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Strategic Planning Analysis to Increase Yamaha Motorcycle Sales at PT XYZ

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Abstrak

Untuk mencapai keuntungan yang diharapkan, bisnis harus menerapkan strategi efektif yang selaras dengan kondisi lingkungan internal dan eksternal. Analisis mendalam terhadap lingkungan bisnis memungkinkan perusahaan untuk mengembangkan strategi yang berdampak positif pada pertumbuhan dan daya saing. Yamaha adalah merek sepeda motor yang kuat dengan citra yang sudah terkenal. Di Kota Medan, Yamaha memiliki 13 dealer resmi showroom, di mana 7 di antaranya berada di bawah pengelolaan PT. XYZ. Salah satu sub-dealer utamanya, PT. XYZ, memberikan layanan terpadu 3S, yaitu penjualan (Sales), layanan purna jual (Service), dan penyediaan suku cadang (Spare Parts). Pada periode 2022 hingga 2023, PT. XYZ mengalami fluktuasi kinerja penjualan, sehingga diperlukan strategi alternatif untuk mempertahankan pertumbuhan. Studi ini menggunakan metode kualitatif dan kuantitatif, dengan data primer yang diperoleh melalui observasi serta data sekunder dari berbagai sumber. Analisis ini mengintegrasikan kerangka kerja Porter's Five Forces, SWOT, dan QSPM. Hasil analisis menunjukkan persaingan yang tinggi, ancaman dari substitusi dan pendatang baru yang rendah, serta daya tawar yang signifikan dari pemasok dan pelanggan. Hasil evaluasi menunjukkan bahwa skor Internal Factor Evaluation (IFE) sebesar 2,97, sedangkan skor External Factor Evaluation (EFE) tercatat sebesar 2,94, menempatkan perusahaan dalam kuadran "Hold and Maintain" pada matriks. Strategi yang direkomendasikan adalah meningkatkan produktivitas per salesman. Produktivitas penjualan yang lebih tinggi secara langsung meningkatkan volume penjualan secara keseluruhan, sehingga dapat mengatasi persaingan dan tantangan pasar secara efektif. Strategi ini meraih Total Attractiveness Score (TAS) sebesar 7,93, menjadikannya prioritas utama untuk meningkatkan kinerja penjualan di PT. XYZ.

Kata Kunci: Model Lima Kekuatan Porter; Analisis SWOT; Analisis QSPM; Manajemen Strategi; Perencanaan Strategi

Abstract

To achieve expected profits, businesses must implement effective strategies that align with both internal and external environmental conditions. A thorough analysis of the business environment enables companies to develop strategies that positively influence growth and competitiveness. Yamaha is a strong motorcycle brand with a well-established image. In Medan, Yamaha operates 13 official showroom dealers, 7 of which are managed by PT XYZ. One of the main sub-dealers, PT XYZ, offers integrated 3S services: Sales, Service, and Spare Parts. Between 2022 and 2023, PT XYZ experienced fluctuating sales performance, highlighting the need for alternative strategies to sustain growth. This study employs qualitative and quantitative methods, combining primary data from interviews and observations with secondary data from company documents. Strategic tools used include Porter's Five Forces, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM). The results reveal that PT XYZ operates in a highly competitive environment, faces minimal threats from substitutes and new entrants, and encounters strong bargaining power from both suppliers and consumers. The IFE and EFE scores of 2,97 and 2,94 position the company in the Hold and Maintain quadrant of the IE matrix. This study is novel in its integration of multiple strategic frameworks to identify and prioritize actionable strategies, providing a more comprehensive and data-driven recommendation for sales performance improvement. The prioritized strategy is increasing salesperson productivity, achieving a Total Attractiveness Score (TAS) of 7.93, making it essential to address market competition and enhance growth.

Keywords: Porter's Five Forces; SWOT Analysis; QSPM Analysis; Strategic Management; Strategic Planning

1. Introduction

The increasingly dynamic and competitive nature of Indonesia's business landscape, particularly in the automotive sector, necessitates companies to develop strategies that are both precise and adaptive. Rapid shifts in consumer preferences, frequent changes in government regulations, continuous technological advancements, and economic fluctuations have created a challenging environment in which businesses must respond swiftly to remain sustainable and competitive. Among the industries most impacted by these dynamics is the motorcycle sector, which serves as a primary mode of transportation for a large portion of the Indonesian population.

