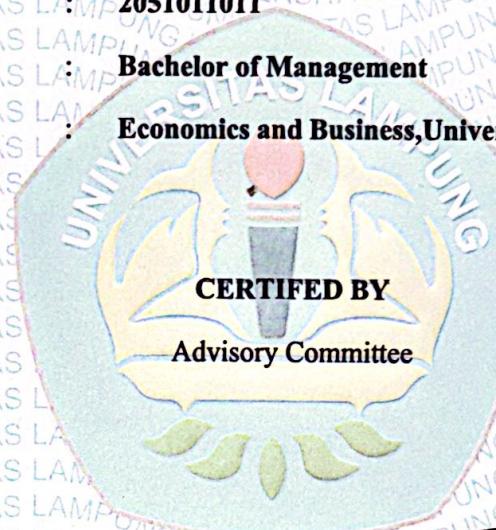
Dr. RR Erlina, S.E., M.Si.
NIP. 196208221987032002

Dr. Zainnur M. Rusdi, S.E., M.Sc.
NIP. 198510172008122006

Head of Management Departement

Dr. Ribhan, S.E., M.Si.
NIP 196807082002121003

APPROVED BY

1. Examining Committee

   Advisor   : Dr. RR Erlina, S.E, M.Si

   Principal
   Examiner   : Dr. Keumala Hayati, S.E., M.Si

   Secretary
   Examiner   : Dr. Zainnur M Rusdi, S.E., M.Sc
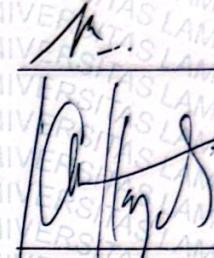
2. Dean of Faculty of Economics and Business
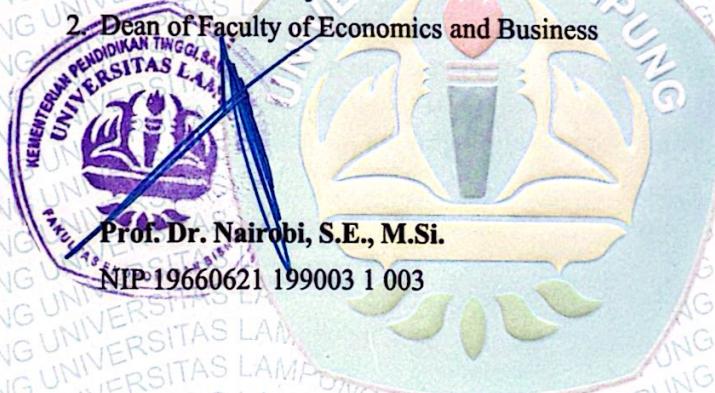
   Prof. Dr. Nairobi, S.E., M.Si.
   NIP 19660621 199003 1 003

Thesis Exam Passing Date :   **19 January 2026**

STATEMENT OF PLAGIARISM-FREE

I, the undersigned:

Name	: Hanif Hardiansah
Student ID	: 2051011011
Faculty	: Economics and Business University of Lampung
Program	: Bachelor of Management
Title	: Analyzing Business Strategy PT Berkah Utama Transsindo of Nira Jaya Abadi Group In East Lampung With SWOT Matrix Approach

Hereby declare that this research is the own work of the author, not a duplication or work of others except in parts that have been referred to and mentioned in the bibliography. If in the future it is proven that there are deviations in this work, the full responsibility lies with the researcher.

Thus, I make this statement so that it can be understood

Bandar Lampung,   19 Januari 2026

Hanif Hardiansah

NPM 2051011011

BIOGRAPHY

The author's full name is Hanif Hardiansah. The author was born on August 30th 2000 in Indramayu. The author is the first child of three children, from Yadi Karyadi and Nuripah. The author started the education at TK Kampung Jembatan, then continued the study at SDI Al Azhar 19 Jakarta Timur finished in 2012. SMPI Al Azhar 22 Jakarta Timur finished in 2015, and SMKN 26 Pembangunan Jakarta Timur, finished in 2019. In 2020, the author was accepted to enter the Faculty of Economics and Business, University of Lampung. The author was majoring Management and concentrating on Business management and was a member of the International Class.

During his studies at the University of Lampung, the author has gained several work experiences in various different fields. The author had the opportunity to become Operations Manager at PT Rumah Produksi Ihaqi which then received a tender to carry out Maintenance and Care of Two-Wheeled Vehicles for the Bandar Lampung Traffic Directorate. With two divided focuses, the author was slightly hampered in carrying out his studies. Over time, the author then became Operational Director and was responsible for the work contract carried out by PT Rumah Produksi Ihaqi and the Bandar Lampung Police Department.

After the work contract ended at the end of 2023, the author had the opportunity to focus on his studies. On his journey in 2024, the author wanted to have a motorcycle repair shop with a specific market, namely special motorbikes such as Harley Davidson, BMW Motorrad, and other special motorbikes. With high hobbies and enthusiasm, the author was able to collaborate and form Dr. Ukong Garage which is located on Jl. Doctor Harun 2. All thanks to the prayers and blessings of his parents where the author is very grateful to have parents who encourage their children not only to go through college but also to achieve a healthy and beneficial living environment for everyone. The author is very grateful for his life as a migrant far from his parents who are in Jakarta, while the author has to live and reside in Bandar Lampung. Until the time of writing this research, the author is very aware that life is not always good and sometimes has to struggle to get the things he wants.

MOTTO

"Allah does not charge a soul except [with that within] its capacity. It will have [the consequence of] what [good] it has gained, and it will bear [the consequence of] what [evil] it has earned. "

Al Baqarah, Verse 286

"Hope for the best, Expect for the worst"
— Hanif Hardiansah

"You don't have to see the whole staircase, just take the first step."
— Martin Luther King

DEDICATION

Praise be to the presence of Allah SWT for His grace and guidance, the author was able to finished this thesis well. Shalawat and greetings are always poured out to the Great Prophet Muhammad SAW.

I dedicate this thesis to:

To my parents, Mr. Yadi Karyadi, and Mrs. Nuripah

To my parents. The best gift from God, Father and Mother who I love very much. Thank you for the supports, never-ending prayers, motivation, love, and endless struggles and sacrifices for me until today. The wish is that this can make Father and Mother proud of me and be a good first step for the future.

ACKNOWLEDGEMENT

Praise be to the presence of Allah SWT for His grace and guidance, the author was able to finished this thesis well. Shalawat and greetings are always poured out to the Great Prophet Muhammad SAW so that the author can complete the thesis entitled **" Analyzing Business Strategy PT Berkah Utama Transsindo of Nira Jaya Abadi Group In East Lampung With SWOT Matrix Approach**." This undergraduate thesis is one of the requirements to achieve an undergraduate degree at the Economics and Business Faculty, University of Lampung.

In writing this undergraduate thesis, the researcher noticed that this achievement was not done alone and supported by many different people who were willing to offer the researcher with some guidance, help, and motivation. Thus, the researcher would like to express her gratitude to:

1. Mr. Prof. Dr. Nairobi, S.E., M.Si. as Dean of Economics and Business Faculty University of Lampung.

2. Mr. Dr. Ribhan, S.E., M.Si. as Head of Management Department Economics and Business Faculty University of Lampung.

3. Mrs. Dr. RR Erlina, S.E., M.Si. as the Advisor who has provided direction, knowledge, criticism, and suggestion to the researcher and also patiently guide the researcher in completing this undergraduate thesis.

4. Mrs. Dr. Zainnur M. Rusdi, S.E., M.Sc as the Principal Advisor who has provided direction, knowledge, criticism, and suggestion.

5. Mrs. Dr. Keumala Hayati S.E., M.Si., as the Examiner I who has provided direction, knowledge, criticism, and suggestion.

6. Mrs. Dr. Nova Mardiana, S.E., M.M., as the Examiner II who has provided direction, moral support, knowledge, criticism, and suggestion.

