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# Evaluation of PT XYZ'S Strategy Through External and Internal Environmental Analysis using the Swot Approach

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**ABSTRACT**

This research aims to analyze and evaluate PT XYZ's corporate strategy so that it can determine the company's strategic position and can increase competitiveness, achieve maximum profitability and ensure business sustainability. The methods used are qualitative and quantitative approaches. The data collection technique in this study is direct interviews with employees at PT. XYZ, the questionnaire was distributed to the Company's Top Management. and systematically observing the phenomena that exist in the company. The data analysis technique used is a SWOT analysis which analyzes the company's external environment using PESTEL analysis and Porter's Five Forces to analyze the Company's internal environment using the value chain. The results of the study show that the PESTEL analysis provides a broader picture of more macro external factors that can affect the company's performance. Porter's Five Forces can identify areas that require attention in formulating strategies to improve competitiveness and profitability in a dynamic market. From the results of the SWOT analysis and the calculation of the Internal Matrix External Factors Evaluation (EFE) and Factors Evaluation (IFE) matrix, the total EFE matrix score is 2.96 and the total IFE matrix score is 3.14 so that the Company's position is in quadrant IV, namely grow and build. Alternative strategies used are market penetration, product development, and market development.



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## 1. INTRODUCTION

In the midst of rapid market changes and increasingly complex competitive challenges, companies need to have a deep understanding of their internal and external conditions. Changes in technology, government regulations, customer preferences, and pressure from competitors make companies have to be able to adapt quickly. In this context, evaluation of the internal and external environment is essential to understand the strategic position of the company and determine the appropriate measures. Internal analysis focuses on assessing the strengths and weaknesses of the company, including the existing resources, core competencies, and operational capabilities of each strategic unit. External factors are factors from outside the company or organization, but can have an impact on the processes within the company or organization. This external factor is very likely to be one of the failure factors in the company because of its potential that can become a threat if it cannot be predicted properly, and can be an advantage if it is able to be dealt with appropriately. The best managerial and strategy will be needed in controlling this factor [1].

SWOT analysis is one of the situational analysis methods that focuses on systematically identifying several factors to formulate a company, organization, or institution strategy. The strategic decision-making process is always related to the development of missions, objectives, and strategic factors must analyze the strategic factors of the company, organization, or institution in the current conditions. This is called situation analysis [2]. Research conducted by Mantiri & Poluan (2024) states that through SWOT Analysis, it can be seen that the strategy that has been carried out by PT. Bank Negara Indonesia (Persero) Tbk. KCP Kanaka is enough to increase its competitiveness and from the results of the analysis through the IFE, EFE, QUALITATIVE SWOT and Quantitative SWOT matrix stages, it was found that the types of strategies that are suitable for PT. Bank Negara Indonesia (Persero) Tbk. KCP Kanaka is a Market Development Strategy (*Market Development Strategy*) and Market Penetration Strategy (*Market Penetration Strategy*) [3]. PT XYZ strives to always provide high-quality services and always evaluate and develop strategies to survive and develop in a business environment that continues to grow rapidly and is full of competition. Optimizing a company's strategy is an important key to achieving long-term goals and creating a sustainable competitive advantage. This process considers a variety of internal and external factors that can affect a company's performance. This research is expected to determine the strategic position of the company and can increase its competitiveness, achieve maximum profits and ensure business sustainability in the future.

## 2. RESEARCH METHOD

This research uses qualitative and quantitative approaches. The data source in this study was taken at PT XYZ for 4 months, from September 2024 to December 2024. This study uses two types of data, namely primary and secondary. With data collection techniques, namely: Primary data is obtained from the first one, namely direct interviews with parties working at PT XYZ. In this case, an interview was conducted with Strategy Management. Second, questionnaires are distributed to *the Company's Top Management*. Secondary data in this study was collected from company documentation, government publications, news from trusted media and so on. This study uses SWOT analysis techniques where the company's external environment is analyzed using PESTEL analysis and *porter's five forces* for the analysis of the Company's internal environment using *value* chains.

