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Business Strategy Development in Improving Organizational Performance Using SWOT Analysis, IE Matrix and QSPM

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Abstract

Education plays a strategic role in the social and economic development of a nation. However, educational institutions in Indonesia face complex challenges, including graduate competency mismatch, declining service quality, and limitations in resources and technology. Yayasan As-Syifa Al-Khoeriyyah, as an integrated Islamic educational institution, has also experienced a decline in organizational performance, as indicated by a decreasing number of students over recent years. In addition, dependence on a single funding source and limited innovation in human resources have become major issues. This study aims to identify internal and external factors affecting organizational performance and to formulate appropriate business strategies to improve managerial effectiveness and institutional sustainability. The research employs a strategic management approach based on Fred R. David's model, which includes the input stage using the External Factor Evaluation (EFE) and Internal Factor Evaluation (IFE) matrices, the strategy-matching stage through SWOT and IE matrices, and the decision stage using the Quantitative Strategic Planning Matrix (QSPM). The results indicate an IFE score of 2.85 and an EFE score of 3.02, placing the organization in a development-oriented position that requires a focus on market development, product development, and integration across all organizational functions. The IE matrix shows that Yayasan As-Syifa Al-Khoeriyyah is positioned in Regions I and II, reflecting a "Grow and Build" strategy. Furthermore, the QSPM analysis identifies the priority strategy as developing nationally competitive flagship programs based on an integrated curriculum encompassing academic excellence, character, and moral education, along with enhancing teacher competencies.

Keywords: Business Strategy, IFE, EFE, IE, SWOT, QSPM, Foundation, Boarding School.

INTRODUCTION

Education is a key instrument used to align youth's minds with a nation's ideology (Li, 2025; Opacin & Čehajić-Clancy, 2025; Svensson, 2023; Tangkish et al., 2024). Schools are the first formal educational institutions, where students carefully study the curriculum to achieve the nation's educational goals (Ullah Sheikh, 2019). Education plays a strategic role in social and economic development. Globally, educational challenges encompass not only affordability and inclusiveness, but also quality and relevance to the needs of the workforce (a mismatch). A 2023 World Economic Forum report highlighted that over 40% of secondary school graduates in developing countries experience a competency mismatch. In Indonesia, according to Statistics Indonesia (BPS) data (2022), higher education participation remains below 40%, and educational institutions face significant challenges in terms of teaching staff quality, limited resources, and regulatory bureaucracy (Kemendikbudristek, 2021).

The As-Syifa Al-Khoeriyyah Foundation is an integrated Islamic educational institution that manages education from early childhood education (PAUD) to higher education. As an institution known for its strong Islamic curriculum, boarding system, and loyal alumni base, As-Syifa plays a vital role in advancing modern Islamic education (As-Syifa Foundation, 2023). However, in recent years, the foundation has faced internal and external challenges that have impacted its organizational performance.

The Education and Islamic Boarding School Division, which oversees school units from early childhood education (PAUD) to higher education, is the Foundation's primary business unit, accounting for nearly 90 percent of its total revenue. It employs approximately 732 teaching staff and serves a total student body of over 4,000. With the majority of its educational units being boarding schools, except for the PAUD and LTIQ units, these boarding schools are the primary driving force of the organization (El-Yunusi et al., 2025; Hakim et al., 2025; Sabila et al., 2024).

Based on the data above, there is a downward trend in student numbers over the past five years (Griffin et al., 2022; Moscoviz & Evans, 2022; Sobotka et al., 2024). With this decline in student numbers, several issues arise, particularly given that the education sector serves as the primary source of the organization's funding.

Several previous studies have examined the application of strategic management tools such as SWOT analysis, IE Matrix, and QSPM in various organizational contexts. For instance, Arraya and Triono (2025) conducted a study on business strategy formulation using SWOT analysis and IE Matrix in a medical device company. Their research demonstrated that the combination of these analytical tools effectively identified strategic positions and generated appropriate alternative strategies for business development. Similarly, Pasaribu et al. (2022) applied SWOT analysis and QSPM in developing business strategies for a family business, PT. Susu KPBS Pangalengan, showing that the QSPM method successfully prioritized the most suitable strategies based on quantitative attractiveness scores (Dewi et al., 2023; Mustika et al., 2024; Pratiwi et al., 2025).