7. Mrs. Dina Safitri, S.E., MIntnlBus., as the Examiner III who has provided direction, knowledge, criticism, and suggestion.

8. All Lecturers at the Faculty of Economics and Business University of Lampung who have provided valuable knowledge and learning.

9. My dearest parents, Nuripah (my mother), Yadi Karyadi (my father), who have given their endless supports, love, prayers, and always stay by my side especially

21. My Big Family, Thank you for the prayers, time and support me during the process of writing this thesis.

22. All the person who are been in my life I couldn't thank them more for their presence in my life.

23. All academic, administration, and security staffs at the Faculty of Economics and Business University of Lampung who have helped a lot, both during the studying process and the preparation of this undergraduate thesis.

24. All parties who have helped and contributed to the writing of this thesis cannot be mentioned one by one. Thank you very much.

25. My beloved alma mater, University of Lampung.

Finally, the author realizes that this thesis is still far from perfection, but the author hopes that this thesis can be useful and useful for all of us. Hopefully all the help, support, guidance and prayers given to the author will be answered by Allah SWT. Aamiin.

Bandar Lampung, 19 January 2025

Hanif Hardiansah

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

I. INTRODUCTION

1.1 Background

Effective strategic management in logistics requires aligning internal capabilities with external environmental conditions so that companies can set appropriate goals, exploit opportunities, and respond to emerging risks (Đalić et al., 2010). PT Berkah Utama Transsindo (Butrans), a subsidiary of Nira Jaya Abadi (NJA) Group stands as a prominent logistics provider operating within Sumatera. NJA Group operates in logistics, agriculture, and steel manufacture, while Butrans may not necessarily hold the leading logistics service provider in the entire Indonesia, it has strategically positioned itself to command a significant market share within East Lampung. The concern of NJA Group arise when the competitor of Butrans which is PT Adhitama Surya Abadi (ASAE) had gained a quite amount of increase in net profit in their recent annual financial report in 2022 and 2023. This raises Butrans concerns about what is the right strategy for the company to use for the upcoming rivalry competition from ASAE.

PT Berkah Utama Transsindo (Butrans) currently implements three core business strategies to maintain its position in East Lampung's logistics market: fleet expansion through recent additions of operational vehicles, real-time monitoring via integrated vehicle tracking systems for efficient fleet management, and customer-centric service supported by experienced local drivers and strong client relationships. These strategies leverage Butrans's scale advantages as a subsidiary of Nira Jaya Abadi Group to ensure broad coverage and reliable door-to-door delivery across Sumatera routes. However, despite these efforts, recent net profit data reveals a creeping increase from the competitor ASAE, indicating the need for strategic reassessment through SWOT analysis.

Within the scope of this study, PT Adhitama Surya Abadi Express (ASAE) is identified as the only direct competitor to PT Berkah Utama Transsindo (Butrans) offering similar logistics services in East Lampung. This identification cannot be verified through published financial statements or online databases, as no official publications or secondary data regarding ASAE's operations and performance are publicly available. Instead, the classification of ASAE as Butrans's sole comparable competitor, as well as the information on its scale of operations, was obtained directly from primary data collection conducted by the author, including semi-structured interviews with company management and staff, supported by field observations.

In the dynamic landscape of East Lampung's logistics sector, PT Berkah Utama Transsindo (Butrans) has long maintained its position prominent leader, fueled by its extensive fleet of trucks and established presence. However, recent financial data from PT Adhitama Surya Abadi Express (ASAE), a regional competitor, reveals a notable increase in revenue, suggesting a potential shift in industry dynamics. While Butrans continues to hold a leading position with having more fleet of trucks, this development underscores the intensifying competitive pressure and the need for a proactive strategic assessment to ensure sustained industry dominance.

To this end, this chapter presents a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of Butrans, evaluating its internal capabilities and external environment to formulate actionable strategies that leverage its strengths, address its weaknesses, capitalize on emerging opportunities, and mitigate potential threats. This analysis will inform recommendations for maintaining Butrans's competitive edge and navigating the evolving landscape of the East Lampung logistics market, despite the growing prominence of ASAE.

From the observation analysis begins with an examination of Butrans's internal strengths, including its large fleet size, which enables broad market coverage and high service capacity. This strength is complemented by an integrated vehicle monitoring system, allowing for real-time tracking and fleet management. Furthermore, Butrans benefits from experienced truck drivers who possess valuable knowledge of local routes and conditions, and a commitment to good

customer service, fostering strong client relationships. The recent addition of new operational vehicles further enhances the company's efficiency and reliability. However, Butrans also faces internal weaknesses that require attention. High operational costs impact profitability and competitiveness, while a limited type of cargo only closed and open containers restricts its ability to cater to diverse customer needs. Moreover, delivery time constraints can affect customer satisfaction and market share.

The external environment presents both opportunities and threats that shape Butrans's strategic landscape. The ongoing economic growth in East Lampung drives increasing demand for logistics services, creating opportunities for expansion and revenue growth. The development of infrastructure, such as new toll roads, improves transportation efficiency and reduces costs. The proliferation of technology related to vehicle monitoring systems offers potential for further optimization of fleet management. The availability of new vehicles/trucks with increasing efficiency allows Butrans to enhance its fleet and reduce fuel consumption. The burgeoning e-commerce market generates increasing demand for warehouse-to-warehouse delivery services, creating new avenues for growth. Conversely, Butrans faces external threats that must be proactively managed. Natural disasters, such as floods and earthquakes, can disrupt operations and damage infrastructure. Vehicle/truck breakdowns during delivery jobs can cause delays and increase costs. Tax increases can erode profit margins and reduce competitiveness.

Although financial reports for privately held companies like PT Berkah Utama Transsindo (Butrans) and its competitors, such as PT Adhitama Surya Abadi Express (ASAE), are typically confidential, this study leverages aggregated financial insights derived from primary interviews, direct observation, and publicly disclosed partnerships to construct a comparative analysis of their operational performance. Company observations suggest that Butrans possesses a significantly larger truck fleet compared to its primary competitors operating within East Lampung. This larger fleet likely enables Butrans to offer greater service capacity, wider geographic coverage, and more flexible delivery schedules. This strategic positioning within the NJA Group makes PT Berkah Utama Transsindo a

compelling subject for strategic analysis within the competition in East Lampung context.

The information regarding the financial data of PT Berkah Utama Transsindo (Butrans) and PT Adhitama Surya Abadi Express (ASAE) in this study are gained through interviews. ASAE in this study stands as a main competitor with the same service provider of logistics. Both of the company are based on East Lampung, the author had chosen both of this company because of the relevant size of operation and business entity, the other smaller companies who are in the same service are not going to be compared because there is no relevancy.

Table 1.1 Net Profit Report 2022 and 2023

Net Profit		2022		2023
PT Berkah Utama Transsindo	Rp	2.255.183.724	Rp	2.249.610.504
PT Adhitama Surya Abadi Express	Rp	764.681.180	Rp	1.373.432.498

Source: Income Statement Financial Report of PT Berkah Utama Transsindo and PT Adhitama Surya Abadi Express in 2022 and 2023

Based on the data of income statement between Butrans and ASAE its main competitor there is a clear understanding Butrans held more profit in the market. The consistency of Butrans' net profit in year 2022 and 2023 are going to be comprehensively analyzed through SWOT analysis on their strategic business in order to compete and held the lead. Although there is research of analyzing strategic business in context of logistics company such as (Garnette & Permana, 2020), there is a lack of publicly available case studies that analyze the business strategies of Lampung logistics companies, particularly those operating in regional markets. Therefore, this paper aims to complete the gap of Garnette and Permana (Competitive Strategy Analysis of Logistics Companies PT XYZ) who conducted research on a logistics company with SWOT approach.