## 3. RESULTS AND DISCUSSIONS

### PESTEL Analysis

Every business organization must operate in an external environment that consists of several dimensions such as political, economic, social, technological, environmental and legal dimensions. PESTEL analysis covers all of these dimensions. PESTEL analysis makes it possible to identify business opportunities and threats and adapt to market changes in a timely manner [6]. From the results of the PESTEL analysis, opportunities and threats can be identified that will be discussed in the SWOT analysis. PESTEL analysis on PT XYZ are as follows:

Political factors include government policies and political stability that affect business operations. Such as: In the 2021-2030 RUPTL the Government plans to develop a more integrated electricity network and smart grid development to improve the efficiency of distribution and integration of NRE power plants, Government efforts to increase the national electrification ratio, especially in 3T areas, Government efforts to achieve Net Zero Emission (NZE) before 2060, one of which is through increasing the use of biodiesel and the conversion of Steam Power Plants (PLTU) to new and renewable energy (cofiring biomass).

Economic factors include economic factors that have an impact on consumer purchasing power and company operations. Such as: Geopolitical conditions cause supply chains to be disrupted so that it can reduce the availability of fuel and spare parts. The Russia-Ukraine war conflict triggered fluctuations in global energy prices, including oil, gas, and coal. Inflation in Indonesia has an impact on rising operating costs and exacerbating uncertainty in investment. The impact of the implementation of the 12% VAT is such as an increase in the cost of procurement of goods and services, including spare parts, equipment, and other supporting materials. An increase in VAT rates may affect investor interest in the energy sector due to smaller profit margins. Indonesia has a great

opportunity as an energy supplier in the ASEAN Power Grid project to improve energy integration in Southeast Asia through cross-border electricity connectivity.

Social factors include social and cultural factors that affect consumer needs, desires, and behaviors. Such as: Public awareness of the importance of clean energy is increasing. The trend in the use of electric vehicles (EVs) can increase electricity demand. The increasing use of industrial-scale solar power plants can reduce dependence on electricity demand.

Technology factors include technological developments that can create opportunities or threats to the company. Such as: The implementation of IoT, AI, and big data technology can improve the operational efficiency and maintenance of power plants. Advances in renewable energy such as solar panel technology, wind turbines, and biomass plants can expand operational and maintenance (O&M) services to include renewable energy-based plants. The International Energy Agency (IEA) stated that nuclear plays an important role in securing the global energy transition pathway.

Environmental factors include Environmental factors related to sustainability and ecology. Such as: The development of renewable energies such as solar and wind power has a lower environmental impact. Seasonal shifts such as prolonged drought affect power plant operations, especially hydropower plants (hydropower plants) which have experienced a decrease in production due to lack of water supply. Limiting GHG (greenhouse gas) emissions in fossil fuel power plants. In the 2021-2030 RUPTL, the coal phase down strategy of coal-fired power plants and the moratorium to reduce carbon footprint can expand their role in the maintenance and optimization of renewable energy-based (NRE)-based plants, such as solar power (PLTS), wind (PLTB), and biomass, etc.

Legal factors include legal regulations that affect the company's operations directly or indirectly. Government policy on the use of renewable energy (Presidential Regulation No. 112/2022 on accelerating the development of renewable energy). The government guarantees the sustainable provision of electricity through legislation, as well as support for the energy transition. (Law No. 30 of 2009 concerning Electricity).

**Porter's Five Forces Analysis**

Acording to Porter's Five Forces, there are five things that can determine the level of competition and market attractiveness in an industry. By using this Five Forces Analysis, we can understand the strength of the current competitive position and the strength of the competitive position in the business that is and will be planned [7]. Analysis Porter's Five Forces as follows:

Threat of New Entrants: This force looks at the ease or difficulty for new companies to enter an industry. If there are significant barriers to entry, such as high capital requirements, strong brand loyalty, or patents, existing companies may face less competition and have greater control over prices and profits. There is a new threat from IPP plants along with the management of O&M services that already have PPA with PLN. However, it is considered not strong enough to compete because all concessions are already owned by PT XYZ.

Threat of Substitutes : This force analyzes the extent to which an alternative product or service can replace an industry's products or services. The availability of substitution products can reduce demand for what the company offers and limit the company's control in setting prices. Industries with few substitutions face fewer threats compared to industries with a wide variety of alternatives available to consumers. The development of renewable energy, such as home solar panels or off-grid energy, could be a threat in the future, which could reduce the need for maintenance of large plants by PT XYZ, especially if this technology becomes cheaper and more accessible.