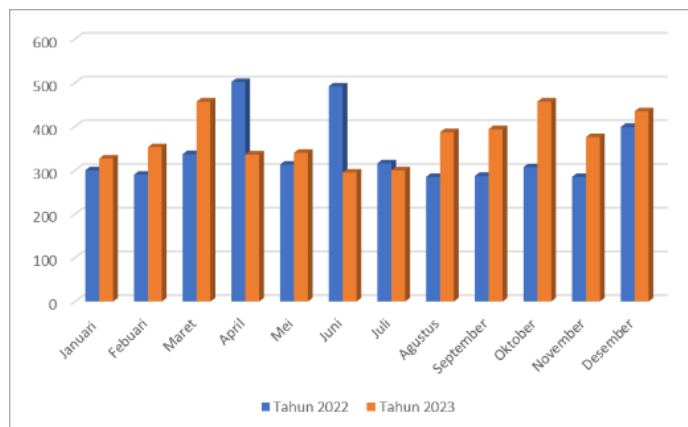


Figure 1. Sales Data of Motorcycles PT XYZ 2022-2023

Yamaha is recognized as one of the most prominent brands in the global motorcycle market, including in Indonesia. Despite its strong brand image, Yamaha continues to face intense competition from other major players, especially Honda. In Medan, PT XYZ acts as a major distributor for Yamaha, operating multiple sub-dealers including XYZ Branch. While the company has achieved significant milestones in product distribution and after-sales services, it has also experienced fluctuating sales performance between 2022 and 2023. This fluctuation underscores the urgent need for a strategic review to identify the causes of instability and develop solutions that can stabilize and ultimately increase motorcycle sales in the future. Absent such strategic measures, the company is at risk of losing market share and weakening its competitive position.

The SWOT framework plays an essential role in supporting businesses to enhance performance by systematically identifying internal strengths and weaknesses as well as external opportunities and threats. This strategic insight allows decision-makers to better understand the company's current condition and develop appropriate strategies for improvement and long-term sustainability.

This research aims to thoroughly investigate and evaluate the strategic initiatives undertaken by PT XYZ through the application of integrated strategic management tools. The main objective is to analyze how well the company's internal strengths and resources can be matched with external opportunities in the market, while also identifying effective measures to reduce the negative effects of potential threats and internal weaknesses. To accomplish this, the study adopts established analytical frameworks, namely Porter's Five Forces to assess the level of competition and market dynamics, SWOT analysis to map internal and external strategic factors, and the Quantitative Strategic Planning Matrix (QSPM) to rank and prioritize potential strategies based on their attractiveness and feasibility. Through this approach, the research aims to deliver evidence-based insights and actionable strategic recommendations that can contribute significantly to enhancing PT XYZ's sales performance and sustaining its competitiveness in the motorcycle industry.

Although PT XYZ has previously implemented several sales strategies, sales performance continues to fluctuate, indicating that these efforts have not fully resolved the underlying challenges in the market. Therefore, this research focuses on re-evaluating the company's strategic position and formulating a more specific and targeted strategy to ensure consistent and sustainable growth in motorcycle sales.

According to (Nourbakhsh et al., 2023), the SWOT analysis matrix is broadly acknowledged as a practical and efficient instrument for strategic planning in diverse industries. By examining four essential elements, namely strengths, weaknesses, opportunities, and threats, this framework serves as a valuable tool for strategic analysis. Its effectiveness has been widely confirmed by many researchers, making it one of the most reliable and widely used approaches for developing comprehensive business strategies.

(Nourbakhsh et al., 2023) also explain that one of the most essential techniques for evaluating strategic options and assessing their relative appeal during the decision-making process is the Quantitative Strategic Planning Matrix (QSPM). This analytical tool is designed to determine which among several proposed strategies is the most suitable by systematically comparing them. The

QSPM not only helps in selecting the best strategic alternative but also serves to prioritize those options based on objective criteria, ensuring that the most beneficial course of action is chosen.

This study addresses that gap by employing an integrated strategic management framework combining Porter's Five Forces, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM). Porter's Five Forces is applied to evaluate the competitive landscape and external market pressures, while SWOT analysis systematically maps internal strengths and weaknesses alongside external opportunities and threats. QSPM complements these frameworks by converting qualitative findings into quantitative priorities, thereby identifying the most feasible and attractive strategies for implementation.

The novelty of this research lies in its combined application of these three analytical tools to the specific context of Yamaha's dealership operations in Medan, a scope that has received limited scholarly attention. By integrating these methods, this study not only provides a comprehensive diagnosis of internal and external strategic factors but also prioritizes actionable strategies tailored to the company's current challenges, particularly in addressing sales volatility and strengthening market penetration. The insights derived from this research can serve as a practical reference for other automotive dealerships seeking to enhance their competitive positioning in similar market environments.

Nomenclature

SWOT	Strength, Weakness, Opportunity, Threat
IFE	Internal Factor Evaluation
EFE	External Factor Evaluation
IE	Internal-External
QSPM	Quantitative Strategic Planning Matrix

2. Literature Review

2.1 Strategic Management

Strategic management serves as a vital foundation for achieving business success, especially in sectors that are continuously exposed to intense competition, dynamic market trends, and economic uncertainties. In today's fast-changing business environment, companies must be proactive in identifying opportunities, anticipating threats, and adapting to evolving customer demands. To support this need, various theoretical frameworks have been developed to help organizations comprehensively assess both their internal capabilities and external conditions. These frameworks enable decision-makers to understand their competitive position, allocate resources effectively, and formulate strategies that align with long-term objectives. By doing so, businesses can maintain relevance, strengthen their market presence, and sustain growth over time. (David, 2011).