PT Berkah Utama Transsindo (Butrans), a long-standing logistics provider in East Lampung, has historically dominated the regional market, leveraging its extensive fleet. However, recent financial performance indicators suggest a notable shift in market share dynamics shown in Table 1.1. While Butrans retains its position as a dominant leader, analysis of net profit data reveals a concerning trend: In 2022, Butrans commanded a substantial 74% of the market share, compared to

PT Adhitama Surya Abadi Express (ASAE)'s 26%. By 2023, however, Butrans's market share decreased to 62%, while ASAE's share significantly increased to 38% based on data from Table 1.1. This shift of 12% raises critical questions about Butrans's competitive positioning and underscores the urgent need for a strategic reassessment to safeguard its market dominance. This development could be happening because Butrans are a big company compared to ASAE.

This recent net profit changes makes PT Berkah Utama Transsindo a compelling subject for strategic analysis within the Sumatera context. By understanding their strengths, weaknesses, opportunities, and threats in this regional context, valuable insights can be gained into the dynamics of the Sumatera logistics market and the factors contributing to regional competitive advantage. This research presents an in-depth analysis of Butrans's internal capabilities and external environment, exploring key factors that influence its performance and sustainability. This evaluation is particularly crucial in light of the observed market share shift, as it seeks to identify the underlying drivers of ASAE's increasing prominence and inform strategies to counteract these competitive pressures in order for Butrans to stand dominant in the logistics service of East Lampung. This analysis should be very crucial to know because Butrans are indeed bigger than ASAE. Within Sumatera, Lampung province holds strategic importance due to its geographical location as a gateway to Java, its agricultural production, and its growing industrial base said by Jati (Indonesia Shipping Gazette, 2020). Lampung Province is expected to be developed as logistics center of southern region of Sumatera Island in view of local economy potencies, availability of multi-modal infrastructure. But, improvement of connectivity among transportation infrastructure are needed, speakers for the national logistics conference and Assembly Meeting of ALFI/ILFA (Indonesia Logistics and Forwarders' Association) said their recommendation in 2020. Furthermore, Sumatra toll road had proven its contribution to the flow of goods in the island.

Based on the explanation above, it is evident that the evolving competitive landscape and operational challenges faced by PT Berkah Utama Transsindo necessitate a thorough examination of its business strategy. The market share loss in the logistics also poses a potential threat for Butrans losing the lead. Therefore,

conducting research to analyze the business strategy of PT Berkah Utama Transsindo, a part of the Nira Jaya Abadi Group, using a SWOT matrix approach is essential for identifying strengths, weaknesses, opportunities, and threats that will inform strategic decision-making and enhance its market position in East Lampung.

1.2   Problem Statement

Despite its success within East Lampung, PT Berkah Utama Transsindo (Butrans) faces an increasingly competitive and dynamic environment specific to the region. The logistics industry in Sumatera, and particularly in Lampung, is characterized by unique challenges, including competition on the market, unexpected weather condition, tax increase, increasing fuel price, etc. Understanding the key factors that have contributed to Butrans' market presence within Sumatera is not enough. It is imperative to gain a holistic picture of the strengths, weaknesses, opportunities, and threats· the company currently faces within this specific regional market to ensure continued dominancy of market share.

While (Garnette & Permana, 2020) conducted research on company that are in the international logistics services, there is a need for a structured and systematic analysis to identify the strategic imperatives with more focused scope on the regional logistics company to comprehensively understands how PT Berkah Utama Transsindo (Butrans) operates within the Sumatera context, particularly in Lampung. Without a clear understanding of its competitive landscape in this region, the company risks losing its market position to more agile and adaptable competitors who are specifically focused on Sumatera's unique logistics needs. Therefore, this research aims to conduct a comprehensive analysis of the business strategy of PT Berkah Utama Transsindo (Butrans) to provide actionable insights for sustained growth and competitive advantage within the Sumatera logistics market, with a particular focus on Lampung.

This research seeks to answer the following key questions "What are the strategic business strategies of PT Berkah Utama Transsindo (Butrans), formulated through SWOT analysis, that are implemented to maintain and strengthen its competitive position in the East Lampung logistics market?"

1.3   Researh Purporse

The objective of this research is to "Develop strategic recommendations based on the analysis to strengthen its competitive advantage and ensure long-term sustainability in the East Lampung logistics market "

1.4   Research Benefits

1.4.1   For Business Perspective

The findings of this study will provide PT Berkah Utama Transsindo (Butrans) of Nira Jaya Abadi Group with valuable, regionally specific insights into its strategic positioning within the Sumatera logistics market, particularly in East Lampung. Understanding the nuances of the Lampung logistics landscape, including its infrastructure challenges, competitive dynamics, and unique customer needs, is crucial for Butrans to maintain and enhance its market presence.

The strategic analysis will enable the company to make more informed decisions regarding resource allocation, operational improvements, and strategic investments tailored to the specific demands of the region. By identifying actionable strategies to leverage its strengths, address its weaknesses, capitalize on opportunities, and mitigate threats within Sumatera, Butrans can improve its competitiveness, enhance its profitability, and achieve sustainable growth in this strategically important regional market. Specifically, the recommendations will inform decisions related to optimizing its transportation fleet in Lampung, expanding its reachability in Sumatra, or developing specialized services for the unique goods sector, such as transporting frozen goods or goods that needs a tank container.

The research could also provide several key benefits for logistics business like Butrans. Such as, informed strategic decision-making: the comprehensive analysis of Butrans's internal capabilities and external environment equips management with actionable insights, enabling informed strategic decisions that align with market demands and operational strengths. Enhanced Competitive Positioning: By identifying strengths and opportunities, Butrans can develop

targeted strategies to enhance its competitive positioning. This includes optimizing fleet utilization, expanding service offerings, and leveraging technology to improve operational efficiency. Risk Mitigation: The research highlights potential threats, such as natural disasters and rising competition, allowing Butrans to implement proactive measures to mitigate these risks. This foresight can lead to improved resilience and sustainability in operations. Market expansion opportunities such as identification of growth opportunities within the logistics sector, particularly in e-commerce and infrastructure development, positions Butrans to explore new markets and diversify its client base, ultimately driving revenue growth.

1.4.2 For Future Academic Purpose

This research will contribute to the existing body of knowledge on business strategy, SWOT analysis. While much research exists on national-level logistics strategies, there is a relative scarcity of academic literature that delves into the specific challenges and opportunities faced by logistics providers operating in regional markets like Sumatera. This study aims to fill this gap by providing a detailed case study of Butrans, analyzing its strategic approach within the Sumatera context. The research will also contribute to the broader understanding of how established strategic frameworks like SWOT can be effectively applied to analyze the competitive landscape and inform strategic decision-making in emerging regional economies with unique contextual factors. Furthermore, the methodological approach of using a qualitative SWOT analysis based on in-depth interviews and company strictly confidential data can serve as a model for future research on similar regional logistics markets in Indonesia and other developing countries.

The research also provides a framework for future research the methodologies employed, including the SWOT analysis and Internal-External Matrix, provide a framework for future studies in logistics management. Other researchers can replicate or adapt these methods to explore different contexts or industries. The research offers valuable insights into the strategic considerations faced by logistics companies in emerging markets like East Lampung. This adds to the literature on logistics management, particularly in developing economies.

II. LITERATURE REVIEW

2.1 Business Strategy

Business strategy plays an important role in creating a good direction for the business, and as a guideline to guide the business in the right direction (Anh & Tien, 2020). Many successful companies understand the strategy formulation steps by analyzing the company's internal and external factors for improving operational effectiveness, direct administration in setting commerce needs and objectives, and distributing assets to pick up and keep up competitive advantage (Abdallah et al., 2022). Important strategy formulation steps are coordinated into a three-step decision-making system (Wardhani & Dini, 2020). The first step, namely the input step, focuses on identifying the company's internal and external factors to formulate a strategy. The second step, namely the matching step focuses on creating alternative strategies using several techniques, namely: Strength-Weakness-Opportunity-Threats (SWOT) matrix. The third step, namely the decision step, focuses on making decisions (David & David, 2015).