Bargaining Power of Suppliers : This power assesses how much control a supplier has over the cost and availability of inputs needed to produce goods or services. When there are only a handful of suppliers or the products they provide are unique, suppliers may have higher bargaining power, which allows them to set terms and potentially increase costs for the company. The supply of labor is very abundant, materials and spare parts are quite abundant at home and abroad, but price fluctuations are one thing that cannot be avoided. The bargaining power of suppliers in the power generation industry is high because the main engines of the power plant are not mass-produced.

Bargaining Power of Buyers: This power examines the influence that customers have on prices and demand for a company's products or services. The majority of PT XYZ's consumers are the parent company so the bargaining power is high.

Intensity of Competitive Rivalry: This force pays attention to the level of competition among companies in an industry. Fierce competition can lead to price wars, declining profits, and aggressive marketing tactics. Competition is still fierce, but on the other hand, PT XYZ's interest with IPPs and other industries to explore opportunities for plant operation and maintenance can increase revenue beyond kWh.

**Value Chain**

Value chain analysis is a strategy used to understand competitive advantage by identifying all of the company's activities in order to reduce costs, and to better understand the company's relationship with suppliers, and customers in the industrial world. Value chain analysis formulates several activities of an organization, namely the main activities and the supporting activities [9]. Value chain to analyze the Company's internal which is as follows:

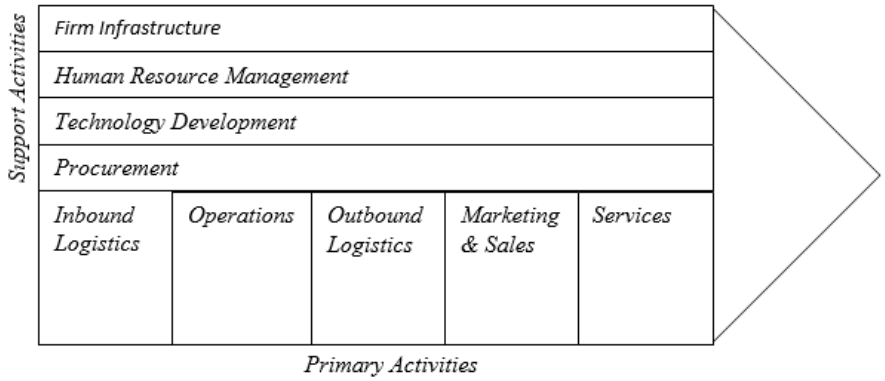


**Figure 1.** *Value Chain*

In the *primary activities*, there is the first activity, namely *Inbound Logistics* such as the management of the company's parent plant. Second, operations, namely power generation operations in various power plants (PLTU, PLTGU, PLTA, etc.). third, *Outbond Logistics*, which is customer satisfaction and collection period services. Fourth, *marketing & sales* such as a variety of total power generation solution services. Fifth, *Services* such as technical consulting services and monitoring of operational performance and SLA achievement.

In *support activities,* there are activities such as *Firm Infrastructure*, namely financial planning and investment management for new power plant projects. *Human Resource Management*, training supported *by Training development center* for employees. *Technology Management,* Implementation of power plant digitalization through COMANDO. *Procurement,* Procurement of *tools, spare parts*, and materials.

**SWOT Analysis**

From the results of the PESTEL, *Porter's five forces* and *value chain* analysis to analyze the Company's internal and external factors, the following SWOT analysis results were obtained:

**Table 1.** SWOT Analysis

| Strength | Weakness | Opportunity | Threat |
|---|---|---|---|
| 1. The majority of the management of the plant is owned by the parent company so that the bargaining power is high<br>2. Experienced in the field of O&M and MRO of various | 1. Long collection period performance due to customer bureaucracy<br>2. Partnerships and business cooperation outside the | 1. The government's plan to plan the development of a more integrated power grid and the development of *smart grids to improve the efficiency of distribution and* | 1. Geopolitical conditions cause supply chains to be disrupted, which can reduce the availability of fuel and spare parts<br>2. The Russia-Ukraine war |

