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Developing Adaptive Business Strategies Using the SWOT Matrix: a Case Study of PT Tri Adi Bersama (ANTERAJA)

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Abstract.
The growth of e-commerce in Indonesia continues to drive the increasing need for last-mile logistics services that demand speed, accuracy, and operational transparency. This research aims to formulate an adaptive strategy for PT Tri Adi Bersama (Anteraja) through a SWOT analysis approach that is quantified using IFAS, EFAS, and SPACE Matrices. The research method is descriptive quantitative with a Likert scale questionnaire instrument (1–5) based on 12 SWOT indicators (3 Strengths, 3 Weaknesses, 3 Opportunities, and 3 Threats). A total of 255 respondents participated in this study, consisting of 63 internal respondents and 192 external respondents who were selected through purposive sampling techniques. The results of data processing showed an IFAS score of 0.35, which indicates that Anteraja's internal strengths are more dominant than its weaknesses. Meanwhile, an EFAS score of 0.04 indicates a slightly greater external opportunity than a threat. The combination of these two values places Anteraja's strategic position in Quadrant I (Aggressive) in the SPACE Matrix, which reflects the company's position in a situation that supports growth and expansion. Based on these findings, the recommended adaptive strategy focuses on utilizing internal strengths and external opportunities, such as strengthening service digitization, expanding distribution networks, developing fast services (same-day/instant), and optimizing technology-based services and fulfillment. These findings are expected to be a reference for companies in formulating business strategies that are more responsive to the dynamics of the digital logistics industry.

Keywords: Strategic Management; SWOT Analysis; IFAS-EFAS; Space Matrix; Logistics Industry.

INTRODUCTION

Sector growth e-commerce in Indonesia shows a significant increasing trend. Based on Statistics E-Commerce 2023 released by the Central Statistics Agency, the number of business actors' e-commerce increased from 2,995,986 units in 2023 to 3,816,750 units in 2024, or an increase of 27.40%. This increase is driving the need for logistics services last-mile that demand speed, accuracy, and transparency of tracking (BPS, 2025). This condition makes the logistics industry a very competitive sector and encourages companies to innovate through operational efficiency and the use of technology. PT Tri Adi Bersama (Anteraja) is present as one of the main players with strengths in digital system integration, national distribution networks, and strategic partnerships with major marketplaces.

However, the increase in shipping volume poses challenges in maintaining adaptive strategic performance, especially related to consistency Service Level Agreement (SLA), tracking accuracy, and speed of resolving customer complaints. Logistics data e-commerce Indonesia in 2024 shows that the on-time delivery (OTD) service last-mile still fluctuates in the range of 90–98%, illustrating the inequality of performance between regions. This phenomenon is in line with the findings in the Strategic Review of Land Logistics in Indonesia which showed a significant decline in the indicators tracking & Tracing and punctuality in Logistics Performance Index (LPI) Indonesia dropped from 39th to 65th in 2023, which indicates a challenge in the consistency of delivery times (Tenggara Strategics & CSIS, 2024). This phenomenon emphasizes the importance of adaptive strategies that are able to maintain service quality in the midst of demand dynamics.

In terms of internal factors, Anteraja has strengths in the digitization of processes and

national network coverage, but faces weaknesses in the form of variations in courier productivity, route efficiency, and complaint handling systems that are not optimal. These conditions have an impact on customer experience and perception of service quality. On the other hand, external factors show great opportunities through the growth of e-commerce, same-day/instant delivery trends, and the development of fulfillment services. However, threats remain through fierce tariff competition, rising operational costs, and increasingly high customer expectations. This combination of opportunities and threats requires companies to formulate adaptive strategies based on objective internal and external analysis.

Previous studies in strategic management and the logistics industry have employed various analytical tools to assess company positioning and formulate strategies. Research by Wicaksono (2023) demonstrated that SWOT analysis serves as an effective foundational tool for assessing an organization's strategic condition amid pressures for change and adaptation. Meanwhile, Rachma et al. (2024) highlighted the use of the IFAS and EFAS matrices as quantitative tools to measure the weight and rating of each SWOT factor, aiding in strategy formulation based on competitive advantages and external challenges. In the logistics context, studies by Sugalih & Riorini (2025) and Shuaibu et al. (2025) emphasized the importance of last-mile service innovation and technology integration, such as AI and IoT, in enhancing operational efficiency and customer satisfaction. Furthermore, research by Turienzo et al. (2024) underlined the significance of strategic partnerships and brand positioning within the digital ecosystem to strengthen competitiveness.