With an aim to develop and maintain their strategic business development, companies should conduct internal and external assessment of the environment for a better understanding of the factors affecting their strategic decisions (Alamanda et al., 2019). Internal assessment is defined as an extensive evaluation of the internal strengths and weaknesses considered as factors controllable by the firm, and include the organizational culture and structure, operational efficiency and company resources. External assessment is an evaluation of the opportunities and potential threats that can arise in the external environment. These factors can include competitors, customers, social change, and new government rules and regulations (Osita et al., 2014).

2.2   Steps of Business Strategy

2.2.1   Strategic Analysis

According to Harvard Business Review, an estimated 67% of business strategies fail due to poor execution (Carruci, 2020). Effective strategic analysis is therefore paramount to success, with long-term goals that include customer satisfaction, competitive advantage and supply chain management. strategic analysis as having a simple definition. It is the process of developing strategy for a business by researching the business and the environment in which it operates. Often it requires the knowledge and use of various tools to prepare business strategies by evaluating the opportunities and challenges faced by the company as it moves forward. It takes into consideration internal and external factors that would be impacting the organization.

Richard Lannon (2016) said strategic analysis as the process of developing strategy for a business by researching the business and the environment in which it operates. Often it requires the knowledge and use of various tools to prepare business strategies by evaluating the opportunities and challenges faced by the company as it moves forward. It takes into consideration internal and external factors that would be impacting the organization.

2.2.2   Strategic Positioning

Porter (1979) described strategy as "building defenses against the competitive forces or finding positions in the industry where the forces are weakest" (p. 143). He also defined positioning as an action that allows a firm's capabilities to "provide the best defense against competitive forces". In this sense, strategic positioning can be referred to as a strategic action to find the best mixture of strategies to defend a firm against the competitive forces in the industry.

According to Porter (1985) A firm's relative position within its industry determines whether a firm's profitability is above or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage. There are two basic types of competitive advantage a firm can possess: low cost or differentiation. The two basic types of competitive

advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry: cost leadership, differentiation, and focus. The focus strategy has two variants, cost focus and differentiation focus.

1. Cost Leadership

In cost leadership, a firm sets out to become the low-cost producer in its industry. The sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, proprietary technology, preferential access to raw materials and other factors. A low-cost provider must find and exploit all sources of cost advantage. if a firm can achieve and sustain overall cost leadership, then it will be an above average performer in its industry, provided it can command prices at or near the industry average. (Porter, 1985)

2. Differentiation

In a differentiation strategy a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions itself to meet those needs. It is rewarded for its uniqueness with a premium price. (Porter, 1985)

3. Focus

The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others. The focus strategy has two types. In cost focus a firm seeks a cost advantage in its target segment, while in differentiation focus a firm seeks differentiation in its target segment. Both variants of the focus strategy rest on differences between a focuser's target segment and other segments in the industry. The target segments must either have buyers with unusual needs or else the production and delivery system that best serves the target segment must differ from that of other industry segments. Cost focus exploits differences in cost behavior in some segments, while differentiation focus exploits the special needs of buyers in certain segments. (Porter, 1985)

2.3 Business Strategy Formulation

By employing a structured analytical approach using the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices, in combination with SWOT analysis. These tools will facilitate a systematic examination what are the factors that makes Butrans leads the logistic market in East Lampung by evaluating the internal strengths, weaknesses, and external opportunities and threats. The business strategy formulation in this study will utilize the IFE and EFE matrices as outlined by David and David (2015), allowing for a comprehensive SWOT analysis based on the scores. Developing IFE matrix can be done in five steps.

1. List key internal factors as identified in the internal/ external audit process
2. Assign a weight that ranges from 0.0 (not important) to 1.0 (all-important) to each factor. the weight assigned to a given factor indicates the relative importance of the factor to being effective.
3. Assign a 1-to-4 rating to each factor to indicate whether that factor represents a major weakness (rating = 1), a minor weakness (rating = 2) a minor strength (rating = 3), or a major strength (rating = 4).
4. Multiply each factor's weight by its rating to determine a weighted score for each variable.
5. Sum the weighted scores for each variable to determine the total weighted score for the organization.

After summarizing all the score that had been calculated we can measure which factor that are very important on the organization, and then conduct what are the strategy to tackle on the factors that may rise amongst the case.

2.3.1 External Factor Evaluation Matrix (EFE)

David and David (Strategic Management Concept and Cases, 2015) said an external factor evaluation (EFE) matrix allows strategists to summarize and evaluate economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive information. The EFE matrix can be done by writing in the form of a table like the following:

Table 2.1 Matrix EFE Table Sample

External Factors	Weight	Rating	Weight Score
Opportunities			
1.			
2.			
3.			
Threat			
1.			
2.			
3.			
Total	1		

Source: David, 2015

2.3.2 Internal Factor Evaluation Matrix (IFE)

The IFE matrix is a strategic management tool used to evaluate an organization's internal strengths and weaknesses. It provides a systematic way to assess how well a company manages its internal operations and resources. A scientific approach should not be interpreted to mean this is an all-powerful technique. a thorough understanding of the factors included is more important than the actual numbers (David & David, 2015).

Table 2.2 Matrix IFE Table Sample

Internal Factors	Weight	Rating	Weight Score
Strength			
1.			
2.			
3.			
Weakness			
1.			
2.			
3.			
Total	1		

Source: David, 2015

2.4 SWOT Matrix

The SWOT Matrix (Strengths – Weaknesses – Opportunities - Threats) is a crucial tool for managers to create four types of strategies: SO (Strength –

Opportunities, leveraging strengths to exploit opportunities), WO (Weaknesses – Opportunities, addressing weaknesses to take advantage of opportunities), ST (Strength – Threat, using strengths to counter threats), and WT (Weaknesses – Threat, mitigating weaknesses to reduce threats) (David & David, 2015).

Table 2.3 SWOT Matrix Sample

Internal / External	Strength (S)	Weaknesses (W)
	1. 2.	1. 2.
Opportunities (O)	Strategy (SO)	Strategy (WO)
1. 2.	1. 2.	1. 2.
Threat (T)	Strategy (ST)	Strategy (WT)
1. 2.	1. 2.	1. 2.

Source: David, 2015

David (2015) said matching this internal and external factors can be conducted using SWOT strategy and strategize accordingly. SO strategies use a firm's internal strengths to take advantage of external opportunities. all managers would like their organization to be in a position in which internal strengths can be used to take advantage of external trends and events. WO strategies aim at improving internal weaknesses by taking advantage of external opportunities. Sometimes key external opportunities exist, but a firm has internal weaknesses that prevent it from exploiting those opportunities. ST strategies use a firm's strengths to avoid or reduce the impact of external threats. this does not mean that a strong organization should always meet threats in the external environment head-on. WT strategies are defensive tactics directed at reducing internal weakness and avoiding external threats. an organization faced with numerous external threats and internal weaknesses may indeed be in a precarious position.

2.5 QSPM Total Attractiveness Score

The Quantitative Strategic Planning Matrix (QSPM) serves as a strategic management tool designed to assess and rank potential strategies by quantifying their compatibility with key internal and external factors. Fundamentally, the QSPM determines a Total Attractiveness Score (TAS) for each proposed strategy, which indicates its ability to leverage strengths, minimize weaknesses, seize opportunities, and confront threats (David & David, 2015). In contrast to qualitative methods such as SWOT analysis, the QSPM offers a structured, numerical framework for strategy evaluation, supporting more objective and data-driven decision-making in resource distribution.

The QSPM derives its methodology from the Input Stage of strategic planning, which includes tools like the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. These matrices assign weights to internal strengths/weaknesses and external opportunities/threats based on their strategic importance. According to (David & David, 2015) the QSPM builds on these inputs by:

1. Strategy Factor Identification: Key internal and external factors from the SWOT matrix strategy were included.

2. Calculating TAS: For each strategy, the TAS is calculated as:

$$\sum(Factor\ Weight\ \times\ Attractive\ Score\ Rating) = TAS$$

For example: SO-1 included S1 and O1. Factors of internal strength and external opportuinities therefore:

$$(Factor\ Weight\ \boldsymbol{S1}\ \times\ Attractive\ Score\ Rating\ \boldsymbol{S1})$$
$$+$$
$$(Factor\ Weight\ \boldsymbol{O1}\ \times\ Attractive\ Score\ Rating\ \boldsymbol{O1})$$
$$= TAS\ \text{SO-1}$$

The higher the TAS, the more strategically viable the strategy (William, Hill, & Jones, 2016). This method of calculating the total attractiveness score from each strategy helps to choose which strategy had a bigger priority based on the scoring, the larger score means more priority and the lower score means lower priority.