| Strength | Weakness | Opportunity | Threat |
|---|---|---|---|
| types of power plants (PLTU, PLTG, PLTA, PLTMG, PLTMH, PLTD) with adequate technical capabilities<br>3. Optimal Management of O&M and Project Services Contracts<br>4. The customer satisfaction service is already excellent.<br>5. A variety of total power generation solution services<br>6. Monitoring of operational performance and ever-increasing SLA achievement<br>7. Provide technical consulting services<br>8. It has a subsidiary engaged in the field of electricity labor providers.<br>9. Implementation of operational certification (ISO, SMK3, SMP).<br>10. Have funding support from the Parent Company.<br>11. There is training supported by a Training development center for employees.<br>12. Implementation of power plant digitalization through COMANDO.<br>13. Implementation of the model power plant O&M service management scheme 3. | parent company are not optimal<br>3. Overseas project portfolio is still small<br>4. Limited access to funding from outside the parent group.<br>5. Limitations Procurement of *tools, spare parts*, and materials.<br>6. Research and development activities are less than optimal | *integration of NRE power plants brings opportunities for Service Diversification and Innovation*<br>2. The government's efforts to increase the national electrification ratio, especially in 3T areas through the procurement of PLTD to meet the electricity needs of 3T areas<br>3. Towards Net Zero Emission (NZE) through increasing the use of biodiesel and the conversion of Steam Power Plants (PLTU) to new and renewable energy (cofiring biomass)<br>4. In the ASEAN Power Grid project, PT XYZ can expand services to other ASEAN countries.<br>5. Public awareness of the importance of clean energy is increasing.<br>6. The trend of using electric vehicles (EVs) can increase electricity demand<br>7. The implementation of IoT, AI, and big data technologies can improve the operational efficiency and maintenance of power plants.<br>8. Advances in renewable energy such as solar panel technology, wind turbines, and biomass plants can expand | conflict triggered fluctuations in global energy prices, including oil, gas, and coal.<br>3. Inflation in Indonesia has an impact on rising operating costs and exacerbating uncertainty in investment.<br>4. The implementation of the 12% VAT has an impact on increasing the cost of procurement of goods and services, including spare parts, equipment, and other supporting materials<br>5. An increase in VAT rates may affect investor interest in the energy sector due to smaller profit margins.<br>6. The increasing use of industrial-scale solar power plants can reduce dependence on electricity demand.<br>7. Seasonal shifts such as prolonged drought affect power plant operations, especially hydropower plants (hydropower plants) which have experienced a decrease in production due to lack of water supply.<br>8. Limiting GHG (greenhouse gas) emissions in fossil fuel power plants.<br>9. There is a new threat from IPP plants along with the management |

| Strength | Weakness | Opportunity | Threat |
|---|---|---|---|
| | | operational and maintenance (O&M) services to include renewable energy-based plants.<br>9. Utilization of nuclear energy to support renewable energy<br>10. The coal phase down strategy of coal-fired power plants and the moratorium to reduce carbon footprint can expand the role in the maintenance and optimization of renewable energy-based (NRE)-based plants, such as solar power (PLTS), wind (PLTB), and biomass, etc.<br>11. The government guarantees the sustainable provision of electricity through legislation, as well as support for the energy transition. (Law No. 30 of 2009 concerning Electricity).<br>12. Until now, there is still no substitute for fossil electric energy as cheap energy.<br>13. The majority of PT XYZ's consumers are the parent company so the bargaining power is high.<br>14. Competition is still fierce, but on the other hand, PT XYZ's interest with IPPs and other industries to explore opportunities for plant operation and maintenance | of O&M services that already have PPA with PLN.<br>10. The demand for clean energy has begun with a commitment to accelerate the energy transition from fossil-based sources to renewable energy (NZE until 2060). |

| Strength | Weakness | Opportunity | Threat |
|---|---|---|---|
| | | can increase revenue beyond kWh. | |

From the SWOT analysis above, the IFE and EFE matrix is then made to assess and identify internal and external factors that affect its performance and competitive position.