However, many previous studies have yet to integrate quantitative SWOT analysis with comprehensive strategic mapping tools such as the SPACE Matrix in the context of Indonesia's last-mile logistics industry. Additionally, research focusing specifically on adaptive strategy formulation for logistics companies like Anteraja, which operates in a highly dynamic digital ecosystem, remains limited. This study aims to fill this gap by analyzing Anteraja's strategic position using a quantitative SWOT approach through the IFAS and EFAS matrices, which is then mapped within the SPACE Matrix. Thus, this research not only enriches the literature on strategic management in the logistics sector but also provides practical recommendations for companies in formulating responsive and applicable adaptive strategies to enhance competitiveness in the digital logistics industry.

Based on this context, this study aims to analyze Anteraja's strategic position using SWOT analysis which is quantified through IFAS and EFAS matrices, then mapped in the SPACE Matrix, so that adaptive strategies can be formulated that are relevant and applicable to increase the company's competitiveness in the digital logistics industry. The practical benefits of this research include providing a strategic framework that can be directly implemented by PT Tri Adi Bersama (Anteraja) to optimize its internal capabilities, seize external opportunities, and mitigate threats, ultimately leading to improved service performance, market expansion, and sustained competitive advantage. Furthermore, the findings are expected to serve as a reference for other logistics industry players and academics in developing contextually relevant strategic models in the face of rapid digital and market dynamics.

MATERIALS AND METHOD

SWOT Analysis

SWOT analysis is a framework used to identify and evaluate factors *internal* Organizations consisting of *Strengths* and *Weaknesses* and factors *External* which includes *Opportunities* and *Threats*. According to (Wicaksono, 2023), SWOT analysis serves as a basic tool in assessing the strategic condition of an organization, especially when organizations face the pressure of change and adaptation demands. SWOT helps management see the company's actual position comprehensively through mapping key factors that affect success and risk in strategic decision-making.

The preparation of the SWOT analysis is carried out through the process of identifying strategic factors, then these factors are arranged in a matrix to produce four main strategy alternatives:

1) Strength–Opportunity (SO) Strategy,
2) Weakness–Opportunity (WO) Strategy,
3) Strength–Threat (ST) Strategy, and
4) Weakness–Threat (WT) Strategy.

This approach makes it easier for management to determine the combination of strategic steps that are most relevant to the company's internal and external conditions. (Wicaksono, 2023) emphasizing that SWOT is very useful in supporting the digital-based business transformation process because it is able to connect the company's internal capabilities with the dynamics of the rapidly changing environment, so that strategic decisions become more targeted and adaptive.

IFAS and EFAS Matrix

Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) are quantitative tools used to measure the weights and ratings of each SWOT factor. This assessment is carried out with a subjective approach through questionnaires or expert opinions. The total scores from IFAS and EFAS are used to describe an organization's relative strengths or weaknesses to its strategic environment. This method helps in strategizing based on competitive advantages and external challenges that are being faced (Rachma et al., 2024).

SPACE Matrix

Matrix Strategic Position and Action Evaluation (SPACE) is a strategic analysis tool used to determine the direction of organizational strategy based on four main dimensions. According to (David & David, 2017), this matrix evaluates the strategic position of the company through two internal dimensions, namely Financial Strength (FS) and Competitive Advantage (CA), as well as two external dimensions consisting of Industry Strength (IS) and Environmental Stability (ES). Each dimension is scored to describe the level of strength and pressure that affects the company, and then the results of the assessment are plotted on the horizontal and vertical axes to produce a specific strategic position. The SPACE matrix generates four main types of strategies, namely aggressive, competitive, conservative, and defensive. The determination of strategic quadrants provides a comprehensive picture of the company's condition, making it easier for management to formulate the most relevant strategic

actions. This concept is in line with the presentation that the combination of FS, CA, IS, and ES scores will determine the tendency of organizational strategies to be in the aggressive, competitive, conservative, or defensive quadrants This study uses a SWOT-based quantitative strategic approach that is integrated in several stages of analysis. Starting from the identification of internal and external factors through SWOT analysis, then quantified using IFAS and EFAS matrices to obtain the total score of each factor.