In the context of educational institutions, Widiartha and Djunita (2023) utilized SWOT analysis and QSPM to formulate business development strategies, highlighting the importance of systematic strategic planning in improving organizational competitiveness. However, most of these studies focused on corporate or general business settings, with limited application in the context of Islamic educational foundations and boarding schools, particularly those facing declining student enrollment and financial dependence on a single business unit. This gap indicates the need for research that specifically addresses strategic management challenges in integrated Islamic educational institutions.

The purpose of this study is to identify internal and external factors that influence the performance of the boarding school unit at the As-Syifa Al-Khoeriyyah Foundation through the use of EFE, IFE, and CPM matrices. In addition, this study aims to analyze strategies related to these internal and external factors by applying SWOT analysis and IE Matrix to obtain an overview of the strategic position of the boarding school unit. Furthermore, this study also aims to apply the QSPM (Quantitative Strategic Planning Matrix) as a tool in formulating the most appropriate strategies and priorities to improve the organizational performance of the boarding school unit at the As-Syifa Al-Khoeriyyah Foundation.

This research is expected to provide both practical and academic contributions. Practically, the results are expected to assist the As-Syifa Foundation in designing and formulating more effective strategies to improve the quality and quantity of new student enrollment at boarding schools. Academically, this research is expected to serve as a consideration and reference in developing management strategies, particularly those related to the management and development of boarding schools.

METHOD

This study was classified as qualitative research based on the research methodology, data collection techniques, and the problems identified. The sampling technique used in this study was purposive sampling, where the researcher identified data sources based on specific considerations, selecting individuals who were the most knowledgeable about the issues being studied and could provide relevant and in-depth information in accordance with the research objectives.

The data collection techniques employed in this study consisted of interviews, documentation studies, and observations. Interviews were conducted with key informants within the As-Syifa Al-Khoeriyyah Foundation, including top management, division heads, and unit managers directly involved in strategic decision-making and operational management of the boarding school units. These interviews were semi-structured, allowing for flexibility in exploring participants' perspectives while ensuring that essential topics related to internal and external factors affecting organizational performance were covered. Documentation studies were carried out by examining various organizational documents, such as strategic plans, annual work plans, financial reports, curriculum documents, and internal records related to student enrollment trends and performance evaluations. Observations were also conducted to gain a direct understanding of the operational processes and organizational culture within the boarding school environment, providing contextual insights that complemented the interview and documentary data.

Data analysis in this study followed the interactive model proposed by Miles, Huberman, and Saldaña, which consists of three concurrent flows of activity: data condensation, data display, and conclusion drawing or verification. Data condensation involved selecting, focusing, simplifying, and transforming the raw data obtained from interviews, documentation, and observations into meaningful units relevant to the research objectives. This process included transcribing interviews, coding significant statements, and categorizing the coded data into themes corresponding to internal strengths and weaknesses as well as external opportunities and threats. Data display was then conducted by organizing the condensed information into matrices, charts, and narratives that facilitated the identification of patterns and relationships among the strategic factors. Specifically, the data were structured for input into the IFE and EFE matrices, followed by the development of the IE Matrix and SWOT matrix to map strategic alternatives. Finally, conclusion drawing and verification were carried out by interpreting the displayed data, validating findings through triangulation of sources and methods, and applying the QSPM to determine the priority strategies with the highest attractiveness scores. Throughout the analysis process, the researcher engaged in iterative reflection and cross-checking with informants to ensure the credibility and validity of the findings.

RESULTS AND DISCUSSION

Internal evaluation aims to identify the organization's strengths and weaknesses, which are then used to construct the Internal Factor Evaluation (IFE) matrix. In contrast, external evaluation focuses on the opportunities and threats facing the organization, which are used to construct the External Factor Evaluation (EFE) matrix. Information for this evaluation is obtained through interviews and observations. After that, the analysis continues with the

creation of the Internal-External (IE) matrix and the SWOT matrix, and decision making using the QSPM matrix.

An internal and external environmental analysis is the initial step taken to identify the strengths, weaknesses, opportunities, and threats at As-Syifa Boarding School. The results of this analysis are based on interviews and studies of supporting documents. The following details the results of the internal and external environmental analysis. The internal environmental analysis was conducted to identify the strengths and weaknesses of As-Syifa Boarding School.