2.2 Strategic Planning

Strategic planning is one of the most widely applied approaches across industries worldwide, as it provides a structured foundation for making long-term decisions and sustaining competitive advantage (George, 2025). Among the key analytical tools commonly used in this process are Porter's Five Forces, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM). Porter's Five Forces helps businesses assess industry competitiveness by examining external pressures from suppliers, buyers, substitutes, new entrants, and rivalries. SWOT analysis complements this by systematically identifying internal strengths and weaknesses, as well as external opportunities and threats, which form the basis for formulating strategies. QSPM then translates these qualitative insights into quantitative priorities, enabling companies to rank strategic alternatives objectively. When integrated, these frameworks create a comprehensive and actionable strategic planning process that aligns organizational capabilities with market realities.

2.3 Five Forces Framework

The Five Forces framework, first proposed by (Porter, 1990) and further developed in later research, identifies five critical factors that shape the competitive dynamics and structure of an industry. These factors are the risk of new entrants, the power held by suppliers, the influence of buyers, the threat of alternative products or services, and the intensity of competition among current industry participants. By examining these forces, companies can assess the competitive landscape and gain insights into their opportunities for achieving and sustaining profitability.

(Costa et al., 2024) explains that in 1979, Michael Porter published a seminal article in the Harvard Business Review titled "How Competitive Forces Shape Strategy," in which he explored the nature and intensity of competition within various industries. Porter highlighted that identifying the primary sources of competitive pressure is essential for guiding effective strategic decisions. He introduced the concept that industry competition is influenced not only by direct competitors but also by five core forces: (i)

the bargaining power of suppliers, (ii) the bargaining power of customers, (iii) the threat of new market entrants, (iv) the potential of substitute products or services, and (v) the level of rivalry among existing firms.

These five forces collectively define the structure of an industry and influence its potential for profitability. The strength of each force is shaped by specific economic and technological characteristics.

Supplier power describes the extent to which suppliers can assert control over an industry by increasing prices, lowering product quality, or transferring operational costs to companies within the sector. Suppliers hold strong bargaining power when they are more concentrated than the businesses they supply, deliver specialized or patented products, serve multiple industries, or offer items that lack viable alternatives.

Conversely, buyer power indicates the extent to which customers can demand lower prices or higher quality. Buyers gain influence when they are more concentrated than suppliers, purchase in high volumes, or when the product offerings in the industry are relatively undifferentiated.

The threat posed by new entrants represents a competitive force wherein the arrival of new firms into an industry intensifies rivalry by increasing supply and targeting market share. This can lead existing companies to lower prices or boost investments to protect their market position. The level of this threat is largely determined by how high the barriers to entry are and how quickly established companies can react to new competition.

The fourth force, known as the threat of substitute products, occurs when alternative offerings can fulfill the same needs as those provided by the industry. If customers can easily switch to these alternatives especially when the cost of switching is minimal it places downward pressure on the industry's profitability. To counter this risk, companies must emphasize strong product performance or establish a distinct brand image to retain customer loyalty.

Finally, rivalry among existing competitors manifests through pricing battles, product innovations, marketing efforts, and improved customer service. This rivalry is intensified in markets with many players, slow growth, little product differentiation, and high fixed costs combined with low marginal costs.

Porter also warned against confusing visible industry characteristics, such as government regulations or complementary products, with the structural forces themselves. Although these factors impact profitability, they do so by affecting one or more of the five competitive forces. Thus, it is the structure shaped by these forces that ultimately determines how value is generated and distributed within an industry.

2.4 SWOT Analysis

The SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats, is a commonly utilized strategic planning framework that helps organizations from different industries assess their internal and external environments effectively. As highlighted by (GÜREL, 2017) SWOT analysis allows businesses to systematically evaluate both internal and external elements that influence organizational performance. Internal factors, such as strengths and weaknesses, involve resources, competencies, and limitations inherent within the company, including human capital, operational efficiency, brand equity, and technological capabilities. Conversely, external factors—namely opportunities and threats arise from conditions beyond the organization's control. These include aspects such as evolving market dynamics, changes in government regulations, actions taken by competitors, and alterations in consumer behavior or preferences. By clearly mapping these components, the SWOT framework helps managers gain a balanced understanding of the current strategic landscape and provides a foundation for making informed and effective business decisions.

According to (Mallick et al., 2020), evaluating both internal and external factors plays a vital role in strategic development planning, especially when aiming to support sustainable livelihoods and environmental progress. Through this thorough assessment, organizations gain deeper insights into the forces that shape their strategic direction. Within this framework, the SWOT analysis proves to be a highly effective tool for pinpointing the essential internal and external components that impact organizational performance. These elements are typically structured into two key matrices: the Internal Factor Evaluation Matrix (IFE), which analyzes an organization's strengths and weaknesses, and the External Factor Evaluation Matrix (EFE), which examines potential opportunities and external threats. This dual-layered method helps improve the precision and effectiveness of strategic decisions by offering a well-organized understanding of the organization's position in the broader context.