2.6   Previous Research

Table 2.4 Previous Research

No	Name/ Year	Title	Research Results
1.	Huang (Strategic Environment Analysis of Logistics Enterprise based on SWOT-PEST-Michael Porter's Five Forces Model -- Taking SF Express as an Example, 2019)	Strategic Environment Analysis of Logistics Enterprise based on SWOT-PEST-Michael Porter's Five Forces Model	Logistics enterprises are in a changing competitive environment, the internal and external environment of the organization will have a huge impact on the business activities of the enterprise, if the internal and external environment in which the enterprise is located is not well recognized, the enterprise cannot operate efficiently and with high quality, fully analyzing the strengths and weaknesses of the enterprise and the opportunities and threats it faces can help the enterprise find the best development opportunities and space, thus make the enterprise's development strategy clear.
2.	Poulakidas (Teekay Shipping Corporation Case Analysis, 2014)	Teekay Shipping Corporation Case Analysis	The analysis highlights Teekay's historical success in the tanker market, built upon a strategy of long-term charters and a focus on operational efficiency. However, the paper demonstrates how changes in the global economy, fluctuating oil prices, and increased competition created pressures that demanded strategic adaptation. Poulakidas's results suggest that Teekay responded by diversifying its operations. The case study illustrates the challenges and complexities of maintaining a competitive edge in a globalized industry characterized by cyclical demand and external economic forces

Table 2.4 Previous Research (Continued)

No	Name/ Year	Title	Research Results
3.	Ginny (Analisis Strategi Bersaing Perusahaan Yang Bergerak Dibidang Logistik Di Jakarta, 2019)	Competitive Strategy Analysis of Companies Engaged in Logistics in Jakarta	Based on the conclusions and practical implications that have been described previously, there are suggestions that are put forward as input and consideration for BUMN logistics companies, including: 1. Periodically conduct external analysis of BUMN logistics companies, so that the analysis results used as the basis for the company's competitive strategy remain up to date and in accordance with the reality faced in the field. 2. The internal analysis conducted must be an internal analysis that aims to improve company performance so that it must be carried out as objectively as possible and also carried out periodically according to needs.
4.	Samudra and Nugroho (Analisis Strategi Pengembangan Usaha dengan Metode Analisis SWOT pada PT. Nusantara Logistic Sejahtera, 2022)	Analysis of Business Development Strategy with SWOT Analysis Method at PT. Nusantara Logistic Sejahtera	Analysis of business development strategy with SWOT analysis method at PT. Nusantara Logistic Sejahtera, it can be concluded that the company is in a weak condition but has many opportunities. This is obtained from the calculation in the SWOT diagram and IE Matrix (Internal-External) where the results are obtained from the IFAS and EFAS values of 2.540269 and 2.926505. This study examines internal factors that focus on service matters such as compensation guarantees, speed of delivery time and also examines weaknesses such as system monitoring with GPS and CCTV to monitor goods sent. With external factors such as fuel price, competition, and government regulation

Table 2.4 Previous Research (Continued)

No	Name/ Year	Title	Research Results
5	Garnette and Permana (Competitive Strategy Analysis of Logistics Companies PT XYZ, 2020)	Competitive Strategy Analysis of Logistics Companies PT XYZ	Based on the results of internal analysis (IFE) it can be seen that internal factors that play a major role in PT XYZ are supported by a large holding company group. While the main weakness of PT XYZ is that the company is less aggressive in finding new customers because the company currently only focuses on one Japanese customer. Based on the results of an external analysis (EFE) carried out, it can be seen that the main opportunity owned by PT XYZ is that Indonesia is geographically an archipelagic country with two-thirds of the sea area larger than the mainland. While the main threat to PT XYZ is the relatively high level of corruption in Indonesia.

2.7 Theoritical Framework

The SWOT analysis in this study followed a systematic process (see Figure 2.1) adapted from established strategic management frameworks (Syamruddin, 2006) and tailored for the qualitative data gathered from in-depth interviews. The initial stage, "Decryption of Richly Descriptive Interview Answers," involved a rigorous thematic analysis (Braun & Clarke, 2006) of interview transcripts to identify key themes and insights related to the business strategy of Butrans. As shown in Figure 2.1, this stage then diverged into two parallel evaluation streams: "Internal Factor Evaluation" and "External Factor Evaluation."

```
┌─────────────────────────────────────────────────────────────────┐
│    Decryption of Descriptive Interview Answer PT Berkah Utama Transsindo │
└─────────────────────────────────────────────────────────────────┘
```

```
┌──────────────────────────┐          ┌──────────────────────────┐
│   Internal Factor        │          │   External Factor        │
│   Evaluation:            │          │   Evaluation             │
│                          │          │                          │
│   1. Strength            │          │   1. Opportunities       │
│   2. Weakness            │          │   2. Threat              │
└──────────────────────────┘          └──────────────────────────┘
```

```
┌──────────────────────────┐          ┌──────────────────────────┐
│        IFE Matrix        │          │        EFE Matrix        │
└──────────────────────────┘          └──────────────────────────┘
```

```
┌──────────────────────────┐
│    Matrix SWOT Analysis  │
└──────────────────────────┘
```

```
┌──────────────────────────┐
│   Strategy Formulation   │
│   QSPM Total             │
│   Attractiveness Score   │
└──────────────────────────┘
```
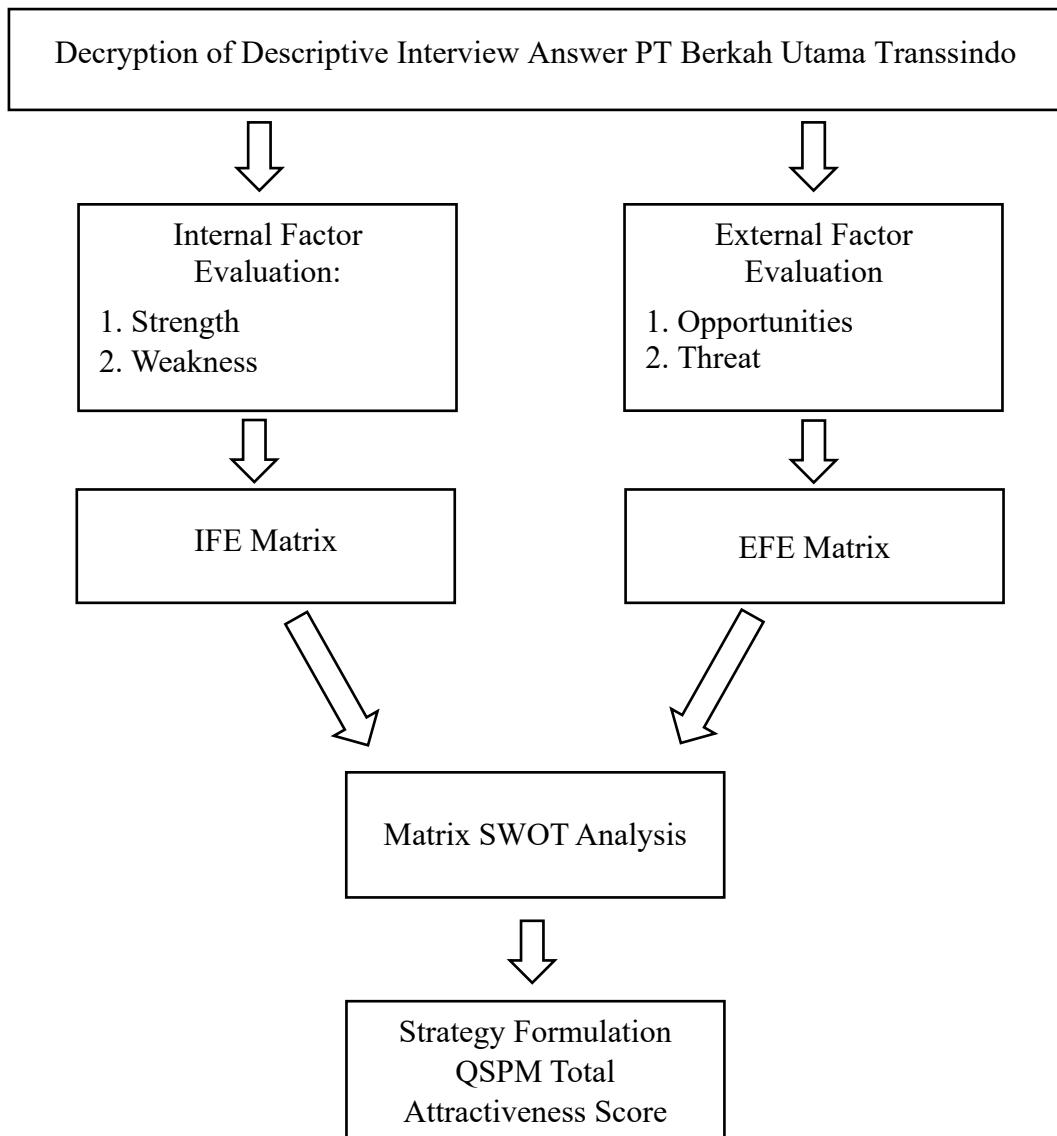
Figure 2.1 Theoritical Framework of PT Berkah Utama Transsindo Case Study.
adapted from Syamruddin (2024)