Human resource management (HRM) is a core function in strategic management, aiming to ensure the organization has a competent, motivated workforce aligned with the company's strategic objectives. HRM plays a critical role in managing the organization's human assets to support short- and long-term success.

Table 1. Summary of Interview Results 1

Code/Line	Source Quotes
N2/b13-b22	In formulating organizational performance, top management first outlines the organization's objectives. This can be based on the 5-year strategic plan and the Annual Work Plan. This is developed by the organization's Governance body, which then delegates to each unit to analyze the needs of each unit related to meeting organizational goals. The Governance body then processes the data and determines strategic priorities for later execution as performance indicators. Detailed strategies are then developed by each unit based on these performance indicators.
N3/b35-41	Standardization comes from the Education Division, developed into complete school units. These units implement the division's programs and curriculum. These units consist of academic (service) and boarding (ke khas an as-syifa). The division's standards are outlined. The curriculum is sourced from the government and research and quality results to align with as-syifa. Assessments are conducted by Education Research and Quality. Evaluation and development are conducted weekly and monthly. Updates are typically made each new academic year. The output is evaluation and development. Ultimately, the daily program, curriculum, syllabus, guidelines, and Standard Operating Procedures (SOPs) are finalized. General changes are made annually. Some SOPs are flexible based on evaluations..
N3/b42-b44	The teacher-to-student ratio is approximately 1:7. For dormitories, it's 1:24. Teacher performance evaluation includes teacher supervision, monthly assessments by the MGPM, and curriculum week.

Source: Primary Data from Interviews with Key Informants at As-Syifa Foundation, 2025

From the interview excerpt above, it can be seen that As-Syifa Boarding School has implemented structured governance in the task delegation process. Starting from the top management level of the Foundation, which provides an outline of a 5-year strategic plan, which is then developed into an Annual Work Plan, and finally delegated to each unit, including the Education division which contains boarding school business units. Everything from the Education plan, curriculum, PMB, operations to graduation is already included in the plan. Educational standardization is also quite good, combining government curriculum standards combined with the uniqueness of the As-Syifa curriculum which can be a strength for As-Syifa Boarding School and become the main support for the As-Syifa Foundation.

Financial management is a core function in strategic management, aiming to ensure an organization has healthy finances that align with its strategic objectives. Finance plays a crucial role in managing an organization's assets to support short- and long-term success.

Reveals that at As-Syifa, specifically for its boarding school, the funding application process is aligned with the budget ceiling set by the foundation's finance department. Therefore, the budget tends to be balanced. This is because the budgeting process is handled by the foundation's finance department, not the boarding school's finance department. This means that the boarding school's funds are always sufficient.

Operations management is a core function within strategic management, aimed at ensuring the smooth operation of an organization and its ability to move in line with the company's strategic objectives. Operations play a crucial role in implementing organizational strategy to support short- and long-term success.

The interview excerpt above reveals that the curriculum development process at As-Syifa, specifically the boarding school, is quite effective. A dedicated department conducts curriculum research. This combines government-mandated academic standards with As-Syifa's unique values. The output is not only academically superior but also emphasizes Islamic values. Therefore, the curriculum development process is quite effective.

Interviews indicate that at As-Syifa, specifically the boarding school, the quality of the teachers and supervisors in the dormitories is quite good. The creativity and innovation of the teachers in teaching are generally good. While this is quite good by standards, it ultimately depends on the character of the teacher or supervisor.

At As-Syifa, specifically at the boarding school, the dormitories present a significant operational challenge. They lack specific government guidelines and lack boarding education for administrators, which presents a unique challenge in the day-to-day dynamics of the boarding school. Other frequently encountered obstacles include food issues, and the inconsistent implementation of IT in the dormitory environment compared to classroom teaching and learning. These are areas that need improvement, but they also represent opportunities to enhance the unique value of the dormitories at As-Syifa.

R&D management is a core function of strategic management, ensuring the organization continues to innovate, adapt to change, and support the company's strategic objectives. R&D plays a crucial role in implementing organizational strategy to continuously improve competitiveness and achieve short- and long-term success.