After identifying these factors, experts assign weights and scores based on their field experience and relevant prior research. The initial phase of strategic management analysis namely the SWOT matrix serves to highlight the key strategic elements that influence an organization's position. These factors are then evaluated using the Internal and External Factor Evaluation Matrices (IFE and EFE), which are essential tools in strategic management. These matrices help assess and analyze the organization's primary strengths and weaknesses, providing a structured method to examine current operational conditions. When combined, the IFE and EFE matrices function as strategic formulation tools that assist in evaluating how effectively the organization is leveraging its internal strengths while addressing its weaknesses. (Mallick et al., 2020)

(David, 2011) explains that the SWOT analysis serves not only as a tool for identifying significant internal strengths and weaknesses, as well as external opportunities and threats, but also plays a crucial role in guiding the development of four key types

of strategic alternatives: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). Each strategy category is intended to help an organization make the most of its advantages, address internal limitations, seize emerging opportunities, and reduce exposure to external risks. This methodical framework allows businesses to design tailored, actionable strategies that are suited to their unique circumstances and operational environment. Furthermore, the SWOT matrix can be effectively combined with the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, enhancing the decision-making process. By assigning weights and ratings to each factor, companies are better positioned to prioritize their strategic efforts and focus on initiatives with the highest potential for success and competitive strength.

2.5 QSPM Analysis

(Nourbakhsh et al., 2023) emphasize that one of the most essential techniques for evaluating strategic alternatives during the decision-making process is the Quantitative Strategic Planning Matrix (QSPM). This analytical tool plays a critical role in assessing the relative attractiveness of various strategic options by assigning numerical values to key internal and external factors. Through this process, QSPM enables organizations to objectively compare alternative strategies and identify which among them holds the greatest potential for success. Essentially, the matrix serves as a prioritization mechanism, guiding decision-makers toward the most suitable strategic direction based on quantifiable data.

The Quantitative Strategic Planning Matrix (QSPM) expands on the insights gained from a SWOT analysis by introducing a structured and measurable approach to assessing and ranking strategic alternatives. While SWOT outlines an organization's internal strengths and weaknesses, as well as external opportunities and threats, QSPM enhances this by assigning specific weights to each factor based on its significance. It then evaluates how effectively each potential strategy responds to these factors. This evaluation produces a Total Attractiveness Score (TAS) for each strategy, offering a clear, data-driven basis for determining which strategic option holds the greatest potential advantage for the organization. As explained by (Rangkuti, 1998), the QSPM is especially valuable in situations where multiple strategies are available and decision-makers need a rational basis for selection. By translating qualitative insights into quantitative data, the QSPM minimizes bias and supports objective decision-making. This structured evaluation allows organizations to align their strategies with internal capabilities and external conditions more effectively. In addition, the matrix format makes it easier to compare alternatives side by side and identify which strategy has the greatest potential to achieve desired organizational goals. Moreover, QSPM serves as a decision support tool that not only facilitates strategic clarity but also enhances accountability, as each choice is backed by measurable justifications. For businesses operating in competitive or dynamic environments, such as the automotive sector, QSPM ensures that strategy formulation is both methodical and evidence-based, leading to more robust and sustainable performance outcomes.

The Quantitative Strategic Planning Matrix (QSPM) extends the SWOT analysis by offering a systematic approach to rank and prioritize various strategic options. QSPM evaluates each strategy based on key external and internal factors and assigns Total Attractiveness Scores (TAS) to determine which strategy offers the greatest potential benefit. As noted, QSPM aids decision-makers in making objective, data-driven choices rather than relying on subjective judgments.

(Mallick et al., 2020) explains that the Quantitative Strategic Planning Matrix (QSPM) offers a structured analytical approach for evaluating and comparing viable strategic alternatives. It is widely utilized to simplify decision-making and problem-solving processes. Typically, QSPM draws on inputs from other management tools and incorporates straightforward components to identify the most suitable strategy. This method has been applied to determine essential strategic actions aimed at enhancing tourism and environmental quality, using specific quantitative measures. By calculating the Sum of Total Attractiveness Scores (STAS), QSPM helps determine the comparative appeal of each key factor along with its related strategies.

Several previous studies have demonstrated the effectiveness of these frameworks. For example, (Mahardika, 2020) applied SWOT and QSPM in analyzing competitive strategies for retail businesses, concluding that alignment between internal capabilities and external conditions significantly influences performance outcomes. Similarly, (Darmawan & Widia, 2005) highlighted how external influences such as demographic shifts, economic fluctuations, consumer behavior trends, and competitive pressures contribute to instability in sales performance.

By integrating these strategic frameworks, businesses such as PT XYZ can gain a holistic understanding of their market environment and internal dynamics. This comprehensive approach enables the company to formulate strategies that are both conceptually strong and practically applicable, helping to enhance business performance and maintain a competitive edge in a demanding market environment.