Furthermore, the score is used in the SPACE Matrix analysis to evaluate Sritex's strategic position based on four dimensions: Conservative Advantage (CA), Environmental Stability (ES), Financial Strength (FS), and Industry Strength (IS). The results of the SPACE calculation determine the most appropriate strategy quadrant. From these quadrant positions, the main strategy is selected using the GRAN SWOT approach, which recommends strategies based on a combination of SWOT weights and strategic positions.

This study uses a descriptive quantitative approach to describe the strategic condition of PT Tri Adi Bersama (Anteraja) through numerical measurement of internal and external factors based on strategic management theory. This approach was chosen because it was able to provide an objective and measurable picture of respondents' perceptions of SWOT elements, without intending to test the relationship between variables (Sugiyono, 2016). The research design was non-experimental with a focus on mapping the company's strategic position through quantitative SWOT analysis, which was further processed using IFAS, EFAS, and SPACE matrices (David & David, 2017).

Data collection was carried out using a closed questionnaire based on the Likert scale of 1–5 consisting of 12 SWOT indicators, each including 3 Strengths, 3 Weaknesses, 3 Opportunities, and 3 Threats. The indicators are compiled based on last-mile logistics literature, e-commerce industry reports, and preliminary observations of Anteraja services. The sampling technique used purposive sampling, with the respondent criteria, namely: (1) internal parties working in the operational and managerial areas, or (2) external users such as MSME actors, marketplace sellers, or customers who have used Anteraja services.

The data obtained is processed through several stages. First, the rating and weight of each indicator are calculated to obtain a SWOT score. Next, the IFAS and EFAS matrix is compiled to find out the strengths and weaknesses (internal) as well as opportunities (external). IFAS scores are calculated through score differences Strengths and Weaknesses, while EFAS is obtained from the difference in scores Opportunities and Threats. The next stage is the analysis using the SPACE Matrix which assesses the four strategic dimensions Financial Strength, Competitive Advantage, Industry Strength, and Environmental Stability to determine the position of the company's strategy in one of four quadrants: aggressive, competitive, defensive, or conservative (David & David, 2017). The results of the analysis are used to formulate adaptive strategies that are relevant to the conditions of the digital logistics industry.

Identification of SWOT Strategic Factors of PT. Tri Adi Bersama (Anteraja)

The determination of an adaptive strategy for PT Tri Adi Bersama (Anteraja) begins with the identification of relevant strategic factors through SWOT analysis. This analysis includes gathering information about the Strength, Weaknesses, Opportunities, and Threats that the company is facing. Each factor is formulated into a measurable statement, allowing for

quantitative assessment through questionnaires. This SWOT statement is not compiled speculatively, but is developed based on a literature review on the logistics industry last-mile, progress report e-commerce in Indonesia, an analysis of Anteraja's operational conditions, as well as various scientific sources and relevant industry publications. Each statement is accompanied by a justification to clarify the basis for its selection as a strategic variable in the research.

The following table presents twelve SWOT statements that have been formulated and justified before being converted into questionnaire instrument based on the Likert scale.