The "Internal Factor Evaluation" stream focused on identifying Butrans's internal Strengths and Weaknesses, reflecting the organization's resources, capabilities, and limitations (Barney, 1991). The "External Factor Evaluation" stream, conversely, assessed the broader Sumatera/Lampung logistics market environment to identify external Opportunities and Threats (Porter, 1980). Following this identification, the process incorporated the IFE Matrix (Internal Factor Evaluation Matrix) and EFE Matrix (External Factor Evaluation Matrix) to quantitatively weigh each factor (David, 2011). This approach, as depicted in

Figure 2.1, allows for a prioritized consideration of each element based on importance.

The weighted factors from the IFE and EFE matrices were then synthesized in the "Matrix SWOT Analysis" stage. This involved a structured analysis to formulate strategic alternatives that leverage Butrans's strengths to capitalize on opportunities, mitigate weaknesses to avoid threats, use strengths to overcome threats, and minimize weaknesses while avoiding opportunities (Weihrich, 1982). Finally, the process culminated in "Strategy Formulation," where the strategic alternatives identified in the SWOT matrix analysis were refined and developed into specific, actionable strategies, aligning with Butrans's overall strategic objectives (Mintzberg, 1994). Following this, the research progressed to the critical phase of strategy prioritization and evaluation using the Quantitative Strategic Planning Matrix (QSPM). The QSPM leverages the weighted internal and external factors to each strategic alternative, thus calculating a Total Attractiveness Score (TAS) for every proposed strategy. This scoring provides an objective, data-driven basis for comparing and ranking strategic options according to their potential impact and alignment with Butrans's strategic goals (David & David, 2015). Finally, the process culminated in "Strategy Formulation," where the highest-ranked strategic alternatives identified through the TAS analysis were refined and developed into specific, actionable strategies, ensuring coherence with Butrans's overall vision and operational objectives (Mintzberg, 1994). This integration of SWOT analysis with QSPM and TAS enhances the rigor and clarity of strategic decision-making, facilitating effective resource allocation and implementation planning.

III. RESEARCH METHODOLOGY

3.1 Research Design

The research design for the bachelor thesis on "Analyzing Business Strategy Using SWOT on PT Berkah Utama Transsindo of Nira Jaya Abadi Group in East Lampung" will involve qualitative research methodology to comprehensively explore this topic. This research adopts a qualitative approach, which is best suited for exploring complex phenomena, understanding perspectives, and generating in-depth insights (Creswell & Park, 2017) A qualitative approach is appropriate because the aim is to understand the how and why behind Butrans' strategies and its position in the Sumatera/Lampung logistics market, rather than quantifying specific variables. This comprehensive research approach aims to provide a nuanced understanding business strategy of PT Berkah Utama Transsindo in staying as a logistics market share leader in East Lampung.

Qualitative research can also be referred to as a type of research whose findings are not obtained through statistical procedures or other forms of counting (Strauss & Corbin, 2010). Even so, the data collected from qualitative research allows it to be analyzed through a calculation. Meanwhile, according to Sugiono (2009), qualitative research methods are research methods based on postpositive philosophy, used to research on natural object conditions (as opposed to experiments) where the researcher is the key instrument, taking sample sources and data is done purposively and, data collection techniques are done by triangulation (combined) data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization. Theoretically, the qualitative research format is different from the quantitative research format. The difference lies in the difficulty in making qualitative research designs, because in general qualitative research is not patterned.

Finally, the product of a qualitative inquiry is richly descriptive. Words and pictures rather than numbers are used to convey what the researcher has learned about a phenomenon (Merriam, 2002). That's why the writer will use this method as it would dive deep to the descriptive ideas, thoughts, theories, phenomenon, to analyze the impacts of distributed leadership management.

3.2 Type and Source of Data

3.2.1 Type of Data

In this study, the type of data used is qualitative data. According to Kuncoro et al. (METODOLOGI PENELITIAN KUANTITATIF DAN KUANTITATIF GROUNDED THEORY, 2023), quantitative data is data that can be measured and calculated directly, regarding information or explanations in the form of numbers or statistics. Qualitative data, on the other hand, refers to non-numeric information that captures the richness and complexity of phenomena. It is often used to understand underlying reasons, opinions, and motivations, providing insights into the context and meaning of the data.

Qualitative data is typically collected through interviews, observations, and open-ended surveys, allowing for in-depth exploration of the subject matter. It is essential in fields where understanding human behaviors, emotions, and interactions is crucial. This type of data is particularly valuable in studies that aim to explore complex concepts or where the researcher seeks to gain a deeper understanding of the experiences and perspectives of participants. Therefore, in this research the author used qualitative data to gather business strategy insights of PT Berkah Utama Transsindo.

3.2.2 Source of Data

The data sources used in this research are primary data and secondary data. Primary data is data collected or obtained by the author directly. According to Anggrawal (Primary Data Collection Methods: Meaning and Techniques, 2024) primary data is data obtained directly from the field. or research object, either in the form of measurements, observations, or interviews. In this study, primary data

sources were obtained from indirect questionnaire answers or in the form of google forms distributed to respondents.

This research utilizes primary data collected through structured interviews and direct observations with key stakeholders at PT Berkah Utama Transsindo, including as the executive of Butrans, commisiary of Butrans, and operation manager, with also the executive of competitor. The focus is on understanding the business strategy PT Berkah Utama Transsindo. By gathering firsthand insights into internal factors of the company aspects, external factors that could be exploited or hinder the company, and operational challenges running the business. This study aims to discover the strategy Butrans use to compete against dynamic market.

Table 3.1 Respondents Data

Title	Stakeholder of	Date of Interview
Director	PT Berkah Utama Transsindo	03/02/2025
Commissary	PT Berkah Utama Transsindo	03/02/2025
Operational Manager	PT Berkah Utama Transsindo	04/02/2025
Commissary	PT Adhitama Surya Abadi Express	04/02/2025
Client	PT Enseval Mega Trading	05/02/2025

Secondary data is a data source that is used to complement existing data from primary data or previous research (Sutopo, 2006). In this study, the secondary data used by the author was obtained from previous research, such as books, journals, articles likewise. For example, the author wrote journal from Samudra and Nugroho (Analisis Strategi Pengembangan Usaha dengan Metode Analisis SWOT pada PT. Nusantara Logistic Sejahtera , 2022) who conducted SWOT analysis on the same industry of logistics.