3. Research Method

3.1 Method of Collecting Data

1. Study of literature
This method involves reviewing books, journals, articles, and credible online resources related to strategic management, Porter's Five Forces, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM). The purpose is to understand theoretical foundations and previous research findings that can support the study
2. Documentation
Document analysis was conducted using internal company data, including sales reports, market share statistics, and company profiles. This method ensures that the research is based on factual and historical records from PT XYZ.
3. Interview
Semi-structured interviews were carried out with key informants, such as managers to obtain qualitative insights into internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting sales performance.

3.2 Type of Research

This study adopts a mixed-method approach by combining qualitative and quantitative techniques to provide a comprehensive evaluation of strategic performance. The qualitative component includes detailed interviews with key decision-makers at PT XYZ, including managers and senior sales staff. These interviews were aimed at gathering insights into internal challenges, market conditions, and strategic responses, particularly about sales performance and customer behavior.

3.3 Research Time

The research was carried out commencing in October 2024, encompassing the stages of data collection, data analysis, and the formulation of strategic recommendations.

3.4 Place Study

The study took place at PT XYZ in Medan, which is one of Yamaha's main sub-dealers providing 3S services (Sales, Service, and Spare Parts).

3.5 Object Study

The research object is the strategic planning process at PT XYZ, specifically focusing on strategies to increase motorcycle sales amidst competitive market conditions.

3.6 Variable Study

The variables include:

1. Internal factors (Strengths and Weaknesses):
Strengths:
 - a. Yamaha is among the most recognized automotive brands.
 - b. Yamaha has loyal customers at PT XYZ.
 - c. Premium product variants appeal to younger generations.
 - d. Strategically located and easily accessible showroom
 - e. High-quality after-sales service.
 - f. Lower maintenance costs compared to competitors.
 - g. The company has been established for a long time.
 - h. Collaboration with well-known leasing companies in the Medan area.
 Weaknesses:
 - a. PT. ABC is the sole supplier for PT XYZ.
 - b. Uneven utilization of digital advertising.
 - c. High turnover rate in the sales team.
 - d. Leasing-based sales are not yet optimized.
 - e. Sales per salesperson remain relatively low, which indicates an inefficiency in individual performance.
 - f. Sales of several models are still uneven.
2. External factors (Opportunities and Threats):
Opportunities:
 - a. Motorcycles are still a necessity for daily life.
 - b. Opening a new dealership requires substantial initial capital.

- c. PT XYZ contributes significantly to Yamaha motorcycle sales in Medan.
- d. Easy consumer access to information through PT XYZ’s website.

Threats:

- a. More attractive promotions and discounts offered by competitors.
- b. Additional tax burden of 66%.
- c. Increase in VAT to 12%.
- d. Fuel subsidies are only available for certain groups.
- e. Alternative vehicles such as electric motorcycles.
- f. Prices of used Yamaha motorcycles outside the premium category are lower than competitors.

3.8 Data Analysis Method

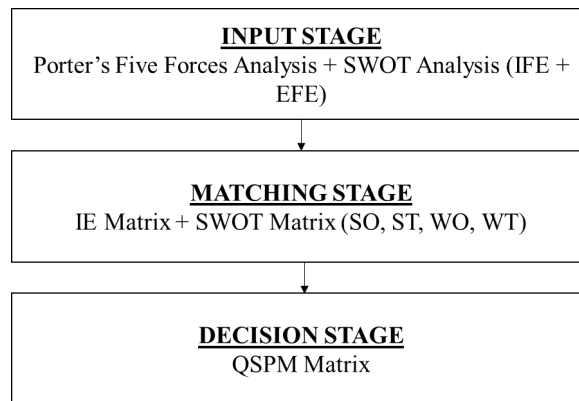


Figure 2. Flowchart of the Research Stage

The qualitative data were essential for understanding context-specific issues that could not be captured through quantitative measures alone. From the quantitative standpoint, this research utilized established strategic planning tools such as the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. These tools were used to systematically evaluate various internal and external factors by assigning specific weights and ratings based on expert assessments. Each element was analyzed for its significance to the organization and the company’s ability to manage it effectively. The supporting data were sourced from internal company reports, performance metrics, industry studies, and customer feedback.

After identifying and analyzing both internal and external factors, the study employed the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework to formulate potential strategic alternatives. These alternatives were subsequently assessed through the Quantitative Strategic Planning Matrix (QSPM), which allowed for the ranking of strategies based on their Total Attractiveness Scores (TAS). This scoring system offered a quantitative basis to determine the most suitable strategies for implementation. To ensure precision in calculations and clear presentation of findings, Microsoft Excel was utilized. The integration of qualitative insights and structured quantitative analysis formed a solid basis for crafting strategic recommendations aligned with PT XYZ’s current market position.