Table 1. SWOT analysis of PT. Tri Adi Together

Strategy	Analysis	Citation Citations
Strengths 1	Integration of digital technology Tracking technology and real-time data improve service efficiency.	"The adoption of digital technology can have a positive impact on the operational efficiency of data provision real-time and technology integration can accelerate mobility and optimize resource utilization." (Kholidin, 2024)
Strengths 2	Last-mile network and infrastructure coverage	"Logistics service providers are increasingly investing in distribution centers and operational facilities in various urban areas to enable faster and more reliable delivery services."(Maravić et al., 2025)
Strengths 3	Logistics partnerships in the e-commerce ecosystem.	"Logistics companies play an important role in supporting the trade ecosystem and e-commerce in Indonesia. The growth of online businesses has led to an increase in demand for fast, secure, and reliable delivery services."(Sugalih & Riorini, 2025)
Weaknesses 1	The timeliness of Anteraja's delivery is still unstable in various regions, thus reducing the consistency of the performance of the On-Time Delivery (OTD) service	"Punctuality has been proven to have a significant effect on customer satisfaction, and instability of delivery times can reduce the quality of service. Inconsistent tracking also impacts the perception of customer service reliability."(Ambystisela & Subandrio, 2024)
Weaknesses 2	The process of handling Anteraja customer complaints is not always fast and solution, so it can reduce the level of customer satisfaction and loyalty	"The level of customer loyalty is also affected by the way the company handles various complaints filed by its customers. Turning a consumer into a loyal customer is one of the goals of the importance of handling complaints."(Herdiyanto et al., 2024)
Weaknesses 3	The productivity of Anteraja couriers still varies between regions and between individuals, resulting in an instability in the quality of delivery services	"The dimensions of service quality such as speed, punctuality, service responsiveness, and courier interaction have a direct effect on customer satisfaction. When the quality of service is affected by operational factors, including courier performance, customer satisfaction can decrease."(An'Nashira et al., 2025)
Opportunities 1	The growth of the e-commerce ecosystem and the increasing need for distribution in the non-e-commerce sector (B2B, digital MSMEs, and business services) opens opportunities for expansion.	"Digital activities make trade in goods and services bigger and more varied. Business growth e-commerce of 27.40% indicates the formation of a vast digital ecosystem, which not only creates a demand for logistics for e-commerce, but also opens up distribution opportunities for B2B, digital MSMEs, and business services non-e-commerce." (BPS, 2025)
Opportunities 2	Delivery speed as the main factor	"Consistent and predictable delivery provides

Strategy	Analysis	Citation Citations
	of customer preference.	consumers with clarity on when products will arrive. The level of consumer satisfaction is greatly influenced by the speed and accuracy of delivery."(Syah et al., 2024)
Opportunities 3	E-logistics transformation through digitalization, automation, and system integration opens opportunities for the expansion of fulfillment services and increases process efficiency.	"E-logistics It is characterized by process automation, real-time tracking, high flexibility, system integration, and cost and time efficiency. This transformation allows logistics companies to expand the scale of operations, including services fulfillment, to meet the growing needs of digital-based distribution."(Andrianto & Rohmah, 2022)
Threats 1	Competition for rates and service quality between expedition providers	"Price perception is influenced by price comparisons between service providers, where consumers assess the extent to which the price of a service is able to compete with other providers."(Herdiyanto et al., 2024)
Threats 2	Increase in logistics operational costs (fuel, labor, vehicle maintenance)	"Research shows that distribution costs can increase due to the use of resources such as labor, fuel, and vehicle maintenance in the delivery process. The increase in this cost component is one of the main factors that suppress the operational efficiency of logistics companies."(Hulu et al., 2025)
Threats 3	Customer expectations for the accuracy and speed of e-tracking.	"Quality e-tracking has a significant effect on customer satisfaction, as consumers have high expectations for the speed and accuracy of package tracking information."(Renaldi et al., 2023)

RESULTS AND DISCUSSION

Respondent Results

As an initial stage in the preparation of PT Tri Adi Bersama's (Anteraja) adaptive strategy, this study processed quantitative data obtained through questionnaires. The questionnaire instrument was prepared based on 12 SWOT statements that have been formulated and validated through literature review and analysis of the company's actual condition. The questionnaire was distributed to respondents who met the selection criteria according to the needs of the research.

Table 2. Respondent Data (N = 255)

Measurement	N	%
Gender		
Male	109	42,7
Women	146	57,3
Respondent Status		
Internal Employee	63	24,7
External Service Users	192	75,3
Age (Years)		
20 - 25	67	26,3
26 - 30	108	42,4
31 – 35	45	17,6
36 – 40	21	8,2
> 41	14	5,5
Recent Education		
SMA	76	29,8

Measurement	N	%
Gender		
Bachelor S1	171	67,1
Bachelor S2	8	3,1
Employment Status		
Freelancer	13	5,1
Contract Employees	65	25,5
Permanent Employees	137	53,7
Students	14	5,5
Entrepreneurship	26	10,2

Source: Primary Data Processed by the Author, 2025

Quantitative Analysis of SWOT Factors: Rating, Weight, and Score

After the twelve SWOT statements have been formulated and validated, the next stage is the processing of questionnaire data based on the Likert scale (1–5). The average score of all respondents is used to determine the rating of each statement. Next, each statement is weighted based on its level of importance in a strategic context, and then multiplied by the rating to produce a final score. The following table presents the results of the calculation of ratings, weights, and scores, which are the basis for the preparation of the IFAS and EFAS matrices.