**Table 2.** External Factors Evaluation (EFE) Matrix

| Opportunities | Weight | Rating | Value |
|---|---|---|---|
| The government's plan to plan the development of a more integrated power grid and the development of smart grids to improve the efficiency of distribution and integration of NRE power plants brings opportunities for Service Diversification and Innovation | 7,33% | 3 | 0,22 |
| The government's efforts to increase the national electrification ratio, especially in 3T areas through the procurement of PLTD to meet the electricity needs of 3T areas | 7,21% | 4 | 0,29 |
| Towards *Net Zero Emission* (NZE) through increasing the use of biodiesel and the conversion of Steam Power Plants (PLTU) to new and renewable energy (*cofiring biomass*) | 6,00% | 3 | 0,18 |
| In the ASEAN Power Grid project, PT XYZ can expand services to other ASEAN countries. | 3,00% | 4 | 0,12 |
| Public awareness of the importance of clean energy is increasing. | 3,12% | 2 | 0,06 |
| The trend of using electric vehicles (EVs) can increase electricity demand | 3,65% | 3 | 0,11 |
| The implementation of IoT, AI, and big data technologies can improve the operational efficiency and maintenance of power plants. | 4,05% | 3 | 0,12 |
| Advances in renewable energy such as solar panel technology, wind turbines, and biomass plants can expand operational and maintenance (O&M) services to include renewable energy-based plants. | 3,64% | 4 | 0,15 |
| Utilization of nuclear energy to support renewable energy | 2,33% | 3 | 0,07 |
| The coal phase down strategy of coal-fired power plants and the moratorium to reduce carbon footprint can expand the role in the maintenance and optimization of renewable energy-based (NRE)-based plants, such as solar power (PLTS), wind (PLTB), and biomass, etc. | 4,41% | 3 | 0,13 |
| The government guarantees the sustainable provision of electricity through legislation, as well as support for the energy transition. (Law No. 30 of 2009 concerning Electricity). | 4,00% | 3 | 0,12 |
| Until now, there is still no substitute for fossil electric energy as cheap energy. | 3,00% | 3 | 0,09 |
| The majority of PT XYZ's consumers are the parent company so the bargaining power is high. | 3,13% | 3 | 0,09 |
| Competition is still fierce, but on the other hand, PT XYZ's interest with IPPs and other industries to explore opportunities for plant operation and maintenance can increase revenue beyond kWh. | 5,00% | 4 | 0,20 |
| SUM | 59,87% | | 1,95 |
| **Threats** | **Weight** | **Rating** | **Value** |
| Geopolitical conditions cause supply chains to be disrupted, which can reduce the availability of fuel and spare parts | 6,43% | 3 | 0,19 |
| The Russia-Ukraine war conflict triggered fluctuations in global energy prices, including oil, gas, and coal. | 5,49% | 2 | 0,11 |
| Inflation in Indonesia has an impact on rising operating costs and exacerbating uncertainty in investment. | 3,07% | 3 | 0,09 |
| The implementation of the 12% VAT has an impact on increasing the cost of procurement of goods and services, including spare parts, equipment, and other supporting materials | 4,09% | 3 | 0,12 |
| An increase in VAT rates may affect investor interest in the energy sector due to smaller profit margins. | 3,23% | 2 | 0,06 |

| | | | |
|---|---|---|---|
| The increasing use of industrial-scale solar power plants can reduce dependence on electricity demand. | 4,66% | 3 | 0,14 |
| Seasonal shifts such as prolonged drought affect power plant operations, especially hydropower plants (hydropower plants) which have experienced a decrease in production due to lack of water supply. | 2,56% | 3 | 0,08 |
| Limiting GHG (greenhouse gas) emissions in fossil fuel power plants. | 3,29% | 2 | 0,07 |
| There is a new threat from IPP plants along with the management of O&M services that already have PPA with PLN. | 3,31% | 2 | 0,07 |
| The demand for clean energy has begun with a commitment to accelerate the energy transition from fossil-based sources to renewable energy (NZE until 2060). | 4,00% | 2 | 0,08 |
| SUM | 40,13% | | 1,01 |
| TOTAL | 100% | | 2,96 |