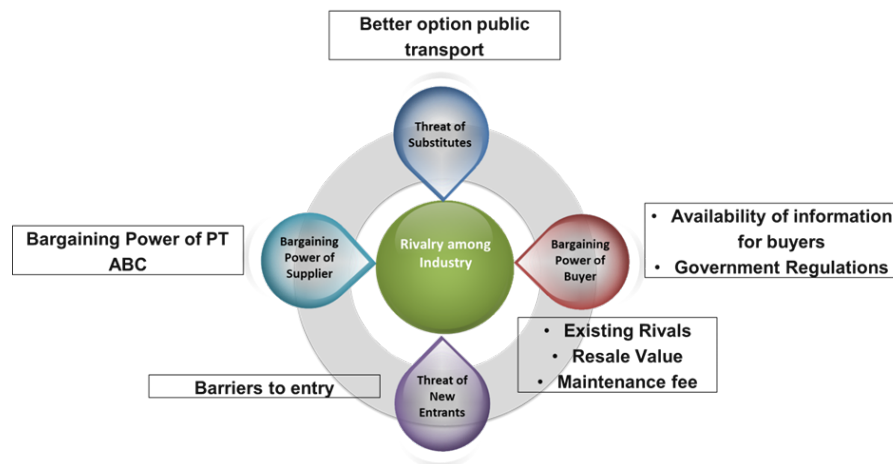
4. Results and Discussion

Porter’s Five Forces Framework has been extensively used to analyze the structure of various industries and assess the degree of competition within the energy sector. For instance, (Yunna & Yisheng, 2014) they applied the original Porter’s Five Forces model to assess how competition functions within China’s shale gas industry under different scenario settings. Their study concluded that market competition would significantly increase following the Chinese government’s decision to permit private sector involvement. Additionally, shale gas was found to be in direct competition with coal and oil, while the rapid expansion of nuclear energy in China posed an added threat as a substitute energy source.

In another study, (Hafezi et al., 2020), they utilized Porter’s Five Forces framework to examine the dynamics of the global natural gas market and evaluate the competitive standing of the National Iranian Gas Company (NIGC). They identified the significant market transformation over recent years and emphasized how enhanced access to global markets especially through modern liquefied natural gas (LNG) networks has reshaped competition. Their analysis concluded that NIGC faces intense rivalry and suggested the company should adopt sustainable and resilient strategies to strengthen and expand its market presence.

Similarly, (Aguilera & Inchauspe, 2021) used the Five Forces framework to explore the economic drivers influencing the hydrogen energy sector. They identified major barriers in the supply chain, particularly the high capital investment required for distribution infrastructure, as a key challenge for new entrants. Nonetheless, they proposed that this obstacle could be mitigated if

hydrogen infrastructure leveraged existing natural gas systems and technologies. Porter's Five Forces allows businesses to quantify the pressure from each force, anticipate changes, and craft resilient, market-aligned strategies to protect or enhance their



market share.

Figure 3. Porter's Five Forces PT XYZ

Based on the results of Porter's Five Forces analysis at PT XYZ, the level of rivalry among existing competitors is classified as moderate to high. The risk posed by substitute products is minimal, whereas the bargaining power of both suppliers and customers is notably strong. Meanwhile, the threat of new entrants into the industry is regarded as low. The intensity of competition is relatively high due to the presence of a market leader in the same sector. The threat of substitutes is low, considering that electric motorcycles have not yet become a significant threat in the coming years. Supplier bargaining power is high because PT. ABC is the sole brand holder and the exclusive supplier of Yamaha motorcycles in Indonesia. The bargaining power of buyers is also high due to the ease of access to information through platforms such as Web Oto, which provides pricing details, specifications, and customer reviews helping new buyers make well-informed decisions. Changes in government regulations, such as fuel subsidies limited to specific groups, an increase in VAT to 12%, and the implementation of a 66% tax option, may significantly affect sales, particularly due to their impact on consumers' purchasing power. The threat of new entrants is considered low, as establishing a motorcycle dealership requires substantial capital investment.

SWOT analysis comprising Strengths, Weaknesses, Opportunities, and Threats, continues to serve as a fundamental framework in strategic management and business research. Its principal utility lies in its systematic approach to identifying internal capabilities and external conditions that collectively shape an organization's strategic posture. This analytical tool is widely recognized for its adaptability across organizational scales, from microenterprises to corporate entities, and for its facilitation of structured decision-making processes in dynamic market environments.

Several empirical studies underscore the efficacy of SWOT analysis in supporting strategic formulation. For instance, (Bakhri et al., 2019) illustrate its application in the context of home industry development, where SWOT analysis guided business actors in maintaining product quality, optimizing production capacity, and expanding market reach.

To reinforce the objectivity and analytical depth of SWOT analysis, it is commonly complemented by the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The IFE matrix enables the systematic assessment of internal conditions both strengths and weaknesses through a weighted scoring model that reflects the relative importance of each factor. In parallel, the EFE matrix is employed to evaluate external opportunities and threats, derived from macro- and micro-environmental analyz

es the bargaining power of suppliers, the bargaining power of customers, the threat of new market entrants, the potential of substitute products or services, and the level of rivalry among existing firms.