Table 3. Calculation of Rating and Weight of SWOT Analysis

STRENGTHS 1				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	4	4	
2	2 = Tidak Setuju	1	2	
3	3 = Cukup Setuju	25	75	**0,34**
4	4 = Setuju	95	380	
5	5 = Sangat Setuju	130	650	
	Total	**255**	**1.111**	
	Rating S1		**4,36**	

STRENGTHS 2				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	3	3	
2	2 = Tidak Setuju	7	14	
3	3 = Cukup Setuju	38	114	**0,33**
4	4 = Setuju	111	444	
5	5 = Sangat Setuju	96	480	
	Total	**255**	**1.055**	
	Rating S2		**4,14**	

STRENGTHS 3				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	4	4	
2	2 = Tidak Setuju	4	8	
3	3 = Cukup Setuju	38	114	**0,33**
4	4 = Setuju	92	368	
5	5 = Sangat Setuju	117	585	
	Total	**255**	**1.079**	
	Rating S3		**4,23**	
TOTAL RATING & BOBOT S1,S2,S3			**12,73**	**1**

WEAKNESSES 1				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	3	3	
2	2 = Tidak Setuju	13	26	
3	3 = Cukup Setuju	62	186	**0,33**
4	4 = Setuju	107	428	
5	5 = Sangat Setuju	70	350	
	Total	**255**	**993**	
	Rating W1		**3,89**	

WEAKNESSES 2				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	8	8	
2	2 = Tidak Setuju	9	18	
3	3 = Cukup Setuju	67	201	**0,33**
4	4 = Setuju	100	400	
5	5 = Sangat Setuju	71	355	
	Total	**255**	**982**	
	Rating W2		**3,85**	

WEAKNESSES 3				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	8	8	
2	2 = Tidak Setuju	7	14	
3	3 = Cukup Setuju	44	132	**0,34**
4	4 = Setuju	129	516	
5	5 = Sangat Setuju	67	335	
	Total	**255**	**1.005**	
	Rating W3		**3,94**	
TOTAL RATING & BOBOT W1,W2,W3			**11,69**	**1**

OPPORTUNITIES 1				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	2	2	
2	2 = Tidak Setuju	6	12	
3	3 = Cukup Setuju	44	132	**0,33**
4	4 = Setuju	96	384	
5	5 = Sangat Setuju	107	535	
	Total	**255**	**1.065**	
	Rating O1		**4,18**	

OPPORTUNITIES 2				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	4	4	
2	2 = Tidak Setuju	3	6	
3	3 = Cukup Setuju	27	81	**0,34**
4	4 = Setuju	88	352	
5	5 = Sangat Setuju	133	665	
	Total	**255**	**1.108**	
	Rating O2		**4,35**	

OPPORTUNITIES 3				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	3	3	
2	2 = Tidak Setuju	3	6	
3	3 = Cukup Setuju	30	90	**0,33**
4	4 = Setuju	112	448	
5	5 = Sangat Setuju	107	535	
	Total	**255**	**1.082**	
	Rating O3		**4,24**	

TOTAL RATING & BOBOT O1,O2,O3	12,76	1

THREATS 1				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	3	3	
2	2 = Tidak Setuju	6	12	
3	3 = Cukup Setuju	33	99	**0,33**
4	4 = Setuju	102	408	
5	5 = Sangat Setuju	111	555	
	Total	**255**	**1.077**	
	Rating T1		**4,22**	

THREATS 2				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	5	5	
2	2 = Tidak Setuju	11	22	
3	3 = Cukup Setuju	52	156	**0,31**
4	4 = Setuju	112	448	
5	5 = Sangat Setuju	75	375	
	Total	**255**	**1.006**	
	Rating T2		**3,95**	

THREATS 3				
Nilai	**Kriteria Jawaban**	**Jumlah Jawaban**	**Jumlah Nilai**	**Bobot Soal**
1	1 = Sangat Tidak Setuju	3	3	
2	2 = Tidak Setuju	4	8	
3	3 = Cukup Setuju	17	51	**0,35**
4	4 = Setuju	83	332	
5	5 = Sangat Setuju	148	740	
	Total	**255**	**1.134**	
	Rating T3		**4,45**	

TOTAL RATING & BOBOT T1,T2,T3	12,62	1

Source: Primary Data Processed by the Author, 2025

After obtaining the rating and weight values for each of the 12 SWOT statements, the next step is to calculate the final score of each factor. This score is obtained through a simple multiplication between weight and rating (Score = Weight × Rating), which reflects the relative contribution of each factor to the strategic condition of the company. This score is calculated separately for the Strengths, Weaknesses, Opportunities, and Threats categories. The results of this score are the basis for the preparation of the IFAS and EFAS matrices, and are used to determine the direction of the strategy through further quantitative analysis.