Table 2. Summary of Interview Results 2

Code/Line	Source Quotes
N3/b116-b117	Developing Quran teaching methods. Quran program using the 5T method (*Tawhid*, *Tilawah*, *Tafsir*, *Tadabur*, and *Tadzkiah*).
N4/b4-b15	In relation to boarding schools, the IT division focuses more on digitizing boarding school processes, from admissions to graduation. This means these processes are integrated with the Information System.
N4/b18-b34	In the context of digitalization, almost all main supporting processes have used information systems from registration to graduation.

Code/Line	Source Quotes
N4/b37-b40	Currently, the teaching and learning process has been digitalized, starting from teacher needs such as attendance, scheduling, teaching material management, input of grades, exams (CBT) until finally in the form of report cards which are automatically created.
N4/b58-b61	Yes, schools have implemented this, but in some cases, such as the LMS, it is being further developed internally, as previously it was still dependent on external parties and its use was not uniform (Quomus, Kuiper, Pijar).

Source: Primary Data from Interviews with Key Informants at As-Syifa Foundation, 2025

The interview excerpt above reveals that As-Syifa, specifically the boarding school, has implemented digitalization in its operational processes. The exam process uses CBT, and the Learning Management System (LMS) is digitalized. However, it has not been properly standardized across campuses, so they still use a third-party LMS. In the future, they are developing their own LMS to integrate all campuses. This demonstrates that LMS development has significant potential for improving compatibility, integration, and efficiency.

As-Syifa, specifically the boarding school, has a regular benchmarking process. A dedicated marketing team conducts research and benchmarking with boarding schools of comparable quality to develop appropriate strategies to address competitors.

Marketing management is a core function within strategic management, aiming to formulate organizational strategies to increase awareness among potential and existing customers and support the company's strategic objectives. Marketing management plays a crucial role in implementing organizational strategies to continuously improve competitiveness and achieve short- and long-term success.

According to an interview with As-Syifa, boarding schools, in particular, have implemented digital marketing as their primary marketing tool, utilizing social media platforms and websites. This is in addition to conventional marketing methods, which utilize referrals for employees, alumni, and other stakeholders. However, in terms of marketing content, there is no specific content specifically highlighting the branding aspect. Branding can determine positioning amid the increasing proliferation of similar boarding schools.

Interview excerpts indicate that As-Syifa, specifically its boarding school, has several advantages compared to other similar schools. Its comprehensive academic track and academic excellence are evident in the high number of graduates accepted into top universities. The dormitory is also quite well-maintained, with its unique curriculum producing students who not only excel academically but also instill Islamic values. The facilities are also quite good compared to schools in the Subang area, but need improvement in terms of equity across campuses.

Information Systems Management is a core function in strategic management, aiming to ensure the organization continues to innovate and become more efficient through the development of information systems, supporting the company's strategic objectives. Information Systems play a critical role in implementing organizational strategy to maintain efficiency and enhance competitiveness and short- and long-term success.

Interview excerpts indicate that at As-Syifa, specifically the boarding school, the implementation of information systems is quite comprehensive. Starting from the PMB process, operations, teaching and learning, dormitories, and examination systems, everything is well-digitized. Only a few developments are needed, one of which is the LMS, which needs to be standardized across all campuses. This indicates that processes at As-Syifa boarding school have become more efficient with the help of information systems.

Based on the results of an internal assessment analysis at As-Syifa Boarding School, conducted through interviews with the internal team, the strengths and weaknesses of the As-Syifa Foundation, specifically the boarding school, were identified.

Table 3. Analysis of Internal Strengths and Weaknesses

Variables	Strengths	Weaknesses
Human Resource Management	Leadership has been well delegated from top to bottom (TOP DOWN)	Consistency in the quality of teacher resources
	Already have Long, Medium and Short Term Strategies	
	Periodic evaluation to maintain organizational performance	
Financial management	Balanced balance sheet for boarding school finances	The Foundation's financial dependence on boarding school financial resources
		The potential of other business units to subsidize the foundation's operations has not been maximized.
Operations Management	The standardization of educational and dormitory operations is based on official and As-Syifa standards.	Supporting facilities have not been standardized properly between one campus and another.
	The quality of teachers and Musrif is good both in teaching and boarding.	
R&D Management	Has developed the 5T Al-Quran teaching method (Tauhid, Recitations, Tafsir, Tadabur and Tadzkiah)	LMS is not yet well standardized across campuses
Marketing Management	Have utilized digital platforms such as social media and websites as marketing media	Doesn't have clear branding in promotional content
	Utilize internal referrals and existing stakeholders	
Information Systems Management	The entire process from PMB to exams and graduation has been digitized.	LMS is not yet well standardized across campuses
		There is no grand design for IT system development yet

