

ABSTRACT

Budi Jaya Trading Company is a company that has been operating for more than 30 years in Probolinggo, East Java, with a primary focus on providing freight transportation services. An evaluation of the company's performance indicates issues arising from both internal and external factors, necessitating the development of a comprehensive strategic plan to enable further business growth. The primary objective of this study is to evaluate the company's external and internal environments, formulate alternative strategies using the IE matrix and SWOT matrix, and determine priority strategies using QSPM.

The research method used is a qualitative method with a descriptive approach. Data collection techniques were conducted through interviews with six informants from internal and external sources. Data validity testing was performed using member checking and source triangulation.

The research results show a weighted score of 3.42 for the EFE matrix and a weighted score of 2.65 for the IFE matrix. The IE coordinates are in quadrant II. Based on this position, strategies were formulated using the SWOT matrix, resulting in 10 (ten) alternative strategies. Following verification, the internal team selected 3 (three) strategies. In the final stage, using QSPM, the following strategies were obtained: 1) good rates and services to build customer reputation and loyalty, 2) creating a website for booking and adopting GPS for truck position monitoring, 3) optimizing the fleet to reduce operational costs. These strategies and priorities are expected to help UD. Budi Jaya in enhancing competitiveness and further performance.

Keywords: strategy formulation, EFE, IFE, IE, SWOT, QSPM, freight transportation