Table 4. Calculation of Rating and Weight of SWOT Analysis

Strategi	Bobot	Rating	Skor	Strategi	Bobot	Rating	Skor
Strengths 1	0,34	4,36	1,49	Opportunities 1	0,33	4,18	1,37
Strengths 2	0,33	4,14	1,35	Opportunities 2	0,34	4,35	1,48
Strengths 3	0,33	4,23	1,41	Opportunities 3	0,33	4,24	1,41
Total	**1,00**		**4,24**	**Total**	**1,00**		**4,26**
Weaknesses 1	0,33	3,89	1,30	Threats 1	0,33	4,22	1,41
Weaknesses 2	0,33	3,85	1,27	Threats 2	0,31	3,95	1,23
Weaknesses 3	0,34	3,94	1,33	Threats 3	0,35	4,45	1,57
Total	**1,00**		**3,90**	**Total**	**1,00**		**4,22**

Source: Primary Data Processed by the Author, 2025

Preparation of IFAS and EFAS Matrix

The next step in strategy analysis is to compile the IFAS (Internal Factor Analysis Summary) Matrix and the EFAS Matrix (External Factor Analysis Summary) based on the quantitative score of each SWOT factor that has been calculated through the comparison between weight and rating. The IFAS matrix reflects strengths and weaknesses, while EFAS represents opportunities and threats. The final score for each factor is obtained by summing the scores of each category. The results of the data processing show:

Table 5. IFAS & EFAS Analysis

Aspek Analisis	Perhitungan		Nilai (Posisi Kuadran)
	Strengths	Weakness	
IFAS (Internal Faktor Analisis summary)	4,24	3,90	0,35
	Oportunities	Threats	
EFAS (Eksternal Faktor Analisis summary)	4,26	4,22	0,04

Source: Primary Data Processed by the Author, 2025

Based on the calculation results, the internal factors showed a Strengths value of 4.24 and Weaknesses of 3.90, resulting in an IFAS value of +0.35. This positive value indicates that Anteraja's internal strength is relatively more dominant than its weakness. On the external aspect, the Opportunities value of 4.26 and Threats of 4.22 resulted in an EFAS value of +0.04. Although the difference is small, this positive value shows that the external opportunities are still slightly greater than the threats faced by the company. The combination of IFAS (+0.35) and EFAS (+0.04) values positions Anteraja in Quadrant I (Aggressive) in the SPACE Matri.