The integration of IFE and EFE matrices culminates in the construction of the Internal-External (IE) matrix, a strategic positioning tool that classifies organizations into one of nine cells based on the total weighted scores derived from both internal and external evaluations. Each cell corresponds to a strategic implication, such as growth, hold-and-maintain, or retrenchment strategies. As demonstrated in the study by (Mahardika, 2020), the IE matrix informed the strategic positioning of PT. XYZ within a "hold and maintain" quadrant, emphasizing the importance of sustaining operational performance while addressing targeted areas for improvement.

Table 1. Internal Factor Evaluation (IFE)

Internal Factor Evaluation (IFE)		Weight	Rating	Score
No.	Strengths			
S1	Yamaha is among the most recognized automotive brands.	0,09	4,0	0,34
S2	Yamaha has loyal customers at PT XYZ.	0,08	3,7	0,29
S3	Premium product variants appeal to younger generations.	0,08	3,7	0,29
S4	Strategically located and easily accessible showroom.	0,06	3,0	0,19
S5	High-quality after-sales service.	0,07	3,3	0,24
S6	Lower maintenance costs compared to competitors.	0,06	3,0	0,19
S7	The company has been established for a long time.	0,06	3,0	0,19
S8	Collaboration with well-known leasing companies in the Medan area.	0,09	4,0	0,34
				2,08
No.	Weaknesses	Weight	Rating	Score
W1	PT. ABC is the sole supplier for PT XYZ.	0,03	3,33	0,10
W2	Uneven utilization of digital advertising.	0,07	2,33	0,17
W3	High turnover rate in the sales team.	0,08	2,33	0,18
W4	Leasing-based sales are not yet optimized.	0,08	2,33	0,18
W5	Sales per salesperson remain relatively low, which indicates an inefficiency in individual performance.	0,09	1,33	0,11
W6	Sales of several models are still uneven.	0,06	2,33	0,15
				0,89
				1,00
				2,97

According to (David, 2011), the Internal Factor Evaluation (IFE) matrix provides a quantitative assessment of a company's internal environment by assigning weights and ratings to its strengths and weaknesses. The resulting total weighted score serves as an indicator of the company's internal capabilities. If the total score is below 2,50, it suggests that the company's internal conditions are weak, meaning it struggles to utilize its strengths and is heavily influenced by its weaknesses. Conversely, a score above 2.50 reflects strong internal capabilities, indicating the company is effectively capitalizing on its strengths while managing or minimizing its weaknesses.

In the case of PT XYZ, the IFE matrix analysis resulted in a total score of 2,97, which is above the 2,50. This signifies that PT XYZ has relatively strong internal conditions and possesses a solid foundation to compete in the market. Specifically, the score implies that the company is performing well in areas such as brand recognition, customer loyalty, product variety, and strategic showroom locations. At the same time, the company has demonstrated the ability to mitigate weaknesses, such as uneven digital marketing usage or suboptimal leasing sales performance. This internal strength positions PT XYZ favorably to develop and implement strategies aimed at sustaining and improving its sales performance, even amid competitive market dynamics.

Table 2. External Factor Evaluation (EFE)

External Factor Evaluation (EFE)		Weight	Rating	Score
No	Opportunities			
O1	Motorcycles are still a necessity for daily life.	0,11	3,67	0,41
O2	Opening a new dealership requires substantial initial capital.	0,11	4,00	0,44
O3	PT XYZ contributes significantly to Yamaha motorcycle sales in Medan.	0,11	4,00	0,44
O4	Easy consumer access to information through PT XYZ's website.	0,12	3,67	0,45
				1,75
No	Threats	Weight	Rating	Score
T1	More attractive promotions and discounts offered by competitors.	0,09	2,67	0,23
T2	Additional tax burden of 66%.	0,15	3,00	0,44
T3	Increase in VAT to 12%.	0,07	1,33	0,10
T4	Fuel subsidies are only available for certain groups.	0,07	1,00	0,07
T5	Alternative vehicles such as electric motorcycles.	0,05	1,67	0,08
T6	Prices of used Yamaha motorcycles outside the premium category are lower than competitors.	0,11	2,33	0,26
				1,19
				1,00
				2,94

According to (David, 2011), states that the External Factor Evaluation (EFE) matrix evaluates how effectively a company responds to external opportunities and threats. The matrix assigns weights and ratings to external factors, producing a total weighted score. A score below 2,50 indicates poor responsiveness to external conditions, while a score above 2,50 reflects the company's ability to exploit opportunities and minimize external threats effectively.

For PT XYZ, the EFE matrix analysis generated a total weighted score of 2,94, also above the 2,50. This result demonstrates that PT XYZ is well-positioned to respond to external factors affecting its business environment. Key opportunities include the continued high demand for motorcycles as a primary mode of transportation and the company's significant contribution to Yamaha's sales in Medan. Additionally, easy access to consumer information supports PT XYZ's marketing and customer engagement initiatives.

Despite these opportunities, PT XYZ must navigate significant external threats, such as aggressive competitor promotions,

rising taxes, selective fuel subsidies, and the growing presence of alternative transportation solutions like electric motorcycles. The EFE score indicates that the company is managing these threats effectively while capitalizing on favorable external conditions, thereby maintaining its competitive position in the automotive market.