**Table 3.** Internal Factors Evaluation *(IFE)* Matrix

| **Strengths** | **Weight** | **Rating** | **Value** |
|---|---|---|---|
| The majority of the management of the plant is owned by the parent company so that the bargaining power is high | 7,13% | 4 | 0,29 |
| Experienced in the field of O&M and MRO of various types of power plants (PLTU, PLTG, PLTA, PLTMG, PLTMH, PLTD) with adequate technical capabilities | 8,23% | 4 | 0,33 |
| Optimal Management of O&M and Project Services Contracts | 6,52% | 4 | 0,26 |
| The customer satisfaction service is already excellent. | 6,23% | 3 | 0,19 |
| A variety of total power generation solution services | 5,46% | 3 | 0,16 |
| Monitoring of operational performance and ever-increasing SLA achievement | 6,23% | 3 | 0,19 |
| Provide technical consulting services | 6,89% | 3 | 0,21 |
| It has a subsidiary engaged in the field of electricity labor providers. | 6,45% | 3 | 0,19 |
| Implementation of operational certification (ISO, SMK3, SMP). | 5,34% | 3 | 0,16 |
| Have funding support from the Parent Company. | 5,87% | 3 | 0,18 |
| There is training supported by *a Training development center* for employees. | 5,24% | 3 | 0,16 |
| Implementation of power plant digitalization through COMANDO. | 5,00% | 3 | 0,15 |
| Implementation of the model power plant O&M service management scheme 3. | 3,89% | 2 | 0,08 |
| SUM | 78,48% | | 2,53 |
| **Weakness** | **Weight** | **Rating** | **Value** |
| Long *collection period* performance due to customer bureaucracy | 4,11% | 3 | 0,12 |
| Partnerships and business cooperation outside the parent company are not optimal | 5,49% | 3 | 0,16 |
| Overseas project portfolio is still small | 3,07% | 3 | 0,09 |
| Limited access to funding from outside the parent group. | 5,09% | 3 | 0,15 |
| Limitations Procurement of *tools, spare parts*, and materials. | 1,76% | 2 | 0,04 |
| Research and development activities are less than optimal | 2,00% | 2 | 0,04 |
| SUM | 21,52% | | 0,61 |
| TOTAL | 100% | | 3,14 |

From the analysis of the External *Factors Evaluation* (EFE) Matrix and the Internal *Factors Evaluation* (IFE) Matrix, the total EFE matrix score was 2.96 and the total IFE matrix score was 3.14.

**IE Matrix**

Determine the coordinate points of the diagram Based on the total IFE and EFE scores. The determination of coordinates in the SWOT analysis diagram serves to determine the position of the Company's strategy. The IE Matrix diagram is as follows:

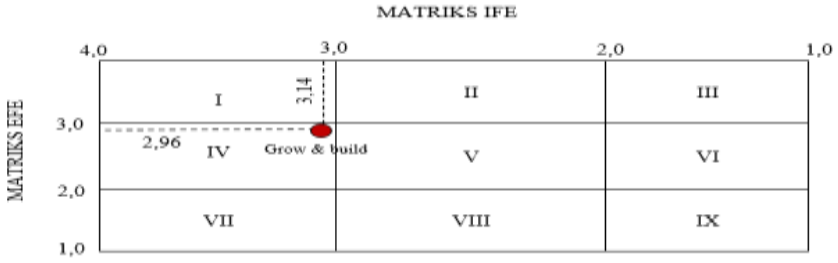


**Figure 2.** IE Matrix

Based on the IE Matrix above, PT PT XYZ is in quadrant IV, namely strategic business units in *grow and build* conditions. The right strategy in this condition is: *Market Penetration* by increasing market share in the existing market, *Product Development* by introducing new products or innovations in existing products, *Market* Development by expanding the market to new areas or new segments.

## 4. CONCLUSION

The results of the analysis show that, from an external perspective, the company has great opportunities to grow, such as technological advances and potential market expansion, but it is also faced with threats such as regulatory changes and fierce competition. PESTEL's analysis revealed that economic and technological aspects were the main driving factors, while legal and environmental aspects required special attention. Meanwhile, Porter's Five Forces analysis shows identifying areas that need attention in formulating strategies to increase competitiveness and profitability in a dynamic market. From the results of the SWOT analysis and the calculation of the *External Factors Evaluation* (EFE) matrix and *the Internal Factors Evaluation* (IFE) matrix, the total EFE matrix score was 2.96 and the total IFE matrix score was 3.14 so that the Company's position was in quadrant IV, namely grow and build. In this position, alternative strategies used are Market Penetration by increasing market share in the existing market, Product Development by introducing new products or innovations in existing products, Market Development by expanding the market to new areas or new segments.

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