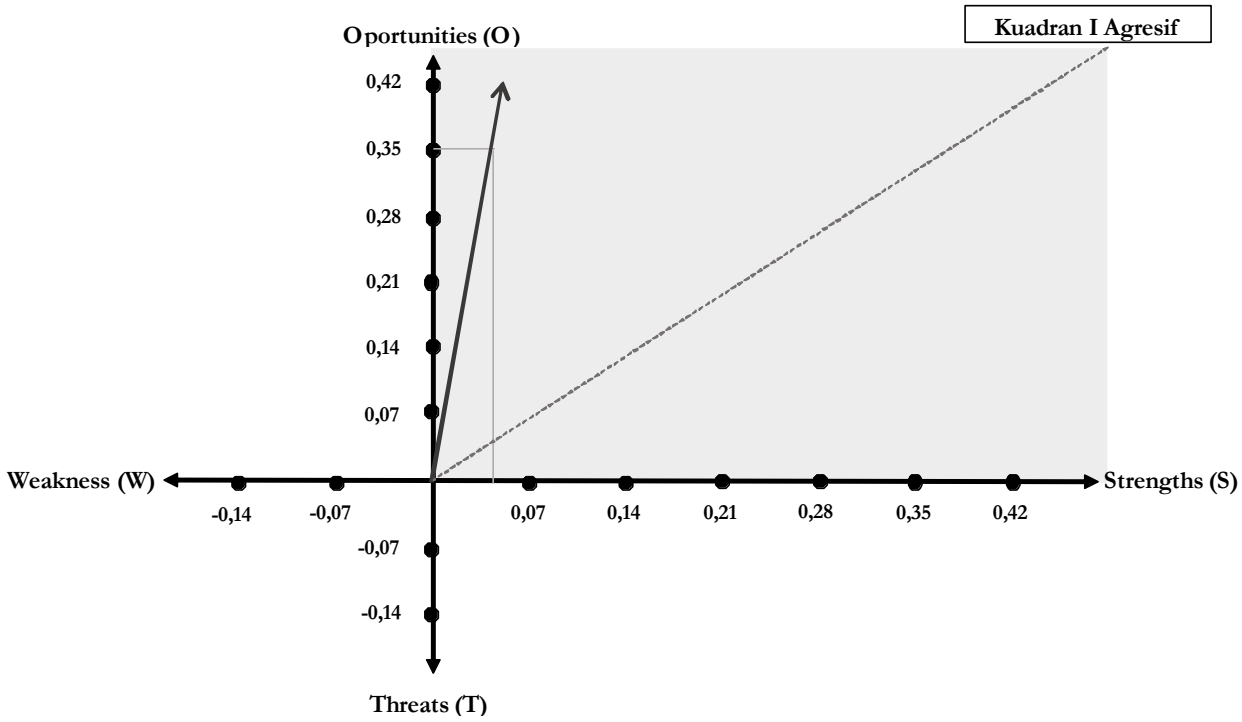

Figure 1. Anteraja's Strategic Position Mapping on the SPACE Matrix (Aggressive Quadrant)
Source: Analysis Results Processed by the Author, 2025

In this study, the Strategic Position and Action Evaluation (SPACE) Matrix was used to map the strategic position of PT Tri Adi Bersama (Anteraja) based on four main dimensions, namely Financial Strength (FS), Competitive Advantage (CA), Industry Strength (IS), and Environmental Stability (ES). The assessment of each dimension results in a score that is then plotted into horizontal and vertical axes. The mapping results showed that the combination of IFAS and EFAS values placed Anteraja in Quadrant I (Aggressive) in the SPACE Matrix. This

position indicates that overall Anteraja is in a relatively strong position, with adequate internal capabilities and external opportunities still open to be exploited, so that the company is in a situation that supports its growth and expansion strategy.

The interpretation of the SPACE Matrix curve is the main basis for the formulation of adaptive strategy recommendations in this study. The aggressive quadrant illustrates that companies not only need to maintain their existing performance, but are encouraged to take proactive strategic steps, such as strengthening digital capabilities, expanding distribution networks, developing fast (same-day/instant) services, and strengthening partnerships with marketplaces and other business players. Thus, the use of the SPACE Matrix does not stop at the mapping of strategic positions, but is directed to ensure that the proposed strategy is aggressive and growth-oriented, in line with the main goal of this journal, which is to develop adaptive strategy steps that are relevant and applicable to Anteraja in the midst of the increasingly competitive dynamics of the last-mile logistics industry

Strategic Implications: Aggressive Strategy Recommendations

Anteraja's position in Quadrant I (Aggressive) indicates that the company is in a relatively strong condition and still has external opportunities that can be maximized. Thus, the main focus of the strategy is not just to survive, but to grow and expand business capacity. Based on the combination of S–O factors and considering the W–T that appears in the analysis, some aggressive strategy steps that can be recommended according to are as follows:

1) **Strengthen digital capabilities and last-mile service reliability,** (Baisya, 2024) emphasizing that digitalization supply chain Transform the way companies manage operational performance. Digital tools such as real-time tracking, analytics, and automation play a big role in improving process accuracy and execution efficiency., anteraja needs to leverage the advantages of technology and distribution networks to improve the consistency of delivery timeliness (on-time delivery) and tracking accuracy (tracking). The implementation can be in the form of improvement of the monitoring system real-time, optimization of routing algorithms, integration of SLA performance dashboards per region, and data-driven monitoring of delay-prone points. This strategy directly targets weaknesses in SLA variability, while addressing customers' increasingly high expectations of transparency and speed of service.
2) **Expansion of value-added services: same-day/instant and technology-based fulfillment,** with growth opportunities e-commerce and digital activities non-e-commerce (B2B, MSMEs, and business services), Anteraja can adopt an aggressive strategy through the development of its service portfolio, such as expanding its coverage same-day/instant delivery in priority cities as well as the development of fulfillment services (integrated storage, packaging, and delivery). Recent research shows that optimization last-mile delivery and the integration of technologies such as AI, IoT, and Drone Plays a critical role in the acceleration of services Same-Day and instant delivery. (Shuaibu et al., 2025) explains that the demand for fast shipping increases as it grows e-commerce, and technologies such as AI, hybrid fleet (truck–drone), and automation enabling logistics providers to improve efficiency as well as expand service coverage. This technology not only improves delivery speeds, but also lowers operational costs and improves accuracy This step leverages the strength of familiar systems and brand integration, while reducing

reliance on the increasingly fierce delivery segment in terms of tariffs.

3) **Increase the productivity and service quality of courier partners and frontliner,** The variation in courier productivity and the lack of optimal complaint handling indicate the need for an aggressive strategy in terms of human capital and partnerships. Research (Sellitto et al., 2025) affirms that the improvement of human capabilities (workforce capability) plays a role in lowering entropy in supply chain, which means improved skills, procedures, and clarity of tasks support productivity and stability of operational performance directly. Anteraja can develop a program to improve the competence of couriers and service staff (service training, application usage, communication standards), more transparent performance-based incentive schemes, and systems feedback loop shorter between customer complaints and operational follow-up. This strategy not only reduces internal weaknesses, but also serves as a foundation for maintaining service quality amid the expansion of shipping volumes.
4) **Strengthening strategic partnerships and brand positioning in the digital logistics ecosystem**, given the high competition with other expeditions and their dominance platform marketplace, Anteraja needs to strengthen its collaboration strategy and positioning brand. Research (Turienzo et al., 2024) shows that brand relationship quality and strategic ecosystem partnerships has a significant influence on customer trust and loyalty in the context of digital platform-based services. These findings highlight that companies that build strong partnership networks in the digital ecosystem including marketplaces and technology providers are better able to strengthen brand position and retain customers in a competitive environment. This can be done through deepening cooperation with large marketplaces, special service packages for MSMEs and active sellers, customer loyalty programs, and communication campaigns that highlight technological excellence and service reliability. This step is in line with the growth opportunities of the ecosystem e-logistic at the same time, it is an aggressive response to the threat of competitors and tariff pressures.

Based on the integration of the results of the IFAS, EFAS, and SPACE Matrix analysis, this study shows that PT Tri Adi Bersama (Anteraja) is in an aggressive strategic position, where the company's internal strengths and external opportunities can be optimally utilized to drive faster growth. The findings indicate that Anteraja is not only in a stable condition, but also has the capacity to expand through improving the quality of last-mile services, strengthening digital capabilities, and developing value-added service segments such as fast delivery and fulfillment. The strategic implications of this aggressive position underscore the need for companies to take proactive and growth-oriented steps, including service innovation, increased operational efficiency, and strengthening partnerships in the digital logistics ecosystem. Thus, the results of this analysis are the basis for formulating adaptive strategies that are not only responsive to industry dynamics, but also relevant in strengthening Anteraja's competitive advantage in the future.

CONCLUSION

This study formulates an adaptive strategy for PT Tri Adi Bersama (Anteraja) using quantified SWOT analysis via IFAS (+0.35), EFAS (+0.04), and SPACE Matrices, positioning

the company in Quadrant I (Aggressive) based on survey data from 255 respondents—highlighting dominant internal strengths like digital integration, national network coverage, and e-commerce partnerships, alongside slight external opportunities from digital growth and fast delivery trends. Recommended aggressive strategies include strengthening digital last-mile reliability (e.g., tracking and timeliness), expanding value-added services like same-day/instant fulfillment, enhancing courier productivity through training and incentives, and bolstering ecosystem partnerships for competitiveness. The research offers practical guidance for responsive business strategies in last-mile logistics and advances academic SWOT quantification; for future research, scholars could develop multi-criteria decision models or longitudinal studies to evaluate the long-term effectiveness of these aggressive strategies in dynamic markets.

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