Source: Primary Data from Interviews and Observations at As-Syifa Foundation, 2025

The external environmental assessment of As-Syifa Boarding School aims to identify opportunities and threats for As-Syifa. The external environmental analysis was conducted

using the PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) method, utilizing primary data from interviews with key informants.

Table 4. Summary of Interview Results 4

Code/Line	Source Quotes
N3/b79-b87	The decline in the number of graduating students is not keeping pace with the mushrooming growth of schools. Institutions like As-Syifa are becoming more numerous. The number of students is decreasing. The economic situation is declining. The middle class is declining, while the national middle class is declining. The class quota in public schools has been increased.
N3/b30-b40	Standardization comes from the Education Division, developed into complete school units. These units implement the division's programs and curriculum. These units consist of academic (service) and boarding (ke khas an as-syifa). The division's standards are outlined. The curriculum is sourced from the government and research and quality results to align with as-syifa. Assessments are conducted by the Education Research and Quality Division. Evaluation and development are conducted weekly and monthly. Updates are typically made each new academic year. The output is evaluation and development. Ultimately, the daily program, curriculum, syllabus, guidelines, and standard operating procedures (SOPs) are finalized. General changes are made annually. Some SOPs are flexible based on evaluation.
N7/b157-b161	From a policy perspective, it's good. Private schools, especially boarding schools, are given the freedom to run their own business processes—not too restricted but not too free either. Both provincial and regional governments have embraced private schools.

Source: Primary Data from Interviews with Key Informants at As-Syifa Foundation, 2025

As-Syifa, specifically a boarding school, has been adjusted by the Ministry of Education and Culture (Kemendikbud) to standardize its curriculum. However, policies to increase the number of students per class and zoning also affect the number of applicants at As-Syifa. Although these policies don't directly overlap due to different target markets, the restrictions and zoning policies don't apply to private schools. Furthermore, the lack of standardization from the Ministry of Religious Affairs regarding boarding schools has resulted in a lack of reference sources, and the school's internal uniqueness is limited. This is one of the factors that actually limits the development of boarding schools.

Table 5. Summary of Interview Results 5

Code/Line	Source Quotes
N3/b79-b88	The decline in the number of graduating students is not keeping pace with the mushrooming growth of schools. Institutions like As-Syifa are becoming more numerous. The number of students is decreasing. The economic situation is declining. The middle class is being positioned, while the national middle class is declining. Class quotas in public schools are being increased. Coping strategies: Loyalty scholarship discounts, from junior high school to senior high school.
N7/b179-b184	There are impacts, as most parents are entrepreneurs, which significantly impacts them. During difficult economic times, particularly during the COVID-19 pandemic,

Code/Line	Source Quotes
	many parents have requested financial relief. We've also conducted outreach, and there's been good interest, but funding is a challenge.
N8/b143-b149	This has become an internal discussion. Even last year, two classes were unfilled, impacting the planned budget realization. This requires improvements in the student recruitment process (PMB). The distribution should be expanded and the market more specific, with major cities in West Java being more dominant. In Java, the number of classes is quite small, and competition is quite fierce.

Source: Primary Data from Interviews with Key Informants at As-Syifa Foundation, 2025

From the interview excerpt above, that in As-Syifa, especially boarding school, the economic downturn has caused a decline in economic class, thus affecting parents' perceptions in choosing their children's schools because the majority of parents are entrepreneurs. This has quite an influence both in choosing a school and in influencing the financial smoothness of students who are studying at As-Syifa. This is also marked by a decrease in the number of students in recent years which automatically decreases the foundation's income.