(Mahardika, 2020), the IE matrix informed the strategic positioning of PT. XYZ within a "hold and maintain" quadrant, emphasizing the importance of sustaining operational performance while addressing targeted areas for improvement.

The incorporation of the Quantitative Strategic Planning Matrix (QSPM) enhances the prescriptive power of SWOT analysis by enabling a comparative evaluation of strategic alternatives. The QSPM provides a quantitative basis for ranking strategies according to their relative attractiveness, as measured by the Total Attractiveness Score (TAS). This method facilitates a more rigorous prioritization process, as evidenced in both (Mahardika, 2020) and (Mujahid et al., 2018) where QSPM was used to identify optimal strategies based on internal and external strategic drivers.

TOTAL IFE SCORE				
Strong (3,0-4,0)	Average (2,0-2,99)	Weak (1,0-1,99)		
I	II	III	Strong (3,0-4,00)	TOTAL EFE SCORE
IV	V	VI	Average (2,0-2,99)	
VII	VIII	IX	Weak (1,0-1,99)	

Figure 4. IE Matrix

Based on Figure 4.2, The results from both the IFE and EFE matrices were then combined and plotted on the Internal-External (IE) matrix to determine PT XYZ's overall strategic position. The IFE score of 2,97 (strong internal conditions) and the EFE score of 2,94 (strong external responsiveness) place the company in Quadrant V of the IE matrix. Quadrant V represents a "Hold and Maintain" strategy position, indicating that PT XYZ has a stable foundation but must focus on maintaining its current performance while seeking moderate growth opportunities.

A "Hold and Maintain" position suggests that the company should implement strategies aimed at strengthening existing market share rather than aggressively pursuing expansion. In practical terms, this can be achieved through market penetration strategies, which involve increasing sales of existing products to the current market segments. This approach is suitable for PT XYZ because the company already possesses strong brand recognition, loyal customers, and established dealership operations but must address external threats such as competitor promotions and tax policy changes.

Table 3. QSPM Matrix

No	Alternative Strategies	TAS	Rank
1	Conduct regular CRM with loyal Yamaha customers.	7,07	2
2	Offer more efficient and environmentally friendly motorcycle models for daily use.	6,88	5
3	Utilize ease of consumer information access to enhance the company website with more detailed product information.	6,15	7
4	Improve the use of digital advertising through the most widely used applications by the public.	6,93	3
5	Increase promotions related to lower maintenance costs to attract price-sensitive customers.	6,21	6
6	Collaborate with reputable leasing institutions to offer better financing deals.	6,90	4
7	Intensively increase the productivity of each salesperson to face promotional and discount threats from competitors.	7,93	1

Based on Table 4.3, the research findings indicate that the strategic alternative with the highest Total Attractiveness Score (TAS) is increasing the productivity of each salesperson to address the attractive promotions and discounts offered by competitors. All three informants agreed that this strategic alternative is essential, as they believe the role of salespeople is highly significant in achieving sales volume targets. Improving the productivity of each salesperson is considered crucial for the company, as the more units a salesperson can sell, the higher the company's overall sales volume will be. This strategy earned the highest TAS score of 7,93. The informants identified the quality of human resources, especially the sales team, as the primary factor driving improved sales performance. This viewpoint is consistent with findings from earlier research conducted by (Mahardika, 2020) which stated that skilled sales personnel or high-quality human resources can expand market share. As market reach grows, the potential for increased sales volume also becomes greater.

5. Conclusion

1. Based on the analysis, PT XYZ's competitive position in Medan's motorcycle market falls in Quadrant V of the IE Matrix, indicating a "Hold and Maintain" strategy. This suggests the company is stable but must focus on sustaining and

improving current operations. Using the SWOT and IE Matrix, the recommended strategy is market penetration, aimed at increasing sales within existing markets.

2. Out of the various market penetration strategies assessed using the QSPM, the most favorable approach with a Total Attractiveness Score (TAS) of 7.93 is to enhance the individual productivity of each salesperson. This approach is essential to counter competitive threats, particularly the more appealing promotions and discounts offered by rival firms. Enhancing the effectiveness of the sales team is therefore key to strengthening PT XYZ's market position and boosting overall sales performance.
3. This study also highlights that previous strategies may not have sufficiently addressed the fluctuations in sales experienced by PT XYZ. The proposed strategy of increasing salesman productivity is designed to be more focused and responsive to market conditions, offering a practical approach that can drive more consistent sales performance in the future. To improve its sales performance, PT XYZ should focus on enhancing the productivity of its salesmen through intensive and regular training, supported by senior sales staff to strengthen product knowledge. In addition, the company is advised to provide incentives, such as bonuses for meeting sales targets and extra rewards for those who exceed them.
4. For future research, it is recommended to explore other strategy prioritization tools, such as the Analytical Hierarchy Process (AHP), Critical Success Factors (CSF), and the Balanced Scorecard (BSC). Future studies may also expand the analysis of internal and external strategies or apply the model to other industry sectors.

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