3.3 Depth Interview

In-depth interview is the process of obtaining information for research purposes by means of question and answer while meeting face-to-face between the interviewer and the respondent or interviewee, with or without using an interview guide where the interviewer and informant are involved in a relatively long social life (Sutopo, 2006). A special feature of in-depth interviews is their involvement in the lives of respondents/informants.

In-depth interviews are conducted in-depth exploration of a predetermined topic (based on the purpose and purpose of the interview) using open-ended questions. The exploration is carried out to find out their opinions based on the respondent's perspective in viewing a problem. This interview technique is conducted by an interviewer by interviewing one person face to face. The average number of respondents of this depth interview is between 5-8 respondents (Mariampolski, 2001). While the duration of time needed to conduct depth interviews ranges from 30 minutes to more than 1 hour for one respondent (Malhotra, 1999).

3.4 During Depth Interviews

According to (Mulyana, 2003) there are three things that researchers must pay attention to before conducting depth interviews.

1. Starting the interview, the interview should begin with opening words to create a more intimate atmosphere between the respondent and the researcher, but must remain proportional and in moderation

2. Asking questions during the interview process, Mulyana suggests recording the interview using a tape recorder so that the data obtained is complete and accurate. Researchers should provide open-ended questions so that it is easier to explore what respondents feel and think.

3. Ending the depth interview personal questions should be asked at the end of the research. In addition, the thing to remember is that researchers are encouraged to ask for the respondent's telephone number or email to make it easier for researchers to contact respondents when additional data is needed in the future.

3.5 Data Analysis Method

According to Moelong (2001), data analysis is "The process of arranging the order of data, organizing it into a pattern, category and basic description." This definition gives an idea of how important the position of data analysis is in terms of research objectives. This research employs SWOT analysis as the primary

method to analyze business strategy of PT Berkah Utama Transsindo. The analysis examines the strengths, weaknesses, opportunities, and threats related to the business strategy focusing on its implementation across PT Berkah Utama Transsindo.
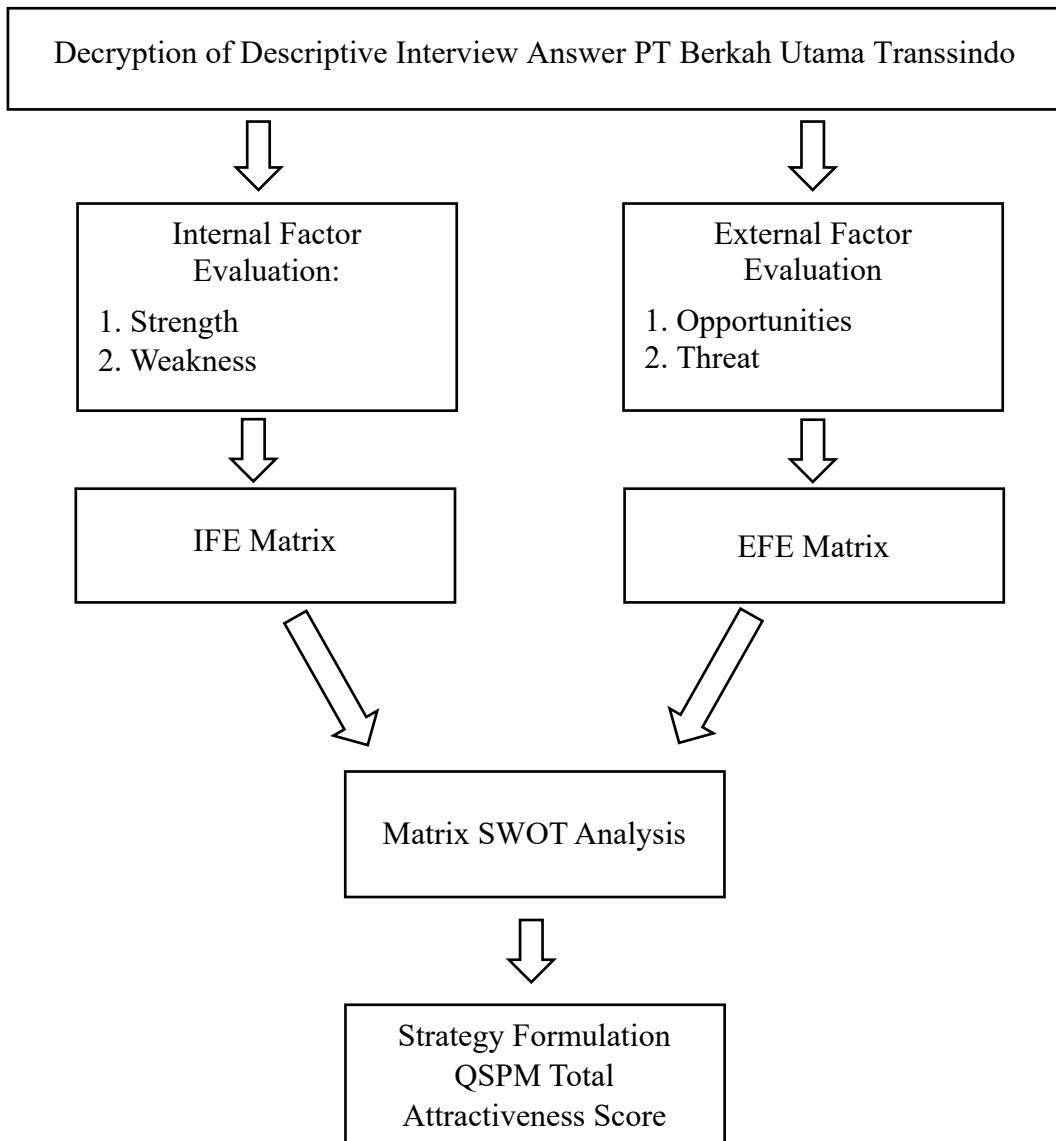
Figure 3.1 Data Analysis Method of PT Berkah Utama Transsindo Case Study adapted from (Syamruddin, 2024)

From the strategy formulation the research can point out what business strategy of Butrans use and which strategy needs to be focused on. Thus discover the underlying reason of how Butrans compete in the logistics market as a leading market share in East Lampung. The factors that will be discovered in this real

logistics industrial case would shed light on business strategic study which later can be studied and thoroughly researched.

The SO (Strength-Opportunity) strategy leverages an organization's internal strengths to capitalize on external opportunities. WO (Weakness-Opportunity) strategies focus on addressing internal weaknesses to take advantage of external opportunities, particularly when these weaknesses hinder the ability to exploit such opportunities. ST (Strength-Threat) strategies aim to use strengths to mitigate or avoid external threats, though this doesn't always require directly confronting them. WT (Weakness-Threat) strategies involve defensive measures to reduce internal weaknesses and avoid external threats, especially when an organization faces significant challenges on both fronts.

After the SWOT strategy had been analyzed each strategy needs to decide which one is going to first carried out by Butrans. Therefore, QSMP Total Attractiveness Score is needed to decide the priority within each strategy. By calculating the weight factor and calculating it with Butrans rating the total attractiveness score would later show how attractive the strategy is. The bigger the TAS score the more priority it needs to be carried out by Butrans.

V. CONCLUSION

5.1   Conclusion

Based on the comprehensive analysis of SWOT that had been conducted in chapter four for PT Berkah Utama Transsindo there is several things to consider. With the Internal and External matrix scored 3,18 and 2,748 which is in the quadrant IV based on the theory Fred R David (2017) explained. In this quadrant the company needs to grow and invest. Leveraging their substantial truck fleet to maximally capitalize the demand of logistics service.