Table 6. Summary of Interview Results - 6

Code/Line	Source Quotes
N5/b3-b19	First, as a legacy of faith, it means giving a legacy in the form of substantial wealth. However, if it's in the form of education, it can become a lifelong asset. Second, protecting against environmental influences. Outside the boarding environment, the influence is significant. Furthermore, the unfettered use of cell phones can lead to dependency.
N3/b3-b87	The decline in the number of graduating students is not keeping pace with the mushrooming growth of schools. Institutions like As-Syifa are becoming more numerous. The number of students is decreasing. Economic conditions are declining. Middle-class positions are declining, while national data shows the middle class is declining. Class quotas in public schools are being increased.
N7/b193-b200	In terms of interest, it's good, as awareness of the state of education and the negative environmental impacts has led to a high level of interest in boarding schools. However, financial constraints are a barrier to realizing this. Therefore, they offer a more affordable alternative to boarding schools. For our target market, the middle to upper class, there are scholarships available, although they are not significant.

Source: Primary Data from Interviews with Key Informants at As-Syifa Foundation, 2025

The interview excerpt above reveals that at As-Syifa, specifically for boarding schools, parental interest in boarding schools is growing, as evidenced by the proliferation of boarding schools and other considerations, such as the influence of the environment and gadgets that can impact a child's future. However, despite this interest, parents also face challenges that prevent them from choosing boarding schools, such as economic conditions and declining student enrollment.

The interview excerpt above reveals that at As-Syifa, specifically for boarding schools, Islamic lifestyle trends, and the influence of social media influence parents' decisions regarding their children's education. Awareness that education extends beyond academics to the need for

values and a better life for their children makes boarding schools a popular choice for both parents and students.

A company's external environment, which presents both opportunities and threats, is influenced by factors beyond its control. Opportunities are factors beyond the company's control that can have a positive impact if the company has the capability to adapt. Threats, on the other hand, are factors beyond the company's control that can impact its business continuity.

An external environmental assessment at As-Syifa Boarding School was conducted to identify opportunities and threats within the boarding school. The assessment was conducted using primary data obtained from interviews.

The interview excerpt above reveals that at As-Syifa, specifically the boarding school, continuous service improvement and the use of social media to promote achievements and daily activities are key values offered by As-Syifa, yet there is no specific branding related to this.

In the context of Porter's Five Forces analysis, new entrants compete when promising market opportunities emerge. Rapid growth in education, coupled with growing awareness of character education, creates opportunities and threats for boarding schools. Environmental aspects are outlined below, based on interviews with key informants:

In the context of Porter's Five Forces analysis, new entrants compete when promising market opportunities emerge. Rapid growth in education, coupled with growing awareness of character education, creates opportunities and threats for boarding schools. As-Syifa is specifically a boarding school; homeschooling does not pose a challenge for As-Syifa; however, similar boarding schools pose a threat.

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In the context of Porter's Five Forces analysis, new entrants compete when promising market opportunities emerge. Rapid growth in education, coupled with growing awareness of character education, has created growing opportunities and threats for boarding schools.

The Internal Factor Evaluation Matrix (IFE) is the input stage in formulating a strategy. The IFE matrix is used to summarize and evaluate internal factors or the internal environment. Internal factors that can be strengths and weaknesses for As-Syifa are based on the internal environmental analysis previously obtained. The IFE matrix is compiled based on weights and ratings for opportunity and threat factors, which are then summed to produce a total IFE matrix score. Ratings are determined by sources previously interviewed. Weights are used to measure the importance of these factors to a business's success in the industry.

Based on the IFE Matrix table, As-Syifa obtained a score of 2.13 for strengths and 0.72 for weaknesses, for a total IFE score of 2.85. This indicates that As-Syifa is in a relatively strong position.

The External Factor Evaluation Matrix (EFE) is the input stage in formulating a strategy. The EFE Matrix is used to summarize and evaluate external factors or the external environment. In this study, external factors were taken from the PESTEL analysis, including political, economic, social, technological, environmental, and legal factors. Furthermore, Porter's Five Forces model includes competition among similar companies, the potential for

new competitors to enter, the potential for substitute product development, supplier bargaining power, and consumer bargaining power.

External factors that can pose opportunities and threats to As-Syifa are based on the previously obtained external environmental analysis. The EFE matrix is compiled based on weights and ratings for opportunity and threat factors, which are then summed to produce a total EFE matrix score. Ratings were determined by interviewees. Weights are used to measure the importance of these factors to a business's success in the industry. As-Syifa scored 1.91 for opportunities and 1.11 for threats, resulting in a total EFE score of 3.02. This indicates that As-Syifa has a high industry attractiveness.

After completing the first stage, the input stage, the second stage is the matching stage. The Internal-External Matrix (IE) is the result of the total weighted scores from the IFE and EFE matrices. The IE matrix is used to determine the strategies a business should implement to develop its business and compete with competitors. The following is As-Syifa's IE matrix, obtained from the total weighted scores of the EFE and IFE.

As-Syifa boarding school has a total EFE matrix weighting of 3.02 and an IFE matrix weighting of 2.85. Therefore, if the IE matrix is constructed in Figure 4.1, with the EFE value as the horizontal axis and the IFE value as the vertical axis, As-Syifa's IE matrix is in region I, II, indicating a Grow and Build position. This indicates that As-Syifa has a fairly strong position in an industry with high attractiveness. Suitable strategies include intensive strategies through market penetration, market development, and product development, as well as collaboration with relevant stakeholders, both in developing inputs with suppliers and developing collaborations with partners related to marketing development.

The SWOT matrix is used to determine the best strategy for a company based on its internal conditions (strengths and weaknesses) and external conditions (opportunities and threats). Determining strategies from SWOT analysis will produce 4 types of strategies, namely SO (strengths-opportunities) strategy, WO (weakness-opportunities) strategy, ST (strengths-threats) strategy, WT (weakness-threats) strategy.

Based on the SWOT analysis, 20 alternative strategies were produced, consisting of 5 SO strategies, 5 ST strategies, 5 WO strategies, and 5 WT strategies. In determining alternative strategies, the SWOT matrix is the result of the IE matrix that has been previously determined, namely market penetration strategies, market development, and product development as well as developing collaboration with related stakeholders, both from developing input with suppliers and developing collaboration with partners related to marketing development.

QSPM Matrix Analysis (Quantitative Strategic Planning Matrix)

After completing the second stage, the matching stage, the next stage is the decision stage in strategy formulation. The QSPM aims to identify the best alternative strategies that can be recommended for As-Syifa boarding school. Each alternative strategy from the SWOT matrix is assigned an Attractiveness Score (AS) by internal As-Syifa sources. The AS score is assigned only to factors influencing the alternative strategy. The AS score is then multiplied by the weights obtained in the EFE and IFE matrices to obtain the Total Attractiveness Score (TAS). Based on the QSPM matrix results, the total Total Attractiveness Score (TAS) for the five strategies is obtained. These results can serve as a guideline for the appropriate strategy sequence for As-Syifa.

Based on the results of the QSPM matrix assessed by the As-Syifa resource person, it can be seen that the alternative strategy with the highest recommendation is strategy 1, namely developing a national flagship program based on an integrated curriculum (Academic, Character and Manners) and improving teacher competency (S2, S3, S7, O4, O5).

CONCLUSION

Based on the results of internal and external analyses using IFE, EFE, SWOT, and QSPM, the As-Syifa Al-Khoeriyyah Foundation was found to possess dominant internal strengths — including digital-based education management, an integrated national and Islamic boarding school curriculum, competent and certified teaching staff, and a strong regional reputation — alongside significant external opportunities such as government and stakeholder support, a widely networked alumni base, and rapid advancements in learning technology. Positioned strongly within a highly attractive industry, the most appropriate strategy identified was the Strength-Opportunity (SO) strategy, pursued through market penetration, market development, and product development, as well as collaboration with relevant stakeholders in both input development and marketing. The SO strategy prioritizes developing a national flagship program built on an integrated curriculum that balances academic achievement, character development, leadership, language proficiency, and Quran memorization, while optimizing digitalization and leveraging alumni networks to strengthen institutional image and expand access to external resources. Overall, the implementation of this strategy is expected to improve organizational performance, strengthen public trust, and serve as a medium- and long-term strategic foundation translatable into operational plans, annual work programs, and a measurable institutional performance evaluation system. For future research, it is recommended that studies explore the implementation and effectiveness of the SO strategies identified in this study, particularly in measuring the impact of digitalization initiatives and flagship program development on actual student enrollment growth and institutional competitiveness over time.

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