The findings reveal that PT Berkah Utama Transsindo possesses significant strengths, including its extensive fleet size, integrated vehicle monitoring system, and experienced workforce. These assets position the company favorably in an increasingly competitive market. However, challenges remain, particularly in managing high operational costs and limited cargo diversification, which could hinder growth potential. Opportunities in the logistics sector are growing, driven by economic growth and infrastructure improvements in East Lampung. The rise of e-commerce presents a substantial demand for reliable logistics services, which Butrans is well-positioned to capitalize on. Nevertheless, external threats such as natural disasters, rising taxes, and vehicle broke down needs a proactive strategy to mitigate risks.

Strategic recommendations outlined in this research emphasize the importance of cost optimization, service diversification, and leveraging technology to enhance operational efficiency. By focusing on these initiatives, Butrans can strengthen its competitive position and sustain its market leadership despite the challenges posed by external factors. In conclusion, while Butrans has a solid foundation to build upon, continuous adaptation to market dynamics and proactive management of both internal capabilities and external threats will be essential for

achieving long-term success in the evolving logistics landscape of East Lampung. The insights gained from this analysis serve as a roadmap for strategic decision-making aimed at enhancing Butrans's operational effectiveness and ensuring its continued growth in the logistics sector.

5.2   Suggestion

This section outlines strategic suggestions for PT Berkah Utama Transsindo (Butrans) to enhance its operational effectiveness, capitalize on market opportunities, and mitigate potential threats. These recommendations are derived from the findings of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, as well as the SWOT analysis conducted in this research, and then with a further priority ranking based on the QSPM Total Attractiveness Score. Fisrt suggestion for PT Berkah Utama Transsindo is enhance operational efficiency, consider investing in more efficient ways of doing the delivery job, with a new truck there's a small possibility for an extensive maintenance such as engine overhaul that can take too much time. Also optimize the delivery route accordingly based on the data in the integrated monitoring system. Make suggestions for the driver and tell them which one is more efficient because this information is not shared to the driver. Consider the planning replacement of spare parts for trucks running on predetermined routes because this can lead to loss of profit margin if management only calculate the fuel consumption based on distance driven.

Based on the findings, the following strategic initiatives are recommended to strengthen Butrans's market position:

1. Strategy *SO-1*: Optimize Assets, Fleet, and Skilled Drivers (TAS: 2.788)

    - Map toll road networks to optimize delivery routes.

    - Train drivers on advanced route management using monitoring systems.

    - Pair experienced drivers with new vehicles for high-priority deliveries.

By aligning this strategy with its internal strengths and addressing external opportunities, Butrans can be more competitive while adapting to the evolving logistics landscape of East Lampung. Continuous monitoring of the IFE/EFE matrices and annual TAS calculations will ensure sustained strategic relevance. The rank of priority also helps to focus on which strategy should be first carried out by Butrans. This research helps that it could help Butrans regain the market share loss of the dynamic logistic market demand.

REFERENCES

Merriam, S. B. (2002). *Introduction to Qualitative Research* (1 ed.). Jossey-Bass.

Sutopo. (2006). *Metode Penelitian Kualitatif.* Surakarta: UNS Press.

Mariampolski. (2001). *Qualitative Market Research: A Comprehensive Guide.* Thousand Oaks Sage.

Malhotra. (1999). Marketing research: A state-of-the-art review and directions for the twenty-first century. *Journal of the Academy of Marketing Science*, 160-183. doi:https://psycnet.apa.org/doi/10.1177/0092070399272004

Mulyana, D. (2003). *Metodologi Penelitian Kualitatif.* Bandung: Remaja Rosdakarya.

Moelong, L. J. (2001). *Metodologi Penelitian Kualitatif (Edisi Revisi).* Bandung: Remaja Rosdakarya .

Kuncoro, A., Ilham, R. M., & Ernawati, N. (2023). *METODOLOGI PENELITIAN KUANTITATIF DAN KUANTITATIF GROUNDED THEORY* (Vol. 1). Kendal: CV. Global Health Science Group.

Anggrawal, C. (2024). *Primary Data Collection Methods: Meaning and Techniques*. Retrieved 11 20, 2024, from Shilksha Online: https://www.shiksha.com/online-courses/articles/primary-data-collection-methods-meaning-and-techniques/

David, F. R., & David, F. R. (2015). *Strategic Management Concept and Cases* (15th ed.). Harlow: Pearson.

Anh, D. B., & Tien, N. H. (2020). QSPM matrix based strategic organizational diagnosis. A case of Nguyen Hoang Group in Vietnam. *International Journal of Multidisciplinary Research and Growth Evaluation, 1*(1), 67-72.

Abdallah, R. B., Shamout, M. D., & Alshurideh, M. T. (2022). Business Development Strategy Model Using EFE, IFE AND IE Analysis in a High-Tech Company; An Empirical Study. *Academy of Strategic Management Journal, 21*(1), 1-9.

Wardhani, F. K., & Dini, A. (2020). Strategy Formulation Using SWOT Analysis, SPACE Matrix And QSPM: A Conceptual Framework. *International Journal of Innovative Science and Research Technology, 5*(5), 1520-1527.

Abdiputra, & Yusfendi. (2019). Bakery Business Development Strategy. *Journal of Universitas Maarif Hasyim Latif, 1*, 131-136.

Jati, D. (2020). *Indonesia Shipping Gazette*. Retrieved 2 12, 2025, from https://indoshippinggazette.com/2020/lampung-potential-for-logistics-centre-of-southern-sumatera-but-calls-for-improved-connectivity/

Carruci, R. (2020). *Harvard Business Review*. Retrieved 2 13, 2025, from https://hbr.org/2017/11/executives-fail-to-execute-strategy-because-theyre-too-internally-focused

Lannon, R. (2016). *Business Analysis Times*. Retrieved 2 13, 2025, from https://www.batimes.com/articles/strategy-spotlight-four-parts-of-the-strategic-analysis-process-d45/

Porter, M. E. (1979). The Structure within Industries and Companies' Performance. *The Review of Economics and Statistics, 61*(2).

Porter, M. E. (1985). *Competitive Advantage.* New York: New York Press.

Creswell, J. W., & Park, V. L. (2017). *Designing and Conducting Mixed Methods Research* (5 ed.). Ohio: Sage.

Samudra, I. A., & Nugroho, R. H. (2022). Analisis Strategi Pengembangan Usaha dengan Metode Analisis SWOT pada PT. Nusantara Logistic Sejahtera . *Jurnal Manajemen dan Sains, 7*(2), 551-557.

Ginny, P. L. (2019). Analisis Strategi Bersaing Perusahaan Yang Bergerak Dibidang Logistik Di Jakarta. *JURNAL EKONOMI DAN BISNIS, 17*(2).

Husni, MS, M., & Hendrawaty, E. (2021). Marketing Strategy of Trans Lampung Utama Ltd. after Raden Inten II Lampung Airport Becomes an International Airport . *International Journal of Disaster Recovery and Business Continuity, 12*(1), 395-404.

Đalić, I., Ateljević, J., Stević, Ž., & Terzić, S. (2010). AN INTEGRATED SWOT – FUZZY PIPRECIA MODEL FOR ANALYSIS OF COMPETITIVENESS IN ORDER TO IMPROVE LOGISTICS PERFORMANCES. *Facta Universitatis Series Mechanical Engineering, 18*(3), 439-451.

Huang, Y. (2019). Strategic Environment Analysis of Logistics Enterprise based on SWOT-PEST- Michael Porter's Five Forces Model -- Taking SF Express as an Example. *Advances in Social Science, Education and Humanities Research, 375*, 183-189.

Poulakidas, A. (2014). Teekay Shipping Corporation Case Analysis. *Journal of Business Strategy, 35*(2), 26-35.

Garnette, E. R., & Permana, D. (2020). Competitive Strategy Analysis of Logistics Companies PT XYZ. *International Journal of Innovative Science and Research Technology, 5*(4), 845-853.

William, C., Hill, L., & Jones, G. (2016). *Strategic Management: An Integrated Approach* (12e ed.).